

# SOUTHLAND REGIONAL SPACES AND PLACES TE RAUTAKI O MURIHIKU



SUMMARY  
MARCH 2021

# FOREWORD WĀHINGA KŌRERO

The Southland Regional Spaces and Places Strategy is the result of a collaboration between Sport Southland, Sport New Zealand, Invercargill City Council, Gore District Council, Southland District Council, Invercargill Licensing Trust, ILT Foundation, Community Trust South and the Maitaha Licensing Trust.

The Strategy was borne out of a willingness by those organisations to work together to create and implement a more aligned approach to the regional planning of spaces and places, relating to play, active recreation and sport, across Southland.

There is a shared understanding that this aligned approach is vital to ensuring Southland's future investment into spaces and places provides the best value, outcomes and quality experiences for the community.

This strategy builds on the comprehensive body of work compiled as part of the innovative 2003 Southland Leisure Strategy and follows on from a review of the 2003 Strategy in 2018.

This Strategy will provide a framework to enable local and regional government, the education sector, funders, national, regional sports organisations and clubs to develop an informed

strategic approach – both in the development of new or upgraded spaces and places and management of existing assets.

Drivers for taking a regional approach to facility planning include:

- The desire of funders to invest wisely in identified priority projects that will make the most long-term, beneficial 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 or shift in the life stages' profile.

- Changing sport and recreation trends locally and nationally, 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 – regional, sub-regional and local – and that regional collaboration is the best way to develop these.
- The risks inherent in focussing on and responding to the wants rather than the priority needs within a region.

The Strategy has been developed by consultants Otium Planning Group with the guidance of a Project Steering Group representing the collaborating partners.

#### Project Steering Group



# INTRODUCTION KUPU WHAKATAKI

Southland has a diverse and uniquely beautiful collection of regional spaces and places including natural areas like Fiordland National Park, the lakes and waterways, and sports facilities of ILT Stadium Southland, Splash Palace, Gore Multisports Complex and Fiordland Community Events Centre.

Our regional spaces and places are integral to the liveability of Southland. They encourage people to be active and healthy. They help people escape from the urban environment and reconnect with nature. Our spaces and places are the social hub of our communities. They help us learn and encourage us to play. They protect significant World Heritage listed natural environments, habitats and cultural heritage. They offer opportunities for tourism and events.

The **Southland Regional Spaces and Places Strategy** has been prepared to strengthen these social, cultural, environmental and economic benefits regional spaces deliver to Southland.

This Strategy guides the delivery of this vision and will provide a pathway for future facility development and opportunities for efficiencies through joint planning.

The success of this Strategy will rely on the partnerships between project partners in



**Flexible and sustainable spaces and places that inspire all Southlanders to be active, enabling them to be happy, healthy and connected through play, active recreation and sport.**

Southland. A Governance Framework alongside a Planning Framework and Investment Framework supports the implementation of strategic directions in a collaborative and strategic way.

A united and collaborative approach is now critical as Southland returns to sport and recovers from the significant impacts of COVID-19 on the sport and leisure sector, particularly funding constraints and economic impacts. The Regional Spaces and Places Strategy represents an opportunity that will help inform and support a better sport system that is accessible and enables everyone in our community to participate. This is a 'live' planning document that will continue to be refined in response to the global pandemic.

## The Project

The Southland Regional Places and Spaces Strategy is a deliverable of Sport Southland, Sport New Zealand, Invercargill City Council (ICC), Gore District Council (GDC), Southland District Council (SDC), Invercargill Licensing Trust (ILT), ILT Foundation, Community Trust South (CTS), and Maitava Licensing Trust (MLT).

The study covers facilities for community and high performance in respect of:

- Outdoor spaces and places.
- Indoor spaces and places.
- Indoor and outdoor pools.

It excludes the following:

- Where existing strategies exist e.g. Regional Cycling Strategy, Local Council Playground Strategies.
- Parks and gardens, unless an identified sports field.
- Extreme sports.
- Art and culture spaces and places provision.
- Passive use open spaces and reserves.

A thorough research, site investigation and engagement process was conducted. This included two rounds of engagement. The first round of engagement included surveys, interviews and workshops across key interest groups including the three Councils, funding agencies, Regional Sports Organisations, Facility Managers and Great South. A second round of engagement included a series of workshops that brought key interest groups together to respond to key challenges identified in an Issues and Options Report.



*\*Report delayed due to COVID impacts*

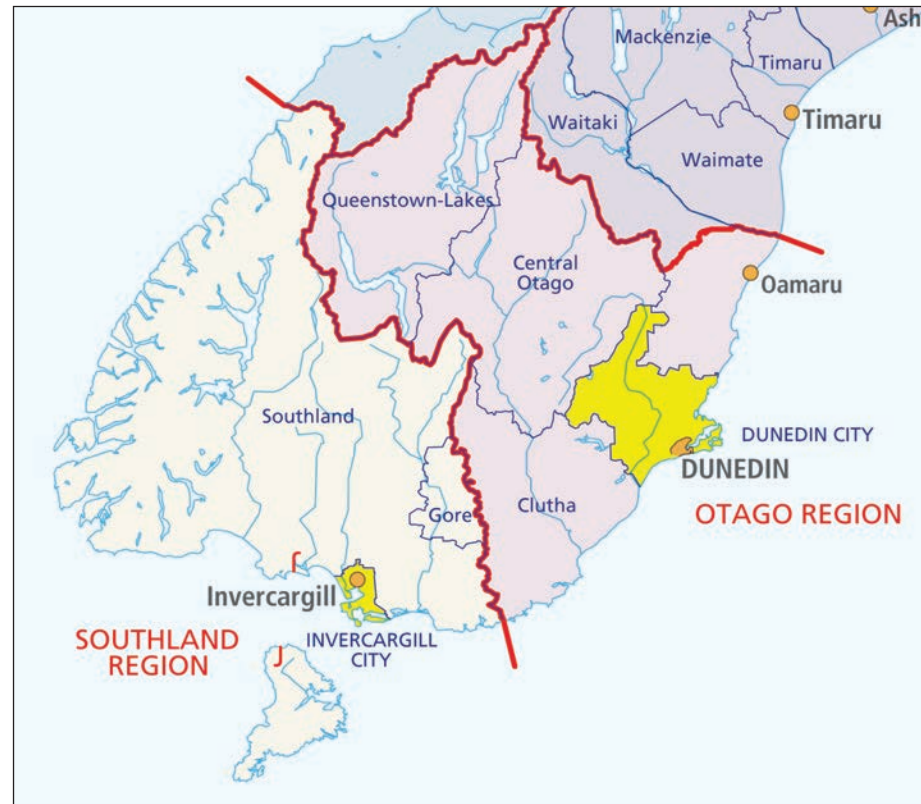
# SOUTHLAND'S REGIONAL SPACES AND PLACES NGĀ WAHI O TE ROHE O MURIHIKU

Southland is located on the southernmost tip of the South Island. Invercargill is the region's major city with Queenstown located to the north and Dunedin located to east.

Southland covers 3.1 million ha of land that is diverse featuring 3,400 km of rugged coastline, agricultural areas, dispersed regional and rural townships and two national parks of Fiordland National Park (a World Heritage Site) and Rakiura National Park that attract visitors to the region.

The region's natural places are supported by impressive regional sporting facilities like the ILT Stadium Southland and Gore Multisports Complex. These places provide Southlanders with opportunities to be active whilst attracting visitors to the region through major events and adventure tourism opportunities.

The region is defined by the Invercargill City Council (ICC), Gore District Council (GDC) and Southland District Council (SDC) boundaries and is adjacent to the Central Lakes and West Otago areas



Southland Region and Surrounding Regions



Southland's spaces and places encourage physical activity. They make us feel happier and healthier, better connected to our community and contribute significantly to our social fabric and economy. Sport NZ's The Value of Sport report shows the high level of community support for these values:

- 92% of New Zealanders believe being active helps keep them physically fit and healthy.
- 73% of New Zealanders agree that sport and physical activity help build vibrant and stimulating communities.
- Sport and active recreation contribute \$4.9B to New Zealand's annual GDP and employs more than 53,000 people.

This report found that by eliminating physical inactivity in New Zealand, we would avoid 7.7% of dementia cases, 7.9% of heart disease cases, 9.8% of type 2 diabetes cases, 13.1% of breast cancer cases, 14.1% of colon cancer cases and 12.7% of deaths. It is therefore important we optimise the use of our spaces and places for the health and wellbeing of all Southlanders.

**The existing network of over 230 spaces and places and 630 facilities in Southland support a wide range of sport and active recreation activities.**

Twenty-two of these spaces and places were assessed as providing for a regional or sub-regional catchment. Sport and recreational facilities on Southland's spaces and places are provided by a range of entities including,



territorial authorities, charitable trusts, the Ministry of Education (via schools), and community groups and clubs.

A detailed inventory was compiled with existing facility information, site visits and reviewed by Regional Sports Organisations and Territorial Authorities.

Overall observations:

- There is a high number of single use facilities and a lack of multi-use facilities in Invercargill.
- Regional and sub-regional spaces and places are located within major population areas within Southland including Invercargill, Gore, Te Anau and Winton. These facilities are multi-use in nature and co-located with other sports and recreation facilities.
- Providing equitable access to sport and active recreation spaces and places (and other services like health, education, cultural, and other community services) in rural and regional areas is a challenge, particularly in smaller townships.

- Community sport and recreation assets vary in age and condition. The majority of clubrooms and lighting are in average to good condition while some are no longer fit for purpose or meet current sport industry design standards e.g. Sport NZ Guidance for Sports Field Development 2019 and Universal Design Principles.
- Further, a number of buildings have failed earthquake rating standards and have been decommissioned or are restricted in use. This includes regional spaces and places like Rugby Park Grandstand and the Surrey Park Athletics Grandstand.

There are some good examples of successful regional spaces and places in Southland, including ILT Stadium Southland, Gore Multisports Complex, Sandy Point Sports Precinct, and Fiordland College Sports Precinct. These facilities have the following success factors:

- High-profile sites that are central to key population areas.

- Designed and operated as 'multi-use' and clustered with other community or sports facilities.
- Meet demands for local community sport and provide a premier destination for higher level events.
- High quality buildings and spaces.
- Easily accessible with good car parking, pedestrian, cycle and public transport access.

Previous benchmarking studies and demand modelling indicate that there are ample spaces and places to meet current and projected population of Southland. That said, the distribution, condition, and accessibility of facilities must be taken into account in assessing future needs. The consultation process identified a number of constraints in relation to indoor courts and aquatic facilities. Moreover, improving the operational viability of facilities, and/or the creation of economic benefit may justify the development of new/upgraded facilities.





# KEY CHALLENGES - NGĀ WERO NUI

The research and engagement findings uncovered **five key challenges**.

## **Challenge One – There is a high number of single use facilities and a need to design flexible spaces and places that activate Southlanders**

There is a high supply of spaces and places in Southland that are single-use facilities catering for traditional sports. There has been a trend of declining participation levels and use of some of these facilities. Continuing to invest in these facilities may not be affordable.

There is an increasing demand for multi-use and indoor facilities to optimize the use of facilities. This represents an opportunity to activate Southlanders by providing a diverse network of flexible spaces and places that facilitate healthy and active lifestyles.

The redesign of our spaces and places will need to consider the impact of Southland's cooler climate. There is a growing demand for converting grass fields to artificial synthetic turf to increase the capacity and use of facilities, an increase in participation demand to indoor sport and provision of shelter for outdoor sports.

## **What facilities will our community need in the future?**

Southland's community is expected to grow from 97,467 in 2018 to 110,000 in 2030. However, population growth is occurring in urban cities and townships such as Invercargill, Gore, Te Anau and Winton, whilst a number of rural townships are experiencing declining populations. There is a need for a strategic approach that locates complementary spaces and places that provide for a broad mix of activities (co-located and multi-use/shared).

Southland's community is older than the New Zealand average. There is a higher proportion of Seniors aged 50 years and above (39.8 years) and a lower proportion of young people. Facilities and programs will need to respond to the demands of seniors. There will be a greater demand on therapy-based services and the design of spaces and places will need to be universally accessible.

There are pockets of deprivation in Southland. There is a national goal to increase participation levels for target populations including females, people with a disability, children aged between 5 to 18 years old and those experiencing greater deprivation. Our spaces and places must be designed to welcome and enable everyone to participate and support affordable and acces-

sible participation opportunities that target traditionally deprived groups in our community.

Outdoor recreation activities accounted for most of the top 10 activities participated in by Southland residents in the last 12 months including walking, gardening, running/jogging, cycling, tramping, and fishing. Providing a well-connected trail network in our townships and adventure trail experiences that connect Southlanders and visitors to nature will foster greater engagement in healthy and active living.

The sports reporting the highest 2019 active membership in Southland are netball (5,745), rugby (5,091), touch football (4,500), soccer/football (3,149), cricket (2,884), basketball (2,747),

golf (1,797), hockey (1,638) and bowls (1,249). Providing quality and accessible facilities that support major participation sports, whilst also responding to a change in the way people want to engage with sport e.g. different forms of sport in social competitions, will be important to foster healthy and active Southlanders.

Consideration of influencing factors, including population and demographic changes, behavioural and future trends, changes and needs of participants, the climate and transportation preferences. Demand for sport and recreational facilities will be considered including the extent to which this demand is being met.



### **Challenge Two – A number of facilities now require renewal**

The 230 spaces and places in Southland support a wide range of sport and active recreation activities and are varied in the condition of facilities and whether they are fit for purpose.

A pinch point is being reached where decisions need to be made about funding the renewal of ageing assets, some of which have low patronage. This is particularly being felt in areas of static or declining populations and a strategic approach to investing and divesting in the development of assets that increases use of facilities is needed.

This represents an opportunity to develop a complementary network of multi-use facilities that are designed flexibly to deliver long term social and financial sustainability.

### **Challenge Three – There is no regional planning approach to identifying and funding strategic priorities in the Southland Region**

The capacity and ability of funding agencies and Councils to invest in regional priorities, fund asset renewal of ageing infrastructure, as well as servicing local and regional sport and community facility and operational (resourcing) needs is an increasingly difficult challenge.

Also, there is currently no regional planning approach to identifying and funding strategic priorities in the Southland region. This project has brought key stakeholders together and there is an opportunity to build on these partnerships through an agreed Governance approach to planning and investing in spaces and places.

### **Challenge Four – Need to maximise the contribution of regional spaces and places to Southland's economy and liveability**

The Southland Region has spectacular natural environments and some impressive sporting facilities that facilitate a wide range of sporting and active recreation activities. Taking advantage of our unique spaces and places by providing great active experiences for Southlanders and visitors will deliver social, environmental and economic benefits.

Regional sports facilities such as ILT Stadium Southland, Surrey Park and Gore Multisports Complex play a significant role in providing for community sport whilst attracting and hosting regional events. They are critical to the social fabric that brings community together and an important part of the tourism product in Southland. Regional spaces and places contribute significantly to the "liveability" of Southland.

Our natural places like Fiordland National Park, Oreti Beach, Sandy Point Domain and Dolamore Park already offer a number of adventure trail events and tourism opportunities for visitors to Southland.

There is an opportunity for key stakeholders to partner in a coordinated way to promote and enhance Southland's reputation as a go to tourism destination for regional events and touring.

### **Challenge Five – Southland's spaces and places will need to adapt to climate change**

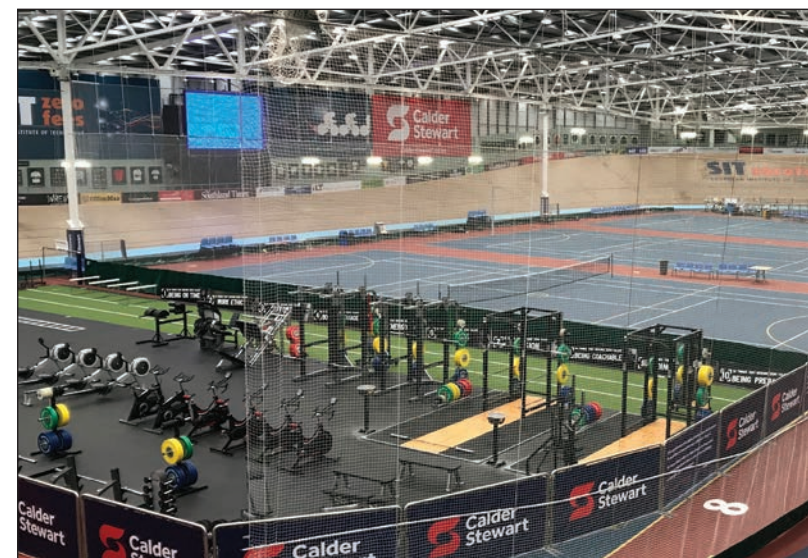
The Ministry for the Environment predicts warmer temperatures (rise by 0.6°C to 0.9°C by 2040), an increase in rain fall (by 7 to 22% by 2090) and increased frequency and intensity of extreme weather events in Southland.

This will likely result in an increase in flooding, landslides and erosion, damage to infrastructure and ecosystems and an increase

in spread of pests and weeds. These events may reduce facility revenues from programs, cause event cancellations and increase maintenance and insurance costs. People's health may also be impacted including heat exhaustion and asthma related to reduced air quality.

Southland spaces and places will need to adapt to these climate change pressures and will present challenges to how we use, design and manage spaces and places in the future.

There may be increased demand for access to indoor facilities, and artificial turf surfaces in Southland. The design of spaces and places will need to adapt by featuring innovative environmentally sustainable design and water sensitive urban design solutions. Examples include energy efficient technologies like LED lighting, water efficient technologies like non-potable water infrastructure, increasing tree canopy and recycling and waste management practices. Managing participant access to spaces and places and play during extreme weather events will be required to maintain a safe environment to participate.





# STRATEGIC DIRECTIONS ARONGA RAUTAKI

The Southland Regional Spaces and Places Strategy guides the delivery of its vision and will provide a pathway for future facility development and opportunities for efficiencies through joint planning. The Strategy is forward thinking and informs a proactive and regional approach to planning regional spaces and places for our future Southland community.

The success of this plan will rely on the partnerships between project partners in Southland.

The following Vision Statement for the Regional Spaces and Places Strategy has been developed in consultation with Project Partners.

## Vision

**Flexible and sustainable spaces and places that inspire all Southlanders to be active enabling them to be happy, healthy and connected through play, active recreation and sport.**

### STRATEGIC DIRECTION

1

#### FLEXIBILITY

Deliver spaces and places that maximise their flexibility to meet community need

### STRATEGIC DIRECTION

2

#### SUSTAINABILITY

Review spaces and places in a well-planned and sustainable way

### STRATEGIC DIRECTION

3

#### COLLABORATION

Work together in the planning and investment of spaces and places

### STRATEGIC DIRECTION

4

#### ATTRACTION

Work together to market and attract events to Southland in event ready spaces and places

**Four strategic directions**, objectives and recommendations combine both strategic and planning outcomes as well as site-specific development recommendations. These directions respond to the key challenges uncovered by the research and engagement findings.

The four key strategic directions are woven together to deliver the vision:

A prioritised action plan has been developed for each strategic direction. The priorities are based on the following timeframes:

- Short Term 0-5 years
- Medium Term 6-15 years
- Long Term 16-30 years
- Ongoing.

There were 22 regional and sub-regional spaces and places identified in Southland. Site specific recommendations have been developed and can be viewed in Volume 1 Strategy.

## Strategic Direction One: "Flexibility" - Objectives and Recommendations

Objective	Recommendation	Priority
Maximise the functionality and viability of regional sports hubs for community sport and events	Support project proposals that optimise the use of sport and recreation facilities and supports diversifying revenue streams and attracting events for facility sustainability/viability.	Ongoing
Encourage shared use/ multi-use of facilities where possible	Develop lease / license / hire policy for spaces and places that encourage all user groups who are using Council's sport and recreation facilities to implement a shared approach.	Medium
	Develop a supporting fees and charges policy that addresses the costs of managing and maintaining sport and recreation facilities through fair and reasonable charges for use. The fees and charges system could also provide discounts on license fees to sports clubs who are targeting various underrepresented groups within the community, for example females, juniors, people with disabilities, newly arrived individuals and groups and areas within a high deprivation area.	Medium
	Venue operators of regional and sub-regional spaces and places to provide multi-use opportunities together with attracting major events to Southland.	Ongoing
Ensure access and connectivity to spaces and places, particularly in areas of high deprivation	Implement the Southland Cycling Strategy and prepare Pedestrian Priority Network Plans for townships/suburbs to connect where people live to activity centres, schools and regional spaces and places.	Short
	Improve access and affordability to quality sport and recreation facilities in areas of areas of high deprivation where there is an inequity of participation opportunities.	Medium
Develop a sustainable network of facilities that support the growth of sport and recreation and a shared use model	Support the development of sport specific and multi-use facility strategies and collaboration across stakeholders that defines the role and catchments of facilities and considers the consolidation, rationalisation or merging of clubs and facilities where there are shared catchments and low usage of facilities.	Medium

Short Term 0-5 years. Medium Term 6-15 years. Long Term 16-30 years.



## Strategic Direction Two: "Sustainability" - Objectives and Recommendations

Objective	Recommendation	Priority
Understand the condition and usage of assets to inform strategic priorities for asset renewal	Conduct asset audits of facility categories including club rooms, sports field lighting, sports fields, sports courts and indoor pools.	Short
	The audit should assess the use and demand, condition and whether the facility is fit for purpose against contemporary sports facility design standards including Sport NZ Guidance for Sports Field Development 2019 and Universal Design Principles.	
	Capture asset usage annually from users e.g. as part of lease or Tenancy agreements.	Short
Deliver a complementary network of quality regional spaces and places in strategic locations, which facilities are fit for purpose, meets current sport industry design standards	Adopt a hierarchy of spaces and places that provide for complementary regional, district and local catchments.	Ongoing
	Investigate development opportunities that facilitate the multi-use of spaces and places that broaden and optimise use.	Ongoing
	Investigate development of nature-based tourism recreation opportunities with Department of Conservation that take advantage of Southland's unique natural places.	Ongoing
Regional spaces and places should maximise social benefits (community participation), be financially sustainable and where possible deliver economic benefits (events) to Southland	Adopt a regional planning approach to the provision of spaces and places and prioritise investment, maximise social benefits (community participation), be financially sustainable and where possible deliver economic benefits (events) to Southland.	Ongoing

Short Term 0-5 years. Medium Term 6-15 years. Long Term 16-30 years.



### Strategic Direction Three: "Collaboration" - Objectives and Recommendations

Objective	Recommendation	Priority
Develop a collaborative and strategic approach to investing in regional places and spaces across land managers, Councils, and funding agencies that addresses agreed priorities	Establish a Regional Spaces and Places Development Group to implement the strategy and provide support and advice on priorities and project readiness to Councils and Funding Agencies.	Short
	Sport Southland to lead the implementation. The Development Group will have representation from Senior Officers from Councils and Funding Agencies.	
	Invest in a greater sample size for Southland to Active NZ Survey to improve validity of data results on physical activity levels and help inform targeted programs.	Short
Compile revised criteria to assist in decision-making	Local Councils and Funding Agencies to adopt the Investment Framework to guide project planning and funding priorities.	Ongoing
Develop a planning approach to ensure the development and activation of spaces and places are managed sustainably and protects the social, environmental and cultural values of each site	Key stakeholders to follow the five stage Planning Framework in the development of project proposals.	Ongoing
	Review the ownership and management structure of spaces and places to encourage multi-use.	Medium
Develop a framework and tool kit to help Regional Sports Organisations and sports clubs navigate the return to sport and impacts of COVID-19 on spaces and places	Sport Southland to partner with Regional Sports Organisations in developing a framework and tool kit to help sports clubs navigate the return to sport and impacts of COVID-19 on spaces and places.	Short

Short Term 0-5 years. Medium Term 6-15 years. Long Term 16-30 years.

### Strategic Direction Four: "Attraction" - Objectives and Recommendations

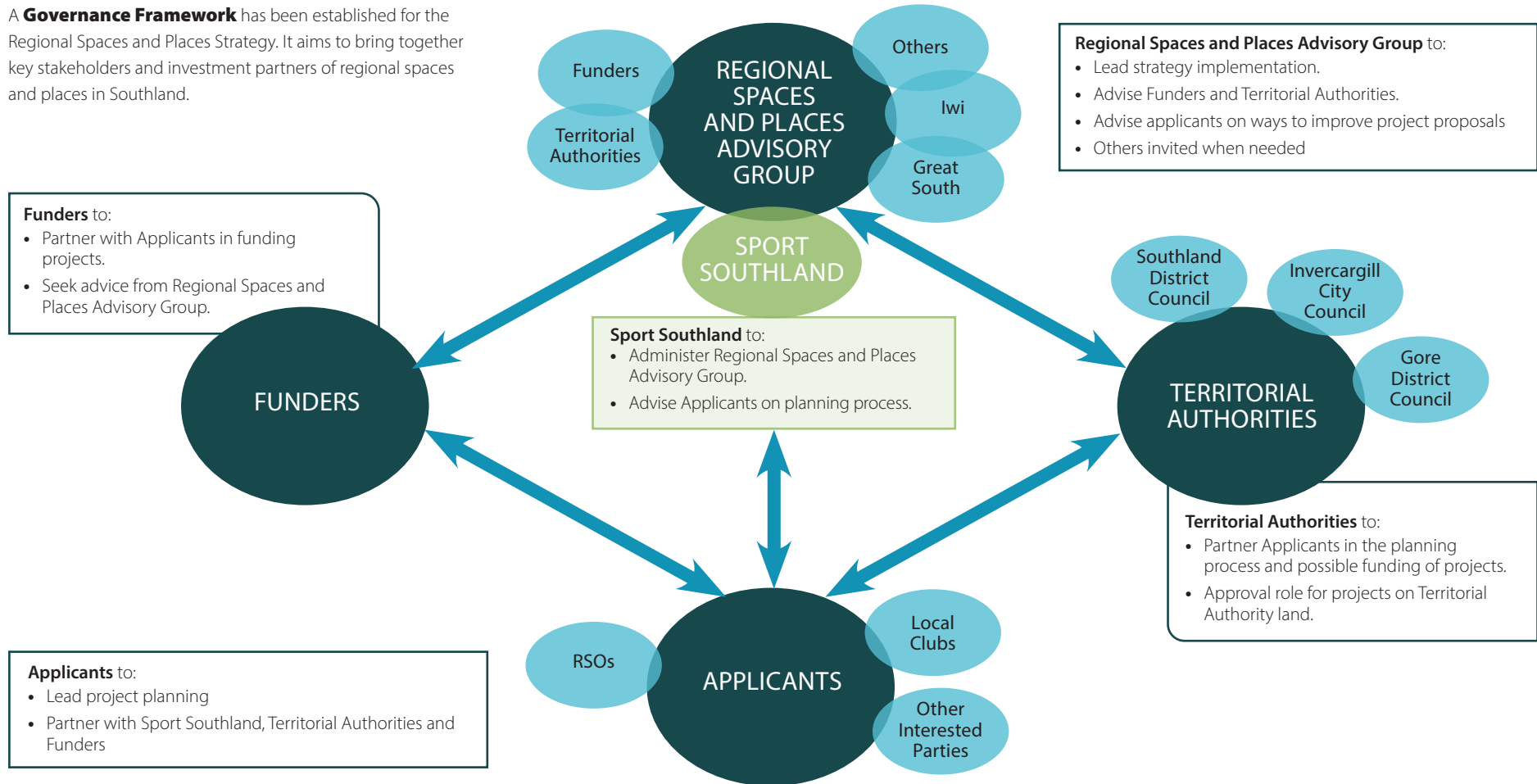
Objective	Recommendation	Priority
Develop a coordinated approach to marketing and event attraction that builds on the competitive advantages of Southland region.	Regional Spaces and Places Development Group to partner with Great South in the development and implementation of a regional events strategy together with a coordinated promotion of regional spaces and places values and experiences.	Short
	Consider event requirements of regional spaces and places in the development of business cases and application of event overlays.	Short

Short Term 0-5 years. Medium Term 6-15 years. Long Term 16-30 years.



# HOW WILL THE STRATEGY BE IMPLEMENTED? ME PEHEA TE WHAKATINANA I TE RAUTAKI

A **Governance Framework** has been established for the Regional Spaces and Places Strategy. It aims to bring together key stakeholders and investment partners of regional spaces and places in Southland.



Sport Southland will lead the implementation and administration of the Strategy with project partners. Sport Southland will be central to establishing partnerships on projects and providing advice and support on the planning steps required for project proposals to funding agencies.

It is recommended that a Coordinator role be established and funded by key partners to lead and manage the partnerships and implementation of strategic recommendations.

The framework recognises the individual Council's and Funder's as the final decision-making authority for funding and project delivery of proposed spaces and places. The investment partners will be guided by the Investment Framework that is linked to the strategic priorities outlined in this Regional Spaces and Places Strategy to support with their decision making.

The proposed Regional Spaces and Places Development Group will be made up of senior officers of key stakeholders and investment partners. This group will meet regularly to discuss projects to better understand how they align to strategic priorities of the Strategy, agree on what feedback can be provided and what level of support and guidance can be allocated.

The Planning Framework will be used as a tool to inform stakeholders including Regional Sports Organisations, Venue Operators, Councils and other organisations of the planning process steps expected for regional projects.

**Regional leadership** is required from all key partners. Councils will need to partner with Sport Southland to lead planning processes with

Venue Operators and Regional Sports Organisations to ensure improvements are designed to meet the community needs of facilities in a sustainable way. Investment partners will be part of these discussions and lead by funding priority projects that offer best value and outcomes for the Southland community. Collaboration across key partners in the planning and investment process is critical to successful implementation.

The global COVID-19 pandemic has had a significant impact on the sport and tourism sectors. A new alliance and guidelines prepared by Sport Southland with Regional Sports Organisations (RSOs) has been formed to unite and 'collaborate on the return and reimagining of community sport in 2020-21'. Twenty RSOs have now endorsed the guidelines that were developed with a lens to 'what's best for our people and our Southland community'. The guidelines include a strategic direction that supports 'a coordinated approach to the future design and delivery of a better sport system'.

The Regional Spaces and Places Strategy will help inform and support a better sport system that is accessible and enables everyone in our community to participate.

Strengthening the relationship and collaboration across key stakeholders and using the Planning Framework and Investment Framework will help roadmap the improvements required to deliver high community and commercial needs of regional spaces and places to ensure they deliver sustainable facilities and the projects supported offer best value and outcomes to Southlanders.

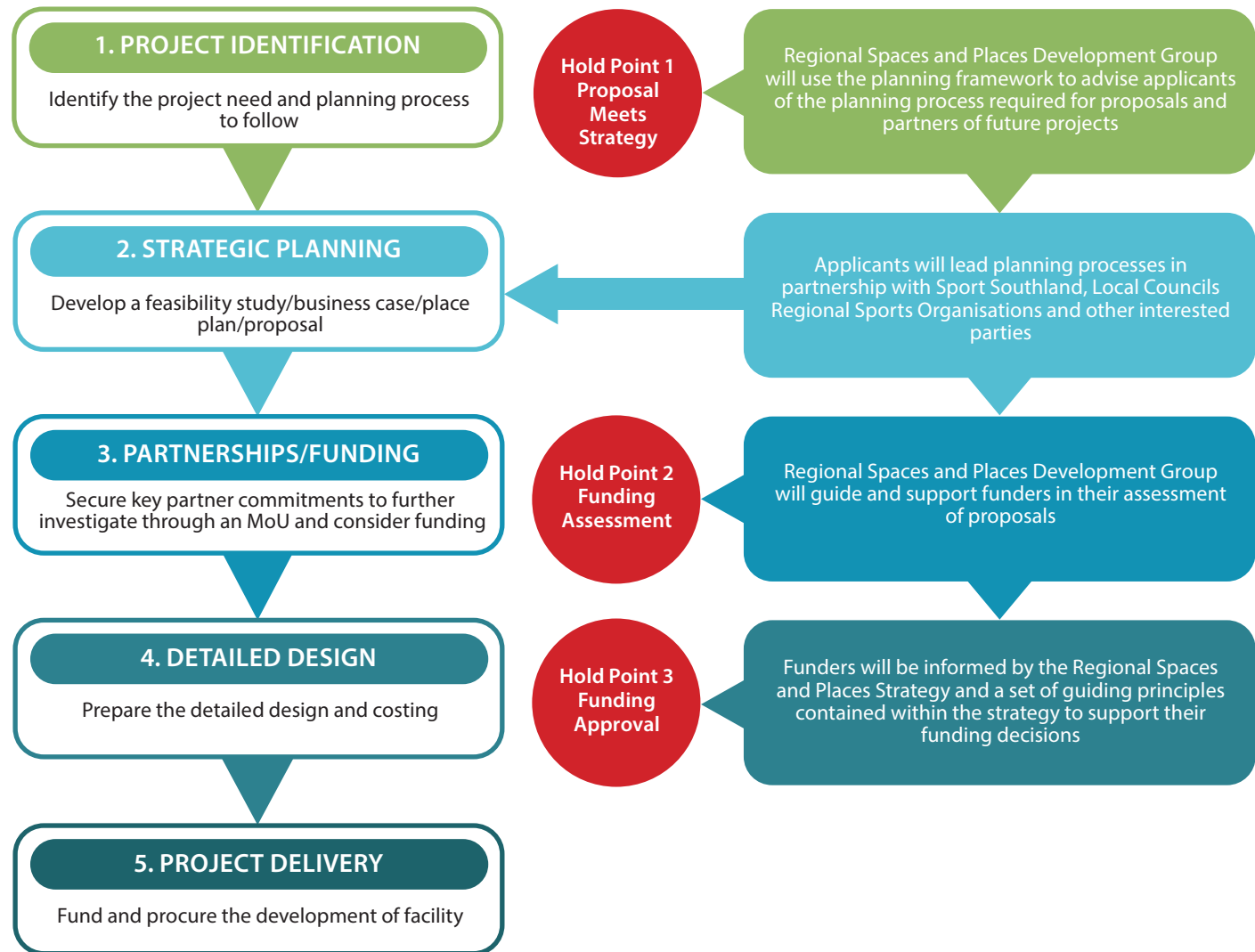


## Planning Framework Process Flow Chart

The Flow Chart identifies the five stage **Planning Framework** in the delivery of regional spaces and places, the role each stakeholder plays in the planning process and how the **Investment Framework** is used through assessing a project's strategic alignment and response to the eight decision making principles for investing in projects. The Planning Framework is supported by the New Zealand Sporting Facilities Framework six-step framework. This framework supports Stage 2 Strategic Planning.



Please refer to Volume 1 The Strategy for further details on the frameworks.



## Investment Framework Te anga Whakangao

Future investments by Funders will be informed by the Regional Spaces and Places Strategy and a set of guiding principles.

A partnership approach to investment is encouraged where contributions are made from across Funders, Territorial Authorities and user groups. Funding will need to consider the governing parameters e.g. Territory, for funding distribution by each Trust.

The **Investment Framework** proposed three categories which will require differing levels of planning to progress applications to funders:

- **Strategic Planning Projects:** Feasibility Study, Business Case or Place Making Plan.
- **Regional Spaces and Places Projects:** Feasibility Study or Business Case may be required for new or improved development of facilities that are of regional significance. Priority projects will be multi-use, demonstrate social and economic benefits to Southland and consider sustainable business models for management and asset renewal.
- **Local Spaces and Places Projects:** A proposal is required for new improvements (e.g. change rooms) or major asset renewal (renewal of playing surface) of facilities that are of local significance that ensure infrastructure is maintained at a high quality and accessible to all.



## Guiding Decision Making Principles

There are **Eight guiding decision-making** principles for investing in projects.

### The project:



Is linked to strategic priorities identified by the Regional Spaces and Places Strategy.



Follows the five step Planning Framework so that they can demonstrate project readiness and capability to delivery.



Can clearly describe **why** it is needed. For example, what participation or facility issues is the project seeking to address.



Can describe **who** will benefit and can demonstrate key stakeholder support and partnerships. For example, Memorandum of Understanding or Letters of Support.



Can describe **how** it will be delivered including how the design responds to modern standards including universal design principles and environmental sustainable design, how much it will cost and provide evidence of stakeholder partnership funding.



Can describe **what** benefits will be delivered by this project, how it will increase, diversify or provide equitable access to participation opportunities and/or deliver and economic returns. For example, through attracting regional events.



Can demonstrate how the planning for the project upholds the principles of Te Tiriti o Waitangi (Partnership, Protection and Participation) and considers the cultural narrative of the space or place.



A sustainable business model is adopted to regional spaces and places so that they deliver operational success and can contribute to asset renewal over the life of the facility.



# WARRANTIES AND DISCLAIMERS NGĀ WARATI ME NGĀ WHAKAKORETANGA

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

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

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

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



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