

SURREY PARK FUTURE REDEVELOPMENT BUSINESS CASE

FINAL REPORT (CONFIDENTIAL)



PREPARED FOR INVERCARGILL CITY COUNCIL

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<p><i>Otium Planning Group acknowledges Maori as tangata whenua and Treaty of Waitangi partners in Aotearoa New Zealand.</i></p>				

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1. Executive Summary

The Surrey Park Future Redevelopment Business Case explores the future development options to improve the facilities range of uses, shared development potential and financial operational sustainability. The proposed improvements will ensure Surrey Park continues to deliver national and regional sport, community and cultural event, programs and competitions to Southland.

The ILT Stadium is included in this review for the following reasons:

- The Southland Regional Spaces and Places Strategy identified the significance of the ILT Stadium in providing sport, community and cultural events in Invercargill and delivering significant social and economic benefits to the Southland region. The Strategy recommends a Business Case for the ILT Stadium and Surrey Park.
- Sport NZ is a funding partner of the Business Case following the Strategy recommendation and in consultation with project partners Sport Southland and Invercargill City Council.
- Any future expansion of the ILT Stadium footprint will impact on the surrounding areas of Surrey Park.
- Invercargill City Council is a funder to the ILT Stadium together with other funding partners. The Business Case will explore future development opportunities that reduce the funding reliance on funders.

Key Issues and Opportunities

The Business Case has uncovered the following issues and opportunities:

- There is a long planning history to the development of Surrey Park and ILT Stadium. Recent strategic documents influencing the development of Surrey Park include the Southland Regional Spaces and Places Strategy, Draft Surrey Park Development Plan 2015 and ILT Stadium Southland Review. These strategies identified a number of facility and governance issues and improvement. A number of improvements have been implemented, specifically those recommendations responding to asset renewal of facilities and improved management/operational performance of ILT Stadium / SIT Zero Velodrome. The development of football fields on the old softball diamonds has been committed but not implemented.
- A structural engineering assessment on the Surrey Park Athletics Centre grandstand has found structural issues that are of a safety risk to patrons and this is now the main issue to limiting its use and function. Replacing the athletics grandstand with a covered seating area for 200 to 300 people is a mandatory requirement by Athletics NZ to be able to host major national events like the Colgate Games and support regional athletics meets and school athletics carnivals.
- The ILT Stadium and SIT Zero Velodrome combined is one of the most well used community, sport and entertainment venues in Invercargill and the South Island, attracting on average 1 million visits per annum. To achieve these visitations, there is significant booking management conflict for such high demand use on existing courts with them operating at 85% court occupancy and community sport competition displaced by the 80+ major events held each year. Further exacerbating this challenge is that events deliver 65% of the stadium revenue helping offset the costs of the facility. The venue requires about \$1.2 million each year from funders to operate sustainably. The following community and commercial opportunities were identified to improve the access and operational performance of the stadium.
 - Additional indoor courts will reduce the displacement of community sport users when a major event is hosted and in turn improving the centre's viability.
 - The Invercargill Gymnastics and Marching Southland currently operate across multiple sites in facilities that are no longer fit for purpose and has some safety issues also limiting use. There is an opportunity to relocate these sports to ILT Stadium.
 - Commercial opportunities identified include: a dance studio for the growing local dance club; provide for the emerging sports of X-Golf, E-Sports; expanding the clip and climb area; expanding allied health and services suites that will support the existing physiotherapist and podiatrist request for additional space; increasing the Sports House office space to accommodate Regional Sports Organisations interested in moving to ILT Stadium; and expanding the retail space.

- Carparking and traffic flow are identified as concerns by the user groups. Improving public and active transport access to Surrey Park together with expanding car parking and improving the access and egress options across the precinct is required.
- The opportunity of ILT Stadium increasing their management role of all of the Surrey Park precinct was considered. It was agreed that the current conditions and proposed developments of indoor and outdoor facilities in the future master plan do not warrant a change of governance at this stage. If Council does decide in the longer term to bring more major event facilities to Surrey Park then it is recommended that a future governance review, including the option of ILT Stadium Management having a greater Surrey Park Management responsibility is completed. It was agreed that now is not the right time for management change as there is no trigger for major change. It was noted however there is an ongoing requirement for greater collaboration and coordination between ILT Stadium, Surrey Park user groups and Invercargill City Council.
- Presently, there is no usage data on outdoor sports facilities in Surrey Park. It is recommended that user groups collect usage data. This data will help inform opportunities for Surrey Park users to share facilities and improve the use and operational performance of facilities. There is an opportunity for Council and Sport Southland to work together to address this with the relevant codes.

In response to the issues and opportunities, the following facility improvements are proposed for Surrey Park.

Facility Condition and Standards

Facility	Asset Condition	Functional Standard
ILT Stadium	Excellent	Excellent
Sit Zero Velodrome	Good – Requires Renewal	Excellent
Athletics track and field facilities	Excellent – Recently Renewed	Excellent
Athletics Grandstand	Poor – Requires Replacement	Poor
Invercargill Athletics Club Rooms	Average	Good – Duplicated Facility
St Paul’s Harriers Club Rooms	Good	Good – Duplicated Facility
Softball Diamonds	Excellent – New	Excellent
Softball Club Rooms	Excellent – New	Excellent
Old Softball Diamonds	Poor – Requires Replacement	Poor – Duplicated Facility
Old Softball Club Rooms	Poor – Requires Replacement	Poor – Duplicated Facility
Rugby Fields	Good	Good
Pirates Old Boys Rugby Club Rooms	Good	Good
Badminton Southland Stadium	Excellent	Excellent
Model Railway and Club Rooms	Good	Good

Facility Improvement Plan

Four options were considered for replacing the Athletics Grandstand. Option 1 and Option 2 are recommended for they deliver the functional requirements of a regional athletics facility and could be considered as a staged development:

- Option 1 – Replace the grandstand with a basic covered seating shelter for 300 people and maintain the existing athletics club rooms. This could be considered as stage one works in the short term.
- Option 2 – Consolidate club rooms and change rooms and provision of a 300 covered seat area. This could be considered as stage two works in the long term as an extension off the basic covered seating shelter for 300 people into one grandstand.
- Option 3 – Repair the existing grandstand.
- Option 4 – Do nothing.

The facility improvement plan for ILT Stadium include:

- Provision of two multipurpose courts, plus an expansion area for a further two multisport indoor courts if demand warrants expansion.
- New gymnastics hall of 800m² that includes provision for trampolining.
- Repurpose two squash courts for X Golf. Consider provision of a future retail space if the remaining two squash courts are relocated. This proposal will require a separate business case / squash strategy.

- Expand the ground floor by providing health and allied services suites, plus an expansion area for the clip and climb area with a further five climbs.
- Construct the proposed first floor area with an e-sports lounge and additional offices for Regional Sports Organisations seeking residence at ILT Stadium Sports House.
- Construct the proposed second floor area with a dance studio. A future expansion area is provided for possible future multipurpose community rooms and hall of fame gallery. This proposal will require a separate business case.

Precinct wide improvements include:

- Redevelop former softball fields to football fields.
- A hammer cage is proposed on the proposed new football fields south west of the reserve.
- Expand car parking and improve traffic access and egress throughout the site.

Preliminary Cost of Facility Improvement Plan

The preliminary cost estimates for development proposals are:

- Athletics facility improvements:
 - Option 1 (basic covered seating shelter for 300 people) = \$1,500,000.
 - Option 2 (consolidated athletics/football clubrooms and covered seating area for 300 people) = \$3,000,000.

A total of \$3,000,000 is required if Option 1 and Option 2 is constructed as a staged development.

- ILT Stadium improvements = \$20,560,099. The development of facility components can be implemented in a staged way.
- Precinct wide improvements = \$5,718,000. The proposed conversion of the old softball diamonds to two new community football fields will cost an estimated \$100,000. Car parking, access roads and pedestrian paths shown on the plans are excluded.

Return on Investment for ILT Stadium Improvements

All development proposals proposed for the ILT Stadium will generate returns a positive return on investment (Total ROI 2.32%) and would generate a predicted \$571,181 annual operational surplus. This result will reduce the reliance on Funders to fund the balance or shortfall in operations to about \$730,000.

2. Introduction

The Surrey Park Sports Precinct is a regional / national level sports precinct drawing people from across the Southland region including Invercargill City, Gore District Council and Southland District Council areas as well as a significant number of visitors to the area.

The Surrey Park Sports Precinct includes the following facilities and main areas:

- ILT Stadium Southland and SIT Zero Velodrome which is a regional indoor sports and entertainment facility.
- Badminton Southland Stadium which is a stand-alone regional badminton centre.
- Surrey Park Athletics Centre with synthetic track and grandstand.
- Southland Softball Facility. Note the fields are shared with football.
- Surrey Park school grounds rugby fields.

Otium Planning Group has recently prepared the Southland Regional Spaces and Places Strategy. During this planning strategy process, the following issues were uncovered :

- A structural engineering assessment on the Surrey Park Athletics Centre grandstand has found structural issues that are of a high safety risk to patrons.
- A demand for additional indoor sports courts so that major events can operate without displacing community use and in turn improve the centre's viability.
- An opportunity to relocate gymnastic to ILT Stadium. The current gymnastics centre is located in a residential area. It is no longer fit for purpose and is unsafe.

Invercargill City Council is now considering future development options at Surrey Park to address these issues and improvements that would improve the long-term sustainability of park facilities and operations.

To assist Invercargill City Council in its review of future options, Otium Planning Group was engaged to prepare the Surrey Park Future Redevelopment Business Case.

The Business Case explores the development and governance options to address these future facility development issues to help continue to improve the facilities range of use, shared development and financial operational sustainability.

A thorough research and engagement analysis has been undertaken to prepare this **Volume 1: Final Report**. This has involved workshops with an appointed Project Governance Group, discussions with the Centre Manager and engagement with National and Regional Sports Organisations and event operators.



Figure 1: Planning Process

The **Volume 1: Final Report** is supported by a **Volume 2: ILT Stadium Current Operational Review** and **Volume 3 ILT Stadium Financial Operational Models Summary** for proposed developments.

3. Strategic Review

This section of the report covers relevant strategies and previous research and site master planning to form a strategic context for this project.

3.1 Southland Regional Spaces and Places Strategy

The *Southland Regional Spaces and Places Strategy* has been prepared by Otium Planning Group on behalf of Sport Southland and key funding partners including 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 Maitaia Licensing Trust (MLT).

The strategy has been completed to strengthen these social, cultural, environmental and economic benefits regional spaces deliver to Southland.

The Strategy's vision is to provide "Flexible Spaces and Places enable all Southlanders to be happy, healthy and connected through play, sport and active recreation"

The Strategy included a review into the current sports code field of play allocations and provides a blueprint to delivering on this vision by providing a pathway for future facility development and opportunities for efficiencies through joint planning and to meet future sports code field of play allocation requirements.

A Governance Framework together with supported Planning Framework and Investment Framework supports this Strategy to guide the implementation of strategic directions in a collaborative and strategic way.

The Strategy identifies four key challenges in the region:

- There is a high number of single use facilities and a need to design flexible spaces and places to activate Southlanders.
- A number of facilities now require renewal.
- There is a no regional planning approach to identifying and funding strategic priorities in the Southland Region.
- The need to Maximise the contribution of regional spaces and places to Southland's economy and livability.

To realise the vision and respond to these challenges, four strategic directions with supporting objectives and recommendations (strategic planning and site-specific recommendations) were developed for the strategy. These are:

- **Flexibility** – Create flexible spaces and places and in the approach to using them so that we meet community need.
- **Sustainability** – Review spaces and places in a well-planned and sustainable way.
- **Collaboration** – Work together in the planning and investment of spaces and places.
- **Attraction** – Work together to market and attract event to Southland in 'event ready' spaces and places.

Table 1 one on the next page summarises Surrey Park site-specific recommendations from the Southland Spaces and Places Strategy (SSPS) relevant to this Redevelopment Business Case Review.

Table 2: Southland Spaces and Places - Surrey Park Specific Recommendations

Council	Type	Spaces and Places	Description of facility and challenges	Recommendation	Priority
Invercargill City Council	Outdoor	Surrey Park (Regional/National)	Surrey Park is a major sports precinct that also accommodates ILT Stadium Southland. The park includes an athletics track that is currently being resurfaced, a new softball facility, soccer fields and rugby fields. The playing fields are in good to excellent condition. However, the athletics grandstand is in average condition and failed an earthquake rating assessment. Use of the grandstand is now limited. Further the venue is catering for major events that is impacting on community use of venue, plus the venue cannot optimise the event.	Review the Surrey Park Development Plan that future proofs the future development of the Surrey Park Sports Precinct and develops the site as the premier sports precinct for Invercargill. The master plan will: <ul style="list-style-type: none"> • Maximise the use of spaces. • Resolve the impact of future improvements to the ILT Stadium and covered seating provision at the Athletics Centre. • Review the governance structure. 	Short
Invercargill City Council	Indoor	Surrey Park – ILT Stadium (National/International)	ILT Stadium Southland is an indoor sports and entertainment facility providing sports courts, cycling velodrome, tennis courts, high performance gym, climbing walls and a Sports House accommodating Sport Southland and regional sports organisations. It is a multi-use facility and is in excellent condition.	Conduct a Business Case that explores expanding the Stadium with additional indoor courts, new gymnastics training centre and retrofitting squash courts to commercial opportunities. This Business Case could be conducted together with the review of the Surrey Park Development Plan.	Short
Invercargill City Council	Outdoor	Rugby Park (Regional)	Rugby Park is the premium rectangular field with a large grandstand. The facility is located adjacent to the Turnbull Thomson Park. The playing field was recently upgraded and is in excellent condition. However, the grandstand is in average condition and has structural and safety concerns. Use of the grandstand is now limited.	Conduct an Options Review and Business Case that resolves the long-term provision of a premier rectangular stadium and events centre in Invercargill.	Short
Invercargill City Council	Indoor	Southland Gymnastics Centre (Regional)	Southland Gymnastics Centre is a stand-alone gymnastics centre located in a residential area. The building is in average condition. It is no longer fit for purpose and has safety concerns.	Relocate to ILT Stadium and provide a new gymnastics centre.	Short
Invercargill City Council	Indoor	Squash City Invercargill Centre (Regional)	Squash City Centre is a stand-alone squash centre with four courts in good to excellent condition.	Conduct Business Case that explores providing additional squash courts to Squash City Centre.	Medium

- Critically review the demand for grandstand use against the cost of redevelopment or replacement of the existing grandstand and compare this with the cost and practicality of temporary or portable grandstand facilities.
- ILT Stadium to increase management role over Surrey Park (event calendar coordination, club administration services and greater use of the stadium facilities for club activities)
- Land south of Stadium / Velodrome considered for future expansion of the stadium and velodrome.
- Develop one single-purpose-built combined club facility replacing all individual clubrooms (softball, football, athletics and rugby); located to provide direct relationship to athletics track, premier football field and premier softball diamonds.
- The new softball diamonds and pavilion for softball and football is now completed.
- Renew athletics track and quality of inner football field.
- The upgrade of the synthetic athletic track and lighting is now completed.
- Field allocation according to need and field condition.
- Consider development of bicycle related facilities e.g. pump track and/ or BMX facilities as demand dictates.

3.3 ILT Stadium Southland Review 2017

A high-level review into the operational efficiency of the ILT Stadium was conducted by Crowe Horwath in 2017 on behalf of the Board of ILT Stadium Southland. The review found:

- The stadium provides a benefit to the entire Southland region, not just to Invercargill. The venue is considered a significant community asset.
- The Stadium, through its operating entity – Southland Indoor Leisure Centre Charitable Trust (SILLCCT) receives funding from Invercargill Licensing Trust, Community Trust of Southland, Southland District Council and Invercargill City Council.
- The roof collapse in 2010 led to significant upgrades to the facility and has put significant financial pressure on the facility operations.
- The Stadium was operating at a deficit of \$6,000 in 2015 and \$65,000 in 2016, however was projected to forecast a profit in 2017 at the time of the review.
- Income was approximately \$2.1 million. 34% of income was operational grants. This is consistent with other indoor stadiums across NZ.
- Other key income contributors were: Venue hire to community events and commercial events, community sports court hire, clip 'n' climb and ticket revenue.

The review recommended the following additional income opportunities (Status of the recommendations are listed in bold):

- Introduce a split shift staffing policy (\$30,000). **This has been actioned.**
- Staffing levels when not open to the generic public (\$8,000). **This has been actioned.**
- Increased Clip 'n' Climb revenue (\$20,000). **This has been actioned.**
- Improved café offering (\$5,000). **This has been actioned.**
- Conversion of two squash courts to alternative use e.g. gym or retail (\$28,000). **This was not actioned.**
- The initial high-level analysis showed the SIT Velodrome generating a loss of \$512,000. The review recommended further work be undertaken to accurately determine the size of the loss and seek an ongoing commitment from funders. **One of the multisport courts within the velodrome has since been converted to a high-performance gym and netting is being installed between courts to increase use for tennis / netball competition and hirers.**

- A more robust system needs to be in place to ensure the true cost of attracting a delivering an event are available for analytical purposes. **A door counter has now been installed to help inform Management of admissions. Further, a production team has been established to help improve the operational efficiency and understanding of event procurement.**
- Develop an overall strategic direction of the facility and establish regular communication through formal channels between the Board and SILCCT Trustees. **Meetings are now scheduled between the Board and Trustees with a strategic planning process scheduled in the coming year.**
- Benchmarking of ILT Stadium’s pricing against comparable benchmarks shows current pricing (\$31 per court) was low. This needs to be balanced between ‘user pay’ and agreed subsidy levels for community access through general grant funding. The review identified a potential for increasing the pricing level to that of comparable benchmark facilities resulting in approximately \$150,000 per annum additional income. **The pricing has since been lifted to \$36 per court.**
- An independent assessment and valuation are undertaken for naming rights and the catering contract. This would help inform negotiations about whether the Stadium should go to market to seek expressions of interest. This process must be mindful of the sponsorship / grant arrangements in place with SILCCT. **This has been actioned.**

3.4 Strategic Review Key Findings

There is strategic support for the future development of Surrey Park and ILT Stadium through the findings and improvements in the 2015 Draft Surrey Park Development Plan and 2017 ILT Stadium Southland Review.

A number of proposed developments in these strategies have been implemented that have addressed asset renewal of facilities and improved operational performance of ILT Stadium and SIT Zero Velodrome.

These improvements including the development of a new softball facility and diamond, the upgrade of the athletics synthetic track and facility have been completed.

Operational improvements to ILT Stadium that has resulted in increasing the revenue base for the venue e.g. Clip n Climb, improved café, split shift staffing model and lift in pricing have all been actioned.

The Southland Spaces and Places 2020 Strategy though still identifies a number of development proposals for consideration and need to be considered as part of this Business Case including:

- Considering the future role and development of the athletics grandstand and support facilities.
- Further expansion of the indoor sport courts to reduce impact of events on weekly community sport schedules
- Development of a range of indoor specialist activity areas (i.e. gymnastics).

5. Site and Facility Review

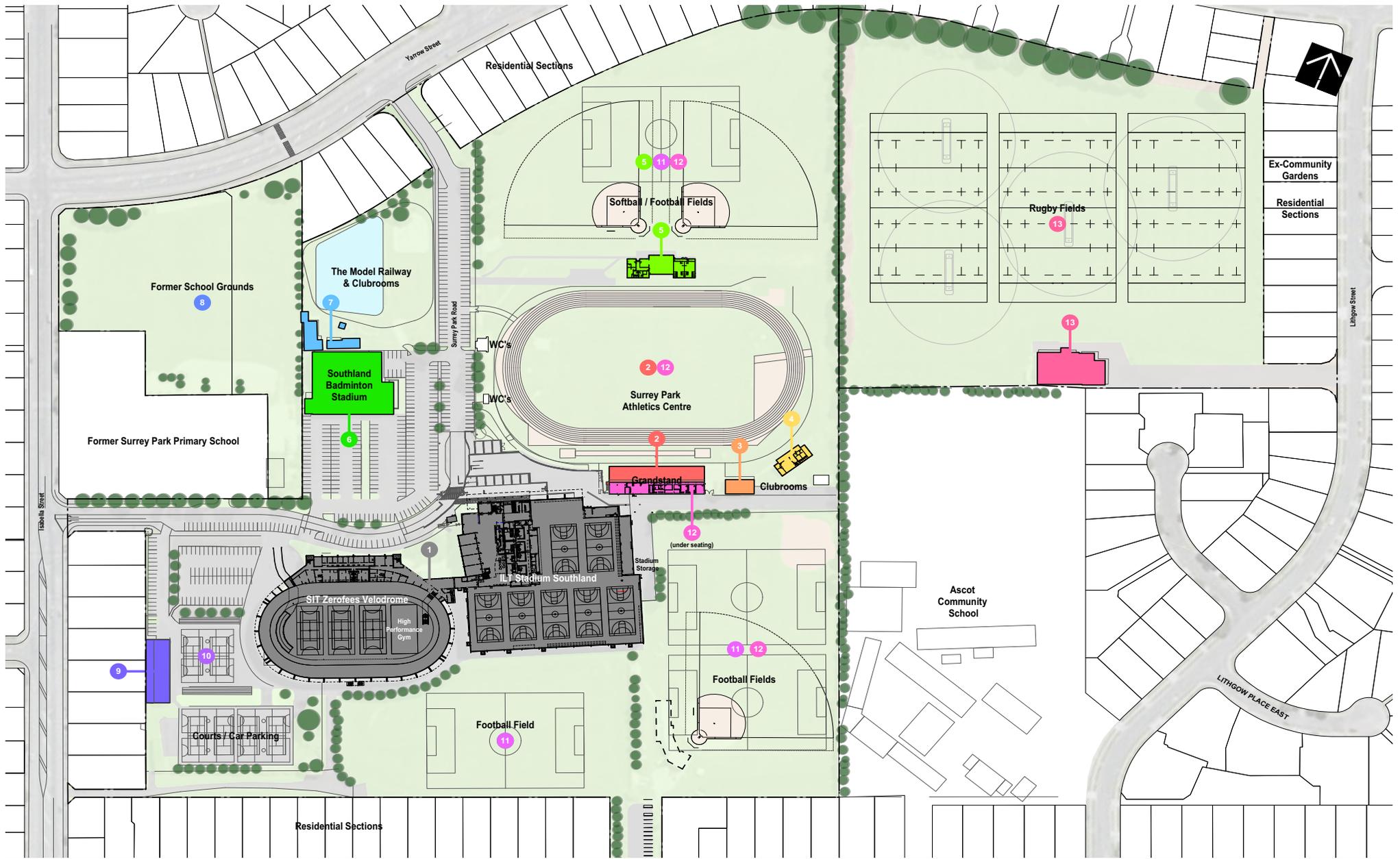
The Surrey Park Sports Precinct is a regional / national level sports precinct drawing people from across the Southland region including Gore DC and Southland DC.

The precinct includes the main facilities and activity areas:

- ILT Stadium Southland and SIT Zero Velodrome is a regional indoor sports and entertainment facility providing sports courts, cycling velodrome, tennis courts, high performance gym, climbing walls and a Sports House accommodating Sport Southland and regional sports organisations. It is a multi-use facility and is in excellent condition
- Badminton Southland Stadium is a stand-alone regional badminton centre with 10 courts in good to excellent condition
- Surrey Park Athletics Centre. The track has been resurfaced and new lights installed. The track and infield (also used by football) are in excellent condition. However, the athletics grandstand is in average condition and failed an earthquake rating assessment.
- A new Southland Softball Facility has been constructed with two diamonds and pavilion. These are shared with football and are in excellent condition
- Surrey Park school grounds rugby fields. These fields are in good condition.
- Old netball courts that is now used for casual tennis courts and car parking.
- Old Softball Facility that is earmarked for converting into football fields.

5.1 Surrey Park Existing Conditions Layout Plan

The Figure 3 map identifies the existing condition and occupancy arrangements for facilities.



Existing Site Plan

PRELIMINARY DRAFT

Scale: 1:1000 @ A1, 1:2000 @ A3

Date: 22 September 2020

Revision: B

Surrey Park, Invercargill



1	<p>ILT Stadium Southland & SIT Zerofees Velodrome</p> <ul style="list-style-type: none"> • Southland Indoor Leisure Centre Charitable Trust own & maintain both buildings, and lease the land from ICC. • The regional indoor sports and entertainment facility provides sports courts, cycling velodrome, tennis courts, high performance gym, climbing walls and a Sports House accommodating Sport Southland and regional sports organisations. It is a multi-use facility and is in excellent condition • Sport Southland have a lease for use of the Sport House • Cycling Southland has a user agreement with Southland Indoor Leisure Centre Charitable Trust for use of the velodrome • Invercargill Netball Centre Inc has a user agreement with Southland Indoor Leisure Centre Charitable Trust for use of the courts • Southland Basketball Association has a user agreement with Southland Indoor Leisure Centre Charitable Trust for use of the courts
2	<p>Surrey Park Athletics Centre</p> <ul style="list-style-type: none"> • Athletics Southland own & maintain the athletics track, and lease the land it is on from ICC. • ICC own the Grandstand, however the Waihopai Association Football Club use and own improvements to the basic clubrooms and storage areas under the seating. • The grandstand doesn't meet earthquake standards and a decision on its future is required as part of this project • The track has been resurfaced and new lights installed. The track and infield (also used by football) is in excellent condition. • Waihopai AFC and Athletics both use grounds in middle. • Grounds also used by casual users when Athletics and Football aren't on via booking system
3	<p>St Paul's Harrier & Athletics Clubroom</p> <ul style="list-style-type: none"> • St Paul's Harrier & Athletics Club own & maintain the Clubroom building, and lease the land from ICC.
4	<p>Athletics Invercargill Clubroom</p> <ul style="list-style-type: none"> • Athletics Invercargill own & maintain the Clubroom building, and lease the land from ICC.
5	<p>Southland Softball Association Pavilion</p> <ul style="list-style-type: none"> • Southland Softball Association own & maintain the new softball pavilion and diamonds, and lease the land from ICC. • A new Southland Softball Facility has recently been constructed with two diamonds and pavilion. These are shared with football. The facility and fields are in excellent condition.
6	<p>Southland Badminton Stadium</p> <ul style="list-style-type: none"> • Southland Badminton Association own & maintain The Badminton Stadium, and lease the land from ICC. • Badminton Southland Stadium is a stand-alone regional badminton centre with 10 courts in good to excellent condition. • There is a model railway adjacent to the Badminton Stadium that share the use of social rooms
7	<p>The Model Railway & Clubrooms</p> <ul style="list-style-type: none"> • Southland Society of Model Engineers own & maintain The Model Railway and associated clubrooms, workshop and garage, and lease the land from ICC.
8	<p>Ex-Surrey Park Primary School Grounds</p> <ul style="list-style-type: none"> • The former Surrey Park Primary School is now owned by Council after acquiring the portion of this site adjacent to the Badminton Stadium and Model Railway.
9	<p>Invercargill Netball Centre</p> <ul style="list-style-type: none"> • Invercargill Netball Centre Inc own & maintain the building, and leases the land from ICC. • Sublease to Fit4U and Rugby Southland
10	<p>Southland Tennis</p> <ul style="list-style-type: none"> • Existing arrangement in place for use of outdoor courts
11	<p>Queens Park Football Club</p> <ul style="list-style-type: none"> • Use grounds via sports field application • Queens Park Football Club use the number 2 ground (shared with Softball) • Work currently in progress - existing softball building to be demolished. Former softball diamonds to be converted into football fields used by Queens Park Football Club and Waihopai Association Football Club.
12	<p>Waihopai Association Football Club</p> <ul style="list-style-type: none"> • Use grounds via sports field application • Waihopai Association Football Club use the number 1 ground (infield of athletics track shared with Athletics) and number 2 ground (shared with Softball) • Waihopai Association Football Club use and own improvements to the basic clubrooms and storage areas under the Grandstand seating. • Former softball diamonds to be converted into football fields used by Queens Park Football Club and Waihopai Association Football Club.
13	<p>Pirates Old Boys Rugby Club</p> <ul style="list-style-type: none"> • Pirates Old Boys Rugby Club own & maintain The Rugby Clubrooms, and lease the land from ICC. • Use grounds via sports field application • Rugby fields on the old school grounds are in good condition. • Northern Tavern City League Cricket use grounds socially in summer via booking system

Figure 4: Surrey Park Existing Conditions Plan

5.1 Site and Facilities Key Issues

The following key issues were identified during the research and engagement stages of the Southland Regional Spaces and Places Strategy together with initial interviews with the Project Governance Group members.

Surrey Park Athletics Centre Grandstand Issue

The Surrey Park Athletics Centre includes a synthetic track. The track is owned and maintained by Athletics Southland. There are separate club rooms for two athletics clubs and a grandstand that includes a basic club room and storage areas under the seating.

Funding (\$784,000) was secured to replace the 16-year old synthetic track. Works were completed in early 2020. Additional works include a new inside running rail, alterations to the steeplechase jump, extending the track's back straight, a new javelin run up area, new lighting around the track and a public address system. Athletics Southland and community trust funding organisations are funding these works.

Structural engineering assessments (Kensington Consulting Report in 2013 and updated by WSP Opus in 2018) has been completed on the 1964 grandstand (refurbished in 1992). The assessment has found structural issues that present a high safety risk to patrons. The grandstand does not meet the current required earthquake ratings (as of 1 July 2017) to ensure the building meets the seismic performance requirements of the Building Code and will now require significant funds to strengthen. This has led Council to erect condition warning signage on use and to consider its future.



Figure 5: Photo of Grandstand

ILT Stadium Southland and SIT Zero Velodrome Issue

The ILT Stadium Southland has a high 85% court occupancy rate and all facilities are used daily in off peak and peak times.

The ILT Stadium is the main events venue in Invercargill hosting national / international basketball and netball games, major indoor sports competitions for sports and schools, conferences, music concerts, markets and gala events.

The venue provides significant social and economic benefits through hosting a high number of community sport competition and programs and attracting major events and visitors to Invercargill.

The Venue Manager advises that they are able to attract a significant commercial return from hosting these events and that helps offset the costs of running the venue. However due to the high court occupancy rates, community sport competition is displaced during these events. This was a key issue raised by Regional Sports Organisations users of the ILT Stadium within survey and interview responses. The Venue Operator states that they are often required to balance the community needs and the commercial needs of the venue.

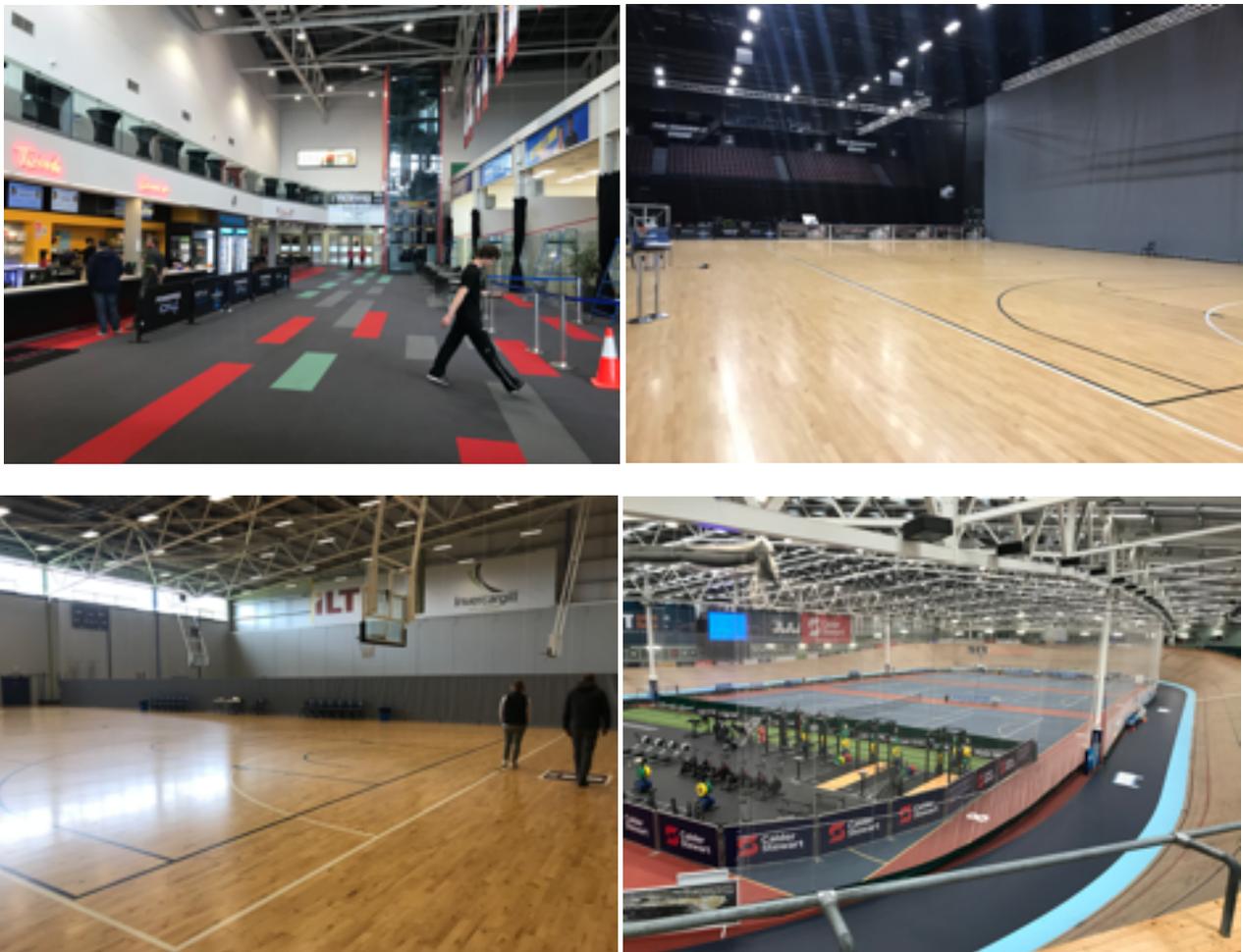


Figure 6: Photos of ILT Stadium

Precinct Wide Issues

Site inspections, a review of asset condition reports and stakeholder engagement has uncovered the following precinct wide issues:

- Grandstand condition and future requirements for athletics events.
- The outdoor facilities are run predominantly as single use facilities and there is some duplication of facilities and opportunities to consolidate. There is a need to look at multisport or multiuse facilities. These facilities include: Surrey Park Athletics Track with two separate club rooms for Invercargill Athletics and St Paul's Harriers; Southland Softball Diamonds; Southland Badminton Centre; Pirates Old Boys Rugby Fields; and Southland Society of Model Engineers Railway.
- In general, most facilities have been maintained and renewed to a high quality. The Badminton Stadium is well maintained and meets the requirements of the Association, the athletics track and field facilities have been renewed, the softball diamonds relocated and renewed and sports field upgraded.
- There is some duplication of facilities and opportunities to consolidate. This includes two athletics club rooms and the old softball clubrooms that offer multiple sets of change rooms, toilets and social facilities.
- Car parking and traffic issues are an issue. There are currently 733 car park spaces plus a secondary grassed field for overflow but only useable in warmer months. There is pressure at peak times and major events. Public transport is not used.



Figure 7: Photos of Surrey Park Precinct

6. ILT Stadium Southland Review

A detailed analysis of the operational performance review has been conducted for the ILT Stadium Southland and SIT Zero Velodrome. Please refer to **Volume 2 ILT Stadium Southland Operational Review** for the full analysis.

ILT Stadium Southland and SIT Zero Velodrome is a regional/national standard indoor sports and entertainment facility located in Invercargill. It is located within the Surrey Park Sports Precinct and attracts people from across the Southland Region.

The \$11.4 million original stadium building was opened in March 2000. The Velodrome facility was added to the precinct in May 2006 and is linked with ILT Stadium. It was an \$11 million construction and the first indoor cycling Velodrome in New Zealand. Sports House is located in the building which accommodates Sport Southland and regional sports associations.

In September 2010, the stadium roof collapsed due to heavy snowfall and the facility was subsequently redeveloped. The new \$43 million venue was re-opened in May 2014.

The stadium complex is now regarded as a world class, multi-purpose facility hosting a diverse variety of sport, recreation activities and major events. The two buildings offer high quality facilities and attract up to 80 events per year and over one million visits to the various events, sports and recreation programs offered. The facilities include:

ILT Stadium Southland	SIT Zero Velodrome
<ul style="list-style-type: none">• Show court with 4000 seat capacity - retractable and portable stands• 7 highball multipurpose courts• 4 squash courts• 4 corporate lounges/meeting rooms• Climbing wall• 10 clip n climb walls• Café and Bar facilities• Amenities and change rooms• Major event infrastructure	<ul style="list-style-type: none">• Indoor cycling track with 1050 seating capacity• 4 rebound ace multipurpose courts• 2 corporate lounge/meeting rooms• Café and Bar facilities• Administration offices• Onsite physio rooms• High performance gym facility• Sports House• Amenities and change rooms

The ILT Stadium is the main indoor events venue in Invercargill and the Southland Region hosting national / international basketball and netball games, major indoor sports competitions, conferences, music concerts, expos/trade shows, markets, and gala events/banquets.

The stadium has a high court occupancy rate and all facilities are used daily during off peak and peak times.

The venue provides significant social and economic benefits through hosting a high number of community sports programs and attracting major events and visitors to the region.

6.1 Management and Governance

Meetings with centre management and reviews of the 2017 ILT Stadium Southland Review completed by Crowe Horwath (see section 2.3) indicate the centre is controlled under the following Governance and Management arrangements:

- Southland Indoor Leisure Centre Charitable Trust (**SILCCT**) are the owners of the building and have responsibility for building maintenance as well as securing financial operating support from key stakeholders and funders.

- Stadium Southland Limited (**SSL**) are the managers of the facility with responsibility for day to day management and operation of the facilities.

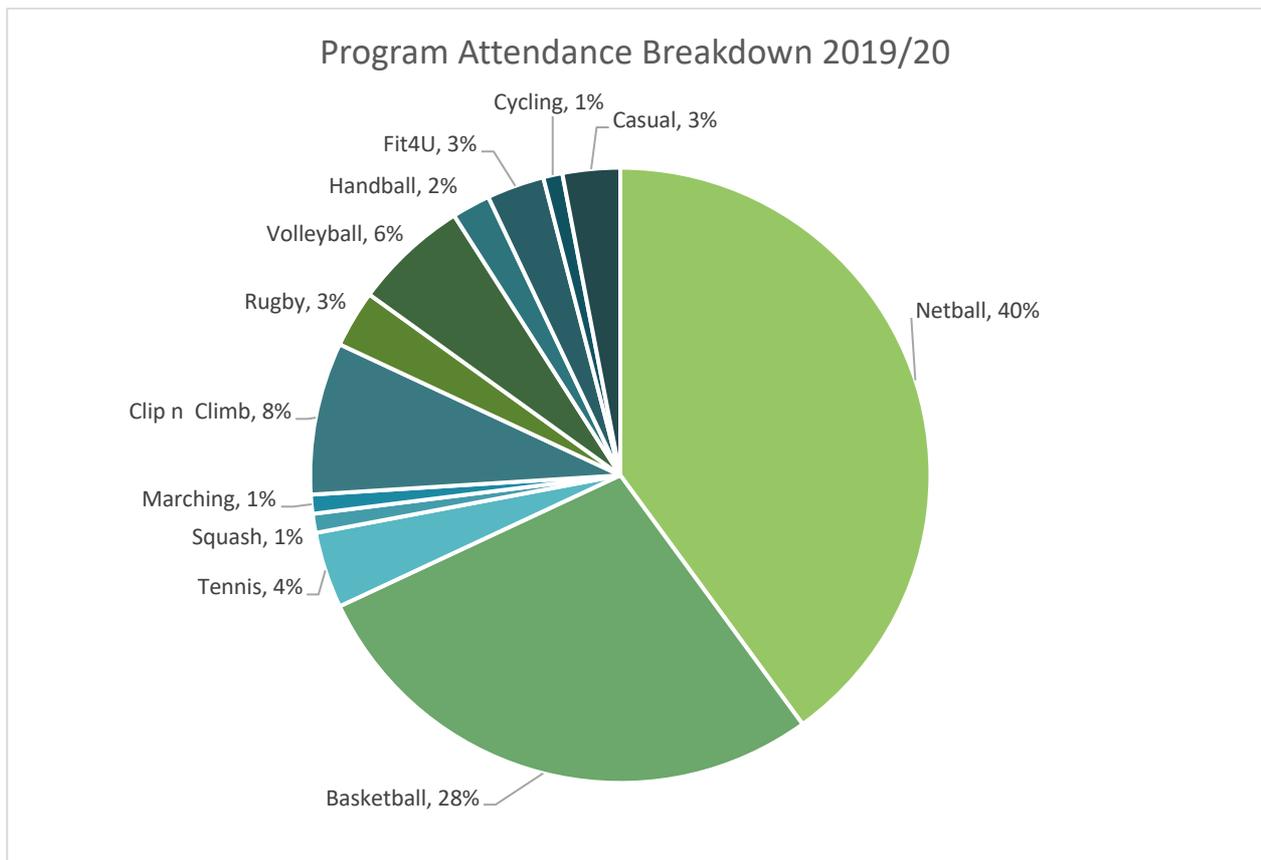
To ensure adequate financial support and to ensure the stadium operations are solvent SILCCT annually secures funding support from a range of parties including Invercargill Licensing Trust (ILT), Community Trust South (CTS), Southland District Council (SDC) and Invercargill City Council (ICC).

SILCCT provides an agreed budgeted monthly operational grant to SSL to assist in funding management and operations of the centre. They may also provide additional operating grants as required based on a request for support and appropriate supporting documentation.

To ensure ongoing solvency of centre management and operations SILCCT will provide an annual letter of financial support to SSL to guarantee monthly operational grants.

6.2 Centre Attendance Trends

A review of reports and data provided by the ILT Stadium management team provides historical data relating to visitations to the venue. A summary of annual usage and associated programs are provided in the following sections. The annual breakdown by percentage use of courts and facilities by the various sport and recreation programs is outlined in the graph below.



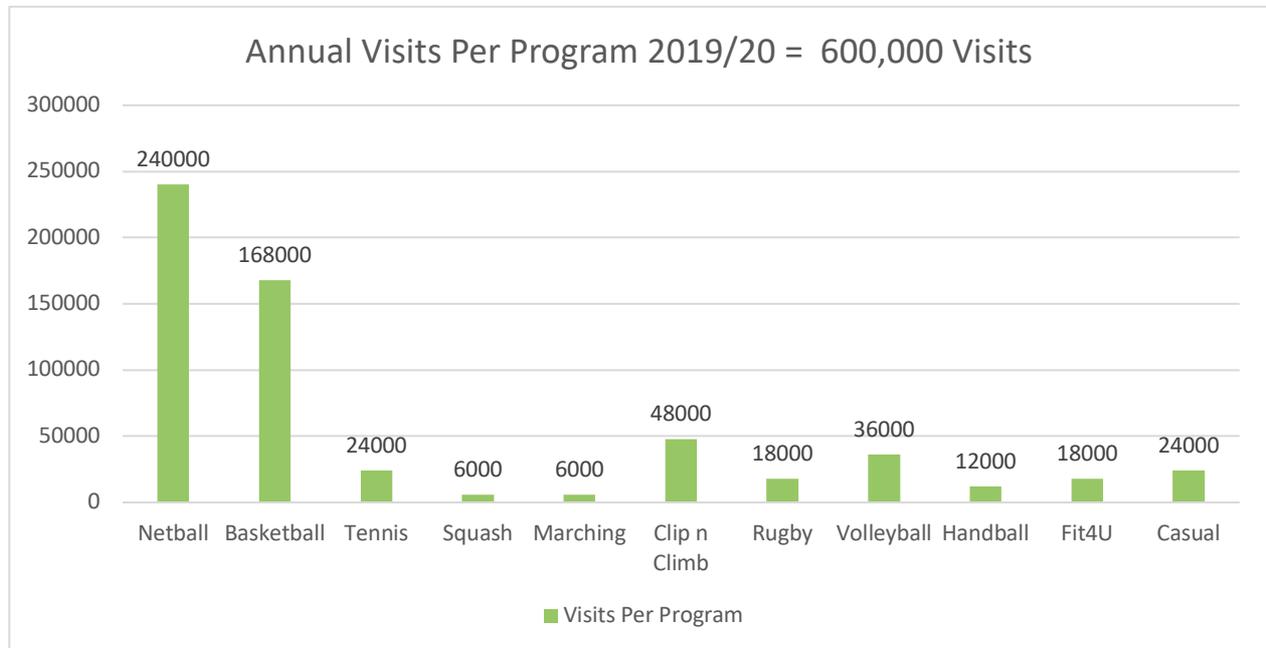
A review of the percentage breakdown of programs areas for 2019/20 centre visitations indicates the following trends:

- Netball and Basketball are the most popular activities with a combined use of 68% of total visitations annually.
- Netball (40%) is the highest participation activity spread five days of the week. Saturday competitions being the most popular with 7 courts in use between 8am – 5pm.
- Basketball (28%) is the second highest with competitions across four days per week. Tuesday and Friday evenings are the busiest days with 7 courts in use between 4pm – 9pm.

- Clip n Climb (8%) is the third highest participation activity with use mainly on Tuesdays 4pm – 6pm and Saturday and Sunday 10am – 4pm. There are also some regular school bookings of the climbing walls.
- Volleyball (6%) is the fourth highest activity which occupies 5 courts on a regular Wednesday evening 5.30pm – 8pm.

Annual Visitations by Program

The centre’s annual visitations per program area for 2019/20 are demonstrated in the figure on the next page.



A review of the total visitations across the programs areas for 2019/20 indicates the following trends:

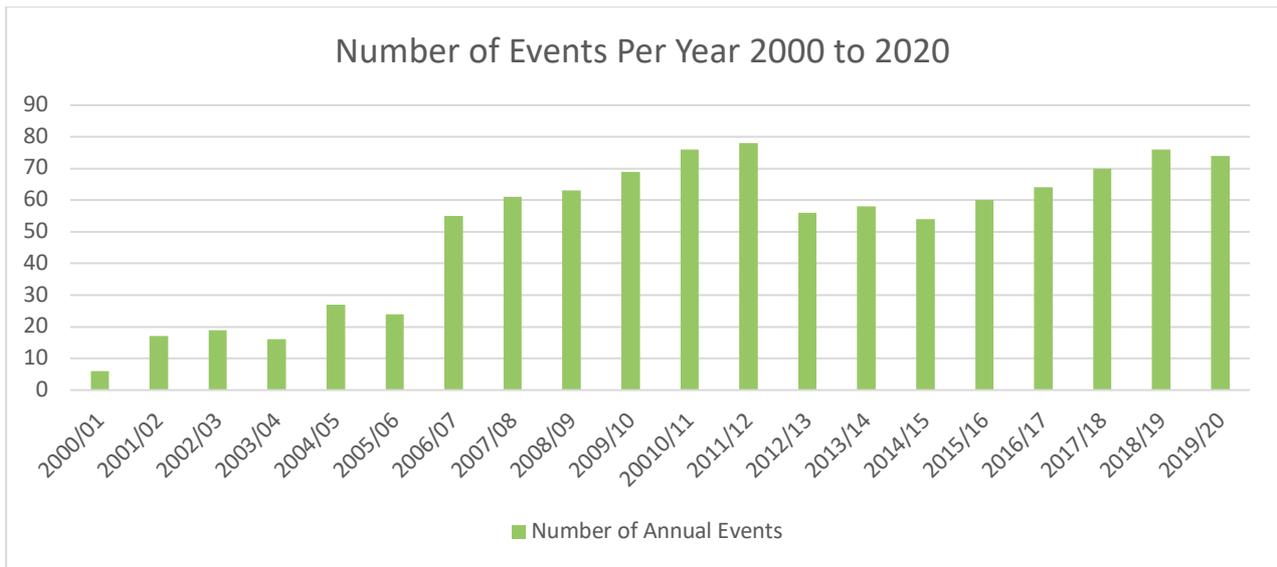
- Weekly program attendances have been stable at 12,500 per week over the past four years.
- Based on 48 weeks of competitions and usage the facility attracts over 600,000 participants per year across a diverse range of sport competitions and recreational activities.
- Netball is the largest participation sport attracting over 240,000 visits per annum.
- Basketball is the second largest user attracting over 168,000 visits per annum.
- Clip n Climb bookings and casual use attracts 48,000 visits per year and has been a successful additional to the re-development facility as an alternative revenue stream.

Events Trends

The ILT Stadium Venue Manager at interview has highlighted that the challenge between attracting one off events yielding a commercial return compared to high occupancy of courts for regular weekly community sport is an ongoing challenge for the facility.

Depending on the size and scale of events community sport is being displaced more regularly now that the venue is attracting up to 80 events per year.

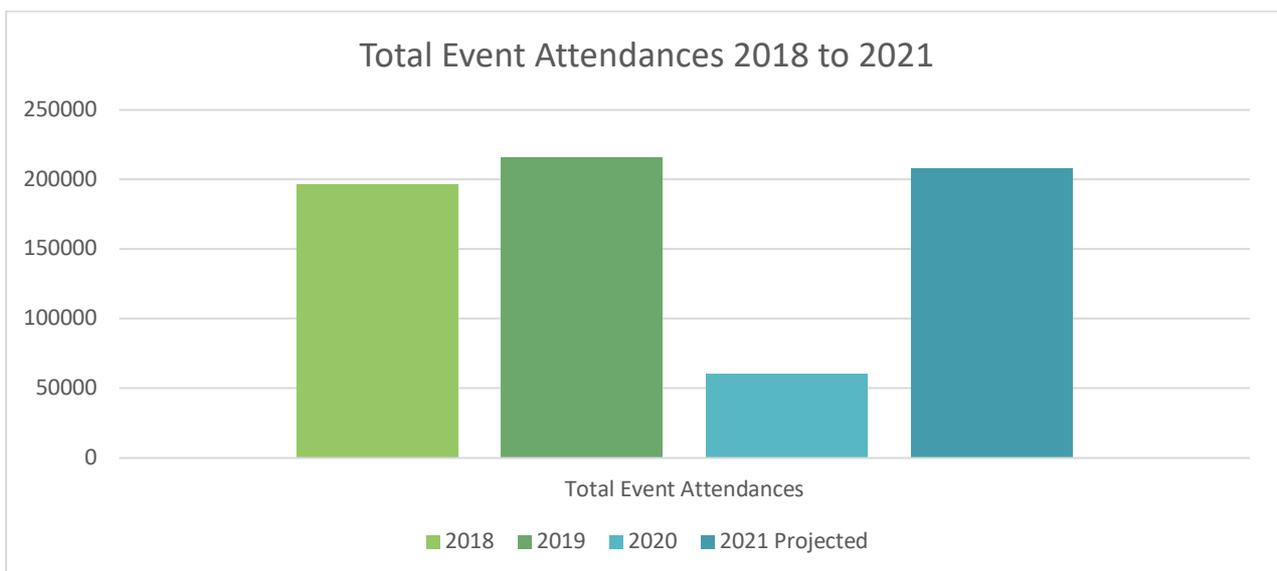
The annual events data for the past 20 years is listed in the graph on the next page.



A review of the number of events held over the last twenty years indicates the following trends:

- There is an increased number of event trend for minor and major events being attracted to the venue since opening.
- With the building roof collapse and redevelopment of the stadium between 2012 to 2014 the capacity to host events was impacted.
- Since 2014/15 there has been consistent increases in the number of events hosted at the centre.
- With the onset of COVID restriction 2020 has been impacted with many events being postponed or cancelled between March to August 2020.
- Spectator attendance has also been impacted for some events due to the restrictions.

The annual event attendances for 2018 to 2021 is demonstrated in the figure below.



A review of the total event attendances between 2018 and 2021 indicates the following trends:

- Event bookings and attendances have shown steady growth prior the impact of COVID restrictions in 2020.
- The community and commercial events attract on average 200,000 visits per annum which is an important income stream for the facility.

- Projections for 2020/21 event bookings and attendances are set to be the highest on record, subject to further COVID impacts over the next 12 months.

Usage and Occupancy by Program Area

Average weekly activity area occupancy tables are listed in Appendix 1. They include a weekly use schedule across the following facility areas:

1. ILT Stadium – 7 courts.
2. SIT Zero Velodrome – 3 courts.
3. Squash – 4 courts.
4. Clip n Climb – 10 walls.
5. Legends Lounges – 4 rooms.

A summary of the peak and off-peak hours booked and the occupancy rates across the different facility areas is listed in table 1.

Table 8: Facility Capacity and Occupancy Review by Area 2019/20

Facility Area	Peak Hours Capacity/Week	Peak Hours Occupancy Per Week	Peak Hours Occupancy Rate/Week	Off Peak Hours Capacity/Week	Off Peak Hours Occupancy Per Week	Off Peak Hours Occupancy Rate/Week
ILT Stadium -7 Courts	273	232	85%	378	73.5	19%
Velodrome - 3 Courts	117	45	38%	171	35	20%
Squash - 4 Courts	120	24	20%	240	48	20%
Clip n Climb - 10 Walls	460	120	26%	400	10	3%
Legends Lounges - 4 Rooms	120	8	7%	240	75	31%

A review of the occupancy tables data and usage percentages indicates the following centre occupancy trends by facility area:

- The ILT Stadium seven courts are the most frequently used facilities across the two venues at 85% peak and 19% off-peak occupancy rates. The most popular day being Saturdays from 8am – 4pm with all 7 courts use by the netball association.
- The Velodrome three courts are the second highest usage at 38% peak and 20% off-peak occupancy rates.
- The ten Clip n Climb walls have high levels of use during Saturdays and Sundays mainly which contribute to the 26% peak occupancy rate, but they have low usage during off-peak times with 3% occupancy rate.
- The four squash courts have a 20% occupancy rate for peak and off-peak hours.
- The Legends Lounges have a peak occupancy rate of 7% and off-peak occupancy rate of 31% with regular daytime use on Wednesday's, Thursday's, and Saturday's between 8am – 4pm.
- The summary illustrates there is significant underutilised capacity across most areas in the facility, except for peak stadium hours across the seven courts.

There was limited information provided on the cycling attendance and hiring of the Velodrome track. Community and club cycling attendances have been estimated at 1% of the total program area usage. Cycling event attendances are included in the total event attendance data.

Cycling Southland hire the velodrome and charge individual riders a fee to ride the track. Data available indicates

- Cycling Southland training squads and Junior High-Performance cyclists train regularly at the venue in the morning between 6am – 8am and also have evening sessions.
- There is a regular Club night on Fridays from 6pm – 10pm during September to May each year.
- There is also some lunch time track usage by casual cyclists and special needs groups on a weekly basis access the facility.

The Velodrome has two lounge/meeting room facilities. These are not available for community hire as they are fully occupied by Academy Southland who have the sub-letting rights to the spaces. Rugby Southland and Southern Steel Netball are regular hirers of these rooms.

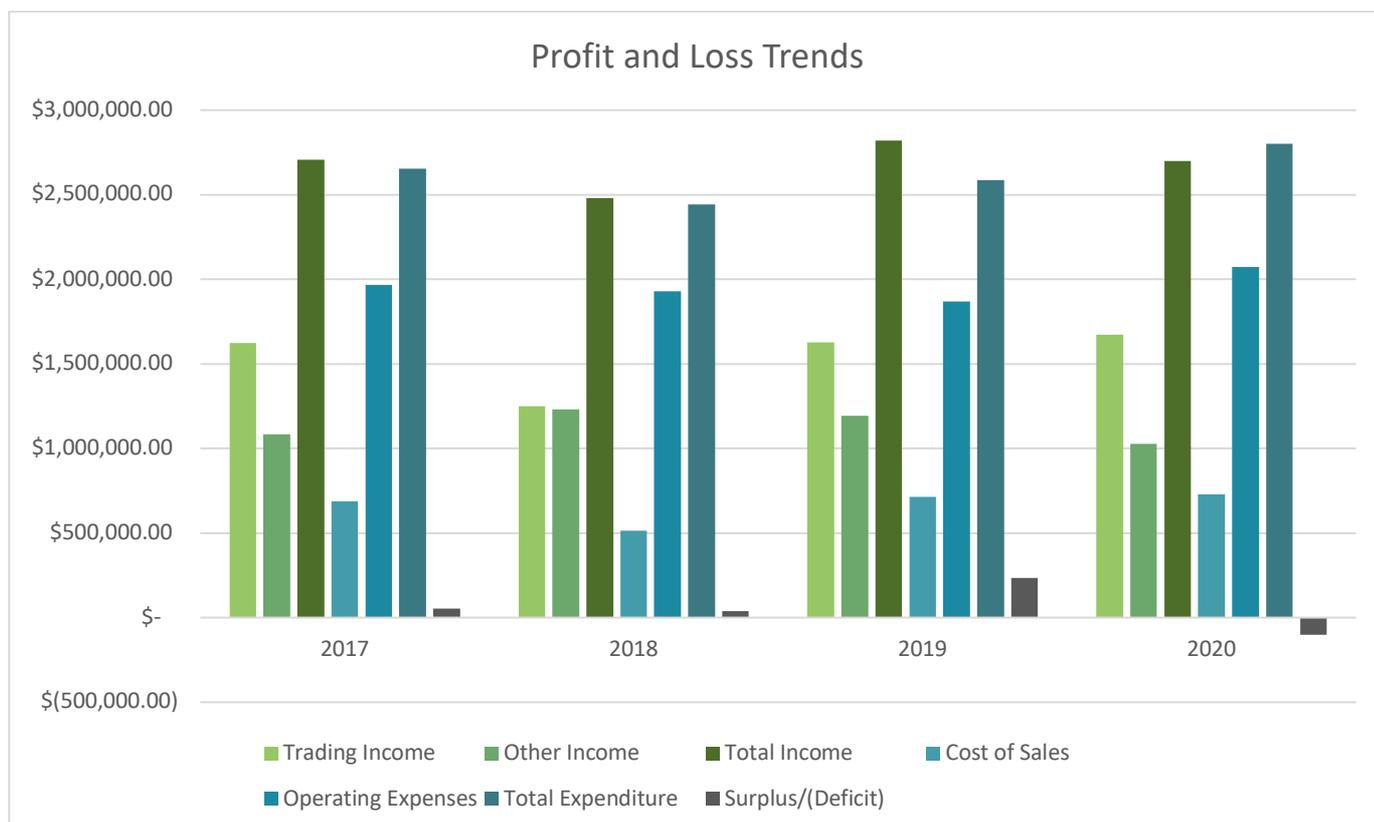
Financial Trends

Stadium Southland Limited (SSL) are the operational managers of the centre. The table below presents financial trends and analysis based on the on the Profit and Loss statement for Stadium Southland Limited (SSL), year ended 31 March 2020.

Table 9: SSL Profit and Loss 2019/20

	2017	2018	2019	2020
Income				
Trading Income	\$1,622,416	\$1,251,510	\$1,626,025	\$1,673,134
Other Income	\$1,084,736	\$1,229,523	\$1,194,019	\$1,026,193
Total Income	\$2,707,152	\$2,481,033	\$2,820,044	\$2,699,327
Expenditure				
Cost of Sales	\$686,969	\$513,025	\$715,389	\$728,921
Operating Expenditure	\$1,965,965	\$1,929,791	\$1,869,362	\$2,073,561
Total Expenditure	\$2,652,934	\$2,442,816	\$2,584,751	\$2,802,482
Surplus/(Deficit)	\$54,218	\$38,217	\$235,293	(\$103,155)

The SSL annual financial performance summary has been plotted in the following graph.



A review of the data indicates the following trends regarding the profit and loss results over the last four years.

- Trading income has been relatively stable over the period. There has been a strong performance in 2020 reaching the highest revenue in the past four years.
- In 2018 there was \$400,000 drop in trading revenue mainly attributed to lower event ticketing income, reduced food and beverage sales and lower venue hire income compared to other comparative years.
- Other income is critical to ensure the facility can deliver an annual surplus. It has been relatively stable but there was a downward trend in 2020. Over \$ 1 million funding annually is derived from the Southland Indoor Leisure Centre Charitable Trust, rental income, catering rights and grants.
- Operating expenditure has been relatively stable over the four years with a slight increase in 2020 from higher salaries and wages, license fees and preventative maintenance costs.
- The venue delivered a net surplus from 2017 – 2019 but dropped to a \$103,155 deficit in 2020.

ILT Stadium / SIT Zero Velodrome Operating Review Summary

A review of the data collated for ILT Stadium and SIT Zero Velodrome can be summarised as follows:

- Annual program attendances have been consistent over 4 years. The facility attracts on average one million community sport, recreation, and event visits per annum.
- Netball and Basketball are the most popular competitions constituting 68% of total visits.
- Venue hire and ticketing from events are the largest income stream representing 49% of trading income.
- Other incomes from the Charitable Trust funding and grants are critical funding streams to offset the operating costs of the facility. The represent 38% of the total income.
- Food and Beverage sales are a key income driver contributing 30% of trading income.
- Salaries and wages are the largest expenditure item followed by repairs and maintenance.
- The venue achieved an operating surplus for the three of the past four years, with a current deficit in 2019/20 of \$103,000.

6.3 Business Indicators Review

The financial and usage results for the period 2017/18 to 2019/20 are provided in the table on the next page.

Table 10: ILT Stadium / SIT Zero Velodrome Key Performance Indicators Summary

Performance Indicator	2017/2018	2018/2019	2019/2020
Annual Operating Income	\$2,481,033	\$2,820,044	\$2,699,327
Operating Expenditure	\$2,442,816	\$2,584,751	\$2,802,482
Net Operating Performance	\$38,217	\$235,293	-\$103,155
Community Use Visitations	887,500	887,500	887,500
Event Visitations	196,550	216,220	60,100
Total Visitations	1,084,050	1,103,720	947,600
Cost Per Visit	+\$0.04	+\$0.21	\$0.11

A review of the data indicates the following trends regarding the key performance indicators over the last three years. Noting that 2016/17 was excluded as no events attendance data was provided for that year.

- Annual operating income has remained consistent over the three years averaging \$2million per year.
- The venue made a surplus in 2017/18 and 2018/19 but due to COVID restrictions and higher salaries and wages the facility recorded a deficit in 2019/20.
- Community use visitation average just under 900,000 per year which is driven by strong netball and basketball participation with make-up 68% of total attendances.
- Event bookings and attendances have been trending upwards and reached over 200,000 visits in 2018/19 but were impacted by COVID restrictions in 2019/20.
- The facility attracts over 1 million visits annual across the sports, recreation, and event activities.

- The facility yielded a small positive return per visit in 2017/18 and 2018/19 but was impacted in 2019/20 by COVID resulting in a \$0.11 cost per visit.

6.1 Surrey Park Outdoor Facilities Review

A financial review of outdoor facilities at Surrey Park over the last three years shows an average annual operating loss of \$28,699. Please note that the 2019/20 operational performance was not included in this calculation. The expenses were significantly less in 2019/20 due to construction works for new softball diamonds and upgrade to the athletics track; and closure due to coronavirus, resulting in restricted use.

An assessment of the cost per visit is not possible. There is a lack of usage data for facilities due to the lease arrangements in place.

Table 11: Surrey Park Outdoor Facilities Key Performance Indicators Summary

Performance Indicator	2017/2018	2018/2019	2019/2020
Annual Operating Income	\$44,585	\$45,328	\$39,710
Operating Expenditure	\$77,506	\$69,804	\$10,734
Net Operating Performance	-\$32,922	-\$24,476	\$28,976

6.2 Centre Review Key Findings

The ILT Stadium and SIT Zero Velodrome combined are one of the most well used community and entertainment facilities in Invercargill. The venue attracts on average 1,000,000 community sport, recreation, and event visits per annum.

The stadium has a high court occupancy rate (85% Peak and 19% Off Peak) and all facilities are used daily in off peak and peak times. Event bookings and attendances have been trending upwards and reached over 200,000 visits in 2018/19.

The ILT Stadium is able to attract a significant commercial return (65% of total revenue) from hosting events (80 annually) that helps offset the costs of running the venue. However, this results in community sport competition being displaced during these events.

The Venue Operator is required to balance the community needs and the commercial needs of the venue and has successfully achieved this in the last three years of data analysed. The venue achieved an operating surplus for three of the past four years, with a current operating deficit in 2019/20 of \$103,000.

The Surrey Park outdoor facilities currently operate at an annual operating loss of on average \$28,699.

It is recommended that user groups collect usage data. This data will help inform opportunities for Surrey Park users to share facilities and improve the use and operational performance of facilities.

7. Future Facility Demand Assessment

This section of the report details key findings into respective major facility demand assessment to help guide future Surrey Park Development Options and Opportunities

7.1 Surrey Park Athletics Centre Demand Analysis

Key issues identified for the Surrey Park Athletics Centre are detailed as follows.

Athletics Participation and Trends

There are eight clubs that provide for senior athletics, harriers, children's athletics and masters compete in the Southland Region. These are:

- Athletics Gore (Venue: Newman Park, Gore)
- Athletics Invercargill (Venue: Surrey Park Athletics Centre, Invercargill)
- Fiordland Athletics Club (Venue: Fiordland College)
- Otautau Athletics (Venue: Otautau School)
- Riverton Athletics (Riverton Rugby Grounds)
- St Pauls Harrier and Athletic Club (Venue: Surrey Park Athletics Centre, Invercargill)
- Winton Athletics and Harriers Club (Central Southland College, Winton)
- Wyndham Amateur Athletic Club (Menzies College, Wyndham).

The Surrey Park Athletics Centre is well used. Athletics Southland, Athletics Invercargill and St Pauls Harrier and Athletics Clubs operate from the Surrey Park Athletics Centre. The clubs train once a week and there is competition on the weekends. Athletics operates from the facility all year round.

Outside athletics, the Waihopai Amateur Football Club uses the grass infield for soccer as a Winter Tenant for training and competition. Also, most schools are located in Invercargill within 10km of the facility.

Based on the current athletics club participation rates, there is sufficient supply of a number of athletics venues within the Southland Region to provide for both the training and competition requirements.

The scope and quality of athletics facilities across school sites and sports reserves vary. Most operate training from grass fields outside the Surrey Park Athletics Centre. Surrey Park Athletics Centre is well located with the required infrastructure to operate as Southland's regional athletics facility.

The Athletics NZ Annual Report 2018/19 records 399 registered athletes in Southland Region plus a further 607 athletes in secondary school sports programmes. Of these participants:

- 60 athletes are U7
- 248 athletes are between 7 and 14 years,
- 44 athletes are between 15 and 19 years
- 57 are aged 20 years and over.
- 52% are male and 48% female.
- In addition to club membership, there are children aged 3 to 8 years participating in the Get Set Go programme and children aged 6 to 11 years participating in the Run Jump Throw programme provided by Athletics Southland through local schools.

There are a number of events hosted each year at the centre. These include:

- School carnival events and local events.

- The Otago – Southland Athletics Championships.
- South Island Secondary School Championships.
- South Island Colgate Games (Hosted every four years).

Athletics Southland considers the grandstand fundamental to hosting these athletics events.

Active NZ Surveys show the trends of participation for athletics and track and field in Southland. Athletics participation levels for young people is one of the top 15 sports, recording 13.98%. Only 0.38% of adults participate in athletics.

Athletics NZ has 170 affiliated clubs recorded 19,126 registered athletes in 2018/2019. In the past year, 30 meets of national significance were held plus 100+ regional meets and 1,000 weekly club nights.

Participation in most events increased by 8% from the previous year. 34,538 children participated in the Get Set Go programme and 14,826 participated in the Run Jump Throw programme. The sport has a significantly higher proportion of children actively involved compared to adults.

The largest growth in athletics is through emerging informal social and recreation running groups and events. Parkrun offers free weekly timed 5km runs for people of all ages and abilities using parks and trails. In the last five years, Parkrun has become established in 29 locations across New Zealand.

Invercargill's Parkrun launched at Queens Park in 2018 and attracts on average a weekly attendance of around 106 runners. The largest attended event was 200 runners. Since being launched, 103 events have been held, hosting 1,765 runners.

Facility Benchmarking Analysis

A benchmarking analysis of regional athletics centres in New Zealand and Australia was undertaken to help inform the likely future facility requirements of the Surrey Park Athletics Centre. The outcome of this benchmarking analysis is detailed in **Appendix 1**. Of this report

Surrey Park Athletics Centre is classified as a regional athletics facility under the IAAF Technical Track and Field Facilities Manual (1 November 2019) and when analysing the scope, location and catchment of regional athletics centres across New Zealand and Australia.

According to the guidelines and outcomes of the benchmarking analysis, the key facility requirements should include: a synthetic track with 8 lanes on the bend and straight, jumping pits for long jump, triple jump and high jump, throwing areas for shot put, discus and javelin and spectator facilities including toilets and covered seating for 200 people.

7.2 ILT Stadium Southland and SIT Zero Velodrome Demand Analysis

Key issues identified for the ILT Stadium Southland/SIT Zero Velodrome are detailed as follows.

Demand and Supply Analysis

The 2013 New Zealand Indoor Sports Strategy found that:

- Southland generally has adequate capacity in its existing 14 indoor courts (however 10 of the 14 courts are located at Southland Stadium).
- Southland has a combined supply of community and school indoor courts 1:3,792 compared to 1:8,482 for New Zealand as a whole.

The Consultant Team's indoor court demand modelling supports the 2013 Indoor Sports Strategy findings. The modelling shows that irrespective of the population projections adopted (Stats NZ or Great South – "110,000 people by 2030"), the participation data source in the Active NZ survey (last 7 days or last 12 months), and whether school facilities are included or not, there is an adequate total supply of indoor sports courts to meet current and projected population over the next decade and beyond. This assessment is made without auditing the condition and compliance of all indoor sport courts.

That said, there are specific regional circumstances relating to the distribution, condition and compliance of venues, court demand requirements at competition venues, operational viability of venues and/ or the creation of economic benefit that can justify future facility development, where overall supply is adequate.

The ILT Stadium Southland is one example where this should be further investigated as there are significant competing demands on the venue for scheduling community use and major events in many cases at the same time. It is also the competition venue within Invercargill for all major and emerging indoor sports and is the key athlete pathway venue.

Further, there is increasing demand for indoor venues to maintain and grow participation opportunities in Southland driven by the wetter and cooler weather conditions found in this region. Where sports have based their activities indoors in Southland there has been significant ongoing increases in participation from the outdoor sport days.

For example, increased participation sports include:

- Southland Basketball operate from ILT Stadium and participation has increased from 1,849 players in 2016 to 2,151 players in 2019.
- Netball Southland participation has increased from 5,211 players in 2016 to 5,745 players in 2019. Notably the Invercargill Netball Centre play at ILT Stadium and participation has increased from 2,220 players in 2016 to 2,446 players in 2019.
- Marching Southland who use ILT Stadium participation has increased from 83 players in 2016 to 147 players in 2019. Playing membership is made up of 131 juniors and 16 seniors. There are seven male and 140 female players.

Other indoor sports are slightly increasing or holding their participation levels including:

- Volleyball Southland operate at ILT Stadium. Participation has remained stable. There were 1038 players in 2016 that included primary competition in Queenstown and Invercargill. There are now 970 members in Invercargill only. Playing membership is made up of 701 juniors and 269 seniors. There are 355 male and 615 female players.
- Tennis Southland participation has increased from 495 players in 2016 to 524 players in 2019. Playing membership is made up of 338 juniors and 186 seniors. There are 305 male and 219 female players
- Squash Southland participation has grown from 940 players in 2016 to 988 players in 2019. Playing membership is made up of 143 juniors and 845 seniors. There are 586 male and 402 female players. ILT Stadium squash courts are hired for casual use. Squash City is the Invercargill squash club and has 202 players.

There is limited information on the impact the Velodrome on cycling participation, but national research trends show there were 26% of adults and 41% of young people in Southland participating in cycling (Active NZ Survey, 2018/19). This is a higher participation rate than the national NZ average.

Affordability and accessibility are key issues for major indoor sports and recreation facilities in Invercargill that responds to the demographic characteristics of the community. Venue Operators are wrestling with providing a service at an affordable operating position.

Impact of Competing Demands

The ILT Stadium Southland is a great example of a multi-use venue that embraces contemporary major sports facility design considerations. The Stadium has a diverse mix of programs, competitions and events across courts, the velodrome track and high-performance gym and indoor tennis / multisport courts inside the track. Because of this, the courts attract a high 85% court occupancy rate and all facilities are used daily in off peak and peak times.

However due to the high court occupancy rates, community sport competition is often displaced during major events that attracts 60% of the venue's income (approximately 80 events per annum). The Venue Operator is often required to balance the community needs and the commercial needs of the venue. The Venue Manager reports that further compounding this issue is that some sports are not open to flexible programming and competition structures to balance sport demands and demands on the venue for events.

New Participation and Revenue Opportunities

Interviews and research reviews indicate there are a range of facility improvements and expansion of areas that could stimulate further indoor activity participation and increase centre revenue opportunities. These include:

1. Gymnastics

There is an opportunity to relocate gymnastics to ILT Stadium. The current gymnastics centre is leased by Invercargill Gymnastics and is located in a residential area. It is in an average condition. It is no longer fit for purpose and is unsafe.

The ILT Stadium is already able to host major gymnastics events as for example the national gymnastics championships is being held at ILT Stadium in 2021. Invercargill Gymnastics Club has had a slight decline in participation from 296 players in 2016 to 251 players in 2019. There are no obvious reasons to this decline, however the limitations of the current building in Invercargill is limiting programming and competitions for all disciplines.

2. First Floor Activity Space Development

The current facility has been future proofed and designed to be expanded at a first floor level. The lift has been installed to a height for an additional floor to be installed. Previously there have been reviews completed for a dance studio, two community rooms and a hall of fame gallery space for this floor that would sit above the current foyer area. The Centre Management had previously secured interest from a local dance club with over 500 participants to use the dance studio.

3. Indoor Sport Courts

Feasibility needs to be completed on the viability and cost benefit analysis of developing further indoor sport courts to relieve the impact of an increasing events program on impacting on community sport weekly competition scheduling. Though the regional data does not support more indoor sport courts in the region this project needs to complete detailed reviews to determine viability of such a development.

Please note the current centre design is also future proofed with the back wall of the courts designed so the facility can be expanded onto the adjacent grass area and provide access to any additional indoor courts.

4. Squash Courts

The Regional Spaces and Places Strategy has suggested a business case that investigates relocating the provision of the ILT squash courts to Squash City. This would cement Squash City that would improve the use and sustainability of the regional squash venue, an option raised to improve the use and sustainability of Squash City. This will mean the squash courts

5. Emergency Recovery Centre

There is also no Emergency Recovery Centre in Invercargill and the requirements of this service is one to consider for the future development of the Stadium. These include a large congregation space, access to meeting rooms, showers and toilets, first aid facilities and serviced by car parking and public transport connections. All these attributes are currently available at the ILT Stadium.

Major Indoor Sports Stadium and Sports Precinct Facility Design Trends

The Consultant Team has identified a number of facility design trends from benchmarking of major sports precincts. These include:

- A trend away from single purpose facilities towards multi-purpose facilities. Facilities need to be designed to ensure they can meet specific needs of key user groups under this facility model.
- Future facilities and activities need to be safe, easily accessible, with few barriers to entry and cater for formal and informal forms of participation.
- Environmentally sustainable design of facilities is a pre-requisite.
- Flexible designs that accommodate varying and changing needs.
- Well-designed mix of community, commercial and service facilities including social spaces are key components to generating income and improving viability.

- Incorporating indoor court facilities as part of a broader leisure facility mix is considered good practice and can result in a range of economies of scale including reduced staffing costs, increased buying power and improved energy rates.
- Increasingly successful models of provision involve indoor sports, gym and fitness facilities offering a range of social sports and casual participation options along with resident sports or clubs operating training and competition.
- Contemporary planning seeks to create ‘community, sport and event hubs’ that can meet a broader range of needs, attract events, facilitate higher utilisation and diversifying revenue streams to improve viability
- Awareness of the importance of risk management and the need for a whole-of-life approach to facility development and asset management.
- Improving connectivity of venue to major activity centres and where people live through integrated transport plans that support public transport options, walking and cycling paths.

7.3 Other Precinct Facility Demand Analysis

Other Surrey Park Sports Precinct Facilities trends includes:

- Badminton Southland recorded 650 players in 2019. Playing membership is made up of 400 juniors and 250 seniors. There are 430 male and 220 female players. They currently have use of the Badminton Centre.
- Southland Softball participation has grown over the last five years with up to 1,000 players across 9 clubs. They use the two new softball diamonds and Old Pirates Rugby fields for T-ball.
- Football Southland participation has grown from 2,000 players in 2016 to 3,149 players in 2019. Playing membership is made up of 2,484 male and 665 female players. Surrey Park is used by two clubs on Saturdays from 9am to 5pm for competition between April and September. They use the infield of the athletics track and a field on the softball diamonds. Football Southland’s base is at Thompson Turnbull Reserve.
- There are 5,061 active rugby players registered with Rugby Southland. The Old Pirates Rugby Club and Southland Rugby use the rugby fields.

7.4 Demand Assessment Key Findings

Most existing and potential sports users of Surrey Park have growing participation. The participation of these sports are expected to increase in line with the growing population.

OPG demand modelling shows an adequate supply of facilities to meet the future participation rates of these sports.

However, there can be circumstances relating to the distribution, condition, or operational viability of facilities, and/or the creation of economic benefit that may justify future facility development where overall supply is adequate.

This is the case for Surrey Park and ILT Stadium / SIT Zero Velodrome that is the major community sport and entertainment hub of Invercargill and Southland.

The growth in participation is particularly for indoor sports. For example, Southland Basketball recorded 306 new players and Invercargill Netball Centre recorded 226 new players in the last three years (2016 to 2019).

The growth of indoor sports participation for basketball, netball and volleyball and emerging sports like futsal and tennis are demanding increased access to courts. Additional courts are required to provide for the growth of these sports and enable community sport and events to coexist.

The Surrey Park Athletics Centre is well used by Athletics Southland, Athletics Invercargill and St Pauls Harrier all year round. The venue is also regularly used by schools and hosts regional and national athletics meets like Colgate Games.

Surrey Park Athletics Centre is classified as a regional athletics facility under the IAAF Technical Track and Field Facilities Manual. Key facility requirements of a regional athletics facility include: a synthetic track with 8 lanes on the

bend and straight, jumping pits for long jump, triple jump and high jump, throwing areas for shot put, discus and javelin and spectator facilities including toilets and covered seating for 200 people.

The Business Case has uncovered other opportunities that could either optimise the use of Surrey Park or improve the commercial and operational performance of ILT Stadium. These include:

- New gymnastics centre to support the Invercargill Gymnastics Club with 250 participants. The current facility is in average condition. It is no longer fit for purpose and is unsafe.
- New dance studio to support a local dance club with over 500 participants.
- The dance studio, gymnastics centre, and courts could also support Marching Southland with 147 participants.
- New community rooms or repurposing of the squash courts to support emerging sports such as E-Sports and X-Golf and retail.
- The ILT Stadium providing the Emergency Recovery Centre for Invercargill.

8. Stakeholder Engagement

This section provides a summary of stakeholder engagement completed from a range of meetings held across the Spaces and Places Strategy and follow up meetings.

8.1 Surrey Park Athletics Centre Stakeholder Engagement

Athletics Southland

Athletics Southland operate the Surrey Park Athletics Centre all year round. The Summer season runs from October to March and the Winter season from April to October. The track is used daily for training from 4pm to 7pm, competition in Summer on Saturday and Sunday and casual use by the public outside these times. New lights have been installed that will extend the use of the track.

Athletics Southland registered 399 athletes in 2019 plus a further 607 athletes in secondary school sports programmes. Athletics Southland note a lack of athletics development roles in schools and increasing competition with other sports for the same participants as key challenges facing their sport in growing participation. Collaboration and communication between sporting bodies would help improve our support of participant engagement across sports.

Athletics Southland own the track and have funded its replacement with the help of local funders. The next priority facility improvement is the grandstand replacement. Athletics Southland is happy with the size and location of the current grandstand and note its importance for holding national events scheduled in 2022 including the Colgate Games and Interprovincial Games.

Athletics NZ Response

OPG interviewed Athletics NZ about the role the Surrey Park Athletics Centre plays in the network of athletics facilities across the country and the facility requirements of a regional athletic centre.

Athletics NZ considers Surrey Park Athletics Centre to be a regional athletics centre. They confirmed the benchmarking analysis findings noting that every 'main' athletics centre (National / Regional) has a synthetic track and has a requirement for covered seating if hosting major athletics meets.

Athletics NZ guarantees major athletics meet(s) at the main athletics centres. For Surrey Park Athletics Centre, the Colgate Games is allocated on rotation basis every four years. This event is one of the major athletics meets in New Zealand and attracts 1000 children plus 1500 family members. It is considered a State Championship level event. The event has a significant social and economic impact wherever it is held. A 'covered' seating area for 200-300 seats is considered a mandatory requirement for Athletics NZ to allocate this event.

In addition, the Surrey Park Athletics Centre will host the Secondary School Championships on rotation. This event attracts 2000 competitors. Covered seating to the same capacity is required.

From a regional level, athletics meets and school carnivals (primary and secondary schools) are held each year. The school events attract high numbers and require a level of seating.

Athletics NZ notes the history of taking events to Surrey Park Athletics Centre and the success of Athletics Southland regionally in terms of participation and success.

If the grandstand is renewed, a covered seating area for 200-300 seats that is fully accessible is required to service the major athletics meets and school championships currently held on a rotation base. It is also required to hosting regional school carnivals.

8.2 ILT Stadium and SIT Zero Velodrome Stakeholder Engagement

Venue Operator

The Trustees meet four times a year to discuss Stadium governance, management, programming, facility issues and opportunities.

Balancing the commercial imperative / regional events role and community sport / use is a challenge. Community sport is displaced for events (approximately 80 programmed annually). Regional events are important for the financial viability of the Stadium with 60% of the revenue generated through events. However, it comes at a cost and is a frustration of sports users.

There is high demand for basketball and netball courts as these sports grow. However, there is emerging interest in tennis, Rugby Rippers, Futsal, mini basketball. Marching is a new user and the venue is often used as an indoor training venue for outdoor sports like Rugby Stags.

The Venue Operator is also looking at other opportunities including E-Sports, X-Golf, drone racing, lawn bowls (through the amalgamation of local clubs). Regional Sports Organisations and schools have been approached to discuss how the Stadium can be used in off peak times in Summer to increase use and revenue.

The Venue Operator supports bringing gymnastics to the venue. They just won the rights to run national NZ gymnastics event. The original plan considered building a dedicated gymnastics / event arena. A shared service model would support gymnastics centre / operations.

The Venue Operator seeks four additional courts and believes this would resolve community sport issue whilst maintaining and increasing events.

There is a possibility to convert the squash courts to other purposes like retail, X Golf and E-Sports. They are currently overflow courts for Squash City and may be better served relocated to that facility. Previous investigations into the retail price for a converted squash courts were \$85,000. The squash courts are also used for conferences and pop up shops.

The ILT Stadium is becoming an event promoter, not just a procurer of events. For example, the new international 3x3 basketball event. This will cost \$60,000 to host but will result in \$120,000 ticket sales / sponsorship. The Stadium is competing in a very competitive event market.

The Venue have their own Production Team and we have the very best of gear. Bump in and bump out is a big job but the venue now has the team in house to deliver this. Events will grow on the back of the resourcing to be proactive in procuring events.

The Venue Manager advised they have reduced loans / deficit from \$6.5M down to \$220,000. This will be reduced to zero by March 2021 (debt free). The SIT Zero Velodrome reportedly runs at about \$400,000 deficit, largely due to the low fees agreed to with users at the time of the facility's opening and has recently been agreed by Council to extend.

The Southland community currently subsidises the ILT Stadium by about \$1.2M a year. Of that money, the Invercargill Licensing Trust and Invercargill City Council contribute \$400,000 each, the Community Trust of Southland contributes \$160,000 and the Southland District Council contributes \$75,000.

Invercargill City Council contributed \$700,000 once-off funding towards asset renewal and maintenance requirements following a one-off grant request from the Southland Indoor Leisure Centre Charitable Trust in 2019. A condition of this funding was for the Trust and the Council to work together to find cost savings and other income opportunities for the ILT Stadium.

The ILT Stadium also receives sponsorship funding to host regional events.

This is the first time that all key funding partners are involved in funding the Stadium operations. With every community partner involved and buy in from every community funder we achieve total commitment to improving and maintaining the facility and procuring events.

A Renewal Management Plan and Maintenance Plan has been developed for the Stadium. The Trustees main objective is to maintain the facility at a high level, optimise use and manage the facility in a sustainable way. A separate fund is being built up to \$1M to 1.5M for major refurbishment works.

The Stadium has recently changed lights to LED in the Velodrome and about to change over in courts. Funding has been received for the installation of nets between the indoor tennis / multisport courts will help increase the use of these courts and help mitigate the operational cost. This includes supporting tennis competition and coaching.

The Velodrome is the key infrastructure priority (14 year old track) for the venue but also a concern for its ability to host events now the Velodrome in Cambridge (Hamilton) has been built. Races are cyclic but with this new competitor, we have lost the exclusive financial reward from running international events. The track is about to be sanded \$200K in short term but replacement will cost \$800K and will be scheduled in the medium to long term.

Car parking is an issue and will need to be managed across the precinct.

COVID-19 has been damaging. For example, there was no bar, food and beverage and no ticket sales from a recent national netball team event that resulted in a \$35,000 drop in revenue from that event. It was good for the community and was streamed around the world but recorded a loss for Stadium operations.

A recent Strategic Pay review showed that the Stadium recorded 20% less across staffing pay rates against the National average. There will be a budget correction to progressively address this issue.

Southland Basketball

Southland Basketball operate from ILT Stadium from February to December. Basketball participation has increased to 2151 players in 2019. There has been an increase in the profile of basketball nationally and especially at secondary school level that has led to an increase in local participation. An emerging trend for Southland Basketball is the growing interest in playing social basketball.

Southland Basketball use ILT Stadium's 7 courts on Monday, Tuesday and Fridays for competition. There is other use over and above competition including for representative trials and trainings, camps and clinics, individual workouts, Sharks trainings, etc. Other venues used by Southland Basketball for competition include Southland Boys High School (2 courts on Friday) and Southland Girls High School (1 court on Friday).

Southland Basketball is very satisfied with the facility however, availability of the Stadium is compromised by events. Access to the stadium courts is their priority.

Netball Southland

Netball Southland operate from ILT Stadium. Netball participation has increased to 5745 players in 2019 (2446 in Invercargill using the ILT Stadium). There has been growth in junior players following the introduction of modified formats of netball in schools and associations. Netball Southland has also seen an increase in male adult participants and a slight decline in high school age players.

Netball Southland use ILT Stadium's 10 courts (7 courts plus 3 velodrome courts) for competition in Winter and social netball in Summer. Other venues used by Netball Southland include MLT Events Centre (5 courts) in Gore, Winton Netball Centre (2 indoor and 5 outdoor courts) and Menzies Netball Centre in Wyndham (outdoor courts). The courts at ILT Stadium and MLT Events Centre are at capacity for competition.

Netball Southland is dissatisfied with the facility due to the availability of the Stadium is compromised by events. They are displaced four to five times per season due to events that cause a significant disruption to competitions and impacts clubs and schools use. Access to the stadium courts is their priority. Growing participation in netball is challenging when displaced.

Volleyball Southland

Volleyball Southland operate from ILT Stadium. Volleyball recorded 970 players in 2019. Indoor and social competitions continue to grow. Volleyball Southland have provided more social leagues and social opportunities for people to engage with the sport in a non-competitive way. Volleyball Southland is also seeing more new migrants playing Volleyball in recent years.

Volleyball Southland seek continued access to the ILT Stadium courts but being displaced for events is a challenge. They are also exploring opportunities to develop Beach Volleyball in Southland. This is an initiative supported by Volleyball NZ that seeks to develop Beach Volleyball regional training hubs throughout NZ.

Tennis Southland

Tennis Southland participation has increased to 524 players in 2019. Membership numbers have remained stage within a difference of 30 players for 16 seasons. There has been growth in tennis clubs offering tennis pathways that cater to various ages and stages in development. Adults players are preferring to play social / casual tennis. Tennis Southland can report that Southland club membership is 524 player's, but Southland casual participation is 508 players.

The ILT Stadium's three tennis courts (within the Velodrome) are used Wednesday mornings, for coaching and casual tennis, by schools and the Southland Junior and Senior Open Tournaments. There are no Tennis Southland bookings during winter due to the limited times the courts are available for use. There is also limited access due to no safety nets available to separate courts from other sports booked at the same time.

Tennis Southland is dissatisfied with the ILT Stadium's courts. Following the renovation of the fourth court to a high-performance gym the safety net was moved to be permanently situated between the gym and the first court. Whilst verbal and written requests have been made to Stadium management, another safety net has not been provided.

The tennis courts are becoming harder to access as other sports e.g. Invercargill Netball Centre has extended their season to include the summer months. Many people also speak of court hire cost being a barrier. Further, the Stadium maintain a 48-hour cancellation policy otherwise the full cost is incurred. This can be difficult due to changing weather patterns and generally wet weather calls are made no more than 12 hours before events.

The general consensus from the tennis community was that when four courts were available, running a tournament in one day was feasible. Now having access to only three indoor courts in Invercargill (the home of Tennis Southland) means that tournaments are too drawn out to be a positive experience for players, supporters and spectators.

Marching Southland

Marching Southland operate from a range of venues including ILT Stadium and Southland Indoor Bowls Centre as indoor venues and Colegiate Rugby Ground, Hockey Southland Centre, Showgrounds or Pioneer Rugby Grounds in Gore for outdoor venues. Competition is played on Sundays. Individual teams use many school halls and playing fields and courts for training.

Marching Southland participation has increased to 147 players. Marching Southland now includes school teams in competitions that has accounted for the increase in junior players. Emerging trends include less teams competing in the U16, Senior and Master grades but an increase in junior teams – U12, introductory and open free choice plus school teams. Older marchers now work on the weekends and are looking for sporting / recreational activities that you can play at more flexible times.

Marching Southland seek access to an affordable indoor facility large enough to meet competition field size requirements (31.5m x 22.5m plus judges seating areas and spectator viewing). Access to a recording room and change facilities is desirable.

Invercargill Gymnastics Club

Invercargill Gymnastics Club operate from the 22 Conway Crescent building Monday to Saturday plus additional usage for private bookings on Sunday or during school holidays. The building is too small for the space required. The club can only run recreational, MAG, WAG, tumbling and some trampoline at the actual club. The height of the roof is too low for trampoline, and there isn't a wooden floor available for aerobics.

The length of the gym is too short of international level tumbling and for senior level WAG vault. This has resulted in some disciplines being located elsewhere. Due to the space the club can't run competitions for all disciplines.

Class numbers are also restricted due to lack of space. At one time the single floor may have to cater for two recreational classes and one competitive class – with up to 40 athletes plus coaches in the same space. Capacity is capped at 72 people due to fire risk.

Further, the facility needs re-roofing and leaks. The building committee was holding off as the club is trying to work out a plan to expand.

The club also use Kennington Dog Club (best local space for trampolining) and Verdon College Verdon (adequate space on a wooden floor for aerobics). This not an ideal situation. A big issue for the club is that training and competition is split across venues. There are a number of gymnasts that do a range of disciplines that are transporting between venues, missing training times and putting pressure on parents. This is also the case for the coaches.

Invercargill Gymnastics Club participation recorded 251 players in 2019. The club seeks a fit for purpose gymnastics centre for all disciplines to allow the club to grow. This will also help with the organisation of the club and reduce the loss of coaching times and take pressure of parents and gymnasts.

Emerging trends include growing interest in the Team Gym programme and Parkour.

Squash Southland

Squash Southland participation has grown to 988 players in 2019. The increase in participation is due to the popularity of the interclub competition run between March and August. There has been some decline in some of the rural clubs.

There is an opportunity additional two to four courts at Squash City with the relocation of the ILT Stadium court into the regional squash centre. This will improve capacity and operational performance. There isn't demand for an increase in net supply of courts.

Football Southland

Football Southland participation recorded 3149 players in 2019. Junior football has been increasing around 8% per year. The biggest increase in participation was in Futsal. The competition started in 2017 and there are now 800 participants playing indoors. All ILT Stadium courts are used by Futsal on Mondays from 3:30 to 6pm from July to September.

Surrey Park is used by two clubs on Saturdays from 9am to 5pm for competition between April and September.

Football Southland are satisfied with the current outdoor football fields noting that they have fields to cover the needs of participants. However, access to indoor courts for Futsal is an issue. The current competition has now reached capacity and access to courts at other times will facilitate the growth in the programme.

Cycling Southland

Cycling Southland supports the Ride Southland Strategy that has seven objectives and covers commuter cycling, recreational cycling, cycle tourism and competitive and event cycling, including on road and off-road cycling.

Cycling Southland has been competitive road and track (sport). A strategic review is underway that will explore opportunities to broaden this focus including working with schools and advocacy on cycling's role in supporting wellness objectives.

Cycling Southland use the SIT Zero Velodrome through a user agreement with the Stadium. It is a key strength of the cycling infrastructure in Southland.

The Velodrome operates 7 days a week and is regarded as one of the fastest tracks at sea level in the world. It has hosted numerous competitions at local, national and international level. The Velodrome is being developed as a regional performance hub for young cyclists from Southland and Otago as well riders for all ages can enjoy facilities and a variety of programmes on offer from 'learn to ride' to green prescription activities.

Event Operators

Multiple event promoters were interviewed to seek their views about potential future event opportunities. The following key considerations were identified:

- Invercargill is difficult from an event promoter perspective because it is the "bottom of the south. Dunedin or Queenstown are therefore more appealing.
- It is possible to hold events at Invercargill. There is no one size fits all hiring or event procurement model, but it would generally involve an incentive-based model and profit-share of ticketing and sales to be negotiated.

- An incentive approach involves the venue being free to hire, marketing support is provided, and the Operator / Council underwrites the event through funding and sponsorship. The Operator / Council has to be prepared to take on some of the risk associated with producing events.
- If the facilities are good enough, attractive enough and the town can support the event, then promoters will take events there.
- The impact of Covid-19 on the industry is a big consideration and an unknown. This includes impact on the industry and on personal finance to enable patrons to attend events
- The ability of the local community to support the event is crucial. Event promoters are looking for the “ultimate marriage between the location and the appetite for the artist”. If there are not enough people in the region to support the artist, there would need to be significant attraction of outside patrons.
- Unless a fully covered arena, the window of opportunity due to weather is within the first three months of the year only. The cooler climate is a factor influencing the type and location of events. ILT Stadium has capitalised on this being an indoor venue. It has successfully staged numerous indoor entertainment events.
- Event locations are determined in several different ways. If an Operator / Council approaches the promoter, the promoter then approaches the potential artists that might suit that venue and location. Conversely, promoters look at artists that have approached them and match them to venues and locations etc.
- A procurement fund may need to be considered to purchase events (indoor or outdoor) with assistance from funders
- Great South would like to work with ILT Stadium to attract/ assist in creating events. Developing a regional events calendar is an action in the Southland Regional Development Action Plan.

8.3 Precinct Wide Stakeholder Engagement

Surrey Park User Group

A Surrey Park User Group Workshop was held in March 2020. The following facility challenges were identified:

- Grandstand condition and future requirements for athletics events including club changerooms, storage and bar. Further, there are two athletics club rooms. We as sport bodies need to look at multisport or multiuse facilities so any future design and development of the Grandstand could consider consolidation.
- We are blessed to have funders to help maintain and renew facilities to a high quality. However, if we didn't have funders, servicing asset renewal would be challenging. We need to be mindful of this issue when considering development and use of facilities.
- Traditional sports structure for training and competition has shifted. This is resulting with declining participation numbers unless sports adapt and work together to attract and retain participants. Further, affordability is a concern across programs and events, families are not committing to traditional membership – social play / participants increase, and user pay for play model now more prominent.
- Reducing the duplication of facilities is important for the sustainability of users and venues. The financial viability of facilities based on current use is a concern if funders withdraw from funding operations and asset renewal.
- Car parking and traffic issues continue to be an issue. There are currently 733 car park spaces plus a secondary grassed field for overflow but only useable in warmer months. Pressure at peak times and major events. Public transport is not used.
- Declining volunteerism.

Badminton Southland

Badminton Southland operate from the Southland Badminton Centre all year round. Badminton participation recorded 650 players in 2019. There has been a recent decline in membership due to teenagers moving away for study and other sporting options available. An emerging trend for Badminton Southland is the growing interest in playing social badminton with friends as opposed to competitive badminton.

The Southland Badminton Centre is used for competition on Monday, Tuesday, Wednesday and Thursday. Most courts are used for training and competition.

Badminton Southland is satisfied with the facility. The next facility upgrade planned for the Centre are new amenities.

Southland Softball

Southland Softball has up to 1,000 players in 2019. There has been an increase in junior players (U7 and U9) but a decrease in players aged 15-19 years. There are now 47 junior teams - U17 years of age) There has been an increase in social teams that has necessitated a split in the draw to four premier graders rather than three. Premier 4 is now a social grade to facilitate this emerging trend.

Softball's pre-season training for clubs and representative teams are held in Summer from September to March leading into a Winter competition season from April to August.

Surrey Park diamonds include 550 Tay Street (3 fields) and Pirates Old Boys (3 fields) grounds are used for training and competition on the weekdays and Saturday. The Tay Street fields are used on Sundays for tournaments. Between 360 and over 700 players and spectators use the venue on Saturday competition (peak time).

A new facility has been built to provide a new pavilion and upgrade the fields / diamonds. This development will help accommodate the future growth of the sport. Southland Softball's priorities are to ensure adequate grounds for play and optimising the use of the new pavilion and diamonds.

Rugby Southland

Rugby Southland participation recorded 5,061 players in 2019.

The Surrey Park Rugby Grounds hosts the Stags Representative Team. It is also home to the Pirates Old Boys Rugby Club. The club has three senior teams and 11 primary school age teams. Club rugby training is held on Tuesday and Thursdays and competition on Saturday.

Rugby Southland reports a decline in participation noting the variety of sports now on offer means more competition for participants. People want the sport to be more fluid with less commitments. For example, play one weekend and not the next. Large events like public holidays impact the game. Rugby needs to adapt to suit the clubs and player needs.

Ministry for Education and Ascot Community School

Ascot Community School is located adjacent Surrey Park. The school is a Year 1- to 8 primary school with 301 students. The enrolments have increased significantly since 2016 and become more diverse. 56% identify as New Zealand / European, 31% as Māori and 13% as other ethnic groups.

The school is part of a cluster of local and rural schools which cooperate to provide social and sporting opportunities for students. The school has been a user of Surrey Park sporting facilities in the past.

There is an open space area used by the school adjacent the athletics track and rugby fields.

The Minister for Education advise that the Ascot Community School is highly valued and there is continued support for the school operation. The Ascot Community School has been approached about any future development plans for the school. The Consultant Team is waiting for a response. There are no reported development plans for this area in the latest school review.

8.4 Key Findings from Stakeholder Engagement

Key stakeholder engagement and review of development ideas/plans from user groups and funders indicate they collectively are committed to maintaining the high-quality standard of facilities at Surrey Park.

The athletics grandstand is the key renewal priority for Surrey Park. Athletics Southland and Athletics NZ confirm the requirement for regional athletics centres to have a covered seating of 200 to 300 seats to support regional athletics meets, school carnivals (primary and secondary schools) and national championships held on a rotation basis.

The velodrome is the key renewal priority for ILT Stadium / SIT Zero Velodrome. The track is about to be sanded \$200K in short term but replacement will cost \$800K and will be scheduled in the medium to long term.

User groups are satisfied with the condition and standard of facilities following the recent improvements to the athletics centre and softball diamonds. However, indoor sports are dissatisfied with being displaced by events at ILT Stadium. This impact causes significant disruption to competitions and impacts clubs and schools use. Access to the stadium courts is priority for indoor sports to support existing competitions and programming and foster the growth of indoor sports.

All user groups identified opportunities to reduce the duplication of facilities and car parking as key issue that will need to be address across the precinct. For example, a number of the club rooms are in average condition and could be consolidated.

Event Promoters have and will continue to support events at Surrey Park. An incentive approach is required to procure events. This involves the Operator / Council being prepared to take on some of the risk associated with producing events and providing the venue for free.

The ILT Stadium has resourced the attraction, procurement, creation and production of events in line with an incentive approach. The venue has their own Production Team and high-quality gear.

Marching Southland and Invercargill Gymnastics Club are looking for a new home that is fit for purpose.

9. Future Development Considerations

9.1 Key Issues

The following key project issues have been identified from the consultation, engagement and research completed in sections 1 to 7 of this report:

History

- There has been ongoing interest and support for the future development of Surrey Park and expansion of ILT Stadium as far back as 2015 when the Draft Surrey Park Development Plan was completed and again in 2017 when the ILT Stadium Southland Review was completed.
- A number of proposed developments prioritised in these reviews, have since been implemented specifically addressed asset renewal of facilities and improved management/operational performance of ILT Stadium and SIT Zero Velodrome.

Athletic Facilities

- A structural engineering assessment on the Surrey Park Athletics Centre grandstand has found structural issues that are of a safety risk to patrons and this is now the main issue to limiting its use and function.
- The Surrey Park Athletics Centre is well located with other major (regionally significant) sports facilities within the Surrey Park Sports Precinct. It is well used and operates as Southland Region's regional athletics facility and has the infrastructure to support major athletics meets.
- Benchmarking of regional standard facilities shows that an appropriate level of covered seating for major events such as regional athletics championships and school athletics carnivals is required.
- Athletics NZ classifies the Surrey Park Athletics Centre as one of the main athletics centres in New Zealand due to its high standard synthetic track and to support this level of investment, Athletics NZ guarantees major athletics meets at such centres. This sees the Colgate Games allocated to the track on rotation and is one of the major athletics meets in New Zealand (attracting 1000 children+ & 1500 family members). It is a State Championship level event and creates significant social & economic impact. A 'covered' seating area for 200 to 300 people is a mandatory requirement by Athletics NZ to be able to host and be allocated this event.
- Site review findings highlight there is future opportunity to reduce land take up and consolidate the three athletics related buildings with a new seated area that would meet multiuse by athletics, rectangular sports and school users.
- It is noted there has been significant investment in the athletics track and support areas, but it needs to be recognised that the current track/infield orientation runs east west, as opposed to the user sports recommended north south orientation.

ILT Stadium and SIT Zero Velodrome

- The ILT Stadium and SIT Zero Velodrome combined is one of the most well used community and entertainment facilities in Invercargill and the South Island. The venue attracts on average 1 Million community sport, recreation, and event visits per annum.
- To achieve these visitations the study has highlighted there is significant booking management conflict for such high demand use on existing courts with them operating at 85% court occupancy hosting community sport competitions and the ongoing interruption stopping some regular competition to host the 80+ major events also onsite each year.
- Future additional indoor courts will better help cater for weekly/daily community competition/training needs and commercial needs of the venue to attract more high income events, reducing the displacement of community users when a major event is hosted and in turn improving the centre's viability.
- An opportunity has been identified to relocate gymnastics to ILT Stadium. The current gymnastics centre is located in a residential area, is no longer fit for purpose and has some safety issues also limiting use.

- An opportunity has been identified to construct an additional first floor area to provide a dance studio, community rooms and hall of fame gallery. This option was identified in past planning studies and provision was made for access already through lift and stair provision in past improvements.
- An opportunity has been identified to relocate the casual use of the squash courts at ILT Stadium to Squash City and convert the court area into a better commercial return space for X-Golf, E-Sports and expanded retail and merchandising.

Site Car Parking

- Concerns about the level of car parking and traffic flow has been raised as a key issue by user groups. Improving public and active transport access to Surrey Park together with expanding car parking and improving the access and egress options across the precinct is required.

Development of a Premier Rectangular Stadium in Invercargill

- Surrey Park was identified as a possible site option for developing a premier rectangular stadium in the Rugby Park Business Case. This study is being conducted concurrently to this Surrey Park Future Redevelopment Business Case and will inform Council on the recommended development options for a premier rectangular stadium.

Please see **Appendix 3** for an investigation into the siting options and implications of developing a premier rectangular stadium at Surrey Park.

Future Governance of Surrey Park

- The opportunity of ILT Stadium being considered to increasing their management role of all of the Surrey Park precinct was considered. It was agreed that the current conditions and proposed developments of indoor and outdoor facilities in the future master plan do not warrant a change of governance at this stage. If Council does decide in the longer term to bring more major event facilities to Surrey Park then it is recommended that a future governance review, including the option of ILT Stadium Management having a greater Surrey Park Management responsibility is completed. It was agreed that now is not the right time for management change as there is no trigger for major change. It was noted however there is an ongoing requirement for greater collaboration and coordination between ILT Stadium, Surrey Park user groups and Invercargill City Council.

Data Collection and Shared Use

- Presently, there is no usage data on outdoor sports facilities in Surrey Park. It is recommended that user groups collect usage data. This data will help inform opportunities for Surrey Park users to share facilities and improve the use and operational performance of facilities. There is an opportunity for Council and Sport Southland to work together to address this with the relevant codes.

9.2 Future Development Opportunities

The following future development opportunities and associated improvements are identified for the Master Plan:

Athletic Facility Improvements

The Facility Improvement Plan identifies four development options. Option 1 and Option 2 could be considered as a staged development to replace the Athletics Grandstand:

- Option 1 – Replace the grandstand with a basic covered seating shelter for 300 people and maintain the existing athletics club rooms. This could be considered as stage one works in the short term.

This improvement delivers the functional requirements to service the event requirements of the athletics centre and at the lowest cost option. A shared use agreement between the athletics clubs and football club for the football club to use the athletics clubroom change rooms is required.

- Option 2 – Consolidate club rooms and change rooms and provision of a 300 covered seat area. This could be considered as stage two works in the long term as an extension off the basic covered seating shelter for 300 people into one grandstand.

This improvement reduces the duplication of like assets at the athletics centre. It takes into account the current Athletics Invercargill club rooms being a transportable building and therefore easily relocatable and reused

elsewhere. This improvement delivers a higher quality facility and the functional requirements to service the event requirements of the athletics centre, however at a higher cost.

- Option 3 – Repair the existing grandstand. Council reports funding of about \$2.1 million is required to repair the grandstand. This will only maintain the existing structure and benefits that fall short of contemporary design standards for grandstands and change rooms.
- Option 4 – Do nothing. The current building is related below 34% NBS and people currently enter and use the grandstand at their own risk. This option limits use of the facility and means a potential loss of athletics events; and remains a high risk to Council if the structure fails and someone was to be injured.

ILT Stadium Improvement Plan

The Facility Improvement Plan identifies the following improvements for ILT Stadium:

- Provision of two multipurpose courts, plus an expansion area for a further two multisport indoor courts if demand warrants expansion.
- New gymnastics hall of 800m² that includes provision for trampolining.
- Repurpose two squash courts for X Golf. Consider provision of a future retail space if the remaining two squash courts are relocated. This proposal will require a separate business case / squash strategy.
- Expand the ground floor by providing health and allied services suites, plus an expansion area for the clip and climb area with a further five climbs.
- Construct the proposed first floor area with an e-sports lounge and additional offices for Regional Sports Organisations seeking residence at ILT Stadium Sports House.
- Construct the proposed second floor area with a dance studio. A future expansion area is provided for possible future multipurpose community rooms and hall of fame gallery. This proposal will require a separate business case.

Precinct Wide Improvement Plan

- Redevelop former softball fields to football fields.
- A hammer cage is proposed on the proposed new football fields south west of the reserve.
- Expand car parking and improve traffic access and egress throughout the site.

9.3 Future Facility Design Component Schedules

To assist in future site master planning and helping determine the suitability and capability of the site and facilities to be: improved and expanded to improve usage and financial viability; consolidated to address facility duplication; or respond to asset renewal issues, OPG have completed Facility Design Components Schedules for Surrey Park Future Development Opportunities and Options.

Please see **Appendix 2** for the Functional Design Components Schedule for indoor facilities, athletic centre and sport precinct upgrades.

The schedule have informed the site and facility layout plans and informed the appointed Project Governance Group of site impacts.

10. Surrey Park Future Redevelopment Masterplan

A preliminary concept design for the Facility Improvement Plan has been prepared to show how the proposed development options can be provided on site. The first set of concept designs focus on the overall precinct options. The second set of concept designs shows the ILT Stadium 'internal' option and Athletics Grandstand development staging.

Preliminary Design Layout Plans

The first layout plan shows the facility improvements across the Surrey Park precinct. The two additional indoor courts are shown in blue (2), gymnastics hall shown in dark purple (3), front of house extension in light purple (1), athletics grandstand in pink (5) and two new football fields referenced 8.

The second layout plan shows the Athletics Grandstand design for Option 1 delivering a basic covered seating shelter (5a) and Option 2 including a consolidated club rooms with the 300 seat covered seating shelter (5b). Option 1 and Option 2 can be a staged development.

The third layout plan shows the ILT Stadium design including the location of X golf simulators (1a), possible future retail if two squash courts are relocated (1b), allied health services suites (1c) and future expansion area for clip and climb (1d) on ground floor. New e-sports lounge (1e) and office space (1f) on level 1. New performance dance studio (1g) and a future expansion area for possible hall of fame / multipurpose rooms (1h).

Precinct Design

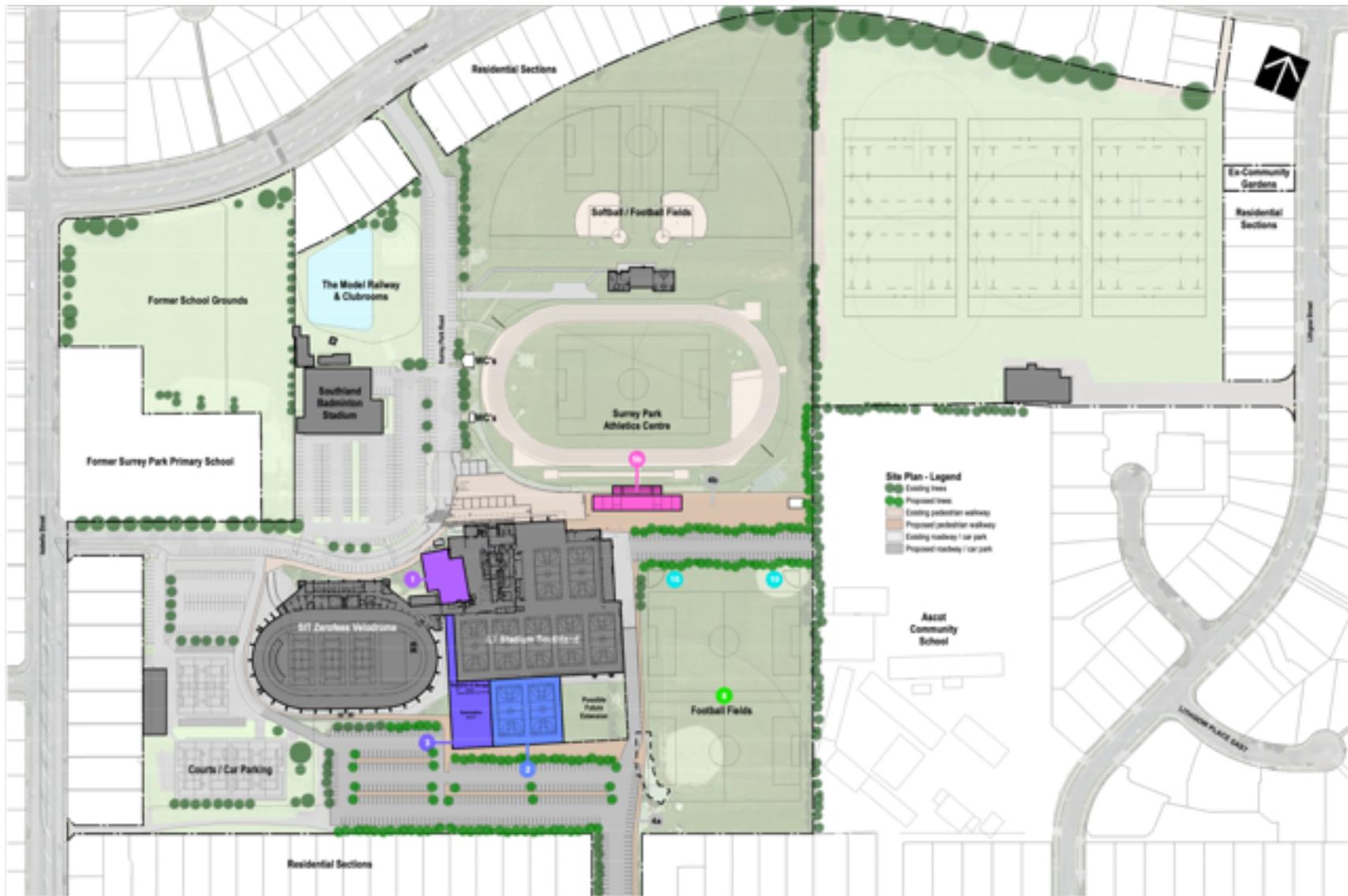


Figure 12: Facility Improvement Plan – Precinct Design

Athletics Grandstand Design

1	Stadium Foyer Enhancements	<ul style="list-style-type: none"> repurpose squash courts and new 3 Level Extension
1a	Golf Simulators - Level 0	<ul style="list-style-type: none"> X Golf Simulator Room 50m x 100m safe zone and lounge area with space for cafe style bench and stools and club bag
1b	Possible Retail - Level 0	<ul style="list-style-type: none"> Option 1: Accommodate a small sport retail outlet i.e. Rebel Sport, including a shoe wall, team logo merch, indoor equipment. Option 2: Retain 2 squash courts
1c	Possible Lease Area - Level 0	<ul style="list-style-type: none"> Allied Health Services Suites (4x16m = 66m²) plus prep room and waiting space - 225m² total.
1d	New Climbing Extension - Level 0-2	<ul style="list-style-type: none"> 5 new climbs (17m² area) + 2 replaced to form extension
1e	E-Sports Lounge - Level 1	<ul style="list-style-type: none"> E-Lounge - 100m² Provide a room that can feature 20 PCs and consoles such as XBOX, Nintendo, Switch and Playstation, also space for 20 people viewing for E-Sport Leagues Existing amenities will support new E-Lounge
1f	Office Space - Level 1	<ul style="list-style-type: none"> Office space - 130m² Existing amenities support new office space
1g	Performance Dance Studio - Level 2	<ul style="list-style-type: none"> Provide Performance Studio space - 415m² with amenities. Large multi-purpose space suitable for dance and other teaching/training, group fitness space for programming and elite training preparation. A height clearance of 4.2m with unobstructed space Storage Full sprung or semi sprung floor Mirrors for dance and cheer Lighting at a height for dancing
1h	Hall of Fame / Multipurpose Rooms	<ul style="list-style-type: none"> Possible future use of 100m²
2	Stadium Court Extension	<ul style="list-style-type: none"> 2x multi-court area of 150m² approx with 200m² spectator seating area. Possible expansion of 2x multi-sport courts.
3	Gymnastics	<ul style="list-style-type: none"> Extension for gymnastics (800m² approx) Reception and Storage area (140m² approx) Separate walkway entrance to gymnastics (200m²)
4a	Infrastructure - Southern Entrance Road	<ul style="list-style-type: none"> Additional south carparking and circulation to main entrance Using existing softball access road off Tay Street
4b	Infrastructure - Stadium Piazza	<ul style="list-style-type: none"> Extension of existing stadium piazza with athletics grandstand New car parking on green field
4c	Infrastructure - Premier Rectangular Stadium	<ul style="list-style-type: none"> New pedestrian link connecting Surrey Park car park and stadium - 5m wide New pedestrian link connecting Piazza and stadium Only relates to option including Premier Rectangular Stadium
5a	Athletics Grandstand Stage 1	<ul style="list-style-type: none"> 300 covered seating area for athletics with wall to one end Area at top of seating for food trucks Retain St Paul's Harrier and Athletics Invercargill Clubrooms
5b	Athletics Grandstand Stage 2	<ul style="list-style-type: none"> 300 seat covered grandstand Combined clubrooms in the centre with WC's Selfie office for each club - same level as clubrooms Combined changerooms - accessible from ground level Storage room for each club - accessible from ground level
6	St Paul's Harrier & Athletics Clubroom	<ul style="list-style-type: none"> To remain as part of Option 1
7	Athletics Invercargill Clubroom	<ul style="list-style-type: none"> To remain as part of Option 1
8	Football Fields	<ul style="list-style-type: none"> New football fields over former softball diamonds Remove existing timber fence around existing softball diamonds
9	New Premier Rectangular Stadium	<ul style="list-style-type: none"> Test fit plan only, not fully developed with carparking, access roads, pedestrian & logistics areas etc. Softball approved by new stadium with viewing to softball diamonds
10	Hammer Throw Frame	<ul style="list-style-type: none"> 2 possible locations for hammer throw frame.

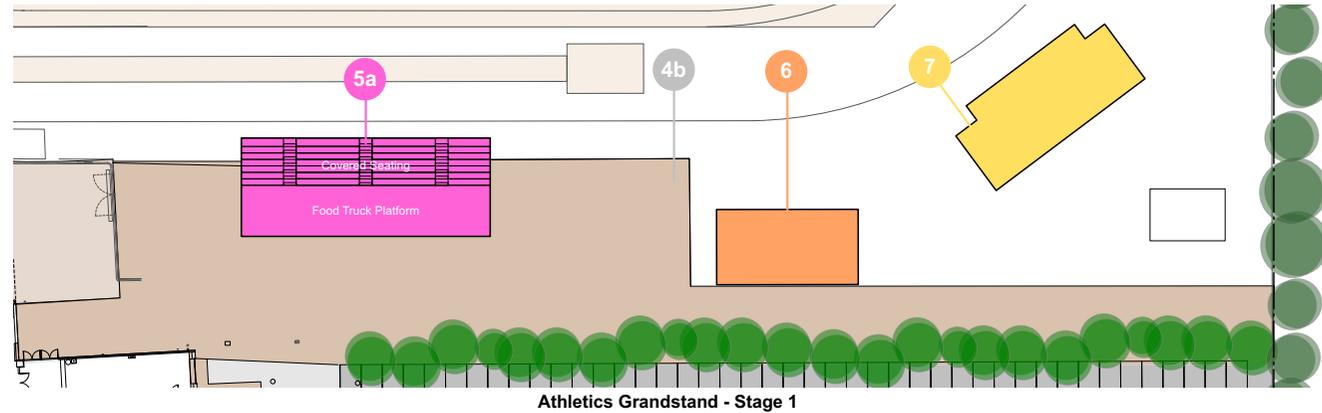


Figure 13: Facility Improvement Plan – Athletics Grandstand Design

ILT Stadium Foyer Design



Figure 14: Facility Improvement Plan – ILT Stadium Foyer Design

11. Future Development Return on Investment Review

This section provides a preliminary high-level review into the return on investment of proposed development options for the Surrey Park Future Redevelopment Business Case.

The return on investment has considered the concept design and has been informed by a preliminary capital cost plan prepared by an independent Quantity Surveyor and a facility financial operational model.

11.1 Preliminary Indicative Cost Plan

Southern Quantity Surveyors have prepared a preliminary cost estimate for the proposed development options. The costs estimates can only be considered as ballpark costs that are based on the functional design components schedule, preliminary concept master plan designs, historic sqm rates and reference to historic and benchmark facility sqm rates. A final cost plan will be required following a detailed design process.

Preliminary Cost Plan Summary

A breakdown of costs is provided in the table below.

Plan Reference	Component	Capital Costs
Athletics Facility Improvements		
5a	Option 1: Basic covered 300 seating shelter with walls	\$1,500,000
5b	Option 2: Consolidated club rooms and 300 seat Grandstand	\$3,000,000
	<i>Please note that a total of \$3,000,000 is required if Option 1 and Option 2 is constructed as a staged development</i>	
ILT Stadium expansion		
2	Two court extension	\$8,600,000
3	Gymnastics hall	\$6,400,000
1a	X golf simulators (conversion of two squash courts)	\$180,000
1d-1h	Three level extension (Performance dance studio / Clip n climb expansion (5 additional climbs) / New office space / E sports lounge / Allied health services suites)	\$7,355,000
Precinct Wide Improvements		
8	Two new football fields	\$100,000
4a	Southern Entrance Road / car parking	\$5,320,000
4d	Playground upgrade / modifications	\$200,000
4e	Link road between new south car park and existing west car park	\$198,000

A copy of the detailed quantity surveyors report is provided in **Appendix 4**.

11.2 Business Case

The consultant team has used the Otium Planning Group's Facility Financial Operational Model to develop a draft business model for the proposed development options. Detailed excel financial spread sheets have been developed to assist with presenting the 10-year projections.

The Business Case assumptions and financial operational models are provided in **Volume 3 Financial Operation Model Summary**. The assumptions have been established using population and participation forecasts, current operational performance data together with direct engagement with the Venue Operator.

The 10-year business projections for each proposed development option (facility component) are detailed in the following table.

The financial operational models do not include development costs such as depreciation, capital cost repayments, land tax and Council rates but includes annual asset management cost allowance.

Two Court Stadium Extension

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenue	\$214,415	\$223,365	\$235,018	\$244,761	\$254,888	\$262,835	\$273,691	\$282,233	\$291,046	\$303,054
Expenditure	\$57,534	\$58,857	\$60,211	\$61,596	\$63,013	\$64,462	\$65,945	\$67,461	\$69,013	\$70,600
Operational Profit/Loss	\$156,880	\$164,507	\$174,807	\$183,165	\$191,875	\$198,373	\$207,746	\$214,772	\$222,033	\$232,453
Visitations	73,972	74,735	76,260	77,023	77,785	77,785	78,548	78,548	78,548	79,310

Note: We have not been able to model the opportunity of additional events possible through the continuation of community sport, whilst an event can occur on the show courts.

The 10-year financial model business projections indicate:

- Revenue is expected to increase annually ranging from \$214,415 in year one to \$303,054 by year ten.
- Expenditure is expected to increase annually from \$57,534 in year one to \$70,600 by year ten.
- The two-court stadium expansion is expected to generate an operating surplus of \$156,880 from the first year. The surplus is expected to increase incrementally over the ten years reaching \$232,453 surplus by year 10.
- The facility attendances from community sport and additional events is expected to marginally increase from 73,972 in year one to 79,310 by year 10. Usage has been calculated on 46 weeks per year operation

Gymnastic Area

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenue	\$124,397	\$127,258	\$130,185	\$133,179	\$136,242	\$139,376	\$142,581	\$145,861	\$149,216	\$152,648
Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operational Profit/Loss	\$124,397	\$127,258	\$130,185	\$133,179	\$136,242	\$139,376	\$142,581	\$145,861	\$149,216	\$152,648
Visitations	26,105	26,913	27,462	27,737	28,011	28,011	28,286	28,286	28,286	28,560

Note: Under a lease model, we don't record visitation. A benchmark of 1.5 visits per member (Total estimate of gymnastics and marching participants and spectators is 598) has been used that will grow in line with business growth assumption.

The 10-year financial model business projections indicate:

- Revenue from a fixed term lease/license agreement is expected to increase annually ranging from \$124,397 in year one to \$152,648 by year ten.
- Zero additional operating expenditure has been assumed over the ten years, with outgoings for utilities, cleaning and occupancy costs fully recovered from the tenant.
- The gymnastic facility is expected to generate an operating surplus of \$124,397 from the first year. The surplus is expected to increase incrementally over the ten years reaching \$152,648 surplus by year 10.
- The facility attendances are expected to increase from 26,105 in year one to 28,560 by year 10. Usage has been calculated on 46 weeks per year operation.

X-Golf Simulators – Ground Floor

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenue	\$126,896	\$132,315	\$139,345	\$145,253	\$151,399	\$156,259	\$162,857	\$168,088	\$173,489	\$180,803
Expenditure	\$35,479	\$36,295	\$37,130	\$37,984	\$38,857	\$39,751	\$40,665	\$41,601	\$42,557	\$43,536
Operational Profit/Loss	\$91,417	\$96,020	\$102,215	\$107,270	\$112,541	\$116,508	\$122,192	\$126,488	\$130,932	\$137,267
Visitations	11,826	11,948	12,192	12,314	12,436	12,436	12,558	12,558	12,558	12,680

The 10-year financial model business projections indicate:

- Revenue is expected to increase annually ranging from \$126,896 in year one to \$180,803 by year ten.
- Expenditure is expected to increase annually from \$35,479 in year one to \$43,536 by year ten.
- The x-golf simulators are expected to generate an operating surplus of \$91,417 from the first year. The surplus is expected to increase incrementally over the ten years reaching \$137,267 surplus by year 10.
- The facility attendances are expected to marginally increase from 11,826 in year one to 12,680 by year 10. Usage has been calculated on 46 weeks per year operation

Dance Studio – Level Two

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenue	\$58,311	\$59,652	\$61,024	\$62,428	\$63,864	\$65,332	\$66,835	\$68,372	\$69,945	\$71,554
Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operational Profit/Loss	\$58,311	\$59,652	\$61,024	\$62,428	\$63,864	\$65,332	\$66,835	\$68,372	\$69,945	\$71,554
Visitations	N/A									

The 10-year financial model business projections indicate:

- Revenue from a fixed term lease/license agreement is expected to increase annually ranging from \$58,311 in year one to \$71,554 by year ten.
- Zero additional operating expenditure has been assumed over the ten years, with outgoings for utilities, cleaning and occupancy costs fully recovered from the tenant.
- The dance studio is expected to generate an operating surplus of \$58,311 from the first year. The surplus is expected to increase incrementally over the ten years reaching \$71,554 surplus by year 10.
- Facility attendances were not factored into the model given it is a lease arrangement.

Clip n Climb Expansion – Ground Floor

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenue	\$51,870	\$54,058	\$56,901	\$59,284	\$61,762	\$63,714	\$66,372	\$68,471	\$70,637	\$73,580
Expenditure	\$6,139	\$6,280	\$6,424	\$6,572	\$6,723	\$6,878	\$7,036	\$7,198	\$7,364	\$7,533
Operational Profit/Loss	\$45,731	\$47,778	\$50,477	\$52,712	\$55,039	\$56,836	\$59,336	\$61,273	\$63,273	\$66,047
Visitations	13,968	14,112	14,400	14,544	14,688	14,688	14,832	14,832	14,832	14,976

The 10-year financial model business projections indicate:

- Revenue is expected to increase annually ranging from \$51,870 in year one to \$73,580 by year ten.
- Expenditure is expected to increase annually from \$6,139 in year one to \$7,533 by year ten.
- The five additional clip n climb walls are expected to generate an operating surplus of \$45,731 from the first year. The surplus is expected to increase incrementally over the ten years reaching \$66,047 surplus by year 10.

- The facility attendances are expected to marginally increase from 13,968 in year one to 14,976 by year 10. Usage has been calculated on 46 weeks per year operation.

New Office Space – Level One

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenue	\$27,529	\$28,162	\$28,810	\$29,472	\$30,150	\$30,844	\$31,553	\$32,279	\$33,021	\$33,781
Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operational Profit/Loss	\$27,529	\$28,162	\$28,810	\$29,472	\$30,150	\$30,844	\$31,553	\$32,279	\$33,021	\$33,781
Visitations	N/A									

The 10-year financial model business projections indicate:

- Revenue from a fixed term lease/license agreement is expected to increase annually ranging from \$27,529 in year one to \$33,781 by year ten.
- Zero additional operating expenditure has been assumed over the ten years, with outgoings for utilities, cleaning and occupancy costs fully recovered from the tenant.
- The new office space is expected to generate an operating surplus of \$27,529 from the first year. The surplus is expected to increase incrementally over the ten years reaching \$33,781 surplus by year 10.
- Facility attendances were not factored into the model given it is a lease arrangement.

Retail Space – Ground Floor

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenue	\$31,764	\$32,495	\$33,242	\$34,007	\$34,789	\$35,589	\$36,408	\$37,245	\$38,102	\$38,978
Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operational Profit/Loss	\$31,764	\$32,495	\$33,242	\$34,007	\$34,789	\$35,589	\$36,408	\$37,245	\$38,102	\$38,978
Visitations	N/A									

The 10-year financial model business projections indicate:

- Revenue from a fixed term lease/license agreement is expected to increase annually ranging from \$31,764 in year one to \$38,978 by year ten.
- Zero additional operating expenditure has been assumed over the ten years, with outgoings for utilities, cleaning and occupancy costs fully recovered from the tenant.
- The retail space is expected to generate an operating surplus of \$31,764 from the first year. The surplus is expected to increase incrementally over the ten years reaching \$38,978 surplus by year 10.
- Facility attendances were not factored into the model given it is a lease arrangement.

E-Sport Lounge – Level One

Category	Years									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenue	\$21,176	\$21,663	\$22,161	\$22,671	\$23,193	\$23,726	\$24,272	\$24,830	\$25,401	\$25,985
Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operational Profit/Loss	\$21,176	\$21,663	\$22,161	\$22,671	\$23,193	\$23,726	\$24,272	\$24,830	\$25,401	\$25,985
Visitations	N/A									

The 10-year financial model business projections indicate:

- Revenue from a fixed term lease/license agreement is expected to increase annually ranging from \$21,176 in year one to \$25,985 by year ten.

- Zero additional operating expenditure has been assumed over the ten years, with outgoings for utilities, cleaning and occupancy costs fully recovered from the tenant.
- The e-sports lounge is expected to generate an operating surplus of \$21,176 from the first year. The surplus is expected to increase incrementally over the ten years reaching \$25,985 surplus by year 10.
- Facility attendances were not factored into the model given it is a lease arrangement.

Allied Health Suites – Ground Floor

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenue	\$13,976	\$14,298	\$14,627	\$14,963	\$15,307	\$15,659	\$16,019	\$16,388	\$16,765	\$17,150
Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operational Profit/Loss	\$13,976	\$14,298	\$14,627	\$14,963	\$15,307	\$15,659	\$16,019	\$16,388	\$16,765	\$17,150
Visitations	N/A									

The 10-year financial model business projections indicate:

- Revenue from a fixed term lease/license agreement is expected to increase annually ranging from \$13,976 in year one to \$17,150 by year ten.
- Zero additional operating expenditure has been assumed over the ten years, with outgoings for utilities, cleaning and occupancy costs fully recovered from the tenant.
- The allied health suites are expected to generate an operating surplus of \$13,976 from the first year. The surplus is expected to increase incrementally over the ten years reaching \$17,150 surplus by year 10.
- Facility attendances were not factored into the model given it is a lease arrangement.

Table 15: Return on Investment Summary

Component	Total Floor Area m2	Additional annual surplus	Capital Costs	Maintenance @2%	10yr Maintenance	Total Capital + 10yr Maintenance	ROI %	Ranking
2 court extension (2)	1720	\$156,880	\$8,600,000	\$172,000	\$1,720,000	\$10,320,000	1.52	8
Gymnastics (3)	1280	\$124,397	\$6,400,000	\$128,000	\$1,280,000	\$7,680,000	1.62	7
X golf simulators (1a)	100	\$91,417	\$180,000	\$3,600	\$36,000	\$216,000	42.32	1
Performance Dance Studio (1g)	375	\$58,311	\$1,908,739	\$38,175	\$381,748	\$2,290,487	2.55	6
Clip n climb expansion (5 additional climbs) (1d)	77	\$45,731	\$391,928	\$7,839	\$78,386	\$470,314	9.72	2
Retail (1b)	150	\$31,764	\$763,496	\$15,270	\$152,699	\$916,195	3.47	3
New office space (1f)	130	\$27,529	\$661,696	\$13,234	\$132,339	\$794,035	3.47	3
E sports lounge (1e)	100	\$21,176	\$508,997	\$10,180	\$101,799	\$610,796	3.47	3
Allied Health (1c)	225	\$13,976	\$1,145,243	\$22,905	\$229,049	\$1,374,292	1.02	9
Total	4157	\$571,181	\$20,560,099	\$411,202	\$4,112,020	\$24,672,119		

Total Return on Investment	2.32% return on investment Formula: \$571,181 annual revenue divided by \$24,672,119 (\$20,560,099 capital cost plus \$4,112,020 10-years asset maintenance) multiplied by 100
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12. Conclusion

Based on OPG research and analysis into the demand for proposed outdoor Surrey Park developments together with a high-level review into the return on investment for ILT Stadium expansion improvements the key findings are:

- There are two stages proposed for the Athletics Grandstand that provide for the functional requirements of training, competition and events including school carnivals and national meets. The basic covered seating shelter for 300 people will cost an estimated \$1,500,000 where the consolidated athletics/football clubrooms and basic covered seating shelter for 300 people will cost an estimated \$3,000,000.
- The proposed conversion of the old softball diamonds to two new community football fields will cost an estimated \$100,000.
- ILT Stadium is already designed to expand into parkland south of Surrey Park. This area can provide for the proposed two court extension and 800m² gymnastics hall.
- The ILT Stadium is already designed to expand the foyer area. This area can provide for identified community and commercial opportunities including x golf, allied health services, clip and climb expansion, e sports lounge, offices and a dance studio.
- The preliminary capital cost of development proposals for the ILT Stadium is \$20,560,099. The development of facility components can be implemented in a staged way.
- All development proposals proposed for the ILT Stadium returns a positive return on investment (Total ROI 2.32%).
- The financial operational models for each proposed facility component show a predicted \$571,181 annual operational surplus. This result will reduce the reliance on Funders to fund the balance or shortfall in operations. Funder currently provide \$1.2 million annually that would reduce to \$730,000.
- The development proposals generating the highest return on investment are those that are commercial in nature. That said, the two-court extension and gymnastics hall will generate high visitation. The two courts will mean community sport will not be displaced during events and the gymnastics hall will provide a home base for Invercargill Gymnastics and Marching Southland in a fit for purpose venue.

12.1 Next Steps

Invercargill City Council consider the merits of the Business Case and provides funding to the replacement of the Athletics Grandstand within the Long-Term Financial Plan and to be delivered in the short term.

The Surrey Park User Group is consulted about the overall precinct master plan improvements. The improvements of the fields of play infrastructure and clubrooms will remain the funding and maintenance responsibility of the user groups.

The ILT Stadium are given the findings of the report to consider the merits of proposed improvements. The ILT Stadium is responsible for the funding and maintenance of proposed improvements in this Business Case.

13. Warranties and Disclaimers

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.

Appendix 1: Athletics Facilities Benchmarking

Facility Name		Surrey Park Athletics Centre (Invercargill)	Saxton Field (Nelson)	Nga Puna Wai (Christchurch)	Aorangi Stadium (Timaru)	Caledonia Athletics Complex (Dunedin)	Morrison Reserve Athletics Centre (Yarra Ranges)	La Trobe University Athletics Centre (Bendigo)	John Landy Athletics Field (Geelong)	Mingara Regional Athletics Centre (Central Coast)	Barlow Park Athletics Centre (Cairns)	Llanberris Reserve Athletics Centre (Ballarat)	Hunter Sports Centre - Athletics Track (Hunter Valley)
Address		Surrey Park Road, Invercargill (NZ)	Saxton Road, Stoke, Nelson 7011 (NZ)	Augustine Drive, Wigram, Christchurch (NZ)	Morgan's Road, Timaru (NZ)	Logan Park, Butts Road, Dunedin (NZ)	Old Hereford Road, Mount Evelyn (Vic / Aus)	40 Retreat Street, Flora Hill (Vic / Aus)	230 Swanston Street, South Geelong (Vic / Aus)	Mingara Drive, Tumbi Umbi (NSW / Aus)	Scott Street, Cairns (Qld / Aus)	York St, Ballarat (Vic / Aus)	43 Stockland Dr, Glendale (NSW / Aus)
Track Surface		Synthetic	Synthetic (Polytan)	Synthetic	Synthetic	Synthetic	Synthetic	Synthetic	Synthetic	Synthetic	Synthetic	Synthetic	Synthetic
Track Standard		International / National	International / National	International / National	International / National	International / National ('A Grade')	International / National	International / National	International / National	International / National	International / National	International/National	International/National
Track Resurfaced		2020	2019	New facility	Funded. Soon to be resurfaced	2018	2012	2016	2010	2019	2017	2013	
Area	Circular Track Lanes	8	8	9	8	8	8	8	8	8	9	9	8
	Front Straight Lanes	10	8	9	8	8	10	10	10	10	10	10	8
	Steeple Chase Water Jump	Yes		Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Pole Vault	1	2	2		2	1	1	1	2	1	4	1
	High Jump	1	1	1	1	1	1	1	1	1	1	1	2
	LJ/TJ Pits	2	2	2	2	2	2	2	2	2	4	4	3
	Discus / Hammer	1	2	2	1	1	1	1	1	1	2	2	1
	Shot Put	1	1	2	1	2	1	1	1	1	2	3	1

	Javelin	1	1	1	1	1	1	1	1	1	2	2	1	
	Public Address System	Yes		Yes			Yes	Yes	Yes	Yes	Yes	Yes	Yes	
	Electronic Timing	Yes		Yes			Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Club	Seating	Grandstand for 200+	Grandstand for 500	Grandstand for 300	Grandstand for 500	Grandstand for 1000	Covered Seating for 100-200	Covered Seating for 100-200	Covered Seating for 100-200	Covered Seating for 100-200	Covered seating	Grandstand	Covered: 1,700 Total: 15,000	
	Canteen	Yes – Two club Rooms	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	
	Kiosk	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	
	First Aid Room	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	
	Weights Room	No					No	No	No	No	No	Yes	No	
	Administration / Officials Room	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	
	Social Space	Yes - Function Room	Yes – Bar and Function Room. Shared with cricket and soccer		Yes	Yes	Yes - Function Room that is formed when opening up change rooms behind fold wall	Yes - Function Room	Yes - Function Room	Yes - Function Room	Yes - Function Room	Yes - Function Room	Yes - Function Room	Yes - Function Room
	Equipment Storage	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	
	Change Rooms	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	
Public Toilets	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
Car Parking	Parking for 200+ cars, however part of overall sports	Parking for 200+ cars, however part of overall sports	458, including 11 mobility	Parking for 200+ cars, however part of overall sports	Parking for 150+ cars, however part of overall sports	Parking for 150+ cars, however part of sport and education	Parking for 150+ cars, however part of sport and education	Parking for 150+ cars, however part of sport and education	Parking for 150+ cars	Parking for 200+ cars, however part of overall sports	Parking for 500+ cars, however part of overall	Parking for 75 cars	Parking for 240, however part of overall sports precinct parking	

	precinct parking	precinct parking		precinct parking	precinct parking	precinct parking	precinct parking		precinct parking	sports precinct parking		
Lighting	Yes		Yes			Yes		Yes	Yes	Yes	Yes	Yes
Tenants	Athletics Southland Athletics Invercargill and St Pauls Harrier and Athletics Clubs	Athletics Nelson Athletics Richmond Athletics Auckland	Athletics Canterbury	South Canterbury Amateur Athletics Club	Athletics Otago, National Sprint training squad, National Para-Olympic team and football (Football South, Southern United)	Yarra Ranges Athletics and Soccer Clubs	Bendigo Athletics Club Bendigo Little Athletics Club La Trobe University	Geelong Athletics Geelong Little Athletics Geelong Masters Athletics Chilwell Bellarine Athletics South Barwon Athletics Club Geelong Cross Country Club	Central Coast Academy of Sport Tuggerah Lakes Mingara Little Athletics Club Mingara Athletics Club	Cairns Athletics Rugby Clubs and Meals on Wheels.	Ballarat Regional Athletics Centre Wendouree Athletic Club Eureka Athletic Club Ballarat Harriers Athletic Club Ballarat YCW Harriers Athletic Club Ballarat Little Athletics Centre	Macquarie Hunter Athletics Club
Ownership & Management	Owned by Invercargill City Council and Leased to Athletics Southland / License to Football Club (Winter)	Managed by Sport Tasman	Christchurch City Council, access to track managed by Athletics Canterbury	South Canterbury All-Weather Track Trust who leases to athletics and football	Dunedin City Council	Owned by Yarra Ranges Council / Leased to Yarra Ranges Athletics / Licence to Soccer Clubs (Winter)	Owned and managed by La Trobe University	Owned by City of Greater Geelong and managed by the Landy Field Management Committee	Owned by Central Coast Council and managed by Mingara Recreation Club	Owned by Cairns Regional Council	Owned by City of Ballarat Managed by Ballarat Regional Athletics Centre	Owned by City of Newcastle Managed by RevolutioniseSPORT
Highest Level of Events	National Athletics Championships	National Athletics Championships	National Athletics Championships	National Athletics Championships	National Athletics Championships	State Athletics Championships	State Athletics Championships	State Athletics Championships	State Championships	State Athletics, Q Cup, NRL pre-season	State Athletics Championships	National Tour Competitions

Appendix 2 Surrey Park Future Development Components Schedule

ACTIVITY AREA	FACILITY COMPONENT	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER ISSUES FOR CONSIDERATION	AREA SCHEDULES	TOTAL AREA (m ²)
Indoor Sports Hall (Expansion)	4 full size indoor sports courts (suitable for multisport competition – netball standard)	<ul style="list-style-type: none"> ▪ Education ▪ Training Programmes ▪ Competition ▪ Events ▪ Schools 	<ul style="list-style-type: none"> ▪ Meet universal design principles as a minimum ▪ Provide indoor sports courts for: <ul style="list-style-type: none"> – Basketball – Netball – Volleyball – Futsal – Tennis 	<ul style="list-style-type: none"> ▪ Link with existing community courts 	<ul style="list-style-type: none"> ▪ Back wall designed to expand into green space behind ILT Stadium / SIT Zero Stadium 	<ul style="list-style-type: none"> ▪ Provision of 2 multi-sport courts (for Basketball, Netball, Volleyball, Soccer and Tennis) plus an expansion area for a further 2 courts ▪ Courts 15.25m x 30.5m ▪ Runoff to netball dimensions - 3.05 m unencumbered (4 m clearance between courts) ▪ Roof height - 8.3m at highest point unencumbered. ▪ Provide adequate clearance for scorer's bench and seating between each court (approx. 1.5m) ▪ Provide adequate clearance for circulation space between courts (1.5m-1.8m). ▪ Provide adequate clearance for wheel-chair access. 	4 courts = 2,965m ² approx.
	Spectator Area	<ul style="list-style-type: none"> ▪ Spectator 	<ul style="list-style-type: none"> ▪ Single row of seating along each court 	<ul style="list-style-type: none"> ▪ Along one side of court one 	<ul style="list-style-type: none"> ▪ Allow floor loading for temporary seating for show court 	<ul style="list-style-type: none"> ▪ Row of seating between courts for spectator viewing additional area requirement. 	200m ²
	Other support facilities - Storage - Plant rooms	<ul style="list-style-type: none"> ▪ Service areas 	<ul style="list-style-type: none"> ▪ Service areas 	<ul style="list-style-type: none"> ▪ Additional storage off main sports hall 	<ul style="list-style-type: none"> ▪ Storage of sports equipment for multi lined sports courts ▪ Consider storage systems to maximise storage capacity at end of courts 	<ul style="list-style-type: none"> ▪ Storage – 150m². ▪ Plant – 300m². 	450m ²

ACTIVITY AREA	FACILITY COMPONENT	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER ISSUES FOR CONSIDERATION	AREA SCHEDULES	TOTAL AREA (m ²)
Subtotal Indoor Sports Hall							3,615m ²
Gymnastics Hall Areas		<ul style="list-style-type: none"> Education Competition Events Training 	<ul style="list-style-type: none"> Meet universal design principles as a minimum Provide for community gymnastics. 	<ul style="list-style-type: none"> Links to foyer, lounge and café 	<ul style="list-style-type: none"> Meet competition standard provision for men and women gymnastics under Gymnastics Facilities Guidelines Provision of drop off area for parents in foyer Storage areas for gymnastics equipment Provision for trampolining 	<ul style="list-style-type: none"> 800m² gymnastics hall and training pit Storage – 75m² 	875 m ²
Subtotal Gymnastics Hall Change Rooms							875m ²
First Floor Area	Dance Studio	<ul style="list-style-type: none"> Training Programmes Competition 			<ul style="list-style-type: none"> Refer to design 		Refer to design
	Community Rooms	<ul style="list-style-type: none"> Education Programmes Events 			<ul style="list-style-type: none"> Refer to design 		Refer to design
	Hall of Fame Gallery	<ul style="list-style-type: none"> All Customers Events 			<ul style="list-style-type: none"> Refer to design 		Refer to design
Squash Court Area	Squash Court Conversion to E-sport, X Golf and Retail	<ul style="list-style-type: none"> All Customers Competition 					Refer to design
Subtotal Front of House							Refer to design
Other Indoor Areas	General Circulation Allowance (20%)	<ul style="list-style-type: none"> All users 	<ul style="list-style-type: none"> Provide additional space to enable ease of circulation 			<ul style="list-style-type: none"> Allowance 	975m ²
Subtotal Other Areas							975m ²
Total Indoor Stadium Areas							5,456 plus Front of House Expansion
Athletics Centre	Covered seating	<ul style="list-style-type: none"> Training Programmes Competition Schools 	<ul style="list-style-type: none"> Replace existing grandstand with contemporary shared seated facility 	<ul style="list-style-type: none"> Right orientation for best viewing. 	<ul style="list-style-type: none"> Provide covered seating area for up to 300 people. 	<ul style="list-style-type: none"> TBD in design phase 	TBCm ² in design

ACTIVITY AREA	FACILITY COMPONENT	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER ISSUES FOR CONSIDERATION	AREA SCHEDULES	TOTAL AREA (m ²)
	Athletics / Football Club Rooms	<ul style="list-style-type: none"> ▪ Events ▪ Training ▪ Programmes ▪ Competition ▪ Schools ▪ Events 	<ul style="list-style-type: none"> ▪ Provide club room facilities for a shared use athletics / football club rooms 	<ul style="list-style-type: none"> ▪ Consider use of undercroft areas of seating area and viewing areas from social community rooms, kitchen / bar facilities to track ▪ Consider timing equipment area and connection to track 	<ul style="list-style-type: none"> ▪ Provide in line with NZ Sports Facility Development Guidelines (indicative – consultation with user groups required to determine final area schedule in detailed design. 	<ul style="list-style-type: none"> ▪ Amenities - 20m² ▪ Change rooms - 25m² ▪ First aid room - 15m² ▪ Kitchen / kiosk (includes storage) - 20m² ▪ Bar (includes storage) - 15m² ▪ Meeting room / office - 10m² ▪ Public toilets - 25m² ▪ Umpires room (includes amenities) - 20m² ▪ Storage (10m² per tenant) – 30m² ▪ Social / community room – 100m² ▪ Social room store – 10m² ▪ Timing / recording room – 25m² ▪ Utilities / plant – 5m² ▪ Cleaners – 5m² ▪ Circulation and grossing – 10%. 	360m ²
Total Athletics Centre Areas							360m ² Plus Seating Allowance
Sports Fields	Old Softball Diamond Conversion to Football Fields	<ul style="list-style-type: none"> ▪ Training ▪ Programmes ▪ Competition ▪ Schools 	<ul style="list-style-type: none"> ▪ Overlay 2 football fields with right orientation 	<ul style="list-style-type: none"> ▪ Consider functional relationship to change rooms at Athletics Centre. 	<ul style="list-style-type: none"> ▪ Provide two senior football pitches 	<ul style="list-style-type: none"> ▪ 100 to 105m x 65 to 68m 	6,500m ²
Precinct Areas	Car Parking	<ul style="list-style-type: none"> ▪ All users 	<ul style="list-style-type: none"> ▪ Provide additional space to enable ease of circulation 	<ul style="list-style-type: none"> ▪ Providing within precinct ▪ DDA accessible car parking spaces and drop off zones located near entry 	<ul style="list-style-type: none"> ▪ Consider car park capacity within precinct to cater for peak periods of use and major events ▪ Drop off area and bus zones 		TBCm ² in design

ACTIVITY AREA	FACILITY COMPONENT	TARGET MARKETS	FACILITY OBJECTIVES	FUNCTIONAL RELATIONSHIPS	OTHER ISSUES FOR CONSIDERATION	AREA SCHEUDLES	TOTAL AREA (m ²)
	Precinct connections - Pathways, social plaza areas to service sports stadiums precinct	<ul style="list-style-type: none"> All users 	<ul style="list-style-type: none"> Provide outdoor social and meet up areas and connections to activity areas 	<ul style="list-style-type: none"> Consider orientation of school site and Gateway Reserve and the relationship of the stadium with other sports facilities 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Space provision showing connection with future sports facilities in precinct 	TBCm ² in design
Total Sports Fields and Precinct Areas							6,500m ² Plus Car Parking and Precinct Connections Allowance

Appendix 3 Premium Rectangular Stadium Site Investigation

This section summarises the facility design components and design implications of site options for a premier rectangular stadium if located at Surrey Park. A quadruple bottom line analysis of each option summarises the social, cultural, environmental and economic impacts of each site option.

Facility Design Components Schedule

This facility design component schedule provides detail on the total footprint, individual facility elements and dimensions, and functionality/ connectivity needs for the development of an outdoor stadium co-located with the athletics centre at Surrey Park. The component schedule considers:

- Key study findings of the need to maximise spectator experience and provide as much protection as possible from climatic conditions.
- New Zealand Rugby Mitre 10 Cup Facilities and Minimum Standards Guidelines.
- FIFA Facility Guidelines.
- Administrative needs of Southland Rugby.
- Seating capacity based on 15,000 spectators, with permanent amenities, food & beverage and corporate facilities have been based on 10,000 spectators.
- Otium Planning Groups experience in the planning and design of regional stadiums.
- Latest trends in stadium facility provision and design.
- Southland Athletics and local athletics clubs (existing tenant) facility needs.

The Outdoor Community Event Area is excluded from this component schedule based on the assumption this element could be located elsewhere within Surrey Park in order to ensure good connectivity between ILT Stadium, the proposed outdoor stadium and other precinct facilities.

Facility	Component	Specification	Notional Area
Stadium and Outdoor Events Centre	Rectangular Field	<p>122m x 70m playing field</p> <p>1,500 lux lighting to playing field (LED multi colour, programming options):</p> <ul style="list-style-type: none"> ○ Junction box at light poles with 10amp & 3-phase points <p>5m perimeter safety zone</p> <p>High grade perimeter fence surrounding main field</p> <p>2x substitute benches on sidelines for 23 people each</p> <p>Pitch access and tunnel:</p> <ul style="list-style-type: none"> ○ The tunnel should be a minimum of 4m wide and a minimum of 2.4m high ○ Tunnel on the halfway line and on the same side as the VIP box, media tribune and administrative offices ○ Tunnel to be protected by means of a fireproof telescopic tunnel 	Area captured within Athletics Facilities below
	Spectator Viewing	<p>15,000 seated capacity:</p> <ul style="list-style-type: none"> ○ 100% roof coverage for 5,000 seats to the drip line ○ In the case of a “tented roof gradient” (four sides with 2x2 different slopes), a gutter must be built all around the pitch ○ 5,000 unprotected seats via tier benchmarking (or similar) ○ Standing viewing options within main grandstand building <p>Grass embankments:</p> <ul style="list-style-type: none"> ○ Surrounding field with natural shading on peripherals (avoid sightline conflicts) ○ Adequate space to support bump-in/ temporary seating over mound; and food & beverage/ retail infrastructure on top of mound ○ Accessible walkway at bottom of the hill; around field; between embankment and playing field <p>Accessibility</p> <ul style="list-style-type: none"> ○ Internal public concourses ○ Circulation routes of a minimum of 1.2m ○ 500mm seat width and 760mm row depth for seated areas ○ Stair rises between 150mm and 180mm ○ Stair treads a minimum of 280mm optimum at 305mm ○ Handrails at 1.1m of stairs/ramp width ○ 800mm barrier in front of fixed seats ○ Accessibility to, within and from the venue for patrons with disabilities ○ 115 wheelchair and 115 carer seats - each designated place should measure 1400mm x 1400mm to allow space for one helper per wheelchair space to sit alongside in a fixed or removable seat set aside seats at the end of rows or the front tier or to design entire rows to a higher standard – (i.e. for guide dogs) 	12,000m ²

Facility	Component	Specification	Notional Area
	Spectator Amenities	<p>Corporate:</p> <ul style="list-style-type: none"> ○ Foyer ○ A mixture of banqueting suites, viewing lodges, boxes and suites, 10 to 20 people (2,000m²) ○ Corporate seating for up to 500 spectators – internal and external options (750m²) ○ 2 x medium corporate boxes – 24 persons (100m²) ○ 10 X corporate boxes of 9-12 persons for each (240m²) <p>Kitchen / Kiosk 40m²</p> <p>Toilets (660m²):</p> <ul style="list-style-type: none"> ○ Mix of both genders and PWD ○ Water closet (WC) Men – 1x600 people = 17 ○ Urinals – 1x70 people = 143 ○ WC Women – 1 x 35 people = 286 ○ Hand basin Men – 1 x 150 people = 67 ○ Hand basin Women – 1 x 70 people = 143 <p>First Aid 20m²</p>	6,210m ²
	Spectator Amenities (Cont.)	<p>Concession stands (2,400m²):</p> <ul style="list-style-type: none"> ○ 60m² each ○ Up to 40 concession stands required ○ Mix of permanent and temporary provision <p>Provide some with direct view to playing field to support pop-up restaurant options</p>	
	Entry	<p>Entrance/ ticketing:</p> <ul style="list-style-type: none"> ○ 2 X ticketing box office ○ 15 X turnstiles ○ Entry points must be equipped with facilities for searching persons and for temporarily storing prohibited items securely <p>Outer stadium perimeter fencing (include spacing between entry; fencing; and ticketing areas)</p>	1,400m ²
	Players/ Officials	<p>Player change rooms (link rooms 1 & 3 together and rooms 2 & 4 together)</p> <ul style="list-style-type: none"> ○ Change Room 1 <ul style="list-style-type: none"> ▪ Open change area 80m² ▪ Amenity Room 35m² ▪ Massage Room 40m² ▪ Doctors Room 15m² ○ Change Room 2 <ul style="list-style-type: none"> ▪ Open change area 80m² ▪ Amenity Room 35m² ▪ Massage Room 40m² 	1,100m ²

Facility	Component	Specification	Notional Area
		<ul style="list-style-type: none"> ▪ Doctors Room 15m² ○ Change Room 3 <ul style="list-style-type: none"> ▪ Open change area 80m² ▪ Amenity Room 35m² ▪ Massage Room 20m² ○ Change Room 4 <ul style="list-style-type: none"> ▪ Open change area 80m² ▪ Amenity Room 35m² ▪ Massage Room 20m² <p>Coaches rooms:</p> <ul style="list-style-type: none"> ○ 1 x 30m² ○ 2 X match viewing facilities 16m² <p>Officials change room x 2:</p> <ul style="list-style-type: none"> ○ Open change area 50m² ○ Amenity Room 35m² <p>Ball persons change room: 20m²</p> <p>Drug testing room: 40m²</p> <p>Gymnasium 46m²</p> <p>Anti-doping control room 20m²</p> <p>Medical emergency centre 50m²</p> <p>Third Match Official 15m²</p> <p>Match Official 40m²</p> <p>Timekeeping 15m²</p> <p>Office 25m²</p>	
	Venue Operations	<p>Emergency vehicle access (250m²)</p> <p>Scoreboard (50m²)</p> <p>Storage 22m²</p> <p>Utility 5m²</p> <p>Venue security room 25m²</p> <p>Venue management room 30m²</p> <p>Advertising signage storeroom 50m²</p> <p>Operations:</p> <ul style="list-style-type: none"> ○ 1 X 50m² storeroom on ground floor with access to the playing surface ○ 1 X 200m² multi-use space ○ Ability to deliver goods in or under the main stand <p>Media conference room 60m²</p>	2,000m ²

Facility	Component	Specification	Notional Area
		Broadcast box 2 x 16m ² Venue operation centre 100m ² Multi-purpose room 40m ² Ground staff storeroom 50m ² Tertiary facilities: <ul style="list-style-type: none"> ○ CCTV throughout ○ Wi-Fi and DAS capabilities to accommodate all fan's usage ○ Emergency power supply ○ PA system ○ Capacity for 2 x large screens Waste management area 1,000m ²	
	Southland Rugby and Athletics Club Administration Area	Exclusive offices x 4 (75m ²) Open space office area: <ul style="list-style-type: none"> ○ 12 x workstations (195m²) ○ 1 x open space informal meeting spaces (12m²) ○ Printer area (15m²) Kitchen/ eating lounge: <ul style="list-style-type: none"> ○ Open kitchen preparation area (60m²) ○ Dining lounge (50m²) Storage (45m ²) Meeting rooms <ul style="list-style-type: none"> ○ Small meeting room (40m²) ○ Medium meeting room (60m²) ○ Large meeting room (80m²), including kitchenette Foyer/ reception (16m ²)	670m ²
	Parking and Access	Parking for teams: <ul style="list-style-type: none"> ○ 2 x bus parking spaces, separated from public 220m² Parking for match officials: <ul style="list-style-type: none"> ○ 6 x spaces, separated from public 145m² Venue management: <ul style="list-style-type: none"> ○ 6 x spaces 145m² Emergency services: <ul style="list-style-type: none"> ○ 6 x spaces, separated from public 145m² Parking for VIPs, including sponsors: <ul style="list-style-type: none"> ○ 30 x spaces 720m² Designated drop-off area:	2,300m ²

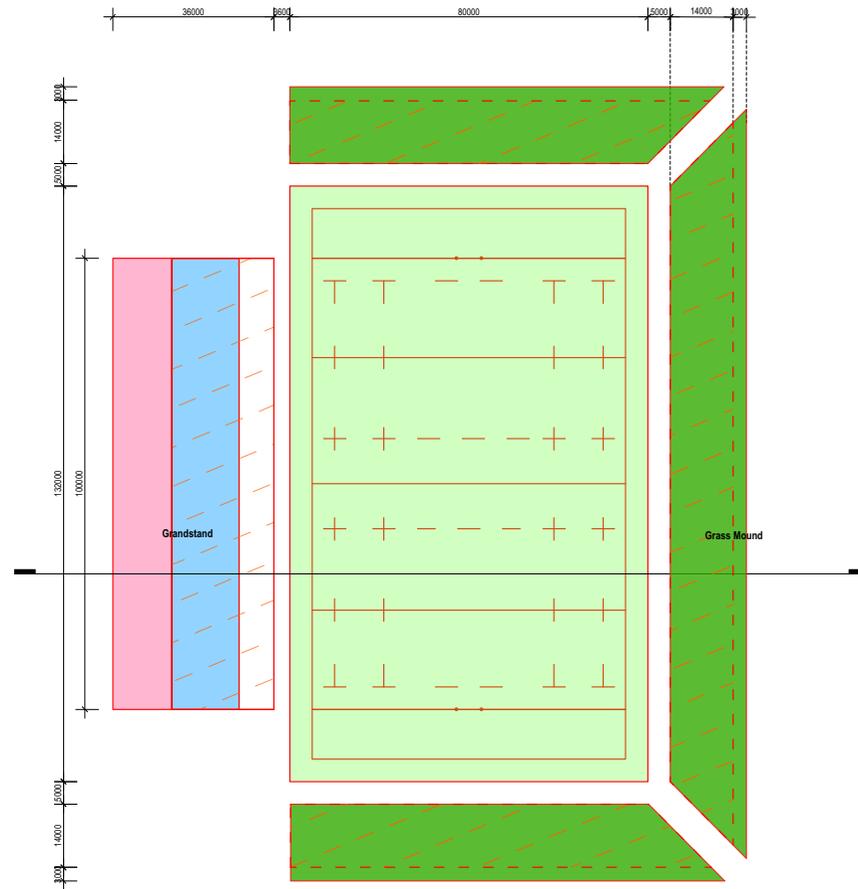
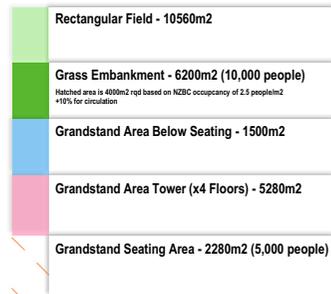
Facility	Component	Specification	Notional Area
		<ul style="list-style-type: none"> ○ Suitable for vehicles and buses 220m2 ○ Outside broadcast vans area: 650m2 	
Total Site Approximate Size	22,800m ²		

Premium Rectangular Stadium Test Fits

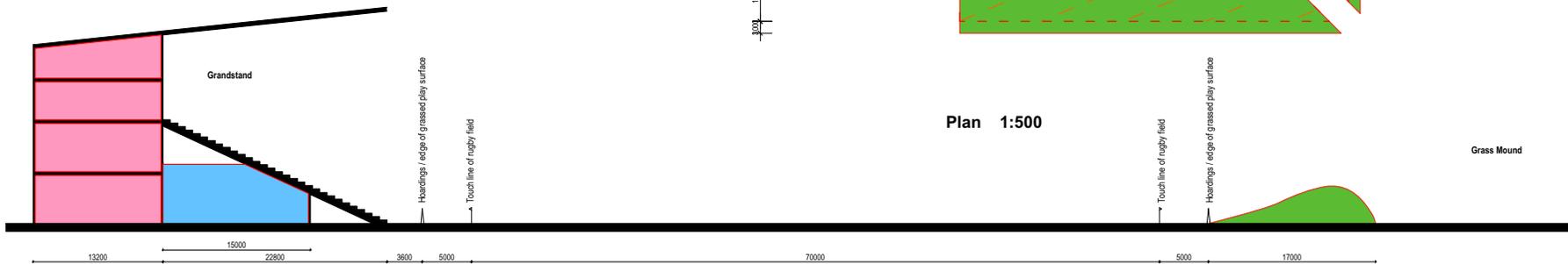
- High level area analysis based on Otium 'Surrey Park Redevelopment Business Case Issues and Options Report'
- Assumed single tier grandstand, 5000 seated capacity, with supporting facilities under seating tier and to rear

AREA		SEATING	
Spectator Amenities: (8210m ² minus - 750m ² corporate seating - 1200m ² 1/2 concessions)	4,260M ²	Total Number Required:	5000 Seats
Players / Officials:	1,100M ²	Seat Width: 500mm	
Venue Operations: (2000m ² minus - 250m ² emergency vehicle access - 1000m ² waste management area)	750M ²	Grandstand Width: 100m	
Southland Rugby / Athletics Club:	670M ²	100 / 0.5 = 200 Minus -25 For Aisles	175 Seats Per Row
TOTAL AREA REQUIRED:	6780M²	Row Width: 760	
		Number Of Rows: 30	
		Total Seats: 30 X 175 = 5250 Minus For Tunnels:	5000 Seats

Area Below Grandstand Seating: 100m X 15m = 1500m ²	1500M ²
Area Within 'tower': 100m X 13.2m = 1320m ² X 4 =	5280M ²
TOTAL AREA PROVIDED:	6780M²



Plan 1:500



Cross-section 1:200

Site Options Design Implications

The following site overlay plans test how the facility requirements for a premier rectangular stadium could be provided best at Surrey Park and the development implications. The five options that were reviewed included:

6. Option 1 field within the existing athletics track with grandstand over the existing location. You will note there is an impact on ILT Stadium.
7. Option 2 moves the field and grandstand to the north away from any impact to ILT Stadium, over the athletics track and softball pavilion.
8. Option 3 rotates the field on a north / south orientation (ideal) over the athletics track and softball diamonds / pavilion.
9. Option 4 field and grandstand over the existing rugby / cricket fields orientated east / west.
10. Option 5 field and grandstand over the existing rugby / cricket fields orientated north / south (ideal).

Option 1 Premier Rectangular Field Location

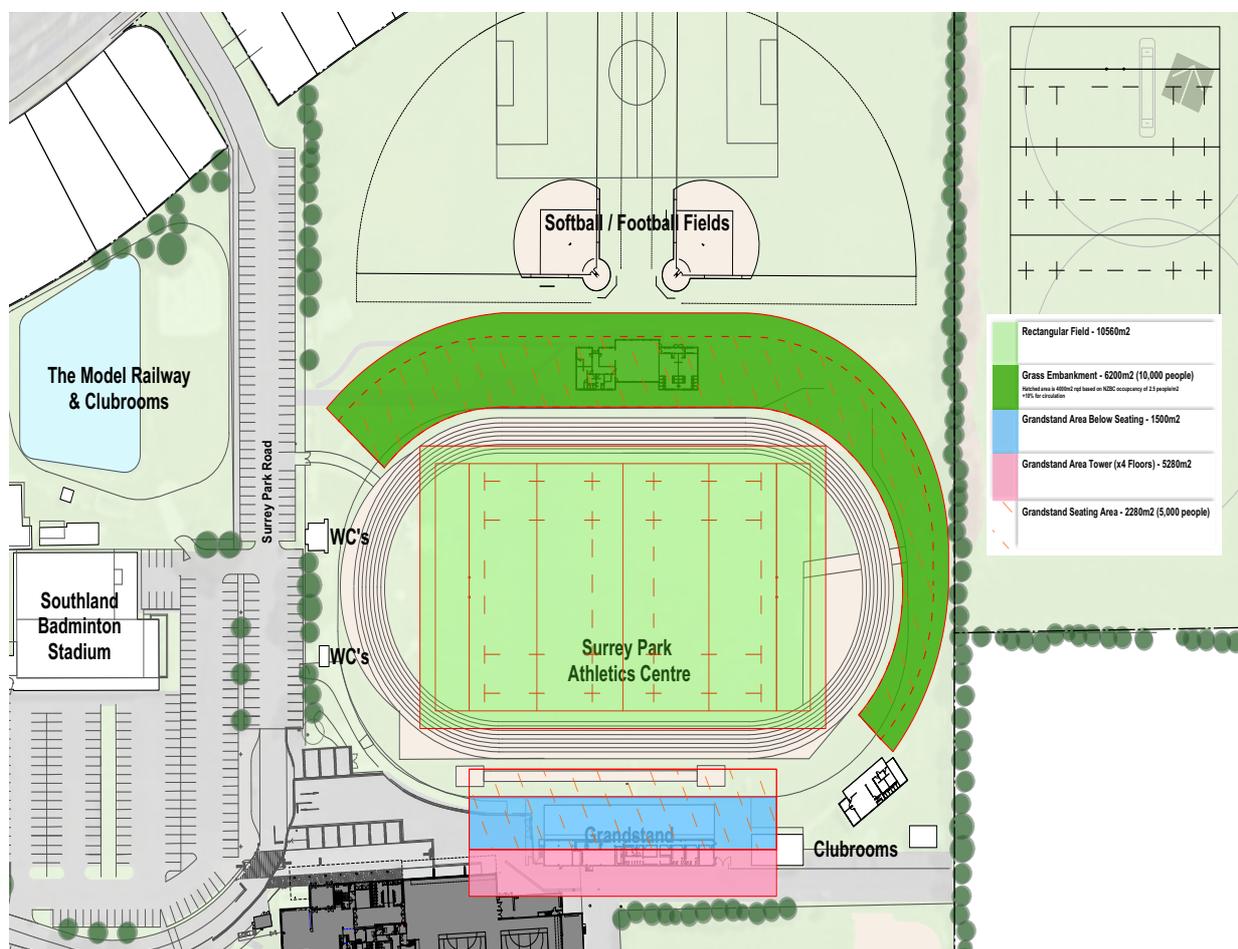


Figure 16: Option 1 Premier Rectangular Stadium Overlay Plan

Option 1: Development Implications

A review highlights the following development implications:

- The specifications do not fit within the existing layout
- Field encroaches on the athletics track. A compromise to the ideal field specification with a smaller field would be required if we were to use the infield area. Further, the field is orientated the wrong way.
- Grandstand encroaches on ILT Stadium and the grassed embankment encroaches on the new Softball Pavilion
- The capital cost to address these issues is significant and prohibitive. It would require building a new softball pavilion and possible redevelopment of the ILT Stadium. A displacement cost needs to be factored into the funding profile for this option.

Option 2 Premier Rectangular Field Location

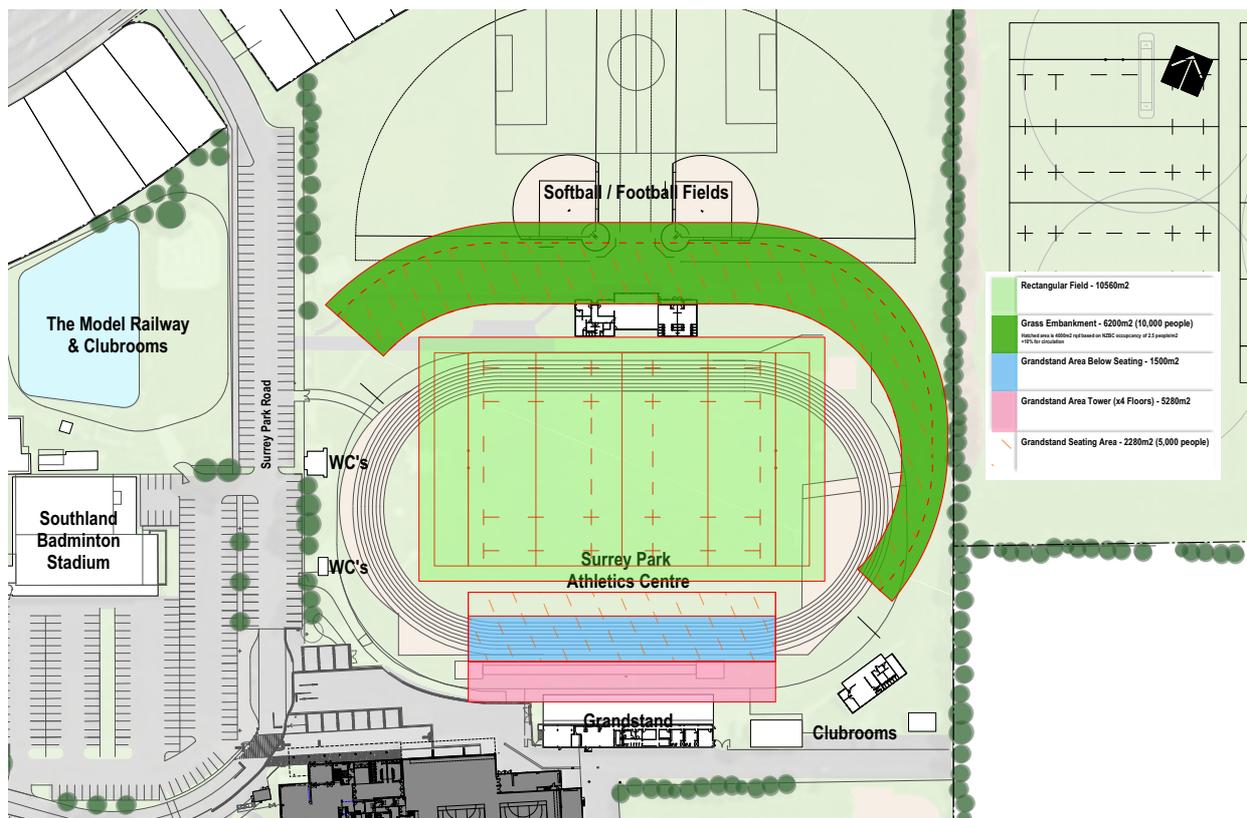


Figure 17: Option 2 Premier Rectangular Stadium Overlay Plan

Option 2: Development Implications

The plan highlights the following development implications:

- Layout means both athletics and softball would require relocation, however it avoids impact to ILT Stadium
- The field is still orientated the wrong way.
- The capital cost to address these issues are significant and are prohibitive. It also requires funding the relocation of softball and athletics to an alternative site. A displacement cost needs to be factored into the funding profile for this option.
- There is a cultural (political / reputational risk) if this option was pursued due to the recent investment made into relocating softball and building new diamonds and pavilion and upgrading the athletics track with lighting and improved track facilities and timing equipment.

Option 3 Premier Rectangular Field Location

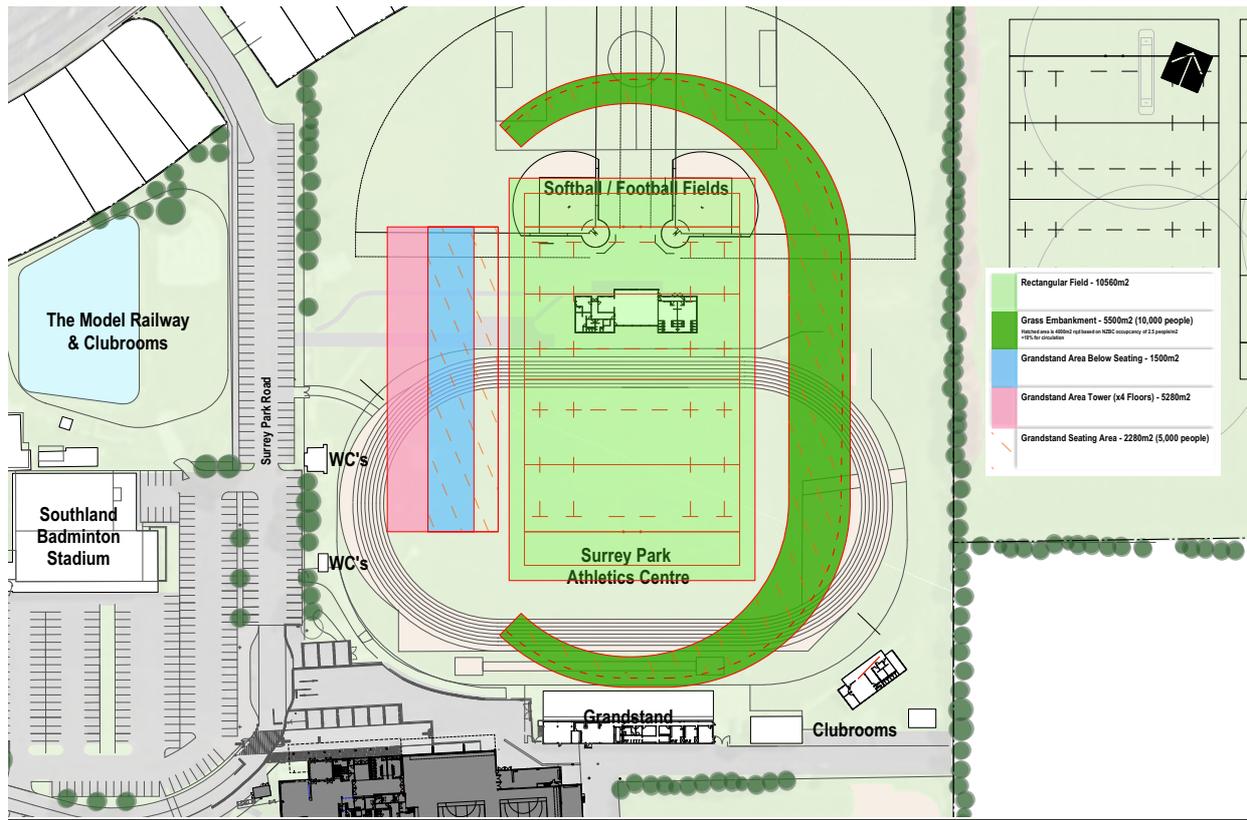


Figure 18: Option 3 Premier Rectangular Stadium Overlay Plan

Option 3: Development Implications

The plan highlights the following development implications:

- Layout means both athletics and softball would require relocation, however it avoids impact to ILT Stadium. Lease note the grandstand is located on the west of the screen to mitigate wind impact
- The field is orientated the correct way and would likely provide the best functional response for the precinct if a premier rectangular stadium was provided at Surrey Park.
- The capital cost to address these issues are significant and are prohibitive. It also requires funding the relocation of softball and athletics to an alternative site. A displacement cost needs to be factored into the funding profile for this option.
- There is a cultural (political / reputational risk) if this option was pursued due to the recent investment made into relocating softball and building new diamonds and pavilion and upgrading the athletics track with lighting and improved track facilities and timing equipment.

Option 4 Premier Rectangular Field Location

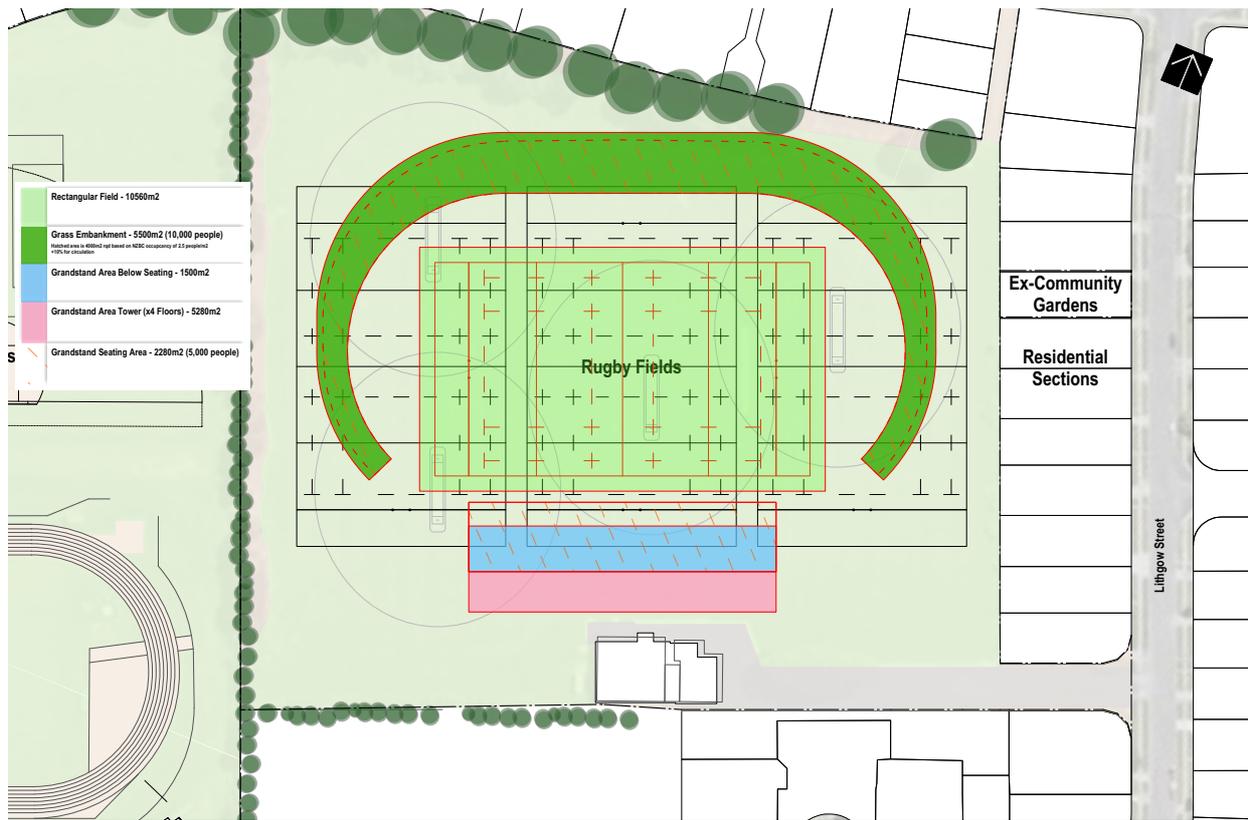


Figure 19: Option 4 Premier Rectangular Stadium Overlay Plan

Option 4: Development Implications

The plan highlights the following development implications:

- Layout means local rugby and cricket clubs would require relocation, however it avoids impact to ILT Stadium, athletics track and softball diamond.
- The field is still orientated the wrong way.
- The field is some distance away from the ILT services and car parking and would require investment in way finding / pedestrian flow through athletics track and softball diamonds. Provision of car parking for officials, players and accessibility will be required.
- It will require funding for the relocation of local rugby and cricket clubs to an alternative site. A displacement cost needs to be factored into the funding profile for this option.
- This option doesn't impact on the recent investment into the athletics track and softball diamonds and pavilion.
- However, there is a residential amenity impact concern and may also be a challenge in obtaining planning approval due to the close proximity to residential properties north and west. Local residents will likely experience car parking, traffic and noise impacts from adding premier rugby, football, school and other open-air events to an already busy ILT Stadium events calendar.

Option 5 Premier Rectangular Field Location



Figure 20: Option 5 Premier Rectangular Stadium Overlay Plan

Option 5: Development Implications

The plan highlights the following development implications:

- Layout means local rugby and cricket clubs would require relocation, however it avoids impact to ILT Stadium, athletics track and softball diamond.
- The field is orientated the correct way and it allows for a second 'training' field next door. Maintaining softball (T-ball) use of this site should also be possible.
- The field is some distance away from the ILT services and car parking and would require investment in way finding / pedestrian flow through athletics track and softball diamonds. Provision of car parking for officials, players and accessibility will be required.
- It will require funding for the relocation of local rugby and cricket clubs to an alternative site. A displacement cost needs to be factored into the funding profile for this option.
- This option doesn't impact on the recent investment into the athletics track and softball diamonds and pavilion.
- However, there is a residential amenity impact concern and may also be a challenge in obtaining resource consent due to the close proximity to residential properties north and west. Local residents will likely experience car parking, traffic and noise impacts from adding premier rugby, football, school and other open-air events to an already busy ILT Stadium events calendar. Acquisition of residential land is a possible solution and would benefit the development through providing street frontage and improved landscaping to service the stadium.

Quadruple Bottom Line Analysis

A quadruple bottom line (QBL) assessment has been used to assess the outcomes of four key areas being:

- **Social impacts:** These relate to non-monetary impacts on human health and subjective wellbeing. For instance, an increase in active recreation participation that reduced the burden of diseases like obesity and diabetes would have a positive social impact.
- **Cultural impacts:** These relate to non-monetary impacts on people's sense of place and cultural identity. For instance, a facility design that recognised its users' cultural identity and hence increased their sense of belonging would have a positive cultural impact.
- **Economic impacts:** These largely relate to monetary impacts, including construction, land, operating, and maintenance costs borne by facility providers, as well as impacts on economic productivity and labour force participation.
- **Environmental impacts:** These relate to non-monetary impacts on air, soil, water, biodiversity, and the natural environment in general. For instance, a facility that required the paving of a wetland area that provides a habitat for native species would have a negative environmental impact.

Outcomes in each area can be either be assessed as positive or negative. In some cases, there may be a mix of positive and negative impacts. For instance, a wastewater infrastructure upgrade may increase up-front capital costs (a negative economic impact) while reducing ongoing operating and maintenance costs (a positive economic impact).

The QBL is a decision support tool, rather than a process that algorithmically determines the 'right' outcome. The aim of a QBL assessment is not to provide a 'yes/no' assessment of projects, but to identify a mix of information to understand the various impacts of alternative options and hence to inform the selection of an option that optimises benefits relative to alternative options.

The QBL framework is intended for evaluating the positive and negative impacts of alternative options for community facilities. Each option has been scored within each sub-category on the following scale:

- Negative impacts of increasing size: -, --, ---
- No impact: 0
- Positive impacts of increasing size: +, ++, +++

However, in doing so we note that it is not possible to directly compare scores across sub-categories.

QBL Community Facility Framework

Outcome	Sub-category	Notes
Social	Alignment with Council's strategy levels of service	Facilities are linked to Council's strategy outlining levels of service
	Improved accessibility to community facilities	Facilities that are accessible to a larger population via the transport network will score higher in this category.
	Improved quality of experience for users	This reflects facility design and the degree to which facilities make it easy for people to access services.
	Health and social benefits arising from increased participation	This benefit stream will scale in proportion to patronage – facilities that are situated and designed to attract more users will generate larger benefits.
	Passive use benefits	Facilities that are accessible to a larger population will also tend to score higher in this category, as people within the catchment may value availability of facilities even if they do not visit regularly.
	Reputational risk for Council	Council response to community engagement, facility conditions, safety, cost may result in reputation risks.
Cultural	Sense of place	Facilities that are designed in a way that enhances the local environment may enhance people's sense of place.
	Sense of cultural identity	Facilities that are designed in a way that reflects or acknowledges people's cultural values may enhance this.
Environmental	Loss of open space benefits due to facility development	Development of existing open space may result in negative environmental impacts. Depending upon the characteristics of that open space, this may include reduced amenity for nearby residents, loss of biodiversity, or loss of environmental services like stormwater regulation.
Economic	Cost to construct new or improved facilities	This is a direct financial cost that is incurred by Council. Quantity surveyor estimates provide information on construction costs.
	Other whole-of-life costs, e.g. operation and maintenance costs	These are direct financial costs that must be incurred by Council and risk that is attached to the operation of the facilities.
	Revenues from facility operation	Revenues from facility operation will tend to scale with patronage (and types of activities supported by facilities). They may offset operating costs.

Premier Rectangular Stadium QBL Analysis

Outcome	Sub-category	O1 Score	Option 1 Comments	O2 Score	Option 2 Comments	O3 Score	Option 3 Comments	O4 Score	Option 4 Comments	O5 Score	Option 5 Comments
Social	Alignment with Council's strategy levels of service	++	Supports objectives of shared and multiuse sports facilities together with Surrey Park's major event role being a regional space and place.	+	Supports objective of enhancing Surrey Park's major event role being a regional space and place.	+	Supports objective of enhancing Surrey Park's major event role being a regional space and place	++	Supports objectives of shared and multiuse sports facilities together with Surrey Park's major event role being a regional space and place.	++	Supports objectives of shared and multiuse sports facilities together with Surrey Park's major event role being a regional space and place.
	Improved accessibility to community facilities	+	There is consolidation of stadium and athletics centre facility requirements. The option accommodates rectangular sports users whilst maintaining access to existing users. However, the ILT Stadium may be impacted functionally by the development (entry, drop off and possibly the building).	--	This option only replaces the community athletics users with community and elite rectangular sports users. This regional sport and its associated events would be lost to Surrey Park.	---	This option only replaces the community athletics and softball users with community and elite rectangular sports users. These regional sports and their associated events would be lost to Surrey Park.	++	The option accommodates rectangular sports users whilst maintaining access to existing users.	+++	The option accommodates rectangular sports users whilst maintaining access to existing users. The additional rectangular training field provides increased community use
	Improved quality of experience for users	--	The field size doesn't meet Mitre 10 rugby standard with a full-size pitch also impacting athletics track. The field orientation is not ideal.	--	The field size doesn't meet Mitre 10 rugby standard with a full-size pitch also impacting athletics track. The field orientation is not ideal.	+	Field orientation is ideal. This option delivers on the functional requirements of a rectangular stadium.	+	This option delivers on the functional relationships of a rectangular stadium. However, the field orientation is not ideal and doesn't provide for training field.	++	Field orientation is ideal and provides an additional training field. This option is best at delivering on the functional requirements of a

Outcome	Sub-category	O1 Score	Option 1 Comments	O2 Score	Option 2 Comments	O3 Score	Option 3 Comments	O4 Score	Option 4 Comments	O5 Score	Option 5 Comments
											rectangular stadium
	Health and social benefits arising from increased participation	+++	This option maintains existing users and brings additional community participation and events to Surrey Park through the new stadium.	-	This option brings additional community participation and events to Surrey Park through the new stadium. However, athletics would be relocated to an alternative venue	--	This option brings additional community participation and events to Surrey Park through the new stadium. However, athletics, softball and football would be relocated to an alternative venue	++	This option maintains existing users and brings additional community participation and events to Surrey Park through the new stadium. However local rugby and cricket would be relocated to an alternative venue	++	This option maintains existing users and brings additional community participation and events to Surrey Park through the new stadium. However local rugby and cricket would be relocated to an alternative venue
	Passive use benefits	+	Improved landscaping and pathway network together with casual use of sports facilities to be provided	+	Improved landscaping and pathway network together with casual use of sports facilities to be provided	+	Improved landscaping and pathway network together with casual use of sports facilities to be provided	+	Improved landscaping and pathway network together with casual use of sports facilities to be provided	+	Improved landscaping and pathway network together with casual use of sports facilities to be provided
	Reputational risk for Council	-	There is a moderate reputational risk because the field is not provided to Mitre 10 rugby standard and the successful. Also, Surrey Park is already a busy event precinct within a residential area.	---	There is a high reputational risk because it could be seen as a waste of money following the recent investment made into relocating softball and building new diamonds and pavilion and upgrading the athletics track with lighting and improved track	---	There is a high reputational risk because it could be seen as a waste of money following the recent investment made into relocating softball and building new diamonds and pavilion and upgrading the athletics track with lighting and improved track	-	There is a moderate reputational risk with Surrey Park already a busy event precinct within a residential area. This is even more pronounced at this location with the site being bordered by residential properties to the north and west. Obtaining planning approval may be a	-	There is a moderate reputational risk with Surrey Park already a busy event precinct within a residential area. This is even more pronounced at this location with the site being bordered by residential properties to the north and west.

Outcome	Sub-category	O1 Score	Option 1 Comments	O2 Score	Option 2 Comments	O3 Score	Option 3 Comments	O4 Score	Option 4 Comments	O5 Score	Option 5 Comments
					facilities and timing equipment. Also, Surrey Park is already a busy event precinct within a residential area.		facilities and timing equipment. Also, Surrey Park is already a busy event precinct within a residential area.		challenge for this reason.		Obtaining planning approval may be a challenge for this reason.
Cultural	Sense of place	+++	Supports Surrey Park being the major sports events site for indoor and outdoor sports, whilst maintaining existing community and regional sports and events.	+	Supports Surrey Park being the major sports events site for indoor and outdoor sports. However, there is a loss of community and regional sport	+	Supports Surrey Park being the major sports events site for indoor and outdoor sports. However, there is a loss of community and regional sport	+++	Supports Surrey Park being the major sports events site for indoor and outdoor sports, whilst maintaining existing community and regional sports and events.	+++	Supports Surrey Park being the major sports events site for indoor and outdoor sports, whilst maintaining existing community and regional sports and events.
	Sense of cultural identity	NA	There are no known cultural significant site values at Surrey Park.	NA	There are no known cultural significant site values at Surrey Park.	NA	There are no known cultural significant site values at Surrey Park.	NA	There are no known cultural significant site values at Surrey Park.	NA	There are no known cultural significant site values at Surrey Park.
Environmental	Loss of open space benefits due to facility development	+	There is no net loss of open space or environmental impact.	+	There is no net loss of open space or environmental impact.	+	There is no net loss of open space or environmental impact.	+	There is no net loss of open space or environmental impact.	+	There is no net loss of open space or environmental impact.
Economic	Cost to construct new or improved facilities	-	The capital cost of a new stadium is between \$50M and \$80M based on recent benchmark stadium costs per seat. This option will be the lowest cost out of the five options due to efficiencies in cost through	---	The capital cost of a new stadium is between \$50M and \$80M based on recent benchmark stadium costs per seat. The capital displacement cost of a new athletics centre is between \$2M and \$4M.	---	The capital cost of a new stadium is between \$50M and \$80M based on recent benchmark stadium costs per seat. The capital displacement cost of a new athletics centre is between \$2M and \$4M.	--	The capital cost of a new stadium is between \$50M and \$80M based on recent benchmark stadium costs per seat. The capital displacement cost of a new rugby / cricket fields is	--	The capital cost of a new stadium is between \$50M and \$80M based on recent benchmark stadium costs per seat. The capital displacement cost of a new rugby / cricket fields is

Outcome	Sub-category	O1 Score	Option 1 Comments	O2 Score	Option 2 Comments	O3 Score	Option 3 Comments	O4 Score	Option 4 Comments	O5 Score	Option 5 Comments
			consolidation of stadium and athletics centre facility requirements There is however a cost implication to resolve possible impact with ILT Stadium.		This option will be the second highest cost out of the five options due to the relocation of athletics centre to an alternative site. The		The capital cost of a new softball centre is \$2M and \$3M This option will be the highest cost out of the five options due to the relocation of athletics centre and softball diamonds to an alternative site.		between \$1M and \$2M.		between \$1M and \$2M.
	Other whole-of-life costs, e.g. operation and maintenance costs	-	The Life Cycle Costs will be on average 1.5-3% annually of the Asset Replacement Value. This option will be the lowest cost out of the five options due to consolidation of facilities.	--	The Life Cycle Costs will be on average 1.5-3% annually of the Asset Replacement Value.	--	The Life Cycle Costs will be on average 1.5-3% annually of the Asset Replacement Value.	--	The Life Cycle Costs will be on average 1.5-3% annually of the Asset Replacement Value.	--	The Life Cycle Costs will be on average 1.5-3% annually of the Asset Replacement Value.
	Revenues from facility operation	++	There will be an increased efficiency in facility operations and performance through a direct onsite relationship with ILT Stadium Management.	++	There will be an increased efficiency in facility operations and performance through a direct onsite relationship with ILT Stadium Management.	++	There will be an increased efficiency in facility operations and performance through a direct onsite relationship with ILT Stadium Management.	++	There will be an increased efficiency in facility operations and performance through a direct onsite relationship with ILT Stadium Management.	++	There will be an increased efficiency in facility operations and performance through a direct onsite relationship with ILT Stadium Management.

Key Findings of the Premier Rectangular Stadium Site Options Investigation

In summary, all options are less than ideal and require additional investment into relocating existing users. These options come with a high capital cost and some with a reputational cost given the recent investment into new softball diamonds and pavilion and upgrades to the athletics track and lighting.

Option 5 is the most viable. This option best supports the functional requirements of the premier rectangular stadium whilst maintaining the existing users and will not impact the function of the ILT Stadium entry. The recent investment into the athletics centre and softball diamonds would not be seen as a wasted investment, particularly when adding into the high cost of developing new (relocated) facilities for these specialised facilities. However, the site is closer to residential properties and may have an amenity impact and also be a challenge in obtaining planning approval.

Appendix 4 Cost Plan

Provided by electronic version.