



Initial review of MSF and MUA projects

Department of Prime Minister & Cabinet

Final Report
February 2018

Report by the Minister for Greater Christchurch Regeneration

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All redactions in this document have been made under sections 9(2)(b)(iii); 9(2)(g)(i); 9(2)(i) and 9(2)(j) of the Official Information Act 1982.

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Executive summary

Released by the Minister for Greater Christchurch Regeneration

Executive summary

Background and context

The earthquakes of 2010 and 2011 had a devastating impact on Christchurch, including on its sport and recreation infrastructure. In particular, three key facilities were severely damaged and subsequently demolished, namely:

- Queen Elizabeth II Recreation and Sport Centre (QEII);
- Centennial Recreation and Sport Centre (Centennial); and
- Lancaster Park.

Note: Other key losses included the Wilding Park tennis facility, the Porritt Park hockey facility, and Rugby League Park. These are not considered in detail in this study as these facilities (plus athletics facilities) are being replaced as part of the Ngā Puna Wai project, opening from 2018.

Following the earthquakes, both the Metro Sports Facility (MSF) and the Multi Use Arena (MUA) were identified as anchor projects to replace the lost facilities and to support regeneration of the central city. To date, however, neither project has been completed:

- Ōtākaro is currently completing the detailed design of the MSF (circa 95% complete) and is assessing whether to proceed with a build-only procurement approach for the project. At this point, it is noted that Ōtākaro is expected to release an Expression of Interest (EOI) for the construction contract by mid-March 2018. This is anticipated to be followed by a Request-for-Proposal (RFP) stage with the appointment of the preferred building contractor by the end of 2018.
- The Christchurch Stadium Trust (CST) released the pre-feasibility study for the MUA in mid 2017. Subsequent investigations into the MUA have since been undertaken by Christchurch City Council (CCC).

As such, and following the change of Government, the new Minister for Greater Christchurch Regeneration tasked the Department of Prime Minister and Cabinet (DPMC) with reviewing the options related to the MSF and MUA

projects. DPMC has engaged KPMG to assist with the review, specifically to undertake a high-level investigation of whether the MSF (as currently designed) and the proposed MUA project (as identified in its recent pre-feasibility assessment) reflect the best outcome for Christchurch and the Canterbury region. In particular, there is interest in understanding if there are material benefits in co-locating the facilities (or elements within the facilities).

Original intent

A review of the Christchurch Central Recovery Plan, the Blueprint and specific project analyses, suggests there does appear to be a degree of commonality between the projects. This commonality is largely related to:

- Attracting events;
- Activating the central city
- Improving the liveability of the region;
- Restoring sport and recreation to the region; and
- Financial sustainability.

However, these areas of commonality do not require the facilities to be co-located, nor is it evident from the information presented that co-location would enhance the ability of the facilities to achieve their intended vision / intent or benefits. Commonality or synergy is also not significantly apparent in relation to facilities or users.

Based on the evidence provided, for co-location to contribute to achieving the intended vision / intent or benefits:

- The facilities and precinct must be appropriately designed and operated (i.e. so that major event activity does not heavily impact community and high performance usage); and
- Sufficient land must be available.

Executive summary (cont.)

Affordability and fiscal constraints

CCC and the Crown have both made significant investments in the recovery and rebuild of Christchurch on behalf of New Zealand taxpayers and Christchurch ratepayers.

CCC has spent circa \$3 billion more in the period 2011-2017 than anticipated by the pre-earthquake 2009-2019 Long Term Plan. This additional expenditure has been funded principally by way of Crown contributions and increased CCC debt.

CCC and the Crown continue to face significant financial pressures as a direct result of the Canterbury Earthquake Sequence. CCC is currently estimating that the ongoing cost to restore Christchurch infrastructure to pre-earthquake conditions will be circa \$7.5 billion.

Both the Crown and CCC have indicated a requirement to reduce the costs of these projects to taxpayers and ratepayers, who have experienced significant increases in their rates over the period since the earthquakes, and ensure that the City and region gets best value for money.

Specifically, it is noted that CCC and the Crown have advised that delivering the MSF and MUA projects at their current collective estimated cost is not affordable.

The scope of this review did not include assessment of the affordability of each option. Therefore, the assessments made in this report assume that each option can be delivered within an affordable budget in order to provide a like-for-like comparison of the benefits of co-location.

Comparator facilities

A desktop review of comparator facilities across Australasia identified a number of examples of co-location of a major sports and entertainment facilities with community and high performance sporting facilities (i.e. it is an established model).

However, where co-location does exist, it tends to be on very large parcels of land (a multiple of that available across the MSF and MUA sites) and not located immediately adjacent to the central city. In addition, many comparable large scale facilities, particularly in the Australian context, were developed to support hosting a major events such as the Olympic and Paralympic Games or the Commonwealth Games.

Consultation with a number of the projects identified additional insights, including:

- This model has often been used as a catalyst to regenerate priority urban renewal areas within a city with the clustering of facilities achieving a critical mass of activation.
- Co-location is perceived as important to creating vibrancy and maximising use of facilities.
- If considered from the beginning, design and operational planning can result in minimal disruption to co-located venues, albeit there is always likely to be some degree of disruption for very large events.
- Transport and traffic considerations are important to the level of disruption on major event days.
- Operational efficiencies exist from co-location, however, there will still be a duplication of roles as specific expertise is required for each venue and event type.
- Combined governance / management of facilities is important to achieving any operational efficiencies and reducing scheduling disruptions.

Executive summary (cont.)

Themes from the stakeholder consultation

A comprehensive stakeholder consultation process was undertaken to identify the potential benefits and disadvantages of co-location of the two projects compared to the current approach of two standalone developments.

MSF as a standalone project

There was a recognition among stakeholders that Christchurch is lacking sufficient sporting infrastructure, specifically indoor courts and a 50m swimming pool. A number of elements (e.g. dive pool, retractable show court seating, water sensory facility, etc.), however, were considered by some stakeholders as “nice-to-haves”.

The benefits of the current approach to the MSF were seen to be:

- Significant health and social benefits from keeping people physically active;
- Generating greater connectivity between elite sport and the community;
- Knowledge sharing and collaboration benefits of the sports house ‘hubbing’ model;
- Increased professionalism of sporting associations and improved sporting outcomes from being co-located with high performance sport;
- Broader operating efficiencies;
- Being of a scale sufficient to attract large events; and
- A “ruthlessly efficient” design.

The location of the project was also considered to be favourable to take advantage of opportunities and synergies with nearby activities and developments such as Hagley Park, Health Precinct, hospital and rehabilitation facility, and Hagley Community College.

It was also noted that the road system around the venue had been upgraded in part to be able to service the facility and that there was a bus “superstop” within proximity. The ability of the central city location to provide “spill-over”

activity into retail and hospitality precincts was noted, particularly during events. It was acknowledged, however, that the site has poor ground conditions.

The key challenge to the project in its current form was identified as cost and the ability to deliver within the approved budget envelope. A number of stakeholders indicated a concern that the desire to provide an architectural statement (i.e. iconic statement) was resulting in unnecessarily high costs.

The ability to find a suitable contractor to build the MSF was highlighted as a key risk.

MUA as a standalone project

All stakeholders recognised the need for a new major sports and entertainment venue, with a strong perception the city was missing out on events (and associated economic impact) without one. The current temporary solution was considered at the end of its life, both structurally and from the perspective of the expectations of fans, hirers and sponsors.

While the retractable turf and fixed roof were perceived to have the benefits of creating a truly multi-use venue, questions were raised about need for these elements and the robustness of the technology. Cost and risk associated with these components was also raised.

Stakeholders were generally comfortable with the proposed capacity of the venue.

The proposed site for the MUA was unanimously confirmed as its preferred site. In particular, this site was identified as being close to the bus interchange and ideal for “funneling” patrons through the hospitality and entertainment precincts within the central city which would improve its vibrancy and sustainability.

The proximity to existing residential areas and the East Frame was noted as the only potential challenge for this location.

Executive summary (cont.)

The co-location concept

The majority of stakeholders, particularly the sports and recreation stakeholders, saw limited rationale for the co-location of the MSF and MUA. For these stakeholders, the two projects were considered to have two separate purposes and audiences with little opportunity for synergies.

A smaller number of stakeholders, however, could see the merit in at least investigating co-location. In particular, these stakeholders identified that the High Performance NZ Sport facilities and the sports house accommodation could also be housed within the MUA. It was generally perceived, however, that these activities were likely more aligned with the MSF.

The benefits of co-location that were cited included:

- Operating and management efficiencies (subject to joint management);
- Further activation of the co-located site;
- Freeing up of land which could be divested to help fund the development; and
- Savings in development costs (albeit these may be marginal if the current scope is retained).

Disadvantages were considered to include:

- A fundamental misalignment of purpose and use;
- Impacts on regular community users of the MSF when an event is being held at the MUA;
- Such a development visually dominating the Christchurch landscape; and
- Compromising both facilities from being able to attract events.

In addition, the two facilities would not fit on either site in their current scale / scope, albeit a land swap between the MSF site and land in the East Frame was identified as a potential solution to this constraint.

Alternative options

While many stakeholders indicated a preference to continue with the status quo, some stakeholders raised alternative options to deliver the facilities. These included:

- Building a reduced scope stadium e.g. roof over the seats only or a "Forsyth Barr" equivalent.
- Developing basic indoor courts at Horncastle Arena (either through and extension of the existing facility or co-located at the site).
- Developing two smaller, basic indoor courts facilities at alternative locations.
- Developing a co-located solution at a non-central city location.
- Building a standalone aquatics facility at either the MSF site or elsewhere (e.g. Centennial).
- Including the sports house accommodation and high performance facilities within the MUA.

Benefits of these alternative options have not been evaluated and as such remained conceptual.

Executive summary (cont.)

Identified impacts of a change in approach

Any significant change in approach, either a decision to co-locate the facilities or a decision to change elements within each of the projects, was considered likely to have a number of implications. The implications were identified as more severe for the MSF project given its current stage of development.

Key impacts as noted by stakeholders included:

- Significant redesign work;
- Time delays;
- Additional costs, decreasing actual net capex. savings;
- Erosion of confidence and private sector investment;
- Failure to achieve the recovery objectives; and
- Loss of goodwill, particularly with the sports and recreation community.

Project Options

The following project Options were considered:

1. Development of **standalone MSF and MUA projects** on their currently designated sites, in line with the currently proposed scope of facilities, and within an affordable budget envelope.
2. Development of a **co-located MSF and MUA** at the MUA site, including adjacent East Frame land (with the MSF site to be divested as part of a land swap), in line with the currently proposed scope of facilities, and within an affordable budget envelope¹.

3. Development of **standalone MSF and MUA projects** on their currently designated sites, in line with the currently proposed scope of facilities, and within an affordable budget envelope – with the exception of **transferring the High Performance Sport NZ facilities and sports house administration accommodation** from the MSF project to the MUA project.
4. Development of a **standalone MUA project** on its designated site, in line with its currently proposed scope of facilities, and within an affordable budget envelope – however, with **devolvement of MSF facilities** (within an affordable budget envelope), including:
 - Indoor courts being developed at Horncastle Arena;
 - Aquatics remaining on the MSF site;
 - High Performance NZ Sport facilities and the sports house administration accommodation being integrated with the MUA; and
 - Other facilities being accommodated elsewhere in Christchurch.

¹The expanded site will still likely be somewhat constrained.

Executive summary (cont.)

Options were evaluated in line with an evaluation framework consisting of the following criteria¹:

Evaluation criteria	Description	Weight
User & community benefits	User (e.g. sports, events, athletes, participants) and community benefits (economic activity, non-user benefits)	50%
Recovery certainty and momentum	Certainty for investment and maintain or accelerating recovery	30%
Compatibility	Alignment of purpose, use and facilities	10%
Future proofing	Fit-for-purpose now and over a 50+ year economic useful life	10%

Based on this evaluation, Option 1 (Standalone MSF and MUA projects, affordable budget) has generated the highest rating,

Details of the scoring of each Option are presented on the following page.

¹While cost is noted as of critical importance, this has been addressed through the scoping and development of each Option, specifically that each Option is assumed to be delivered within an affordable budget envelope.

Executive summary (cont.)

The following table presents the results of the Options evaluation. Scores for each criteria are out of five, with five being the highest score and 1 being the lowest score.

Evaluation criteria	Weighting	Option 1	Option 2	Option 3	Option 4
		Standalone MSF and MUA projects (within an affordable budget)	Co-location of both projects at the MUA site, including adjacent East Frame land (within an affordable budget)	Standalone MSF and MUA projects, transfer of high performance facilities and sports house to the MUA (within an affordable budget)	Standalone MUA project, devolvement of MSF facilities (within an affordable budget)
User and community benefits	50%	5	2	3	2
Recovery certainty and momentum	30%	5	2	1	1
Compatibility	10%	5	2	3	3
Future proofing	10%	4	3	3	3
Raw Score (out of 20)	na	19	9	10	9
Rating / weighted score (out of 5)	na	4.9	2.1	2.4	1.9
Rank	na	1	3	2	4

Key: 1 Very weak 2 Weak 3 Moderate 4 Strong 5 Very strong

Executive summary (cont.)

Summary of findings

Review of the strategic context of these two projects identifies a clear demand for the core facilities that are proposed in the MSF and MUA, in particular the need for a 50m swimming pool, additional indoor sports courts and a new stadium / arena – largely to replace facilities destroyed during the earthquakes.

Developing these facilities within proximity of the central city was a deliberate strategy to revitalise the heart of Christchurch and enhance the liveability of the city.

As currently proposed the MSF and MUA facilities are likely to generate significant benefits for Christchurch residents, businesses and the broader Christchurch community and economy. Their proposed respective locations within the central city have also been well planned to be complementary to adjacent uses, noting there is some concern in relation to the impact of the MUA on surrounding residential areas.

While there may be some benefits associated with co-location of the two facilities on one site within the central city, analysis of key strategic documents, benchmarking of international facilities, consultation with international facility operators and consultation with a wide array of local stakeholders has not identified any benefits which in their own right or collectively appear significant enough to warrant undertaking a detailed Quantitative Risk Assessment of the co-location of the venues whilst retaining the existing scale and scope of included facilities. This is particularly evident given neither of the two currently proposed sites would be sufficiently large in their own right to accommodate both venues.

There is, however, an acknowledgment among stakeholders that the overall cost of developing the two facilities is significant for a city the size of Christchurch. Specifically, both CCC and the Crown indicated that delivering the MSF and MUA projects at their current collective estimated cost is not affordable. On this basis, therefore the preferred option is the development

of standalone MSF and MUA projects on their currently designated sites, however, with a reduction in the overall collective cost of the projects.

Where possible, opportunities to reduce cost (initial development cost and whole-of-life costs) should aim to limit the impact on functionality of the facilities (as is currently proposed) and aim to retain and / or enhance user and community benefits.

Potential next steps

Regardless of the decision taken by the Crown or CCC, further analysis / work will be required to ensure the preferred project option can be delivered within an affordable budget envelope.

For the MSF, next steps might include (re)confirmation of available funding for the project followed by a targeted review of cost saving opportunities.

For the MUA, the next steps are more substantial, including establishment of a lead entity for the project, establishment of an affordability threshold / budget and development of a business case.

For both projects, it would be beneficial to provide clarity and confidence in relation to delivery timeframes. Ongoing consultation and communication with key stakeholders will also be required.

Introduction

Released by the Minister for Greater Christchurch Regeneration

Background and scope

Background

Both the Metro Sports Facility (MSF) and the Multi Use Arena (MUA) were identified as anchor projects in the post-earthquake rebuild of Christchurch.

To date, however, neither project has been completed:

- Ōtākaro Limited (Ōtākaro) terminated the Early Contractor Involvement Agreement for the MSF in November 2017 due to concerns about the price submitted and the level of risk that would remain with the Crown and Christchurch City Council (CCC). Ōtākaro will complete design of the MSF as planned but a reassessment will be made on whether to proceed with the build-only procurement of the project. At this point, it is noted that Ōtākaro is expected to release an Expression of Interest (EOI) for the construction contract by mid-March 2018. This is anticipated to be followed by a Request-for-Proposal (RFP) stage with the appointment of the preferred building contractor by the end of 2018.
- The Christchurch Stadium Trust (CST) released the pre-feasibility study for the MUA in mid 2017.

As such, the Minister for Greater Christchurch Regeneration and the Mayor of Christchurch have taken this opportunity to request additional advice to inform their future investment decisions. In particular, it has been asked whether the MSF (as currently designed) and the proposed MUA project (as identified in its recent pre-feasibility assessment) reflect the best outcome taking account a number of key drivers, including:

- overall capital and operating costs of both of the projects;
- timing of completion of the projects;
- the benefits from the projects, and
- risks associated with the projects.

It is noted that there is risks inherent in each of these drivers and that there is likely to be trade-offs between the drivers.

Purpose

The purpose of this project is to undertake an initial review of the alternative options available to the Department of Prime Minister and Cabinet (DPMC) and CCC for the development of the MSF and MUA projects.

Scope of works

Specifically, the scope of works for this study includes:

- Review the original rationale and documentation supporting the two projects, including at least the Central City Recovery Plan (CCRP), the CCRP Blueprint and the relevant project business cases. The review also considers the underlying rationale for the location of the projects, the associated benefits for each project and the facilities in each.
- High-level assessment of the merits of alternative options, including at least:
 1. Retention of the **status quo** i.e. continuation of both the MSF and the MUA projects on their current sites and in line with the existing scope and design (particularly for the MSF);
 2. **Co-location** of the MSF and MUA on a single site (either of the 2 proposed sites); or
 3. An **alternative split / mix of facilities** across sites (e.g. “dry” facilities co-located on the MUA site and “wet” facilities on the MSF site).

Note: One additional option was added to the review following the stakeholder consultation process (Option 4 Standalone MUA project, devolvement of MSF facilities).

The assessment takes into account the historical situation, the market and demand in Christchurch as at 2012, and compares this with the current situation and forecasts moving forward in 2017.

- Recommendations as to the merit of DPMC proceeding to a more detailed Quantitative Risk Assessment (QRA) of options.

The scope of this review did not include assessment of the affordability of each option. Therefore, the assessments made in this report assume that each option can be delivered within an affordable budget in order to provide a like-for-like comparison of the benefits of co-location.

Approach

The following chart outlines the approach followed in undertaking this study



Stakeholders

A range of stakeholders were consulted as part of this study. The following table presents the full list.

Stakeholder category	Stakeholder sub-category	Stakeholders	
Government entities	Crown	— Minister for Greater Christchurch Regeneration	— Ōtākaro Limited — Regenerate Christchurch
	CCC	— Mayor — Facilities and Property Division — Recreation and Sport Division	— MSF Project Team — ChristchurchNZ
Sports stakeholders	Sport & recreation	— Sport Canterbury — NZ Recreation Association	— Sport NZ
	Christchurch venues	— Christchurch Stadium Trust	— Vbase
	Comparator venues	— Kai Tak Sports Park — Stadiums Queensland	— Singapore Sports Hub
Private & community interests	Private & community interests	— Multi-Purpose Arena Trust — Christchurch Airport	— Christchurch Foundation — Local Developers
Note: Categorisation is indicative only. Some stakeholders could fit into multiple categories (e.g. Vbase could also be in the government entities category as it is a Council Controlled Organisation)			

Structure of report

The remainder of this report is structured as follows:

- **Strategic context:** This chapter presents a summary of the impacts of the earthquakes on Christchurch's sporting infrastructure, the rebuild intent and the progress to date.
- **Comparator facility findings:** This chapter presents a summary of the findings from the benchmark review of comparator facilities.
- **Consultation themes:** This chapter presents a high-level summary of the key themes emerging from the stakeholder consultation process.
- **Options and evaluation framework:** This chapter presents the Options considered in this report and the framework used to assess the merits of each Option.
- **Evaluation of Options:** This chapter presents the assessment of each Option against the evaluation framework.
- **Key findings:** This chapter presents a summary of the key findings from all previous chapters and identifies the next steps should a more detailed QRA be required.

The report is also supported by the following Appendices:

- **Appendix 1: Summary of project documentation:** Summaries of key strategic and project documents relevant to this study.
- **Appendix 2: Project comparison:** Comparison of the vision / intent, investment objectives, benefits, critical success factors, facilities and users of the MSF and MUA projects.
- **Appendix 3: Comparator facilities:** Details of the scale and scope of comparator facilities.

Strategic context

Released by the Minister for Greater Christchurch Regeneration

The impact of the earthquakes

The earthquakes of 2010 and 2011 had a devastating impact on Christchurch, including on its sport and recreation infrastructure. In particular, three key facilities were severely damaged and subsequently demolished or decommissioned, namely:

- Queen Elizabeth II Recreation and Sport Centre (QEII);
- Centennial Recreation and Sport Centre (Centennial); and
- Lancaster Park.

Other key losses included the Wilding Park tennis facility, the Porritt Park hockey facility, and Rugby League Park. These are not considered in detail in this study as these facilities (plus athletics facilities) are being replaced as part of the Ngā Puna Wai project, opening from 2018.

Pre-earthquake sport and recreation facilities gap

It is important to note that even prior to the earthquakes there was an identified shortage of sport and recreation facilities across Canterbury. Specifically, in the years prior to the earthquakes CCC undertook both an Aquatic Facilities Plan (2006) and Metropolitan Sports Facility Plan (2008) study to identify the shortages and develop strategies to address them.

The loss of facilities resulting from the earthquakes further contributed to a shortage of facilities in the city and region.

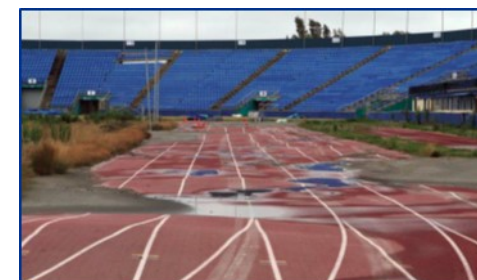
QEII

QEII was an important regional sporting facility providing:

- International standard aquatic facilities (swimming, water polo, diving, etc.);
 - 50m, 10-lane training and competition pool;
 - 30m dive well.
- Programme and leisure pools / areas;
- A 14,000 capacity athletics stadium with Mondo track;

- 3 court indoor stadium with spectator seating;
- Gymnastics centre;
- High-performance facilities (National Centre of Excellence) for both aquatic and non-aquatic athletes;
- Health, fitness and wellness centre (gym, aerobics studio, spa / sauna, medical centre, clinical massage centre);
- Early childhood centre;
- Café;
- Swim shop; and
- Associated amenities.

The facility hosted local, regional, national and international level events and was a critical element of sports and recreation infrastructure for the Christchurch community. Importantly, QEII provided the only 50m pool in Christchurch.



Source: MSF Business Case

Centennial

Centennial provided a 25m lap pool, a leisure pool, a fitness centre (including spa, sauna and steam room), early childhood centre, café, swim shop and associated amenities. It was a critical sports and recreation facility to the east of central Christchurch.

The impact of the earthquakes (cont.)

Lancaster Park

Lancaster Park (most recently known as AMI Stadium) was Christchurch's primary major outdoor sporting stadium catering for both oval (i.e. cricket) and rectangular (e.g. rugby) sports. It had a capacity of approximately 38,600 and was the home venue for the Crusaders (Super Rugby) and Canterbury Rugby (Provincial Rugby). It also hosted international cricket and other sporting and entertainment events.

The facility received a \$60m redevelopment in preparation for the 2011 Rugby World Cup, including replacement of the Eastern Stands to match the redeveloped Western Stand. The damage caused by the earthquakes in early 2011, however, meant that Christchurch lost its rights to hosting the games – including five pool matches and two quarter finals.



Source: Wikipedia

Rebuild intent

Christchurch Central Recovery Plan (CCRP)

Following the earthquakes the Crown, CCC and Ngai Tahu partnered to develop the CCRP which included a vision for central Christchurch to become the thriving heart of an international city that embraces opportunities for innovation and growth. Despite the devastation of the earthquakes, Christchurch was identified as having many of the qualities that distinguish successful mid-sized cities worldwide. As such the Crown, CCC and key stakeholders committed to reinvest into the city centre to promote the rebuild of a dynamic, productive and beautiful city.

In planning for the recovery, the CCRP included a spatial blueprint (the Blueprint) which aimed to consolidate central Christchurch to allow it to function more effectively. The Blueprint described the form in which the central city was to be rebuilt, identified a number of precincts and defined the locations of 'anchor' projects within these precincts.

Together, the CCRP and the Blueprint identified priority government investment to provide certainty to both the community and the private sector in order to raise confidence in Christchurch and to stimulate the redevelopment of the city.

Anchor projects

In order to implement the key themes outlined in the CCRP and to define the new core central area of Christchurch, 16 anchor projects were outlined to be developed, including a stadium (referred to as a multi-use arena or MUA) and the MSF.

Together, the anchor projects were identified and located to create a compact city core in order to replace lost community facilities, attract people to the central city and to stimulate greater commercial and residential opportunities within the central city district.

The MSF and MUA were both identified as having the potential to achieve the goals of the recovery plan through:

- Contributing to a spatially defined central city by identifying the site of key facilities within the central city;

- Encouraging a quicker return of people into central Christchurch and the increase in GDP from both domestic and international visitors; and
- Catalysing development of further projects by the private sector.

Subsequent to the release of the CCRP each of these projects has been progressed to differing degrees, supported by a number of key reports. A more detailed summary of these reports is presented at Appendix 1, however, the following provides a snapshot.

CCRP Programme Business Case

The Programme Business Case, initiated in 2013 and finalised in 2015, was developed to inform and validate the investment into central Christchurch.

The MSF was identified within the Business Case as a Phase 1 'Foundation' project (i.e. to be completed between 2013 and 2016) with an estimated total capital cost of [REDACTED] including land acquisition costs of [REDACTED]. The MUA was identified as a Phase 3 'Cementing Recovery' project (i.e. to be completed between 2015 and 2019) with an estimated total cost of \$506.1m, including land acquisition costs of \$36.1m. This is presented in the following table.

	MSF	MUA
Delivery phase / sequencing	1. Foundation (2013-2016)	3. Cementing Recovery (2015-2019)
Site acquisition cost	[REDACTED]	\$36.1m
Development cost	[REDACTED]	\$470.0m
Total cost	[REDACTED]	\$506.1m

Source: CCRP Programme Business Case

In total, the two projects represent total costs of approximately [REDACTED] with [REDACTED] in land acquisition costs and [REDACTED] in development costs.

Rebuild intent (cont.)

The Programme Business Case provided an initial breakdown on funding sources for the overall project costs. This is presented in the following table.

	MSF	MUA
Crown	\$70.3m	\$37.0m
CCC	\$147.0m	\$253.0m
Undetermined		\$216.0m
Total		\$506.0m

Source: CCRP Programme Business Case

In total, the Crown committed \$107.3m to the two projects, CCC \$300.0m, with a balance of [REDACTED] in funding to be determined.

MSF Business Case



The Cabinet also approved a change in procurement approach from the design, build and maintain approach as recommended in the Business Case to a traditional procurement model with Early Contractor Involvement (ECI). This decision was largely influenced by the perception the ECI approach could improve the delivery time for the project.

MUA Pre-Feasibility Study

The MUA Pre-Feasibility Study, commissioned by the previous Minister for Greater Christchurch Regeneration, was released by the Christchurch Stadium Trust in 2017 to inform and support investment into the facility.

The key features of the study's preferred option, based on a qualitative assessment relative to the critical success factors, include:

- Permanent capacity of 25,000 with additional temporary seating for 5,000 persons (capacity of 40,000 for concerts including the field of play);
- Solid roof covering both the seats and the field of play; and
- Retractable field of play, revealing a concrete pad to enable a high degree of flexibility for a wide range of non-turf based events.

The preferred option as presented in the study was estimated to result in development costs of approximately \$496.0m, \$26.0m in excess of the \$470.0m development cost envisaged under the Programme Business Case.

The initial Crown commitment to the project of \$37.0m was essentially to cover site acquisition costs. Therefore, after CCC's committed contribution of \$253.0m there is a \$243.0m funding shortfall for the preferred option. The project is still under consideration with no formal approval of scope or budget / funding.

Potential commonality and synergies

Based on the desktop review of the key project documents identified on the previous pages, a high-level review of the potential commonality and synergies between the two projects has been undertaken, including consideration of each project's:

- Vision / intent;
- Investment objectives;
- Benefits;
- Critical success factors;
- Facilities; and
- Users.

A more detailed presentation of this review is presented at Appendix 2, however, key observations are presented below.

Vision / intent

The key commonality in relation to the vision / intent for the facilities is in relation to the attraction and hosting of major sporting events, noting that there is likely to be limited / no overlap in the types of events able to be hosted at each venue. Otherwise, the MSF is very much a sport and recreation venue whereas the MUA is very much an events venue.

Investment objectives

The key overlap in relation to the investment objectives is the desire to restore sport and recreation as a critical component of the lives of Cantabrians, including increasing actual participation and also re-establishing it within the region's identity.

Benefits

More so than for the other considerations, there does appear to be a degree of commonality between the benefits intended to be derived for both projects, including:

- Improving the identity and 'liveability' of Christchurch;
- Retaining and re-attracting investment, population and regular activity to central Christchurch; and
- Improved economic outcomes through the attraction of events.

Critical success factors

Commonality across the critical success factors includes the importance of:

- Value for money / financial sustainability;
- Flexibility in types of use and high levels of utilisation; and
- Ability to cater for events.

Facilities

There is no apparent commonality in relation to facilities with the exception of some general amenities and services (e.g. security, administration, reception, merchandising, potential for office accommodation, etc.).

Users

There is no apparent commonality in relation to users. MSF in particular focuses on a facility that provides for community sport and participation rather than for sport as an entertainment product as is the case with the MUA. This is important to note as to a large degree this lack of commonality may erode the value of the previously identified areas of commonality e.g. common desire for flexibility of space, common desire to attract events, etc.

Potential commonality and synergies (cont.)

Summary

While there does appear to be a degree of commonality between the projects, this commonality is largely related to:

- Attracting events;
- Activating the central city
- Improving the liveability of the region;
- Restoring sport and recreation to the region; and
- Financial sustainability.

However, these areas of commonality do not require the facilities to be co-located, nor is it evident from the information presented that co-location would enhance the ability of the facilities to achieve their intended vision / intent or benefits. Commonality or synergy is also not significantly apparent in relation to facilities or users.

Based on the evidence provided, for co-location to contribute to achieving the intended vision / intent or benefits:

- The facilities and precinct must be appropriately designed and operated (i.e. so that major event activity does not heavily impact community and high performance usage); and
- Sufficient land must be available.

Current state

Since the earthquakes there has been some investment in rebuilding sports and recreation facilities across the city, however, this has not been sufficient to replace lost infrastructure, let alone to address the shortages already identified pre-quakes.

Sports and recreation facilities

Ngā Puna Wai Sports Hub

The major post-quake development is that of the Ngā Puna Wai Sports Hub. This project combines international standard sports facilities with community playing fields and recreation opportunities, including:

- International standard athletics track and throw and jump facilities, with covered seating for 300 people, opening in 2018 (replacing the athletics track formerly at QEII);
- 12 outdoor tennis courts;
- Two international standard water-based hockey pitches, with covered seating for 300 people;
- Two rugby league fields with covered spectator seating for 550 people;
- Two multi-purpose community fields;
- Sports Hub administration building for precinct tenants; and
- Associated amenities and services.

While this is a major development, it does not (with the exception of the athletics facilities) provide a comparative replacement for either QEII or Centennial facilities.



Source: Ngā Puna Wai Stage One Masterplan Concept Design Report, Appendix A - Masterplans

Current state (cont.)

Other local facilities

Consultation with CCC, a number of sports stakeholders and review of the *Canterbury Spaces and Places Plan: A Regional Approach to Sporting Facilities*¹ report also identified the following:

- Development of a number of indoor swimming pools (potentially oversupplied) across the region, however, it was acknowledged that this was partially for 'social' reasons as well as to address identified demand.
- A number of indoor court developments (e.g. Waimakariri and Selwyn, Celebration centre), however, developments are disparate and service a more localised demand. The disparate nature of development also means that Christchurch is less attractive for hosting major events.
- A proposal to develop a sports facility at Yaldhurst, largely including outdoor fields, however, with some indoor courts and a swimming pool. It remains unclear as to whether this proposal will proceed.

On this basis, it appears that there remains a need to replace facilities damaged during the earthquakes, particularly those formerly at QEII, and to address identified shortages. There is also a need to develop a major facility to host events. Notably, Christchurch remains without a 50m swimming pool.

Progress on the MSF

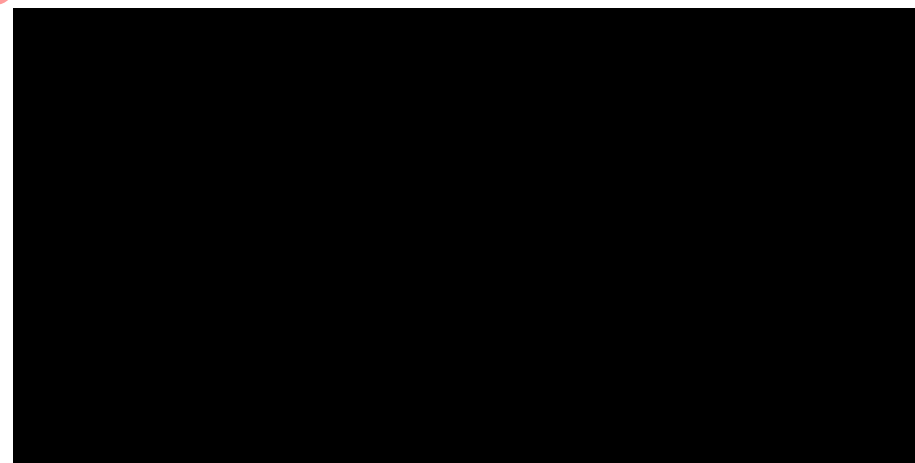
Subsequent to the recommendation of the MSF Business Case and the Cabinet approval there has been ongoing work on the design and specification of the MSF.

The Early Contractor Involvement (ECI) approach initially included two contractors proceeding through to Stage 3 of a six-stage process, with the Leighs Cockram Joint Venture (LCJV) then selected as the preferred contractor at the beginning of Stage 4. Ōtākaro has lead the development of the project, supported by LCJV and with ongoing involvement by CCC, including formal approval by the full Council of the Preliminary Design and Developed Design stages, and negotiation of an approved Development

Agreement between Ōtākaro and the CCC on how ongoing execution and eventual transfer of the project would be undertaken.

In August 2017, however, Ōtākaro recommended the ECI contract be terminated due to final cost estimates being too high and having too many additional risks to be carried by the Crown. As such, Ōtākaro is currently tasked with finalising the design of the project with a view to procuring the facility on a build-only basis. This recommendation was approved by the Minister for Greater Christchurch Regeneration in November 2017.

Significant effort has been undertaken to optimise the design, functionality and estimated operating costs of the venue and to reduce cost. This effort has included extensive stakeholder involvement including CCC, Ōtākaro, local and regional sporting stakeholders, NZ Recreation Association and Sport NZ. Consultation suggests all relevant stakeholders approve of the current designs and wish to proceed on this basis.



¹Canterbury Spaces and Places Plan: A Regional Approach to Sporting Facilities, Sport Canterbury, 2017

Current state (cont.)

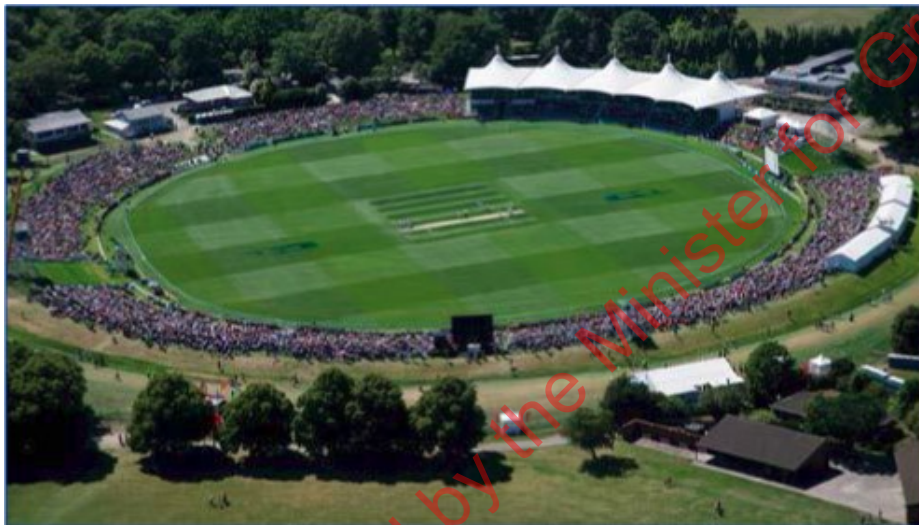
Major stadium infrastructure

Lancaster Park hosted both oval (i.e. cricket) and rectangular sporting events.

Oval sports

Following the earthquake a staged redevelopment of Hagley Oval for cricket purposes was commenced, with the first stage including a modern pavilion catering for players, officials and spectators.

The second stage, for which Canterbury Cricket holds a resource consent, is the installation of lighting, such that Hagley Oval can host international test, one day and T20 cricket. With lighting installed, the Oval will be capable of securing international games across all three formats of cricket and against the best cricket playing nations. It is anticipated that cricket in Canterbury will shortly commence raising the funds needed to install lighting.



Source: MUA Pre-Feasibility Study

Rectangular sports

Following the destruction of Lancaster Park, a temporary stadium at Addington was developed to cater for rectangular sports, largely rugby.

The Christchurch Temporary Stadium (currently known as AMI Stadium) was designed and built within 100 days and at a cost of approximately \$30m. It has a permanent capacity of 17,956 with the ability to increase the capacity to 21,268 with additional temporary seating.

It is unique in that it was constructed using modular buildings and lightweight stand structures with a fabric roof, all built to stringent earthquake standards. The venue also boasts recycled stadium components from other venues around New Zealand e.g. pitch, AV and public address system from Lancaster Park, temporary seating and concessions from Eden Park, and concessions and lighting towers from the former Carisbrook Stadium in Dunedin.



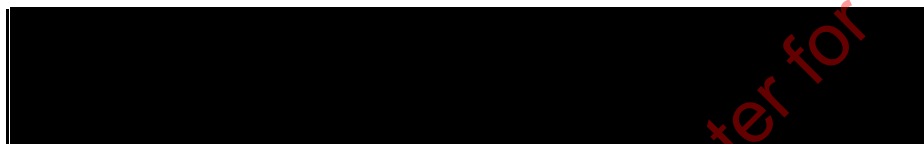
Source: MUA Pre-Feasibility Study

Current state (cont.)

The stadium currently hosts the Crusaders, Canterbury Rugby, Canterbury Rugby League and international rugby (albeit Christchurch does not have any international rugby fixtures over the current three year schedule). The venue also hosts a range of other sporting and entertainment events.

Completed in 2012, the venue was originally envisaged to have a life of five years, during which it was anticipated that a permanent facility would be constructed. As such, the venue is now at the end of its originally envisaged life and is becoming very costly to maintain (several millions of dollars each year).

Further, according to anecdotal evidence, hirers and spectators are at the end of their patience with a temporary venue. Similarly, commercial partners are no longer interested in the venue with the likelihood that the current naming rights partner will not renew. Together, along with the operational implications of working within a temporary structure, this results in fewer events (such as a loss of international rugby and concert events going to Dunedin) and declining financial returns from the venue.



The Christchurch Stadium Trust (owner and operator of the venue) and Vbase (Council Controlled Organisation which provides various services at the venue) are becoming increasingly nervous about the risks of extending the life of the venue and have now commissioned 3-monthly engineering reports on the stadium's structural integrity.

On this basis, it is clear that an alternative solution is required for a major rectangular stadium in Christchurch in the short term.

Affordability and fiscal constraints

CCC and the Crown have both made significant investments in the recovery and rebuild of Christchurch on behalf of New Zealand taxpayers and Christchurch ratepayers.

CCC has spent circa \$3 billion more in the period 2011-2017 than anticipated by the pre-earthquake 2009-2019 Long Term Plan. This additional expenditure has been funded principally by way of Crown contributions and increased CCC debt.

CCC and the Crown continue to face significant financial pressures as a direct result of the Canterbury Earthquake Sequence. CCC is currently estimating that the ongoing cost to restore Christchurch infrastructure to pre-earthquake conditions will be circa \$7.5 billion.

Both the Crown and CCC have indicated a requirement to reduce the costs of these projects to taxpayers and ratepayers, who have experienced significant increases in their rates over the period since the earthquakes, and ensure that the City and region gets best value for money.

Specifically, it is noted that CCC and the Crown have advised that delivering the MSF and MUA projects at their current collective estimated cost is not affordable.

Comparator facility findings

Released by the Minister for Greater Christchurch Regeneration

Overview of comparator facilities

Benchmark facilities

A desktop benchmarking review of facilities and precincts in an international context which combine a stadium / arena with community sports facilities has been undertaken to identify any key trends, insights or lessons. The facilities considered in this review include:

- Melbourne Sports Hub;
- Melbourne & Olympic Parks;
- Sydney Olympic Park;
- Sleeman Sports Complex, Brisbane;
- Queensland Sports and Athletics Centre, Brisbane;
- Singapore Sports Hub; and
- Kai Tak Sports Park, Hong Kong (tender stage).

A high level summary of these facilities is presented on the table on the following page. More detail on each facility is provided at Appendix 3. It is noted that the Melbourne & Olympic Parks, the Queensland Sports and Athletics Centre and reference designs for Kai Tak Sports Park do not have aquatic facilities.

Key observations

At a high-level, the following observations can be made from this desktop review:

- There are a number of examples of co-location of a major sports and entertainment facility with community and high performance sporting facilities (i.e. it is an established model).
- While the facility mix is different at each of the reference facilities, there is a degree of commonality in providing aquatic facilities, leisure facilities, indoor courts, a stadium / arena and accommodating high performance sport.

- Where co-location exists it tends to be on very large parcels of land. Across the benchmark facilities, the overall precinct land size ranged from 8.4ha (Melbourne Sports Hub) to 100ha with the precincts in the order of 20ha to 35ha being most prominent. This is compared to 6.6ha for the MSF site and 6.8ha for the MUA site (13.4ha combined).
- Given their size, facilities of this nature tend not to be located within the central city. No facilities, with the exception of the Melbourne & Olympic Park precinct, is within walking distance to the CBD.
- Major precincts of this scale tend to be developed in large population centres such as state or national capital cities.
- A number of facilities were developed to support hosting a major events such as the Olympic and Paralympic Games or the Commonwealth Games (e.g. Melbourne & Olympic Parks, Sydney Olympic Park, Sleeman Sports Complex and Queensland Sports and Athletics Centre).

Overview of comparator facilities (cont.)

The following pages include summaries of various stadia and community sports precincts, including the sports mix and capacities of the facilities at each site.

Venue	City	City Population	Distance from CBD	Precinct size	Sports facilities
Melbourne Sports Hub	Albert Park, Melbourne	4.7 million	3.3 km	22.4 ha	<ul style="list-style-type: none"> — Sports halls — Aquatic + dive centre — Leisure centre — Athletics + football stadium (12,000 capacity, 7,400 seated) — Institute of sport — State Netball Hockey Centre (off-site)
Melbourne & Olympic Parks	Melbourne City, Melbourne	4.7 million	1.5 km	46.4 ha	<ul style="list-style-type: none"> — Indoor arenas (incl. velodrome) — Indoor + outdoor tennis courts — Rectangular stadium (30,050 capacity) — Oval field + athletics track — Training, high performance and administration base for various sports teams
Sydney Olympic Park	Sydney Olympic Park, Sydney	5 million	14 km	430 ha (100ha of sports facilities)	<ul style="list-style-type: none"> — Olympic stadium (83,500 capacity) — 2nd stadium (24,000 capacity) — Entertainment arena (21,000 capacity) — Aquatic + dive centre — Archery centre — Hockey centre — Athletics centre — Tennis centre — Sports halls — Institute of sport — Training, high performance and administration base for various sports teams

Overview of comparator facilities (cont.)

Venue	City	City Population	Distance from CBD	Precinct size	Sports facilities
Sleeman Sports Complex	Chandler, Brisbane	2.4 million	13 km	35 ha	<ul style="list-style-type: none"> — Aquatic + dive centre — Leisure centre — Gymnastics centre — Indoor courts — Weightlifting centre — Indoor + outdoor velodrome — BMX track — Training, high performance and administration base for various sports teams
Queensland Sports and Aquatic Centre	Nathan, Brisbane	2.4 million	11 km	20 ha	<ul style="list-style-type: none"> — Athletics stadium (48,500 capacity) — 2nd athletics track (2,100 capacity) — Indoor sports halls — Beach sports complex — Academy of sport (high performance facilities) — Netball centre (under construction)
Kai Tak Sports Park	Kai Tak, Hong Kong	7.4 million	6 km	28 ha	<ul style="list-style-type: none"> — Stadium (50,000 capacity) — Indoor sports centre / arena (5,000-10,000 capacity) — Public sports ground + athletics
Singapore Sports Hub	Kallang, Singapore	5.6 million	4 km	35 ha	<ul style="list-style-type: none"> — Stadium (55,000 capacity) — Indoor arena (12,000 capacity) — Aquatic centre — Indoor sports halls — Training, high performance and / or administration base for various sports teams

Key findings from consultation

In addition to the desktop review, stakeholder consultation was undertaken with the following precincts / facilities, namely:

- Sleeman Sports Complex & Queensland Sports and Athletics Centre;
- Singapore Sports Hub; and
- Kai Tak Sports Park.

Key insights and lessons learnt from this consultation are presented below.

Sleeman Sports Complex & Queensland Sports and Athletics Centre

Stadiums Queensland is the owner and operator of both the Sleeman Sports Complex and the Queensland Sports and Athletics Centre – both of which were developed for the 1982 Commonwealth Games. It is also the owner (and at times operator) of a range of major stadia and entertainment venues across Queensland.

For both venues, and particularly for the Queensland Sports and Athletics Centre, the community and high performance facilities are 'locked down' during major sporting and entertainment events. This is a result of a number of factors, including:

- Poor public transport and constrained vehicular access to the venues;
- Increasing security, policing and anti-terrorism requirements; and
- Event logistics making it challenging to accommodate both usage types at the same time.

It was noted, however, that some of these issues could be addressed through design and venue operations if they were envisaged from the outset of a development project.

It was also noted that it can be possible to develop space underneath the grandstand of a stadium from a functional perspective. For example, Suncorp Stadium has a community gym located within the fabric of the stadium. The gym has a separate entrance / reception area and shares the car park with

the venue. The gym is closed, however, on event days. Non-accredited access to and utilisation of facilities under a grandstand was, however, noted to pose a potential security risk.

Synergies of co-location were noted to potentially include management level staffing (limited synergies or efficiencies for operational staffing, many of which are casuals) as well as some operational savings (e.g. cleaning). This is only likely to be achieved, however, if there is common governance / management of the various facilities.

Singapore Sports Hub

Singapore Sports Hub was commissioned to replace the old National Stadium and National Arena with the intention of rejuvenating the Kallang area within Singapore and with a view of being more competitive in the bidding for major events following development projects in neighbouring countries.

The precinct includes two major event venues (stadium and indoor arena) plus a range of high performance and community facilities which are also of a standard to attract national and international level sporting events. A number of high performance athletes and national sporting organisations are domiciled at the venue. The site also has significant commercial developments, including a shopping centre, and is very well serviced by public transport (including and on-site metro station).

The key objectives of the stadium and arena are to attract major sporting and entertainment events. Objectives of the other sports facilities are to support elite training and recovery, attract national and international sporting events, support community participation and to allow programming (e.g. learn to swim). Where events are likely to clash with other uses a priority framework is used to decide which activity has preference.

Key findings from consultation (cont.)

Co-location of the venues was stated to generate the following benefits:

- Increased activation and patronage of an area subject to urban renewal and rejuvenation;
- Creating a critical mass of activity to result in 'self-promotion'; and
- Improved precinct vibrancy.

It was also noted that there was some degree of shared staffing across the facilities, however, this tended to be at the operational level (e.g. customer service, food and beverage, etc.) and not at the venue and event management level as specific and unique venue and event experience was required for each venue and event type. Other efficiencies included the sharing of event overlay equipment and materials (e.g. temporary fencing).

The key disadvantage of the co-location is the occasional disruption to community patrons resulting from major events at the stadium (average of 5-10 such events per year out of a calendar of 15-20 major events with attendance of 20,000+). Community access to some facilities is also impacted by national and international sporting events being held at these facilities (e.g. international badminton event). Design and event management is a critical component to reducing the level of disruption / displacement. Calendar management / scheduling and communications is also a critical factor in stakeholder engagement in an environment of this nature.

Kai Tak Sports Park

Kai Tak Sports Park is a proposed sporting precinct development in Hong Kong, located in the Kai Tak development area which was formerly the city's major airport. The project is currently at the tender stage with three consortia still in the running to deliver the project under a design, build and operate (DBO) procurement model.

One of the key benefits of co-locating the facilities on the one site was identified to be creation of a 'sports park' within the major urban renewal area of the Kai Tak area.

The packaging of the three sports projects, plus a significant retail development, was also considered important to provide sufficient scale for the private sector to take on the operating risk of the project

Importantly, it is anticipated that the community facilities (indoor sports centre and public sports ground) will remain operational during events and this will be considered in evaluating the responses of the shortlisted consortia. It was also intended that the facility would be well serviced by public transport, within proximity of a metro station.

Summary of findings

A summary of the key findings of the stakeholder consultation includes:

- This model appears to have been used as a catalyst to regenerate priority urban renewal areas within a city with the clustering of facilities achieving a critical mass of activation.
- Co-location was perceived as important to creating vibrancy and maximising use of facilities.
- If considered from the beginning, design and operational planning can result in minimal disruption to co-located venues, albeit there is always likely to be some degree of disruption for very large events.
- Transport and traffic considerations are important to the level of disruption on major event days.
- Operational efficiencies exist from co-location, however, however there will still be a duplication of roles as specific expertise is required for each venue and event type.
- Combined governance / management of facilities is important to achieving any operational efficiencies and reducing scheduling disruptions.

Consultation themes

Released by the Minister for Greater Christchurch Regeneration

MSF as a standalone project

The MSF concept

The sports and recreation stakeholders, many of whom have been intimately involved with the development of the MSF project, presented a strong argument in support of the MSF concept. Firstly, the facility was considered to be a replacement of facilities lost in the earthquakes. Secondly, the co-location of activities (community sport, community leisure and recreation, sports house, high performance sport, events) was perceived as providing additional benefits again when compared to just replacing lost facilities, including:

- Generating greater connectivity between elite sport and the community;
- Knowledge sharing and collaboration benefits of the sports house 'hubbing' model;
- Increased professionalism of sporting associations and improved sporting outcomes from being co-located with high performance sport;
- Broader operating efficiencies; and
- Being of a scale sufficient to attract large events.

Other stakeholders generally perceived the concept to be sound, however, at times questioned whether all facilities absolutely had to be co-located.

Demand and scale / scope of facilities

Almost all stakeholders acknowledged the need for additional sport and recreation facilities in the city. Specifically, sports and recreation stakeholders indicated there was an identified shortfall prior to the earthquakes which was severely exacerbated by the loss of QEII and Centennial. The MSF was therefore considered to absolutely be required to address demand for facilities.

Whereas sports and recreation stakeholders generally agreed the current design and scope of facilities did not need to be reconsidered in any material way, a number of other stakeholders did question whether the facility was over-specified or "gold-plated".

Comments related to specific components of the MSF included:

- Stakeholders unanimously agreed Christchurch needs a 50m pool.
- Court sport stakeholders suggested the facility would ideally have 12-15 indoor courts (currently 9 included) in order to address demand, however, noted the design did allow for three additional courts at a future time.
- The requirement for a dive facility was questioned, albeit it was noted this facility would be used for a wide variety of activities and removal would likely result in minimal savings. Removal of the dive pool would also limit the ability to host competitive swimming events as no "warm up" pool would be available.
- At least one stakeholder suggested the moveable pool floor could be removed from the scope, albeit it was noted that this element allows an increase in utilisation of the pool.
- Any reduction in the seating capacity for the aquatics would result in the facility not being able to host national or international events.
- The water sensory facility was considered by some stakeholders as absolutely fundamental to the philosophy of the MSF, whereas others considered it to be a "nice-to-have".
- The need for a show court when sports can use Horncastle Arena was questioned by some stakeholders, albeit, other stakeholders indicated regional and national level events would be better suited at the MSF.

MSF as a standalone project (cont.)

Location

Many stakeholders, particularly sports and recreation stakeholders, perceived the site to be very well located for the MSF. In particular, the location was identified as creating possible opportunities and synergies with nearby activities and developments such as:

- Hagley Park – the MSF was considered to be the “built facilities” of Hagley Park and synergies for events (e.g. Weetbix Try-Athlon) and general recreational users of both facilities were identified.
- Health Precinct, hospital and rehabilitation facility – opportunity to generate a hub for rehabilitation and sports science research and practice.
- Hagley Community College – the MSF project team have entered discussions to partner with the College to provide their sports facilities to reduce travel and costs for the school and improve day time utilisation for the venue.

It was also noted that the road system around the venue had been upgraded in part to be able to service the venue and that a bus “superstop” is proposed within proximity of the venue. The ability of the central city location to provide “spill-over” activity into retail and hospitality precincts was noted, particularly during events.

It was acknowledged, however, that the site has poor ground conditions. This was noted to be typical for central city locations.

Benefits / advantages

The following, in addition to the benefits identified on the previous page, were identified as the key benefits / advantages of the MSF:

- The scale of the facility (e.g. 9 indoor courts, 50m pool with seating for 1,100) allows for the hosting of major events which bring economic activity to the city.

- Co-location of ‘wet’ and ‘dry’ facilities allows high performance (and other) athletes to access all training and recovery facilities within the same venue.
- The design was described as “ruthlessly efficient” from both a functional / space perspective but also an operating perspective. CCC estimate the co-location of activities and scale will save in the order of 20 staffing positions, plus other administrative efficiencies.
- The facility was identified as very well designed for para athletes and also for those with a disability.
- The indoor show court was identified as being a very good solution for the Mainland Tactix (netball) and the Canterbury Rams (basketball). In particular, the Tactix currently play from Horncastle Arena which is too big and expensive for their needs.
- The retention of High Performance Sport NZ in Christchurch (and the South Island) to provide pathways for local athletes near to their home.
- Significant health and social benefits from keeping people physically active.
- A united sports and recreation community.

Challenges / disadvantages and risks

The key challenge to the project in its current form was cost and the ability to deliver within the approved budget envelope. A number of stakeholders indicated a concern that the desire to provide an architectural statement (i.e. iconic statement) was resulting in unnecessarily high costs. Parking was raised as another challenge for the project.

MSF as a standalone project (cont.)

Identified risks included:

- The ability to find a suitable contractor to build the MSF;
- Ability to generate value-for-money from the procurement process;
- Impact of time delays on reputation, event bookings, stakeholder participation and support.
- Hire fees / tenancy costs being unsustainable for tenants; and
- Upfront savings from significantly reducing the scope or scale of the project being outweighed by the loss of economic, social and community benefits.

Importantly, discussions with Ōtākaro suggested significant value engineering has already been undertaken on the project – to a value of ██████. On this basis, there was perceived to be little remaining opportunity without compromising functionality and operations.

MUA as a standalone project

The MUA concept

Stakeholders generally indicated strong support for a multi-use major venue for Christchurch and noted this was an urgent priority for the city. A number of stakeholders were in favour of the innovative proposition of a fixed roof and a retractable surface, whereas others were not yet convinced these elements did not come without unnecessary risk or cost and as such should be investigated further.

Demand and scale / scope of facilities

All stakeholders recognised the need for a new venue, with a strong perception the city was missing out on events (and associated economic impact) without one. The current temporary solution was considered at the end of its life, both structurally and from the perspective of the expectations of fans, hirers and sponsors.

While the retractable turf and fixed roof were perceived to have the benefits of creating a truly multi-use venue, questions were raised about the need for these elements and the robustness of the technology. For example, it was noted that the large majority of stadia across the world do not have a roof over the playing surface, although a roof over the seating was identified as critical.

Stakeholders were generally comfortable with the proposed capacity of the venue with one stakeholder respectively calling for a smaller and another a larger venue.

Location

The proposed site for the MUA was unanimously confirmed as its preferred site. In particular, this site was identified as being close to the bus interchange and ideal for “funnelling” patrons through the hospitality and entertainment precincts within the central city which would improve its vibrancy and sustainability.

The proximity to existing residential areas and the East Frame was noted as a potential challenge for this location.

Benefits / advantages

The MUA was considered critical to bringing premium sporting and entertainment content back to the city – with the All Blacks and concerts cited as examples. Further, a recent stakeholder engagement survey found 98% of respondents were of the view the MUA would be ‘quite important’ or ‘extremely important’ in bringing vibrancy back to the city.

Its multi-use nature was also considered an advantage of the proposal. It was also perceived that the current proposal would result in low change-over costs for events, improving operating viability of the venue.

The ability to scale up and down (to say 10,000-15,000) depending on the event was also identified as a benefit.

Challenges / disadvantages and risks

The high cost and uncertainty around proposed technologies such as the roof and the retractable pitch were cited as the key challenges and risks of the project. Transport and traffic management was also identified.

Other identified risks included:

- The failure to move quickly, resulting in more years without premium content in the city.
- The temporary stadium having to be decommissioned before the MUA is complete.
- Practical “buildability” of the current MUA proposal.
- Ability to fit on the site.
- Lack of leadership – it was unclear to some stakeholder who was driving the project forward.

Co-location of the MSF and MUA

The co-location concept

The majority of stakeholders, particularly the sports and recreation stakeholders, saw limited rationale for the co-location of the MSF and MUA. For these stakeholders, the two projects were considered to have two separate purposes and audiences with little opportunity for synergies.

A small number of stakeholders, however, could see the merit in at least investigating co-location.

When asked to identify particular elements within the current MSF and MUA projects that might best 'fit' together, stakeholders identified that in particular the High Performance NZ Sport facilities and the sports house accommodation could also be housed within the MUA. It was generally perceived, however, that these activities were likely more aligned with the MSF. It was noted that other facilities (e.g. indoor courts, fitness and leisure centre, etc.) could also be made to fit within the MUA from a functional / design perspective, however, there was less alignment of purpose and operational downsides.

Benefits / advantages of co-location

The potential benefits of co-location were perceived as:

- Operational and management synergies (e.g. retaining a joint event staffing pool) – assuming a single governance / management structure¹;
- Further activation of the MUA precinct, particularly outside of event days – it would be the “go-to” place in the city;
- Freeing up one of the sites – both of which are in a central city location; and
- Savings in development costs (albeit these may be marginal if the current scope is retained).

At this stage stakeholders were unable to quantify the potential or real benefits.

¹It would be possible to achieve similar synergies with a single governance / management structure across two facilities in separate locations.

Challenges / disadvantages of co-location

The primary disadvantage of a co-located solution was perceived to be the fundamental contrast in purpose and philosophy of the two venues – one being a community and high performance venue, the other being a major event venue. In addition it was identified there would be major impacts on regular community and high performance use of the MSF facilities on event and bump-in/bump-out days at the MUA. For example, it was considered by some stakeholders that on event days accessibility to the MSF would be impeded as a result of:

- Traffic and transport congestion and oversubscription, lack of parking and closure of streets;
- Security and accreditation requirements for major events;
- External venue requirements for broadcast, lay down areas, heavy vehicle circulation, event activation, etc; and / or
- A requirement to close some (or all) MSF facilities; and / or

CCC indicated it experienced similar challenges at QEII prior to the earthquakes and as a result eventually became very selective about hosting large scale events.

Co-location of the MSF and MUA (cont.)

Other disadvantages noted by stakeholders included:

- The development of such a large structure(s) on a single central city site was identified as likely to dominate the city landscape.
- Compromising both venues, and particularly the MUA, from being able to attract and host events.
- The complexity of building a combined facility.
- The added scale of the project was identified as likely to significantly restrict the number of builders capable of tendering for the project.
- Loss of activation around the site that was not selected for the co-located development.
- Loss of future commercial development opportunity of the MUA site.
- The de-valuing of other land in the central city if one of the sites was back on the market.

Technical considerations

The critical technical consideration cited by stakeholders was the ability to fit the two projects on either of the sites. Feedback from Ōtākaro and a number of other stakeholders is that the two projects could not be co-located on either of the sites.

On this basis of available information, it is evident the two projects could not be accommodated on the same site while retaining the scope and scale of the projects as current planned. Based on the preliminary analysis presented in the Pre-Feasibility Study, however, there might be an opportunity to co-locate the MSF with an MUA that does not have a retractable pitch, however, it is not clear what operational and design compromises this would require and it would likely not allow for any on-site car parking.

One slight variation to these alternatives that was raised by more than one stakeholder was the possibility for a land swap for East Frame land adjacent to the MUA for MSF land.

High level spatial analysis

The MSF site is approximately 66,000m² in size. The MSF building itself has a footprint of approximately 20,000m² with the remainder of the site being required for the 550 on-grade car parks. Ōtākaro indicated accommodating the entirety of the 550 required on-grade car parks will require the acquisition of small portion of adjacent land which is currently owned by the Christchurch District Health Board.

The MUA site is approximately 68,000m² in size. Analysis undertaken by CCC subsequent to the MUA Pre-Feasibility Study indicates proceeding with a retractable playing surface will allow between approximately 11,200m² and 14,400m² of land available for further development, albeit this is the aggregate of smaller parcels throughout the precinct. Analysis undertaken as part of the Pre-Feasibility Study suggested remaining land could be as high as 22,000m²-29,000m² should there be no need to retract the playing surface into the precinct (i.e. if a standard, fixed turf surface was employed).

The other technical challenges noted were whether the road networks at either site could accommodate a co-located facility and the ability to develop a superstructure such as the MUA on the site currently proposed for the MSF.

Location

As mentioned, neither site has the dimensions to accommodate a co-located facility without a significant reduction in scope and scale. That aside, the MUA site was generally identified as the likely preferred site for a co-located facility. This was due to a combination of factors, mostly related to the MUA component of a co-located facility, including:

- Better ground conditions than the MSF site;
- Closer to the central city and bus interchange; and
- Locating the MUA so close to the hospital could create problems for access to the hospital on event days.

Other considerations

Alternative options

While many stakeholders indicated a preference to continue with the status quo, some stakeholders raised alternative options to deliver the facilities. These included:

- Building a reduced scope stadium e.g. roof over the seats only or a “Forsyth Barr” equivalent.
- Developing basic indoor courts at Horncastle Arena (either through and extension of the existing facility or co-located at the site).
- Developing two smaller, basic indoor courts facilities at alternative locations.
- Developing a co-located solution at a non-central city location.
- Building a standalone aquatics facility at either the MSF site or elsewhere (e.g. old QEII site).
- Including the sports house accommodation and high performance facilities within the MUA.

The stakeholders also identified the pros and cons with each of these alternatives, the pros tending to focus on cost. In fact, all stakeholders were very aware that cost was a key driver, and rightly so. It was noted by one stakeholder, however, that cost should not be the primary focus and that there should be more emphasis placed on benefits.

Implications of a change in approach

Any significant change in approach, whether a decision to co-locate the facilities or a decision to change elements within each of the projects, was considered likely to have a number of implications. It should be noted, the implications were identified as more severe for the MSF project given its current stage of development. Key impacts as noted by stakeholders included:

Design implications

It was noted that the MSF design is circa 95% complete and has been subject to a rigorous consultation, peer review and value engineering to ensure there is no waste or unnecessary duplication of facilities / space. On this basis, having to transpose the scope of this facility onto a different site of to be co-located with another building would essentially mean starting again. Further, it was noted that the design had been so heavily ‘value engineered’ that a requirement to change or take out any elements of the design would likely result in significant additional design effort. The example was given that removing the dive pool will impact seating (and the ability to host international swimming events) and potentially office accommodation and would result in minimal savings [REDACTED]

It was requested by a number of stakeholders that any re-design continue to take into consideration accessibility and inclusion principles.

Time delays

Any change to the status quo was perceived by most stakeholders at likely to result in lengthy delays to project delivery. In particular, a requirement to co-locate the facilities was thought to add years (up to 3yrs) to project delivery given the MUA project is still investigating early stage concepts.

Other considerations (cont.)

Increasing cost

It was noted by stakeholders that significant funds had already been invested into the MSF project in relation to consultants and site remediation. While a decision to reduce scope may seem a good way to lower capital costs, there are cost implications of doing so such as additional design and consultants fees and additional cost escalation.

It was also noted that further delays may also result in some project participants seeking funding for alternative solutions which may collectively cost more in the long run.

Impacts on confidence and private investment

Further delays on anchor projects was not considered favourably by the majority of stakeholders. The city was identified as struggling from an economic and business confidence point of view and in need of some certainty of delivery.

Similarly, sports stakeholders are seeking certainty and momentum on the replacement of facilities lost during the earthquakes.

It was suggested by some stakeholders that delays or significant changes would unsettle the private sector and erode confidence. Further, it was noted on a number of occasions that the private sector has invested on the certainty provided by the Blueprint and that in some instances of their land was acquired for the purpose of specific anchor projects so would not wish to see it used for other purposes.

Failure to achieve the recovery objectives

Significant changes to anchor projects or ongoing uncertainty was perceived by a number of stakeholders to put at risk the economic and social benefits intended as part of the Blueprint. It was noted that specific projects were nominated for specific parts of the city for specific reasons – the benefits were from developing the whole, not just individual parts.

Some stakeholders already believed delays in delivery were already having negative impacts such as a slow growing economy, a loss of events (e.g. All Blacks, concerts and other sports events) and an outflow of population.

Loss of goodwill

There was a strong sentiment from the sports and recreation stakeholders that any change at this stage of the process would likely result in a strong expression of frustration, anger and disillusionment.

Stakeholders indicated a lot of goodwill was being given towards Christchurch through various bodies and individuals providing their expertise and effort and that this may no longer be as readily available should the project not proceed largely as currently planned.

Other considerations (cont.)

Other comments

A range of other comments were made and ideas raised. These included:

- A number of stakeholders did raise concerns about the collective cost of the two projects, given the many other competing priorities within Christchurch.
- Notably, both CCC and the Crown have advised that delivering the MSF and MUA projects at their current collective estimated cost is not affordable.
- A significant concern about the market for major building contractors in Christchurch and how that could impact both projects or a combined project. One stakeholder questioned whether the Crown was still best placed to manage this risk.
- A concern by more than one stakeholder that a lack of critical infrastructure and opportunity (e.g. to become an elite athlete or to attend concerts) may almost become a structural norm and defining feature of the city.
- It was noted that potential operational / management benefits of a co-located site could also be achieved through a joint governance / management arrangement of the two separate facilities in their current proposed form.
- Numerous stakeholders raised the opportunity to develop a commercial car park on surplus land on the MSF site to service the hospital and surrounding commercial areas.
- There is a general dismay at the slow pace of delivery of these projects. Whatever the government's position is following this review it needs to take decisive action and deliver quickly to restore certainty and momentum.
- A number of stakeholders suggested it was probably a year or two late to be having this conversation.

Options and evaluation framework

Released by the Minister for Greater Christchurch Regeneration

Options

Options development

Options outlined in the project scope

The original scope of this project included the high-level assessment of the merits of three alternative Options for completing the MSF and MUA projects, specifically:

- Retention of the **status quo** i.e. continuation of both the MSF and the MUA projects on their current sites and in line with the existing scope and design;
- **Co-location** of the MSF and MUA on a single site (either of the 2 proposed sites); or
- An **alternative split / mix of facilities** across sites (e.g. “dry” facilities co-located on the MUA site and “wet” facilities on the MSF site).

Note: The second and third Options presented above assume that the currently anticipated scope of facilities is largely retained, albeit in a different design, and / or location.

Following the consultation process, however, it is evident there are a number of limitations / constraints to these Options, which are outlined in further detail below.

Physical site constraint

It has been identified that the co-location of the MSF and MUA on either of the two proposed sites is not likely to be feasible without a significant reduction in the scale and / or scope of one or both projects. On this basis, the second of the above mentioned Options is not able to be considered as originally intended. As such, a variant of this Option has been considered, namely a land swap between East Frame land adjacent to the MUA site and the MSF whereby the MUA site plus the East Frame site collectively become a site which allows co-location of both facilities.

Cost constraint

It is evident from the stakeholder consultation that the cost of the MSF and MUA projects, individually and collectively, is a key consideration for progressing the projects. Specifically, both CCC and the Crown have indicated that delivering the MSF and MUA projects at their current collective estimated cost is not affordable.

Further, while the consultation findings and analysis presented in this report do identify some opportunity for synergies or cost savings (e.g. shared facilities management / staffing efficiencies, etc.) from the remaining two Options (i.e. co-location or alternative mix of facilities) these are not considered to be material and are likely to come at the expense of project delays, additional design costs, already sunk costs and / or increased project risk (resulting in higher costs).

Given the analysis has not identified opportunities to materially reduce cost (assuming retention of the current scope of facilities envisaged for both projects) further analysis is required to determine how each of the Options can be delivered within an affordable budget. This might include the steps set out below.

Original options reframed

In order to consider meaningful and achievable options (particularly noting the stated budget constraint), a number of additional requirements have been identified for all Options with the purpose of reducing the overall collective cost of the projects.

MSF:

There is to be a targeted review of cost saving opportunities, such as:

- Review of procurement approach;
- Review of build programme;
- Review of design form or cosmetic elements (e.g. architectural statement) which do not impact functionality or investment objectives;

Options (cont.)

- Review of project elements which have limited functional impact and will likely generate cost savings without adding to any whole of life costs; and
- Review of project functional elements which could be reduced, removed or delayed (as a last resort).

MUA:

Further investigation of the MUA project through a lens of affordability, including:

- Mandatory and optional project / design elements (including further investigation of the feasibility of a fixed roof and retractable playing surface);
- Procurement approach; and
- Staging.

Where an Option includes co-location or an alternative mix of facilities across the two projects all of the above are to be considered.

This report assumes that the process above will enable all Options to be delivered within an affordable budget envelope with limited impact on functionality of the facilities (or that any impacts will likely be of a similar nature across each of the Options).

Additional option

The stakeholder consultation process also identified an additional Option for consideration, namely the devolvement of the MSF into a number of smaller facilities across Christchurch while retaining a standalone MUA.

Options for consideration

The project options for consideration are therefore:

1. Development of **standalone MSF and MUA projects** on their currently designated sites, in line with the currently proposed scope of facilities, and within an affordable budget envelope.
2. Development of a **co-located MSF and MUA** at the MUA site, including adjacent East Frame land (with the MSF site to be divested as part of a land swap), in line with the currently proposed scope of facilities, and within an affordable budget envelope¹.
3. Development of **standalone MSF and MUA projects** on their currently designated sites, in line with the currently proposed scope of facilities, and within an affordable budget envelope – with the exception of **transferring the High Performance Sport NZ facilities and sports house administration accommodation** from the MSF project to the MUA project.
4. Development of a **standalone MUA project** on its designated site, in line with its currently proposed scope of facilities, and within an affordable budget envelope – however, with **devolvement of MSF facilities** (within an affordable budget envelope), including:
 - Indoor courts being developed at Horncastle Arena;
 - Aquatics remaining on the MSF site;
 - High Performance NZ Sport facilities and the sports house administration accommodation being integrated with the MUA; and
 - Other facilities being accommodated elsewhere in Christchurch.

¹The expanded site will still likely be somewhat constrained.

Evaluation framework

Evaluation framework

The Options have been assessed against an evaluation framework that consists of the following:

- Weighted evaluation criteria; and
- Scoring / rating.

Each of these elements is outlined in further detail as follows.

Evaluation criteria

The evaluation criteria represent the critical success factors for the progression of the MSF and MUA projects. The evaluation criteria have been established based on a combination of the following:

- Review of the strategic context and intent for the projects;
- Feedback from the Minister for Greater Christchurch Regeneration;
- Feedback from the Mayor of Christchurch; and
- Feedback from the broader stakeholder consultation process.

Four criteria were identified¹, namely:

- User and community benefits;
- Recovery certainty and momentum;
- Compatibility; and
- Future proofing.

Each criteria is allocated a percentage weighting which indicates its relative importance to the other criteria. The criteria and weightings are presented in more detail on the following page.

¹While cost is noted as of critical importance, this has been addressed through the scoping and development of each Option, specifically that each Option is assumed to be delivered within an affordable budget envelope.

Evaluation framework (cont.)

Evaluation criteria		Description	Weighting
1	User and community benefits	Option demonstrates generation of benefits to both users (e.g. MUA hirers, sporting associations, community participants) and non-users (e.g. the broader community, economic benefits, adjacent activities) of the facilities. Option does not result in significant dis-benefits.	50%
2	Recovery certainty and momentum	Option ensures recovery momentum is maintained (or accelerated) and further project delays are kept to a minimum. Option delivers certainty to stakeholders, investors and the community.	30%
3	Compatibility	Option demonstrates alignment of vision / purpose for the facilities and compatibility of built structures and uses.	10%
4	Future proofing	Options results in facilities that are fit-for-purpose, both in scope and scale (with appropriate flexibility for enhancements as required) for the Christchurch of today and also over the economic useful life of the assets (say 50 years).	10%






Outside of affordability (which is assumed to be binary across all Options and therefore not weighted), other factors considered critical by the majority of stakeholders were ensuring, where possible, user and community benefits are maximised and ensuring there was certainty and momentum in progressing both the MSF and MUA projects. As such, these criteria have received the highest weightings. Compatibility of facilities and uses and future proofing were also identified as lower level criteria.

Evaluation framework (cont.)

Scoring / rating

Each Option receives a raw score (5-point scoring scale with 5 representing the highest score and 1 representing the lowest score) relative to how well it addresses each criteria.

The following table presents the 5-scale scoring system.

Score	Description	Key
5	Very strong contribution to the criteria	
4	Strong contribution to the criteria	
3	Moderate contribution to the criteria	
2	Weak contribution to the criteria	
1	Very weak contribution to the criteria	

Overall, the maximum raw score for any Option is 20.

Following initial raw scoring, an overall rating for each option is developed by applying the evaluation criteria weightings (i.e. weighted score). The maximum rating for any Option is 5.

Options are then ranked based on their overall rating (i.e. weighted score) with the Option with the highest overall rating reflecting the Option that has best achieved the criteria.

Evaluation of Options

Released by the Minister for Greater Christchurch Regeneration

STANDALONE MSF AND MUA PROJECTS (AFFORDABLE BUDGET)

Option 1

Evaluation – Option 1: Standalone MSF and MUA projects (affordable budget)		
Evaluation criteria	Commentary	Score
User and community benefits	<ul style="list-style-type: none"> — Significant benefits to users and the community were identified for each facility, with limited cross over – with the exception of both facilities benefiting the central city economy and improving the liveability of Christchurch. — Any change to the current model is considered likely to compromise these benefits to some degree. For example, relocation of the MSF to an alternative site will compromise the potential opportunity to create a hub for rehabilitation and sports science research and practice or the opportunity to partner with Hagley Community College. 	5
Recovery certainty and momentum	<ul style="list-style-type: none"> — Of all Options, decisive action on progressing the two projects as they are currently proposed is likely to deliver the most certainty for the city, particularly given private investment has been made based on the Blueprint. In addition, the MSF project is within months of being in the market for the construction contract. 	5
Compatibility	<ul style="list-style-type: none"> — Review of the strategic intent of the projects and consultation suggests there is little direct compatibility of elements of the MUA with the MSF, and vice versa. This is the case when considering the purpose, primary use, and the physical infrastructure of the two facilities. — Whilst some components may be compatible across both projects (e.g. sports house accommodation) it appears it is best suited to its currently allocated project. — Where there is compatibility, e.g. the function of hosting events, this typically takes a different form for each facility (e.g. single day sporting and entertainment events v multi-day competition / participation events). — Current site locations also appear the most appropriate solution. 	5
Future proofing	<ul style="list-style-type: none"> — This Option allows room for expansion on the MSF site and also room for development of complementary activities on the MUA site. — Both facilities under this option are fit-for-purpose to deliver the benefits outlined in the CCRP Programme Business Case (and respective feasibility / business case studies) and to cater for the future growth of Christchurch. 	4

CO-LOCATION OF BOTH PROJECTS AT THE MUA SITE, INCLUDING ADJACENT EAST FRAME LAND (AFFORDABLE BUDGET)

Option 2


Evaluation – Option 2: Co-location of both projects at the MUA site, including adjacent East Frame land (affordable budget)		
Evaluation criteria	Commentary	Score
User and community benefits	<ul style="list-style-type: none"> — Accessibility to the MSF at the same time as a major event is being held at the MUA is likely to represent a key risk under this option. In particular, the traffic and transport network is likely to face challenges in servicing operations of both facilities concurrently and site restrictions are likely to result in limited on-site parking. — Under this Option there a number of likely lost opportunities from the change in location to the MSF, namely the potential opportunity to create a hub for rehabilitation and sports science research and practice, the opportunity to partner with Hagley Community College and the opportunity to leverage events which will also use the adjacent Hagley Park. 	2
Recovery certainty and momentum	<ul style="list-style-type: none"> — This Option would result in significant overall project delays, would cause considerable distress to the sports community and could potentially impact private sector investment which was made based on the Blueprint. — This Option may impact on the private sector who invested in and around the MSF site (or has land acquired for the purpose of the MSF) based on the certainty provided by the Blueprint. — It would still, however, deliver all facilities as per the current project briefs albeit on a different site. 	2
Compatibility	<ul style="list-style-type: none"> — Review of the strategic intent of the projects and consultation suggests there is little direct compatibility of elements of the MUA with the MSF, and vice versa. This is the case when considering the purpose, primary use, and the physical infrastructure of the two facilities. — It is not evident, however, that co-location of two facilities of this nature would in its own right be detrimental to achieving the intended visions / intents or benefits of each project, assuming the facilities and precinct was appropriately designed and operated. It is noted, however, there is likely insufficient land availability to allow this without significantly reducing the scale and / or scope of one or both facilities. — Co-location would, however, consolidate the city’s major sporting events precinct and likely generate increased activation of the site. The presence of the MSF on this site would also cater to the existing surrounding resident populations and the future population of the East Frame. 	2
Future proofing	<ul style="list-style-type: none"> — This Option would deliver fit-for-purpose facilities, however, may constrain future development opportunities on the site. — The more events held at the co-located facility (particularly major events at the MUA), the greater potential to impact on community usage. 	3

Option 3

Evaluation – Option 3: Standalone MSF and MUA projects, transfer of high performance facilities and sports house to the MUA (affordable budget)		
Evaluation criteria	Commentary	Score
User and community benefits	<ul style="list-style-type: none"> — Under this Option there would be an erosion of some of the intended benefits of co-locating the high performance facilities and sports house at the MSF, including: <ul style="list-style-type: none"> - Providing inspiration to community participants from seeing their heroes in person; - High performance athletes having access to all training and recovery facilities in the one venue; and - Sporting associations being able to host their administration and competitions in the one venues. — There is a risk under this Option that High Performance Sport NZ reconsiders its strategy to remain in Christchurch. If High Performance Sport NZ was to remain, there would still be benefits of these activities being co-located with the regional sports associations. — Community use of the MSF site and the hosting of events would not be impacted. — Regional sports associations would still be able to benefit from being co-located. 	3
Recovery certainty and momentum	<ul style="list-style-type: none"> — This Option would result in project delays to the MSF project, would cause considerable distress to the sports community and could potentially result in High Performance Sport NZ leaving Christchurch. 	1
Compatibility	<ul style="list-style-type: none"> — The high performance facilities and sports house accommodation were identified as components which could be functionally compatible with the MUA (with examples of this in a national and international context). — It was noted by High Performance Sport NZ and representatives of the regional sports community, however, that their purpose is more closely aligned to that of the MSF, there are significant benefits (see above) with their co-location at the MSF and a relocation to the MUA would put these benefits at risk. 	3
Future proofing	<ul style="list-style-type: none"> — This Option would deliver fit-for-purpose community sports and major event facilities, however, may impact on the ability of local athletes to pursue their sporting future in Christchurch if High Performance NZ was to not have a presence in Christchurch. 	3

STANDALONE MUA PROJECT, DEVOLVEMENT OF MSF FACILITIES (AFFORDABLE BUDGET)

Option 4

Evaluation – Option 4: Standalone MUA project, devolvement of MSF facilities (affordable budget)		
Evaluation criteria	Commentary	Score
User and community benefits	<ul style="list-style-type: none"> — Under this Option Christchurch would still benefit from a significant improvement in community sports and recreation facilities when compared to the current state. This Option, however, would result in the erosion of many of the intended benefits of the projects, specifically those of the MSF, including: <ul style="list-style-type: none"> - Providing inspiration to community participants from seeing their heroes in person; - High performance athletes having access to all training and recovery facilities in the one venue; - Sporting associations being able to host their administration and competitions in the one venues; - Being the primary facility for major sporting events (aquatics and indoor court sports) in the city, generating incremental economic activity within the central city; - Attracting Christchurch’s resident population back into the city centre; and - Improving efficiency of service provision and delivery. — There is a risk under this Option that High Performance Sport NZ reconsiders its strategy to remain in Christchurch. — The devolvement of facilities may also result in Christchurch being less attractive for sporting events. It may also increase the travel requirements and therefore cost of participation in sport and recreation for locals. — Sufficiency of on-site car parking at the current MSF site, to become an aquatics-only centre, would not be a problem under this Option. 	 2

STANDALONE MUA PROJECT, DEVOLVEMENT OF MSF FACILITIES (AFFORDABLE BUDGET)

Option 4 (cont.)

Evaluation – Option 4: Standalone MUA project, devolvement of MSF facilities (affordable budget)		
Evaluation criteria	Commentary	Score
Recovery certainty and momentum	<ul style="list-style-type: none"> — This Option would result in project delays, would cause considerable distress to the sports community and could potentially result in High Performance Sport NZ leaving Christchurch. — This Option may impact on the private sector who invested in and around the MSF site (or has land acquired for the purpose of the MSF) based on the certainty provided by the Blueprint. 	1
Compatibility	<ul style="list-style-type: none"> — This devolvement of components of the MSF, whilst being compatible in their own right, would erode the agglomeration benefits of co-location which underpinned the intent of the facility. — As per Option 3, the high performance facilities and sports house accommodation are functionally compatible with the MUA (with examples of this in a national and international context), however, are more aligned in purpose with the original MSF concept. 	3
Future proofing	<ul style="list-style-type: none"> — This Option would deliver standalone fit-for-purpose community sports facilities, and facilities capable of hosting major events. The standalone locations would allow for expansion of facilities as required into the future. — Failure to co-locate the facilities, however, may result in Christchurch being less attractive for major events. — This Option may impact on the ability of local athletes to pursue their sporting future in Christchurch if High Performance NZ was to not have a presence in Christchurch. 	3

Comparative rating

The following table presents the results of the Options evaluation.

Evaluation criteria	Weighting	Option 1	Option 2	Option 3	Option 4
		Standalone MSF and MUA projects (within an affordable budget)	Co-location of both projects at the MUA site, including adjacent East Frame land (within an affordable budget)	Standalone MSF and MUA projects, transfer of high performance facilities and sports house to the MUA (within an affordable budget)	Standalone MUA project, devolvement of MSF facilities (within an affordable budget)
User and community benefits	50%	5	2	3	2
Recovery certainty and momentum	30%	5	2	1	1
Compatibility	10%	5	2	3	3
Future proofing	10%	4	3	3	3
Raw Score (out of 20)	na	19	9	10	9
Rating / weighted score (out of 5)	na	4.9	2.1	2.4	1.9
Rank	na	1	3	2	4

Based on this evaluation, Option 1 (Standalone MSF and MUA projects, affordable budget) has generated the highest rating.

Findings and next steps

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Findings

Summary of findings

Review of the strategic context of these two projects identifies a clear demand for the core facilities that are proposed in the MSF and MUA, in particular the need for a 50m swimming pool, additional indoor sports courts and a new stadium / arena – largely to replace facilities destroyed during the earthquakes.

Developing these facilities within proximity of the central city was a deliberate strategy to revitalise the heart of Christchurch and enhance the liveability of the city.

As currently proposed the MSF and MUA facilities are likely to generate significant benefits for Christchurch residents, businesses and the broader Christchurch community and economy. Their proposed respective locations within the central city have also been well planned to be complementary to adjacent uses, noting there is some concern in relation to the impact of the MUA on surrounding residential areas.

While there may be some benefits associated with co-location of the two facilities on one site within the central city, analysis of key strategic documents, benchmarking of international facilities, consultation with international facility operators and consultation with a wide array of local stakeholders has not identified any benefits which in their own right or collectively appear significant enough to warrant undertaking a detailed Quantitative Risk Assessment of the co-location of the venues whilst retaining the existing scale and scope of included facilities. This is particularly evident given neither of the two currently proposed sites would be sufficiently large in their own right to accommodate both venues.

There is, however, an acknowledgment among stakeholders that the overall cost of developing the two facilities is significant for a city the size of Christchurch. Specifically, both CCC and the Crown indicated that delivering the MSF and MUA projects at their current collective estimated cost is not affordable. On this basis, therefore the preferred option is the development of standalone MSF and MUA projects on their currently designated sites, however, with a reduction in the overall collective cost of the projects to reflect an affordable budget envelope.

Where at all possible, opportunities to reduce cost (initial development cost and whole-of-life costs) should aim to limit the impact on functionality of the facilities (as is currently proposed) and aim to retain and / or enhance user and community benefits.

Next steps

Potential next steps

Regardless of the decision taken by the Crown or CCC, the following further analysis will likely be required to ensure the preferred project option can be delivered within an affordable budget envelope.

MSF

- (Re)confirmation of available funding.
- Targeted review of cost saving opportunities, such as (but not limited to):
 - Review of procurement approach;
 - Review of build programme;
 - Review of design form or cosmetic elements (e.g. architectural statement) which do not impact functionality or investment objectives;
 - Review of project elements which have limited functional impact and will likely generate cost savings without adding to any whole of life costs; and
 - Review of project functional elements which could be reduced, removed or delayed (as a last resort).

MUA

- Establishment of an affordability threshold / budget for the MUA project.
- Identification of the entity who will be responsible for driving / leading the project (noting CCC is currently leading additional technical feasibility and consultation for this project).
- Further investigation of the MUA project (in light of the affordability threshold) through the development of a business case, including consideration of (but not limited to):
 - Any revised / new investment objectives and critical success factors

for the project;

- Mandatory and optional project elements (including further investigation of the feasibility of a fixed roof and retractable playing surface);
- Project costs and benefits;
- Procurement approach; and
- Staging.

It is important the Government proceeds with the additional MUA analysis / work with some degree of urgency given the limited remaining life of the current temporary stadium.

For both projects, it would be beneficial to provide clarity and confidence in relation to delivery timeframes. Ongoing consultation and communication with key stakeholders will also be required.

Appendix 1: Review of project documentation

Released by the Minister for Greater Christchurch Regeneration

Christchurch Central Recovery Plan - Rationale

Recovery rationale

The CCRP is the key planning document that underpins the recovery activity in Christchurch. The vision of the CCRP is for vision for central Christchurch to become the thriving heart of an international city that embraces opportunities for innovation and growth. It was developed collectively by the Crown, CCC and Ngai Tahu and released in 2012. The CCRP called for the rebuild of central Christchurch on the basis that 'first and foremost rebuilding the city is the right thing to do' and acknowledging the key role that Christchurch plays within the broader New Zealand economy. Importantly, it was recognised that:

1 Canterbury is a powerhouse

Prior to the earthquakes...

- Canterbury was home to 560,000 residents and contributed to around 12% of national GDP.
- Between 1999 and 2006 Canterbury had the largest net population growth of any NZ region.
- In the decade to 2009 the local Christchurch economy was growing faster than the national average.

2 Christchurch is crucial

Christchurch is:

- Key to the Canterbury region's economic output, with the city's activities representing 70% of regional output.
- The major service centre for the South Island.
- Home to the South Island's only tertiary hospital, two universities and the majority of New Zealand's Crown Research Institutes.
- A major strategic transport hub with a 24 hour airport and a port which handles \$5B of exports per year.
- The tourism gateway to the South Island.

3 The central city is the heart of greater Christchurch

- Preliminary estimates suggest that the lack of a central city is costing the New Zealand economy between \$200 and \$400 million per year.
- The central city was the location for many cultural and recreational facilities that helped to make greater Christchurch a great place to live, work and visit.
- As a city serving a region of almost 560,000 people, Christchurch needs to offer the facilities, services and amenities that would be expected in any equivalent city worldwide.

Despite the devastation of the earthquakes, Christchurch was identified as having many of the qualities that distinguish successful mid-sized cities worldwide. As such the Crown, CCC and key stakeholders committed to reinvest into the city centre to promote the rebuild of a dynamic, productive and beautiful city.

Christchurch Central Recovery Plan – Blueprint

The Blueprint

In planning for the recovery, the CCRP included a spatial Blueprint (the Blueprint) which aimed to consolidate central Christchurch to allow it to function more effectively. The Blueprint described the form in which the central city was to be rebuilt, identified a number of precincts and defined the locations of 'anchor' projects within these precincts.

A copy of the Blueprint is presented on the following page.

Together, the CCRP and the Blueprint identified priority government investment to provide certainty to both the community and the private sector in order to raise confidence in Christchurch and to stimulate the redevelopment of the city.

Recovery themes

The Blueprint was guided by a number of design principles and four key themes, notably:

Green City: Builds on Christchurch's Garden City reputation by making the river a greater feature of the city, increasing green spaces and implementing greener technologies into the rebuilding of houses and buildings.

Prosperous City: The creation of retail, convention centre, health, justice and emergency services and innovation precincts across the city to create a strong city centre.

Vibrant City: The creation of world class facilities to encourage the people of Christchurch to stay and contribute as well as attracting people from all over the world to settle in Christchurch. The MUA and the MSF contribute to this theme.

Accessible City: Access for people of all ages and abilities to central Christchurch and the buildings and spaces within will need to be improved so the Recovery Plan can be a success.

Anchor projects

In order to implement the Key Themes outlined in the Recovery Plan and to define the new core central area of Christchurch, 16 anchor projects were outlined to be developed, including a Stadium (referred to as a multi-use arena or MUA) and the MSF.

Together, the anchor projects were identified and located to create a compact city core in order to replace lost community facilities, attract people to the central city and to stimulate greater commercial and residential opportunities within the central city district.

The MSF and MUA were both identified as priority projects with high potential to achieve the goals of the recovery plan through:

- Contributing to a spatially defined central city by identifying the site of key facilities within the central city;
- Encouraging a quicker return of people into central Christchurch and the increase in GDP from both domestic and international visitors; and
- Catalysing development of further projects by the private sector.

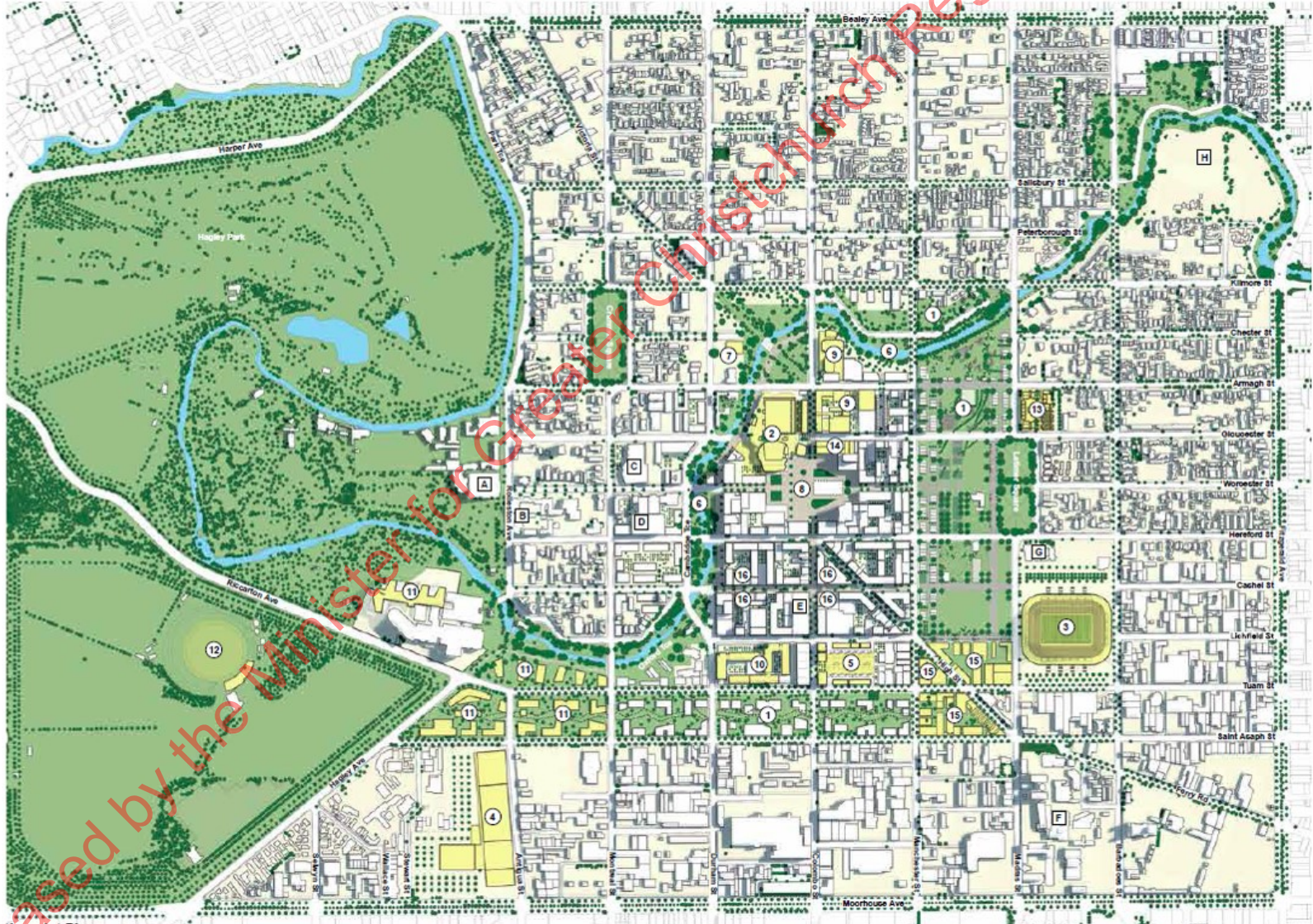
Christchurch Central Recovery Plan - Blueprint (cont.)

The Blueprint

For central
Christchurch city can be
the anchor projects,

Blueprint Plan Key

- 1 The Frame
- 2 Convention Centre Precinct
- 3 Stadium
- 4 Metro Sports Facility
- 5 Bus Interchange
- 6 Te Papa Ōtākaro/Avon River Precinct
- 7 Te Puna Ahurea Cultural Centre (indicative site)
- 8 The Square
- 9 Performing Arts Precinct
- 10 Justice and Emergency Services Precinct
- 11 Health Precinct
- 12 Cricket Oval
- 13 Residential Demonstration
- 14 Central Library
- 15 Innovation Precinct
- 16 Retail Precinct
- A Canterbury Museum
- B Arts Centre
- C Christchurch Art Gallery
- D CCC Civic Offices
- E Ballantynes
- F CPIT Campus
- G Temporary Cathedral
- H Possible Future Park



Source: CCRP

Christchurch Central Recovery Plan – MSF

Facility overview

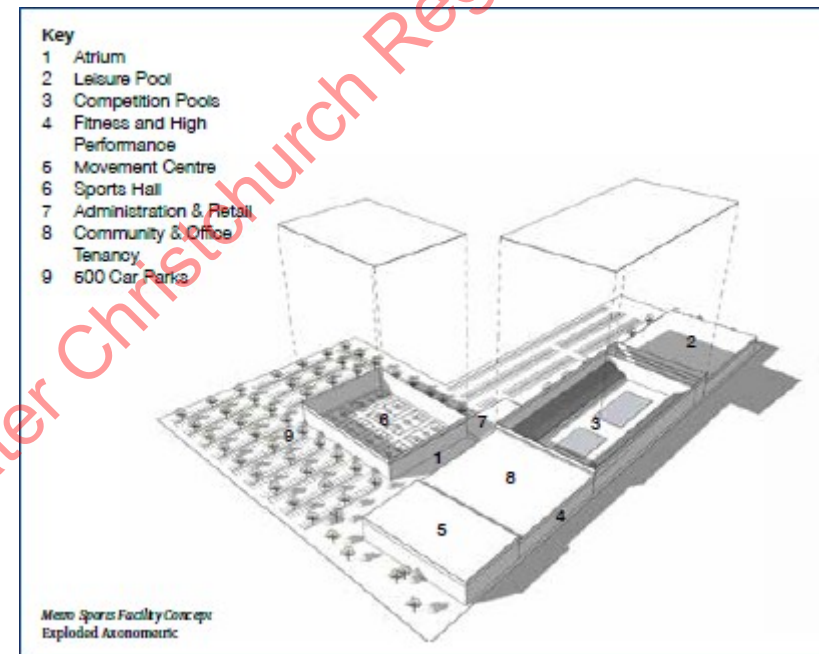
The MSF was identified to be a top-class venue and centre of excellence providing both aquatic and indoor sports facilities. Accessibility to people of all ages, abilities and sporting skills was important to the project as was providing recreational, educational and high performance opportunities and the ability to host national and international events.

Specifically, the MSF was intended to include the following facilities:

- Aquatic centre with a 50m, 10-lane competition pool, dive and leisure pools;
- Indoor stadium – 8 indoor courts, including seating for up to 2,800;
- High performance centre with facilities for coaching and training;
- Day-to-day recreation facilities, including fitness centre and outdoor landscaped space;
- Performance movement centre with studios and performance space; and
- Administration facilities and parking.



Source: CCRP



Source: CCRP

The MSF was to be a replacement of the QEII Sports Complex that was destroyed in the earthquakes.

Intended outcomes

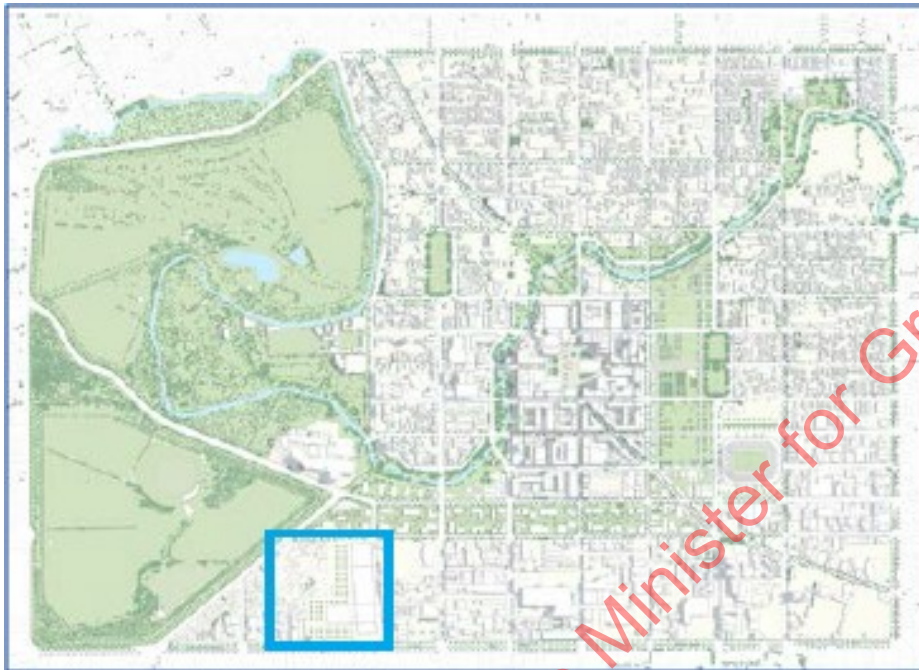
The MSF was outlined within the Vibrant City theme and was envisaged to stimulate the following outcomes:

- Increased participation in the central city;
- Improved quality of living / existence value;
- Improved social wellbeing, including physical and mental health; and
- Increased mobility and inter-connectedness.

Christchurch Central Recovery Plan – MSF (cont.)

Location

The MSF was located to the south-west of the central city, close to Hagley Park, bounded by St Asaph, Stewart and Antigua Streets and Moorhouse Avenue. The site is 6.6ha in size.



Source: CCRP

This site has the following benefits:

- Accessible by private vehicle and new walking and cycling links;
- On public transport route;
- Within proximity of other sporting facilities (e.g. Hagley Park) –

complementary uses and also allows for events that use multiple facilities;

- Close to hospital and Hagley High School for accessible use;
- Walkable to the central city for visitors to local, regional and international events; and
- Building scale appropriate when considering adjacent uses (e.g. South Frame).

Other locations were considered, however:

- The scale of buildings was considered less satisfactory for locations closer to the city;
- Locations more distant were considered less satisfactory due to the additional distance likely resulting in less activation of the central city (particularly during events); and
- Locations to the east tended to have poorer ground quality (impacting the structural design of the aquatic facilities) and were less able to take advantage of the proximity to Hagley Park.

Christchurch Central Recovery Plan - MUA

Facility overview

The MUA was identified to be a large multi-purpose sports and entertainment venue capable of attracting and hosting world class events. The primary purpose was identified as catering for rugby union, rugby league and football events to an international standard while also accommodation other events such as concerts and entertainment events.

Specifically, the MUA was intended to have the following characteristics:

- 35,000 seat capacity, with an additional 4,300 temporary seats;
- Premium seating capacity (e.g. corporate suites and lounge spaces) of 4,000.
- Rectangular configuration;
- Optimum spectator viewing and modern amenities and services; and
- Option of a fixed, transparent roof to allow natural turf and enable multiple uses (i.e. as per that of Forsyth Barr Stadium).



Source: CCRP



Source: CCRP

The MUA was to be a replacement of Lancaster Park that was destroyed in the earthquakes.

Christchurch Central Recovery Plan – MUA (cont.)

Intended outcomes

The MUA was outlined within the Vibrant City theme and was envisaged to stimulate the following outcomes:

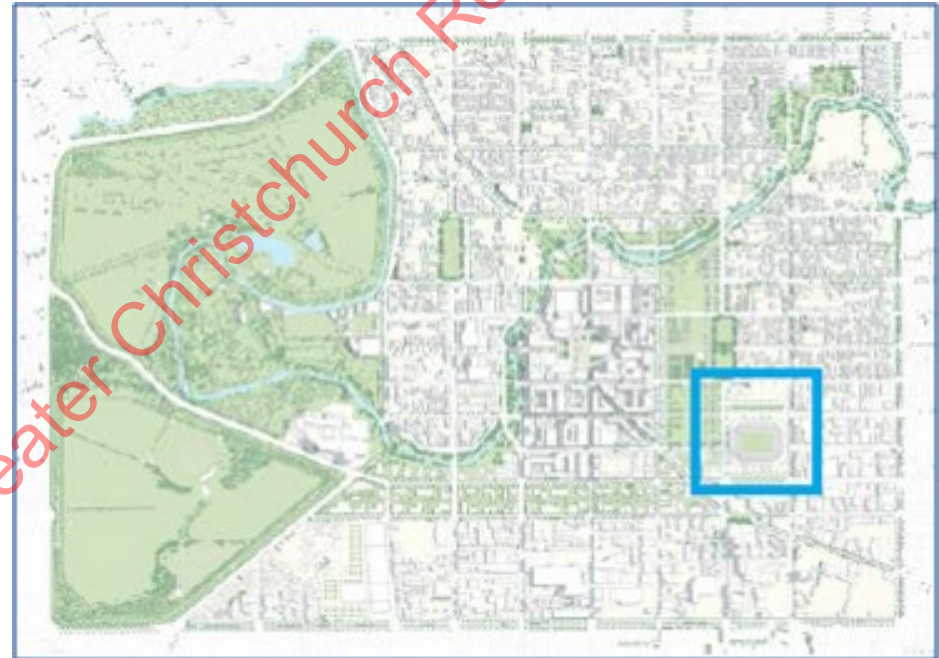
- Improving the liveability of Christchurch and its reputation as a 21st century city;
- The ability to attract major events;
- The attraction and retention of young people to the city who are currently choosing to study and work elsewhere;
- Return of city and regional pride and recognition;
- Keeping expenditure in the city and the Canterbury region; and
- The return of private sector investment confidence to the city.

Location

The MUA was located to the east of the central city, bounded by Tuam, Madras, Hereford and Barbadoes Streets. The site is approximately 6.8ha in size.

This site has the following benefits:

- Walking distance to the bus interchange and the central city;
- Accessibility to arterial transport routes and proximity to parking facilities within the central city;
- Proximity to established retail and hospitality precincts and potential to support regeneration of the High Street quarter; and
- East Frame provides a setting for pre / post event assembly and subsidiary functions.



Source: CCRP

Other locations were considered, however:

- The building scale was considered less satisfactory for locations closer to the city;
- Locations more distant were considered less satisfactory due to the additional distance likely resulting in less activation of the central city before and after events; and
- Locations south of the Frame were more expensive given land costs and displacement of functioning buildings. They were also less well located to support the regeneration of the High Street quarter.

CCRP Programme Business Case

Overview

The Programme Business Case, initiated in 2013 and finalised in 2015, was to inform and validate the investment into central Christchurch. It included:

- The strategic case for government investment;
- The economic benefits of the Blueprint's programme of anchor projects; and
- Key commercial, financial and management considerations and impacts.

The Business Case considered the CCRP as a programme of activities and investigated the both individual and collective / aggregated benefits and impacts of the programme. Collectively, the programme was anticipated to have the following headline outcomes / benefits:

- Increased participation, with more people investing, working, living and playing in the central city;
- Increased productivity for central Christchurch: agglomeration, precincts and productivity; and
- Economic growth of greater Christchurch and Canterbury.

Contribution of the MSF and MUA

Specifically, the MSF and MUA projects were identified as having the objective of replacing and enhancing facilities lost in the earthquakes with modern equivalents to stimulate broader recovery outcomes. Overarching benefits of these projects were identified as:

- Increasing participation in the central city;
- Enhancing the quality of living and existence value;
- Enhancing social wellbeing, including physical and mental health; and
- Increasing mobility and inter-connectedness.

Project specific benefits

The following table presents the specific benefits identified for both the MSF and MUA projects.

MSF	MUA
<ul style="list-style-type: none"> — Health (mental and physical) through increased participation in sport and more open / green space — Contribute towards increased tourism — Population recovery — Community participation (i.e. use value) — Civic pride (i.e. non-use value) 	<ul style="list-style-type: none"> — Contribute towards increased tourism — Population recovery — Community participation (i.e. use value)
Source: CCRP Programme Business Case	

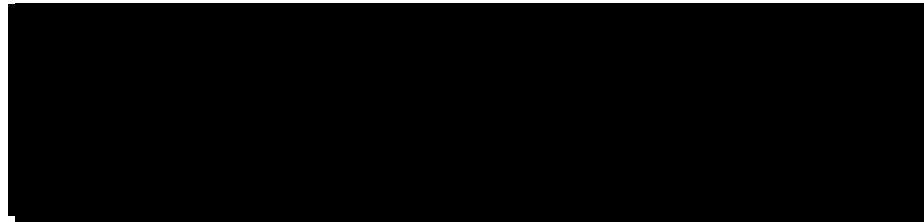
Interdependencies

The Programme Business Case identified a number of interdependencies between anchor projects and initiatives. Interdependencies for the MSF and MUA are presented in the following table.

MSF	MUA
<ul style="list-style-type: none"> — Tertiary education hub and Health precinct — Convention Centre precinct — Sports event strategy 	<ul style="list-style-type: none"> — Convention centre precinct — Tourism facilities — Spatial frame
Source: CCRP Programme Business Case	

CCRP Programme Business Case (cont.)

Delivery sequencing and cost



	MSF	MUA
Delivery phase / sequencing	1. Foundation (2013-2016)	3. Cementing Recovery (2015-2019)
Site acquisition cost		\$36.1m
Development cost		\$470.0m
Total cost		\$506.1m
Source: CCRP Programme Business Case		

In total, the two projects represent total costs of approximately [redacted] with [redacted] land acquisition costs and [redacted] in developm [redacted]

The Programme Business Case provided an initial breakdown on funding sources for the overall project costs. This is presented in the following table.

	MSF	MUA
Crown	\$70.3m	\$37.0m
CCC	\$147.0m	\$253.0m
Undetermined		\$216.0m
Total		\$506.0m
Source: CCRP Programme Business Case		

In total, the Crown committed \$107m to the two projects, CCC \$300m, with a balance of [redacted] in funding to be determined.

MSF Business Case

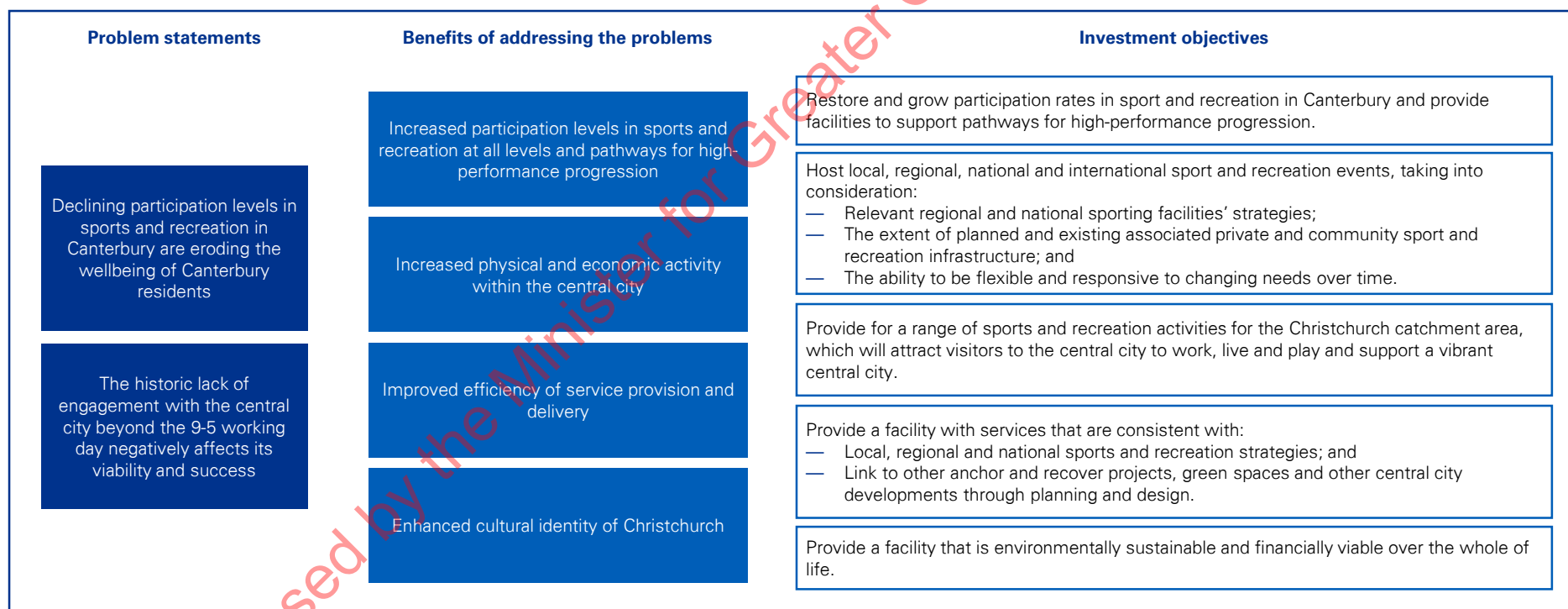
Overview

The MSF Business Case was developed in 2015 to inform and support investment into the MSF. As identified earlier, the earthquakes had destroyed a number of key community sports facilities across Christchurch and this was impacting on accessibility to and participation in sport and recreation, with a shortage of facilities having already been identified as a problem prior to the earthquakes.

Specifically, the Business Case identified two key issues to be addressed by the MSF, namely:

- Declining participation levels in sports and recreation in the Canterbury region; and
- The historic lack of engagement with the central city area beyond the traditional 9-5 working day.

The benefits of addressing this need and therefore the objectives of the project are presented in the following Investment Logic Map.



MSF Business Case (cont.)

Critical success factors

In addition to the investment objectives, the following critical success factors were also identified for the project (in order of importance):

- **Increase in community participation:** maximising community participation / inclusiveness (accessibility) for the Canterbury community.
- **Interface with recovery programmes and projects:** Support of other anchor projects and precincts and broader recovery objectives.
- **Value for money:** Economy (minimising use of resources), effectiveness (doing the right thing), and efficiency (doing it well).
- **Flexibility:** Responsive and flexible to future sport and recreation demand and trends, and commercial realities.
- **Improved pathways** for high performance progression.
- **Capacity to bid for and host events** (regional, national or international).
- **Links to sport and recreation trends** and markets.
- **Complementary:** To other existing and planned sport and recreation infrastructure and strategies (locally, regionally and nationally).

Co-location of activities

The co-location of different sport and recreation facilities and activities (often referred to as “Sport and Recreation Hubs” or “Sportsvilles”) was identified in the Business case and being good practice and actively promoted throughout New Zealand by Sport New Zealand. It was considered to provide opportunities to generate cost and operational efficiencies and also to potentially open up new funding sources when compared to standalone facilities.

Site location

The proposed location, as per the Blueprint, was considered strategic in that development on the site would:

- Provide a catalyst for central city recovery and revitalisation:

- Provide a focal point and an attraction for local and international visitors;
- Benefit from proximity to Hagley Park, Christchurch hospital, and the Health Precinct;
- Specifically in relation to the Health precinct, allow for synergies in health and wellness treatment and research, sports medicine, rehabilitation, diagnostics, imaging, and hydrotherapy, as well as amenity for staff, users and visitors to the Health Precinct;
- Have good accessibility to the transport network; and
- Have connections with the central city and Avon River.

Preferred development solution

The Business Case considered 14 alternative options in total, with eight options proceeding to a short list for further consideration – including an option which aligned to the specifications outlined in the CCRP – after a qualitative assessment against the investment objectives and critical success factors.

The table on the following page presents the specification of the recommended option, following both a qualitative and quantitative cost-benefit analysis. The preferred option differs from that presented in the CCRP, with the primary changes including:

- Diving facilities were not included – Significant additional costs, with small benefits and low participation numbers.
- “Black box” performance facilities were not included – Strategic fit considered loose when compared to other project elements and inclusion would add significant additional costs.
- Inclusion of an additional indoor court based on identified demand.
- Inclusion of the water sensory facility.
- Inclusion of accommodation and facilities for Sport NZ (High Performance).

MSF Business Case (cont.)

Aquatics	Indoor courts	Health, Fitness and Wellbeing	Other
<ul style="list-style-type: none"> — 10-lane competition pool, with moveable boom (total of 75m in length); — Spectator seating (aquatics for 1,000pax); — 18m x 10m programming pool; — 150m² warm water pool; — 1,500m² leisure water area; — Hydroslides; — Spa / sauna / steam room; — 225m² hot pools; — Water sensory facility; — Birthday party room; — Marshalling area; — Function / VIP / competition control area; and — Ancillary service areas. 	<ul style="list-style-type: none"> — 9 x indoor sports courts; — Retractable spectator seating for 2,500–3,000pax; — Function / VIP / media area; and — Ancillary service areas. 	<ul style="list-style-type: none"> — 795m² gym / weights facility; — 5 x group fitness / multi-purpose rooms; — Wellness centre (incl. massage and relaxation area); — 250m² allied health consulting rooms / facilities; and — Ancillary service areas. 	<ul style="list-style-type: none"> — 200m² accommodation for HP NZ; — 1,050m² sports house accommodation; — 4 flat floor studio spaces; — Childcare; — Café (300m²); — Merchandise area (100m²); and — Appropriately sized areas for staff, first aid, security, storages, reception, indoor and outdoor circulation, etc.
<p>Source: MSF Business Case</p>			

The preferred option had the highest benefit-cost ratio (0.42) with an estimated ongoing annual operating subsidy requirement of \$2.9m (ranked 3rd on this metric) and 2.4m projected admissions annually.

In summary, the preferred option was selected as it was found to strongly contribute to all investment objectives and deliver the following social and economic outcomes:

- A financially viable facility, with a relatively low level of operating subsidy;

- High admissions across a wide range of sports and leisure activities reflective of current sporting trends;
- Good ability to host events across a relatively wide range of sports;
- Encouraging a greater level of physical activity from a wide demographic; and
- Multi-purpose spaces which contribute to the future-proofing of the facility.

MSF Business Case (cont.)



Released by the Minister for Greater Christchurch Regeneration

MUA Pre-Feasibility Study

Overview

The MUA Pre-Feasibility Study was released by the Christchurch Stadium Trust in 2017 to inform and support investment into the facility. A temporary stadium was constructed post the earthquakes, however, this has reached the end of its anticipated useful life and a replacement is required.

The Study outlined that the development of the MUA would contribute to the overall goals of the CCRP through:

- **Being a fitting replacement for lost heritage:** Christchurch has not had a permanent sports and concert venue since Lancaster Park was decommissioned.
- **Re-Establishing Christchurch's identity as a sporting capital:** The Recovery Plan recognises that being a Sporting Capital was a key theme of Christchurch which needs to be recovered .
- **Being embraced by the community:** The MUA needs to be able to capture the hearts of the Christchurch Community and be a reflection of the city and the region.

These essentially represent the investment objectives for the project.

Consultation undertaken as part of the Study identified a range of benefits of the development of an MUA in Christchurch as a replacement for the temporary stadium and ultimately Lancaster Park, including:

- Improving the 'liveability' of Christchurch and its reputation as a 21st century city with "things to do";
- Enhancing Christchurch's ability to attract major events;
- Attracting and retaining young people to the city who are currently choosing to study and work elsewhere;
- Returning city and regional pride and recognition;
- Keeping expenditure in the city and within the Canterbury region; and

- Returning private sector investment confidence to the city by delivering the anchor projects.

Critical success factors

The study identified a number of critical success factors for the venue, namely:

- **All season, all weather:** The MUA should be covered.
- **Capable of multiple uses:** Truly provide Christchurch with the ability to host as many event types and events of as many sizes as possible.
- **Suitable capacity:** Large enough to attract tier-1 international rugby tests and concerts.
- **Rectangular** field of play configuration.
- **Visually attractive and connected** to the city.
- **Great fan experience:** Leading practice fan experience for every patron, including the latest technology, varied food and beverage offerings, easy access to and around the venue and a wide variety of ticketing / pricing options.
- **Financially sustainable:** Operationally profitable without require annual subsidies.

MUA Pre-Feasibility Study (cont.)

Site location

Alternative site analysis was not in the scope of the Study, however, the nominated site was identified as being well located, within close proximity to the Christchurch CBD, including:

- The bus interchange;
- Retail and food precincts; and
- Hotel accommodation.

Preferred development solution

The study considered 7 alternative options in total, including an option which aligned to the specifications outlined in the CCRP, with four options proceeding to an analysis of operating financial performance.

The preferred option, based on a qualitative assessment relative to the critical success factors, has the following characteristics:

- Permanent capacity of 25,000 with additional temporary seating for 5,000 persons (capacity of 40,000 for concerts including the field of play);
- 2,500 premium seats (10% of permanent capacity);
- Solid roof covering both the seats and the field of play;
- Retractable field of play, revealing a concrete pad to enable a high degree of flexibility for a wide range of non-turf based events;
- Ability to scale the venue down to cater for events with attendances as low as 10,000;
- Industry standard technology, facilities and services (e.g. food and beverage, media, security, administration and reception accommodation, etc.); and
- International standard player and officials facilities.

The preferred option does differ from that presented in the CCRP, with the primary changes including:

- Reduction in seating capacity – General consensus (Rugby excepted) that 35,000 plus 4,000 temporary seats exceeded the capacity requirement of Christchurch.
- Reduction in premium seating capacity – to better match the reduced overall capacity and demand for premium seating within Christchurch.
- Solid roof and retractable surface – the combination of solid roof and retractable surface was identified to:
 - Allow for greater flexibility and quantity of use without impacting the turf surface; and
 - Provide a better acoustic solution when compared to a transparent ETFE roof (as per Forsyth Barr Stadium).

MUA Pre-Feasibility Study (cont.)

Co-location and complementary activities

The Pre-Feasibility Study was intent on not cannibalising activities or facilities that were already planned for other anchor projects or being provided by private investors. As such, inclusion of high-performance facilities, office accommodation for sporting bodies or community sporting facilities within the MUA development was not considered as these facilities were understood to be provided in the MSF.

The study did, however, consider a number of complementary commercial activities which could be delivered within an MUA precinct, including:

- Residential accommodation;
- Hotel accommodation;
- Student accommodation;
- Retail, hospitality and mixed-use;
- Commercial / office tenancies;
- Educational facilities (e.g. complementing or supporting the ARA Institute of Canterbury); and
- Car parking.

While it was noted that these uses would work within an MUA precinct, it was largely considered by stakeholders, including property development interests, that the development of the MUA would not in its own right be a sufficient catalyst for significant investment in the short to medium term. Broader demand drivers may improve, however, over time making such developments viable at some point.

Cost and funding

The preferred option as presented in the study was estimated to result in development costs of approximately \$496m, \$26m in excess of the \$470m development cost envisaged under the Programme Business Case.

The initial Crown commitment to the project of \$37m was essentially to cover site acquisition costs. Therefore, after CCC's committed contribution of \$253m there is a \$243m funding shortfall for the preferred option.

The Study did not specify how the shortfall would be addressed, however, considered various alternatives, including debt funding, application of a regional rate and pre-sales of commercial rights. Each of these mechanisms has been used elsewhere in New Zealand to fund stadium projects, however, the application of a regional rate was the only mechanism not to have serious implications on the financial viability of the venue.

Project approval

The project is still under consideration with no formal approval of scope or budget / funding.

Appendix 2. Project comparison

Released by the Minister for Greater Christchurch Regeneration

Project comparison

	MSF	MUA
Vision / intent	Top-class sporting facility and centre of excellence providing both aquatic and indoor sports facilities appropriate and accessible for elite athletes and community users, with the ability to host national and international events.	Large multi-purpose sports and entertainment venue capable of attracting and hosting world class events.
Investment objectives	<ul style="list-style-type: none"> — Restore and grow participation rates and support pathways for high-performance progression. — Host local, regional, national and international sport and recreation events. — Provide for a wide range of sports and activities to attract visitors to the central city. — Complement and link to other anchor projects, city projects and sport and recreation strategies. — Environmentally sustainable and financially viable (whole-of-life). 	<ul style="list-style-type: none"> — Be a fitting replacement for lost heritage and facilities. — Re-establish Christchurch’s identity as a sporting capital. — Be embraced by the community.
Benefits	<ul style="list-style-type: none"> — Increased participation levels in sports and recreation at all levels and pathways for high-performance progression — Increased physical and economic activity within the central city — Improved efficiency of service provision and delivery — Enhanced cultural identity of Christchurch 	<ul style="list-style-type: none"> — Improving the ‘liveability’ of Christchurch and its reputation as a 21st century city with “things to do”; — Enhancing Christchurch’s ability to attract major events; — Attracting and retaining young people to the city who are currently choosing to study and work elsewhere; — Returning city and regional pride and recognition; — Keeping expenditure in the city and within the Canterbury region; and — Returning private sector investment confidence to the city by delivering the anchor projects.

Project comparison (cont.)

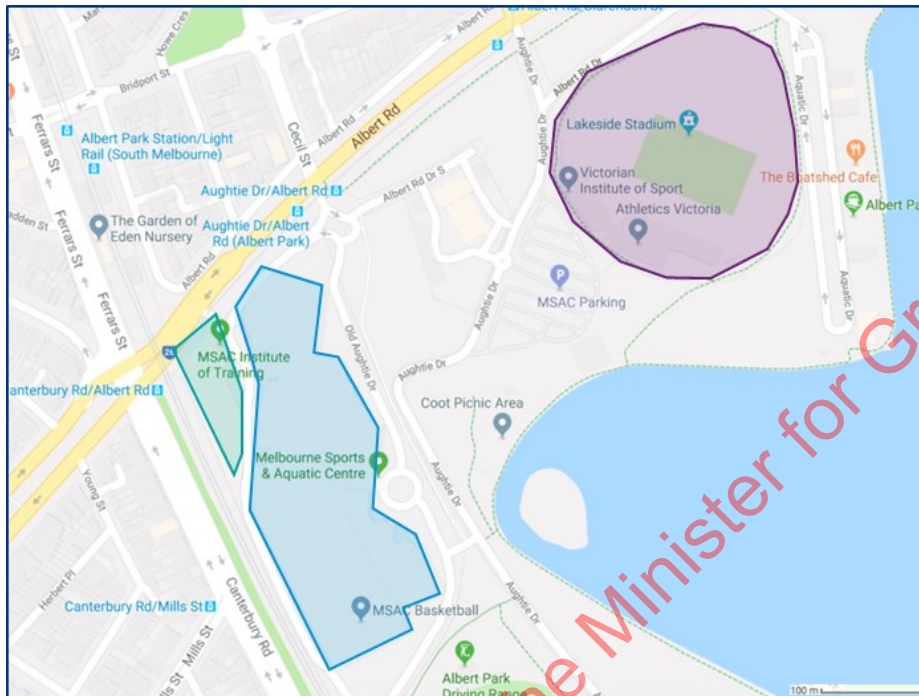
	MSF		MUA	
Critical success factors	<ul style="list-style-type: none"> — Increase in community participation. — Support of other anchor projects / recovery objectives. — Value for money. — Flexibility. — Improved pathways for high performance progression. 	<ul style="list-style-type: none"> — Capacity to bid for and host events. — Links to sport and recreation trends and markets. — Complementary to other existing and planned sport and recreation infrastructure and strategies. 	<ul style="list-style-type: none"> — All season, all weather: The MUA should be covered. — Capable of multiple uses. — Large enough to attract tier-1 international rugby tests and concerts. 	<ul style="list-style-type: none"> — Rectangular field of play configuration. — Visually attractive and connected to the city. — Great fan experience. — Financially sustainable.
Facilities	<ul style="list-style-type: none"> — Major aquatic facility (10-lane competition pool with seating for 1,000pax; programming and warm water pools; dive facilities; leisure water area and hydroslides, water sensory facility). — Indoor courts (9 x indoor sports courts with retractable spectator seating for 2,500–3,000pax). — 4x flat floor studio spaces. 	<ul style="list-style-type: none"> — Health, wellbeing and fitness centre (gym, fitness rooms, wellness centre, consulting rooms). — Sports House and HP NZ accommodation. — Childcare, café and merchandise areas. — Support and services areas. 	<ul style="list-style-type: none"> — 25,000 seat stadium with additional temporary seating for 5,000pax. — 2,500 premium seats (10% of permanent capacity). — Solid roof covering both the seats and the field of play. — Retractable field of play, revealing a concrete pad. 	<ul style="list-style-type: none"> — Ability to scale the venue down to 10,000pax. — Industry standard technology, facilities and services. — International standard player and officials facilities.
Users	<ul style="list-style-type: none"> — High performance athletes (aquatic and non-aquatic). — Mainland Tactix (ANZ Netball Premiership). — Canterbury Rams (basketball). — Community sports and recreation users. 	<ul style="list-style-type: none"> — Regional sporting bodies (facilities and accommodation) — Local, regional sporting competitions. — People with a disability. — Sport NZ (facilities and accommodation). 	<ul style="list-style-type: none"> — Crusaders — Canterbury Rugby — Canterbury Rugby League — NZ Rugby 	<ul style="list-style-type: none"> — Other sporting events (e.g. A-League, NRL, etc.) — Other entertainment events (e.g. concerts) — Other community events

Appendix 3: Comparator facilities

Released by the Minister for Greater Christchurch Regeneration

Melbourne Sports Hub

The Melbourne Sports Hub is a collection of facilities operated by the State Sport Centres Trust. The Hub has hosted the Melbourne 2006 Commonwealth Games, the 2007 FINA World Swimming Championships, and attracts over 2 million people annually for community recreation activities.



Owner

State Sport Centres Trust (Victorian Government)

Operator

State Sport Centres Trust (Victorian Government)

Location

Albert Park, Melbourne
(metro, 3.3km from CBD)

City Population

4.7 million in Greater Melbourne

Precinct Area

22.4 hectares

Venues

Melbourne Sports and Aquatic Centre (MSAC)

MSAC provides international-standard aquatic facilities and indoor sports halls. There are 50m competition indoor and outdoor pools, diving platforms, a show court and two sports halls.

Lakeside Stadium

Lakeside Stadium is an international standard athletic facility with a FIFA-sized natural grass pitch that is the home of South Melbourne FC. The stadium also houses sporting associations (e.g. the Victorian Institute for Sport, Athletics Australia and Little Athletics Victoria) and offers function spaces for corporate or school bookings.

MSAC Institute of Training (MIT)

MIT offers accredited training courses for the sport, recreation and fitness industries. The facility also provides permanent office accommodation for sporting associations including Gymnastics Australia, Boxing Australia and Baseball Victoria.

State Netball Hockey Centre

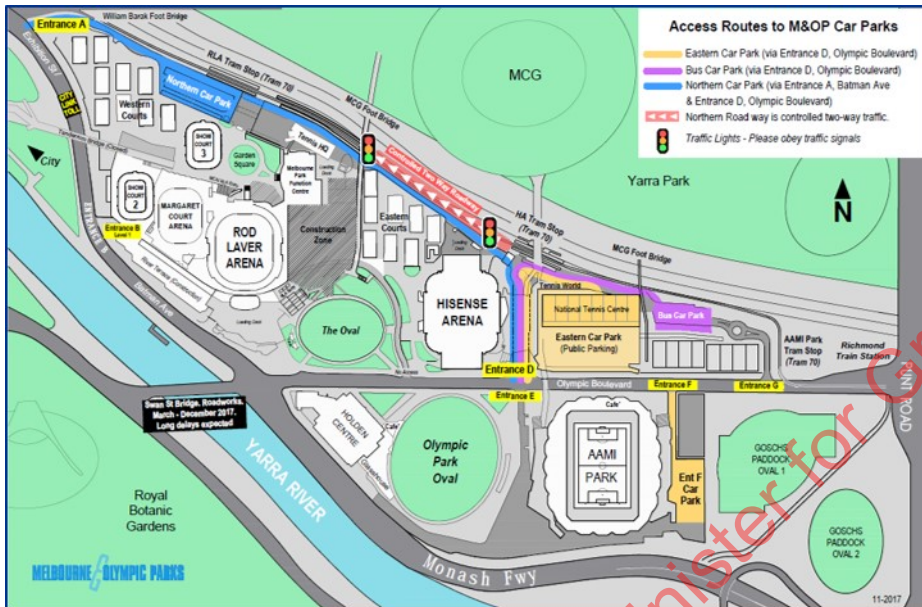
Located away from the MSAC at Parkville, the venue includes a main arena with seating for up to 3,050, an additional indoor sports hall and two world-class hockey pitches (3,000 capacity with 2,000 temporary seating).

Melbourne Sports Hub (cont.)

Facility	Sports/activity use	Capacity
MSAC		
Indoor 50m competition pool, 25m lap pool and diving boards	Swimming, diving, water polo	Grandstand seating for 1,800 spectators
Outdoor 50m pool	Swimming, corporate functions	Seating for 3,000 spectators
Basketball show court	Basketball, martial arts, dance, corporate functions	Seating for 2,000 spectators
10 squash courts	Squash	1 glass show court
2 sports halls	Badminton, table tennis	Each hall can fit 12 badminton courts or 27 table tennis tables
9 basketball courts	Basketball, volleyball	Na
Creche	Child supervision	Na
Indoor wave pool and multi-purpose pool	Recreation and rehabilitation	Na
Function rooms	Corporate or social functions	5 rooms with varying capacities (20-300)
Lakeside Stadium		
Athletics track, warm-up area and indoor track	Athletics - track	Stadium has seating for 7,400 spectators, total capacity of 12,000
FIFA-size sports field	Football, athletics – field	
Elite training gym, 25m pool with ice baths, multi-purpose sprung floor	Elite sport training + recovery	Na
Office space	Corporate offices for sporting associations	Na
Function rooms	Corporate functions	3 rooms with varying capacity (18-150)

Melbourne & Olympic Parks

Melbourne & Olympic Parks is a collection of facilities owned and run by the Melbourne & Olympic Parks Trust (MOPT). It is well known for hosting the Australian Open, a variety of sporting codes, and international entertainment events.



Owner

Melbourne & Olympic Parks Trust (Victorian Government)

Operator

Melbourne & Olympic Parks Trust (Victorian Government)

Location

Melbourne City
(metro, 1.5km from CBD)

City Population

4.7 million in Greater Melbourne

Precinct Area

46.4 hectares

Parks

Melbourne Park

Melbourne Park includes the extensive collection of tennis courts and arenas on the northern side of Olympic Boulevard.

Olympic Park

Olympic Park includes the football and AFL ovals south of Olympic Boulevard, along with AAMI Park stadium and the Holden Centre swimming complex.

Melbourne & Olympic Parks (cont.)

Facility	Sports/activity use	Capacity
Rod Laver Arena	Tennis, basketball, boxing, concerts	15,000 spectators
Hisense Arena	Tennis, basketball (Melbourne United), netball (Vixens, Magpies), cycling, boxing, gymnastics, concerts	10,500 spectators The cycling velodrome is under the retractable seats
Margaret Court Arena	Tennis, basketball, netball, concerts	7,500 spectators
Melbourne Park Function Centre	Corporate and social functions	120-1,500 people, depending on room and layout
National Tennis Centre – outdoor and indoor courts, show courts	Tennis, corporate functions (indoor courts)	35 outdoor Plexicushion tennis courts, 6 indoor tennis courts, two show courts
AAMI Park	Football (Melbourne Victory, Melbourne City), rugby union (Rebels), rugby league (Storm), concerts	30,000 spectators
Holden Centre	Office space, sports training	Na
Olympic Park Oval	AFL (Collingwood), athletics track	Ne
Gosch's Paddock	Multi-purpose sports training fields	Na
Administration and/or training centre	Tennis Victoria, Victorian Olympic Council, Melbourne Football Club, Medical centre, Collingwood Football Club	Na

Sydney Olympic Park

Sydney Olympic Park is a sporting precinct managed by the Sydney Olympic Park Authority (SOPA). SOPA is responsible for operating the nine major venues/facilities within the precinct.

Owners

SOPA (most venues), Venues NSW (ANZ Stadium), Royal Agricultural Society of NSW (Sydney Showground), TEG Live (Qudos Bank Arena)

Operators

SOPA (most venues), Stadium Australia Group (ANZ Stadium), Royal Agricultural Society of NSW (Sydney Showground), AEG Ogden (Qudos Bank Arena)

Location

Sydney Olympic Park
(urban, 14km from CBD)

City Population

5 million in Greater Sydney

Precinct Area

430 hectares of parklands, 100 hectares of venues

Major Venues

ANZ Stadium

ANZ Stadium is the largest venue in Sydney Olympic Park and has the unique ability to host five professional sporting codes – rugby league, rugby union, football, AFL and cricket. It is currently subject to a redevelopment proposal.

Qudos Bank Arena

The arena is the largest indoor arena in Australia. It was built for the 2000 Olympics and it is now recognized as a major Australian concert venue.



Sydney Olympic Park (cont.)

Facility	Sports/activity use	Capacity
Aquatic Centre	Swimming, diving, recreation	10,000
Archery Centre	Archery	Na
Hockey Centre	Hockey	8,000
Sports Centre	Multi-use indoor sports hall, netball (NSW Swifts), gymnastics	4,500
Athletic Centre	Athletics	5,000
Sports Halls	Multi-use, volleyball, badminton, handball, table tennis, netball, futsal	Na
Tennis Centre	Tennis	10,000
Qudos Bank Arena	Multi-use, concerts, tennis, netball, basketball	21,000
ANZ Stadium	Rugby union (Wallabies), rugby league (NSW Blues, Bulldogs, Rabbitohs, Eels, West Tigers), football (Wanderers)	83,500
Sydney Showground	AFL, cricket	24,000
Netball Central	Netball	800
Administration and / or training centre	NSW Institute of Sport, NSW Tennis, Western Sydney Giants Football Club	Na

Sleeman Sports Complex

Sleeman Sports Complex is a sporting and entertainment facility owned and operated by Stadiums Queensland.

Owner

Stadiums Queensland (Queensland Government)

Operator

Stadiums Queensland (Queensland Government)

Location

Chandler, Brisbane
(suburban, 13km from CBD)

City Population

2.4 million in Greater Brisbane

Precinct Area

35 hectares

Major Venues

Anna Meares Velodrome

The Anna Meares Velodrome is the first indoor velodrome in Queensland. It has an international competition-standard track and is open to the public.

Brisbane BMX Supercross Track

The BMX track is Olympic standard and includes two start ramps, double jumps, step ups and a technical 'rhythm' section.

Brisbane Aquatic Centre

The aquatic centre is a major swimming complex with timing and scoring technology able to support elite competition. It is also open to the community.



Sleeman Sports Complex (cont.)

Facility	Sports/activity use	Capacity
Anna Meares Velodrome (indoor)	Cycling	4,000
Brisbane BMX Supercross Track	Olympic-standard BMX	Na
Brisbane Aquatic Centre (25m leisure pool with waterslide, 50m indoor pool, 50m outdoor pool)	Swimming, diving, recreation	4,300
Chandler Theatre	Badminton, theatre companies	1,500 4 badminton courts
Pace at Sleeman (fitness centre)	Gym/fitness – cardio, weights, aerobics, spin classes	Na
Chandler Arena	Multi-use, basketball, volleyball, badminton, futsal	2,700
Chandler Velodrome (outdoor)	Cycling	Covered grandstand seating for 1,200 spectators
Chandler Gardens	Recreation	Surrounding native bushland with picnic areas, ponds and BBQs
Dry Diving Training Hall	Diving training	Na
Gymnastics Training Hall	Gymnastics	Na
State Weightlifting Centre	Weightlifting	Na
Chandler Lodge & Cabins	Accommodation	112pax dormitory accommodation, 88pax cabin accommodation
Administration and training centre	Diving Australia, Gymnastics Queensland, Queensland Weightlifters Association, Swimming Queensland, BMX Queensland, Basketball Queensland, Cycling Queensland	Na

Queensland Sports and Aquatic Centre

The Queensland Sports and Athletics Centre (QSAC) is an elite athlete development and community sporting precinct owned and operated by Stadiums Queensland.



Owner

Stadiums Queensland (Queensland Government)

Operator

Stadiums Queensland (Queensland Government) (Main Stadium, State Athletics Facility); QAS (Recovery Centre, Indoor Sports Arena); Sandstorm Beach Club (Beach Volleyball Complex), Netball Queensland (Netball Centre – under construction)

Location

Nathan, Brisbane
(suburban, 11km from CBD)

City Population

2.4 million in Greater Brisbane

Precinct Area

20 hectares

Major Venues

Main Stadium

Main Stadium was built in 1982 and has hosts a variety of athletics, rugby, tennis and entertainment events. It is currently configured with an international standard athletics track and facilities for athletic field events.

State Athletics Facility

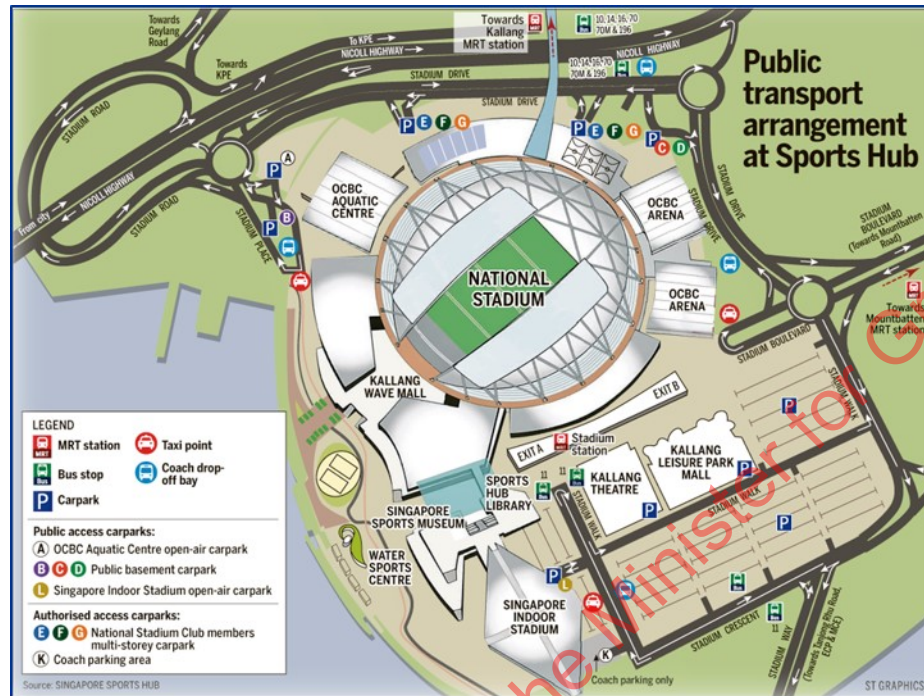
The facility provides another athletics venue that is used by QLD Athletics, QLD Little Athletics, and over 80 schools and organisations each year.

Queensland Sports and Aquatic Centre (cont.)

Facility	Sports/activity use	Capacity
Main Stadium	Athletics – international standard track	48,500
State Athletics Facility	Athletics – international standard track	2,100
QAS Recovery Centre (25m pool, ice baths, sauna, physiotherapy rooms)	Athlete training and rehabilitation	Na
Indoor Sports Arena	Basketball, volleyball, netball	Na
Beach Volleyball Complex	Beach volleyball, beach touch, beach netball	Na
Administration and / or training centre	Queensland Athletics, Queensland Canoeing, Queensland Olympic Council	Na

Singapore Sports Hub

The Singapore Sports Hub is a public-private partnership (PPP) where the Sports Hub consortium has a 25 year contract with the Singapore Sports Council to design, build, finance, maintain and operate the Sports Hub. The hub incorporates professional and community sports with a retail mall and museum.



Owners

Sports Hub consortium (on 25-year lease from Singapore Sports Council):

- InfraRed Capital Partners
- Dragages Singapore (Design & Building Contractor)
- Cushman & Wakefield (Facility Management Partner)
- Global Spectrum Asia (Venue Operations Partner)

Operator

Sports Hub consortium

Location

Kallang, Singapore
(metro, 4km from CBD)

City Population

5.6 million in Singapore

Precinct Area

35 hectares

Major Venues

National Stadium

National Stadium was opened in 2014. It features retractable seating, allowing it to host both rectangular and oval sports.

Singapore Indoor Stadium

The stadium is designed to host a variety of sports and entertainment events. It has a flexible configuration for audiences from 4,000 to 12,000 spectators.

Singapore Sports Hub (cont.)

Facility	Sports/activity use	Capacity
National Stadium	Rugby, cricket, football, athletics, concerts	55,000
Singapore Indoor Stadium	Multi-use, tennis, concerts	12,000
OCBC Arena	Multi-use, badminton, basketball, table tennis, volleyball, netball, fencing, gymnastics, gym	3 sports halls
OCBC Aquatic Centre (incl competition pool)	Swimming, aqua fitness	3,000 spectators
Splash-N-Surf	Outdoor aquatic recreation	Na
Water Sports Centre	Kayaking, dragon boating, recreation	Na
Sport Museum, Library, Mall	Recreation	Na

Kai Tak Sports Park

The Kai Tak Sport Park is a planned sports and recreation precinct in Hong Kong. It is part of a major redevelopment for the old airport site at Kai Tak. The government expects the sports park to commence construction in 2018 and be completed by 2022.



Owner

Hong Kong Government

Operator

Subject to a live procurement process

Location

Kai Tak, Hong Kong
(metro, 6km from CBD)

City Population

7.4 million in Hong Kong

Precinct Area

28 hectares

Venues

Main Stadium

Main Stadium will be the largest facility in the precinct. It is designed to host international sporting and leisure events.

Indoor Sports Centre

The centre is a multi-purpose indoor sports centre designed for events and community sporting use.

Public Sports Ground

The sports ground is an athletic track and field facility for school events and local community use.

Kai Tak Sports Park (cont.)

Facility	Sports/activity use	Capacity
Main Stadium	Football, rugby, concerts	50,000
Indoor Sports Centre	Multi-purpose, badminton, volleyball, basketball, table tennis	5,000-10,000 40 standard badminton courts
Public Sports Ground	Athletics, local football	5,000 spectators
Landscaped parks and open spaces	Community recreation, cycling, running	Na



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