

# 2026-29 Business Case to Ashburton District Council



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## Executive Summary

Sport Canterbury has provided services to the Ashburton District for over 30 years. Over time, the nature of work Sport Canterbury (Mid Canterbury) has undertaken across the district has evolved. In the 1990's, we directly delivered sport and physical opportunities to individuals willing to participate. Fast forward to 2026, Sport Canterbury (Mid Canterbury) now provides leadership and advocacy to the sport and physical activity sector, while focusing on building the capability of those who provide participation opportunities across the community.

Throughout Canterbury, physical activity participation levels have remained reasonably stable post Covid. Whilst it is positive that there has not been a drop in participation, there are still low levels of participation within certain groups. These include:

- 18–24-year-olds
- Older adults
- Females
- Low socio-economic households
- Māori and Pasifika
- Rural communities
- Asian (particularly Chinese and Indian populations)

Also of concern is the drop off in physical activity participation as people move out of childhood and into their early teenage years. Sport Canterbury has two staff members based at the EA Networks Centre in Ashburton working to improve participation levels for all, with a focus on the groups listed above.

In addition, Sport Canterbury supports the Ashburton District in the following areas:

- **Spaces and Places** - Providing support to ensure indoor and outdoor sport and active recreation facilities meet needs of the Ashburton District community.
- **Sport, Play & Active Recreation** - Collaborating with sporting and recreation partners to support the growth & development of the wider sector through quality coaching, competition structures and pathways as well as business capability support.
- **Healthy Active Learning** – working with up to 8 primary schools in Mid Canterbury to improve teacher capability to deliver quality physical education and physical activity opportunities for tamariki.
- **Tū Manawa Active Aotearoa** – a \$1.5 million a year fund to activate physical activity across the Sport Canterbury region.
- **Active As** - an investment of up to \$120k a year for four years into Ashburton College to support physical activity. This project ends in December 2026.
- **Tatai Whetu** – Following an initial project which supported 10 up and coming Mid Canterbury secondary school athletes, Sport Canterbury continues to partner with Tatai Whetu to deliver educational workshops for athletes, coaches and their whanau. These workshops are centered around athlete development content which aligns with Sport NZ's Balance is Better principles.
- **Live Stronger for Longer** - Supporting our Kaumātua to stay living independently and injury free in their own homes through quality strength and balance programmes.

While we have two staff based in Ashburton, the Ashburton District has access to, and the full support of Sport Canterbury's wider team of subject matter experts.

### Summary of Outcomes

1. **Strengthen the system** – Strengthening the capability of people and organisations responsible for delivering sport and physical activity.
2. **Activating opportunities** – Work and partner with physical activity providers and other community organisations to activate physical activity opportunities.
3. **Provide leadership** - show leadership, advocacy and influence for the sector.

## About Sport Canterbury

Sport Canterbury is a Regional Sports Trust dedicated to promoting and supporting sport, physical activity, and recreation throughout the Canterbury region. With a vision of "More People, More Active, More often," Sport Canterbury operates diverse programmes and initiatives, targeting various demographics, schools, and communities. The organisation employs 50 staff across Christchurch, Mid-Canterbury, South-Canterbury, and the West Coast.

For over 30 years, we have empowered coaches, clubs, and athletes, recognizing the profound impact of sport in building stronger communities, and enhancing self-esteem. Collaborating with health and education partners, we improve the well-being of our whānau through initiatives like Healthy Families Ōtautahi, Healthy Active Learning, Community Strength and Balance, and Workplace First Aid. By joining forces with health and education partners, we forge a path to even greater achievements, enriching the lives of our whānau.

## Strategy

The Sport Canterbury Strategic Plan brings together the strategy that Sport Canterbury's staff and Board have partnered to deliver since the organisation was formed in 1989. Our purpose is grounded in the belief that getting and keeping people engaged in physical activity has the power to transform lives and fundamentally enhance the wellbeing of our community.

Increasing physical activity can be both challenging and complex. By being focused on the needs of individuals, making evidence-based decisions, and engaging meaningfully with our communities we will enrich the lives of more people across the Canterbury West Coast region through lifelong love of physical activity.

Sport Canterbury's role is to support the Play, Active Recreation, Sport and Physical Activity System to lift the physical activity levels of all those living within the Canterbury and West Coast region. In doing this, we believe we will have the greatest possible impact on enhancing the wellbeing of our community.

Our Strategy 2022-26 enables Sport Canterbury to bring our Purpose to life so that everyone has the opportunity to experience the positive benefits of being active, whether that's through play, sport, active recreation, or physical activity. We know that access to physical activity is not equitable and that there are some communities across the region who face a range of different barriers to participating and therefore do not get to experience all the benefits of being active.

**Vision**

Whāinga Matua

*Kia Tokomaha Ake, Kia Kaha  
Ake, Kia Putuputu Ake*  
**More People, More Active,  
More Often**

**Purpose**

Te Kaupapa

Everything we do is about getting and keeping people engaged in play, sport, active recreation, and physical activity to enhance the wellbeing of our communities.

**Foundation Values**

Ngā uara ka noho hei tūapapa

**Whai Ora**

Pursuit of wellbeing for our people and the places where we live, learn, work and play.

**Striving For Excellence**

We are courageous in the pursuit to be the best we can be, continually growing and learning both individually and together to fulfil our potential.

**Belonging**

Everyone feels connected to our vision and purpose;  
He waka eke noa – we are all in this together.

**Manaakitanga**

We strive to empower the mana of others by showing aroha, compassion and mutual respect.

**Strategic Intent**

Tā te rautaki takune

With a focus on tamariki, rangatahi and inactive adults, we'll prioritise populations of Māori and Pasifika, women and girls, people with disabilities and those from deprived communities in quality play, sport, active recreation and physical activity.

**Key Result Areas**

Strengthen the System

Activate Opportunities in Play, Sport, Active Recreation and Physical Activity

Provide/Show Leadership, Advocacy and Influence for our Sector

## Outcomes

Organisations' and  
Individuals' capabilities  
enhanced

Participation in physical  
activity programmes  
sustained or grown

Stakeholders have  
confidence in Sport  
Canterbury's leadership  
and support

## Specific Measures

- **300** organisations supported.
- **3,000** individuals supported.
- **80%** of identified outcomes are aligned to supporting priority populations.
- **75%** of identified outcomes achieved.
- **80%** quality experience criteria met.

- **90%** of participation targets met.
- **90%** of identified outcomes achieved.
- **80%** of identified outcomes are aligned to supporting priority populations.
- **80%** quality experience criteria met.

- **80%** have confidence in Sport Canterbury's Leadership.
- **50%** are happy with the advice and support when you are dealing with issues.
- **60%** agree that Sport Canterbury are leading play, active recreation and sport effectively.

## Regional Physical Activity Monitoring

Sport Canterbury will continue to monitor and consider meaningful national and regional physical activity insights and data, to benchmark our work and inform our focus.

This may include Active NZ research providing insights related to our strategic focus.

## Governance and Management Structure

### Trustees



#### Alan Merry - Chair

Alan brings a strong strategic, engineering and business management background to the Sport Canterbury Board. He has been involved with the New Zealand Fire and Rescue Service since 2002, most recently as manager of Strategic Redevelopment for Christchurch. He serves on the Innovation and Business Improvement Steering Group and is overseeing the city's post-earthquake rebuild of the Justice Precinct. Alan's passion for sport is evident in his personal history of white water kayaking on the international level.



#### Gerry Dwyer O.M.

Gerry is a partner in Christchurch law firm Clark Boyce. He is Chairman of Rowing New Zealand and a Life Member of both the Canterbury Rowing Association and the Avon Rowing Club. He is a member of the Marian College Foundation, Christchurch Metropolitan Trotting Club, Marist Albion Rugby Club and is Chairman of the Canterbury Sports Foundation.



#### Melanie Carpenter

Melanie Carpenter (Ngāi Tahu) has worked in communications leadership roles in the public sector, the private sector, and for her iwi. She is a trained journalist with experience leading external and internal communications and engagement strategy, including managing reputational risk, media issues and advising executive leaders and boards. Melanie joined the Sport Canterbury board to help grow her leadership skills in a governance capacity and to show manaaki to her local Waitaha community. Sport and fitness is a very important part of life for her and her whānau, and she believes in the power of being active to change lives and bring communities together.



#### Nigel Davenport

Nigel has over 30 years' experience in financial services, holding corporate leadership roles across the South Canterbury region. He is presently Chief Executive of Venture Timaru – the Economic and Tourism Agency for the Timaru District and a board member of Economic Development New Zealand. He is a member of the Canterbury Regional Skills Leadership Group and the Tactix Management Committee and is also a trustee of both the Aoraki MRI Trust and Aoraki Sports Persons Trust. Nigel classifies himself as "sports mad" and remains actively involved in mountain biking. He describes the basis of his motivation, considering the depth of his local governance responsibilities, as "giving back to the community that has given me so much."



### **Selwyn Maister**

With strong national sporting connections and significant governance insight, Selwyn's sport management career follows 30 years in tertiary education, where he began as a scientist before moving into administration. The former Sport Canterbury Chief Executive is currently the Secretary General of the Oceania Paralympic Committee, Chair of Canterbury Artificial Surfaces Trust, Trustee of Dr Tom Anderson Trust and a Trustee of the University of Canterbury Foundation. Selwyn played hockey for Canterbury and NZ over 15 years, including three Olympic Games. He coached at club and provincial level for many years, coaching the New Zealand Women's Hockey Team in Sydney and served as a director of Hockey NZ. He has 3 Life Memberships in hockey and is an Order of Merit Holder for the NZ Olympic Committee. He cycles, walks, and enjoys gardening for personal fitness.



### **Adam Parker**

Adam is born and bred in Ōtautahi Christchurch, playing rugby for the Māori All Blacks in 1998 before moving to Japan. He played in Japan for 10 years (Toshiba and NTT Communications) as well as for the Japan National team from 2001-2004. On returning home, Adam coached club rugby, became a qualified personal trainer, owned a boxing gym for a couple of years and worked as the RDO for Linwood Rugby Club for four years. Adam now works as a Community Advisor for Department of Internal Affairs. In this role he supports hapū, iwi and the community to achieve their dreams and aspirations.



### **Madeleine Martin**

Madeleine is Canterbury born and bred and has enjoyed participating and contributing to all things sport and physical activity across Canterbury and New Zealand since a young age. Madeleine has been involved in netball and athletics at a regional and national level during her youth but is now actively involved in multisport and adventure racing and enjoys exploring the outdoors with her young family. Madeleine brings a strong history of executive experience in the medical device industry and is currently managing the Health Technology Centre to support the growth of early-stage health technology companies. She is committed to improving the lives of others through her work and governance roles.



### **Kim Sinclair-Morris**

Kim Sinclair-Morris has been recognised for her achievements in netball umpiring and holds the position of Executive Director for the Canterbury Clinical Network (CCN). The CCN is an alliance of health system leaders and partners who work together to transform the delivery of health services through a person-centric, clinically-led approach that improves Trust outcomes for Cantabrians. She brings a wealth of experience in strategic partnerships, change leadership and a focus on solutions that deliver to people as well as systems. Kim enjoys spending time outdoors with her active family and regularly heading home to the West Coast.



### **Kelly Hyde**

Kelly brings a wealth of experience from her role as Impact and Performance Manager at Christchurch City Holdings Ltd and previous positions with Enable Networks and PGG Wrightson.

She also has a strong background in rugby, having worked as a Project Manager for Rugby World Cup 2011 and as an administrator with New Zealand Rugby.

## Management

### Chief Executive – Julyan Falloon



Julyan is a sports sector leader with a long career spanning a decade at the helm of Sport Canterbury, a Regional Sports Trust servicing the Canterbury and the West Coast region. Driven everyday by the whakatauki; mo tatou a mo ka ura a muri ake nei - for us, and our children after us – Julyan brings a blend of business acumen, in depth knowledge of the sports and active recreation landscape, and a personal appreciation for how organisations can impact communities.

### Sector Support Manager – Megan Harlick



Megan is the Sector Support Manager at Sport Canterbury, having joined the organisation in October 2022. Megan has over 25 years' experience in the sector, including governance roles on both local and national boards across sport, recreation, and education. Megan understands the importance of a capable workforce in ensuring sustainable and viable organisations and is passionate about the role of physical activity in health and wellbeing.

## Ashburton Based Staff

### Community Advisor – Alice Breading



Alice joined Sport Canterbury from He Waka Tapu where she worked as a family harm practitioner. A Mid Canterbury local, she knows the district well and understands the needs of the community. She has experience working alongside whanau, NGO's and government organisations, such as the NZ Police. Alice understands the importance of developing good habits from a young age and the importance of physical activity, in all its forms, to the wellbeing of the individual and the community.

### Healthy Active Learning Facilitator – Anna Holland



Anna has been a primary school teacher for the past 13 years and has taught a range of amazing students from new entrants right up to year 8. She is a mum to 3 active boys who enjoy an adventure outdoors, team sports and Mountain biking. Anna is very passionate about the outdoors, physical activity and living a well balanced lifestyle. She enjoys being part of the Healthy Active Learning team working alongside a range of schools helping to improve the wellbeing of our children in Mid Canterbury.

## Areas of Sport Canterbury Work

Description	
<b>Healthy Families Ōtautahi</b>	<p>Healthy Families Ōtautahi Christchurch works within Sport Canterbury's wider Regional Sports Trust team, to support community-led change across the region - from schools, sports, and workplaces to maraes and places of worship.</p> <p>We want environments where people live, learn, work and play to:</p> <ul style="list-style-type: none"> <li>• Improve nutrition</li> <li>• Increase physical activity</li> <li>• Be smokefree</li> <li>• Reduce alcohol-related harm</li> <li>• Improve mental health and resilience</li> </ul> <p><small>*Healthy Families is a Christchurch only initiative.</small></p>
<b>Healthy Active Learning</b>	<p>The Healthy Active Learning team currently work into 8 Primary and Intermediate schools in Mid-Canterbury.</p> <p>Our team of facilitators and community connectors work closely with school staff and communities working towards the following broad outcomes:</p> <ul style="list-style-type: none"> <li>• Supporting schools and kura to understand and recognise the value of the health and physical education and hauora curriculum</li> <li>• Supporting schools and kura to create an environment that supports and promotes quality play, sport and physical activity</li> <li>• Supporting teachers and kaiako to be confident and capable in delivering the health and physical education and hauora curriculum</li> <li>• Supporting schools and kura to create a healthy food and drink environment</li> <li>• Supporting schools and kura to make well informed decisions when engaging with external providers.</li> </ul> <p>Locally we are working collaboratively with our partners at Te Whatu Ora and the Ministry of Education so that collectively we can have a measurable impact on the wellbeing of tamariki across Waitaha Canterbury.</p>
<b>Sector Development (Play, Active Recreation and Sport)</b>	<p><b>Coaching</b>  Sport Canterbury recognises the vital role that coaches play within the sports system. We collaborate with regional sports organisations to support coaching frameworks and systems, ensuring the continual recruitment, development, and retention of high-quality coaches across all levels of participation.</p> <p><b>Balance Is Better</b>  Our goal is to instill a lifelong love for sports and recreation, fostering sustained participation throughout one's life. Research indicates a decline in teenage sports participation due to several factors, including the professionalism of sport at all levels from an increasingly younger age. Consequently,</p>

Description	
<p>Sport Canterbury supports the 'Balance Is Better' initiative and collaborates with sports organisations across different codes to implement it throughout their disciplines and cultures.</p>	
<p><b>Keep it Positive</b></p> <p>Sport Canterbury recognises the important role that whanau, coaches and supporters play in a young person's sporting experiences. We have partnered with sporting organisations across the wider region to develop the Keep it Positive campaign to promote messages aligned with safe and supportive sideline behaviour. This campaign encourages supports to demonstrate good sportsmanship and foster an environment where mistakes are seen as valuable part of learning and growth.</p>	
<p><b>Sector Capability</b></p> <p>To support organisational capability and enhance sustainability, our efforts encompass governance development, leadership mentoring, diversity and inclusion, training, and the coordination of other relevant workshops for our stakeholders.</p>	
<p><b>Spaces and Places</b></p>	<p>Sport Canterbury ensures that spaces and places meet the needs of the community to increase/improve participation in play, active recreation and sport through supporting stakeholders to develop relevant strategies and plans.</p>
<p><b>Live Stronger for Longer</b></p>	<p>The Community Group Strength &amp; Balance Project is part of a nationwide initiative that is bringing New Zealand Health Agencies together to reduce the number of falls in our elder population. Supporting our Kaumātua to stay living independently and injury free in their own homes is our ultimate goal.</p> <p>Sport Canterbury has been appointed as the lead agency for the Canterbury District Health Board region to implement this initiative.</p> <p>Our role is to create and grow access to accredited strength and balance classes; as improving strength and balance is one of the most effective ways our elders can work towards reducing their risk of falling.</p>

<b>Workplace First Aid Training</b>	<p>Workplace First Aid Training Ltd is a New Zealand Qualifications Authority Accredited Private Training Establishment (PTE). Our first aid courses are customised for our clients to ensure individual needs are met. We provide quality, affordable, and enjoyable courses that give participants the skills, knowledge and confidence to deliver emergency first aid.</p> <p>We have a team of 4 based in Canterbury – Regional Manager, and 3 Instructors. We offer a range of course types including Comprehensive, Workplace, Recertification and Provide Basic Emergency Care. Our one- day Comprehensive course covers Unit standards 6400, 6401 &amp; 6402.</p>
<b>Sport and Recreation Awards</b>	<p>Sport Canterbury has delivered the Mid-Canterbury Sports Awards for over 30 years. We understand the importance of celebrating the success of those in our community and the Sports Awards do just that. We consistently hear of the importance of these awards to the community.</p>
<b>Tū Manawa Active Aotearoa</b>	<p>Tū Manawa Active Aotearoa is a contestable fund – of which there is \$1.49 million available to organisations in Canterbury – dedicated to fostering physical activity among our nation’s Tamariki and rangatahi. The initiative is made possible through the financial support of Ihi Aotearoa Sport New Zealand (SNZ) and administered annually by Regional Sports Trusts, ensuring its benefits reach our most in need communities.</p> <p>Tū Manawa Active Aotearoa fund has a particular focus on groups who are less active, including girls and young women, disabled people and those living in higher deprivation communities.</p>

## Proposed Outcomes

Objective	Outcomes
Strengthen the System	<ul style="list-style-type: none"> <li data-bbox="732 323 1360 444">(a) Grow and develop the capability, capacity and sustainability of individuals and sport, recreation and physical activity organisations to better meet the needs of their community.</li> <li data-bbox="732 444 1360 570">(b) Lead attitudinal and behaviour change amongst physical activity leaders and decision makers, parents and caregivers through supporting relevant campaigns.</li> </ul>
Activate Opportunities in Play, Sport, Active Recreation and Physical Activity	<ul style="list-style-type: none"> <li data-bbox="732 599 1360 781">(a) Support organisations to best meet the needs of Tamariki, Rangatahi, Inactive Adults and Priority Populations through the provision of participant focused, high-quality opportunities which encourage participation and development.</li> <li data-bbox="732 781 1360 884">(b) Administer and support the implementation of the Tū Manawa Active Aotearoa fund and projects in the Ashburton District.</li> </ul>
Provide Leadership, Advocacy and Influence for the Sector	<ul style="list-style-type: none"> <li data-bbox="732 896 1360 1131">(a) Advocate for the needs of communities in play, active recreation and sport throughout the district via Sport Canterbury submissions, presentations, reporting and representations as relevant. Contribute to the strategic direction of play, active recreation and sport through participation in, and facilitation of, leadership and working groups as required.</li> <li data-bbox="732 1131 1360 1221">(b) Dissemination of relevant national and local insights to the Ashburton District Council to assist and inform decision making.</li> <li data-bbox="732 1221 1360 1311">(c) Encourage stakeholder and decision- maker support and investment into physical activity.</li> <li data-bbox="732 1311 1360 1401">(d) Enhance effective communication and working relationships with key Ashburton District Council staff.</li> <li data-bbox="732 1401 1360 1536">(e) Ensure spaces and places meet the needs of the community to increase/improve participation in play, active recreation and sport through supporting stakeholders to develop relevant strategies and plans.</li> <li data-bbox="732 1536 1360 1626">(f) Recognise and celebrate the success of volunteers and participants from the sector by delivering the Mid Canterbury Sports Awards.</li> </ul>

## Ashburton District Council Investment

To support longer-term planning and ensure continuity of support for our organisation and continue to support sustained physical activity participation and wellbeing of the Mid Canterbury District, Sport Canterbury is seeking a three-year investment partnership with Ashburton District Council. This funding will provide greater stability and continuity of service delivery while enabling Sport Canterbury to plan resourcing more efficiently.

As has been noted above, in addition to the support from Sport Canterbury - Mid Canterbury's Community Advisor, the Ashburton District Council also receives regular support and advice from subject matter experts with the wider Sport Canterbury Christchurch based team.

The funding request will see the above outcomes achieved, resulting in enhanced community wellbeing, in line with Sport Canterbury's statement of strategic intent.

\*2026/27 – \$73,416 + GST

\*2027/28 - \$77,086.80 + GST

\*2028/29 - \$80,941,14