



# Waikato Regional Sports Facilities Plan

**SUMMARY  
DOCUMENT**

December 2018

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# 1 INFORMATION

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<b>Document Reference</b>	2018 Waikato Regional Sports Facilities Plan
<b>Contributing Parties</b>	Sport Waikato (Lead), Members of Waikato Local Authorities (including Mayors, Chief Executives and Technical Managers), Sport New Zealand, Waikato Regional Sports Organisations, Waikato Education Providers  Steering Group; Lance Vervoort, Garry Dyet, Gavin Ion and Don McLeod representing Local Authorities, Julian Todd, Sport New Zealand, Matthew Cooper and Michelle Hollands, Sport Waikato.
<b>Contributing Authors</b>	2014 Plan: Craig Jones, Gordon Cessford, Visitor Solutions 2018 Plan: Robyn Cockburn, Lumin
<b>Sign off</b>	Waikato Regional Sports Facilities Plan Advisory Group
<b>Version</b>	Draft Consultation 2018 Document
<b>Date</b>	December 2018

## Special Thanks:

To stakeholders across Local Authorities, Education, Regional and National Sports Organisations, Health and Funding partners who were actively involved in the review of the 2014 Waikato Regional Sports Facilities Plan.

To Sport Waikato, who have led the development of this 2018 plan and Robyn Cockburn, Lumin, who has provided expert guidance and insight, facilitating the development of this plan.

## Disclaimer:

Information, data and general assumptions used in the compilation of this report have been obtained from sources believed to be reliable. The contributing parties, led by Sport Waikato, have used this information in good faith and make no warranties or representations, express or implied, concerning the accuracy or completeness of this information. Interested parties should perform their own investigations, analysis and projections on all issues prior to acting in any way with regard to this project.

Limitations of this Plan are included in Section 3.4, page 8.

All proposed facility approaches made within this document are that developed in consultation with the contributing parties. Proposed approaches represent recommendations based on the findings of the report. All final decisions remain the responsibility of the respective property owners.

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## 3 EXECUTIVE SUMMARY

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### 3.1 Purpose

The purpose of the 2018 Waikato Regional Sport Facility Plan (the Plan) is to provide a high level strategic framework for regional sports facilities planning and optimisation of existing facilities. It provides direction on what should be done and crucially, what should not be done. The Plan focuses thinking at a network-wide sports facilities level with emphasis on national, regional and sub-regional assets, while also capturing local level facility data. It currently does not cover recreation and physical activity provision.

This Plan focuses on built places and spaces where sport and active recreation occur, although it does not currently include areas such as play areas or activities associated with walking and recreational cycling.

The goal of the 2018 Waikato Regional Sport Facility Plan is to ensure a greater proportion of facilities are affordable, efficient, effective and sustainable in delivering more sporting and recreation opportunities for the Waikato Region.

Current funding and delivery partners of the plan include: Hamilton City Council, Hauraki District Council, Matamata-Piako District Council, Otorohanga District Council, South Waikato District Council, Taupō District Council, Thames Coromandel District Council, Waikato District Council, Waipa District Council, Waitomo District Council, Sport Waikato and Sport New Zealand.

Following a review of progress since 2014, this 2018 Plan begins to focus beyond facility development and priorities. It is an update of the 2014 plan and includes an audit of facility inventory and new priorities. It focuses on initiatives that optimise the facilities network and improve the process of sports facility provision. The 2018 Plan supports community hubs and the synergies these afford, and increases the focus on the decision-making framework to guide facility decisions.

The next version of the Plan, scheduled for development in 2020, will take a wider lens on spaces and places for physical activity beyond sport, for example, regional cycleways. It will include a full facility utilisation and inventory audit, school facility provision and use, and active recreation and physical activity facility provision. The focus will increasingly be on optimisation of the current facilities stock.

### 3.2 The Benefits to all partners

The Plan supports a highly valued partner network prioritising investment, guiding best practice, supporting feasibility studies and peer reviews through an informed decision-making process.

For partners and investors the benefits are:

- Advocacy with funders and investors for planned facilities that align with the Plan
- Peer reviews of facility development concepts including feasibility and business cases
- Assistance with investment negotiations
- Facilitated knowledge and resource sharing specific to sports facility provision
- Organisational partnerships fostered to attract events and enhance facility utilisation
- Advice and assistance to develop community hubs
- Provision of training opportunities and information sharing
- Collection and use of regional facility utilisation data to understand demand and inform decision making.

### 3.3 How to use the Plan

The Plan is a tool to assist the coordination of sports facility planning, provision and optimisation.

Like all high-level plans, more detailed planning will be required, and this Plan is not a replacement for detailed research and analysis.

### 3.4 Limitations

The Plan represents the most comprehensive regional facility data currently available. The Plan is based on available data at the time of writing, using secondary data and primary data from third parties. Given the scope and range of data contributors, it is likely there are some data omissions.

This Plan contains some information that was captured as part of the original strategy and has not been updated from the 2014 plan (Jones, C. et al. 2014a), the most significant of which is the schools data.

This Plan does not replace the need for additional focused planning and analysis at a code and specific facility level. As additional sports codes undertake or update their existing national and regional sports facility plans it is envisaged that this Plan will require updating. The Plan examines issues at a network wide level for a range of sports, and it recognised that some individual code aspirations may not align with the Plan.

Specific limitations noted in the development of the 2018 Plan include:

- No engagement with Iwi to capture their aspirations, roles and needs regarding sports facilities
- Restrictions where National Sports Codes Plans do not exist
- The facility inventory relies on information provided by territorial authorities and there is some variation in the level of information provided
- The Plan focuses on built sports facility infrastructure and its current scope excludes active recreation infrastructure (i.e. playgrounds, open space, cycling and walking trails)
- Recreational cycling tracks and trails sit outside of the scope of this Plan
- Changing landscape in the equestrian sector with the Racing Industry Review underway at the time of this plan, and likely consequences regarding ongoing provision of facilities used by the community.

As part of implementing this Plan and in preparation for the 2020 Plan, there is a commitment to address these limitations by:

- Developing partnerships with local Iwi throughout the Waikato
- Increasing the research focus on recreation participation and the implications of this for facilities
- Identifying and investigating a wider range of facilities and facility strategies, including those that sit alongside this Plan – for example the Cycle Strategy and the regional Walking Strategy
- Scoping the information to be collected regarding facilities, including supply and demand, and ensure that school facilities are included in this analysis
- Developing the research requirements for the next iteration of the plan and ensure that they are completed in preparation for the next planned review
- Understanding the seasonal, domestic and visitor tourism demand on facilities in locations such as Taupō and the Coromandel and the impact on demand

Proposed changes to the Local Government Act outline the purpose of local government to “promote the social, economic, environmental, and cultural wellbeing of communities”. The next Plan needs to reflect this changing focus and include a comprehensive understanding of the intergenerational impact of facilities on community wellbeing.

## 4 2014 PLAN REVIEW

This section contains a high level review of the 2014 plan and its impact four years later. Included are:

- progress on higher priority larger capex projects
- case studies showcasing the impact of the plan and the leverage created around these projects
- wider impact assessment for the parties to the plan, including information, engagement and knowledge
- the insights and themes generated through the four years of implementation, and the review and consultation process.

The 2018 Plan has been developed based on this review.

### 4.1 Review process

In developing the 2018 Plan key stakeholders participated in a review of the 2014 plan, and partnered in a collaborative approach to developing and agreeing future priorities and recommendations. Those participating in the review process included: Local Authority Mayors, Chief Executives and Technical Managers; representatives from Regional and National Sports Organisations; Funders; Education organisations; Sport New Zealand and Sport Waikato. Iwi representatives were invited to participate but unavailable at the time of the review consultation.

Robyn Cockburn, an independent consultant with Lumin, worked closely with Sport Waikato to facilitate the review process.

Table 1. Waikato Regional Sports Facility Plan Review Process

<b>Establishment of a Project Advisory Group including representatives of Waikato Region's Local Authorities, Sport New Zealand and Sport Waikato</b>
<b>2014 Plan Review including an impact assessment</b>
<b>Facility Inventory – Stock Take and Audit including new facility builds, omissions and closures since 2014</b>
<b>Strategic Analysis of the current and forward context and review against the 2014 Plan identifying challenges and opportunities</b>
<b>Partner/Stakeholder Engagement to develop the priorities within the draft 2018 Plan</b>
<b>Endorsement and adoption of the 2018 Waikato Regional Sports Facilities Plan</b>

## 4.2 2014 Plan Key Priority Project Achievements

Seven of the eleven priority projects included in the 2014 plan have been completed, are currently in development or are included in the forward commitments and financial plans contained in the 2018-2028 Long Term Plans of the Waikato Region's Local Authorities. In addition, there has also been an indoor court project driven by the local community in Te Kuiti and local sport plans (aligned to the Waikato Regional Sports Facilities Plan) that have informed local authorities of local priorities.

The following outlines the financial investment in a number of these projects:

- \$11.0M The Peak including fit out (50/50 Hamilton City Council / MOE)
- \$16.5M Cambridge Municipal Pool
- \$4M Silver Fern Farms Events Centre, Te Aroha
- \$4M Jack McLean Community Recreation Centre, Thames High School
- \$110K Gymnastics (formerly GymSports) Feasibility Projects
- \$4.5-6M Te Kuiti High School

### High Priority Larger Capex Projects

The 2014 Plan identified the following high priority capital projects for the first ten years (2014 – 2024). The following table provides an update of project progress.

Table 2. Progress of 2014 Regional Sports Facilities Plan High Priority Capital Projects.


Indicative Timeframe	Facility Project	Completed Projects 2018	Projects Update 2018
1-3 years	Two x 4-5 indoor court facilities (Hamilton City Council in partnership with neighbouring Councils or Cross Sector partners)	The Peak - opened 2017	University of Waikato – discussions underway
	Aquatic and Court Facility partnerships (Hamilton City Council with neighbouring Councils or Cross Sector partners)		Hamilton City Council investigating options
	Indoor 25m community pool in Cambridge (Waipa District Council)		Cambridge Pool – underway 2018, due for completion 2020
	Waikato Regional Aquatics Plan (Local Authority Partnership Plan)	Waikato Regional Aquatics Plan - completed 2017	
4-10 years	Two x 2/3 basketball court/ one full size netball court facilities (Thames-Coromandel, Hauraki and/or Matamata-Piako District Councils partnership)	Silver Fern Farms Events Centre (Te Aroha) – opened 2016 Jack McLean Community Recreation Centre (Thames) – Opened 2017	
	Indoor 25m Community Pool (Hamilton City Council)		Hamilton City Council investigating Private partnership options in the north

Indicative Timeframe	Facility Project	Completed Projects 2018	Projects Update 2018
	Indoor 25m Community Pool (potential Thames-Coromandel, Hauraki and /or Matamata-Piako District Councils partnership)	Feasibility Discussion Document Peer Reviewed by Sport New Zealand 2017	Thames Coromandel District Council to progress an Aquatic and Sports Park Feasibility Study – 2018
	Hockey Turf (Hamilton City Council in partnership with neighbouring Councils or Cross Sector partners)		Investigate Artificial Turf Study 2018/2019 (potential partnership study)
	Upgrade existing sports fields (Hamilton City Council)		Hamilton City Council confirmed provision in 10 Year Plan – 2018 - 2028
	Develop additional four fields in the east and northeast of Hamilton (Hamilton City Council)		Hamilton City Council confirmed provision in 10 Year Plan – 2018 - 2028
	Regional squash hub facility (Hamilton City Council) – potential optimisation of existing facility.		Re-visit the feasibility of this project in 2018/2019
	Gymnastics sub regional facility (Hamilton City Council and Matamata-Piako).	Three Feasibility Studies undertaken for Hamilton City, Turn and Circle and Piako Gymnastics Clubs	Project in progress - support further investigation into facility options



### 4.3 Case Studies

## Hamilton City Council / Rototuna Junior High School – The Peak Indoor Recreation Centre



- Options assessment looked at Uni, Wintec and Rototuna Junior High School
- HCC identifies investment in the LTP and fasttracked funding to partner with Rototuna Junior High School
- Cross boundary funding discussed with Waikato District Council with no investment in facility
- Example of MOE/Council partnership with Trust model operational structure – Sport Waikato sit on Trust
- \$11M The Peak (50/50 HCC/MOE) including fit out

## Thames Coromandel District Council - Eastern Waikato Sub Regional Aquatic Facility

- Thames Centennial Pool site is on an Urupa and must be vacated by June 2027
- As a result, Eastern Waikato requires a new facility on an alternative site
- Feasibility discussion document produced for Thames Coromandel District Council in 2017
- Sport Waikato via Sport NZ provided Peer Review in late 2017 – recommended cross boundary discussions with neighbouring councils – Hauraki and Matamata-Piako District Council
- Sport Waikato catalyst to early discussions between Thames Coromandel District Council and Hauraki District Council
- \$18-\$22M Sub Regional Facility
- Thames Coromandel District Council \$50K feasibility budgeted in 2017-18, Funded \$21M in current Long-Term Plan

Figure 1. Waikato Regional Sports Facilities Development Case Studies.

## 4.4 2014 Plan Impact Assessment

The impact of the 2014 Waikato Regional Facilities Plan has been measured over the three years of investment 2014-2017 using a survey sent in March 2018. Results showed:

- increased understanding and knowledge in provision of sport and recreation facilities
- people are better informed and empowered to work constructively with other stakeholders
- increased engagement and collaboration due to the Regional Facilities Plan
- increased knowledge of the sport sector and funding environment

The level of involvement of Local Authority partners in the provision of community sport and recreation facilities has increased as a result of their involvement in the Waikato Regional Sports Facilities Plan, with 81% believing that the Waikato Regional Facilities Plan has positively affected their ability to influence decisions in their community.

*“Provides a very useful frame of reference as to the considerations of capacity, need and funding are addressed in a regional and sub regional context. Stakeholders are better informed so can deal with all the many “facility project” implementation challenges in an empowered way” Waitomo District Council, Technical Manager*

The plan has increased engagement and collaboration and the knowledge of both the sport sector and funding environment. 71% of respondents have been introduced to new ideas or points of view because of the Waikato Regional Sports Facilities Plan and feedback indicates that they have received increased insights into facilities space where otherwise would not have had opportunity and are now more regionally focused with a better ability to weigh up competing needs.

*“The strategic approach to providing sports facilities in the plan is very useful as HCC [Hamilton City Council] begins work on developing its Sport and Recreation Strategy. In particular, the focus on understanding demographic changes and rationalising facilities across the region helps us to determine how we best serve our local community while making a regional contribution”. Hamilton City Council, Technical Manager*

For more detailed information refer to Appendix B.

## 4.5 2018 Plan Key Themes

Strategic review and stakeholder engagement conducted as part of the development of the 2018 Plan identified a number of key themes and priorities for the future:

- **Changing demand** for facilities based on population change (increase/decrease) and population profile (younger/older)
- **Collaboration** between people and groups to increase feasibility, optimisation and where appropriate rationalisation of facilities, with a priority to engage with Iwi
- **Communication** across sectors, valuing the needs and contributions of sport, education, community
- **Multi-agency response** to identify and address needs
- **Cross boundary planning** and investment that recognises the mobility of the region’s communities and requirement for network approach
- **Multi-use facilities** and partnerships across community, education, and private stakeholders
- **Operational efficiencies** that optimise use and reduce cost
- **Funding challenges** and the impact on sustainability
- **Flexible provision** for emerging sports, casual participation and recreation

## 4.6 Revised Framework of the 2018 Waikato Regional Sports Facilities Plan

The 2018 Plan outlines the following key elements:

- **key planning principles** that underpin facility provision and optimisation
- **facility planning process and facility lifecycle** to structure stakeholder decision making
- **facility hierarchies** that articulate local, sub-regional, regional, national and international facilities
- **decision making criteria** and process
- **funding approaches** that assist with partnered facility provision and management
- **challenges and opportunities** that are present in the Waikato region including the demand for sport, and provision and utilisation of facilities
- **recommendations** and **future priorities**

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## 5 PLANNING AND DECISION MAKING PRINCIPLES

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The 2018 Plan is based on some core planning and decision making principles including:

- Principles of facility planning and provision
- Facility planning process
- Facility lifecycle
- Facility hierarchy
- Decision-making criteria
- Funding approach

### 5.1 Key Principles of Facility Planning and Provision

This Plan consolidates the key principles that underpin facility planning and provision.



Figure 2. Key principles of the Plan. Adapted from The New Zealand Sport Facilities Framework (Sport New Zealand, 2017a).

## **Meets Needs**

Facilities should meet an identified need and be fit-for-purpose. There is often insufficient rigour applied to this fundamental question.

The best outcomes are achieved when all of the potential facility users are identified and a deep understanding gained of their range of needs.

## **Sustainability**

Facility sustainability requires consideration of the ongoing operating and maintenance costs of the facility and how these will be funded.

The best outcomes are achieved when the 'whole of life' costs of the facility are considered at the outset and how it is intended that these costs will be met. Often, upfront investment in, for example, facility features that enable greater energy efficiency, can deliver huge dividends over the life of the facility.

## **Collaboration**

Historically sports facilities have tended to be planned and built in isolation.

The best outcomes are achieved when partnerships are developed with education, health, iwi, and/or the private sector. This increases the likelihood that facilities will be used to their full potential, maximising the return on investment and utilisation.

## **Integration**

Facilities need to be fit-for-purpose, and sustainable. The best outcomes are achieved by sharing. Creating multi-use facilities or hubs, or co-locating with other sport and recreation, community, education, or transport facilities and infrastructure is an effective approach.

## **Flexibility**

No one can predict the future, but what we can predict is that things will change. Facilities should be designed to accommodate changing community profiles and associated sporting trends and needs over time.

The best, long-term, outcomes are achieved by designing facilities in ways that enable them to be adapted, developed and extended in response to future demands.

## **Inclusive**

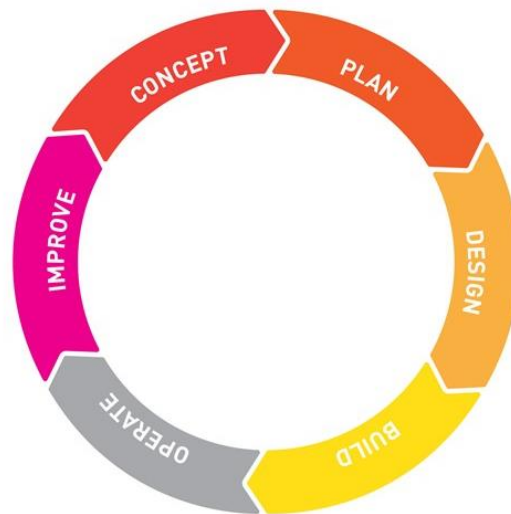
Most people would agree that society is more inclusive than it once was. Experience shows, however, that barriers remain for many in the accessibility of sport, recreation and physical activity pursuits. The goal of the Plan is to ensure all members of the Waikato community have access to and opportunity for participation.

This principle requires us to consider the needs of a wide range of our community when making decisions. Focus should be given to ethnic, financial and ability barriers including but not limited to age and disability.

## 5.2 Facility Planning Process and Facility Lifecycle

The 2018 Plan adopts the New Zealand Sporting Facilities Framework's six stage facility life-cycle (Sport New Zealand, 2017a).

Those exploring facility developments and stakeholders should review the project at each stage of the planning processes, and its alignment with the Waikato Regional Sports Facilities Plan's principles, criteria and recommendations. The principles and criteria should be used to structure stakeholder decision making. Sport Waikato will be able to guide stakeholders through the planning process and direct them towards useful resources.



Each step in the six stage cycle represents a GO/NO GO decision point

### The Six Stages of the Facility Lifecycle

1. **Concept** – identifying the need for a facility and developing the strategic case for doing so, including assessing the specific need in the wider context of the desired facility network
2. **Plan** – ensuring the facility will be fit for purpose, sustainable and future-proof. Assessing and determining financial feasibility based on the facility mix
  - i. **Concept Plan** – Two page high level document outlining the need in the wider context of the desired facility network
  - ii. **Feasibility Plan** - Assess market dynamics, including demographics and changing sport and participant needs (feasibility assessment)
  - iii. **Business Case** - Critique and review key thinking. Include detailed assessment of capital and operational budget and funding plan
3. **Design** – developing the detailed functional and spatial requirements of the facility based on the facility mix. Details are confirmed and estimates finalised. Secure funding for capital and operational investment and expenditure
4. **Build** – constructing the facility
5. **Operate** – managing and maintaining of the facility to ensure it delivers a quality experience. Developing the most effective and efficient operating model and the programming of the facility
6. **Improve** – evaluating the success of the facility, how it has delivered on the identified outcomes and objectives, what improvements can be made and any experience or learnings that can be shared

Figure 3. Six stages in the lifecycle of a facility (Sport New Zealand, 2017a).

The greatest impact on a facility's strategic outcome is made in the concept, plan and improve stages of the facility life-cycle.

### Roles and responsibilities

Each facility planning process requires stakeholders to clearly identify roles and responsibilities, including who plays a facilitation and support role for codes/clubs wanting to develop facilities.

### Further information

For more detail about the Facility Lifecycle, refer to the Sport NZ information: <https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/community-sport-and-recreation-facility-development-guide>

### 5.3 Facility Hierarchy

The following facility hierarchy definitions continue in this Plan. A facility at a higher hierarchy level may also meet needs at all levels including locally.

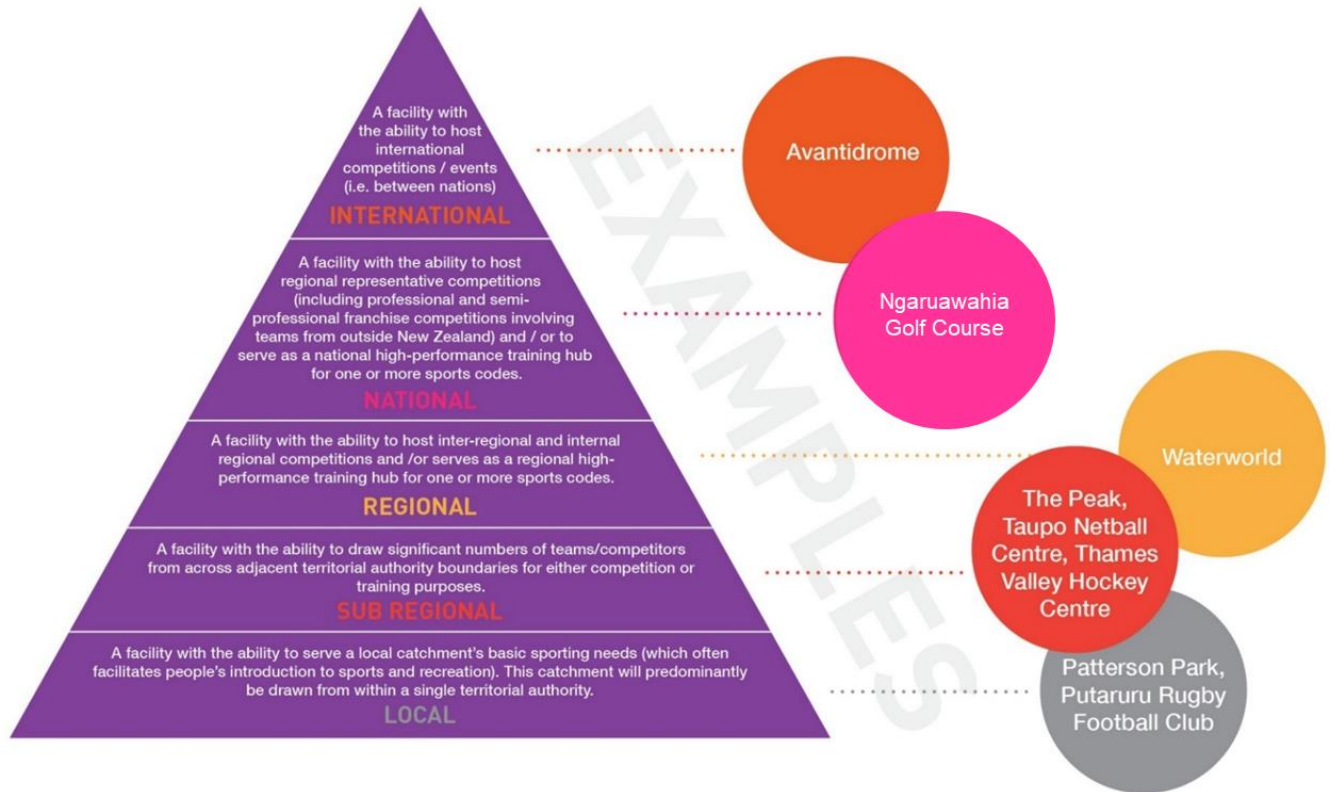


Figure 4. Hierarchy of Facilities with local examples.

## 5.4 Decision Criteria

The 2018 Plan uses criteria to ensure a robust, transparent and fair process in determining the facility required, and/or the priority of each development. These criteria work in conjunction with the facility planning process and facility lifecycle. The criteria should be considered at all levels of planning.

Level One Criteria are critical at the initial evaluation stage. Other levels of criteria are considered in more detail should a proposal progress.

Table 3. Decision Criteria.

Level One Criteria:	
Strategic Alignment	The degree of alignment a facility or proposed facility has with national and regional facility strategies and wider strategic documents and plans, such as those concerned with urban planning, infrastructure development, tourism, economic development, and transport networks
Projected Users and Needs	The degree to which any existing or proposed facility matches the projected needs of the community within its core catchment area. In the case of facilities with wide utilisation (such as aquatics facilities) this involves consideration of all potential and existing users from general recreational users through to members of formal sports codes, ethnic, financial and ability barriers including but not limited to age and disability.
Level Two Criteria	
Stakeholder Partnerships	<p>The potential for operational and/or capital partnerships between multiple stakeholders</p> <p>The potential for wider partnerships (beyond operational and capital) between multiple stakeholders to work together to allow inclusion of other user groups or those with different physical, mental or social abilities.</p>
Network Consideration	The degree to which a facility or proposed facility compliments rather than duplicates the existing network, contributes to network optimisation and builds on the Waikato region's strengths
Demand	The degree to which current and forecast demand exceeds potential supply (once all existing facilities are being run at an optimal operational level) and the facility or proposed facility can meet the identified gap
Operational Sustainability	The degree to which the existing or proposed facility is operationally sustainable. The assessment takes a whole of lifecycle approach which looks at operational and maintenance costs throughout the facility's life.
Return on Investment	The return on investment that the facility, or proposed facility, can generate. This includes social, economic, environmental and cultural impacts.
Level Three Criteria:	
Best Practice	The ability of the facility or proposed facility to reflect international and national best practice in its location, design and subsequent operation
Progress Sporting Objectives	The ability of the facility or proposed facility to progress the competitive sporting objectives of the Waikato region and wider New Zealand society

All proposed facility projects identified in the Plan will need to be tested in more detail, including analysis of verified facts and evidence-based decision making using the decision criteria defined in the Plan.



## 5.5 Funding Approach

The following funding approach outlines the hierarchy of facilities and the potential funders which align with each level (Figure 4). Some funders, such as the Ministry of Education, are more active at the regional, sub regional and local facility category levels via facility partnerships on Education land. Central government are focused on international and national facilities. Other remaining funders have the potential to operate throughout the facility hierarchy.

It will become increasingly important that every funding grant be evaluated carefully to optimise the investment and to not perpetuate a suboptimal facility network that may not meet the changing local community needs.

The Ministry of Education, School Boards, charitable and other funders would also be able to allocate funding as they desired across all facility levels.

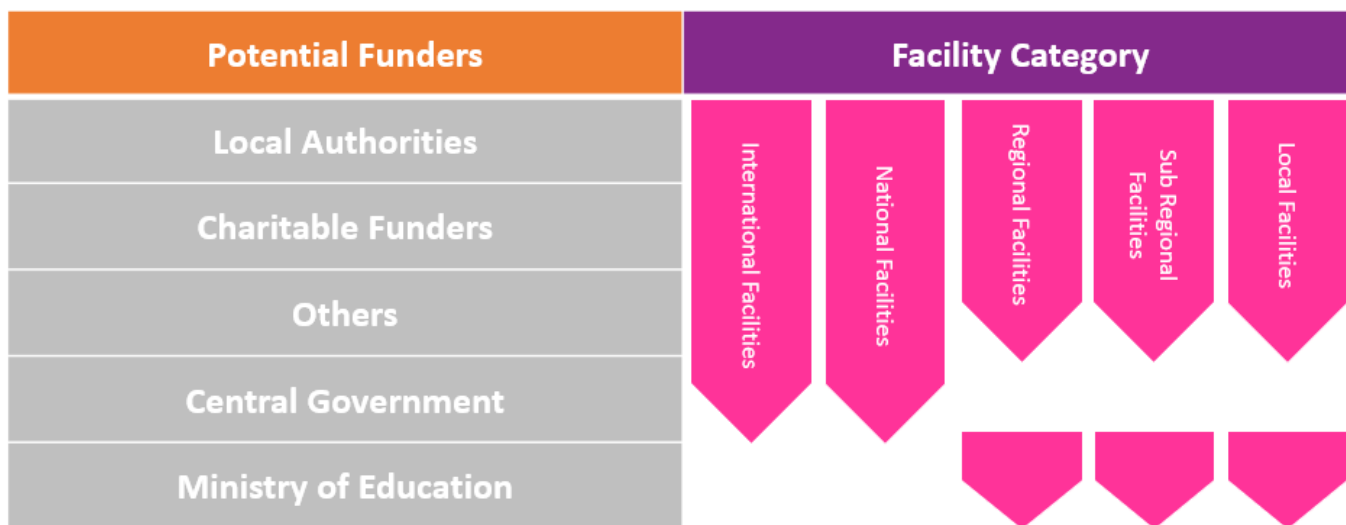


Figure 5. Funding Approach.

The Funding Approach (Figure 4) enables cross boundary facility partnerships between local authorities and other partners, which may involve the transfer of both capital and operational funding between local authorities. The mechanism for this partnership requires negotiation on a case by case basis.

Determining the level of interest in such partnerships would be established by the feasibility assessment stage and would continue according to the six stages of the lifecycle of a facility (Figure 2).

### Summary

The Plan is based on core principles that guide the facility planning process including facility lifecycle, facility planning and provision using a recognised facility hierarchy, and agreed decision-making criteria with a common funding approach.

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## 6 2018 STRATEGIC CONTEXT

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The sports facility network faces a number of challenges and opportunities that necessitate improved and collaborative planning. These include huge growth of population in urban and peripheral areas, rapid aging of the population and static or declining population in rural areas. Each of these drives a different facility need, adding complexity to the provision of the sport facility network.



Figure 6. Facility Network challenges and opportunities.

### 6.1 Changing population distribution and demographics

Changing community profiles typically result in changing sport participation patterns, and the implications of forecast change have been extrapolated from the data.

The Waikato region is a large area with an unevenly distributed and aging population. Projected population growth is expected to occur within Hamilton, Waikato and Waipa districts. All other districts are expected to have relatively static or declining populations.

Increasing populations often bring new communities with new participation preferences. What historically may have been high participation sport may change quickly. Having flexible facilities that enable a range of activities is critical. In addition, population growth requires long term planning, collaborative provision along with other services such as education, and the capacity to extend facilities.

In general, decreasing populations mean that there is a lower rating base, fewer people participating in sport, and the associated weakening of the sporting infrastructure. This will lead to diminishing demand for the facilities and less capacity to fund facility upkeep. There will be pressure to amalgamate, work collaboratively, and share facilities in ways that are affordable and convenient.

Across all communities within the Waikato, the population is aging. Recent Active New Zealand data shows that sport participation decreases over the lifetime, and people typically choose less formal sport and more recreation activities. This has an impact on the longer term use of facilities that requires a multi-use approach including recreation options.

## 6.2 Maintaining Assets, Facility Sustainability and Service Levels

Community sport and recreation assets are provided by a range of entities. Maintaining aging assets, current service levels and facility sustainability is becoming increasingly difficult. This will be particularly relevant in areas with an aging and/or decreasing population. Duplication and underutilisation will make development, operation and maintenance unaffordable over time.

To ensure the sustainability of a facility where there is insufficient demand for sport and recreational facilities, here is an opportunity to look outside of the sport and recreation sphere toward other partnerships and activities that create a multipurpose facility that ties in with council provision of community services. A good example is the Te Atatu Community Centre, in Waitakere, where sports facilities are provided alongside library, community meeting rooms and small business offices. Such a facility might include opportunities for a café to support operation costs, and visiting public services, including health services.

## 6.3 Changing Sport Participation Preferences

Participation preferences are constantly changing. As community needs change, future sports facilities will need to be more adaptable and flexible to allow for new and changing demands. At local and sub regional level there is a pressing need for less reliance on single-activities and more emphasis on multi-functional facilities.

The Active New Zealand 2017 results identified that recreation is a top priority for New Zealanders. When people who had been physically active in the past seven days were asked how they participated, the top five activities were recreational; such as walking, jogging or playing at a local park.

Since the publication of the 2014 Plan, Active New Zealand 2017 results, show an increase in popularity of a number of emerging sports including Lacrosse and Futsal and modified short form traditional sports (3x3 Basketball, 20/20 Cricket and others). While the top 10 sports for adults and young people (aged 5-17 years) reported from Active New Zealand show a relatively consistent theme to past results the rapid proportional growth and increased diversity on offer suggest future survey results may show a different picture. Participation trends, where available will be incorporated into the next review of this plan scheduled for 2020.

### Young people's participation

Waikato Young People's participation preferences have also changed and the top 10 sport and recreation activities in 2017 for Waikato Young People (5-17 years) were:



Figure 7. Top 10 sport and recreation activities in 2017 for Waikato Young People (5-17 years).

The top 10 sports for Waikato Young People (5-17 years) are:



Figure 8. Top 10 sports in 2017 for Waikato Young People (5-17 years).

In Waikato Secondary Schools, (New Zealand Secondary School Sports 2017 data), the top ten sports include:



Figure 9. Top 10 sports most popular in Waikato Secondary Schools.

## Adult participation

The top 10 activities in 2017 for Waikato Adults (inclusive of sports) (18+ years) are:



Figure 10. Top 10 sport and recreation activities in 2017 for Waikato Adults (18+ years).

The top 10 sports for Waikato Adults (18+ years) in 2017 are:



Figure 11. Top 10 sports in 2017 for Waikato Adults (18+ years).

It is important to note that these participation preferences are a snapshot in time and don't reflect changing trends.

## 6.4 Improving Collaborative Approaches

Population growth in certain areas and the desire to replace or refurbish existing aging facilities will place demands on capital funding budgets. It is increasingly important for all stakeholders to work collaboratively to improve provision and enhance the sustainability of sport and recreation facilities.

The Waikato Regional Sports Facilities Plan provides an opportunity for all stakeholders to work in a collaborative and co-ordinated manner to address these challenges. Sport Waikato and Local Authorities play a key role in facilitating improved collaboration

### Summary

The Waikato communities, and their participation in sport is changing rapidly and those that plan for and provide facilities will need to adapt accordingly.

- **Demand:** The location and types of sport facilities and services offered will need to adapt to match and meet changing community needs
- **Rationalisation:** Where repairs and maintenance costs exceed utilisation, particularly with local facilities, rationalisation will need to be considered. Asset management plans will be an important feature of future plans
- **Multi-purpose:** Facility design and modification will need to focus on multi-purpose use and be flexible to allow future adaptation
- **Collaboration:** It will become increasingly important for all stakeholders to work collaboratively to improve delivery of sport facilities. There is an opportunity to expand relationships with the Ministry of Health and the Waikato District Health Board, and consider participation in the use of appropriate facilities as an enabler of better health outcomes and decreased health sector costs

## 7 FACILITY TYPE

### 7.1 Context

The 2018 Plan provides an overview of facility development needs through the lens of facility types. In some instances, multiple sports are connected to a facility type and other sports have unique facility needs. Facility investment in emerging sports that have the potential to contribute to increased sports participation is considered important. However, in most cases there is insufficient evidence of increasing demand to justify investment at this stage, with the exception of cycle activities, and football and its derivatives.

Table 4 outlines the facilities that are the focus of the 2018 Plan. These will be revisited in the 2020 review of the plan. A geographic facility inventory and recommendations for each facility type are included in detail in the appendices.

Table 4. Sports and Sport Facility Type

Types of sport facilities	Sports that typically use these facilities
<b>Indoor courts</b>	Netball, basketball, badminton, volleyball, indoor bowls, and futsal
<b>Aquatic</b>	Swimming, water polo, diving, underwater hockey, synchronised swimming, canoe / kayaking. aquatic facilities are primarily used for learn to swim, recreational use, aquatic play and therapeutic use.
<b>Artificial turfs</b>	Hockey
<b>Outdoor courts</b>	Tennis, netball
<b>Playing fields (inclusive of synthetic fields)</b>	Football, rugby, rugby league, cricket, lacrosse, softball, baseball, futsal
<b>Athletics tracks</b>	Athletics
<b>Equestrian</b>	Show jumping, dressage, eventing, endurance, pony club, polo, polocrosse, rodeo, riding for the disabled (RDA)
<b>Cycling</b>	Cycling, bmx, mountain biking
<b>Squash court</b>	Squash
<b>Gymnastics</b>	Aerobics, artistic, rhythmic, trampoline
<b>Water based sports facilities</b>	Rowing, canoe racing, waka ama, dragon boating
<b>Club room</b>	ALL codes
<b>Bowling, Croquet, Petanque facilities</b>	Bowling, croquet, petanque
<b>Golf courses</b>	Golf, footgolf and driving ranges

## 7.2 National and Regional Plans and Strategies

A number of plans inform and interact with the 2018 Plan. Planning sport facilities requires the alignment of local, regional or national strategic sport and recreation plans for example the Waikato Regional Aquatics Plan (2017) and Gymsports Waikato Facility Plan (2018).

### Sport Code Plans (developed by National and Regional Sports Organisations)

Sport Code Plans, are developed specifically for individual sports, and identify;

- existing facilities and services
- the broad needs of the community
- the action required to meet identified needs

They outline the priorities for sport and recreation facilities and services, ensuring that provision is equitable and efficient. The Sport Code Plans prioritises the opportunities and actions that can be driven by any number of organisations (for example, multisport trusts, regional sports organisations).

### Local Authority Long Term Plans (developed by Local Authorities)

In 2017/2018 Councils undertook their Long Term Planning process, effective 1 July 2018 – 30 June 2028. These plans outline all the services and major projects the Council is planning for the next ten years, an indication of cost, and how they will be funded including the proposed impact on rates.

The following projects have been included in Long Term Plans that are reflective of sub regional or above potential facilities.

▪ Hamilton City Council	Playing Fields	\$46.0M
▪ Hamilton City Council	Cycling	\$35.5M
▪ Thames Coromandel District Council	Aquatic	\$21.1M
▪ Hamilton City Council	Aquatic	\$20.0M
▪ Waipa District Council	Aquatic	\$16.6M
▪ Hamilton City Council	Changing Rooms	\$7.5M
▪ Hamilton City Council	Playing Fields (Rototuna Sports Park)	\$6.0M
▪ Hamilton City Council	Indoor Courts	\$4.0M
▪ Hamilton City Council	Playing Fields (6 Sports Parks)	\$3.0M
▪ Waitomo District Council	Indoor Courts	\$1.5M

### Local Sport Plans (developed in partnership between Local Authorities, Local Sports Organisations and clubs and Sport Waikato)

Sport Waikato has developed Local Sport Plans in partnership with the following local authorities: Waikato, Waipa, Matamata-Piako and Hauraki District Councils (in progress at the time of writing).

The Local Sport Plans;

- provide local level guidance for facility, place and space infrastructure investment
- outline priorities for the delivery of opportunities and services to grow participation in sport
- identify opportunities for partner organisations who provide local community services to contribute to sport outcomes

Guidance is based on feedback from local sport providers, regional sporting codes, Sport New Zealand, sector data and demographic information.



## 8 RECOMMENDATIONS AND PRIORITIES

### 8.1 2018 Priority Facility Developments

The priority facility developments are prioritised over the next 10 years. These are all dependent on securing funding.

Table 5. Waikato Priority Facility Developments

Indicative Timeframe	Proposed Facility Development	Key Partners
1-3 years	4-5 Court Indoor Facility	Hamilton City Council in partnership with University of Waikato and neighbouring councils
	Develop additional four fields in the east/northeast of the city (potentially using partnerships with schools and tertiary institutions to increase the critical mass of sports fields within a precinct)	Hamilton City and Waikato District Council
	Investigation into playing field provision - quality, capacity, optimisation, allocation and future provision	Hamilton City, Waikato and Waipa District Councils
	Investigation into current and future artificial turf provision – potential incorporation into above playing field investigation	Hamilton City, Waikato and Waipa District Councils
	2 Court Indoor Facility (two full sized netball courts)	Waitomo District Council, potentially in partnership with Otorohanga District Council
	Gymsports Regional Hub and optimisation of sub regional facilities	Hamilton City, Matamata-Piako and Waipa District Councils
	Explore developing Regional Facilities Plans for football and lacrosse prior to any field development, including hierarchy and mapping of current network	Hamilton City, Waikato and Waipa District Council
4-10 years	Sub Regional Community Pool	Thames Coromandel, potentially in partnership with Hauraki District Council
	Sub Regional Community Pool	Hamilton City – East/North East, potentially in partnership with Waikato District Council and/or private provider

## 8.2 Priority Network Optimisation Initiatives

The 2018 Plan proposes the following priority facility optimisation initiatives over the next 10 years. Each of these initiatives are funding dependent.

Table 6. Priority Network Optimisation Initiatives.

Indicative Timeframe	Proposed Initiative	Proposed Approach
1-3 years	Facility Hubs/Multisport Provision	<p>Facilitate the development of multisport facility hubs with flexible and adaptable spaces to meet the needs of recreation participation, multiple user groups in growing communities</p> <p>Support rationalisation and/or amalgamation of clubs and groups particularly in areas with static or declining population. Including but not limited to groups and facilities located on Tuakau Domain, Castleton Park, Waihi Domain and Putaruru Domain</p>
	Operational Facility Management Models	<p>Share best practice across the plans key stakeholders from successful Waikato and National examples including:</p> <ul style="list-style-type: none"> <li>▪ Advocate use of Sport New Zealand National Benchmarking to identify and advise operational efficiencies</li> <li>▪ Facilitate the use of lifecycle models and maintenance plans amongst asset owners and facility developers</li> <li>▪ Develop governance and management capability</li> </ul>
	Flexible Facility Provision	<ul style="list-style-type: none"> <li>▪ Mapping and Insights tools to track current and future demand and programming options</li> <li>▪ Identifying future community needs to inform planning decisions</li> <li>▪ Use information as the basis of funding applications</li> </ul>
	Facility provision for older populations	A study undertaken to understand the needs for facility provision catering to the older population
	Developing insights and research; understanding of facility utilisation	Research facility utilisation to inform the 2020 plan by collecting data from schools, facilities, sports codes and partners
	Local Sport Plans	<p>Complete local level sport plans. Use insights to guide sports facility planning, investment and optimisation to improve service capability</p> <ul style="list-style-type: none"> <li>▪ Complete – Waikato, Waipa, Matamata-Piako</li> <li>▪ Underway – Hauraki, Hamilton City (via internal Sport &amp; Recreation Strategy)</li> <li>▪ Proposed – Taupō, Otorohanga, Thames Coromandel</li> </ul>

## 8.3 2018 Recommendations

The Plan recommends that:

1. The 2018 Plan is adopted by the Mayoral Forum (Local Authority Partners), Sport New Zealand and Sport Waikato, as a high level strategic document to assist optimisation of the Region's facility network
2. Sport Waikato continues to be funded to lead the implementation of the Plan
3. All local authorities, Sport Waikato, charitable funders, and Sport New Zealand work together to continue the work towards:
  - a. A revised and signed **Regional Sports Facility Plan MOU** that outlines the terms of delivery, investment and governance for funding partners including local authorities, Sport New Zealand and Sport Waikato in delivery
  - b. An agreed and adopted **Community Facilities Funding Framework** between local authorities. This is designed to assist with the development and operation of international, national, regional, and sub-regional facilities. It will most likely require transfer of both capital and operational funding between authorities
  - c. A **funder MOU** between Sport Waikato, charitable funders and Sport New Zealand. This would provide specialist advice to funders on major facility projects
  - d. A **National / Regional facility partnership agreement** be designed between MOE, Sport New Zealand, Local Authorities and Sport Waikato to guide community sport/education partnerships
4. Sport Waikato actively develop a partnership with Iwi of the Waikato region and contribute to the outcomes of the Plan
5. All local authorities partners, Sport Waikato, charitable funders, and Sport New Zealand work together to widen the stakeholder group to include Iwi, Waikato Regional Council, MOE, economic development and tourism agencies including but not limited to Te Waka, Destination Taupō, Hamilton Waikato Tourism and Destination Thames
6. Sport Waikato to activate a Regional Sports Organisation Coalition to guide input into facility planning amongst other relevant initiatives and topics for the sporting sector
7. The Third Edition review of this Plan is to be conducted before calendar year end 2020, to align with the Local Authority Long Term Planning (LTP) process and inform council LTP priorities for facility investment
8. The 2020 iteration of this Plan to include: a full facility audit including usage and capacity measures; a full school facility and utilisation audit; and expansion of facilities scope to include active recreation.

## Implementation Priorities

1. Identified **potential facility developments** investigated with relevant potential partners, in accordance with the indicative timeframes: 4-5 Court Indoor Facility; addition of sports fields in northeast of Hamilton City; investigation into playing field provision; Investigation into current and future artificial turf provision; 2 Court Indoor Facility (two full sized netball courts); Gymsports Regional Hub and optimisation of sub regional facilities
2. Continue to **share knowledge and grow capability** of local authority Technical Managers and Senior Management through facilitating three annual forums and provision of a resource library.
3. Implement identified **network optimisation** initiatives in accordance with the indicative timeframes: Facility Hubs/Multisport Provision; Operational Facility Management Models; and Flexible Facility Provision
4. **Monitor facility needs and utilisation** and inform the 2020 plan by collecting data from schools, facilities, sports codes and partners
5. **Research recreation participation** to identify inclusion of a wider range of facilities.