

Taranaki Regional Sport Facility Strategy



Prepared for the

Taranaki Regional Sport Facility Strategy Steering Group

4 April 2017

Report Disclaimer

In preparing this report it has been necessary to make a number of assumptions based on the information supplied to Global Leisure Group Limited during investigations for this study. The recommended actions contained in this report are subject to uncertainty and variation depending on evolving events, but have been conscientiously prepared based on consultation feedback and an understanding of trends in facility provision.

The authors did not carry out an audit or verification of the information supplied during the preparation of this report, unless otherwise stated in the report. Whilst due care was taken during enquiries, Global Leisure Group Limited does not take any responsibility for any errors nor mis-statements in the report arising from information supplied to the authors during the preparation of this report.

Authors

Richard Hutchinson, David Allan

Global Leisure Group Limited

Richardh@glg.nz, DaveA@glg.nz



Forward from Sport New Zealand

Sport New Zealand aims to get more young people and adults into sport and active recreation and produce more winners on the worlds sporting stage. It does this through its strategic approach for Community Sport and High Performance Sport outcomes. Spaces, places, and facilities for sport is one of five strategic priorities in the Community Sport Strategy with a goal to develop and sustain a world leading community sport system where the need of the participant and athlete is the focus.

With leadership from the network of Regional Sports Trusts, Sport NZ is actively supporting better decision making and investment for future sporting spaces and places through a collaborative regional approach with local and regional government, education, funders, national and regional sports organisations.

The drivers for taking a regional approach to facility planning can be one or more of the following:

- The desire of funders to invest wisely in identified priority projects that will make the most impact

- An ageing network of facilities needing refurbishment, re-purposing, replacement or removal

- Changing demographics within a community, such as an increase in the population.

- Changing participation trends nationally and within a region requiring new types of facilities, or a new use of an existing facility

- Increasing expectations of users and user groups

- A growing acknowledgement that there is a hierarchy of facilities – regional, sub-regional and local – and that regional collaboration is the only fair and reasonable way to build and manage regional and sub-regional facilities.

- The risks inherent in focussing on and responding to the wants rather than the priority needs within a region.

Sport Taranaki and its local government and funding partners are to be commended for collaborating and developing a strategic region-wide view and identifying the priorities for future spaces, places and facility needs.

Table of Contents

1	Executive Summary	3
2	Introduction	4
2.1	<i>Purpose</i>	4
2.2	<i>Methodology</i>	4
2.3	<i>Three Part Approach</i>	4
2.4	<i>Using this Strategy</i>	4
3	Part 1 Needs and Trends	6
3.1	<i>Key Issues and Challenges</i>	6
3.2	<i>Participation Trends</i>	7
3.3	<i>Current Providers</i>	11
4.	Part 2 Future Planning and Priorities	13
4.1	<i>Facility Hierarchy</i>	13
4.2	<i>Facility Planning Principles and Criteria</i>	13
4.3	<i>Strategy Implementation</i>	16
4.4	<i>Project Assessment Process</i>	16
4.4	<i>Regional Competitive Advantage</i>	21
4.5	<i>Gaps and Oversupply at a Regional Level (Code by Code Gap Analysis)</i>	22
4.5.4	<i>Aquatic Sports</i>	29
4.5.5	<i>Specialised Sports</i>	31
4.6	Key Facilities Recommendations for the Region	36
4.6.1	<i>Aquatic Facilities</i>	36
4.6.2	<i>Indoor Courts</i>	36
4.6.3	<i>Outdoor Fields</i>	37
4.6.4	<i>Outdoor courts</i>	38
4.6.5	<i>Specialised Sports</i>	39
4.6.6	<i>Hub Facilities</i>	41
4.7	<i>Implementation Approach</i>	43

1 Executive Summary

The Taranaki region faces a number of challenges that impact on the current and future provision of facilities it is essential that these challenges are clearly defined and addressed to ensure that the region has a flexible and fit for purpose network of facilities to meet the future sporting needs.

The majority of Taranaki's sports facilities were developed over 30 years ago to meet the specific needs of a number of traditional sporting codes. While many of these codes have grown and prospered some have declined over the past 30 years.

New Plymouth is where demand for more provision from population growth will occur and additional demand from population changes will primarily be for facilities suitable for older adults.

The popularity and participation in sports codes is changing reflecting the changing demographics, emergence of new sports, the growth in informal recreation pursuits and competition from sedentary activities (often digital technology based). As community needs change, sport and recreation facilities need to change with them, be adaptable and flexible to meet the changing needs. Facilities will need to be more adaptable, attractive, multi-purpose and better meet the needs of a wider range of activities and users.

Facilities (and the sports using them) that can adapt and develop will thrive where those that don't are likely to struggle to survive.

The sport and recreation sector, like many community based activities is facing other trends including:

- Increasing expectations in the standard of facilities from users and sports codes

- Decrease in volunteer culture and increased demand for 'pay for play' and the casualization of sport.

- Increased responsibilities and burden placed on volunteers to meet user expectations, health and safety and other compliance requirements.

In planning for the future requirements, the strategy identifies a hierarchy of provision from community through to International facilities and has developed robust facility planning principles and criteria to improve future decision making when investing in sporting facilities. To support the strategy an online opens source regional facility data collection platform and analysis tool has been developed by Sport NZ to assist with the planning and decision making process for the regions priority projects.

The strategy identifies 38 recommendations in key facility areas of:

- Aquatics

- Indoor courts

- Outdoor fields

- Outdoor courts

- Specialised sports facilities

- Sports hub facilities (regional, district and community).

2 Introduction

2.1 Purpose

The purpose of the Taranaki Regional Facility Strategy is to guide the future development of sports and active recreation facilities for the Taranaki region.

The Strategy is designed to provide:

- An inventory of existing facilities.
- Analysis of the gap between current facilities and current and future needs.
- Identifying future investment requirements.
- Establish a facility hierarchy of sport and active recreation facilities in the Taranaki region.
- A prioritised list of recommendations for the development or rationalisation of facilities.

2.2 Methodology

In developing this strategy, a comprehensive process was undertaken to engage with the key stakeholders and collate the baseline information of existing facilities and future needs. These included:

- Document review
- Key informant interviews
- Strategy group workshops
- Code workshops
- Surveys
- Telephone dialogue

2.3 Three Part Approach

The strategy has been set out in three distinct parts to include:

Part 1 Needs and Trends

Part 2 Future Planning and Priorities

Part 3 Code by Code Summaries (Appendix 1)

2.4 Using this Strategy

As a high-level strategy and ambitious in scope, both geographically and in terms of content, further planning will be required at both the regional and district level. The strategy should not be seen as a replacement for this detailed planning, nor the existing strategies that exist nationally and across the region.

This strategy does not set a standard level of service for sport and recreation facilities across the region. Individual Council's and asset owners determine their own specific levels of service through strategies, policies and Long Term Plan processes. However, it is intended that this strategy provide a framework to help guide regional and district provision and individual Council's levels of investment and service for sport and recreation facilities.

Given that the strategy has examined issues based on available evidence at a network wide level, some specific code aspirations may not align. There may be instances where a particular club or code have aspirations to develop facilities to a higher standard than is required or in a location where there are other facilities available. Where

this eventuates it is important to take a network based approach across the region to ensure that the regional priorities are met.

The strategy is envisaged to be used as a tool to assist the coordination of future sport and recreation facility planning and provision, and the funding and investment needs that are required.

Limitations

This strategy has been developed using the available data at the time of writing. Given the reliance on the available secondary data and the primary data collection from third parties it is considered likely that there will be some gaps in the detailed facility audit. However, this plan represents the most comprehensive regional facility analysis available at the current time.

This strategy provides a high level strategic overview of the current and projected facility needs, it identifies the future priorities and provides a robust method to review and prioritise potential projects across the region. While these priorities are identified, it is essential that detailed, site specific investigations are undertaken to assess the feasibility and viability of individual projects.

3 Part 1 Needs and Trends

3.1 Key Issues and Challenges

The Taranaki region faces a number of challenges that impact on the current and future provision of facilities. It is essential that these challenges are clearly defined and addressed to ensure that the region has a flexible and fit for purpose network of facilities to meet the future sporting needs. The challenges identified are summarised below:

3.1.1 Changing population demographics

Data from Statistics NZ shows Taranaki's population has been growing steadily over the past twenty years, and is projected to increase steadily into the future. New Plymouth remains the dominant population centre within the region. South Taranaki has the youngest population in the region and the largest number of Māori residents.

Taranaki's population is ageing, but at a slower rate than at the previous census. The region currently has the sixth oldest age structure in New Zealand. The population of the Taranaki Region is somewhat less multi-ethnic than that of Total New Zealand, with greater proportions European and Māori (European, 75.8 per cent compared with 64.9 per cent nationally; Māori, 15.0 per cent compared with 12.8 per cent nationally) and smaller proportions Pacific Island, Asian, MELAA and 'Not Elsewhere Included'. The region's Māori and Pasifika populations are predominantly younger than the European demographic.

Taranaki generally fairs well in terms of lower levels of unemployment, and reasonably high levels of median incomes. Taranaki has a family size that is slightly larger than the national average, and two parent families account for over two thirds of families. The largest households reside in the South Taranaki and Stratford districts.

The total population is projected to increase from 109,608 in 2016 to 130,290 by 2043 however nearly all the projected growth is concentrated in New Plymouth.

In addition to the natural ageing of the population, the Taranaki region experiences an on-going challenge in terms of net migration loss at 15-19 and 20-24 years of age as people leave the region for education and work opportunities.

Table 1: Current and Projected Population

	2013 (Census)	2043	Change
New Plymouth	74,757	93,800	25.5%
Stratford	9,069	9,190	1.3%
South Taranaki	26,157	27,300	4.4%
	110,079	130,290	18.4%

Table 2: Current and Projected Population (under 19 years)

	2013 (Census)	2043	Change
New Plymouth	20,640 (27.6%)	21,760 (27.9%)	+5.4%
Stratford	2,660 (29.3%)	2,270 (23.2%)	-14.7%
South Taranaki	8,120 (31.0%)	6,820 (24.8%)	-16.0%
	31,420 (28.5%)	30,850 (26.8%)	-1.8%

Table 3: Current and Projected Population (over 65 years)

	2013 (Census)	2043	Change
New Plymouth	12,480 (16.7%)	26,200 (23.2%)	+110%
Stratford	1,476 (16.2%)	2,130 (24.7%)	44%
South Taranaki	3,858 (14.7%)	6,700 (25.0%)	71%
	17,802 (16.2%)	34,930 (23.7%)	96%

The population of the region is changing and with it brings new challenges and opportunities. These changes impact differently across the region. The key demographic changes that will impact on participation and future demand for facilities over the next 30 years are:

The Taranaki population is projected to grow by 18.4% (20,211 more residents) between 2013 and 2043. The vast majority of the projected population growth within the region is in New Plymouth with a 25.5% increase (19,043 more residents)

The population is projected to age significantly with increase by 96% between 2013 and 2043 from 17,802 residents (16.2% of population) to 34,930 (23.7%) of the region's population being over 65 years old by 2043.

The traditionally heaviest users of most sporting facilities are the under 19 years age group, this is projected to decrease 1.8% between 2013 and 2043 from 31,420 residents (28.5% of population) to 30,850 (26.8%). This decrease of young residents is marked in Stratford and South Taranaki with a slight increase in New Plymouth.

Taking into consideration current and projected population and demographic changes future facility provision is likely to change. e.g. an ageing population (96%) increase may influence the nature and purpose of facilities that respond to these needs.

3.2 Participation Trends

The majority of Taranaki's sports facilities were developed over 30 years ago and were developed to meet the specific needs of a number of traditional sporting codes. While many of these codes have grown and prospered some have declined over the past 30 years.

Some of the traditional codes including rugby, netball, football and cricket continue to be popular and are maintaining a strong level of participation.

Some codes are declining in popularity with falling membership levels but with little or no change in the size of their facility network. Bowls, golf and tennis are examples of these codes. While not all individual clubs / facilities are the same, the decline in membership places an increased organisational and financial burden on the remaining members.

A number of codes are increasing in popularity and often need relatively low investment in infrastructure, in particular more informal or individual codes for example mountain biking, triathlon and surfing. These codes are struggling to secure access to facilities or develop facilities to enable their code to grow.

The emergence of new activities and the need to support existing infrastructure is placing significant pressures on available funding sources which reinforces the need for greater sharing and flexible spaces.

The Taranaki Secondary School Sports Programme has grown considerably over recent years, as has the range of sporting activities provided with activities such as motocross, Rogaine and dressage added as well as the traditional activities such as netball, rugby and volleyball. In addition, there are a number of codes with high levels of participation at secondary schools with limited opportunities available within community to continue participation after leaving school, in particular indoor sports codes including badminton, basketball and volleyball.

Understanding the trends in secondary school sports is essential when considering the future facility requirements. As trends change, identifying sports which are in high demand at school and providing flexible facilities to enable community based participation to continue.

In addition to the individual code participation trends there are a number of other significant participation trends that are impacting more and more on demand and use of facilities. These trends are widely recognised in the sector and include:

- Increasing expectations in the standard of facilities from users and sports codes

- Decrease in volunteer culture and increased demand for 'pay for play' and the casualization of sport.

- Increased responsibilities and burden placed on volunteers to meet user expectations, health and safety and other compliance requirements.

Please refer to Part 3 *Code by Code Summaries* for more detailed data on participation trends.

3.2.1 Increased burden on volunteers

A significant challenge facing regional and local level sport is the increasing burden placed on a decreasing number of volunteers due to available funding, increased expectations of members/ users, demand from users to 'pay and play', responsibility for health and safety, compliance requirements and limited property management experience.

These challenges are often duplicated at the club level creating significant pressure on the volunteer network. Many of the codes recognise that some facilities are underutilised and that there could be significant benefits to be gained from developing a multi-sport approach and partnering with others to maximise the use of the facilities. A key challenge is how could this be achieved, especially when the current volunteers are struggling with the day to day club operation workload.

3.2.2 Collaborative approaches

The region has some good examples of establishing community based multi-sport hubs including the TSB Hub Hawera and TET Stadium, Stratford. These partnership approaches to integrated facilities demonstrate a willingness and track record of the community and key stakeholders working together locally to develop integrated solutions. An example is the TET Sports Hub in Stratford where the tennis courts are located next to the hockey turf to enable shared use of facilities.

While these facilities provide good examples, other clubs and facilities are struggling with day to day club management, administration and governance. These organisations are of varying size and scale, however all are facing very similar challenges regarding administration, bookings, health and safety requirements, finance, website, advertising etc.

While collaborative approaches can improve the quality of delivery and increase the use of a facility the challenge is to ensure that they are of an appropriate scale and are suitably resourced to ensure that the burden on volunteers with administration are not perpetuated. It is essential ensure quality resources are developed to ensure the effective, efficient and sustainable management of facilities.

3.2.3 Fit for purpose facilities

Community sport and recreation assets are aging with many struggling to continue to be fit for purpose. In many cases meeting the basic maintenance standards is a significant challenge as codes struggle to comply with factors such as current building codes and earthquake strengthening.

A number of codes identified that often it is not the overall number of facilities which is a concern but the condition and suitability of those facilities to meet current needs. Clubrooms and changing facilities are aging, and access to training lights (on sports parks, artificial surfaces on school sites) is seen as a significant barrier to maximising use of existing facilities.

Pressure on indoor sport facilities and sport fields is a significant concern, particularly fields for football and rugby. While both identified that there are sufficient number of fields, the condition and quality of surface of fields and access to fields with floodlights for training were particular concerns.

3.2.4 Geographic distribution of major facilities

A number of previous regional facility development decisions have endeavoured to ensure that there is wider access and provision spread across the region and that the region as a whole can benefit from good quality facilities and events. While the reasons behind the decision are clear it has resulted in several sports, particularly hockey and athletics, having an over-supply in one area while other areas are under supplied. As a result utilisation of some of these facilities is lower as they are not located within or near the main population centre in the region. Most users of these facilities want convenience in accessing facilities (shorter travelling time and cost commuting to venues) and generally they do not recognise or care about the spread of facilities across administrative boundaries.

Greater coordination and planning is required to ensure that significant new regional facilities are located within close proximity of the majority of potential users to meet the need and to maximise use. Where this is not the case with existing facilities, a coordinated approach is required to ensure that all relevant stakeholders work collaboratively to ensure that these regional facilities are sustainable and additional provision is made to meet demand in the areas of need.

Several major regional facilities are distant from the major population centre and the largest concentration of the participation base (New Plymouth). As a result, there are some facilities that continue to be supported, despite having a small (and occasionally declining) participation base, while the need for development of local capacity in New Plymouth in order to further grow and support participation is not being met. In considering the development to any new hub facilities it is important to consider the potential impact on existing facilities at a regional or district level.

Where new hub facilities are developed or created from the expansion of existing facilities these should not usually be considered as additional new but as replacement. This will enable rationalisation of the existing facilities network to provide modern high quality, multi-use and fit for purpose facilities. Where this is not the case and agreement cannot be reached to rationalise the provision, the development of new facility should be given a lower priority.

3.2.5 Gaps and duplications in provision

There are a number of codes where there is evident over-supply, where participation levels have declined and the facilities are now under-utilised including:

- Bowls

- Golf

- Tennis (Refer to Appendix 1 for further detail)

There are gaps where participation is increasing and under-supply is evident with users reporting that they struggle to access suitable facilities, including:

- Access to indoor courts for sports such as badminton, basketball, netball, handball, volleyball and futsal.

- A compliant standard 25m competition swimming pool for intra and inter-regional events.

- Year-round access to indoor aquatic facilities for recreation and fitness swimming.

- Access to quality sports fields and multi-field site and provision of training lights.

3.2.6 Opportunities for regional competition

A number of codes identified that a lack of access to suitable facilities restricted the ability to host regional, national or international competitions. It will not be possible with available resources to meet the demands of every code to

host national or international events in the region, but consideration should be given to ensuring each code has access to a suitable facility for their Taranaki intra-regional competition, e.g. swimming, tennis, basketball. There is a limited supply of national and international events and there is intense competition between regions to attract these events. In addition, some codes are limiting events to centres with good air travel capability and sufficient commercial accommodation.

3.2.7 The facility ‘time bomb’

There has been significant investment into the development of sporting facilities in the region which has enabled generations of the local community to be physically active and take part in a wide range of sporting activities. However, the facility network is aging; for example 5 of the 6 community swimming pools in New Plymouth District were built before 1965. In addition, many community facilities have significant deferred maintenance issues, participation trends and participant expectations are changing. The region is sitting on a ‘time bomb’ of unsustainable, aging and not fit for purpose facilities that require a planned approach to ensure they are selectively upgraded, modernised to be fit for purpose, converted to new purposes and/ or rationalised.

A Combination of Challenges

A large number of clubs were contacted during the strategy development to help understand some of the key facility issues they are facing on the ground. The challenges with aging facilities and the increasing burden on volunteers were identified frequently.

Encouragingly, many saw the advantages of working collaboratively and were open to exploring future collaboration opportunities. While many were open to the idea of collaborative working and had talked about it before, many just didn’t know how this could be done or where they could go for help.

The potential barriers identified included:

- the reliance on volunteers that were often struggling to manage the day to day administration of the club;
- lack of knowledge of council processes and who to talk to;
- they had spoken to someone and club was expected to drive it forward however they didn’t have the knowledge, skills and time commitment to make it happen; and
- time and resource commitment required to establish effective collaboration arrangements.

3.3 Current Providers

There are many different organisations involved in the provision and management of facilities within the region, these include:

- Territorial authorities
- Regional Sports Organisations
- Clubs
- Facility Trusts
- MOE / education sector
- Private / commercial providers.

While a number of partnership approaches have been developed over the years traditionally the above owners and managers of facilities have mostly operated in isolation. It is important to understand how these roles are changing and the implications of those changes.

Table 1: Organisation and Role

Organisation	Key Roles	Key Role: Current and Future Challenges
Territorial authorities	Provider Enabler Investor	<p>Territorial authorities have the lead role in the provision of facilities through direct ownership and management and leases to clubs.</p> <p>There is an increasing move to transfer the responsibility for smaller facilities to the community sector. While this can provide short term benefits in terms of community management it raises significant long term sustainability challenges for the new owners and community funders.</p>
Regional Sports Organisations	User	<p>The majority of regional sports organisations are users of facilities. This places significant pressure to secure access for regional competition and training with access secured often at the expense of community users. RSOs are also becoming increasingly constrained by the cost of facility access and management.</p>
Clubs	User Provider	<p>Some clubs are taking an increased role in the ownership and provision of facilities, whilst others are looking to minimise their risks associated with ownership of facilities. The former can place an increased burden on volunteers to manage additional facilities without the resources (financial and people) to secure the long-term sustainability.</p>
Facility Trusts	Provider	<p>A small number of sporting facility trusts have been established to own and manage facilities on behalf of the community.</p> <p>This provides independent community ownership and access. However, establishing and maintaining sustainable income streams to fund operations and renewals to secure their long-term future is a challenge, as is the establishment of effective governance and operational support..</p>
MOE / education sector	Provider	<p>The education sector has a long track record of providing sporting facilities, many of which are made available for community use. However, there is a mixed picture; some schools are more restrictive of community use, whilst others are entering into partnerships enabling greater community use.</p> <p>Opportunities to maximise facility use with the school during the day and community at evenings and weekend provide a win-win situation. The challenge is to ensure that access is managed in such a way to maximise use and ensure the long-term viability of the facilities.</p> <p>Nationally, the MOE is now more actively supporting community-school dual use and dual provision partnerships and released a Shared-Use</p>

Organisation	Key Roles	Key Role: Current and Future Challenges
		Policy in 2015 to support its intent
Private / commercial providers.	Provider	The commercial sector plays a significant role in providing a small range of sporting facilities, primarily learn to swim, health and fitness and indoor sport where there is potential to generate a commercial return.

Operating Challenges

A number of challenges have been identified regarding operational efficiencies and the long-term sustainability of community owned/ managed facilities. Transferring more and more facilities to community ownership does have many benefits including:

Governance and management is closer to the activity and is likely to be better informed as to needs of users and act to remedy asset issues.

Can be more entrepreneurial in approach to operating and sustaining the asset.

In-kind contributions of materials and labour from local businesses should be greater as they are aligned with the owner organisation (often members).

Ability to secure 3rd party funding for renewal and re-development of facilities.

Challenges include:

Insufficient expertise in the governance board and management of the owner organisation

Lack of resources to employ experienced personnel to manage asset.

Transfer of asset does not have realistic level of on-going funding support for asset costs (operating, maintenance and renewals)

Vulnerability to decline in membership base and participation to sustain the asset

A partnership approach is required to ensure the long-term sustainability of these facilities is considered from the outset and prior to any transfer of the asset. There also needs to timely support in the form of impartial expertise to help navigate to a successful transfer of ownership.

Should clubs and organisations need to set membership fees at a level to ensure that all facilities are sustainable in the long term without rate-payer and other funding support, although price is a significant barrier to participation.

While there are challenges to facility provision, it is clear that a multi-code sport partnership approach is required to reduce duplication in provision, consolidation to fewer facilities to enable higher use and occupancy. These measures will generate economies in scale to aid long-term sustainability.

4. Part 2 Future Planning and Priorities

4.1 Facility Hierarchy

In considering the network of facilities in the region it is important to recognise that each facility has a role to play in meeting a range of different needs as part of the network.

The following hierarchy has been identified for use within this strategy and future facility planning in the region.

4.1.1 Facility Hierarchy Definitions

International / National

A facility with the ability to host international competitions/events (i.e. between nations) and regional representative competitions (including professional and semi-professional franchise competitions involving teams from outside New Zealand) and/or to serve as a national high performance training hub for one or more sports codes.

Regional:

A facility with the ability to host inter-regional and internal regional competitions and/or serves as a regional high performance training hub for one or more sports codes.

District:

A facility with the ability to draw significant numbers of teams/competitors from across an individual or adjacent territorial authority boundaries for either competition or training purposes.

Local:

A facility with the ability to serve a local catchment's basic sporting needs. This catchment will predominantly be drawn from within an individual town or cluster of suburbs within a local authority.

It is important to recognise that levels within the hierarchy are not exclusive and a single facility can meet the needs of different levels, for example a regional facility will also likely meet local needs.

4.2 Facility Planning Principles and Criteria

4.2.1 Planning Principles

In considering future facilities to meet the sporting needs it is essential that we learn from the past and ensure that future facilities are developed in a robust and planned way. Sport NZ identifies in the National Sport Facilities Framework¹ a set of planning principles to improve future decision making when investing in facilities. These have been reviewed and endorsed by the Taranaki Region Project Steering Group as central planning principles which should underpin all future facility developments in the region. They are:

- Meeting an identified need and fit for purpose to meet the need
- Sustainability – consideration of whole of life costs
- Partnering / Collaboration
- Co-location and Integration
- Future proofing – adaptability
- Accessibility

Meeting an identified need and fit for purpose to meet the need

¹ The New Zealand Sporting Facilities Framework Sport NZ (2015)

Experience shows that there is often insufficient rigour applied to the fundamental question of need and what is the fit-for-purpose solution. The best outcomes are achieved when all of the potential users of the facility are identified and a deep understanding is gained about their needs.

Sustainability – consideration of whole of life costs

Sustainability means able to be maintained at a fit for purpose level. Experience shows that often there is insufficient consideration of the ongoing costs of a facility: what the operating costs will be and how they will be funded, and what the maintenance will cost and how that 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, investment up-front in, for example, shared reception or greater energy efficiency, can deliver huge dividends over the life of the facility.

Partnering / Collaboration

Historically sports facilities have tended to be planned and built without sufficient early identification and engagement with potential partners; experience shows the value of early consultation at the idea or concept stage.

Better outcomes are achieved when partnerships are developed with those beyond the sport and recreation sector: education, health, Iwi, and the private sector. This increases the likelihood that duplication can be avoided and the facilities will be used to their full potential, maximising the return on investment in terms of participation and funding.

Co-location and Integration

Often, the best outcomes are achieved by sharing. Experience shows that an effective way of achieving these outcomes is to create integrated hub facilities, multi-use facilities, or to co-locate with other sport and recreation, community, education, or transport facilities and infrastructure. This usually means some consolidation of provision at these key hub sites.

Future proofing – adaptability

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. Experience shows that facilities should be designed to accommodate changing needs over time.

Accessibility

Most people would agree that society is more inclusive than it once was. Experience shows, however, that we still tend to associate ‘accessibility’ with building facilities that cater for people with disabilities. An accessible facility meets these needs as well as those of the young, the old and many other groups such as shift workers.

Given our goal of ensuring all New Zealanders have access to sport, the best outcomes are achieved when we develop facilities, and programmes within those facilities, that consider all of the demographic and cultural diversity within our communities as well as people with disabilities.

4.2.2 Facility Planning Criteria

To implement the strategy and ensure that the priorities are identified and determined in a fair and transparent way, a series of facility planning criteria have been developed based on best practice within the sector. These criteria recognise that:

There are not enough funds to go around, we can't afford to keep building individual sport facilities for each community.

Evidence indicates we can't afford to maintain what we have, let alone build more to meet growing and changing needs.

We need to be smarter and prioritise the future investment.

When using these criteria care is needed to ensure that individual local needs (a smaller community facility) or a large facility that is used almost to capacity by one code are not overlooked.

To assist with identifying the future priorities and help in project development the facility planning criteria have been developed at three levels. These are:

Level 1 – Essential Criteria which all projects must meet.

Level 2 – High Priority Criteria. While not essential to meet all of these criteria, projects should demonstrate clearly how they address the high priority criteria.

Level 3 – Desirable Criteria. The important factors which should be considered, but are not identified as key drivers for facility development.

Level 1 – Essential Criteria

Participation levels: The numbers of participants affected now and projected into the foreseeable future.

Supply vs Demand: The degree to which current demand/needs exceeds current facility provision.

Strategic Planning: The degree to which the proposed development aligns with, and supports the implementation of National and/or Region wide planning processes, where these exist.

Level 2 – High Priority Criteria

Partnership: The degree to which the proposed development is multi-use, multi-code, partnership, hubbing and cross sector collaboration.

Flexibility: The ability to adapt to changing demand and reflect changing sporting trends and needs.

Evidence base: The degree to which the proposed development is supported by informed research and consultation.

Impact on other facilities: The degree to which the proposed development impacts on existing facilities or sporting hubs (positive/complementary rather than in competition).

Gap in Provision: The degree to which the proposed development can only be met through additional facility provision (i.e. cannot be met without additional facility provision).

Sustainability: The degree to which capital and operational costs can be met considering the whole of life costs.

Level 3 – Desirable Criteria

Events: The degree to which the proposed development enhances the region's ability to host major events.

Pathways: The degree to which the proposed development enhances the sporting pathways in the region as a both an incubator of talent and, where appropriate, a centre of excellence.

4.3 Strategy Implementation

A collaborative approach is essential to ensure the support and implementation of the strategy. A Strategy Steering Group will:

Oversee the implementation of the strategy

Review and prioritising strategy recommendations and priority actions.

Promote the strategy within the region and through key stakeholder organisations

Monitor, review and provide regular updates on the progress in implementing the Strategy

Review and recommend on key regional facility projects based on application of the principles and assessment criteria.

4.4 Project Assessment Process

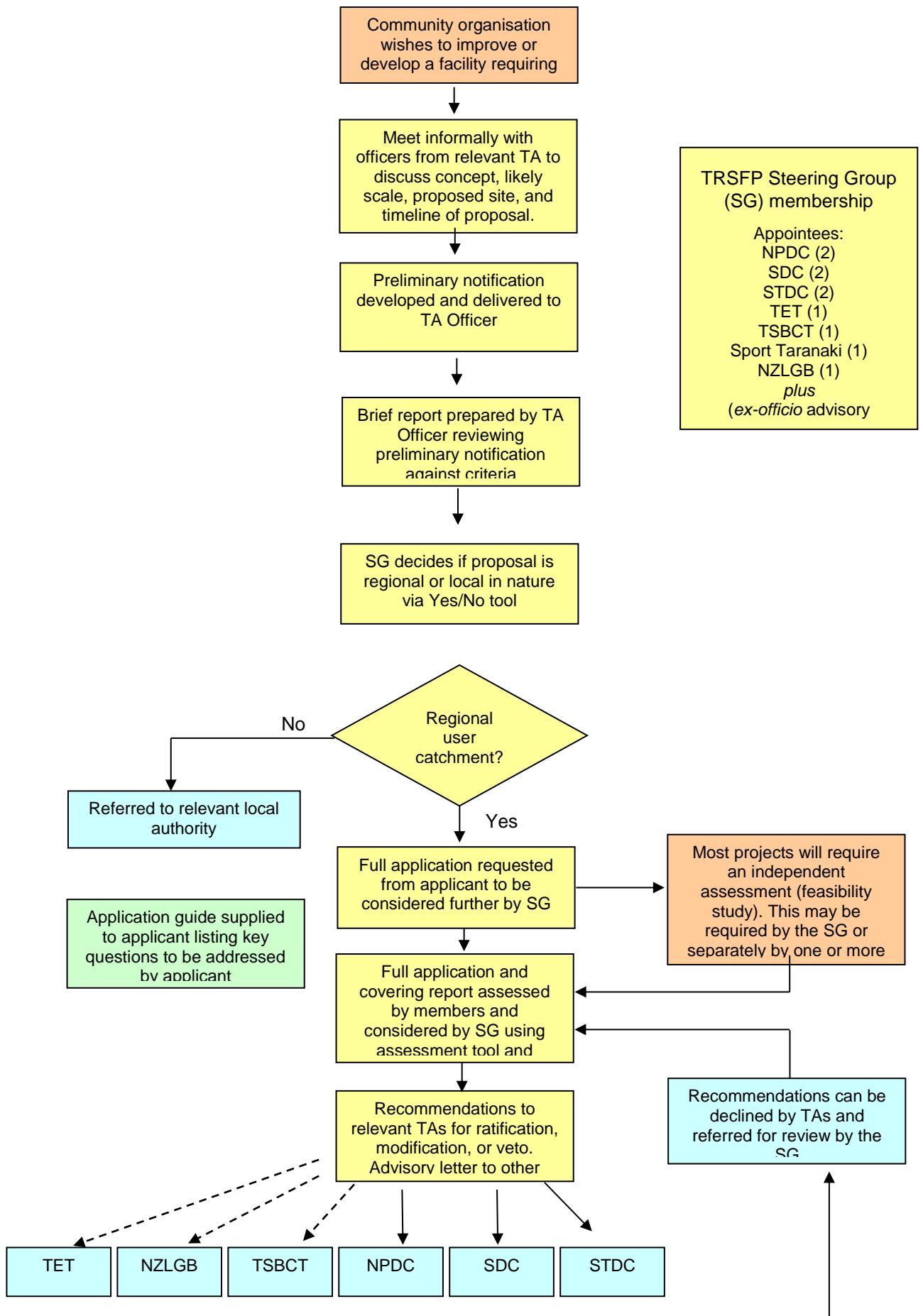
A project evaluation process has been developed to support and promote the collaborative engagement of key stakeholders including community funders, territorial authorities, Sport Taranaki, regional sports organisations, facility trusts, clubs and education providers.

The process is not intended to replace the decision-making processes for individual stakeholders but to inform and make recommendations to assist in the prioritisation of key regional facility projects.

Key Stakeholders include:

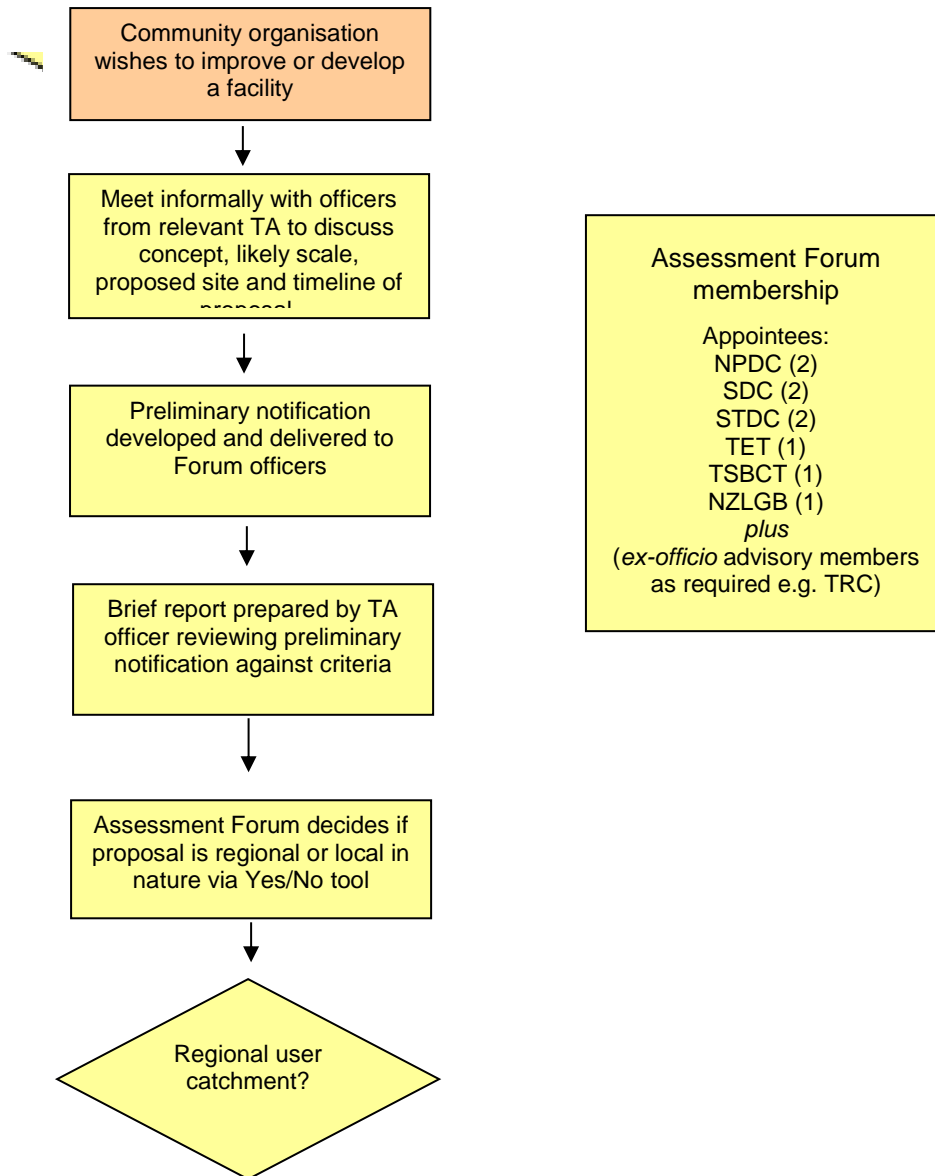
- Sport Taranaki
- New Plymouth District Council (NPDC)
- South Taranaki District Council (STDC)
- Stratford District Council (SDC)
- Taranaki Electricity Trust (TET)
- Taranaki Savings Bank Charitable Trust (TSBCT)
- Taranaki Regional Council (TRC)
- New Zealand Lottery Grants Board (NZLGB).

Project Assessment Process



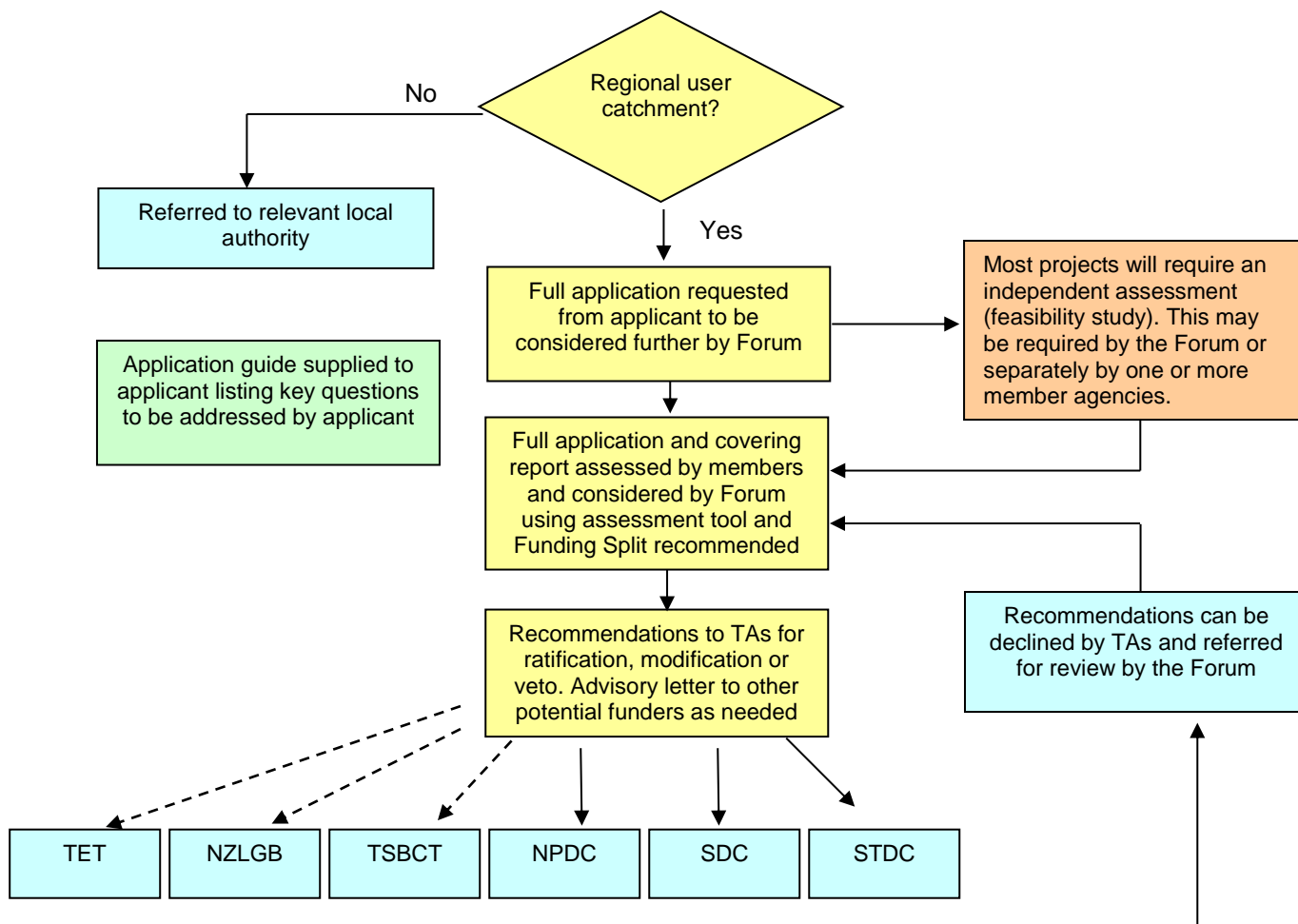
Step 1 Preliminary Phase

The initial stage in the process is a pre-notification stage to consider the facility concept and identify if it is of Regional or Local scale.



Step 2 Application Phase

Where a project has been identified to be of a Regional scale a full application is considered. The outcome of this process will be a recommendation for support to the relevant territorial authorities and advisory information to the local funding bodies.



All proposed facilities, whether new build or redevelopments, should go through this process. However, the scale of the proposed project and its likely ongoing operational costs will dictate how detailed the analysis in each stage of the process will need to be. For some smaller projects the process can likely be truncated. For example, a small, local level facility development proposal may require less detailed analysis than a District, Regional or National level facility development proposal. Sport Taranaki, as the process facilitator, can provide guidance on this.

4.3.3 Funding Approach

Implementation of the Strategy will require an agreed funding approach. The approach will need to outline each facility level (from international to local facilities) and the potential funders which align best with each level. Certain potential funders, such as the Ministry of Education, are likely to be more active at the regional, district local facility category levels (via facility partnerships on Ministry land) while others, such as central government, are more likely to be focused on international and national facilities. The remaining funders have the potential to operate over all facility category levels.

A funding approach would need to enable cross boundary facility partnerships between local authorities (and other partners). This approach will likely require both capital and operational investment by more than one local authority.

Determining how this is done would need to be negotiated between the parties involved on a case by case basis (most likely aligned with catchment population and anticipated utilisation levels).

Determining the level of interest in such partnerships would initially begin to be assessed at the preliminary phase in the project evaluation process and continue throughout the full application and decision making phase.

Coordinating the funding approach would be assisted by both:

- A regional facility partnership funding policy which has the support of local authorities, community funders, and Sport New Zealand.

- A coordinated funding MOU / accord between local authorities, Sport Taranaki, community funders, and Sport New Zealand, which sets out funding priorities for a set period (and which should be regularly reviewed).

The Ministry of Education, School Boards, community and other funders would also be able to allocate funding as they desired across all facility levels. Ideally this funding would be guided by the proposed funding MOU / accord between all potential funders (which in turn would be based on the principles, criteria, priorities and recommendations of the Taranaki Regional Facility Strategy).

4.4 Regional Competitive Advantage

The Taranaki region is unique and has a number of competitive advantages that impact on sporting and recreational opportunities. In considering these it is essential that the region plays to its strengths as well as recognising some of the limitations.

The regional competitive advantages include:

A Partnership Approach

The region has led the way in establishing community based multi-sport hubs. These partnership approaches to integrated facilities demonstrate willingness and track record of the community and key stakeholders to work together to develop local solutions.

Opportunities existing to learn from, support and further develop the existing partnerships as well as develop new ones to ensure that community delivery of sport is supported in a sustainable way.

Natural Environment

The region is supported by an abundance of natural features which provide for a range of activities including surfing, surf lifesaving, running, walking, triathlon, mountain biking and horse riding.

Many of these activities are in growth and opportunities to maximise access to suitable facilities can significantly increase participation for community and events.

Major Facilities

There are a number of major facilities which are significant at a National level. Both the Yarrow Stadium (rugby, football), TET Hockey Stadium (Hockey) regularly host national and international events and act as a significant draw to the region. In addition, other major facilities include and TSB Stadium (indoor sports) in New Plymouth, TET Stadium (Athletics) in Inglewood, Egmont A&P Showground (Equestrian) in Hāwera.

While future facility development may enable a wider range of major events to be facilitated in the region, a targeted approach to maximise the profile and utilisation of existing facilities for major events and acknowledgement that not all codes /events can be supported at the same level within the region provides a regional advantage.

Regional Funding Support

Sport and recreation in the region is supported by a strong and mixed funding base of philanthropic Trusts, Local Government and commercial sponsors. A coordinated approach to funding has the significant potential to drive and enable regional priorities to be developed and implemented.

World class participation and development pathways

The region has a high level of participation in sport and recreation and a strong track record in supporting and developing talented athletes in a wide range of codes.

Opportunities exist to build on these and ensure the region is recognised for world class participation opportunities and as an incubator of talent.

While it may be desirable for the region to aspire to provide facilities and opportunities for all codes, at all levels, it is recognised that providing high performance training facilities or International / National level facilities for major events is not supported in terms of the level of demand and is not economically sustainable for a region of Taranaki's size.

4.5 Gaps and Oversupply at a Regional Level (Code by Code Gap Analysis)

The following summaries provide a brief overview of each sports code at a regional level. A more detailed analysis of each code and consideration at a territorial authority level is in Appendix 1.

	Adequate supply to meet need, no demand management measures in place, sport code able to promote participation
	Marginal level of supply compared to need, minor demand management measures may be in place, negatively impacting on ability of sport code to promote participation
	Significant shortfall in supply compared to need, demand management measures in place (e.g. limiting number of teams in competitions), sport code not able to promote participation

4.5.1 Indoor Codes

4.5.1.1 Badminton

Indoor Codes	International / National	Regional	District	Local
Badminton				

The TSB Stadium is of a suitable size for regional competition. However, line markings and clear background walls limit the suitability. In addition, securing affordable access to the TSB Stadium for badminton events is a challenge.

Overall, club based participation has declined with the priority focus to increase participation in regional and club activity at Star Gym.

Priorities for badminton include:

- Expanding Star Gym as a regional venue
- Securing ongoing access to public facilities for casual use.

4.5.1.2 Basketball

Indoor Codes	International / National	Regional	District	Local
Basketball				

Securing regular access to indoor courts is considered a significant barrier to increasing participation at all levels of basketball. While a number of school gyms are used, securing regular access for basketball can be difficult.

The TSB Stadium is of a suitable size for regional competition. However, line markings and court runoff limit the suitability. In addition, securing affordable and sufficient access is a challenge. Availability is interrupted by events.

Priorities for basketball include:

- Securing access to a six-court indoor venue suitable for regional competition and to meet demand for community participation.
- Securing access to a show court to host national level events.
- Providing opportunities for 3v3 outdoor basketball courts.

4.5.1.3 Volleyball

Indoor Codes	International / National	Regional	District	Local
Basketball				

Securing regular access to indoor courts is considered a barrier to increasing participation. While there is a high level of participation at college age there are limited opportunities to participate after leaving college.

Both the TSB Stadium and the TET Multi-sport Centre have been used for regional competition. Availability of the TSB Stadium is interrupted by events.

Priorities for volleyball include:

Securing access to suitable courts to meet demand for community participation.

4.5.1.4 Futsal

Indoor Codes	International / National	Regional	District	Local
Futsal				

Futsal has been identified as a growing sport. However, no indoor facilities were identified to accommodate potential demand. The TSB Stadium has hosted a Taranaki secondary school futsal tournament. No regular futsal activity is currently provided in the region.

4.5.1.5 Gymsports

Indoor Codes	International / National	Regional	District	Local
Gymsports				

Gymsports have previously organized regional competitions at the TSB Stadium or the YMCA (with access other local facilities).

Priorities for Gymsports include:

Developing the planned gym facility as part of the Clifton Park Sports Hub to meet regional, district and local needs and potential for national based competition.

Exploring opportunities to develop / secure additional capacity to meet current demand at a local level.

4.5.1.6 Handball

Indoor Codes	International / National	Regional	District	Local
Handball				

Handball currently has a low level of participation. It has limited regular access to facilities.

Priorities for handball include:

Securing regular access at a local level.

4.5.1.7 Indoor cricket

Indoor Codes	International / National	Regional	District	Local
Indoor cricket				

Indoor cricket is currently provided for in the Action Indoor Sport Stadium. No specific facility issues were identified.

4.5.1.8 Marching

Indoor Codes	International / National	Regional	District	Local
Marching				

The facilities used include Taylor Street Park and Eltham Primary School.

The priority for marching is to secure access to toilets and changing facilities.

4.5.1.9 Netball

Indoor Codes	International / National	Regional	District	Local
Netball				

Netball currently utilises indoor courts at the TSB Stadium, Sandford Stadium, YMCA, TET Multi-sport Centre (Stratford) and The Hub (Hāwera).

At a local level, no issues were identified in terms of access to indoor courts outside of New Plymouth. The TSB Stadium is used for netball however is constrained by:

- Court safety run-off does not meet Netball NZ specifications
- Lack of court availability for regular access to enable local competitions
- Access to drug testing, medical facilities and media provision limit the ability to host National events

The priorities for Netball are:

- Securing greater and regular access to indoor courts to meet the local demand in New Plymouth
- Access to a 6-court venue to support regional competitions
- Securing access to a show court and seating to host potential national level events.

4.5.1.10 Roller-skating (& In-line Hockey)

Indoor Codes	International / National	Regional	District	Local
Roller				

The New Plymouth Roller Sports Arena is the primary venue and can host international competition for roller hockey. While this is used for other disciplines it is not fully suitable to meet the different needs of the various skating disciplines.

The priority for roller skating is

- upgrade and re-surface one of the existing courts at the New Plymouth Roller Sports Arena to meet the demands of a wider range of skate disciplines.

4.5.1.11 Squash

Indoor Codes	International / National	Regional	District	Local
Squash				

Overall access to courts is not considered an issue. The priority for squash is the maintenance and refurbishment of existing facilities.

4.5.2 Outdoor Field Sports

4.5.2.1 Cricket

Outdoor Field Codes	International / National	Regional	District	Local
Cricket				

Cricket has access to a number of facilities suitable for hosting competitions up to a national level.

The priorities for cricket include:

Increased access to artificial turf wickets for junior cricket

Maintenance and refurbishment of local clubrooms and changing facilities.

4.5.2.2 Football

Outdoor Field Codes	International / National	Regional	District	Local
Football				

Football has experienced growth in Taranaki however has identified a number of facility challenges including:

A Taranaki Sub - Regional Home of Football –

There is no facility within Taranaki suitable as a home of football (The National Facility Strategy identifies the need for a primary home of football in the Central Region, defined as an artificial turf and 2 natural turf fields with year-round football access, supported by smaller satellites. A facility in Taranaki would be defined as a satellite site).

Access to fields

Overall there are sufficient number of fields however access is restricted by field quality and capacity. This is considered to be of greater significance in New Plymouth.

There are no single multi-field parks (with minimum of 6 fields) capable of hosting regional competitions in New Plymouth.

A heavy reliance on school fields to meet demand. These fields are often over-used and of poor quality.

Other facilities

Limited / no access to changing facilities and club rooms on some sites

Access to training lights

Ongoing maintenance and refurbishment of clubroom and changing facilities.

Priorities for football include:

Developing a home of football (a Central region satellite venue)

Improving field quality (including drainage)

Access to training lights

Development of an artificial turf

Access to a multi-field venue to host large scale regional competitions

Access to clubroom and changing facilities

Maintenance of clubroom and changing facilities.

4.5.2.3 Hockey

Outdoor Field Codes	International / National	Regional	District	Local
Hockey				

The synthetic hockey turf at the TET Multi-sport Centre at Stratford is regularly used for international competition and is supported by the Devon Park Hotel Turf in New Plymouth. In addition, a number of school half turfs and tennis courts with suitable surfaces provide local junior participation and training opportunities.

There is a clearly identified need for an additional hockey turf to meet increasing community demand in New Plymouth. This is supported by the National Hockey Facility Strategy and the Taranaki Hockey Facility Strategy. Should this be developed the combined facilities in Stratford and New Plymouth would meet all Hockey New Zealand's event hosting requirements for its larger tournaments (i.e. with access to 3 turfs within a 90-minute drive time).

The priorities for hockey include:

Developing a second community hockey turf in New Plymouth to meet the highest area of unmet demand

Securing access to clubrooms and changing for community hockey in New Plymouth

Installing lights at community/ school half turfs for junior hockey and training.

4.5.2.4 Rugby

Outdoor Field Codes	International / National	Regional	District	Local
Rugby				

The Yarrow Stadium is the regional home of rugby and has regularly hosted International competition. Rugby has highlighted a number of facility challenges including:

Access to a regional training venue including artificial turf for Taranaki Rugby player development academies and representative squads plus some use by local club(s)

While overall there are sufficient fields access is restricted by field quality / capacity from lack of adequate drainage. This is considered to be of greater significance in New Plymouth.

There is no large multi-field venue (6 fields) capable of hosting regional competitions within New Plymouth.

Access to training lights.

Ongoing maintenance and refurbishment of clubroom and changing facilities at a local level.

Priorities for Rugby include:

Developing a regional training venue with floodlit artificial turf

Improving field quality (mostly improved drainage)

Access to training lights

Access to a multi-field venue to host large scale regional tournaments

Maintenance of clubroom and changing facilities

4.5.2.5 Rugby league

Outdoor Field Codes	International / National	Regional	District	Local
Rugby League				

Rugby League is currently operating at a local level through the network of 7 clubs with Hickford Park identified as a hub for regional competitions and representative training.

The priorities for Rugby League include:

Maintenance and refurbishment of existing facilities

Secured access to Hickford Park as a regional venue for representative competition and training.

4.5.2.6 Softball

Outdoor Field Codes	International / National	Regional	District	Local
Softball				

Hickford Park is identified as the main venue for all softball participation with 4 diamonds. Softball is currently at a lower level of participation and is undergoing a period of re-building.

The priority for softball is

- the maintenance and refurbishment of the clubrooms at Hickford Park

4.5.2.7 Touch

Outdoor Field Codes	International / National	Regional	District	Local
Touch				

Touch utilises a number of parks and school grounds across the region.

The priorities for touch includes:

Securing access to sufficient grounds to meet demand, particularly in New Plymouth

Access to a multi-field venue (6 field) to host large scale regional competitions

4.5.2.8 Ultimate Frisbee

Outdoor Field Codes	International / National	Regional	District	Local
Ultimate Frisbee				

Ultimate Frisbee is a relatively new activity to the region and is growing in participation. A priority for ultimate Frisbee is to secure regular access field space as participation numbers continue to increase.

4.5.3 Outdoor Court Sports

4.5.3.1 Basketball (Outdoor)

Outdoor Field Codes	International / National	Regional	District	Local
Basketball				

Outdoor 3v3 basketball is increasing in popularity. However, limited opportunities have been identified across the region.

The priority for outdoor basketball is

- to secure access to informal courts to meet local demand

4.5.3.2 Netball (Outdoor)

Outdoor Field Codes	International / National	Regional	District	Local
Netball				

Netball currently use a number of venues across the region with the regional hub at the Waiwhakaiho Park Netball Courts. The Waiwhakaiho Park Courts are located within a residential area which generates issues with access and parking. A long-term decision is required as to the preferred location of the courts between their current location or adjacent to a future indoor venue to provide an integrated regional hub.

Overall it is considered that there is a sufficient number of courts with the current priorities including:

Providing flood lighting to maximise the use of existing courts

Improving existing court surfaces

Providing some covered courts?

4.5.3.3 Tennis

Outdoor Field Codes	International / National	Regional	District	Local
Tennis				

Tennis currently has a network of 27 clubs across the region. While this provides good local access, it is identified that club participation has been declining overall and there are sufficient courts to meet demand.

While there are sufficient courts overall it is identified that there are no suitable (8-12 court venues) suitable to host a regional competition hub.

The priorities for tennis include:

- Developing a suitable regional competition hub

- Developing partnerships between tennis clubs and other users to maximise the use of existing courts

- The maintenance and upkeep of the existing club facilities

The Tennis NZ National Facility Strategy provides some guidance and support from the National Body should be sought to assist with facility planning.

4.5.4 Aquatic Sports

4.5.4.1 Canoe & Kayaking

Aquatic Codes	International / National	Regional	District	Local
Canoe and kayak				

There are a wide range of aquatic provision suitable for canoe and kayak within the region. It is identified that club membership has been growing and the main barrier to increased participation is access to equipment and qualified instructors.

4.5.4.2 Canoe Polo

Aquatic Codes	International / National	Regional	District	Local
Canoe Polo				

Canoe polo currently has limited access to the Bell Block Aquatic Centre and have been unable to secure access to other indoor facilities in the region. Lake Rotomanu is used over summer months however access to year-round water area is considered a barrier to participation.

No facility is identified as suitable to meet competition demand and competitions are currently held out of region.

4.5.4.3 Fishing

Aquatic Codes	International / National	Regional	District	Local
Fishing				

Recreational fishing has high participation and uses a number of sites across the region including wharfs, beaches and from boats. The main facility challenges include the increased congestion around boat ramps.

No immediate facility priorities were identified. However, increased access to toilets at key sites would be beneficial.

4.5.4.4 Rowing

Aquatic Codes	International / National	Regional	District	Local
Rowing				

The Waitara River is identified as the regional rowing facility. There is increased demand from other aquatic codes to use the rowing clubroom and storage facilities (e.g. canoe).

The priority for rowing is

- the maintenance and refurbishment of the existing facility at Waitara.

4.5.4.5 Surfing

Aquatic Codes	International / National	Regional	District	Local
Surfing				

While many beaches are used, 4 main surfing beaches are identified within the region. The majority of surfing is informal.

The main priorities include:

- Improving parking at the main surf beaches
- Improved access to toilets and changing at the main surf beaches.

4.5.4.6 Surf lifesaving

Aquatic Codes	International / National	Regional	District	Local
Surf Lifesaving				

Surf lifesaving is based out of the 4 surf lifesaving clubrooms. The key challenges identified include:

- Access to indoor aquatic facilities for year-round training
- Lack of a regional administrative / competition office to base operations

Surf lifesaving priorities include:

- Improved access to car parking, toilets and changing at key beaches
- Maintenance and refurbishment of clubrooms
- Improved access to indoor aquatic facilities for year-round swim / fitness training.

4.5.4.7 Swimming

Aquatic Codes	International / National	Regional	District	Local

Swimming				
----------	--	--	--	--

Access to suitable aquatic provision for swimming clubs and general participation is identified as a significant gap. While there are a number of outdoor facilities providing good access during the summer months the challenges identified include:

There is limited access to year-round swimming (club squad swimming, surf lifesaving, casual users, fitness swimmers, etc) because of the unmet demands and number of pool users, this is particularly acute at the regional hub facility in New Plymouth.

Current facilities may not be able to retain accreditation and as a result all swimmers will have to go out of the region to post NZ Swimming recognised qualifying times.

High level of utilisation of existing facilities unable to meet demand for different user groups.

Priorities for swimming include:

An additional 25m 10 lane regional competition pool with a focus on intra-regional competition in New Plymouth.

Additional year-round indoor pool capacity for lane swimming for casual / fitness swimmers in Hawera to enable learn to swim, programme activities and some community lane swimming (4 lane)

Maintaining access to community focused, year-round indoor pool in Stratford.

4.5.4.8 Waka Ama

Aquatic Codes	International / National	Regional	District	Local
Waka Ama				

Waka ama is increasing in popularity with 3 clubs in the region.

The key facility priorities include:

Storage facilities for craft

Access to social areas / clubroom

4.5.5 Specialised Sports

4.5.5.1 Athletics

Specialised Codes	International / National	Regional	District	Local
Athletics				

The TET Stadium in Inglewood provides for an international quality facility and acts as a regional hub facility. This is supported by a number of local purpose grass tracks located throughout the region.

The key facility challenges include:

Maximising the use of the TET Stadium athletics facility due to a small local catchment population.

Securing access to suitable local all-weather surface training facility provision within the key population centre (New Plymouth) to increase grass roots participation in athletics.

The priority for athletics is to secure suitable high quality local participation facilities within New Plymouth.

4.5.5.2 Cycling – BMX & Track

Specialised Codes	International / National	Regional	District	Local
BMX				
Track Cycling				

BMX has access to high quality facilities within the region. The priorities for BMX include:

On-going track maintenance, start gate and corner improvements at Hāwera

Completion of the new track at Hickford Park, on-going track maintenance and access to toilets.

Track cycling have recently developed a community velodrome and cycle park at Hickford Park. Track cycling priorities include securing access to public toilets at Hickford Park.

4.5.5.3 Cycling – Mountain Biking

Specialised Codes	International / National	Regional	District	Local
Mountain Bike				

There are three primary facilities used for mountain biking and the Mountain Bike Club has been taking a leading role in developing a network of trails. The key challenges for mountain biking include:

The long-term future of facilities is unclear as both the Mangamahoe and Busing Forest trails are within areas that are subject to future logging.

There is limited parking and no toilets available at the sites.

The Mountain Bike Club take a lead role in developing the open public trails network however have no security of access.

The priority for mountain bike includes:

Developing car parking and toilet facilities for both community users and support the development of regional events.

Securing long term access to sites to maximise investment in trials

Secure access to additional sites to develop additional network of trials

Developing the Great Ride Te Kāhui Maunga trail around Mount Taranaki with start finish base at Pukeiti Gardens.

4.5.5.4 Equestrian

Specialised Codes	International / National	Regional	District	Local

Equestrian codes are made up of multiple disciplines including pony club, riding for the disabled, cross country, show jumping, dressage as well as casual riding. Each of these disciplines have different facility challenges and needs which include:

High quality indoor facilities suitable for national events is in Hāwera, however travel times restrict access as a local facility from northern Taranaki.

There is no access to indoor facilities in the northern Taranaki region.

Limited opportunities for casual riding with increasing restrictions on beach access limiting use

Declining access to private farm land which restricts opportunities for trials and events with available cross country courses decreasing from 7 to 3 over the last 5 years.

Ability to ride safely on public roads due to design of roads and steep verges.

Disjointed facilities make it difficult to transition participants from pony club through to other disciplines.

Future priorities for equestrian include:

Developing a multi-discipline community level facility or network of facilities within the north Taranaki region to meet the needs of the main population base.

Develop a regional equestrian plan to address access and management issues as well as other specific facility needs.

4.5.5.4 Golf

Specialised Codes	International / National	Regional	District	Local
Golf				

There are 19 golf course identified in the region. The key challenges include:

While there are 19 golf courses across the region only 1 is of championship standard.

Many of the clubs have increasing maintenance costs, have declining membership and are struggling to remain financially sustainable.

A number of clubs are located in close proximity to each other and struggle to recruit members and volunteers.

There are no driving range facilities in the region.

Overall the access and number of facilities is not considered an issue by golf. Maintaining the medium to long term viability and sustainability without significant change is the challenge.

The priorities for golf includes:

Exploring opportunities to maximise use of the facilities through partnerships with other activities, mergers of clubs and rationalisation of courses and facilities.

Developing a regional plan and a network approach based around 2 championship standard courses supported by up to 8 local courses

Establish a regional golf hub to include driving range and practice areas.

4.5.5.5 Indoor Bowls

Specialised Codes	International / National	Regional	District	Local
Indoor bowls				

Indoor bowls has 37 clubs serving using 2 indoor bowls centres and 20 other community venues. A key challenge for indoor bowls is sustaining the membership levels. Access to facilities not identified as a significant issue.

4.5.5.6 Lawn Bowls

Specialised Codes	International / National	Regional	District	Local

Lawn bowls				
------------	--	--	--	--

Lawn bowls has 25 clubs in the region. Challenges include:

Many of the clubs have increasing maintenance cost, are struggling to remain financially sustainable due to declining membership.

A number of clubs are located in close proximity to each other and struggle to recruit members and volunteers.

Overall the access and number of facilities is not considered an issue for lawn bowls. Maintaining the medium to long term viability and sustainability without significant change is the challenge.

The priorities for lawn bowls include:

Exploring opportunities to maximise use of the facilities through partnerships with other activities, mergers of clubs and rationalisation of facilities.

Developing a regional plan and a network approach to identify a viable future pathway for lawn bowls

The BOWLS NZ National Facility Strategy provides some guidance and support from the National Body should be sought to assist with facility planning.

4.5.5.7 Martial arts

Specialised Codes	International / National	Regional	District	Local
Martial arts				

Martial arts have seven clubs based out of 5 dojo's in the region.

The priorities for martial arts include securing additional space and improved access to toilets and changing facilities

4.5.5.8 Small bore rifle & Shooting

Specialised Codes	International / National	Regional	District	Local
Small bore rifle and shooting				

There are four small bore rifle and shooting facilities in the region providing opportunities through to a national standard facility. While access to facilities does not appear to be a significant challenge there appears to be a significantly decreasing membership resulting in a regional competition no longer being held.

4.5.5.9 Skateboarding

Specialised Codes	International / National	Regional	District	Local
Skateboarding				

A total of 16 skateboarding facilities have been identified, two of which have hosted regional competitions.

4.5.5.10 Tri-sport

Specialised Codes	International / National	Regional	District	Local
Tri-sport				

There is one club which runs a number of events throughout the year mainly using open spaces and public facilities. While no specific event facility requirements have been identified the priority for tri-sports is access to year-round indoor aquatic provision of training and fitness swimming.

4.5.5.11 Wrestling

Specialised Codes	International / National	Regional	District	Local
Wrestling				

Wrestling is based out of the New Plymouth Wrestling Club gym and uses the YMCA as a regional competition venue.

The priority for wrestling includes:

- Building maintenance costs
- Affordable access to venues for regional competitions.

4.6 Key Facilities Recommendations for the Region

The recommendations and related commentary and rationale have been grouped by type of facility. Some sports that use two types of facility (e.g. netball indoor and outdoor courts) will be addressed in the relevant sub-sections.

4.6.1 Aquatic Facilities

There is a high demand expressed from all potential users for aquatic space including learn to swim, casual lane swimming, recreation, swimming clubs, surf lifesaving and triathlon. While there are a number of aquatic facilities located throughout the region the majority are outdoor and seasonal.

There is a significant demand for additional indoor, year-round access to aquatic facilities with the greatest area of need identified within New Plymouth. There are many different ways that additional aquatic facilities can be provided to meet the needs of the various user groups that require different water depths and water temperatures.

From a competitive perspective clubs are coming under increasing pressure from changing technical requirements and it is likely that there will no longer be a swimming pool within the region that is recognised as compliant for swimmers to record nationally recognised qualifying times. Competitive swimmers and other lane / fitness swimmers require a slightly cooler water

There is always a strong demand for a national standard competition pool (50m) to meet the desire for a comparable pool to other major regions and/or to provide greater capacity for lane swimming (50m often operates as two 25m pools with a movable bulkhead dividing the tank). However, should such a facility be provided it is focused on meeting the needs of a relatively small section of the overall community. This small group of users generally are high frequency users and occupy a large proportion of capacity. Often the justification for a 50m pool is to attract national swimming events. It is unlikely that major national events would be awarded to Taranaki as most are held in larger population centres with better and cheaper transport links and accommodation capacity

Given the projected changes to the population and the significant changes in age profile it is considered that aquatic options should consider flexible, warmer water areas supported by a separate 25m fitness and inter-club (intra) regional competition focused pool.

A number of other aquatics codes utilise the natural environment, e.g. canoe, surfing, kayak etc. All of these codes are increasing in popularity and the natural waterways and beaches are used regularly by both casual and club based users. While there is an abundance of natural facilities in the region it is important to provide appropriate facilities such as car parking, changing and toilets to improve the user experience at these waterfront access points. Indoor aquatic facilities are used to provide safe year-round environments for developing confidence and the acquisition of skills to participate in outdoor aquatic sports.

Recommendations

1. That additional aquatic provision is developed in New Plymouth to include a 25m 10 lane pool focused on meeting the (intra) regional competition and training requirements with additional flexible, warmer water areas to meet the needs of the changing population.
2. That additional year-round indoor pool capacity for lane swimming for casual / fitness swimmers in Hawera to enable learn to swim, programme activities and some community lane swimming (4 lane)
3. That access is maintained to community focused, year-round indoor pool in Stratford.
4. That appropriate provision of car parking, toilets and changing facilities are developed at access points to strategic natural waterways and beaches.

4.6.2 Indoor Courts

The level of provision of indoor courts and access to courts varies across the region. Stratford, with the TET Multi-sport Centre and TSB Hub Hāwera both have good access to indoor courts. While the TSB Stadium provides for 3 indoor courts in New Plymouth their availability is limited for community sport due to the impact of event bookings and limitations in court run-off.

When considering the priority for indoor courts a number of codes including basketball, volleyball, netball, badminton, and Futsal have clearly identified insufficient access to court facilities as a significant barrier to participation, particularly within New Plymouth. Additional indoor court provision focused on meeting the demand from community sport is considered a priority.

School courts play an important role in meeting community demand with many facilities used on both a regular and ad-hoc basis. Opportunities to secure long term access for community sport should be developed to ensure a consistent approach across the region. The Ministry of Education will assist schools and community organisations with developing legally binding partnership agreements where appropriate. Territorial authorities need to support this process as a means of enhancing provision for community sport.

Recommendations

5. That the TSB Stadium is expanded with an additional 3-court² multi-sport stadium developed with priority given to use for community based sport.
6. That the existing courts are upgraded to meet current code facility guidelines to enable a six-court compliant facility suitable to host regional competition.
7. That a consistent approach and use agreement is developed between community sport and schools to maximise the community use of school indoor courts. Priority should be given to investment into school facilities where significant additional long-term community access can be secured.

4.6.3 Outdoor Fields

All codes considered that overall there are sufficient fields within the region to meet demand. However, their ability to meet key needs is constrained by the configuration of the field network (their location, number of fields in each park) and the overall condition / carrying capacity of the field.

Overall access to fields within Stratford and South Taranaki were considered sufficient with the greatest concerns raised in New Plymouth.

A significant challenge for all field sports codes is that on average for every hour of competition / game time they have there is 1.5 times as much demand for training. This level of demand for training and the limitations on the availability of coaches and players due to work and other commitments results in a high demand for training in the early evening in winter when not all fields are accessible due to the limited availability of training lights. While it is clear that additional training lights and improved field capacity would meet these demands a challenge is to ensure that the needs not the wants are met. Undertaking a detailed sports field demand analysis would minimise the risk of over-provision.

Yarrow Stadium is a valuable resource for the region and provides an international standard facility for major field sport events. A challenge however is at the next tier down of representative and community based events where there are far smaller spectator numbers. While using Yarrow Stadium is possible it would be expensive to use and would not be able to create an attractive atmosphere.

Securing a smaller scale venue with a spectator capacity of about 4,000 would be ideal. However, it is not necessarily the most cost effective and flexible at meeting the wider demands across the region. Greater flexibility can be achieved by using easily portable seating units that require minimal set-up and take-down. A regional bank of portable seating would provide the required temporary capacity where needed across the region and the number of seats required for a particular event. The seating would be more frequently used than in situ permanent seating at a single venue and would be used by a wide range of events including sporting, cultural, agricultural, etc.

New Plymouth lacks a major park with sufficient sports fields to bid for major National or North Island age group tournaments that prefer using a single park as venue. Park Island in Napier and Saxton Field in Nelson have been successful in competing with larger metropolitan centres for these tournaments and the economic and sporting benefits of hosting these events. The Hub at Hāwera has 5 fields (across Hicks Park and King Edward Park) provides an important sub-regional venue. The suggested minimum of 6 fields (preferably 8) to be able to compete with other large venues in other parts of New Zealand.

² All 3 courts to be compliant with Netball New Zealand requirements, particularly in terms of safety run-off.

Recommendations

Sport hubs

8. That the TSB Hub Hawera is promoted as a venue for regional field sports events.
9. That a rugby training hub is developed to include artificial turf field to meet the needs of high performance and representative training. This field should be configured to enable portable spectator seating to be located on both sides of the field top provide an all-weather event venue.
10. That a home of football be developed to incorporate an artificial turf field and access to a minimum of two grass fields to complement provision in other regions of the Central Federation.
11. That consideration be given to co-location and possibly integration of the regional centres for rugby and football hubs on a single site to enable sharing of some spaces, functions and services

Location options include:

Yarrow Stadium relocating the current rugby club to incorporate rugby and football
Hickford Park to include league, rugby and football

12. That a multi-field sport hub park is developed in New Plymouth with a minimum of 6 fields to meet the requirements of larger scale sporting events for rugby, football, league and touch.

Potential sites include:

Hickford Park
The centre of the racecourse at Pukekura Raceway in New Plymouth.

Sports Field Capacity and Training Lights

13. That a sports field demand study is completed to quantify actual sports field capacity and hours demanded for competition and training on a code by code basis as the foundation of an implementation plan for sports field improvements and possibly consolidation, location of artificial turf (if/ when required) and training light installation.

Representative and smaller scale events

14. Invest in a pool of portable seating units which can be utilised across the region to create a temporary small scale sport or community event Stadium.

4.6.4 Outdoor courts

Outdoor specialised courts play a valuable role within the community, the challenge is to ensure that they are utilised as fully as possible and that duplication is minimised. The use of outdoor courts is changing:

Tennis has a network of 27 clubs however club participation is declining.

The large number of courts provided in school in located most communities in the region. Access policies vary between schools and there has been a national trend to limit access to the public. However, the MOE and some schools are open to partnerships to make their facilities more available.

Nationally, Hockey is encouraging associations and clubs to take the game into local communities where the potential young players live. Hockey in Taranaki has been utilising half turfs and courts at school sites throughout the region to increase participation. While this is a good local solution, there is a gap in provision of a full-size artificial turf field within New Plymouth.

Outdoor basketball can potentially utilise any outdoor court provision with minimal investment providing public casual access can be achieved. The 3v3 version of basketball often referred to as 'streetball' is a growing and commonly uses outdoor courts for casual participation and events

It is essential to try and provide facilities closely located to where demand is generated across the region. Most outdoor courts can be multi-code with the appropriate overlay surface now commonly being installed at schools. These surfaces are flexible and multi-use to meet the changing demands from a variety of different users. Schools and tennis clubs across the region provide local opportunities that would benefit from a more coordinated approach. Tennis, Netball, Hockey and Basketball have developed their own National Facility Strategies that provide some guidance and support should be sought from respective the National Body to assist with facility planning.

Recommendations

Hockey

15. That a new full-size artificial hockey turf is developed in New Plymouth to meet community sport demand
16. That opportunities for hockey to partner with and/or use of school turfs and courts are maximised and where required training lights are installed to maximise community use
17. That opportunities for hockey to partner with and/or use of tennis club courts are maximised and where required training lights are installed to maximise community use

Netball

18. That courts at satellite Netball Centres in the Region are maintained to a high standard and floodlighting installed at New Plymouth Netball Centre at Waiwhakaiho Park to maximise the use of existing facilities.

Tennis

19. That a tennis specific facility implementation plan is developed to consider the development of a regional competition hub facility (based at an existing facility) and that partnerships are developed between tennis clubs and other users (e.g. hockey, futsal, outdoor basketball) to maximise the use of existing courts.

Basketball

20. That opportunities for outdoor basketball are provided to maximise the potential use of existing outdoor court facilities at strategic locations within the region through a facility implementation plan focused on developing partnerships with tennis clubs, schools and other users (e.g. hockey, futsal) to maximise the use of existing courts.
21. That opportunities for basketball to partner with and/or use of school courts for 3v3 streetball and conventional basketball are maximised

4.6.5 Specialised Sports

Athletics

The region has a significant asset in the TET Athletics Track which acts as a regional hub for athletics.

It is important to recognise that the TET Athletics Track acts as local facility for the Inglewood community, the challenge is to provide additional local opportunities in close proximity to where the athletes live, particularly those recently taking up the sport. The is need to ensure that there is a smooth transition process to enable individuals to first engage in athletics at an early age and then progress through to use of the regional hub.

Recommendations

22. That a local all-weather athletics training facility is developed in New Plymouth and co-located with other sporting activities or at a secondary school.

Bowls

Bowls has a network of 25 clubs across the region. However, membership of these clubs has been and is continuing to decline. Local access is important as many players have limited mobility and transport options. The number of facilities is not considered an issue for lawn bowls with the majority of clubs having surplus capacity. However, maintaining the medium to long term viability and sustainability of green and clubroom facilities without significant rationalisation of the network is the major challenge facing bowls.

It is essential to recognise the wider role that these facilities can play within their local community. However, it is essential to the future of the sport that the long-term opportunities are explored. The Bowls NZ National Facility Strategy provides some guidance and support from the National Body should be sought to assist with facility planning.

Recommendations

23. That a bowls specific facility implementation plan is developed to explore opportunities to maximise use of the facilities through partnerships with other activities, mergers of clubs and rationalisation of facilities.

Golf

Golf has a network of 19 clubs across the region. However, membership of these clubs is in decline. Access and number of facilities is not considered an issue by golf. Like bowls maintaining the medium to long term viability and sustainability without significant change is the challenge. The NZ Golf National Facility Strategy provides some guidance and support from the National Body should be sought to assist with facility planning.

Recommendations

24. That a golf specific facility implementation plan is developed to explore opportunities to maximise use of the facilities through partnerships with other activities, mergers of clubs and rationalisation of facilities.
25. That a network based approach is developed based around high quality golf courses including 2 championship standard courses supported by 8 local courses and a golf hub to include driving range and practice areas.

Equestrian

It is important to recognise that equestrian activity is provided through a range of different disciplines that require different facilities to meet their needs. While the majority of equestrian users are prepared to travel to partake in their activity, the number of opportunities available is declining through factors such as a reduction in access to farmland, increased traffic and steep grass verges reducing road use and restrictions on access to beaches.

In addition to the loss of access, a key challenge is the limited connections between the different disciplines. While participation at the pony club level is high, many participants are not exposed to the different disciplines restricting progression between the disciplines.

Recommendations

26. That a multi-discipline community level equestrian park or network of facilities is developed in the north of the region close to the main participation base.
27. That an equestrian specific trail implementation plan is developed to explore opportunities to develop new and maximise access to informal trails and riding areas in partnership with other users including walking, trial running and mountain bike.

Mountain Bike

Participation in mountain bike activities is increasing. While club based participation has increased the level of casual, informal activity is significantly higher. The club has taken a lead role in the development of a number of trails in the region which are well utilised however there is no long-term security of access.

Recommendations:

28. That opportunities are explored to secure the long-term future of the existing sites for the development of mountain bike trails.
29. That car parking and toilet facilities are developed at key trails for both community users and support the development of regional events.
30. That opportunities are explored to increase the range of tracks and trial in partnership with other users including walking, trial running and equestrian.

Collaboration in Planning

Bowls, Golf and Tennis have 71 clubs between them across the region. All three are facing similar issues regarding an over-supply of facilities compared to current demand. There are recommendations for each to undertake planning to address this issue. A suggested approach is for these codes to collaborate in a taskforce type arrangement to share learnings and possible solutions.

31. That Bowls, Golf and Tennis form a collaborative working group to help progress their facility planning and possible solutions to current over-supply issues. Where appropriate these should consider opportunities to develop as integral to a community sporting hub.

4.6.6 Hub Facilities

Development of hubs in Taranaki is consistent with a national trend to cluster, co-locate and integrate provision of key facilities to gain benefits from economies of scale, shared spaces and services, and critically, to provide one-stop-shop and energised destinations that are attractive to participants and are economically sustainable.

Regional Hub Facilities

A number of facilities have been developed across the region to provide a regional focus for sporting activity. These are considered regionally significant and should be supported with future facility planning recognising their role and considering how future facility development will integrate with these facilities.

Recommendations

32. That the following facilities are recognised as the regional facility hubs:

Athletics – TET Stadium, Inglewood

Aquatics – New Plymouth Aquatics (New facility development)

Cricket- Pukekura Park

Cycling – Hickford Park

Rugby League – Hickford Park

Equestrian – Hāwera

Field Sports (Competition) – Yarrow Stadium

Field Sports (home of code) – to be identified

Indoor courts – TSB Stadium (New facility development)

Gymsports – Clifton Multisport hub, Waitara

Hockey – Stratford (1 International turf)

Shooting – Eltham Small Bore Rifle Range, TSB Hub Rifle Range, Hawera

Community Hub Facilities

The region has led the way in establishing community based multi-sport hubs. These partnership approaches to integrated facilities demonstrate a willingness and track record of the community and key stakeholders to work together to develop local solutions.

One of the key challenges when community based organisations take over the responsibility for community hub facilities (or individual club based facilities) is the responsibility for the long-term repair and maintenance that is transferred to the hub entity as well. While community sport is often capable of meeting the day to day running costs it is usually not possible to generate the additional revenues to cover the whole of life costs of the facilities.

A further challenge for the future is to enable the multi-code sports hub approach to continue to benefit the integrated community sport delivery without placing an unreasonable burden on the volunteer community to support the management and governance of them.

Greater co-ordination between several hub facilities at a management and operational level has the potential to:

- Share resources and learning

- Develop sufficient scale to provide management and operational expertise

- Prioritise, plan and co-ordinate repairs, maintenance and facility development

- A single point of contact to engage with key partners including territorial authorities and regional funders.

- Avoid duplication of activities and reduce the burden on volunteers.

Greater co-operation provides the potential to develop management and operational expertise that can be utilised across a number of sites that no one facility would be able to achieve on its own.

Recommendations

33. Support and strengthen existing community sporting hubs (TSB Hub Hawera and TET Multi-sport Centre, Stratford).
34. Explore opportunity to develop community and sporting hubs with a wide range of users through partnerships and consolidation at a local community level. These should be aimed at providing multiple sporting opportunities alongside other community activities to promote a wider community/ social hub.
35. That opportunities are explored to increase collaboration / partnerships / mergers at an operational level between existing community hub facilities.
36. The resources are identified to support a Community Facility Navigation role to work with community groups to explore and develop community hub facilities. The role should include:
 - Engaging with community groups to identify hub opportunities
 - Act as a navigator through council systems and processes
 - Work with the clubs / organisations to actively drive and develop the project.
 - Work with no more than 4 or 5 projects at any one time.
37. Where a territorial authority transfers ownership or responsibility for a sporting facility to a community based entity then any existing or future funding for operational costs, depreciation, and renewals is transferred or agreed responsibilities and investment is clearly defined and agreed to ensure long-term sustainability.

4.7 Implementation Approach

A collaborative approach is recommended as follows:

Sport Taranaki is lead agency responsible for providing facilitation and administrative support to the Strategy Steering Group and in reporting on implementation of the Strategy Governance Group. Sport Taranaki on behalf of the Strategy Steering Group coordinates the process (calling of meetings, agendas, reports on applications)

Sport NZ will support implementation of the Strategy through enabling Sport Taranaki with targeted funding and advice

All member organisations of the Strategy Steering group provide a suitably experienced and senior person as its representative member

All applications received by Steering Group members are forwarded to Sport Taranaki for registering with the Strategy Steering Group. The reporting officer is appointed by the Strategy Steering Group (usually from the Council where the facility project is located)

The reporting officers use the agreed report template to prepare reports on individual applications are prepared by the Steering Group members

The Strategy Steering Group recommendations are based on application of the principles and assessment criteria and are considered by the Governance Group before consideration by the relevant local authorities.

All members of the Funding Forum will consider the officer report and recommendation from the Mayoral Forum in their own decision-making on funding applications

The Mayoral Forum also receives annual reports on progress in implementing the Strategy from Sport Taranaki

Recommendations

38. That a resource is identified to act as a key point of contact to engage with all stakeholders to oversee the implementation of the strategy.