



New Zealand Spaces and Places Framework

Pou Tarāwaho mō ngā Takiwā me ngā Wāhi o Aotearoa

FOR PLAY, ACTIVE
RECREATION AND SPORT
2024

Introduction Whakatakinga

Sport New Zealand Ihi Aotearoa (Sport NZ) is responsible for enabling and inspiring all New Zealanders to be physically active – whether that is being active in nature, playing in the backyard, enjoying a game of 3-on-3 basketball at the local park, walking the block, or the Black Ferns competing on the world stage.

We are committed to building a play, active recreation, and sport system that reflects Sport NZ's commitment to Te Tiriti o Waitangi and its principles of partnership, protection, and participation. Upholding the mana of Te Tiriti o Waitangi will enable these principles to be applied when planning, developing, operating, and improving spaces and places for physical activity.

We are very aware of how important it is to have the right spaces and places in the right locations. This will enable and encourage participation and support sporting excellence and, through this, ensure the greatest impact on wellbeing for tangata whenua and all New Zealanders.

As most of our populations continue to increase, become more diverse and change in their make-up, cities densify and grow, and activity preferences change, we need to 'catch up and keep up' to respond with a variety of quality active environments and flexible facilities that our communities need.

Greater collaboration and innovative thinking are required, in what is now a leaner fiscal environment. Climate events and environmental sustainability are impacting provision and we need to ensure we have equitable access for parts of our communities that have missed out or been discouraged to be physically active, due to a lack of access to or poor-quality, unwelcoming facilities and active environments.

This Spaces and Places Framework builds on the 2014 New Zealand Sporting Facilities Framework, as we see a continued need for robust planning and decision-making about resources and investment in fit-for-purpose play, active recreation, and sporting facilities and active environments. This is the only way we will get great outcomes for our communities.



Challenges and Opportunities Ngā Wero me ngā Āheinga

In the last 10 years, new challenges and opportunities have arisen in the development of play, active recreation, and sport facilities and active environments. This is reflective of social, cultural, economic, and environmental changes and greater accountability to do better. Even with all the great facilities and incredible active environments across Aotearoa New Zealand, we still have work to do to improve what we have and better plan and deliver what we need.

Addressing affordability

- Construction, operating, and maintenance costs for facilities have increased significantly. At the same time, the time required to plan and fund facilities of significance has increased.
- The major providers of spaces and places are facing immense financial pressure and some funders are reducing investment.
- The increased desire to deliver local facilities needs to be balanced against the cost of fewer, larger centralised facilities.
- Consideration of whole-of-life costs (operating and renewal costs) and user affordability upfront is now used to support better, more equitable facility investment decisions.
- More cross-district planning and funding of sub-regional facilities is required for efficient and affordable investment.
- Environmental sustainability and accessibility initiatives are not always prioritised when value-managing projects, diminishing the potential long-term benefits and potentially incurring additional costs.

Responding to urban development and growth

- There is increased demand for more facilities from growing populations in some districts and regions.
- Scarcity of flat or useable land/ green space for spaces and places is a growing issue in some cities.
- Better connections (and active transport) are needed between spaces and places and home, work, or school to enable increased physical activity.
- Integration of play as an 'everywhere activity' and more open space in urban neighbourhoods is necessary as density increases and as backyards and other quality play spaces reduce.

Improving environmental sustainability and climate resilience

- The high level of embodied carbon emissions through the lifecycle of constructing and decommissioning facilities is now understood with a greater emphasis on sustainable design, construction, and operation.
- Mana whenua and consumer expectations are rising to reduce carbon emissions from facilities and to decrease environmental impacts.
- Older facilities are facing higher operational costs due to poor energy efficiency and/or design.
- Weather events are threatening the viability of poorly located facilities and spaces.
- There are many fast-changing technologies to improve the environmental sustainability of facilities that can be used.

In addition to the emerging challenges and opportunities, some have endured and morphed over decades.

Changing demand

- People are choosing to be active in different ways and preferences are changing with changing demographics.
- People are using their time differently, for example working from home more and wanting activity closer to home.
- High-performance sport delivery is moving away from a centralised model to training opportunities closer to athletes' homes.
- New models of facility provision and technology are emerging. Digital platforms, data analytics, and mobile applications are enhancing operations to meet changing demand.
- There is greater demand for accessible facilities and spaces for people with disabilities, suitable amenities for women and girls, and safe and accessible spaces for other groups such as rainbow communities.

Improving functionality

- Decisions are still being made in isolation where groups could work together and share facilities and resources, resulting in too many of one kind of facility or space, and not enough of another.
- There are a growing number of aged (50+ years old) facilities requiring investment, replacement, or re-purposing to make fit-for-purpose and/or earthquake-strengthened.
- Growing community access to existing school facilities to enable better utilisation and fill gaps in provision locally remains a priority.
- Community/education partnerships face a complex legislative, funding, and operating environment to develop new shared facilities.
- Sport code and consumer expectations of facility provision are sometimes not aligned to need and viability.
- Greater skills and time are required to undertake evidence-based planning, genuinely partner with mana whenua, and project-manage more complex projects.





The Outcomes Ngā Putanga

Our objective is to provide greater access to a range of good quality facilities and active environments in which to play and participate in active recreation and sport. By doing this, we will increase participation and physical activity levels. We can achieve this together through better planning and design; cross-agency collaboration; and encouraging others to share resources, facilities, and active environments.

By 2028 we will have made more progress towards:

Strategic and robust decision-making around investment and resources for spaces and places provision that ensures:

- robust planning and use of evidence and technical guidelines
- inclusive engagement processes and involving mana whenua as determined by them, throughout development
- the right spaces and places developed in the right locations meeting community need
- a connected and complementary network of spaces and places
- investors collaborating to support regional and sub-regional priorities.

Smart investment in play, active recreation, and sport spaces and places that:

- makes best use of finite resources
- represents social, cultural, and economic value
- is coordinated and aligned
- ensures priority projects are funded.

Diverse, equitable, and inclusive play, active recreation, and sport facilities and active environments that are:

- fit for purpose
- well-utilised
- future-proofed
- accessible and affordable
- providing everyday casual as well as structured opportunities
- climate resilient and minimise impact on the environment
- whānau and participant centred.

The Spaces and Places Framework

Te Pou Tarāwaho Takiwā me ngā Wāhi

The framework has been developed by Sport NZ for use by anybody planning or making decisions about spaces and places for physical activity. Our role (see page 17 for more information) is as a leader, partner, and investor, supporting quality planning and decision making.

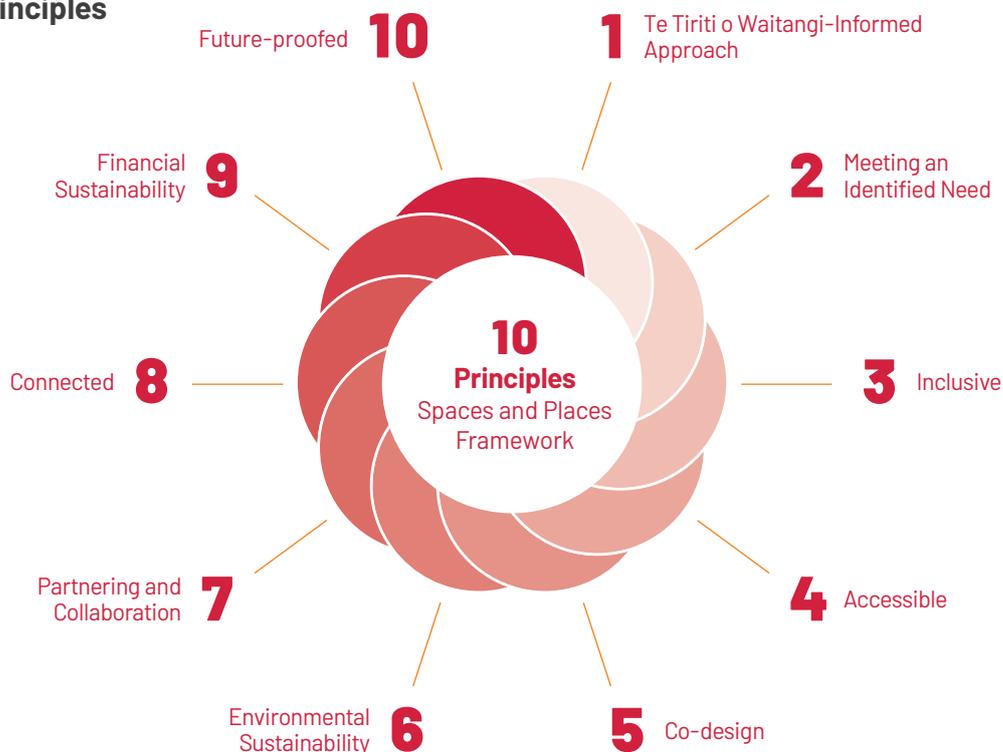
To achieve our vision of Every Body Active, we must ensure that the spaces and places where New Zealanders are physically active are accessible, meet their needs and enable quality experiences. This requires better planning and decision-making about the play, active recreation, and sporting environments and facilities we develop, much of which will happen at a regional or local level.

We have reflected on who used the previous New Zealand Sporting Facilities Framework (2014) and how, and have built upon that strong foundation. We also talked to Territorial Authorities (TAs), funding agencies, regional and national recreation and sports bodies, sector consultants, disability organisations, and our counterparts in government to help us develop this new framework.

The revised 10 Principles in the Spaces and Places Framework provide guidance to all those involved in planning, developing, funding, and managing active environments and facilities, by building on the gains of improved planning and decision-making over the last 10 years and facing up to some of the new challenges. By using this framework, spaces and places will be well-used, sustainable, universally accessible and seen as good value investment by those who fund their development, ongoing maintenance and use.

On the pages that follow, greater detail is provided about applying the principles in action.

Guiding principles

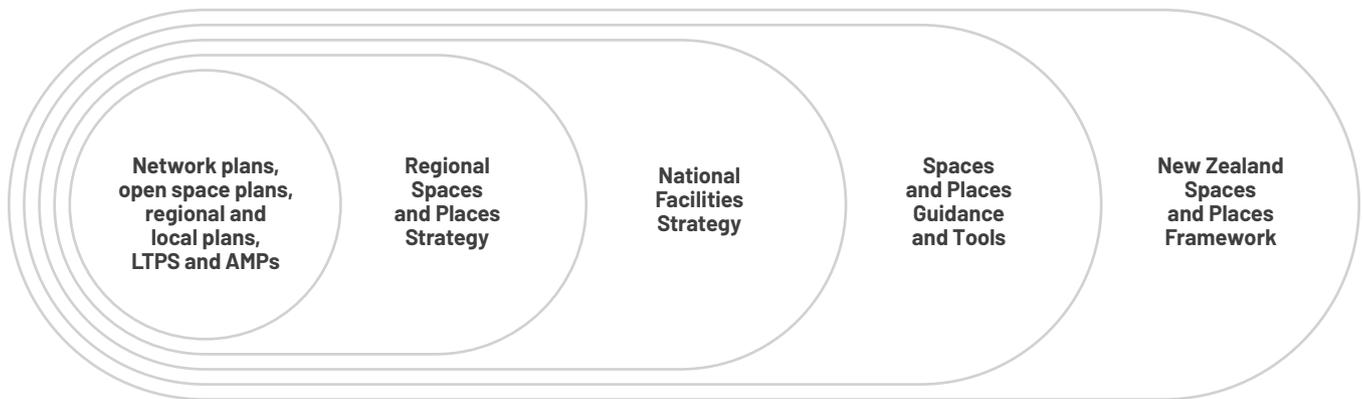


The principles within this framework, whilst expressed as individual principles, do not work in isolation – they overlap and are interconnected.

How does this framework work together with other strategies and plans?

The Spaces and Places Framework is reflective of Sport NZ's strategy and strategic priorities.

The Spaces and Places Framework provides planning principles and guiding development lifecycle for use in national guides and strategies and in turn regional and local strategies, plans and projects.



Strategic Priorities

To be successful, we will aim to achieve:

<p>Capable and resilient partner organisations</p> <ul style="list-style-type: none"> Effective governance and leadership Diverse and inclusive systems and structures Uphold the mana of Te Tiriti o Waitangi led Environmentally responsible 	<p>Quality opportunities and experiences</p> <ul style="list-style-type: none"> Aligned and integrated systems Diverse and inclusive Participant centred Culturally distinctive pathways 	<p>Empowered local communities and hapori</p> <ul style="list-style-type: none"> Supported to lead and act Community and hapori centred Equity focused Accessible natural and built environments 	<p>Active schools and kura</p> <ul style="list-style-type: none"> Active learning environments Culturally distinctive approaches Ākonga centred and equity focused Connected local communities
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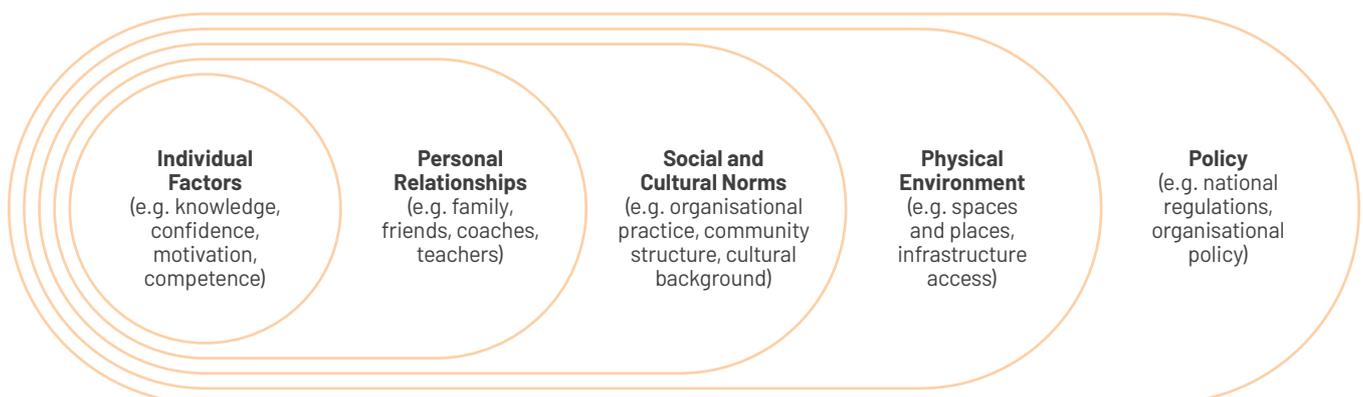
Sport NZ and HPSNZ Strategy



Preferred Future



Outcomes Framework: Sport NZ and Te Pākē



1

Te Tiriti o Waitangi Informed Approach

He Kaupapa Tūāpapa Tiriti o Waitangi

INTENT

The mana of Te Tiriti o Waitangi is recognised when providing strategic guidance and planning, developing, and operating facilities and active environments.

Sport NZ has made a commitment to honouring Te Tiriti o Waitangi through the principles of partnership, protection, and participation. Our guidance towards a Te Tiriti o Waitangi informed approach reflects this commitment and is evident throughout the framework.

We recognise that each organisation may have different methods of applying Te Tiriti o Waitangi (for example article-based) and acknowledge their mana motuhake (authority) in doing so.

For organisations other than councils, seek advice from your local council if unsure when, who, and how to engage with mana whenua (iwi, hapū, and whānau).

Key considerations:

Mana Ōrite – Partnership

- Grow enduring relationships with mana whenua and relevant Māori organisations (Māori sport authorities, health organisations, commercial entities).
- Establish and agree the kaupapa (challenge you are seeking to solve) or the 'why' at the beginning of any planning process or project with all partners.

Mana Māori – Protection

- Ensure appropriate use of mātauranga Māori (traditional Māori knowledge) and mahi toi (Māori artwork) within the development of a plan or project.
- Mana whenua will guide what appropriate use of their knowledge looks like.

Mana Taurite – Participation

- Ensure that space is allowed for mana whenua involvement throughout the entire process and they are kept informed. Mana whenua involvement could include but is not limited to cultural narrative, kaitiakitanga (environmental sustainability practices), commercial and employment opportunities, resource consent processes, spaces for Māori-based activity, and enabling by Māori, for Māori.

Read the full document: [A Te Tiriti o Waitangi-Informed Approach to Spaces & Places Provision for Physical Activity](#)

Case Study:

Te Pūtake o Tawa Mountain Bike Trail Entranceway Whakarewarewa Forest Rotorua



Image credit: Rotorua Lakes Council

The primary objectives of this project were to improve mountain biking amenities, create a second access point to the forest tracks, and increase the opportunity for commercial access to the land.

Building on the relationships formed prior to this project, Rotorua Lakes Council and iwi landowners worked together to recognise and celebrate cultural history, to maximise resources for both public recreational and commercial purposes with a focus on the future.

Underpinning the partnership was a shared vision to protect and develop the land, empower the people, and collectively build the future.

The forest's Recreational Management Group (comprising mana whenua, council, CNI Iwi Holdings (landowner)) manages the recreational activities on CNI Iwi land and makes decisions on commercial opportunities linked to the carpark.

Council has a legal agreement with mana whenua to manage the recreation assets and activities.

Read the full case study: [Te Pūtake o Tawa Mountain Bike Trail Entranceway](#)

2

Meeting an Identified Need

Te whakaea i tētahi urupare kua tohua

INTENT

An evidence-based approach to identifying need ensures fit-for-purpose solutions.

The expectation from decision makers and investors is that there is an independent and rigorous approach to the question of need and the most appropriate solutions for solving that challenge. This will ensure that facilities and active environments are fit-for purpose for their intended use.

Key considerations:

Gain a deep understanding of the needs and priorities (rather than the wants)

- Be inclusive of all potential users. Consider the surrounding and wider community; emerging and established sports and activities (including non-sport); and the needs of tamariki and different/priority groups (for example Māori, women and girls, rangatahi, disabled people, ethnic groups, and rainbow communities).
- Take into consideration who potential future users may be and their potential needs.

Explore all options to meet the needs identified

- Are there non-capital solutions, such as changing the way you deliver your activities, or making use of existing assets such as school tennis courts for hockey, streets as play spaces, or playing junior sports across court or field?
- Are there potential collaborators or partners?
- Can we better use the wider network and connections?
- Can we repurpose or improve what we already have if necessary?

Strategic alignment of potential solution

- Proposed projects should align to national and regional strategies, plans and guidelines.
- Ensure those with the highest needs are a priority.

Case Study:

Te Pou Toetoe Linwood Pool Christchurch



Image credit: Christchurch City Council

Understanding the need is the first step to help determine what is required for a community.

Christchurch City Council spent time engaging with residents and businesses at the start of this swimming pool project, to identify needs and allow input into the site selection. Ongoing consultation during the design/build process served to check that the facility was still meeting the needs of residents and businesses.

The intention was to create “a facility that reflected the community not only in the building but in the staffing – ‘people from within the community’ on the front desk, on poolside, that had a real commitment to enriching the lives of THAT community”.

What makes the facility successful today are features important to that community: spaces for community recreation, gatherings, family group and food related areas, enabling use by a range of ethnic groups, the ability to provide a women’s only facility at times, manu pool for tamariki and rangatahi, and linkage between the sports park and pool.

Read the full case study: [Te Pou Toetoe Linwood Pool](#)

3

Inclusive Whakawhāititanga

INTENT

Valuing diverse groups by developing safe, welcoming, and collaborative environments where everyone can participate and thrive.

To meet the needs of our diverse communities we have a responsibility to ensure facilities and active environments are places where anyone who wants to be active or involved has the same opportunity to do so. Inclusiveness is about proactive behaviours and actions to make everyone feel that they belong. It is not just about the physical place or space, but also about the experience and for facilities, the operational culture and what's on offer.

Key considerations:

Equitable opportunities regardless of age and stage, ability, ethnicity, gender, or income

- Clearly set out a commitment to achieving inclusion in the project strategy and brief.
- Apply universal design principles so that the design, activation, and operation of the facility or environment supports and enables use by everyone.
- Prioritise inclusion of amenities and operational approaches that support equitable access. For example, gender-neutral and family accessible changing facilities, discrete workout areas, targeted programming, quiet spaces, safe well-lit carparks, and friendly, well-trained staff.
- Ensure equity in the provision of quality facilities and environments to cater for different geographic and socio-economic communities.
- Consider what's needed to support intergenerational whānau participation in physical activity. For example, for outdoor spaces include lighting, seating, water, shade, shelter, level access, toilets/changing facilities and active transport connections.

Enabling social connections

- Incorporate spaces to practice manaakitanga to facilitate gathering and social interaction.
- Enhance the connection between indoor and outdoor spaces visually and make them welcoming spaces to traverse through, linger or take part in informal activities.

Case Study:

Lorna Irene Reserve Playground Kāpiti Coast



Image credit: Kāpiti Coast District Council

Inclusive spaces and places are accessible, welcoming and can be used by everyone. If designed well, people should want to stay and participate.

Kāpiti Coast's Lorna Irene Reserve Playground not only includes accessible wheelchair equipment, sensory elements, musical equipment and in-built ground trampoline, but the provision of Communication Boards, or Coreboards. These facilities meet the need for non-verbal or neuro-diverse tamaraki and rangatahi to make "meaningful" use of the playground, using the communication "style" they know.

Potential users from a variety of lived experiences, technical experts, language experts and council's Disability Advisory Group were all engaged in the design process, to make this an inclusive space.

Read the full case study: [Lorna Irene Reserve Playground](#)

4

Accessible Wātea

INTENT

Truly accessible environments are created that enable the entire community to access and use a facility or space with dignity.

Accessibility is the usability of a space for all people regardless of ability. New Zealand is a signatory to the UN Convention on the Rights of Persons with Disabilities – Article 30 recognises the right of persons with disabilities to participate in recreational, leisure and sporting activities on an equal basis with others. This includes ensuring access to facilities. We have an obligation to uphold this commitment.

Everyone benefits when we create fully accessible facilities and environments, including the growing number of people identifying with a disability, young families, and the aging population. It is not just the built environment that is important but also affordability for the users and locational accessibility. Accessibility and inclusion are different, but to have a thriving facility or active environment, one isn't without the other.

Key considerations:

Facilities are accessible for everyone

- Complement universal design with accessible design to ensure accessibility and use by everybody regardless of their ability. For example, step-free access to the facility main entrance so people of all abilities, as well as those pushing pushchairs and prams, can access and enter the building.
- Design above the [NZ Building Code Standard 4121](#), which is not adequate to meet many disabled people's access needs. For example, designing for sports wheelchairs with larger dimensions and providing additional space in accessible changing rooms for caregivers and whānau.
- Use expert and lived experience advice, for example disability consultants and local advisory groups, to identify simple interventions that can make a big difference to users with different needs.
- Address the 'whole-of-journey experience', starting with information, wayfinding, transport connections, parking and getting into and around and experiencing and exiting a space or place.

Affordability for the end user

- Evaluate upfront how affordable the facilities or spaces will be for the intended user and what changes you can make to ensure greater equity and affordability.

Accessible delivery model

- Ensure provision models (centralised, hub and satellite, locally or regionally distributed) are accessible and fit-for purpose for the intended use. For example, a centralised model may be convenient and sustainable for deliverers but might not meet the needs of entry level participants who want lower cost, more welcoming spaces that are easier to get to.
- Think about accessibility for both members and casual users. For example, booking and access system, pay-to-play.

Case Study:

Ahei: Accessible Tauranga



Image credit: Tauranga City Council

Accessibility doesn't just apply to traditional built facilities. Tauranga City Council is identifying priority areas for future upgrades and improvements to create a network of accessible places.

One of the outcomes is accessible beach facilities and equipment. This includes:

- a fully accessible changing facility which includes a height adjustable toilet and sink, adult changing table, shower and hoist at Hopukiore Reserve, opposite Maunganui Beach
- portable rollout beach access mats that create a sturdy and visible access path to the beach at four destinations
- wheelchair accessible picnic tables
- beach wheelchairs for hire or use
- the TrailRider all-terrain wheelchair Te Kaiwhakatere, giving disabled people access to the Mauao/Mount Maunganui summit.
- Read the full case study: [Ahei - the Accessible Tauranga Action and Investment Plan](#)

5

Co-design

Hoahoa-paparua

INTENT

Communities and hapori¹ are involved in the planning, design, and operations of facilities and active environments so that their needs are met.

Co-designing with mana whenua, disabled people, the wider community, and/or targeted groups will enhance what can be achieved and ensure well-designed, well-used, and well-loved facilities and spaces that fulfil the aspirations and meet the needs of the community that will use them.

Key considerations:

Good practice when co-designing

- Co-design with mana whenua as determined by them (iwi, hapū, whānau), capturing their perspective and shared aspirations.
- Engage key people or organisations with connections and expertise to support community-led and co-design engagement processes.
- Co-design with the intended end-user, those with current lived experience, to ensure their needs are met. Support this with the right technical and operational advice.
- Think about what stages of the project life stage (if not all stages) are appropriate for co-design or locally led development dependent on the type of project.

Responding to community-led approaches

- Be open to alternative community-led approaches (embracing social license) and fostering innovation.
- Provide resources to support community-led approaches to be successful.
- Support the community to clearly articulate the 'need' and appropriate solution.

Case Study:

Māra Hūpara Te Auaunga Oakley Creek Auckland



Image credit: Jay Farnworth Image Search Ltd

The need for a playground was identified early on in planning the wider Te Auaunga Oakley Creek restoration project.

Mana whenua suggested the opportunity for māra hūpara (traditional Māori play) in line with the wetland restoration and natural play elements proposed for the project. Harko Brown, a Māori play expert, brought his knowledge and expertise to the project alongside the landscape architects. The project was community driven and mandated through a community advisory group, with mana whenua engagement from the start. The final design that occurred on-site, is a response to the place, the available materials, and has a strong cultural narrative: the story behind the different elements and its link to te ao Māori.

This project is unique to a specific place and group of people, but the principles of māra hūpara can be applied in other places if approached in the right way.

Read the full case study: [Te Māra Hūpara Playground](#)

¹ Kinship group, family, society, community

6

Environmental Sustainability

Toitūtanga Taiao

INTENT

Facilities and active environments are developed and operated in a more environmentally sustainable way over their lifetime.

Reducing embodied carbon in facility developments and implementing sustainable operational practices is now a 'must do'. Legislation and new building regulations mean there is a greater emphasis on reducing carbon emissions and greenhouse gases. We need to consider more the positive and negative impacts on current and future generations and the environment from the actions we take today in planning, developing, and operating spaces and places.

Key considerations:

Taking a holistic view

- Develop an environmental sustainability vision at the outset to guide decision-making throughout the project's life.
- Enhance connections with the surrounding natural environment and protect and enhance the natural ecology/biodiversity, strengthening the relationship between tangata and whenua.
- Support mana whenua reconnecting to historic sites, protecting and enhancing these.
- Review whole-of-life costs to ensure environmentally sustainable operations (that is, materials, energy sources, digitisation, renewals).
- The location of new facilities and spaces should consider climate resilience and be integrated into active and public transport routes and co-located with other facilities if possible.

Changing the approach to how we develop spaces and places

- Rather than build new, can we improve or redevelop an existing facility or active environment to meet community needs?
- Review options to attain a low carbon footprint when redeveloping or building a new facility or space. Consider need, size, materials, waste, water, sharing of facilities/optimising use, and energy use to minimise embodied and operational carbon.
- Establish baseline data and monitor over time.

Case Study:

Edgar Centre Dunedin



Significant environmental benefits can result from the adaptive reuse of existing buildings.

Redeveloping an existing facility is a good option especially for indoor sport and active recreation facilities and can reduce the time it takes to getting a facility up and running.

The Edgar Centre is a 1970s woolstore converted to a multi-use indoor community sports and event facility in 1996. It has 21 indoor courts in total and about 200,000 visitors per annum. An estimation of the carbon emission savings that are outlined in the Sport NZ [Environmental Sustainability Guidelines for Spaces and Places](#) is significant. An adaptive re-use strategy is estimated in this case to have saved 2,600 tonnes of CO₂ when compared with an equivalent new build facility of the same size. Adaptive reuse also avoids disruption and degradation to existing ecosystems.

Read the full case study, page 43, [Environmental Sustainability Guidelines for Spaces and Places](#)

7

Partnering and Collaboration

Whakahoahoa me te Mahi Tahī

INTENT

Partnerships and collaboration lead to well-used facilities and active environments that maximise the return (social and financial) on investment.

Partnerships and collaboration can take many forms and be between local government and the sport and recreation sector, within the sector, and/or include iwi, education, health, and commercial organisations.

They provide the opportunity to be community-centred, broadening community access, garnering financial efficiencies and better use of resources, including reducing carbon emissions and in some cases, the burden on volunteers. Shared, multi-use, and co-located facilities and spaces often become community hubs promoting social connection, cross pollination of users and catering to other activities important to their surrounding community, for example arts, community events, cultural activities.

Key considerations:

Potential for partnerships and collaborations at the outset

- Seek opportunities to co-locate/integrate facilities in one location, for example pool, library, health centre, transport facilities, civic infrastructure.
- Explore partnership opportunities over building standalone and/or single-use facilities and spaces.
- Explore partnerships with neighbouring TAs/Auckland local boards.
- Facilitate multi-use or shared facilities to meet the needs of the expected primary users, yet flexible enough to cater to a variety of uses now and in the future (but not developed to try and fill all provision gaps – ‘multi-useless!’)
- Seek greater access to existing school and kura facilities and spaces through operational and access agreements and identify potential school/community partnership opportunities for new or expanded facilities.
- Look to where you can collaborate to access spaces used for other purposes such as marae, RSAs, and community centres.

Case Study:

The Peak Te Pūmanawa O Rototuna Hamilton



Image credit: The Peak and Rototuna High Schools

Partnerships can be challenging but well worth it.

Development of The Peak facility in 2017 (four indoor courts) was in response to a long-term and well-known community need – a lack of indoor court space in Hamilton-Waikato. It started as a partnership between the Ministry of Education (MoE), Hamilton City Council, and the Rototuna High Schools Establishment Board. As part of their agreement, MoE became the project owner and developed the facility. A community trust was formed to be the facility operator. The council and school contribute to operational costs and the council and MoE contribute to maintenance and renewals. Occupancy is up around 76% with a 40/60 split of use between the school and community making the facility a valuable community asset for everyone.

Read the full case study: [The Peak – Te Pūmanawa O Rototuna](#)

8

Connected Hononga

INTENT

Networks of connected and complementary facilities and active environments creating physical activity opportunities and connected communities (rural and urban).

Strengthening the connection between facilities and active environments and better integration with their surrounding neighborhoods and/or natural environments, transport services, active transport, and community and other infrastructure can have a huge impact on our community's health and well-being. These inter-connections encourage greater physical activity, neighborhood and local participation, social connection, and a growing sense of place.

Key considerations:

Potential for strengthening wider connections

- What is the integration potential of the facility or space with existing and planned transport routes, urban or rural developments, health, education, cultural, and civic infrastructure?
- Where can you improve the connections to wider spaces and places (local commuting, parks, open space, town centres, marae, kura, schools) when selecting sites or redeveloping brownfield areas?

Potential for strengthening local connections

- Look at safe and level connections within neighborhoods and streets as an opportunity for play and active recreation, integrating them as an 'everywhere activity'.
- Strengthen connections between local clubs and the community through small community facilities and spaces at the local level. For example, bowling clubs that act as a social facility for the local community, where people volunteer and do a variety of activities.
- Is there access to active, safe and accessible transport (walking, cycling, public transport, and wheel sport) enabling independent travel for everyone?
- Are there opportunities to connect with and enhance local economic activities, such as the connection between walking and cycle trail developments, local businesses, and economic development agencies?

Case Study: Te Ara Awataha Greenway Project Auckland



Image credit: Kāinga Ora
– Homes and Communities

Te Ara Awataha, Northcote's new 1.5 km long greenway connects the town centre, schools, bus stops and homes via a network of parks, public spaces, quiet streets and shared cycling and walking paths. It follows the path of the original Awataha stream, which has been daylighted, bringing it above ground and restoring its mauri (life essence). Planting along the greenway provides a newly establishing natural environment. As a safe pathway to the town centre, it encourages people to take active transport modes (walking, biking) to get around Northcote.

Play elements allow tamariki to have safe, fun, and accessible play opportunities in their neighbourhood. It acts as a shared backyard for the community. The existing Greenslade Reserve was lowered and renovated improving the sports field and new public spaces developed. It has an integrated flood wall to allow it to capture flood waters in major weather events and drain away in a controlled way.

The project is being jointly delivered by Eke Panuku Development Auckland and Kāinga Ora, along-side Healthy Waters, the Kaipātiki Local Board and mana whenua. The Northcote community and local organisations played a leading role in the design, restoration and development process.

Read more about the [Te Ara Awataha Greenway Project](#).

9

Financial Sustainability

Toitūtanga Ahumoni

INTENT

Financially sustainable and viable facilities and active environments over the lifetime of the asset.

Taking a long-term and comprehensive view of financial sustainability upfront will provide decision-makers with the information they need on whether to proceed or not and if so, greater assurance that over the life of the assets, all costs and funding sources are known.

Key considerations:

Account for whole of life costs at the outset

- Model whole of life costs for all solution options to understand the long-term financial impacts (including future replacement and end of life costs) and funding requirements before proceeding.
- Ensure all on-going operational costs are considered including compliance, all amenity maintenance (for example carparks and access roads), and renewals.
- Understand the operating model early and ensure key users can afford/commit to assumptions about use.

Multiple approaches to improving financial sustainability

- Appropriate scale of development to address the need whether this be in the hierarchy of provision (international to local) or the size of the catchment. For example, Albany Pool in Auckland as a local leisure facility complements rather than duplicates the AUT Millennium National Aquatic Centre, 4km away.
- Appropriate and efficient governance and operating models that optimise utilisation.
- Additional and complementary revenue streams such as gyms, cafes, laundromats, coffee carts, other concessions, noting constraints of Reserves Act 1977 where applicable.
- Consider multi-use, flexible facilities that can optimise use, particularly at off peak times.
- Alternative funding models and potential partnerships such as offsetting operational costs through funders who support equity of access.

Case Study:

Green Family Taradale Pool Napier



Image credit: Taradale Community Pool Trust

Innovative approaches to solving this facility's challenges have ensured its financial sustainability.

The rebuild of the pool at Taradale Primary School (closed in 2016) was a community-driven project, working collaboratively with the MoE, local schools, clubs and businesses to establish and renew this community asset.

A new governance structure (community trust), and new lease with the MoE and primary school was put in place. Critical to the ongoing sustainability is MoE ownership of the building and its improvements and an operating agreement between the trust and a commercial entity. The rental paid by the operator is sufficient to cover forecasted renewals for the next 20 years. Utilities and minor maintenance costs are covered.

The pool is available for the school's use and four surrounding schools during the school day. The schools pay the operator for their booking/programmes.

Read the full case study: [Green Family Taradale Pool](#)

10

Future-proofed Ka ora āpōpō

INTENT

Facilities and active environments can easily adapt to changing circumstances and emerging trends over time.

Changes in what activities people want to do, how they want to do them, and the environment in which they do them are inevitable. This requires facilities and active environments designed today to be capable of accommodating changing needs, technologies, and climatic and social norms over time.

Key considerations:

Designing flexible, expandable, and adaptable spaces that can respond to future demand

- Consider how people may use spaces and places in the future and plan accordingly such as acquiring enough land for later development, building in design redundancy (for example removable walls), future proof building design (designing to accommodate more indoor courts if required) and providing flexible spaces where use can easily change. Examples where use may change include:
 - tracks originally built for recreation are now being used as major commute routes
 - facilities with the ability to expand to deliver future major events.
- Plan for use of open space and parks to assist in flood management, heat reduction, and increasing the carbon sink such as creating water detention areas, and native plantings.
- Can greater digital connectedness be supported in the future?

Developing a robust network

- Locate, design, and operate spaces and places to be more climate resilient to sea level rise and extreme weather events, such as storms, heatwaves, and heavy rainfall.
- Assess whether there is a complementary mix of facilities in the network ranging from entry to advanced level, local facilities, school facilities, marae, and active environments for everyday use.

Case Study: Moutere Hills Community Centre Tasman



Image credit: Moutere Hills Community Centre

Developing facilities that are adaptable and flexible to meet future needs requires vision and community-led approaches.

Moutere Hills Community Centre is a multi-use facility that combines outdoor areas such as rugby and soccer pitches, playgrounds, picnic areas and tennis courts with 1,120 sqm of indoor space. The Sports Hall can be opened into a large area with a function space and stage for community and other events. The Centre has a strong connection to its local community with responsive and proactive programming. Adapting to changing community need, the Centre has added a fitness centre, and recently renovated the rugby changing rooms to include four gender-neutral showers for fitness centre members, as well as rugby teams.

Read the full case study: [Moutere Hills Community Centre](#)

Bringing the Framework to Life

Te whakatinana i te Pou Tarāwaho

Many organisations have important roles to play in helping provide more New Zealanders with a network of better spaces and places to play, recreate, or participate in sport. The New Zealand Spaces and Places Framework provides the guiding principles to underpin and support their roles. These roles range from leadership, investment, and advocacy to facilitating partnerships, supporting projects, and facility management.

The organisations involved, who often work together include TAs, Regional Sports Trusts, mana whenua (iwi, hapū, whānau) and Māori entities, National and Regional Sport and Recreation Organisations, clubs and hubs, commercial providers and operators, the MoE, schools, funders, Department of Conservation, and agencies such as Waka Kotahi NZ Transport Agency.

Sport NZ's role, alongside others, is enabled by the Spaces and Places Framework. There are three parts to our approach:

Providing leadership

Sport NZ will be engaging across the sector and with other agencies, facilitating alignment and collaboration between all those with an interest in facilities and active environments for play, recreation, and sport.

Partnering

We will work with others to build expertise and knowledge to improve provision.

Guiding investment

We will use the New Zealand Spaces and Places Framework alongside relevant insights and tools (for example the Facilities Planning Tool) to advocate for quality decisions with respect to resources and investment into facilities and active environments.



The Seven Stages in the Lifecycle of Spaces and Places Ngā Wāhanga e whitu i te hurihanga o te Takiwā me ngā Wāhi



The life cycle of spaces and places is broken down into seven stages to assist all those involved in the process of planning, advocating for, developing and operating facilities and active environments understand the steps required to ensure quality opportunities and experiences are delivered.

The greatest impact on strategic outcomes is made in the **Challenge Identification, Proof of Need and Viability and Improve** stages of the lifecycle. To enhance the outcomes, ensure the following happens throughout the seven stages:

- Consider and apply the 10 guiding principles.
- Partner with mana whenua as agreed in the initial stages.
- Identify, budget for, and involve the right expertise in the process and decisions, for example disabled people with lived experience, technical expertise (for example ‘expert’ accessibility advice), operators, and specialist designers (for example skate facilities), as it will save time and costs in the long run.
- Keep the challenge in mind as the solution progresses (particularly as design and budget pressures increase).
- Take on lessons learnt and examples of good practice from elsewhere.

Identify the challenge

Tip

Take the time to interrogate the challenge or opportunity.

Work with a diverse range of stakeholders and mana whenua (as determined by them) to clearly identify what the challenge or opportunity is and ensure that all initial options in response are explored, including modifying delivery and optimising the existing network. Look at how the project aligns with local priorities, and/or regional and national strategies.

This is a gateway decision point before proceeding to further analysis.

Proof of need

Tip

Approach the needs analysis relative to the scale of the project.

Use evidence to confirm the need for a facility or space and develop a strategic case for developing it, ensuring the solution options are appropriate for the challenge you are trying to solve. Apply a network view.

Identify potential partners or collaborators and further establish mana whenua relationships as determined by them.

Build in escalation costs to the initial budget estimate.

Proof of viability

Tip

Critically investigate and analyse options to evaluate feasibility.

Assess a range of options to meet the need and determine feasibility of the preferred option. Consideration should be given to the location options; ownership and governance; operations and activation; funding plan; and establishing sustainability ambitions. Develop the capital and operational budget at this time.

Take account of whole-of-life costs when moving on to develop a business case and analysing the cost benefit and social return on investment of the proposed project.

This is a gateway decision point to proceed to design or not.

If proceeding, and the project is funded in part or whole by a local authority, update funding in the LTP to cover escalation to align with delivery timeframe.

Design

Tip

Be innovative about alternative solutions.

Develop the functional and spatial requirements of the facility ensuring it's fit for purpose and future-proofed (go back to initial challenge you are solving and the sustainability and inclusiveness vision for the project). Explore inclusion and accessibility, connections, opportunities for play, environmentally sustainable and technology solutions, undertaking a life cycle assessment of design options. Details are confirmed and estimates finalised.

This is a gateway decision point to proceed to build or not.

Build

Tip

Use the procurement method that delivers the most value.

Construction of facility or active environment.

Operate

Tip

Balance access, affordability and quality with cost drivers.

Manage and maintain the facility or space to ensure it delivers an ongoing quality experience, including developing the most effective and efficient operating model, asset management plan, information accessibility, activation, and programming. Embed accessibility awareness, cultural, and environmental sustainability system training into all roles.

Improve

Tip

Evaluate performance against original goals and identify changing needs.

Evaluate performance of the facility or space against the project vision and outcomes including feedback from users.

Measure performance against inclusion and environmental sustainability goals set at the beginning. Identify areas for improvement across all aspects of the facility or space.

Identify any future upgrades or redevelopment needed.



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