



# AUCKLAND SPORT SECTOR: FACILITY PRIORITIES PLAN 2017

## Contributors to the plan

Active, Sport NZ and Auckland Council have worked with the sports sector over a nine month period to develop a coordinated and integrated approach for future sport facility provision in Auckland.

The process involved over 80 organisations, primarily regional and national sports organisations. Regional sports trusts, major facility providers, Auckland Council local boards and Active's Māori Advisory Group also provided valuable input.

A special thank you to the following groups who were actively involved in the development of this sector-wide plan:

AFL	Auckland Softball Association	Epsom Bowling Club	Netball Northern	Randwick Park Sports
Athletics NZ	Auckland Swimming	Equestrian Sports NZ	Netball NZ	Roller sports
Auckland Athletics	Auckland Table Tennis	Eventing Auckland	North Harbour Badminton	Rowing
Auckland Badminton	Auckland Yachting Boating Association	Franklin District Pony Club	North Harbour Gymnastics	Softball NZ
Auckland Basketball Services Ltd	Baseball NZ	Gymnastics NZ	North Harbour Rugby	Sport Auckland
Auckland Bowls	CM Cricket/Hockey	Harbour Basketball	North Harbour Softball	Sport NZ
Auckland Cricket	Counties Manukau Badminton	Harbour Golf	Northern Football Federation	Sport Waitakere
Auckland Croquet Association	Counties Manukau Croquet	Harbour Hockey	NZ Football	Squash Auckland
Auckland Curling	Counties Manukau Kilikiti Association	Harbour Sport	NZ Golf	Squash NZ
Auckland Districts Archery Assoc.	Counties Manukau Orienteering	Hockey NZ	NZ Hockey	Swimming NZ
Auckland Diving Community Trust	Counties Manukau Rugby League	Kartsport NZ	NZ Rugby	Table Tennis NZ
Auckland Golf	Counties Manukau Rugby Union	Manukau Auckland Volleyball	NZ Rugby League Akarana Zone	Tennis Auckland
Auckland Orienteering	Counties Manukau Sport	Mangere AFC	NZ Shooting Federation	Tennis Northern
Auckland Rowing	Counties Manukau Steelers	Manukau/Auckland Volleyball	NZ Rugby League	Triathlon NZ
Auckland Rugby	Counties Swimming	Manurewa AFC	Pakuranga Croquet Club	Volleyball North Harbour
Auckland Rugby League	Croquet Auckland	Mt Wellington Roller Sports Club	Papakura Pony Club	Yachting NZ

# Contents

<b>Purpose</b> .....	3
<b>Introduction</b> .....	3
What does the plan cover? .....	4
Sports covered by this plan.....	5
Challenges and influences.....	6
<b>Strategic approach to facility investment</b> .....	8
Key principles to guide the identification of sector priorities.....	8
Outcomes .....	9
Strategic priorities.....	9
<b>Sport facility development process</b> .....	10
Code facility plans .....	10
Initial gateway criteria.....	11
Needs assessment.....	12
Feasibility studies .....	12
Prioritising significant projects (>\$500k).....	12
How projects will be evaluated and prioritised? .....	12
Regional prioritisation criteria .....	13
Prioritising projects (<\$500k).....	14
<b>Sport facility provision</b> .....	15
Optimising the existing network .....	15
Hierarchy of facilities.....	17
<b>Responding to growth</b> .....	18
Identifying gaps in demand with provision thresholds.....	19
Growth Tactics .....	20
<b>Definitions</b> .....	21
<b>Implementation of this plan</b> .....	21

## Purpose

The Facility Priorities Plan 2017 is a sector-based plan to help inform and shape sports code plans and future sport facilities investment in Auckland. It focuses on appropriate provision of sports facilities to enable sport<sup>1</sup> participation at the community level including social and casual participation. The plan looks across codes and the region as a whole and encourages a partnership approach.

The plan:

- confirms sector-wide strategic principles and priorities for sport facilities investment
- provides a process to evaluate and prioritise significant (> \$500k<sup>2</sup>) sport facility investment proposals
- identifies options to make the best use of existing sport facilities
- provides for current and future demand for sport facilities.

## Introduction

The plan responds to the need for a more structured approach to planning and investment in sports facilities due to growing and changing demand.

Over the last five years, some national and regional sports organisations have developed code facility plans to identify the future needs of their sport. This approach is essential to provide a code-specific view and a unified approach.

An Auckland-wide view across all codes is also required.

There is a pressing need to prioritise. Resources (both funding and land) are constrained. Demand is already outstripping supply for access to quality, affordable and sustainable facilities. The demand for investment is far greater than the funding available.

This plan signals the sectors' priorities for investment. These priorities can then be communicated to council and other investors or partners such as schools and private sport providers. The plan also illustrates the evidence required in support of funding proposals.

Figure 1 below shows how sector-wide sport and recreation planning fits with council processes.

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<sup>1</sup> The following definition of 'sport' is used. *"Sport is physical activity that is competitive, organised, involves the observation of rules, and may be participated in either individually or as a team."*

<sup>2</sup> Much of the investment below this level is prioritised and funded at the local level.

**Figure 1: Alignment of plans**



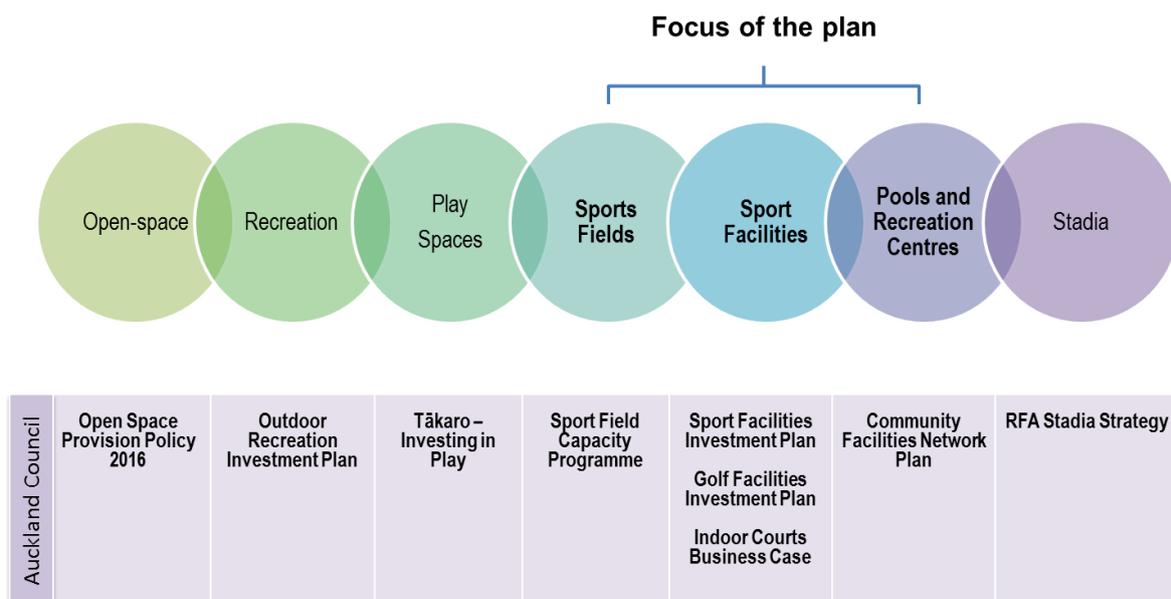
**What does the plan cover?**

The plan considers the challenges, current gaps in provision and future demand for investment in sport facilities in Auckland.

The plan is informed by a series of Auckland Council policy documents. For example, the *Community Facilities Network Plan* provides long-term planning for the development of swimming pools and recreation centres. The *Sport Fields Capacity Development Programme* is targeted at increasing the quality and capacity of sports fields. There are also four investment plans currently under development.

The plan also draws on national facilities strategies and regional code facilities plans.

**Figure 2: Focus of the Auckland Sport Sector Facility Priorities Plan 2017**



The plan does not address facilities for recreation and play. It does not include Auckland’s outdoor stadia such as Eden Park and Mt Smart Stadium, which are covered by Regional Facilities Auckland’s *Stadia Strategy*.

## Sports covered by this plan

The plan focuses on the 36 sports included in the original *2009 Greater Auckland Regional Sport Facility Strategy*<sup>3</sup> and other relevant sports.

**Table 1: Sports and sport facilities**

Type of sport facilities <sup>4</sup>	Sports that use these facilities
Indoor courts	Basketball, badminton, volleyball, futsal, handball, floorball, korfball, table tennis, netball, kabaddi, tennis
Outdoor courts	Netball, tennis, volleyball, futsal, kibaddi, 3x3 basketball
Turf fields	Football, rugby union, rugby sevens, rugby league, touch, futsal, tag, Gaelic football, Aussie rules, grid iron, kibaddi
Turf bespoke	Cricket, softball, hockey, baseball, ki o rahi, kilikiti
Aquatic	Swimming, diving, water polo, underwater hockey, synchronised swimming, canoe polo
Flat-water	Rowing, waka-ama, canoeing, paddle-boarding
Marine open-water	Yachting, windsurfing
Indoor multi-purpose	Martial arts, judo, taekwondo, weight-lifting, wrestling, boxing, cross-fit, roller sports
Equestrian	Show jumping, dressage, eventing, endurance, pony club, polo, polocrosse
Ice codes	Ice-hockey, speed-skating, curling, figure skating
Motor sports	Speedway, motor cycling, kart sports
Cycling (various)	Track-cycling (velodrome), BMX, road-racing, mountain biking
Bespoke outdoor (various)	Athletics, archery, shooting, bowls, golf, boccia, croquet, softball, baseball
Bespoke indoor (various)	Gymnastics, squash, indoor bowls, roller sports
Other	Orienteering, beach volleyball, triathlon, surf sports

Facility investment in emerging sports that have the potential to contribute to increased sports participation is considered important. However, in most cases there is insufficient evidence to validate demand and justify investment at this stage.

<sup>3</sup> There are also a number of private providers of sports competitions (for example, indoor cricket, indoor netball and indoor climbing). These sports have not been included in the scope of this plan, but they may wish to look at opportunities to partner.

<sup>4</sup> Includes supporting on-site operational facilities, storage and ablutions.

## Challenges and influences

The sports sector faces multiple challenges and is influenced by a number of factors that require a collective response.

### *Population growth and changing demographics*

The population is growing by 1.5 per cent annually. The growing population is increasing pressure on existing sports facilities.

The makeup in Auckland will be different in the future, including:

- more older people
- more people of Asian, Pacific and Māori ethnicity
- more people born overseas
- 20% more children under 14 years of age by 2031.

Changing demographics are reshaping demand for sports facilities.

### *Changing participation rates and preferences*

Participation rates and preferences differ across age, ethnic and socio-economic groups.

How and when people want to participate is also variable as is their willingness to travel within and across Auckland.

As a result, participation growth is variable across codes. Some sports continue to grow whilst others are declining. Some sports facilities are now underutilised.

### *Maintaining what we have*

Many current facilities are aging. For example, 11 of council's 48 aquatic and recreation centres have performance issues.

A number of the 15 code plans, for example hockey and tennis, prioritise investment in existing facilities to improve quality or fitness-for-purpose. This has come about due to a lack of funding for depreciation, maintenance and renewals. Many sports clubs face challenges to their on-going financial sustainability due to the ongoing cost of their facilities.

A backlog of renewals and the need for redevelopment or rationalisation now exists.

### *Legal and policy frameworks*

Options to increase revenue to provide for the on-going sustainability of some facilities may be limited. The Reserves Act 1977 and council policies on leasing and land-use constrain the ability to generate revenue from commercial activities. There are also inconsistent approaches across council or local board areas which challenge new facility developments.

More stringent planning rules through the Auckland Unitary Plan, including limiting noise and hours of operation, constrain community use. This may limit opportunities to increase use of existing assets or new facilities.

### *Planning for support facilities*

There has been a lack of planning of ancillary sport facilities, those that support participation for example, toilets and changing rooms, storage, control rooms, on-shore facilities for water-based sports and parking. These facilities enable use of the sport facility, but are often compromised due to budget constraints or left to a later stage of development.

It is important for code facility plans to include these ancillary support facilities.

### *Lack of access to existing facilities constraining growth*

A number of sports codes cannot grow as they lack access to the necessary facilities. The reasons vary:

- there aren't enough facilities
- the facilities are already fully booked
- they are too far away
- cost too much, or
- the facilities do not cater properly for the sport (for example, the courts are too small, ceilings are too low and there are light or glare issues).

Code and council plans identify shortfalls in provision or capacity now and in the future. For example, gaps in provision already exist for indoor courts, fit-for-purpose gym sport facilities and sports fields.

A total of 21 indoor courts are needed by 2021 and 42 by 2031. An additional 1,682 hours per week of competition and training capacity on winter turfs is required by 2025.

### *Volunteer capacity*

Significant effort and expertise is required to develop robust cases for investment in sport facility development. There is a shortage of capable and available volunteers across the sector to do this work. It is even harder for smaller and emerging codes that do not have full-time employees.

A critical, and often underestimated challenge, is the cost of engaging technical experts and getting the right advice at the right time.

### *Operational sustainability*

Many clubs and organisations planning facility developments focus their efforts on finding the money to build the infrastructure. Less attention is placed on strategic or financial planning as well investment in operations, maintenance, renewal or refurbishment. Consequently, clubs can find themselves unable to meet ongoing costs of new or upgraded facilities.

### *Support required*

There is a need to build capability across the sport sector. Codes require support and guidance through the facility planning and development process. This support is available from Auckland Council, Aktive, Regional Sports Trusts and from the sector itself through mentoring or peer review processes.

### *Local Board recognition of catchment areas*

Local boards do not always have oversight as to where a proposed facility sits in the hierarchy of provision. Often local facilities serve more than one local board area or are sub-regional facilities. Local boards need to work together to support these facilities.

### *Other provision challenges*

There has been variable investment and provision across sports codes and legacy councils. Some areas appear to have more and/or better facilities than others.

The impact of urban intensification, where 60–70 per cent of population growth is enabled in existing urban areas through the Unitary Plan, will put more pressure on existing facilities. It will exacerbate gaps in provision and shorten the life of facilities in poor condition.

The majority of development will likely be required in “brownfield” areas.

## Strategic approach to facility investment

An agreed approach to facility investment sends a strong signal to potential investors. It shows that the sector is aligned and has a clear sense of its priorities. Further, the sector is committed to a robust and transparent process for identifying priorities.

This should increase the likelihood of securing investment in agreed sector-wide priorities.

### Key principles to guide the identification of sector priorities

The key principles underpinning our overall approach to network priorities and meeting future needs are outlined in the table below.

**Table 2: Agreed principles**

<b>Principles</b>	<b>Description</b>
<b><i>Collaborative approach within, and between, sports codes</i></b>	In setting priorities, we expect a collaborative and unified approach from codes across Auckland as to their identified future facility needs and provision for their sport. This should have the buy-in of all regional (or national) associations within the code. The regional sports organisations should lead engagement with clubs. At the same time, compatible codes should identify opportunities to work together, partner with schools or major facilities.
<b><i>Regional provision that is complementary and avoids duplication</i></b>	Auckland has advantages compared to other regions including its population size and diversity, climate, access, visitor accommodation and sector expertise that allows it to sustain a broad range of regional and national sports facilities and host national and international events. However, we do not need to have “one of everything” and will not seek to duplicate facilities that are satisfactorily delivered in neighbouring regions or where a fit for purpose international facility exists elsewhere in New Zealand.
<b><i>Catering to changing patterns of participation</i></b>	The Auckland population is changing, which influences how and when people participate and what sports they prefer. The sector priorities will take account of changing consumption patterns and not rely on historic patterns of facility development, investment and use.
<b><i>Moving Auckland forward to respond to its growth and development</i></b>	We will provide new and innovative ways for our sports facilities to keep up with growing and changing demand. The sector priorities will respond to growth issues (traffic, accessibility, infrastructure) and match the development of the city in flexible and adaptable ways.
<b><i>Sustainability</i></b>	Our network of multi-use and single-use facilities must be financially sustainable and maximise community benefit over time. Sustainable development and operations need to account for external constraints: legislative/regulatory, funding, infrastructure and social/cultural. Sustainable development will be reflected in our sector priorities.
<b><i>Evidence-based approach</i></b>	Clear strategic planning and robust evidence of need and future demand will underpin our decisions on priorities.

## Outcomes

The outcomes we seek from sport facility investment are:

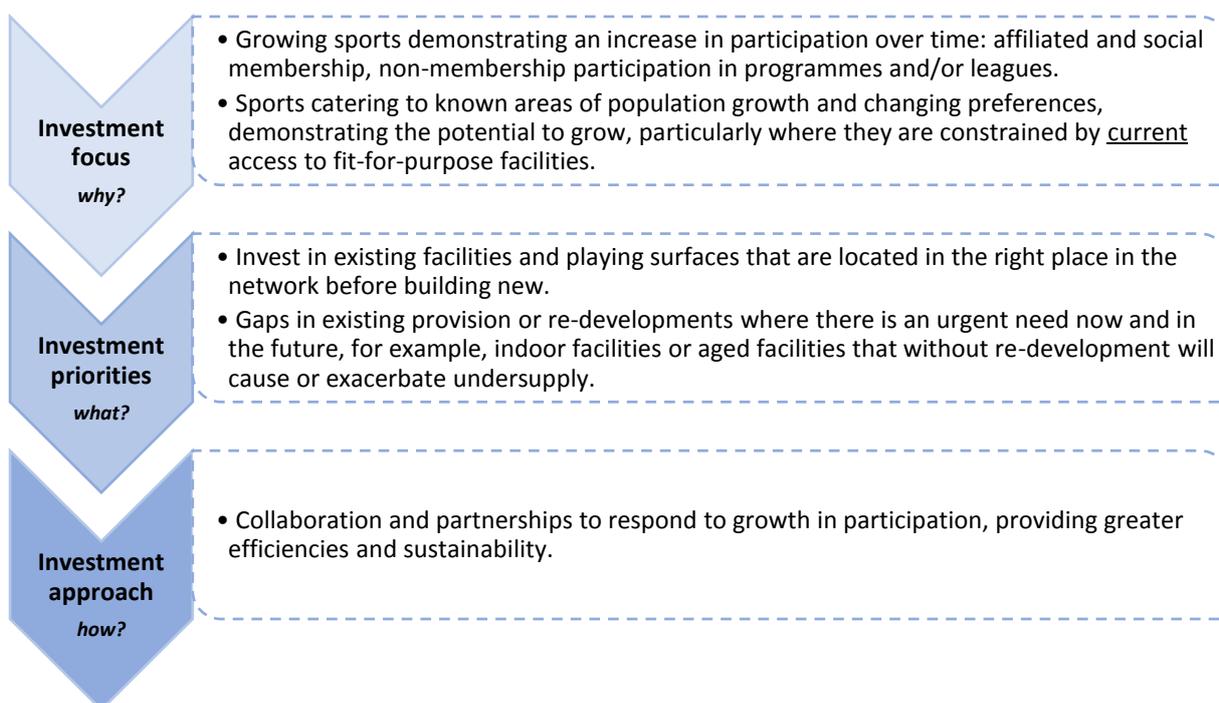
- increased participation in sport, particularly community sport, across a range of codes important to Aucklanders
- greater facility utilisation now and in the future
- a hierarchy and network of accessible facilities that meet competition and training needs at a local, sub-regional and regional level (and in some cases national and international)
- sustainable development and operation of Auckland’s sports infrastructure.

## Strategic priorities

A clear set of strategic priorities for facility investment will enable us to focus on delivering sport outcomes across codes and across Auckland. These will be informed and guided by code facility plans and individual facility investment proposals.

Establishing an agreed approach process for the identification of the sector’s strategic priorities is the overarching objective of this plan.

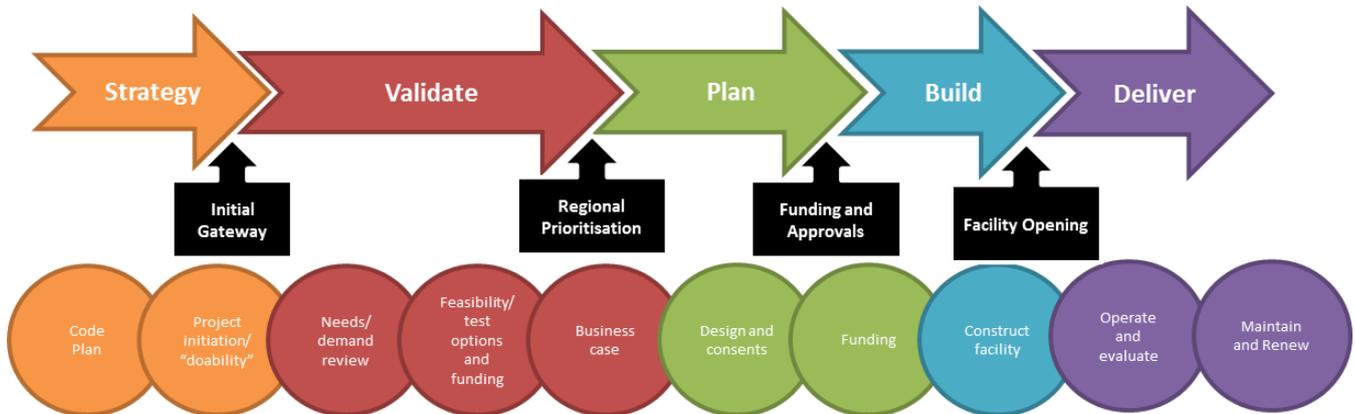
**Figure 3: Strategic sport facilities investment approach**



## Sport facility development process

The diagram below provides an overview of the process to deliver a sport facility development.

**Figure 4: Facility development process**



### Code facility plans

Fifteen codes have completed Auckland-wide code facility plans. These code plans identify future facility needs for each sport and the required investment.

A code facility plan is the key first step in the facility development process. It provides a spatial analysis of demand and supply and identifies where the greatest needs are.

A guide for developing a code facility plan can be found in Appendix 1.

The code plan prioritises the opportunities and actions that can be driven by any number of organisations (for example, clubs, multisport trusts, regional sports organisations).

The following steps need to be completed.

## Initial gateway criteria

The following criteria should be used to check each sport facility investment proposal at an early stage before undertaking a feasibility study.

All organisations such as multisport trusts, clubs, codes, facility owners or collaborating organisations are encouraged to complete this self-assessment.

**Table 3: Gateway criteria**

Question to ask	Elements to check
<p><b>1.</b> Are there clear drivers for the project and has the actual problem/opportunity been defined?</p>	<ul style="list-style-type: none"> <li>• Existing facility has significant fit for purpose or performance issues and/or evidence of demand for additional provision</li> <li>• An area with a gap or duplication of provision as contained in a code facility plan, local board facility plan or network plan</li> <li>• An area with anticipated need arising from population growth</li> <li>• An external catalyst or opportunity that will impact on an existing facility or gap area</li> </ul>
<p><b>2.</b> Will a significant number of people benefit from the project?</p>	<ul style="list-style-type: none"> <li>• Members current and new</li> <li>• Other clubs/codes</li> <li>• Wider community and/or community groups</li> </ul>
<p><b>3.</b> How viable is the project?</p>	<ul style="list-style-type: none"> <li>• Are there realistic funding sources for the proposed type of investment?</li> <li>• Has council indicated any funding support? How? , for example local board</li> <li>• Will it require significantly more resources (\$ and people) to operate than your current facility?</li> <li>• Is it affordable long term?</li> </ul>
<p><b>4.</b> Is there code and council support?</p>	<ul style="list-style-type: none"> <li>• Is there formal club/organisational support for pursuing the project? For example, committee resolution?</li> <li>• Is there support from the code – RSO/NSO for the idea – and is this support in writing?</li> <li>• Has council indicated any support? How? , for example local board</li> </ul>
<p><b>5.</b> Have you identified what is required to progress the project?</p>	<ul style="list-style-type: none"> <li>• Have you identified the pathway to achieve initial support and analysis of the project?</li> <li>• Has the project been discussed with council staff (if on council land or you want council funding) or your local RST?</li> <li>• Does your club/organisation have access to the required skills, knowledge and volunteer capacity for the project lifecycle from feasibility to completion?</li> <li>• If multisport, do all groups have the same vision and outcomes in mind at the outset?</li> </ul>

## Needs assessment

If the initial gateway assessment shows a project should be pursued, then the next step is to undertake a needs assessment.

A needs assessment identifies any oversupply or lack of existing facilities and services.

The aim of a needs assessment is to justify provision with evidence that separates wants from needs. Organisations and individuals may well have a good understanding of current facility demand, but a detailed and independently audited approach, based on high quality qualitative and quantitative data will be required to secure investment.

## Feasibility studies

A feasibility study examines the viability of a proposal. It is informed by objective analysis. It should provide all the information required to make a decision to support a proposal to develop a sport facility. Findings may be to implement, amend, refine or abandon the proposal.

It is important the study is comprehensive and evidence-based. A good feasibility study is arguably the best insurance against a poor investment.

A guide for undertaking a needs assessment and feasibility study can be found in Appendix 1.

Once a needs assessment and feasibility study is completed, this information can be used to complete a comprehensive business case.

## Prioritising significant projects (>\$500k)

As a sector, our objective is to identify significant facility projects as priorities for investment.

Projects ready for assessment will be prioritised across the sector annually using the regional prioritisation criteria.

These agreed priorities can be communicated to investors as an input into their decision-making. Investors will make their own investment decisions based on the guidance from the sport sector.

Code plans give an overview of requirements for future investment and provide a starting point for identifying future partnership opportunities between codes and others.

Some codes, using an evidence-based approach, have identified priority projects for future investment. Others have started developing their code facility plans and/or identification of priorities. These priorities will require further validation and discussion across Auckland to ensure they are robust and the priorities are universally agreed within a code.

Existing code priorities are included in Appendix 2. These provide a snapshot in time to give an overview of facility demands of the sector and will be updated periodically.

## How projects will be evaluated and prioritised?

Codes, multi-sport organisations and/or clubs will submit a project template outlining their project/proposal, by August each year.

A panel of experienced sector representatives will come together by September each year, to review projects using the agreed regional evaluation and prioritisation criteria to identify high priority projects for investment.

These priorities will be communicated to investors.

The panel will include regional and national sport organisations. They will have set terms of reference and panel members will be required to act in a collective capacity on behalf of the whole

sector. Strong conflict of interest protocols will be developed. There will also be the ability to co-opt other experts on to the panel as required.

Rotation of codes on the panel, particularly smaller/emerging codes is vital to its success and ongoing capacity development across the sector.

### Regional prioritisation criteria

A set of agreed prioritisation criteria allows the sports sector to undertake a systematic and transparent assessment of potential project priorities.<sup>5</sup>

These criteria also help ensure the return on investment in terms of participation and other outcomes are maximised.

**Table 4: Agreed prioritisation criteria**

Pass/Fail	
<b>Strategic alignment</b>	The project <u>must</u> align with national and regional facility strategies/code facility plans or demonstrate how the proposal fits in the regional network.
<b>Gap in provision</b>	There is a clearly identified and evidenced gap in provision (function, capacity or geographic assuming existing facilities are run at optimal level) that the facility will meet and evidence that the need can only be met through major redevelopment/re-purposing of an existing facility or new facility provision.
Criteria	
<b>Community need and participation</b>	Degree to which a project matches the needs within its core catchment and will impact positively on accessibility to sports opportunities and grows participation. Future facility developments that maximise opportunities to increase participation where there is an identified demand should be considered a high priority.
<b>Complementary to existing network</b>	Degree to which a project complements existing facilities and can cater for future growth, adding to the hierarchy of facilities and increasing the capacity for sub-regional and regional competition.
<b>Strategic support</b>	The degree to which the proposal is supported by a wide range of stakeholders as a strategic priority: <ul style="list-style-type: none"> <li>• international, national, regional and local sport facility strategies/plans</li> <li>• community and commercial stakeholders, schools, government departments</li> <li>• potential for partnership (multi-sport/co-location/shared use) within, and across, sports codes as well as other partners noting some single use facilities are sustainable on their own and may not need partnership support.</li> </ul>
<b>Sustainability</b>	Degree to which a project is sustainable: <ul style="list-style-type: none"> <li>• sustainable business model and design with whole of lifecycle approach and demonstrable operational and management capabilities</li> <li>• flexible to changes in demand and adaptive uses in the future</li> <li>• other user groups identified.</li> </ul>
<b>Return on investment</b>	Relative social (community wellbeing, community connectedness, volunteerism) and financial return on investment the project can generate.
<b>Achievability</b>	Readiness to proceed, including location identified, developed design, feasibility, funding, governance and management, and has considered lessons learnt from other projects and good practice examples related to access, location, and design.

<sup>5</sup> This does not apply to existing projects that are underway, future stages of projects will be subject to this process.

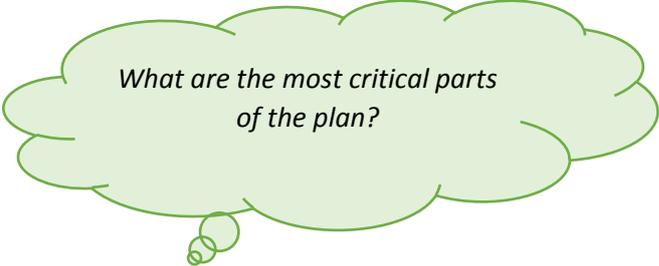
## Prioritising projects (<\$500k)

The focus of this plan is on large-scale projects, which are likely to significantly improve sport participation.

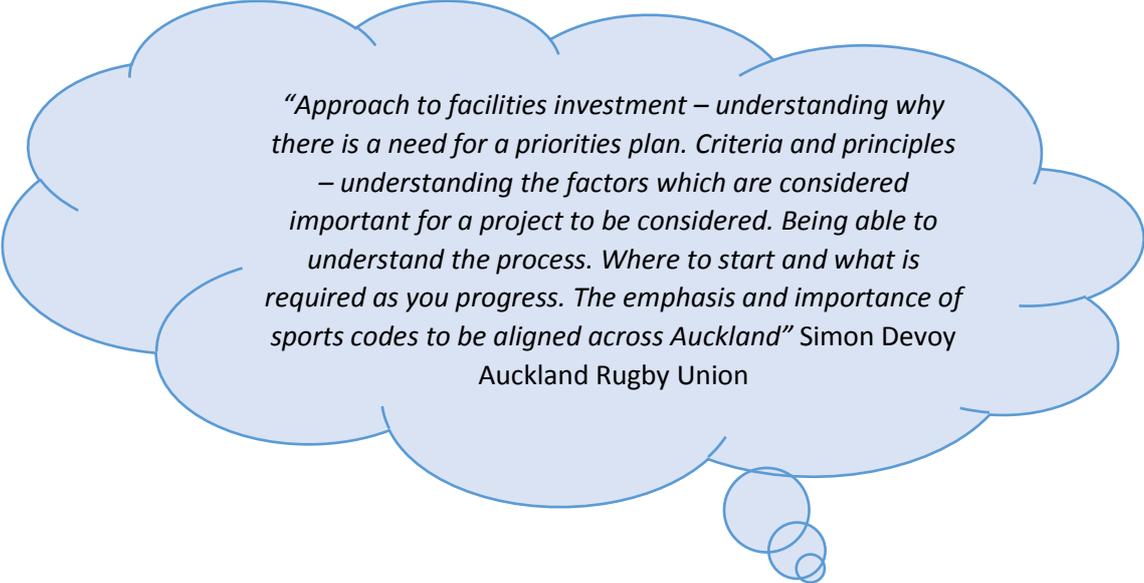
However, the majority of sector projects may be less than \$500,000. For examples, renewals, minor redevelopments, repurposing or enhancing an existing facility. This could include the installation of lights, resurfacing of playing surfaces or a small extension of a facility.

These projects are often funded through fundraising, sinking funds and support by local funders such as licensing trusts and local boards.

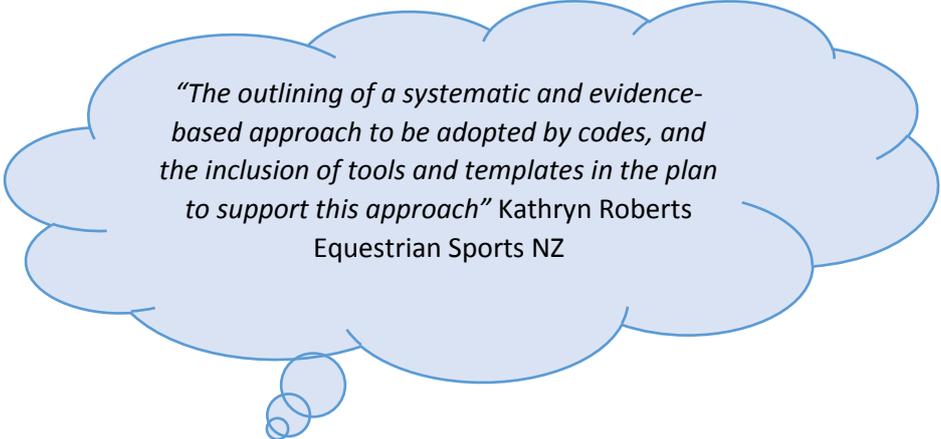
The principles of the prioritisation criteria can be used to test the viability and achievability of these projects. However, the drivers for these projects are usually clear and an extensive prioritisation process is not required across the region.



*What are the most critical parts of the plan?*



*“Approach to facilities investment – understanding why there is a need for a priorities plan. Criteria and principles – understanding the factors which are considered important for a project to be considered. Being able to understand the process. Where to start and what is required as you progress. The emphasis and importance of sports codes to be aligned across Auckland”* Simon Devoy  
Auckland Rugby Union



*“The outlining of a systematic and evidence-based approach to be adopted by codes, and the inclusion of tools and templates in the plan to support this approach”* Kathryn Roberts  
Equestrian Sports NZ

## Sport facility provision

This section provides guidance on approaches to future sport facility provision across Auckland.

### Optimising the existing network

We need to ensure our existing facilities are fully utilised, fit-for-purpose and managed efficiently to maximise the return on investment. The sector should explore these options before recommending new facilities, especially given the challenges of catering to growth in existing urban areas.

This may require:

- a programming and scheduling response
- a facility systems response, for example booking or access system
- renewal of an existing facility
- change of use and repurposing existing facilities
- multiple sports sharing or modifying facilities
- partnerships with schools.

Existing assets should be optimised or refurbished where a proven need exists and a cost benefit analysis (including operational costs) indicates it is warranted.

Appendix 3 outlines some case studies demonstrating how these options can be achieved.

Appendix 4 sets out a number of ideas and approaches that would improve use of existing facilities. These were identified by the sector during the development of this plan.

Changes to existing facilities network may take longer to implement. Good design and improved scheduling will have the most impact.

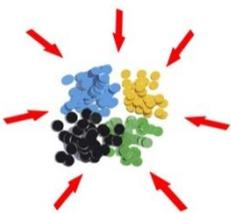
### Models of provision

There are strengths and weaknesses to each type of provision model.

To determine what the sport needs are, these should be measured against the current model, future participation patterns and the practical options for sport in the future.

Codes may transition from one model to another as participation and the population grows. A code may apply a combination of models to suit the sub-region and to respond to their growth.

**Table 5: Models of provision**

Provision Model	Description	Strengths	Weaknesses
<p><b>Concentrated</b></p> 	<p>Supply is centred in key locations</p> <p>Example: motorsports</p>	<ul style="list-style-type: none"> <li>• Cost effective and can leverage use of joint facilities</li> <li>• Usually zoned appropriately</li> <li>• Better quality facility</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult transport wise for regular visits</li> <li>• May result in loss of members</li> </ul>

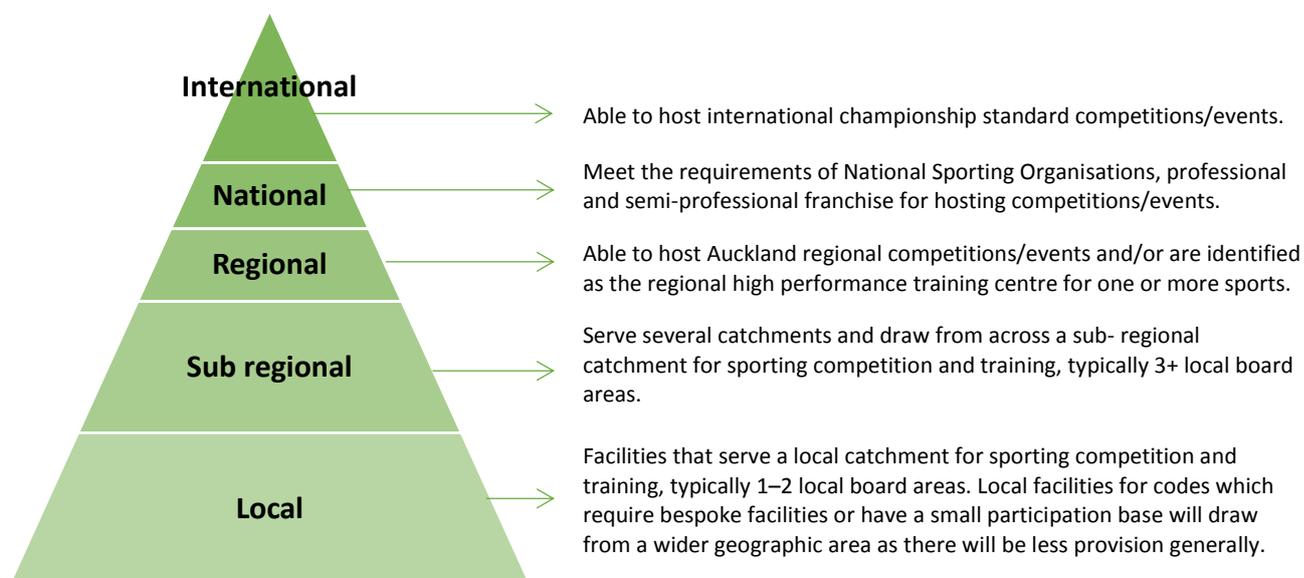
Provision Model	Description	Strengths	Weaknesses
<p><b>Local network</b></p> 	<p>Supply aligns with geographic gaps and distance between facilities</p> <p>Example: squash</p>	<ul style="list-style-type: none"> <li>• Supports local training</li> <li>• Accessible</li> <li>• Ability to grow and maintain young participants</li> <li>• Provides for transient as well as local catchment</li> <li>• Can make use of school facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Does not support regional level and above competitions as efficiently (smaller facilities)</li> <li>• Potentially lower specification facilities</li> </ul>
<p><b>Dispersed network</b></p> 	<p>Supply provided as opportunities arise.</p> <p>May appear random</p> <p>Example: badminton</p>	<ul style="list-style-type: none"> <li>• Can make use of existing school or community facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Prone to being manipulated if access arrangements change</li> <li>• Can leave gaps in provision</li> <li>• Potentially lower specification facilities</li> </ul>
<p><b>Hub and spoke</b></p> 	<p>Supply aligns with hubs and associated network of satellites</p> <p>Example: hockey</p> <p>For multisport the facility may be the hub for one code but a spoke for others</p>	<ul style="list-style-type: none"> <li>• Accessible</li> <li>• Supports hierarchy of competition</li> <li>• Good allocation of capital</li> <li>• Greater sustainability</li> <li>• Can make use of school facilities</li> <li>• Can be mixed ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Needs equal emphasis on the spokes as well as the hub otherwise model does not work</li> <li>• Requires more resources (people), becomes a challenge for codes</li> <li>• Model does not work if there is no willingness to partner</li> <li>• Not as effective if spokes too far apart</li> </ul>
<p><b>Environment specific</b></p> 	<p>Supply is geographic or terrain specific</p> <p>Examples: mountain biking, waka ama, sailing</p>	<ul style="list-style-type: none"> <li>• Fit for purpose</li> </ul>	<ul style="list-style-type: none"> <li>• Can leave gaps in provision</li> <li>• Can result in long travel distances for participants</li> <li>• Less flexibility</li> <li>• Requires space for support and/or onshore facilities</li> </ul>

## Hierarchy of facilities

One of the outcomes of this plan is to support the development of a hierarchy and network of accessible facilities.

It is important to note that local, sub-regional and regional facilities may also meet national and international needs. Similarly, regional facilities will likely meet the needs for sub regional and local competition and training needs for some sports.

**Figure 5: Hierarchy of facilities**



## Responding to growth

Auckland's growing and changing population will shape the sports that are played. The sector must look at ways to adapt and change how sport is provided in the future.

The sports sector must adopt a collaborative approach and engages with all relevant stakeholders in the future provision of sports facilities, programmes and services.

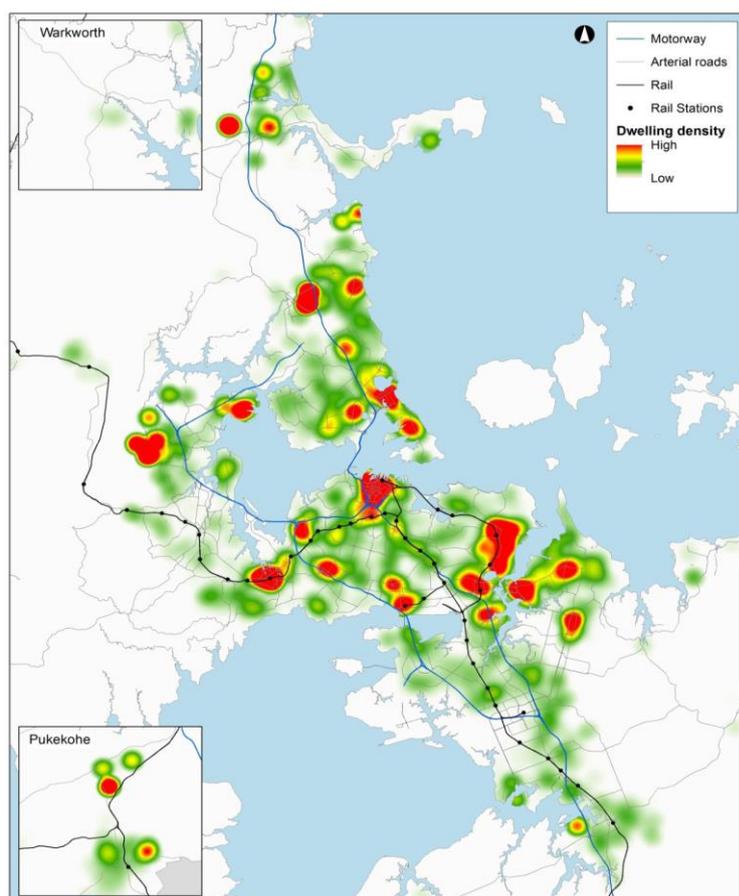
### *How is Auckland changing?*

- 55 per cent of New Zealand's expected growth between 2018 and 2028 will be in Auckland.
- Auckland is one of the most culturally diverse cities in the world with an increasing Asian population.
- We have an aging population, but also an increasing younger cohort. Balancing these needs will be an important factor in the relevance of the sport facility network.

### *Where is growth likely to occur?*

The Auckland Plan has a 70/40<sup>6</sup> split between growth within existing urban areas and new greenfield development.

**Figure 6: Residential growth map<sup>7</sup>**



<sup>6</sup> This allows for 10 per cent variance. The final ratio could be 60:40 or 70:30

<sup>7</sup> Growth heat map based on feasible development enabled by the Unitary Plan.



**Identifying gaps in demand with provision thresholds**

Each code has its own way of responding to demand. There is no one-size-fits-all approach.

Provision thresholds can be used to identify gaps in the sports facilities network. They may help identify facility needs and appropriate solutions.

The following table provides examples of different provision thresholds.

**Table 6: Examples of provision thresholds**

Threshold	Measure	Example
<b>Travel distance</b>	Walking or driving distance	Auckland Council’s open space provision policy provision targets for suburb parks (which often accommodate organised sports): <ul style="list-style-type: none"> <li>• 1000m walk in high and medium density residential areas</li> <li>• 1500m walk in low density residential areas</li> </ul>
<b>Travel time</b>	Drive time	Auckland Region Tennis Facility Strategy (2014) states that courts should be within a 15 minute drive time.
<b>Playing numbers/ Playing surface</b>	Players per court/ field	The Auckland Regional Netball Facility Strategy (2011) identifies that the maximum capacity of a netball court is 25 teams.
<b>Catchment numbers</b>	Facility per x thousand	Auckland Council’s Community Facilities Network Plan identifies population catchment thresholds for pools and leisure space at a local level, for example local pools target population thresholds of 35,000 to 50,000 and leisure target population thresholds of 18,000 to 40,000.

## Growth Tactics

The list of tactics below can help the sector deal with future growth. These high-level approaches can be adapted to respond to different needs.

<b>Utilising our existing assets</b>	Make sure existing and future assets are managed at optimal levels. For example, training only during off-peak times or scheduling access to move away from traditional use models such as changing Saturday morning competitions.
<b>Facility partnerships</b>	Partnerships will play an increasingly important role at all levels of facility provision. Partnerships are not necessarily about sharing or co-locating facilities, but also combining members from clubs to create a wider pool of knowledge, skills and contacts to create efficiencies and reduce operation costs for shared resources.  Partnerships with schools will play a key role in future provision and there may be more opportunities to partner with the private sector.
<b>Brownfield developments</b>	These developments may come with higher capital costs so require a more strategic approach to considering investment in an environment where there are limited resources. May require some lateral thinking in terms of how the facility is designed or how an existing sport or non-sport facility or asset can be re-purposed.
<b>Facility hierarchy</b>	We need to support different levels of training and competition while also recognising the majority of participation occurs at the local level. Facilities catering to national/international competition need to consider proximity to supporting infrastructure such as accommodation.
<b>Future-proofing facilities</b>	Planning and design should ensure all assets are as future proofed and sustainable as possible, for example additional land for expansion, easy to repurpose designs, environmentally sustainable.
<b>Improve geographic accessibility</b>	Develop assets so that accessibility is optimised and the location is aligned to transport developments. One option is to locate hubs on existing urban fringes that can service urban and new greenfield areas.
<b>Adapting how we deliver sports</b>	Be clear on competition versus training facility requirements. In some cases, only basic facilities are needed for training. Using basic (lower standard) facilities for training could free up competition space at higher specified facilities.
<b>Utilising innovative technology and design</b>	Technology advances and a creative approach to the utilisation of existing spaces and places needs to feature in sports code facility development planning, for example hybrid turfs. For example, Astro turf tennis courts can be used for a wide range of activities such as junior and social hockey, junior football training and general fitness activities. In the off-season these courts can also be converted for futsal use.
<b>Future-proofing our sports</b>	To keep our sports up-to-date with consumer patterns we need to look forward to future sport trends and consumption patterns. Pay for play models may contribute to meeting changing trends.

## Definitions

Some useful definitions are set out below to explain certain types of facilities and developments.

Fit-for-purpose	Renewal	Multi-sport Multi-code	Multi-use	Multi-purpose space
Facilities that meet the user's requirements and provide an appropriate level of amenity. The requirements and amenity value may depend on function and where it sits on the hierarchy of facilities.	A like-for-like replacement of a current asset.	Facilities where several codes are co-located and share infrastructure (for example, clubrooms and changing rooms).	A playing surface used by different codes (for example, indoor courts or multi-use artificial turf).  Playing surfaces can be a mix of multi-use and specific to the code such as at Kolmar.	Facility is designed for a specific group of activities. For example, sprung floor space can be used for martial arts, gym sports or aerobics.

## Implementation of this plan

All regional sport organisations are strongly encouraged to develop code facility plans. The first step is to get together with all relevant sports organisations and agree on a unified set of local, sub-regional or regional priorities. The next step is to compile the evidence required to support investment. This process can be supported by Aktive and Auckland Council.

*"We will use the plan's templates as a great guide to determine if we have a viable case for additional facilities on our site. It will be used to inform our precinct plan development".*

Mark Gosling – Trusts Arena

Clubs and other sports organisations should follow the facility development process. Start with the initial gateway. Then develop your high-level strategic priorities. Also seek advice and support from your regional sports trust, regional or national sports organisation, Aktive and Auckland Council.

The process to assess significant projects (> \$500k) will be undertaken each year (in August). Templates will be sent to regional or national sports organisations for completion. Organisations should focus on projects that are well-advanced and ready to be implemented.

Tools that all organisations can use for their planning are available on Aktive's website.

The appendices to this plan, including the list of priorities for each code, will be reviewed and updated annually.



