

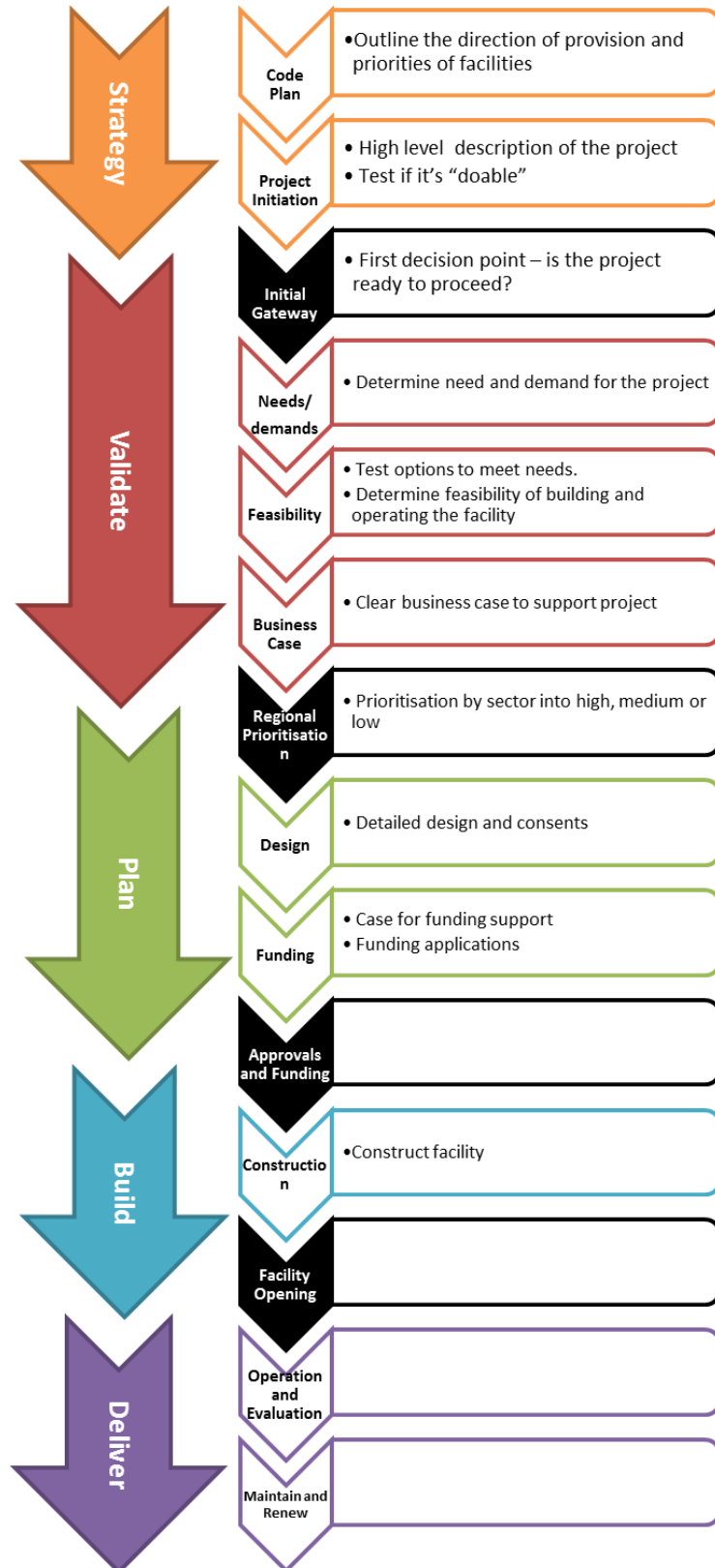
# APPENDICES

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# Appendix 1 Tools to assist sector to plan

## Planning and delivery approach



# Templates

## A guide for sport facility plans

### **What is a sport facility plan?**

A sport facility plan provides direction on the provision and priorities for facilities to best meet current and future participation of sport at all levels. The process involves collecting evidence to support a robust analysis of supply and demand, assessing issues that will impact on future provision and achieving buy-in from key stakeholders on future facility provision. A sport facility plan can be focused on one sport or a group of sports that use the same type of facility.

### **Why have a sport facility plan?**

A sport facility plan provides clear direction on what sport facilities are needed now and in the future. A sport facility plan is used as a guiding document to inform decisions such as investing in new facilities, upgrading existing facilities, optimising facilities or divesting facilities.

The key drivers for developing a sport facility plan are related to:

- ensuring existing facilities are fit for purpose
- understanding where there are gaps or duplication in the network
- meeting demand arising from participation and population growth or changing user expectation

Without a sport facility plan with the associated robust evidence and analysis, it is difficult for a sport to advocate effectively for facility provision and investment.

### **Who should develop the sport facility plan?**

A sport facility plan should be developed and owned by a sport. The plan development should be led by the appropriate sport governing body who bring together a collaborative project team of the organisations involved in the provision of the sports facilities. Where there are multiple regional sport organisations, it is ideal to take a collaborative approach as this reflects how people use the facilities rather than conform to artificial boundary lines.

Key stakeholders to involve in the development of a sport facility plan include Auckland Council, Active, regional sport trusts, Sport New Zealand and significant facility providers.

### **How to develop a sport facility plan?**

Depending on the resources available to a sport, a sport facility plan can be developed in-house or can be outsourced to a consultant. Collection of quality data about participation and facility provision is critical so careful consideration is required on the best way to achieve this.

The typical process to develop a sport facility plan includes the following steps.

- Establish a steering group with representatives from appropriate stakeholders to overview the development of the sport facility plan.
- Develop a short brief describing the methodology and outcomes. This is to ensure everyone is on the same page. If necessary, engage external consultant using the brief.
- Engage with clubs/groups to collect information on current participation, trends, facilities, issues, challenges and future demand factors.
- Collect growth data which will impact on future demand.
- Analyse all the data collected to understand current and future demand and supply.
- Determine the model of provision and identify the key issues for future facility provision.

- Prepare a draft sport facility plan and distribute widely for feedback.
- Review feedback and make changes to the plan as required and then adopt a final plan.
- Establish (or continue) a regional working group to oversee implementation of the plan.

### What is included in a sport facility plan?

A code facility plan can be written in many different ways but the following list provides a description of what is useful to include in a plan.

Executive summary	<ul style="list-style-type: none"> <li>• Highlights of the plan</li> <li>• Key issues for provision</li> <li>• Future priorities</li> </ul>
Introduction	<ul style="list-style-type: none"> <li>• Who is preparing the plan</li> <li>• Why is the plan being prepared - objectives</li> <li>• How has the plan been developed – methodology</li> <li>• What is the intended impact of the plan – outcomes</li> </ul>
Context	<ul style="list-style-type: none"> <li>• Strategic – relevant national, regional and local strategic documents</li> <li>• Historical – how has the sport provision developed over time</li> <li>• Organisational – who are organisations involved in facility provision</li> <li>• Sport priorities – articulate wider sport priorities related to facility provision such as modified sport delivery, organisation sustainability etc</li> </ul>
Demand	<ul style="list-style-type: none"> <li>• Breakdown of current participation in the sport</li> <li>• Geographic breakdown of participation</li> <li>• Demographic breakdown of participation</li> <li>• Participation trends</li> <li>• Assessment of any latent (unmet) demand</li> <li>• Demand calculator – how is future demand determined (such as continuing existing participation growth trends, population ratio, space ratio, catchment ratio)</li> </ul>
Supply	<ul style="list-style-type: none"> <li>• Current facilities – location, ownership, quantity and quality</li> <li>• Ensure to include a description of both playing surfaces and amenities required to enable participation (eg changing rooms, storage, control rooms)</li> <li>• Facility challenges - issues with current supply</li> <li>• What is the current capacity of current facility supply</li> </ul>
Growth	<ul style="list-style-type: none"> <li>• Projected population growth – broken down into geographic and demographic</li> <li>• How will growth impact on demand and supply</li> </ul>
Demand and Supply Analysis	<ul style="list-style-type: none"> <li>• Analysis of current and future demand against current and future supply</li> <li>• Is there under-supply, over-supply or change in provision required?</li> <li>• This section should clearly describe what capacity is provided now and what capacity is needed to meet future demand</li> </ul>
Provision  (this is the critical section for the future provision)	<ul style="list-style-type: none"> <li>• Principles of provision – key principles underpinning future facility provision (what things will be recognised eg accessibility, transport, sustainability)</li> <li>• Model of delivery – what type of model underpins future facility provision</li> <li>• Hierarchy of facilities – specification and quantity</li> <li>• Prioritisation criteria (if required) – how have the priorities be determined</li> <li>• Priorities for future facility provision – prioritised list of facility developments with indicative costs</li> <li>• Summary of investment required over a 10 year period</li> </ul>

Implementation	<ul style="list-style-type: none"><li>• How will the plan be implemented</li><li>• Who will oversee implementation of the plan</li><li>• When will the plan be reviewed</li></ul>
Other – include as appendix	<ul style="list-style-type: none"><li>• Facility guidelines (if required) – description of facilities specifications</li><li>• Detailed information on identified priority projects</li></ul>

# Guide for undertaking Needs Assessments

## **What is a Needs Assessment?**

A needs assessment explores what is happening in a geographic area or community of interest to determine whether any change or intervention is required, either non-facility or facility. A needs assessment involves research in the community, reaching both users and non-users and a robust analysis of supply and demand to determine whether there is an actual need for facility development or whether identified needs could be met in some other way such as programming, pricing or travel.

## **Why complete a needs assessment?**

A needs assessment provides robust data and evidence to inform decisions about facility development and investment. A needs assessment is critical to distinguish the wants from needs and ultimately ensures a facility development will not become a “white elephant”. Needs can be quantified through research and evidence and will stand the test of time, whereas wants are often opinion-based and will change over time.

Key reasons for completing a needs assessment are:

- Provide robust evidence on the need and merits of a facility development
- Informs the appropriate scope, scale, elements and timing of facility development
- By comparison to facility costs, a needs assessment is a cheap way to determine when a facility development is not required.

Without a needs assessment it will become increasingly difficult to gain political or financial support for facility development.

## **What should a good needs assessment cover?**

- Why is the needs assessment being undertaken (drivers) and how does this link strategically to the Sport Facility Plan or Strategic Plan(s)
- What does the “community” look like now and into the future – demographic profile and changes
- What is the current state of provision both facility and programming
- What is the “community” doing / not doing and why
- What would the “community” like to do and what is preventing them from doing them
- Analysis of current facility use, catchment, condition and issues
- What are the identified needs in the community and how can they be responded to
- If facility development is identified, what are the required outcomes

## **Who should undertake a needs assessment?**

Any group considering a facility development should own the completion of a needs assessment. There are people and consultants who specialise in needs assessments and will provide an independent report. However, groups can undertake a needs assessment with their own resources provided they have the time to do the research and analysis. Auckland Council, Active, regional sport trusts can provide guidance and also provide a list of consultants.

## Guide for Feasibility Studies

### What is a feasibility study?

Once a needs assessment has confirmed a facility development is required, then a feasibility study will test the various options by exploring the scope, cost, benefits, strengths and weaknesses of each option. Once the preferred option is identified, then the feasibility study examines in detail whether the facility is feasible to build and operate.

A needs assessment and feasibility study can be completed together, although it is important to keep an open mind the needs assessment may identify .

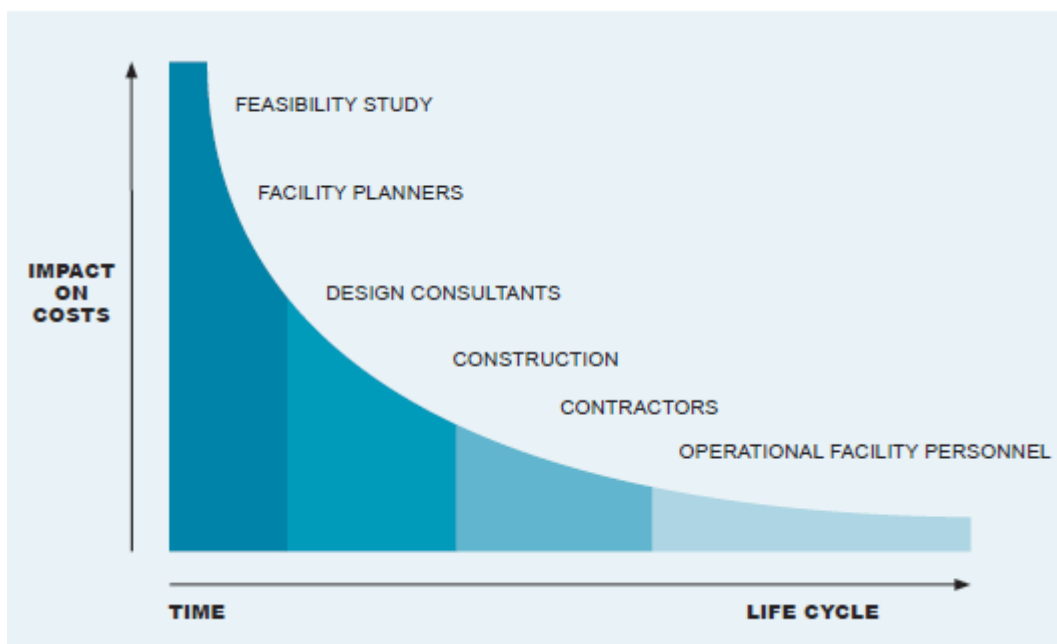
### Why complete a feasibility study?

A feasibility study is just as vital as the needs assessment as it examines in detail the achievability and viability of a facility project. The feasibility study explores all the questions that you might ask before a facility is built and provides investors, land-owners and decision-makers the level of comfort required to make a decision.

Key reasons for completing a feasibility study are:

- Robust testing of the various options to show the preferred option is the best
- Examines in detail all the aspects of the facility development and operation
- Provides all the answers to develop a business case
- Feasibility studies are increasingly a mandatory pre-requisite for any funding application.

Research shows a feasibility study has the greatest impact on reducing facility operating costs and improving efficiency compared to any other part of the facility lifecycle as shown by the following graph.



Ballesty, S., Orlovic, M. (2004). Life cycle costing and facility management.

### **What does a feasibility study address?**

- What are the facility requirements identified in the needs assessment
- What are the options to respond to these requirements consider partnership options, location options, type of facility options, size options, design options or technical options. If many options are identified then, the list should be reduced to no more than five to analyse
- Assess the scope, cost, benefits, strengths and weaknesses of each option.
- If necessary develop criteria for shortlisting the options.
- Identify the preferred option.
- For the preferred option, :
  - high level concept design
  - costs to build, spread across the whole of building life
  - governance (who owns and makes decisions for the facility)
  - operating model
  - usage model
  - business plan (operating revenue and expenditure)
  - risk, issues, assumptions and dependencies
  - funding sources
- Once the preferred option is fully outlined, then an assessment is required on whether it is achievability and sustainability.

There is no shame in reaching the end of a feasibility study and identifying the facility should not be progressed or that the project needs to be rescoped.

### **Who should undertake feasibility?**

Any group progressing a facility development should own the completion of a feasibility study. The feasibility study is best completed by the consultants who are experts in this analysis. Auckland Council, Aktive, regional sport trusts can provide guidance and also provide a list of consultants



# Project Synopsis Template

## COMMERCIAL IN CONFIDENCE

General information				
Project name:		Date:		
Project Location:				
Project description:				
Project context/background:				
Project objectives:				
<p><b>Describe the catalyst/drivers for project, this can include:</b></p> <ul style="list-style-type: none"> <li>Existing facility has significant fit for purpose or performance issues</li> <li>Identified in code facility 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>				
Consequences of not proceeding:				
Lead entity and current legal status:				
Project cost <i>(overall)</i>	CAPEX:	\$	OPEX:	\$

<i>Insert Site Map here</i>		<i>Insert Photo here</i>
Project scope		
Timeframes		
Criteria	Sub-criteria	Evidence
<p><b>Community need and participation</b></p> <p>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</p> <p>(see strategic priorities in draft plan re definition of participation)</p> <p>(Note core catchment could be geographic local, sub-regional or regional/national or demographically specific – girls aged 5–14 years</p>	<p>How will this project impact on participation?</p> <p><i>Numerical club and/or code data that shows participation is growing. Include any relevant survey data such as the Sport NZ Active Survey or Sport and Recreation in the Lives of Young Aucklanders.</i></p>	
	<p>How will the project meet the needs of the community?</p> <p><i>What is the catchment to be served? How will the project increase penetration into catchment for the facility/activities/services provided.</i></p> <p><i>Demonstrate knowledge of the catchment and participant profiles.</i></p> <p><i>If the project provides spaces for others to use, what other similar facilities are there in the area?</i></p>	

across Auckland)	Does this project give an opportunity for the code to broaden who participates in the sport (new or emerging sports) and/or the range (can be frequency, quantity, diversity (multi-use) or physical accessibility) of opportunities on offer? If yes, how so?	
	How is provision limiting participation?  <i>Includes access, condition, fit-for-purpose, provision gaps.</i>	
<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	How does the project cater for current and future growth?  <i>Population growth and growth in sport.</i>  <i>Is capacity for future growth included in the project plans?</i>	
	What identified gap in the hierarchy of facilities does the facility fulfil based on your model of provision?	
	Will this project be competing with any nearby facilities?	
<b>Strategic support</b>  The degree to which the proposal delivers on:	Local Board: e.g. master plans, local board plans, local facility plans  <i>Is the project identified in any local planning strategies or plans?</i>	

<ul style="list-style-type: none"> <li>network plan strategic priorities</li> <li>international, national, regional and local sport facility strategies/plans</li> <li>community stakeholders, schools, government departments, commercial</li> <li>potential for partnership within and across sports codes as well as other partners such as schools, community groups and private providers, noting some single use facilities are sustainable on their own</li> </ul>	<p>Is this project identified as a priority in any facility plans or strategies for your code? Is it a high priority?</p> <p><i>Prioritised in 1–3 years, 3–5 years, 5years plus</i></p>	
	<p>What support does this project have beyond the code? This includes the community, schools, commercial and other stakeholders.</p>	
	<p>Does this project have a strong potential for partnership? What partners are identified or signed up?</p> <p>How is the collaboration from the partnership(s) embedded in the design, operations and governance?</p>	
<p><b>Sustainability</b></p> <p>Degree to which a project is sustainable:</p> <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> </ul>	<p>What is the proposed business model for the operation of the facility?</p> <p><i>Outline proposed use.</i></p> <p><i>What is the proposed financial forecast for facility operation?</i></p>	
	<p>How does it account for whole of life costs, different income streams and other user groups?</p> <p><i>Does the operating model show a break-even or small profit over time? What are the multiple revenue streams?</i></p>	

	<p>What is the long term project governance and management structure for the facility?</p> <p><i>What are the governance and management capabilities being sought or in place of those proposed?</i></p>	
	<p>How does the project design allow the facility to be flexible and adaptable in the future?</p>	
	<p>What sustainable design initiatives are included?</p>	
	<p>How will users access the facility? What's its location and how visible is the proposed facility to passer-by's, how easily is it accessed by multiple modes of transport?</p>	
<p><b>Return on investment</b></p> <p>Relative social return (community wellbeing, community connectedness, volunteerism) and financial return on investment the project can generate</p>	<p>How will this project benefit the wider community?</p> <p><i>This includes high levels of volunteer contribution and upskilling, involvement of other groups and creating spaces for the wider community to use. This also includes the impact that the project will have on low participation groups such as lower socioeconomic groups, ethnic groups and youth.</i></p>	

	<p>Has a feasibility study and business case been completed yet?</p> <p>Explain (briefly) the options that were explored to address the problem/opportunity and what the resulting cost/benefit ratio and NPV of the preferred options was.</p>	
	<p>Explain how and if the proposal significantly increases participation at a lower cost per house/per user?</p>	
<p><b>Achievability</b></p> <p>Readiness to proceed, including location identified, developed design, feasibility, funding, governance and management, and has taken on board lessons learnt from others and good practice examples related to access, location, and design.</p>	<p>How is the scale of the development and funding required commensurate with the need identified</p> <p>How does the project compare with the size of your organisation and turnover now?</p> <p>(feasibility study may identify these)</p>	
	<p>What is the likely timeframe for this project to be achieved?</p> <p><i>Is there a project plan in place?</i></p>	
	<p>What is your funding plan and project time to lead development and fundraising?</p> <p>What is the organisation's contribution to the project costs? Actual and as a percentage.</p>	

	<p>What is your <u>project</u> governance and management structure e.g. are you employing an external project manager and other resources?</p>	
	<p>Stage of securing the site for this project. What site conditions are there present that the project needs to address? e.g. geotechnical, access, visibility etc.</p>	
	<p>Is the project in the appropriate planning zone or precinct? What are the known consenting and other regulatory processes and timeframes required?</p> <p><i>Is a reserve reclassification or revocation required for the project to proceed? Is there a plan to address possible consenting issues or risks? Project should be located where utilisation of the facility can be enabled e.g. extended hours, lighting, noise etc.</i></p>	

## Detailed Assessment Criteria

Pass/Fail	Guidance	Assessment
<b>Strategic alignment</b> The project must align with national and regional facility strategies/code facility plans or demonstrate how the proposal fits in the regional network	<b>Pass:</b> The project is documented in a national and/or regional facility strategy/code facility plan as a priority in the next ten years.  Or: The project aligns to a major area for investment (in a plan or strategy) eg: could be major renovation – where maintenance of existing facilities is documented as a priority in a national and/or regional facility strategies/code facility plan and the geographic area identified.  Or: If no code facility plan exists at a national or regional level – it can clearly be demonstrated where the project fits in with the overall regional network for the code and this is supported by the RSO (if exists) and NSO.	
<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 where the need can only be met through major redevelopment/re purposing of an existing facility or new facility provision	<b>Pass:</b> The proposal presents evidence (can be analysis from code plan, Sports Field demand analysis, network plans, options analysis, feasibility or business case) to support a clearly identified gap in provision ( or replacing existing capacity) now or in future (growth area).  There is evidence options have been considered to fill gap (or replacing existing capacity) that validates the proposal.	

Criteria	Poorly aligns	Aligns	Strongly aligns	Assessment
<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  Note: 1. See strategic priorities in draft plan re definition of participation 2. Core catchment could be geographic local, sub-regional or regional/national or demographically specific – girls aged 5-14 years across Auckland) 3. Range(can be frequency, quantity, diversity (multi-use) or physical accessibility) and 4. Breath can be catering to new population preferences such as new and emerging sports 5. Provision covers lack of facility, cost, not fit-for purpose, capacity constraints)	Impact on participation  (Past trends and other data support assumptions)	Little to no evidence of an increase in participation/membership as a result of investment proposed.	Evidence of code data shows numerically participation/membership is growing year on year relative to size of code and in line with population growth in the catchment, (overall Auckland expected to grow 1.3% annually), and the project itself will result in <u>sustained</u> participation or <u>some</u> growth in participation over time.	Evidence of code data shows numerically participation is growing <u>substantially</u> year on year relative to size of code and faster than population growth in the catchment, (overall Auckland expected to grow 1.3% annually), and the project will result in <u>high growth in participation</u> over time.
	Meeting community need	<u>Little to no</u> evidence that the facility proposal will result in a widening and/or increase in the penetration into the catchment for the facility/activities/services proposed	<u>Some evidence</u> that the facility proposal will result in a widening and/or increase in the penetration into the catchment for the facility/activities/services proposed	<u>Clear evidence</u> that the facility proposal will result in a widening and/or increase in the penetration into the catchment for the facility/activities/services proposed
	Impact on the range and/or breath of organised sports opportunities	<u>Little to no</u> impact on growing the range and/or breath of opportunities on offer.	Evidence of expansion in the range and/or breath of opportunities on offer.	Evidence of large expansion in the range and/or breath of opportunities on offer
	How has provision (access, condition, fit –for	<u>Little to no evidence</u> provision has limited participation and growth of code	Evidence that provision has <u>somewhat</u> limited participation and growth of code(and other factors	Evidence that provision has <u>strongly</u> limited participation and growth of code_(and other factors indicate that if



		purpose, gap) limited participation?		indicate that if there was access – then growth would occur )	there was access – then growth would occur )
Criteria		Poorly aligns	Aligns	Strongly aligns	
<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.	Cater for future growth:	Has <u>little or no</u> capacity required to cater to current or future growth	The proposal is planned with <u>some</u> capacity to cater to current and future growth	The proposal is planned with the <u>required</u> capacity required to cater to current and future growth
		Hierarchy:	The proposal <u>does not</u> fill an evidenced gap in the existing hierarchy for facilities and may compete with a nearby facility (see code plan or evidence supplied).	The proposal fills an identified gap in the existing hierarchy for facilities based on the codes model of provision (geographic, type, capacity) with <u>little</u> duplication/overlap or direct competition to a facility nearby. Project adds <u>some</u> capacity at the sub-regional or regional level (this could be by provision of a local facility that frees up use of an existing sub-regional or regional facility)	The proposal fills an identified gap in the existing hierarchy for facilities based on the codes model of provision (geographic, type, capacity) with <u>no</u> duplication or direct competition to a facility nearby. Project adds <u>significant</u> capacity at the sub-regional or regional level (this could be by provision of a local facility that frees up use of an existing sub-regional or regional facility)
Criteria		Poorly aligns	Aligns	Strongly aligns	Assessment
<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 stakeholders, schools, government dept., commercial facility investors</li> <li>potential for partnership (multi-sport/co-location/shared use) within, and across, sports codes as well as other partners <u>noting some single use facilities are sustainable on their own and may not need partnership support</u></li> </ul>	Code specific:	Low priority in an international, national, regional code facility plan/strategy in the next ten years, tenure of existing facility good	A priority in a code facility plan/strategy in the next three – five years <u>or tenure</u> of existing facility is threatened	A priority in a code facility plan/strategy in the next one - three years <u>or tenure</u> of existing facility threatened (being sold, lease expires, rent hike unaffordable)
		Local Board:	Lower priority in a local board area facility plan and is not in the local board plan	Medium priority in a local board area facility plan (where one exists) or local board plan	A high priority in a local board area facility plan (where one exists) or local board plan
		Facility Investors:	No funding support for earlier stages of the development	Some funding support for earlier stages of the development	Strong funding support for earlier stages of the development
		Other	Little support beyond code for proposal	Some (2-3) evidence of support from a few local community and other stakeholders for the proposal	Strong support from a wide range of community and other stakeholders for the proposal
		Partnerships:	Potential for partnership is <u>low and no</u> partners have been identified  Collaboration from partnerships is <u>not recognised</u> in facility design, operations and governance/management approach	Potential for partnership is <u>possible</u> and at least <u>one</u> partner identified but may not be on board.  Collaboration from partnerships is <u>recognised</u> in facility design, operations and governance/management approach	Potential for partnership is <u>strong</u> with at least <u>two</u> or more partners identified and partners may <u>already</u> be on board.  Collaboration from partnerships is <u>recognised and embedded</u> in facility design, operations and governance/management approach
Criteria		Poorly aligns	Aligns	Strongly aligns	Assessment

<b>Sustainability</b>	Degree to which a project is sustainable:	Business model:	<u>Lack of sustainable or credible operating /financial model which also does not demonstrate accounting for whole of life costs(asset maintenance, depreciation or sinking fund, any interest costs). No other user groups identified</u>	Operating /financial model demonstrates a <u>break-even or small profit</u> position over time, with <u>two or more</u> income streams( plus other user groups identified) and <u>accounts for</u> whole of life costs (asset maintenance, depreciation or sinking fund, any interest costs)	Operating model demonstrates a <u>break-even or small profit</u> position over time, with <u>multiple</u> income streams (other user groups confirmed) and <u>accounts for</u> asset maintenance, depreciation or sinking fund, any interest costs
	<ul style="list-style-type: none"> <li>sustainable business model and design with whole of lifecycle approach and demonstrable governance, operational and management capabilities</li> <li>sustainable design and flexible to changes in demand and adaptive uses in the future</li> <li>Other user groups identified</li> </ul>	Overall governance and management capabilities:	<u>Weak/overly complex or no</u> thought given to governance and management structure (volunteer or paid) proposed.	<u>Good</u> governance and management structure (volunteer or paid) proposed or in place.	Strong and not overly complex governance and management (volunteer or paid) structure proposed or in place.
	Sustainable design and initiatives:	Facility is <u>not</u> designed/proposed to be flexible and adaptive to future changes and sustainability design Initiatives are <u>not</u> clearly stated and/or <u>low likelihood</u> will be achieved given budget (capex and opex).	Facility <u>is</u> designed/proposed to be <u>somewhat flexible</u> and adaptive to future changes and sustainability design initiatives <u>are</u> stated and <u>likely</u> to be achieved.	Facility is designed/proposed to be <u>highly</u> flexible and adaptive to future changes and sustainability design initiatives are <u>clearly stated</u> and <u>high likelihood</u> will be achieved.	
	Transport Alignment:	Facility location proposed is accessible by <u>limited</u> modes of transport (e.g.; predominantly car only) and located where it <u>may impact</u> congestion at peak usage times.	Facility location proposed <u>is accessible</u> by multiple modes and located so as <u>to not impact</u> congestion at peak usage times with <u>adequate</u> parking.	Facility location proposed is <u>easily accessible</u> by multiple modes (PT, car with onsite or shared parking, walking, cycling) and well located so as <u>to not impact</u> congestion at peak usage times with <u>adequate and shared</u> parking.	
<b>Criteria</b>		<b>Poorly aligns</b>	<b>Aligns</b>	<b>Strongly aligns</b>	<b>Assessment</b>
<b>Return on investment</b>	Relative social (community wellbeing, community connectedness, volunteerism) and financial return on investment the project can generate	Wider community and social benefits	<p><u>Little or no</u> and volunteer contribution to project or upskilling of volunteers as a result of the project</p> <p><u>No involvement</u> by groups outside the organisation</p> <p><u>Minimal</u> benefits to the wider community eg; no or only a few spaces for hire, no community hub created, no spaces for casual public use.</p> <p>Lower participant communities (socio=economic, ethnic, young people) <u>do not</u> benefit or receive <u>low</u> benefit from development.</p>	<p><u>Good</u> level of volunteer contribution to project (project momentum may just be beginning) – governance, planning , fund-raising and <u>many</u> volunteers (beyond just one or two)receiving benefits of upskilling as a result of project involvement</p> <p><u>Involvement</u> by one or two groups outside the organisation in the project</p> <p><u>Some</u> benefits to the wider community eg; spaces for hire, community hub created, and spaces for casual public use such as walking tracks part of development.</p> <p>Lower participant communities (socio=economic, ethnic, young people) will receive <u>some</u> benefit from development.</p>	<p>High level of volunteer contribution to project – governance, planning , fund-raising and large amount of volunteers receiving benefits of upskilling as a result of project involvement</p> <p><u>Involvement</u> by two plus groups outside the organisation in the project</p> <p><u>Significant</u> benefits to the wider community eg; spaces for hire, community hub created, and spaces for casual public use such as walking tracks part of development.</p> <p>Lower participant communities (socio=economic, ethnic, young people) will benefit <u>significantly</u> from development.</p>

			Financial returns	Options analysis not completed or preferred option- poor cost benefit ratios less than 1:1 and poor net present values.  <u>No evidence</u> of the project eliminating or reducing duplication (facilities or operations).  Proposal is unlikely to increase use and lower cost per hour/per user	Feasibility study has been done – business case may not have yet. There is evidence to suggest investment can be justified through options analysis. Positive financial returns or preferred option has best and acceptable NPV (even if negative).  The project <u>eliminates or reduces</u> duplication (facilities or operations).  Proposal will increase use and lower cost per hour/per user – may not yet be quantified.	Feasibility study has been done –business case may not have yet. There is evidence to suggest investment can be justified through options analysis Cost benefit ratios greater than 1:1 and positive net present values for preferred option.  The project <u>eliminates or significantly reduces</u> duplication (facilities or operations through shared space/services).  Proposal will significantly increase use and lower cost per hour/per user.
Criteria		Poorly aligns	Aligns	Strongly aligns	Assessment	
<b>Achievability</b>	Readiness to proceed, including location identified, developed design, feasibility, funding, governance and management, and has taken on board lessons learnt from others and good practice examples related to access, location, and design.	Scale of development and funding required	Plans are <u>out of line</u> with the need identified and, size of organisation with <u>no or poor quality</u> feasibility study to support.	Plans are commensurate with the need identified and, size of organisation and supported by <u>credible</u> Feasibility Study with a business case in progress or to come.	Plans are <u>commensurate</u> with the need identified and size of organisation and supported by <u>credible</u> Feasibility Study <u>and</u> business case.	
		Funding plan	<u>Little likelihood</u> of being achieved within a five – ten year timeframe  <u>Little or no fund-raising</u> or financial ( <u>less than 15%</u> ) planned or begun by the organisation	<u>Reasonable likelihood</u> of being achieved within a three – five year timeframe and some funding may be in place 15-30%.  A reasonable level of fund-raising or financial ( <u>15-30%</u> ) by the organisation <u>planned or begun</u> .	<u>Strong likelihood</u> of being achieved within a three to five year timeframe and 30-50% funding already in place.  Significant fund-raising or financial ( <u>30-50%</u> ) and volunteer contribution by the organisation ( <u>begun</u> towards total project cost and achievement.	
		Project structure and delivery capabilities	<u>No structure (Steering group/PCG or PM) in place or well- planned</u> to lead development and fundraising.	<u>Steering group/PCG and PM in place or planned</u> to lead development and fundraising.	<u>Active Steering group/PCG and PM in place</u> to lead development and fundraising.	
		Site location and complexity	Site not secured and will be expensive or complex to secure  Site not in a particularly good location (low visibility, access and has site constraints such as poor ground conditions or not yet identified).	Site is identified and in process of being secured (council may be assisting)  Site in a good or reasonable location and ground condition confirmed and plan in place (visible, accessible and little site constraints).	Site is secured  Site in a good location (highly visible, accessible and little site constraints) and no ground conditions of concern.	
		Planning	No understanding of consent or classification issues/risks/timeframes evident.  Zoning or precinct plan is <u>not appropriate</u> and will require change	Some understanding of consent or classification issues/risks/timeframes evident.  Zoning or precinct plan is appropriate, building on a <u>smaller</u> sports hub/location or locating in industrial area so can operate extended hours	Plan in place to address any consent or classification issues/risk  Zoning or precinct plan is appropriate, building on a <u>large</u> established sports hub/location or locating in industrial area so can operate extended hours	

## Data and links

### **NZ Secondary Schools Sports Council census data**

<http://www.nzsssc.org.nz/school-sport-data/nzsssc-census-reports>

Link to sport and recreation facility development guide updated regularly from QS perspectives.

<http://www.sportnz.org.nz/managing-sport/search-for-a-resource/guides/community-sport-and-recreation-facility-development-guide#concept>

Link to other facility tools/guides that are available on specific issues

<http://www.sportnz.org.nz/managing-sport/search-for-a-resource/search?c=13>

### **Future supply modelling**

To provide the best possible response, as well as identifying options for co-locations, modelling of future supply should include:

- projected growth based on the Auckland Transport growth model
- where growth will occur based on the Future Urban Land Supply Strategy 2015
- changing demographics
- sport preferences
- location relative to transport hubs.

The Sport NZ Insights Tool ([www.sportnz.org.nz/insights](http://www.sportnz.org.nz/insights)) is a useful interactive online resource for visualising trends in demographics, participation, and activity behaviours.

## Appendix 2

### Investment priorities for each code

This section includes priorities identified by codes in August 2017. Part one are Auckland-wide priorities aligned to code facility plans. Part two are current priorities identified by codes but not yet necessarily agreed across Auckland or aligned to a code facility plan. These provide a snapshot in time to give an overview of facility demands of the sector and will be updated periodically.

#### Codes with Code Facility Plans

Code	National Plan	Regional Plan	Under review or development?
Athletics	2010		
Baseball		2012	Yes
Bowls	2013	2013 2014 - Implementation	
Bike	2010	2012	
Cricket	2012	2011	
Equestrian		2014	
Football	2016	2011	Yes -regional
Golf	2013	2013 2014 - Implementation	
Gymnastics NZ	2017		National in draft
Hockey	2016	2014	
Indoor Roller skating		2016	
Netball	2011	2015	
Paddling and Rowing		2007	
Rugby League	2015	2016	
Rugby Union		2012	
Softball	2017	2017	National in draft
Squash	2017		National in draft
Tennis	2014	2015	

**Part One – Codes with Code Facility Plans – regional and/or national alignment**

Code	Priorities				
	1	2	3	4	5
<b>Bike (BMX, Road, MTB , Track)</b>	<p>Bike facilities plan refreshed and updated.</p> <p>BMX – develop an ongoing track maintenance plan identifying key roles and responsibilities.</p> <p>Road – identify an inner city cycling criterium circuit.</p> <p>Track – maintain New Lynn and Manukau velodromes as community facilities.</p> <p>MTB –Track development in Hunua Regional Park/ Ranges.</p>	<p>Road – install signage on key cycling routes to raise awareness of use of the road to other road users.</p> <p>MTB –Ensure MTB tracks in Totara Park are maintained as MTB tracks.</p> <p>Track – develop an indoor velodrome at Waitakere Trust Arena as a multi-sport facility.</p> <p>BMX – Continue to investigate options for a site for the East City BMX Club.</p>	<p>Road – Work with AKL</p> <p>Transport to improve access on Identified junctions and interchanges on key cycling training routes</p> <p>MTB – Work with &amp; advocate to council to include maintenance of the Puni MTB track in council’s maintenance contract.</p> <p>Advocate for linking Onetangi Sports Park MTB tracks to Whakanewha Regional Park MTB track.</p> <p>BMX - Complete the BMX track and facilities at Colin Dale Park.</p>	<p>Road - detailed cycle friendly road surface guideline that considers the surface material, road shoulder and signage.</p> <p>BMX – Extend the BMX track at Lloyd Elsmore Park.</p>	<p>MTB –Develop Waitawa Regional Park as a destination for MTB.</p> <p>BMX –explore potential to develop network of accessible community jump/pump tracks.</p>
<b>Bowls</b>	<p>A club network of successful and sustainable clubs</p>	<p>The formation of “groups of clubs” to work together on the future of the sport in their area</p>	<p>Up to 8 covered greens geographically spread across Auckland</p>	<p>Club Development Agreements with selected clubs to advance the promotion and growth of bowls</p>	<p>Invest in improving the quality of greens to meet the needs of the sport</p>
<b>Cricket</b>	<p>Investment in Metro Park Clubrooms and training facilities</p>	<p>Investment in training and changing/toilet facilities at Sir Barry Curtis Park</p>	<p>Investment in Indoor Cricket Nets on the North Shore</p>	<p>Investment in grounds on the North Shore capable of holding 2-3 grass wicket ovals</p>	<p>Investment in Melville Park redevelopment, including grass training facilities</p>

<b>Equestrian</b>	Secure Woodhill Sands Equestrian Centre as a Regional hub for the long term future of the many equestrian disciplines	Secure long term access to Puhinui Reserve initially for Eventing Auckland venue and for future development into a multi discipline venue	Sub regional and local: Ensure Pony Clubs existing network is maintained and invest in new and existing facilities to maintain and grow activity, access and local provision	Explore options to provide all weather jumping arenas in the south, potentially at Puhinui Reserve or Clevedon Showgrounds, or via other providers	Continue to develop and maximise use of existing facilities by upgrading surfaces in arenas, installing lights for training use, providing facilities such as yarding, drainage, ablutions, and storage
<b>Football</b>	Securing access to high quality sand based playing surfaces, with floodlights to enable community football to grow	Identifying a venue for Home of Futsal (indoor football) for each Federation	Advocate to MOE and schools to access, maintain and develop school sports fields in partnership with RSO	Artificial turfs should be developed on a sustainable basis to meet the greatest areas of identified need	Identifying a site for Home of Football for each Federation – AFF site TBA and QBE for Northern as part of NZ Football development
<b>Golf</b>	Developing a Hierarchy of Golf Facilities. In particular, the facilities targeting introductory markets.	Developing financially sustainable facilities	Increased utilisation of current facilities	Continued partnership with Auckland Council towards positive outcomes	
<b>Gymnastics NZ*</b>	Development of a regional hub on the North Shore	Develop sub-regional facilities in the East of the city	Develop a sub-regional facility in South Auckland	Maintain/enhance the existing provision of facilities delivery/ impacted by the need to relocate or where there is limited access	

\*these are not in order of priority

<b>Hockey</b>	National Hockey Centre	Colin Maiden Park	One Tree Hill College	Ormiston College	Papakura/ Manurewa Turf
<b>Netball</b>	Court facility in North West corridor (Albany/ Hobsonville)	Metro park courts	General upgrade programme for community courts	Court facility in Inner West/Central Isthmus (Lynfield/ Whau)	Indoor courts in partnership with other court sports e.g. Colin Maiden Park
<b>Roller sports</b>	Regional/sub-regional roller skate facility in the south	Access to key indoor facilities in the north, east and south for secondary club facilities.			
<b>Rowing</b>	Complete construction of the Highbrook Watersports Centre which will be used by both rowing and Waka-Ama	Construct or purchase a regional rowing centre in the north of Auckland preferably at Hobsonville Point or Rame Road Greenhithe	Expand the St Georges rowing club building at Panmure to accommodate the growth in numbers using these facilities		
<b>Rugby League</b>	Sub-regional hubs as competition and training venues for Akarana Zone and Counties Manukau Zone	League Central – a regional competition and training/player development venue for Auckland-based League entities incl. NZRL and the Vodafone Warriors	Upgrades and maintenance of the network of club competition and training venues across Auckland to meet current and future demand and at least the minimum facility standard	Roofing repairs to clubrooms at Ellerslie, Manukau and Waitemata clubs	Replacement clubrooms at East Coast Bays and Marist clubs



<b>Softball</b>	A quality softball park in the CMSA area - either at Prince Edward Park or Opahake Park, Drury with fully fenced skin diamonds and training lights.	Multi-sport complexes at Fowlds Park, Mt Albert, Phyllis Street Reserve and War Memorial Park, Mt Roskill with fully fenced skin diamonds and training lights	Training lights at Simson Reserve, Penrose, Ray Small Park, Papakura (in addition to Fowlds park, Phyllis St Reserve and War Memorial Park)	An additional full-sized diamond at Mountford Park, Manurewa	Development of Ray Small Park, Papakura as a base for training, and play for junior and social competitions
<b>Tennis</b>	Re-development of ASB Centre- the nation's tennis showcase and host of international and national tournaments	Sustainable operation of key regional and sub-regional facilities <ul style="list-style-type: none"> <li>• Albany Tennis Park</li> <li>• Scarbro Tennis Centre</li> <li>• Manukau Tennis Centre</li> <li>• Forrest Hill Tennis Centre</li> <li>• Counties Tennis Centre</li> <li>• Nicholson Park (est requirement \$4m over 10 years)</li> </ul>	A network of sustainable clubs (Estimated \$1m per annum for club re-surfacing; and \$0.75m for fencing and lighting refurbishment and replacement; and other maintenance)	Provision of additional indoor and covered courts	Provision of facilities for tennis in areas of significant population growth

## Part Two

Codes where priorities have been indicated but yet to agree regionally or align with adopted Code Facility Plan – regional and/or national.

Code	Priorities				
	1	2	3	4	5
<b>AFL</b>	Stadia – the development of Western Springs Stadium to host AFL Premiership fixtures	Iconic Regional Venues – the development of North Harbour Stadium Outer Oval to host international and high profile fixtures	Maintenance and provision of 6 fields to service club growth and development within Auckland. Bases to include west, central, east, south, north shore and 1 growth area.	Utilisation of school facilities to provide a safe and familiar environment for those commencing a new sport	
<b>Baseball</b>	Find a suitable location for a national home for baseball for both a community and high performance facility. Ideally be a shared diamond facility on the shore	Work with Council and advocate for the development of a network of facilities with an appropriate level of infrastructure (diamonds, lighting, toilets, changing rooms, field surface/drainage, clubrooms)	Find a location for a hub for baseball in South Auckland, possibly at Karaka Sport Park including a 90 ft and 60-70 ft diamond with full backstops, dugouts and other infrastructure.	Utilise the existing 90 ft diamond at War Memorial Park as a ‘Central Hub’ along with continued use of Fearon Park for youth baseball and overflow games, and work with Council and softball to maximise diamond sport access and infrastructure at one or both parks as a major asset for both diamond sport codes in the central part of the city;	Build up Victor Eaves into a larger multi-diamond complex for the greater North Shore area

Code	Priorities				
	1	2	3	4	5
<b>Basketball (Harbour and ABSL)</b>	HB:NSEC Extension from 4 courts to 10 courts/ ABSL: Colin Maiden 20 court facility	HB: Metro Park 6 Court Facility/ABSL: Gribble Hurst Park Multi Sport Facility	HB: Hobsonville Point/ ABSL: Tangaroa College/Te Puru Centre Outdoor courts	HB: Warkworth/ABS L: School, Church and other court Activations	HB and ABSL: Regional Integration of shared services sponsorship model
<b>Canoe Slalom</b>	Development of offices onsite at Vector Wero Whitewater Park	Purchase and Installation of lights at the Vector Wero Whitewater Park	Storage facilities at the Vector Wero Whitewater Park		
<b>Curling</b>	Develop a dedicated curling rink for Auckland				
<b>Kilikiti</b>	Fit for Purpose Facilities/Fields West Auckland: Archibald Park Te Atatu Park Central: Pt England Reserve, Mt Wellington War Memorial Park Keith Hay Park South: Mountford Park Te Puke Otara Bogust Park, Aorere Park, Mayfield Park), Ngati Otara Park, Seaview Park in Otahuhu	Greater access to parks for training and practice throughout the week and for competition dates on Saturdays and Public Holidays that includes a coordinated booking plan/programme of summer season parks	Facilities improvement a. Car parks b. Access to parks to set up team tents and marquees c. Bathrooms d. Playground and rest areas for supporters e. Trees to provide shade and act as wind breakers for team marquees	Partnerships and strategic alliances with key stakeholders as Kilikiti is viewed as an alternative form of Cricket	

Code	Priorities				
	1	2	3	4	5
<b>Motorsports</b>	Development of the Counties Manukau Off Road Racing Club track, pit and associated facilities at Colin Dale Park.	Development of the Kartsport Manukau Inc racetrack, pit area and associated facilities at Colin Dale Park.			
<b>Orienteering<sup>1</sup></b>	Access to Woodhill Forest	Access to diversified terrain (forest & farm-land)	Access to diversified terrain (urban):	Entry-level terrain	
<b>Rugby Union</b>	Weymouth Park – renovation and upgrade of clubroom and changing rooms/toilets to fit for purpose quality for multi-user	Papatoetoe Rec Fields – demolish old clubroom and replace with toilets and changing rooms, upgrade playing surfaces and install floodlights to 2-3 fields	Marist NH RFC – Secure future access and upgrade playing fields to improve weekly use capacity as the fields are currently overused in summer and winter	Massey RFC – Upgrade of 2 fields to increase weekly use capacity. Used by a large community in a growing catchment	Upgrade of 2 fields to increase weekly use capacity. Operations currently limited by poor quality and overuse
					Drury RFC – Secure future access, ancillary and clubrooms for club
<b>Squash</b>	Relocation of the Panmure Squash Club	Inclusion of the Red Beach and Silverdale Squash Clubs within the Metro Park development	Local investment in modernising existing facilities (ensuring squash courts, changing rooms, and access are fit-for-purpose)		

<sup>1</sup> A “facility” is not comprised of sport-specific bricks & mortar, but instead:

(a) Terrain, owned by a landowner (not generally held for purposes of sport & rec)

(b) Permission from landowner to use the terrain for orienteering

(c) An orienteering map (up-to-date)

A facility (we call it a “map”) can host races (“events”) numerous times over a number of years, with new courses set for

Code	Priorities				
	1	2	3	4	5
Swimming (Akl and NZ)	More training space	Maintain/upgrade of existing pools to be fit for purpose	Heat and cover the 50m pools at Papakura and Lagoon	Multipurpose designs e.g. pools that can be split so that more than one user group has access at a time	Any new 50m facility needs to be easily accessible in terms of location and traffic
Table Tennis*	New bespoke table tennis facility on North Shore	Redevelopment of Auckland Table Tennis stadium (Gillies Ave)	Bespoke facility in East Auckland		

\* these are not in order of priority

## Appendix 3

### Case Studies of Good Practice

With limited resources we need to ensure our existing facilities are fully utilised, fit-for-purpose and managed efficiently to maximise the return on investment. Outlined below are case studies demonstrating how this can be achieved and the critical success factors required to make the necessary changes.





#### *Case study 1: Single codes improving use of facilities*

Mairangi Beach Volleyball Centre, Mairangi Bay

In 2005 the amalgamation of the Mairangi Bay Women’s and Men’s Bowling Clubs enabled the construction of the first beach volleyball facility (six courts) in Auckland. North Harbour Volleyball were allocated \$35,000 to expand the existing changing rooms, turn the meeting room into a young people’s café and upgrade the offices for their staff. Today’s programmes, led by their Game Development Manager, boast something for everyone, be they primary, intermediate, secondary school, adult, beginner or elite players. Thousands of people each year now use the facility and/or access the wider programmes led by volleyball staff based at the centre. Beach volleyball provided a compatible sport and recreation facility solution on a limited site, constrained by trees, housing and roads. On the back of this successful project North Shore City Council created the role of Sport and Recreation Advisor to help build other club partnerships and support innovative developments.

Identified drivers of change:

- Declining bowls club membership and financial efficiencies of amalgamation
- No other beach volleyball facility in Auckland, leading to the establishment of leagues and programmes
- Other NZ and Australian examples where bowls clubs had been converted to beach volley ball facilities

Outcomes achieved	Increased participation	
	Increased utilisation	
	Improved efficiency	
	Increased sustainability	

#### *Case study 2: Improved use of existing facilities*

Beach Haven Sports Centre, Beach Haven

The Beach Haven Sports Centre was an underutilised council-owned squash and tennis facility, contracted to a private provider to manage with a small operating grant. An investment of \$30,000 was made in an online booking, access system and floodlight automation, reducing annual facility supervision costs by \$40,000 per year. Financial savings will be fed back into the centre in the form of facility upgrades, programming support and activity promotion – all noted as areas for improvement. Squash membership has grown from 44 to over 100 in 12 months, with the club noting a positive impact on competitive play, volunteering and social outcomes – largely a benefit of the interaction between club members and casual users. The club is looking to grow pay-to-play income to subsidise facility costs and is one of just four squash facilities in NZ offering 24-7 access to both members and casual users through ISquash. Members have the ability to book courts seven days before casual users as an incentive to join, reinforcing the value of traditional club membership. There remains significant scope for growth.

Identified drivers of change:

- Inefficient use of limited financial resources
- Opportunity to bring about significant increases in site activation and participation
- Need to demonstrate the community value of the facility in order to develop a future case for asset replacement funding

Outcomes achieved	Increased participation	
	Increased utilisation	
	Improved efficiency	
	Increased sustainability	

### *Case study 3: Multiple sports sharing or modifying facilities*

*Riverside Sports club, Panmure*

In 2016, the Riverside Sports Club (formerly the Mt Wellington Tennis Club) completed a project to upgrade and diversify their facilities. The club now comprises five tennis courts (with moveable nets), two futsal courts, the first pop tennis court in NZ, a netball training area, two basketball hoops, an adjustable net for volleyball/mini tennis and courts that are also used for hockey training. The club partnered with the Auckland Football Federation and several local schools to improve facility activation. Membership has gone from 40 to 150+ in two years and pay-to-play groups have increased weekly use by hundreds more. As a result, volunteering and partner-generated income has grown significantly. Revenue increases and appeal to funders (following innovative thinking, participation outcomes and optimal use of infrastructure) allowed them to appoint a part-time sports development officer to drive programming. Whilst tennis remains a driver for the club committee, it is the other activities and a targeted family membership fee structure that have enabled it to flourish.

Identified drivers of change:

- Declining membership, low participation & financial stress
- Poor quality facilities and lack of community pride in it
- International models of best practice and cross-over benefit of participation in other sports to the traditional tennis objectives of the club

Outcomes achieved	Increased participation	
	Increased utilisation	
	Improved efficiency	
	Increased sustainability	

### *Case study 4: Single codes improving use of facilities*



*Footgolf, Pukekohe Golf club*

Pukekohe golf course is one of six footgolf courses in New Zealand. Games are played to normal golf rules, including handicaps and attire. Footgolf is typically played during set times of day when regular golf bookings are consistently quiet. Footgolf is not currently affiliated to NZ Golf,

although they are supportive of this trial, typically by mid to low end member clubs as a way of increasing revenue and visitation. There are also informal and team/corporate versions of the game. The long-term benefits of footgolf on the sustainability of the golf club are not yet fully understood, but there have been noted objectives achieved in terms of facility utilisation and participation.

The benefits of change were:

- Easy to implement – no modified or expensive equipment is required and few changes to golf courses are required (just a larger hole)
- Limited impact on traditional golfers (scheduled at complimentary times)
- Shown to be popular in the USA (500+ courses) and a potential income generator for the club

Outcomes achieved	Increased participation	
	Increased utilisation	
	Improved efficiency	
	Increased sustainability	



## Appendix 4

### Approaches to improve use of existing facilities

<i>Flexible and adaptable use</i>	
<b><i>Upgrade, expand and repurpose existing facilities located in the right place</i></b>	Make improvements to facilities, such as covering, lighting, surface treatment, remarking to accommodate a wider range of sport and activities. This can also include upgrading the capacity to accommodate more use (artificial surfaces, roofs and shelters). Also consider non-sporting activities.
<b><i>Use uncommon spaces for sport activity</i></b>	Locate spaces and places for sport in close proximity to transport routes and hubs and consider alternative site such as carparks, warehouses, vacant lots, on the roof top of carparks or other buildings.
<b><i>Adaptable facility design</i></b>	Plan facilities to respond to changing demand. For example, design indoor court facilities to cater to or future proof for racquet sports (height, light), ball sports (height, size, markings), dance, gymnsports, martial arts (sprung floor/mirrors) with storage space.
<b><i>Plan facilities</i></b>	Understand how facilities are going to be used before starting the design process. Clearly determine needs rather than wants, carry our robust feasibility business case. This will ensure facilities are appropriately designed, are fit for purpose and will be fully utilised once completed.
<b><i>Scheduling</i></b>	
<b><i>Improve scheduling system and booking practices</i></b>	Increase access to facilities across codes at peak times when there is competition for space and promote use at non-peak times to spread the demand Training and competition use could be spread across the week, during times of under-use, and at later times. Support by offering peak and off peak pricing.
<b><i>Shift competition play</i></b>	Codes and schools to shift competition play to weekdays particularly for juniors to relieve pressure on facilities in weekends that can be used for senior competition and training.
<b><i>Shared on-line booking systems</i></b>	Share systems across codes, across council facilities or across multisport facilities to improve efficiency.
<b><i>Use alternative facilities</i></b>	Make use of alternative facilities for training. For example, using schools for junior training. These will need partnership agreements.

<b>Partnerships and new ways of providing</b>	
<b>Coordinate with other sports investors</b>	Continue to conduct partnership programmes with Sport New Zealand, Ministry of Education, individual schools and Aktive.
<b>Encourage and enable partnering</b>	Partner within the sports sector, government, iwi, Marae, schools, private providers, community trusts, and the community to leverage funding and unlock latent capacity in the existing sports facility network.
<b>Involve iwi</b>	Involve iwi in ownership, delivery, management and governance of sports facilities and open spaces. Use sport as a vehicle to strengthen cultural and community connections and improve wellbeing in an urban environment.
<b>Whanau-centric venues</b>	Develop sports facilities as hubs or a focal point for communities. Reducing cost and the need to travel addresses these barriers to sport participation and enables development of a strong facility-based identity.
<b>Maximised use and sustainability</b>	
<b>Council review leases</b>	Many of the existing leases are very long or out-of-date and do not reflect the current needs of the community. Review the length of council leases to sports clubs, including terms and conditions and rents, to ensure they are maximising the use of the land/facility in question, are delivering increased sports participation (also performance expectations, penalty and exit clauses to prevent undesirable behaviours). Include how this will be measured and monitored.
<b>Allocation</b>	Optimise allocation, including reallocation, of sports fields, courts and other sport playing surfaces between codes to better reflect demand and use.
<b>Share information, knowledge and expertise</b>	Share: administrative and other roles; spatial information on future population growth and demographics; demand patterns and trends for different sports; information on land acquisition; information on new technology; processes and design; and research. Research could include life cycle analysis, health benefits, feasibility studies, and capacity limits of current facilities.
<b>Commercial activity</b>	Consider commercial opportunities to generate revenue and utilise facilities particularly during off-peak periods such as physiotherapy services.