

# WAIKATO REGIONAL SPORTS FACILITY PLAN

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## Information

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# WAIKATO REGIONAL SPORTS FACILITY PLAN SUMMARY

## 1.0 Introduction

The Waikato Regional Sports Facility Plan marks the first time that the Waikato region has collectively examined current and future sport and recreational facility needs. The key objectives are to understand what facilities the region has, what is needed (and not needed), and recommend how an agreed facility network approach can be implemented within the Waikato.

The plan has collected a comprehensive set of facilities data that provide a robust basis for future decision making. It places emphasis on international, national, regional, and sub-regional assets, while also capturing some local level facility data.

The Waikato region has attracted a number of national centres of sporting excellence such as rowing at Lake Karapiro and cycling at the Avantidrome in Cambridge. The plan looks to cement the role of these international centres while also optimising the wider facility network.

There are future population and strategic drivers that will mean that the region's community needs will change over time. The facility network will need to respond to these changes. Opportunities exist to rationalise, or optimise existing facilities, while also developing new facilities in a collaborative way to better meet future needs.

Collaboration at all levels will be important to improve effective and efficient sports facility delivery for future communities, particularly with regard to our indoor court and aquatics assets. Opportunities not only exist regionally but also between neighbouring local authorities, local authorities and schools, as well as with the Ministry of Education and community entities.

To assist collaboration, an investment decision making process has been developed. The process is envisaged to involve charitable funders, local authorities, regional sports organisations as well as Sport Waikato, all acting in a collaborative manner to ensure facilities reflect the needs of their communities, while still fitting within a regional network of facilities.

The plan has also identified opportunities for improved collaboration in facility asset management and service delivery for sport and recreational assets across the region. Examples of good practice asset management developed by some local authorities can be shared widely. Greater collaboration in asset management between all Territorial Authorities will reduce duplication of effort and enable a more consistent approach to facility management.

This summary document provides a basis for key stakeholder engagement. It outlines the key elements of the Waikato Regional Sports Facility Plan including:

- the facility hierarchy definitions used,
- the challenges the facility network faces and the potential choices that exist for maintaining and developing the network,
- the key principles which underpinned plan development,
- the proposed facility investment decision making process and the supporting criteria used to assist with this decision making,
- a preliminary funding approach to assist with facility implementation between potential project partners,
- lastly the Plan's recommendations are outlined together with a series of facility optimisation approaches.

## 2.0 Facility Hierarchy Definitions

The following general facility hierarchy definitions have been used within the Plan:

**International:** A facility with the ability to host international competitions/events (i.e. between nations).

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

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

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

**Local:** A facility with the ability to serve a local catchment's basic sporting needs (which often facilitates people's introduction to sports and recreation). This catchment will predominantly be drawn from within a single territorial authority.

It is important to understand that a facility at a higher hierarchy level may also meet the needs all the way down to a local level. For example, the Avantidrome is an international facility which also serves the very local level needs of the residents of Cambridge.



## 3.0 Our Challenges

The Waikato sports facility network faces a number of challenges. These challenges include:

1. **Population Distribution and Changing Demographics:** The Waikato region is a large area with an unevenly distributed population of around 418,500 (2013 estimate). Looking forward, approximately 90% of the regional population growth is projected to occur within the Hamilton, Waikato and Waipa districts, with other territorial authorities projected to be largely static or declining. The population will also be aging in all districts, with the highest growth age-group across the Waikato being among those aged over 65 years. The location and types of sport and recreation facilities and services offered will therefore need to adapt over time so they are not mismatched with community needs.
2. **Maintaining Assets, Facility Sustainability and Service Levels:** Community sport and recreational assets are provided by a range of entities including, territorial authorities, charitable trusts, the Ministry of Education (via schools), and community groups and clubs. Maintaining aging assets, current service levels and facility sustainability is likely to become increasingly difficult in some geographic locations, especially for areas with decreasing and / or aging populations. Duplication and underutilisation of sports and recreational facilities will become increasingly unaffordable over time.
3. **Changing Sport Participation Preferences:** Sports participation preferences are constantly changing. As community needs change, future sports facilities will need to be more adaptable and resilient to allow for new and changing demands, and have less of a reliance on single-activities. This is especially the case for facilities at the more local and sub-regional levels.
4. **Improving Collaborative Approaches:** Historical decision making in respect of new or replacement facilities has often been undertaken on an ad-hoc basis. Population growth in certain areas and the desire to replace or refurbish existing aging facilities (particularly in areas with an aging and/or decreasing

population) will place demands on capital funding budgets. It will become increasingly important for all stakeholders to work collaboratively in order to improve delivery of sport and recreational facilities.

The Regional Sports Facilities Plan provides an opportunity for all stakeholders to work in a collaborative and cohesive manner to address these challenges.

## 4.0 Our Choices for Maintaining and Developing the Network

With regards to the Waikato sports facility network our future approaches/choices for maintaining the network can be generally summarised as follows.

### 1. Retaining the Status Quo

Retaining the status quo will likely require either increasing territorial rates, or diverting funding from other budget areas (or a combination of the two) in order to maintain existing facilities and service levels. This could be achieved by developing both new facilities and by maintaining existing ones.

### 2. Halting New Facility Development

This would involve stopping any new development and investing only in the maintenance and refurbishment of existing assets. As a result of this approach service levels would likely decline in some population growth areas and increase in other more established areas. Over time the facility network would be less likely to meet the needs of the changing population.

### 3. Undertaking Strong Asset Rationalisation

Under this approach all assets, which did not meet certain viability or community need criteria, would be rationalised over a period of time. Funding would then be prioritised to facilities that fulfilled an identified community need and promoted a best practice approach (in terms of design, materials, governance, management and sustainability).

### 4. Implementing a Mixed Rationalisation and Development Model

Under this approach a mix of coordinated facility rationalisation, optimisation (refurbishment), and new development would be required. This would likely involve capital development and operational partnerships between multiple stakeholders (such as local authorities, charitable funders, Sport Waikato, Sport New Zealand, Regional and National Sports Organisations, and sports clubs).

On balance the mixed rationalisation and development approach is considered to be the most viable. However, this will be a decision for stakeholders to make following informed discussion.



## 5.0 Our Key Principles

The key principles underpinning this plan are summarised as:

### **Sustainability**

Our network of facilities and the individual facilities themselves need to be sustainable in order to maximise community benefits.

### **Partnerships**

Working together with partners, both within and outside the Waikato Region, to develop and operate sports facilities will become increasingly important in order to optimise our network and maintain its sustainability.

### **Holistic Lifecycle Modelling**

Our existing and planned sports facilities need to be appropriately maintained throughout their lifespan to ensure they deliver benefit to the community. All new facilities should have lifecycle maintenance models established prior to any development to inform operational plans and building material selection.

### **Adaptability / Functionality**

Sports trends and our demographics are changing. What we need from a facility today is not necessarily what we will need in the future. Given that the lifespan of our typical sports facilities is at least fifty years, it is important that they be as adaptable and functional as possible.

### **Multi Use**

Currently many sports facilities are underutilised for large periods of time. Facilities should be designed to enable multi uses where ever possible.

### **Optimisation of Existing Assets**

Where a proven need exists and a cost benefits analysis (which includes consideration of operational costs) dictates it is warranted, then existing assets should be optimised / refurbished.

### **Return on Investment**

The return on investment needs to be considered carefully as each investment comes with an opportunity cost. As capital funding is limited an investment in one project will likely mean others do not proceed. It is important that the sporting return on the funded project delivers as much or more than any project it displaces.

### **Play to our strength and Work with our Neighbours**

The Waikato must play to its strengths and not seek to duplicate facilities that can be satisfactorily delivered in neighbouring areas.

### **Be Flexible with National and International Projects**

From time to time unexpected national or international projects (or sub projects which support national or international projects) may arise. These projects should be evaluated thoroughly to determine if they are of benefit to the optimisation of the wider sports facility network.

## 6.0 Facility Evaluation/Decision Criteria

The Waikato Regional Sports Facility Plan has adapted a series of criteria to ensure a robust, transparent and fair process in determining the type of facility which is likely to be required, and/or the development priority given to different facilities. These criteria should be considered in conjunction with the proposed facility investment decision making process (see section 7.0). The criteria outlined below should be considered at all levels of this evaluation and decision making process. However, at the initial evaluation stage/s level one criteria could assume prominence, while other levels of criteria would be considered in more detail should a proposal progress.

Our evaluation criteria are as follows.

### Level One Criteria:

- The degree of alignment a facility or proposed facility has with national and regional facility strategies and wider strategic documents and plans, such as those concerned with urban planning, infrastructure development, tourism/economic development and transport networks.
- The degree to which any existing or proposed facility matches the projected needs of the community within its core catchment area. In the case of facilities with wide utilisation (such as aquatics facilities) this involves consideration of all potential and existing users from general recreational users through to organised sports codes (memberships).

### Level Two Criteria:

- The potential for operational and/or capital partnerships between multiple stakeholders.
- The degree to which a facility or proposed facility compliments (avoids duplication) / optimises the existing or proposed facility network, and builds on the Waikato region's strengths.
- The degree to which demand exceeds supply (once all existing facilities are being run at an optimal operational level) and the facility or proposed facility is capable of meeting the identified gap.
- The degree to which the existing or proposed facility is operationally sustainable (taking a whole of lifecycle approach which looks at operational and maintenance costs throughout the facility's life).
- The return on investment (capital and operational) that the facility, or proposed facility, can generate (measured in terms of community benefit).

### Level Three Criteria:

- The ability of the facility, or proposed facility, to reflect international and national best practice in its location, design and subsequent operation.
- The ability of the facility, or proposed facility, to progress the competitive sporting objectives of the Waikato region and wider New Zealand society.

Given the Plan is a high level strategic document it is acknowledged that all proposed facility approaches identified in the Plan (see section 9.0 and Appendix 1) will need to be tested in more detail. This will involve the presentation of verified facts and evidence-based decision making (as outlined in the proposed evaluation process in section 7.0).

## 7.0 Facility Investment Decision Making Process

A proposed facility investment decision making process framework has been developed to assist collaboration. The process is envisaged to involve charitable funders, local authorities, regional sports organisations and Sport Waikato acting in a collaborative manner to ensure facilities reflect the needs of their communities, while also fitting within a regional network of facilities.

All proposed facilities, whether new build or redevelopments, should go through this process. However, the scale of the proposed project and its likely ongoing operational costs will dictate how detailed the analysis in each stage of the process will need to be. For some smaller projects the process can likely be truncated. Sport Waikato, as the process facilitator, will be able to provide guidance on this.

The process has six key work stages which are punctuated by phases for stakeholder review. At each of these review stages stakeholders may choose to suggest ways the facility concept could be optimised, suggest proceeding to the next work stage (if the facility concept is considered feasible), or even decide to decline / withdraw their support. The decline or withdrawal of support by certain stakeholders may not necessarily terminate a project. However, it may require the project to be reconceptualised.

The process is designed to reduce time and cost for both project proponents and potential stakeholders by only requiring the minimum amount of work to be undertaken at each stage in order to inform the next stakeholder review stage.

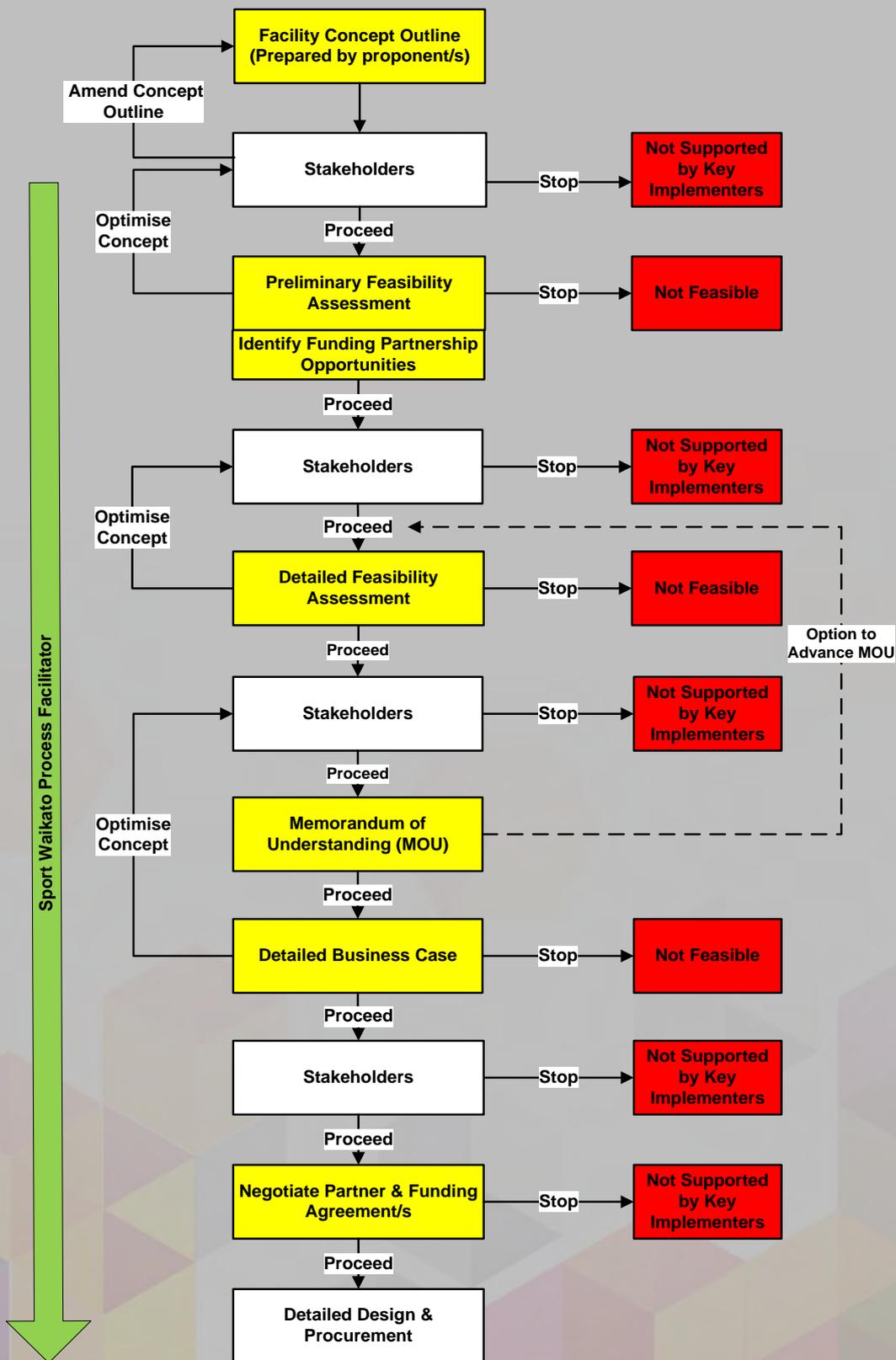
The key work stages are:

1. **Facility Concept Outline:** A short outline (under 4 pages) which summarises the proposed project and key facts. This should include a brief facility description; an indicative cost (based on a GFA rate), a proposed location, a potential governance and management structure, an outline of the perceived need for the facility, and its degree of alignment with strategic documents. No architectural plans are required at this stage.
2. **Preliminary Feasibility Assessment:** A high level assessment which tests the viability of the facility concept. This work should confirm any immediate challenges and opportunities; and on balance whether progressing further is warranted. Part of the assessment will involve identifying funding partnership opportunities (for example between local authorities). No architectural plans are required at this stage beyond simple bulk and location analysis.
3. **Detailed Feasibility Assessment:** A detailed assessment which examines holistically all areas of the potential facility development. This will require professional input from a range of consultants and involve such things as sports planning, demographics, business planning, preliminary concept design (including addressing accessibility issues), governance, and management.
4. **Memorandum of Understanding:** A MoU will set out what different partners expectations are, provided they have decided to progress examining the project further (and particularly if they are contributing seed funding to assist with undertaking further analysis). If stakeholders are contributing funding towards a detailed feasibility assessment this MoU stage can be brought forwards.
5. **Detailed Business Case:** This analysis examines the financial implications of the proposed development in greater detail and builds on earlier work undertaken in the detailed feasibility assessment. Particular emphasis will be placed on operational and capital issues.
6. **Negotiate Partner and Funding Agreements:** Should the project be supported following the earlier analysis stages partnership and funding agreements will need to be negotiated between the parties. Only once these have been successfully agreed should detailed design and procurement commence.

Note: Sport Waikato will be able to guide proponents through the decision making framework and direct them towards useful resources (such as business case templates).

Proponents and stakeholders alike should consider at each stage how a project aligns with the principles, criteria and recommendations of the Waikato Facility Plan. The principles and criteria should be used to structure stakeholder decision making.

Figure 1: Full Facility Investment Decision Making Process



**Note:**  
Stakeholders may include the likes of Local Authorities, Sport Waikato, Charitable Funders, SNZ, RSO, NSO, Schools, and MOE.

## 8.0 Preliminary Funding Approach

To assist with implementing the Facility Plan a preliminary funding approach has been prepared for discussion. The approach outlines each facility level (from international to local facilities) and the potential funders which align with each level (Figure 2). Certain potential funders, such as the Ministry of Education, are likely to be more active at the regional, sub regional and local facility category levels (via facility partnerships on Ministry land) while others, such as central government, are more likely to be focused on international and national facilities. The remaining funders have the potential to operate over all facility category levels.

**Figure 2: Preliminary Funding Approach**

Facility Category	Potential Funders			
International Facilities	Local Authorities	Central Government		Charitable Funders
National Facilities			Ministry of Education	
Regional Facilities	Local Authorities	Ministry of Education	Charitable Funders	Other Funders
Sub Regional Facilities				
Local Facilities				

The approach outlined in Figure 2 would enable cross boundary facility partnerships between local authorities (and local authorities and other partners). This approach will likely require both capital and operational funding being transferred between local authorities. Determining how this is done would need to be negotiated between the parties involved on a case by case basis (most likely aligned with utilisation levels).

Determining the level of interest in such partnerships would initially begin to be assessed no later than at the preliminary feasibility stage in the decision making process and would then continue throughout the process (see section 7.0).

Coordinating the funding approach would be assisted by both:

- a) A regional facility partnership funding policy which has the support of local authorities, charitable funders, and Sport New Zealand.
- b) A coordinated funding MOU / accord between local authorities, Sport Waikato, charitable funders, and Sport New Zealand, which sets out funding priorities for a set period (and which should be regularly reviewed).

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

## 9.0 Potential Facility Optimisation Approaches

The Regional Facility Plan has identified facility gaps and a number of areas where partnership approaches can be explored. Examples include partnerships between two or more local authorities and other partners, such as schools. Appendix 1 provides a summary of proposed approaches across local authorities. The plan assumes that a combination of asset rationalisation, refurbishment, and new development will be required.

Based on available data the Plan's high priority projects over the next ten years are outlined in Table 1

**Table 1: Waikato High Priority Larger Capex Projects**

Indicative Timeframe (Funding Dependant)	Proposed Optimisation Approach – Facility Project
1-3 years	<ul style="list-style-type: none"> <li>• 2 x 4-5 indoor court facilities (Hamilton City Council in partnership) – potential for one being 4-10 years out.</li> <li>• Aquatic and court facility partnerships (Hamilton City Council).</li> <li>• Indoor 25m community pool in Cambridge (Waipa District Council) – timing depends on the asset life of existing Cambridge Municipal Pool.</li> </ul>
4-10 years	<ul style="list-style-type: none"> <li>• 2 x 2/3 basketball court (one full size netball court) model facility (potential Thames-Coromandel, Hauraki and/or Matamata Piako District Councils partnership).</li> <li>• Indoor 25m community pool (Hamilton City Council).</li> <li>• Indoor 25m community pool (potential Thames-Coromandel, Hauraki and /or Matamata Piako District Councils partnership).</li> <li>• Hockey turf/s (Hamilton City Council in partnership).</li> <li>• Upgrade existing sports fields (Hamilton City Council).</li> <li>• Develop additional four fields in the east and northeast of Hamilton (Hamilton City Council in partnership).</li> <li>• Regional squash hub facility (Hamilton City Council) – potential optimisation of existing facility.</li> <li>• Gymsport sub regional facility hubs – optimisation (Hamilton City Council and Matamata-Piako and Thames-Coromandel District Councils).</li> </ul>

Note: See Appendix 1 for additional detail.

In many instances the Plan also identifies that existing assets should have lifecycle models prepared (including building condition surveys) to determine their useful lifespan. This will enable maintenance to be optimised so that facilities are not overinvested in beyond their useful life.

Some of the greatest facility challenges regionally are likely to exist at the local level (although these local facilities fall outside of the scope of this Plan). However, where possible, local facility data have been captured to assist planners and funders. Local level facilities in particular will likely require rationalisation and optimisation. This will potentially involve approaches such as amalgamations, sharing facilities between clubs, and between clubs and schools. Local facility partnerships are also likely to become more essential.

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

## 10.0 Recommendations

The Plan recommends that:

1. The Waikato Regional Sports Facility Plan is adopted as a high level strategic document to assist the optimisation of the Region's facility network.
2. The Waikato Regional Sports Facility Plan is reviewed every three years.
3. All local authorities, Sport Waikato, charitable funders, and Sport New Zealand work together to determine the viability of establishing:
  - a) A regional funding approach to assist with the development and operation of international, national, regional, and sub-regional status facilities,
  - b) A regional facility partnership funding policy which has the support of local authorities, charitable funders, the MOE and Sport New Zealand.
  - c) A coordinated funding MOU/accord between local authorities, Sport Waikato, charitable funders, the MOE, and Sport New Zealand. This accord would set out funding priorities for a set period (and should be regularly reviewed).
  - d) Cross boundary facility partnerships between local authorities. This will likely require both capital and operational funding being transferred between authorities.
4. Sport Waikato is funded to offer additional facility optimisation support to partners.
5. Asset owners/developers are encouraged to look at developing lifecycle models, maintenance plans and identifying future community needs to inform their planning decisions (prior to seeking grant funding).

## 11.0 Priority Actions

The Plan's proposed priority actions for the next 1-3 Years are:

- Develop and implement a roadshow for the Sports Facility Plan to promote the Plan's proposed approach and outcomes.
- Develop a regional funding approach, facility partnership funding policy and funding MOU/accord.
- Explore all the Plan's identified potential facility partnerships (with their relevant potential partners) to the 'Facility Concept Outline' stage (in accordance with the proposed Investment Decision Making Process).
- Progress at least five potential facility partnerships to the Preliminary Feasibility stage (in accordance with the proposed Investment Decision Making Process).
- Progress at least two potential facility partnerships to the Detailed Feasibility stage or further (in accordance with the proposed Investment Decision Making Process).
- Determine the implementation date for all priority sports facility projects.
- Review the Waikato Sports Facility Plan.

## Appendix 1: Summary of Proposed Facility Approaches

Table 1: Summary of Indoor Court Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Hamilton City Council	<ul style="list-style-type: none"> <li>Develop (ideally in partnerships) two 4-5 court<sup>1</sup> multipurpose facilities with one being located in the north-east of the city (which will also serve Waikato District Council, Waipa District Council and Matamata Piako residents).</li> <li>Opportunities should be explored with schools (especially with the construction of the new high school at Rototuna) and tertiary institutions.</li> <li>Investigate facility partnerships with high schools to optimise existing assets.</li> <li>Maintain and where possible optimise existing assets.</li> <li>Undertake further analysis to determine the needs of badminton and the potential optimisation of existing facilities (in line with existing and potential network opportunities based on a hub and spoke model – with Lugton Park as the central badminton hub).</li> </ul>
Hauraki District Council	<ul style="list-style-type: none"> <li>Any additional local level supply should be undertaken in partnership with high schools where possible and be based on a 2 x 2/3 basketball court (one full size netball court) model.</li> <li>Investigate sub regional partnership with Thames-Coromandel District and/or Matamata Piako District Council (Te Aroha).</li> </ul>
Matamata-Piako District Council	<ul style="list-style-type: none"> <li>Investigate sub regional partnership with Hauraki District Council (potentially in partnership with a high school).</li> <li>Maintain and where possible optimise existing assets.</li> </ul>
Otorohanga District Council	<ul style="list-style-type: none"> <li>Investigate facility partnerships with the high school to optimise existing assets.</li> <li>Explore future sub regional partnership opportunities with Waitomo District Council and High Schools.</li> <li>Any additional local level supply should be undertaken in partnership with the high school where possible and be based on either optimising existing assets or, in the case of a new build, a 2 x 2/3 basketball court (one full size netball court) model.</li> </ul>
South Waikato District Council	<ul style="list-style-type: none"> <li>Maintain and where possible optimise existing assets.</li> <li>Any additional local level supply should be undertaken in partnership with high schools where possible and be based on a 2 x 2/3 basketball court (one full size netball court) model. When population projections warrant.</li> </ul>
Taupo District Council	<ul style="list-style-type: none"> <li>Maintain and where possible optimise existing assets.</li> </ul>

<sup>1</sup> Unless specified otherwise the term 'court' refers to a netball size court with multipurpose markings for codes such as netball, basketball, badminton and volleyball.

Thames-Coromandel District Council	<ul style="list-style-type: none"> <li>• Investigate sub regional partnership with Hauraki District Council (potentially in partnership with a high school).</li> <li>• Any additional local level supply (in Thames) should be undertaken in partnership with a high school where possible and be based on a 2 x 2/3 basketball court (one full size netball court) model.</li> <li>• Maintain and where possible optimise existing assets.</li> </ul>
Waikato District Council	<ul style="list-style-type: none"> <li>• Any additional local level supply should be undertaken in partnership with high schools where possible and be based on a 2 x 2/3 basketball court (one full size netball court) model.</li> <li>• Investigate sub regional partnership in the North and South with Auckland and Hamilton Councils respectively.</li> </ul>
Waipa District Council	<ul style="list-style-type: none"> <li>• Maintain and where possible optimise existing assets.</li> <li>• Explore 4-5 court facility partnership within Hamilton City Council.</li> </ul>
Waitomo District Council	<ul style="list-style-type: none"> <li>• Maintain and where possible optimise existing assets.</li> <li>• Explore future sub regional partnership opportunities with Otorohanga District Council and High Schools.</li> </ul>

Table 2: Summary of Aquatic Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Hamilton City Council	<ul style="list-style-type: none"> <li>• Close the Municipal Pool (Rationale: capital would be better invested in a new indoor community pool, preferably in the north-east of the city).<sup>2</sup></li> <li>• Develop a new standard configuration indoor community pool (25m lane, fun pool and learn to swim pool. Also consider a hydrotherapy pool) in the north east of the city (which will also service the south of Waikato District Council).</li> <li>• Investigate school / tertiary partnerships to assist with the provision of additional access for structured aquatic club use (on an as required basis).</li> <li>• Maintain existing operational pools and optimise where warranted.</li> </ul>
Hauraki District Council	<ul style="list-style-type: none"> <li>• Maintain existing pools (based on asset lifecycle modelling).</li> <li>• Investigate a sub-regional partnership with Thames Coromandel District Council (and potentially Matamata-Piako District Council for the town of Te Aroha) for a new standard configuration indoor community pool (25m lane, fun pool and learn to swim pool. Also consider a hydrotherapy pool).</li> </ul>
Matamata-Piako District Council	<ul style="list-style-type: none"> <li>• Maintain existing pools (based on asset lifecycle modelling).</li> </ul>
Otorohanga District Council	<ul style="list-style-type: none"> <li>• Maintain existing pools (based on asset lifecycle modelling).</li> <li>• Consider sub regional partnership with Waitomo District Council when appropriate.</li> </ul>
South Waikato District Council	<ul style="list-style-type: none"> <li>• Maintain existing pools (based on asset lifecycle modelling).</li> </ul>
Taupo District Council	<ul style="list-style-type: none"> <li>• Maintain existing pools (based on asset lifecycle modelling).</li> <li>• Optimisation of AC Baths on an as required basis.</li> </ul>
Thames-Coromandel District Council	<ul style="list-style-type: none"> <li>• Maintain the existing Coromandel, Mercury Bay and Whangamata pools (based on asset lifecycle modelling).</li> <li>• Maintain the Thames Centennial Pool in the short term (based on asset lifecycle modelling).</li> <li>• Investigate a sub-regional partnership with Hauraki District Council for a new standard configuration indoor community pool (25m lane, fun pool and learn to swim pool. Also consider a hydrotherapy pool).</li> </ul>

<sup>2</sup> All Proposed Facility Approaches made within this document are that of Visitor Solutions Ltd. Proposed approaches represent recommendations based on the findings of the report. A final decision is the responsibility of Hamilton City Council and would dependent on findings from further Hamilton City Council consultation and review.

Waikato District Council	<ul style="list-style-type: none"> <li>• Maintain existing pools (based on asset lifecycle modelling).</li> <li>• Investigate sub regional partnership in the North and South with Auckland and Hamilton Councils respectively.</li> </ul>
Waipa District Council	<ul style="list-style-type: none"> <li>• Maintain existing pools (based on asset lifecycle modelling).</li> <li>• When the existing Cambridge Municipal Pool reaches the end of its asset life develop a new standard configuration indoor community pool (25m lane, fun pool, spa and learn to swim pool. Also consider a hydrotherapy pool).</li> <li>• Investigate sub regional partnership in the North with Hamilton Council (or a high school).</li> <li>• Determine with cycling and rowing's high performance hubs the need for specific aquatic facilities in Cambridge and take these into consideration when undertaking a feasibility analysis for the indoor 25m aquatic facility.</li> </ul>
Waitomo District Council	<ul style="list-style-type: none"> <li>• Maintain existing pool (based on asset lifecycle modelling).</li> <li>• Consider sub regional partnership with Otorohanga District Council when appropriate.</li> </ul>

Table 3: Summary of Hockey Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Hamilton City Council	<ul style="list-style-type: none"> <li>• Maintain existing assets.</li> <li>• Maintain and increase partnerships with schools and tertiary institutions where possible.</li> <li>• Explore development of additional turfs either at Innes Common or in partnership with a High School/s or tertiary institution/s.</li> <li>• Explore developing a hierarchy of facilities (not all facilities need to be water based or specifically for hockey. For example, junior play can take place on appropriate Astro turf tennis courts).</li> <li>• Where possible advocate for the development of multi-use facilities and / or school facility partnerships which configure Astro turf tennis courts so that they can also be used for hockey.</li> </ul>
Hauraki District Council	<ul style="list-style-type: none"> <li>• Maintain existing asset.</li> <li>• Where possible advocate for the development of multi-use facilities and / or school facility partnerships which configure Astro turf tennis courts so that they can also be used for hockey.</li> </ul>
Taupo District Council	<ul style="list-style-type: none"> <li>• Maintain existing asset.</li> <li>• Where possible advocate for the development of multi-use facilities and / or school facility partnerships which configure Astro turf tennis courts so that they can also be used for hockey (junior – intermediate training and play and social play). This will free capacity on the water based turf.</li> </ul>
All Other Waikato District Councils	<ul style="list-style-type: none"> <li>• Where possible advocate for the development of multi-use facilities and / or school facility partnerships which configure Astro turf tennis courts so that they can also be used for hockey.</li> </ul>

Table 4: Summary of Outdoor Netball Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Hamilton City Council	<ul style="list-style-type: none"> <li>• Support Netball NZ hub and spoke model (netball centres and satellites).</li> <li>• Ensure on-going repair and maintenance of existing facilities.</li> <li>• Consider development of new court facilities (satellites) within growth areas with flexible courts to meet the needs of multiple user groups (potentially in partnership with schools or multisport developments).</li> <li>• When netball Centres exceed 30 teams per court increase court capacity (where possible).</li> </ul>
Waikato District Council	<ul style="list-style-type: none"> <li>• Support Netball NZ hub and spoke model (netball centres and satellites).</li> <li>• Ensure on-going repair and maintenance of existing facilities only where these facilities represent a good investment. Rationalise underutilised facilities.</li> <li>• Optimise facilities by collocating with other sports codes / schools (flexible courts to meet the needs of multiple user groups).</li> <li>• Explore partnerships with Auckland Council in the north and Hamilton City Council in the south.</li> </ul>
All Other Waikato District Councils	<ul style="list-style-type: none"> <li>• Support Netball NZ hub and spoke model (netball centres and satellites).</li> <li>• Ensure on-going repair and maintenance of existing facilities only where these facilities represent a good investment. Rationalise underutilised facilities.</li> <li>• Optimise facilities by collocating with other sports codes / schools (flexible courts to meet the needs of multiple user groups i.e. tennis and netball).</li> </ul>

Table 5: Summary of Tennis Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Hamilton City Council	<ul style="list-style-type: none"> <li>• Maintain existing assets.</li> <li>• Explore school and tertiary institution partnerships to foster increased community court access (especially in the north east of the city).</li> <li>• Explore multi use court options (tennis / netball and tennis / junior hockey).</li> <li>• Adopt Tennis New Zealand facility optimisation approach (TNZ Facility Strategy – under development).</li> <li>• Develop new courts when maximum capacity reached.</li> <li>• Ensure a mix of court surfaces (some court surfaces are softer and slower and better for older adults).</li> </ul>
Waikato District Council	<ul style="list-style-type: none"> <li>• Maintain existing assets.</li> <li>• Explore school partnerships to foster increased community court access.</li> <li>• Explore multi use court options (tennis / netball and tennis / junior hockey).</li> <li>• Adopt Tennis New Zealand facility optimisation approach (TNZ Facility Strategy – under development).</li> <li>• Ensure a mix of court surfaces (some court surfaces are softer and slower and better for older adults).</li> <li>• Promote the rationalisation / merger of clubs and / or shared facilities when appropriate.</li> <li>• Develop new courts only when maximum court capacity is reached.</li> <li>• Explore partnerships with Auckland Council in the north and Hamilton City Council in the south.</li> </ul>
All Other Waikato District Councils	<ul style="list-style-type: none"> <li>• Maintain existing assets.</li> <li>• Explore school partnerships to foster increased community court access.</li> <li>• Explore multi use court options (tennis / netball and tennis / junior hockey).</li> <li>• Adopt Tennis New Zealand facility optimisation approach (TNZ Facility Strategy – under development).</li> <li>• Develop new courts only when maximum court capacity is reached.</li> <li>• Ensure a mix of court surfaces (some court surfaces are softer and slower and better for older adults).</li> <li>• Promote the rationalisation / merger of clubs and / or shared facilities when appropriate.</li> </ul>

Table 6: Summary of Equestrian Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Otorohanga District Council	<ul style="list-style-type: none"> <li>• Utilise existing facilities in neighbouring Council areas.</li> <li>• Monitor demand.</li> </ul>
All Other Waikato District and City Councils	<ul style="list-style-type: none"> <li>• Maintain existing assets.</li> <li>• Consideration should be given to how facilities operate in order to optimise their capacity prior to investing significant capital for expansion.</li> </ul>

Table 7: Summary of Playing Field Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Hamilton City Council	<ul style="list-style-type: none"> <li>• Examine the allocation of sports fields based on need (and actual utilisation).</li> <li>• Upgrade existing sports fields to increase their capacity over winter.</li> <li>• Upgrade support infrastructure such as toilets and changing rooms to facilitate better utilisation of existing sports fields.</li> <li>• Examine partnerships where these will be more cost effective to deliver access to sports fields.</li> <li>• Develop additional four fields in the east and northeast of the city (potentially using partnerships with schools and tertiary institutions to increase the critical mass of sports fields within a precinct).</li> <li>• Explore establishing a 'home of football' in association with potential partners (utilising the Waikato Facility Plan Facility Investment Decision Making Process).</li> </ul>
Waikato District Council	<ul style="list-style-type: none"> <li>• Examine the allocation of sports fields based on need (and actual utilisation).</li> <li>• Upgrade existing sports fields to increase their capacity over winter as needed (especially in multi-sport settings).</li> <li>• Upgrade support infrastructure such as toilets and changing rooms to facilitate better utilisation of existing sports fields where required.</li> <li>• Examine partnerships with Auckland and Hamilton Councils in the north and south respectively.</li> <li>• Examine school partnerships where these will be more cost effective to deliver access to sports fields.</li> <li>• Rationalise assets where possible.</li> </ul>
All Other Waikato District Councils	<ul style="list-style-type: none"> <li>• Examine the allocation of sports fields based on need (and actual utilisation).</li> <li>• Upgrade existing sports fields to increase their capacity over winter as needed (especially in multi-sport settings).</li> <li>• Upgrade support infrastructure such as toilets and changing rooms to facilitate better utilisation of existing sports fields where required.</li> <li>• Examine school partnerships where these will be more cost effective to deliver access to sports fields.</li> <li>• Rationalise assets where possible.</li> </ul>

Table 8: Summary of Athletics Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Hamilton City Council	<ul style="list-style-type: none"> <li>• Maintain Porritt Stadium track and its support infrastructure to a national facility level standard.</li> <li>• Maintain Bremworth Park as a grass track.</li> </ul>
Otorohanga District Council and Thames-Coromandel District Council	<ul style="list-style-type: none"> <li>• Explore partnerships with High Schools where demand dictates.</li> </ul>
All Other Waikato District Councils	<ul style="list-style-type: none"> <li>• Maintain existing assets.</li> <li>• Where appropriate foster shared facilities.</li> </ul>

Table 9: Summary of Bike Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Hamilton City Council and Taupo District Council	<ul style="list-style-type: none"> <li>• Monitor the impact of the Avantidrome on the existing outdoor velodrome.</li> <li>• Should utilisation decline consider rationalisation at the end of the outdoor velodromes' asset lifecycles.</li> <li>• Maintain and optimise existing assets were demand warrants.</li> </ul>
Otorohanga District Council	<ul style="list-style-type: none"> <li>• Utilise assets in neighbouring Councils.</li> </ul>
Waipa District Council	<ul style="list-style-type: none"> <li>• Investigate clustering other bike activities / facilities in Cambridge.</li> <li>• Maintain existing assets.</li> </ul>
All Other Waikato District Councils	<ul style="list-style-type: none"> <li>• Maintain and optimise existing assets were demand warrants.</li> </ul>

Table 10: Summary of Squash Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Hamilton City Council	<ul style="list-style-type: none"> <li>• Investigate the creation of a regional hub facility (flagship centre), potential optimisation of existing facility.</li> <li>• Rationalise assets where costs outweigh benefits and look at possible multi use or clustering options for new facilities when the need is justified.</li> <li>• Maintain existing assets in keeping with an asset management plan (asset lifecycle modelling).</li> </ul>
All Other Waikato District Councils	<ul style="list-style-type: none"> <li>• Maintain existing assets in keeping with an asset management plan (asset lifecycle modelling).</li> <li>• Rationalise assets where costs outweigh benefits and look at possible multi use or clustering options for new facilities when need is justified.</li> </ul>

Table 11: Summary of Clubroom Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Waipa District Council	<ul style="list-style-type: none"> <li>Enhance the multi-use functionality of the high performance Canoe Racing facility under development at Lake Karapiro Domain.</li> </ul>
All Local Authorities	<ul style="list-style-type: none"> <li>Engage with Clubs to ensure that they have asset management plans (which take into account the buildings lifecycle).</li> <li>Encourage co-use of existing assets and / or amalgamation of clubs when warranted.</li> <li>Before committing a significant capital investment into any clubrooms carry out an independent building condition assessment (on buildings over 20 years old), quantity survey of refurbishment / repair costs and a cost benefit analysis and sustainability / feasibility analysis (this work should be scaled appropriately to the capital investment being considered).</li> <li>Where justified rationalise clubrooms or consider total facility replacement (ideally in a co – use or multisport model when warranted).</li> </ul>

Table 12: Summary of Gymsport Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Hamilton City Council	<ul style="list-style-type: none"> <li>• Examine the optimisation of sub regional hub (and where sustainable implement improvements). This could include clustering clubs together and /or amalgamation on a new site.</li> <li>• Maintain existing assets where viable / warranted. When no longer viable explore new facility options (potentially colocation with a high school).</li> </ul>
Hauraki District Council	<ul style="list-style-type: none"> <li>• Partner with schools where possible.</li> <li>• Utilise potential sub regional hub facility in Thames.</li> </ul>
Matamata-Piako District Council	<ul style="list-style-type: none"> <li>• Examine the optimisation of sub regional hub (and where sustainable implement improvements - Potentially colocation with a high school).</li> <li>• Maintain existing assets where viable / warranted.</li> </ul>
Otorohanga District Council	<ul style="list-style-type: none"> <li>• Utilise sub regional hub and neighbouring gymnastics facilities.</li> </ul>
South Waikato District Council	<ul style="list-style-type: none"> <li>• Maintain existing assets.</li> </ul>
Taupo District Council	<ul style="list-style-type: none"> <li>• Maintain existing assets where viable / warranted.</li> </ul>
Thames-Coromandel District Council	<ul style="list-style-type: none"> <li>• Examine the optimisation of sub regional hub (and where sustainable implement improvements – consider potentially colocation with a high school).</li> <li>• Maintain existing assets where viable / warranted.</li> </ul>
Waikato District Council	<ul style="list-style-type: none"> <li>• Maintain existing assets where viable / warranted.</li> <li>• In the north and south utilise facilities in Auckland and Hamilton Cities respectively.</li> </ul>
Waipa District Council	<ul style="list-style-type: none"> <li>• Maintain existing assets where viable / warranted.</li> </ul>
Waitomo District Council	<ul style="list-style-type: none"> <li>• Utilise sub regional hub and neighbouring gymnastics facilities.</li> </ul>

Table 13: Summary of Golf Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Hamilton City	<ul style="list-style-type: none"> <li>• Maintain existing assets.</li> <li>• Examine the potential for additional partnerships on golf course sites between golf and other sports clubs / community organisations.</li> </ul>
All Other Waikato District Councils	<ul style="list-style-type: none"> <li>• Maintain existing assets.</li> <li>• Examine the potential for additional partnerships on golf course sites between golf and other sports clubs / community organisations.</li> <li>• Examine the potential for partnerships and amalgamations between golf clubs on an as required basis.</li> </ul>

Table 14: Summary of Rowing Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Waipa District Council	<ul style="list-style-type: none"> <li>• Maintain existing facilities and optimise where required.</li> <li>•</li> </ul>
Thames-Coromandel District Council	<ul style="list-style-type: none"> <li>• Utilise sub regional facilities in Hauraki District Council and national facilities in Waipa District Council.</li> </ul>
Waitomo District Council	<ul style="list-style-type: none"> <li>• Utilise facilities in South Waikato.</li> <li>• Utilise national facilities in Waipa District Council.</li> </ul>
All Other Waikato District and City Councils	<ul style="list-style-type: none"> <li>• Maintain existing facilities.</li> <li>• Utilise national facilities in Waipa District Council.</li> </ul>

Table 15: Summary of Bowling Proposed Facility Approaches by Local Authority

Council	Proposed Facility Approach
Thames-Coromandel District Council	<ul style="list-style-type: none"> <li>• Maintain at least one regional level outdoor facility (bowls 'centre') ideally in Thames.</li> <li>• Examine amalgamations and partnership opportunities (such as integration into multisport facilities).</li> <li>• Examine artificial outdoor greens (to replace grass greens) but not indoor artificial greens.</li> </ul>
Hauraki District Council	<ul style="list-style-type: none"> <li>• Should a regional level bowls centre not be maintained in adjoining TAs (Thames-Coromandel, Thames, or Matamata-Piako District Council) ensure a regional level outdoor facility (bowls 'centre') is maintained in Hauraki District Council.</li> <li>• Examine amalgamations and partnership opportunities (such as integration into multisport facilities).</li> <li>• Examine artificial outdoor greens (to replace grass greens), but not indoor artificial greens.</li> </ul>
Hamilton City Council	<ul style="list-style-type: none"> <li>• Maintain at least one regional level outdoor facility (bowls 'centre').</li> <li>• Examine amalgamations and partnership opportunities (such as integration into multisport facilities).</li> <li>• Examine artificial outdoor greens (to replace grass greens), but not additional indoor artificial greens.</li> </ul>
All Other Waikato District and City Councils	<ul style="list-style-type: none"> <li>• Maintain at least one regional level outdoor facility (bowls 'centre').</li> <li>• Examine amalgamations and partnership opportunities (such as integration into multisport facilities).</li> <li>• Examine artificial outdoor greens (to replace grass greens), but not indoor artificial greens.</li> </ul>

## Acknowledgements



## Waikato Mayoral Forum

Waikato Regional Council

Hamilton City Council

Hauraki District Council

Matamata Piako District Council

Otorohanga District Council

South Waikato District Council

Taupo District Council

Thames Coromandel District Council

Waikato District Council

Waipa District Council

Waitomo District Council