



## Bay of Plenty Spaces and Places Strategy

Summary Report  
March 2017



## **Forward – Sport New Zealand**

*Sport New Zealand's aim is to get more young people and adults into sport and active recreation, which it does through its Community Sport Strategy and High Performance Sports Strategy to produce more winners on the world's sporting stage. The primary goal is to develop and sustain a world leading community sport system within which spaces, places and facilities for sport is one of five strategic priorities.*

*Sport New Zealand with the support of the network of Regional Sports Trusts is actively supporting the desire for better decision making for our future sporting spaces and places through a focus on a collaborative approach with local government, national and regional sports organisations.*

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

- The desire of funders to invest wisely in identified priority projects that will make the most impact.*
- An ageing network of facilities needing refurbishment, re-purposing or replacement.*
- Changing demographics within a community, such as an increase in the population.*
- Changing participation trends nationally and within a region requiring new types of facilities, or a new use of an existing facility.*
- Rising expectations of users and user groups.*
- A growing acknowledgement that there is a hierarchy of facilities – regional, sub-regional and local – and that regional collaboration is the only fair and reasonable way to build and manage regional and sub-regional facilities.*
- The risks inherent in focussing on the “squeaky wheel” rather than addressing the real priorities within a region.*

*Sport Bay of Plenty and its local government partners are to be commended for developing a strategic view and identifying the priorities for future spaces and places facility needs of the region.*

Jamie Delich, Spaces & Places Lead, Community Sport

Sport New Zealand

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## EXECUTIVE SUMMARY

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The Bay of Plenty Spaces and Places Strategy provides a high level strategic framework for regional sport and recreation spaces and places (facility)<sup>1</sup> planning in the Bay of Plenty region. By working in a collaborative fashion, Sport Bay of Plenty, Sport New Zealand and the region's territorial authorities have developed a strategic view of the regional priorities for future sport and recreation spaces and places.

With the limited resources available it is not possible to meet all of the communities' sport and recreation facility desires. Therefore, this strategy provides direction on what should be done and crucially, what should not be done in the region. It is intended that the strategy will provide a consistent approach to strategic decision making and ensure greater collaboration regarding sport and recreation facility planning and provision in the region.

Like all high level strategies, especially those as ambitious in scope, both geographically and in terms of content as this Strategy, more detailed planning will be required (at both the regional and local level).

To help achieve consistent, strategic decision making the Strategy sets out Decision Criteria and a Facility Investment Decision Making Process (see Section 6). The criteria and process are considered vital to determine the specific types of facilities required and regional and local investment priorities.

The Strategy also identifies known priority projects across the Bay of Plenty (over a ten year period) along with actions to support implementation over the next 1 – 3 years.

To successfully implement the Strategy, the collaborative approach taken for the development of the Strategy will need to continue. With Sport Bay of Plenty and territorial authority leadership it is anticipated that community funders, Regional and National Sports Organisations, Education providers and sports and recreation clubs will be engaged and involved in achieving the region's strategic sport and recreation priorities.

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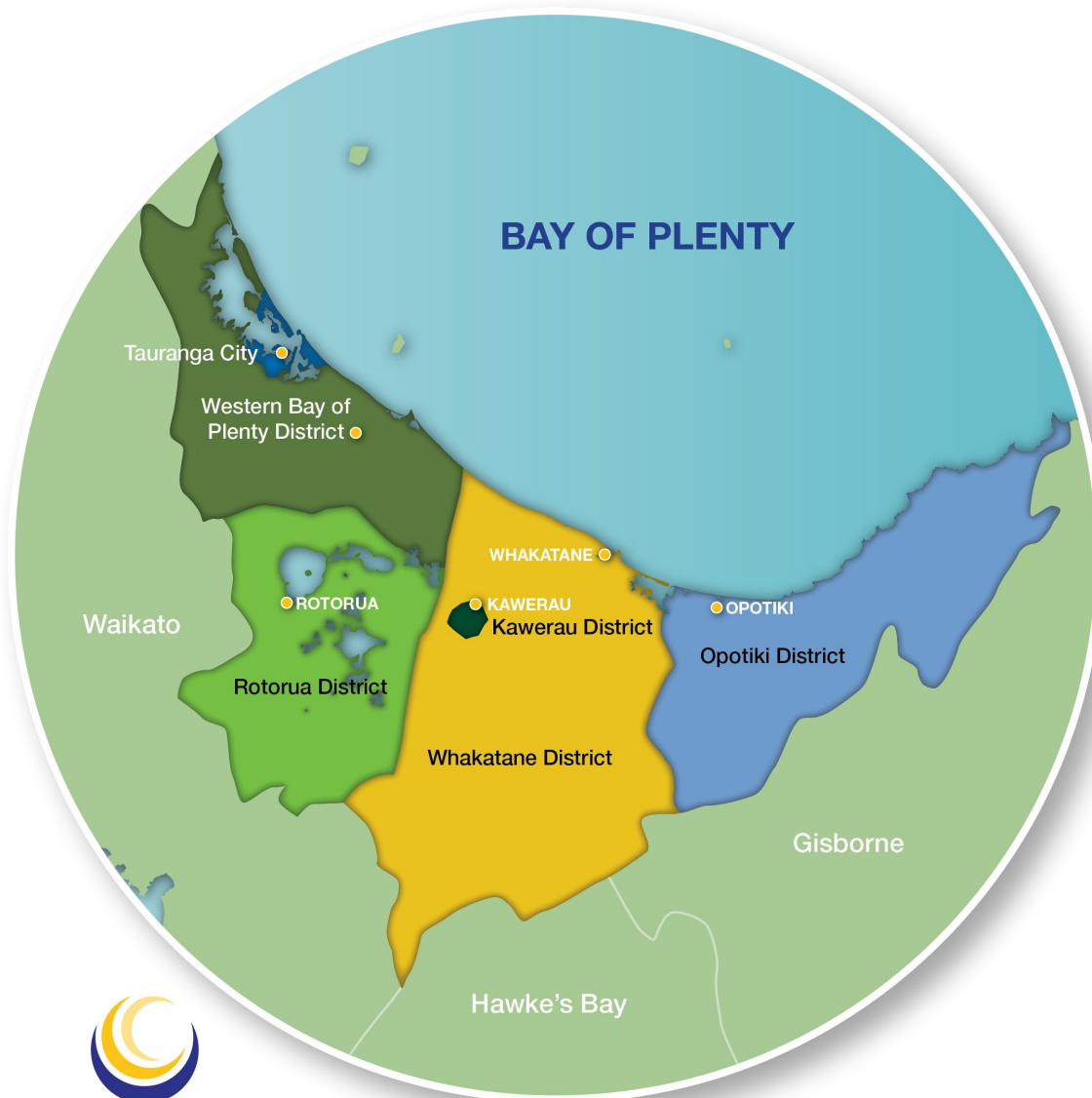
<sup>1</sup> The "spaces and places" referred to in this strategy are facilities (assets) used for sport and recreation purposes. Throughout the document the term "spaces and places" or "facility / facilities" has been used to refer to these sport and recreation facilities (assets).



# 1.0 INTRODUCTION

## Strategy Purpose

The purpose of the Bay of Plenty Spaces and Places Strategy is to provide a high level strategic framework for sport and recreation facility planning across the region (Map 1). It is designed to provide direction on what should be done and crucially, what should not be done. The strategy is designed to focus thinking at a network wide sport and recreation facilities level with emphasis on national, regional and sub-regional assets, while also capturing local level facility data.



The Strategy provides a stocktake of current assets and the analysis of existing national and regional strategies and issues to help determine regional priorities. It is intended that the Strategy will be used by a broad range of stakeholders (including territorial authorities, community funders, Sport Bay of Plenty, Sport New Zealand, Regional and National Sports Organisations, Education providers and sports and recreation clubs). The Strategy will provide a consistent approach to strategic decision making and ensure greater collaboration regarding sport and recreation facility planning and provision in the region.

It is not possible to meet all of the communities' sport and recreation facility desires. We operate with limited resources and in a time of rapidly changing demographics and sport and recreation participation trends. Therefore, it is crucial that an integrated approach and needs based planning is applied across the region. This Strategy is designed to ensure this occurs. The strategy identifies some specific priorities for the region. It is important to align the limited funding available in the region with these priorities.

## **Using this Strategy**

Like all high level strategies, especially those as ambitious in scope, both geographically and in terms of content as this Strategy, additional more detailed planning will be required (at both the regional and local level). The Strategy should not be seen as a replacement for this detailed focused research and analysis. As additional sports codes undertake, or update their existing national and regional facility planning documents, it is envisaged that this Strategy will require updating.

This Strategy does not set a standard level of service for sport and recreation facilities across the Region. Individual Council's determine their own, specific levels of service through strategies, policies and long term plan processes. However, it is intended that this Strategy provides a framework to help guide regional provision and individual Council's levels of service for sport and recreation facilities. The decision criteria and facility investment decision making process outlined in Section 6 of this Strategy are important mechanisms by which all potential facility projects in the region should be assessed. This includes facility projects identified in the Strategy and new facility opportunities which may arise in the future.

Given the Strategy is trying to examine issues based on available evidence at a network wide level, some specific code aspirations may not align. The Strategy is envisaged to be used as a tool to assist the coordination of sport and recreation facility provision and optimisation.

## **Methodology**

The information summarised in this Strategy was collected using a mix of survey, engagement, and secondary data sources. This triangulated approach provided the best means to get the most comprehensive data coverage possible with the available resources. The specific approaches used are briefly summarised below:

### **Primary Facility Survey**

A general inventory survey was developed with Sport Bay of Plenty and Bay of Plenty Councils for distribution to sport facility owners and/or managers to identify what facilities were available, what their regional roles were, and what their associated needs or issues were. These surveys were distributed to local contacts by staff coordinators at each of the Region's Territorial authorities. To maximise the survey response a range of follow-up processes were implemented. Council staff also provided survey entries for facilities associated with council or council lands. This process generated over 365 individual survey responses during the specific survey period, which in turn represented over 610 individual facility responses. This was supplemented by an extensive post-survey working group review process which generated further entries of relevant additional facility information.

### **School Facility Survey**

A supporting survey was developed to identify the complementary facility resources available in the primary and secondary education sector, and to identify issues affecting community sport use of school facilities. This was coordinated through Sport Bay of Plenty and circulated to schools in the Bay of Plenty Region. This process generated 38 survey returns. The gap in survey responses was addressed in part through the use of Ministry of Education data on school pools and gymnasiums (where it was available).

## **Regional Sports Organisations' Input**

Sport Bay of Plenty engaged with Regional Sports Organisations (RSO) to gain their insight on code participation trends and facility issues. These perspectives were considered during the development of the strategy. RSO input was also sought through the consultation process.

## **Engagement**

Ongoing engagement was conducted with the Technical Working Group and Project Steering Group. This was undertaken to define the investigation scope, to review responses and identify gaps and priorities for follow up. In some cases specific approaches were made to selected groups to provide additional post-survey information.

## **Secondary data**

A secondary data review was undertaken within the scope of the project brief to identify available strategic documents. This included reviewing current National Sport Facilities Strategies (for codes or facility types that have completed these). Current Council strategies, plans and long term plan documents were reviewed for relevant data as part of this process. Secondary data were also sourced where gaps in the inventory database were identified. The main example of this was the Ministry of Education pools and gymnasiums data. In some cases specific approaches were made to sports groups for facility information; internet and document sources were also searched.

## **Database**

All of this information is being compiled into a data base resource. The survey results provide the primary database, which is being refined and added to for follow up uses by Sport Bay of Plenty and Territorial Authorities as required. Additional or updated information is being incorporated when provided.

## **Limitations**

The Strategy is based on available data at the time of writing. Given the reliance on secondary data and primary data from third parties it is likely that some data emissions do exist (especially given the project's significant scope). However, the Strategy represents the most comprehensive regional facility data source currently available.

This Strategy does not replace the need for additional focused planning and analysis at a code and specific facility level. As additional sports codes and recreation groups undertake, or update, their existing national and regional facility plans it is envisaged that this Strategy will require updating. However, given the Strategy is trying to examine issues based on available evidence at a network wide level for a diversity of sports some individual code aspirations may not align with the strategy.

## Facility Hierarchy Definitions

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

**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 participants/teams/competitors from across adjacent territorial authority boundaries for either competition or training purposes.

**District:** A facility with the ability to serve a catchment's basic sporting needs. This catchment will predominantly be drawn from within a single territorial authority (covering more than two suburbs).

**Local:** a facility which often facilitates people's introduction to sports and recreation and primarily serves a town or suburb (or potentially two suburbs) only.

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.



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## 2.0 OUR CHALLENGES

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The Bay of Plenty sports and recreation facility network faces a number of challenges. These challenges include:

### **Population Distribution and Changing Demographics:**

The Bay of Plenty Region is a large area with an unevenly distributed population of around 270,000 (2013 estimate, Statistics NZ). Looking forward, based on Statistics NZ data, projected population growth over the whole Region is only slight. Approximately 90% of this regional population growth is projected to occur within Tauranga City, with around 10% in Western Bay of Plenty District. All other Districts in the Region are projected to either have very slight increases, remain static, or show population declines to varying degrees, with most declines in Kawerau and Opotiki. The population will also be aging in all districts, with only relative age-group growth being among those aged over 65 years. All other age-groups show a relative decline. 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.

Population projections by individual Councils will vary. Some areas within the region have undertaken further local demographic analysis which have slightly different indications than the Statistics NZ data. For example, the following reports are available: Ageing Trends and Transitions Report, a report prepared for Invest Bay of Plenty by CJ Consulting Ltd, 2014; Bay of Plenty Situational Analysis, BERL, November 2013; Rotorua Lakes District Population Projections, BERL, February, 2015; NIDEA Projection Report - Jackson, N.O., Cameron, M. and Cochrane, B. (2014).

The figures outlined in this report are based on Statistics NZ data as this is available for the whole region based on a consistent, national methodology. It is expected that when specific, more detailed planning such as needs and options and feasibility analyses are undertaken for specific projects that the most up to date, local data will be used<sup>2</sup>. Sport NZ has an online insights tool<sup>3</sup> which provides sport, recreation, health, population and schools data. A more detailed version for sector professionals provides further information including participation trends and other metrics at a regional level.

### **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), tertiary education providers, 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.

In some instances complying with building code requirements, meeting earthquake standards and avoiding functional obsolescence will also be very real challenges. Duplication and underutilisation of sports and recreational facilities will become increasingly unaffordable over time; and so some rationalisation will be required. New or non-traditional sources of facility provision will need to be considered, such as those available in retirement villages for example.

The ability to secure appropriate funding levels (from various sources) for ongoing maintenance and operations is a challenge. Often funding for upgrades and new capital developments is easier to obtain than funding for ongoing operations. This contributes to overall sustainability issues for many sport and recreation facilities.

### **Changing Sport Participation Preferences:**

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<sup>2</sup> This may include those reports noted above and also any new, up-to-date reports that become available.

<sup>3</sup> Available to view at [www.sportnz.org.nz/insights](http://www.sportnz.org.nz/insights)

Sports participation preferences are constantly changing (as illustrated by the rise of 'pay for play' sport). As community needs change future sport and recreation 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, district and sub-regional levels. The facility network will need to adapt to change and be more flexible. This may see a greater mix in private provision and partnerships between different stakeholders to compliment traditional Council delivery approaches.

### **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 and sustainability of sport and recreational facilities.

The education network is an important part of the solution to providing sustainable sport and recreation facilities in local communities. School partnerships are becoming increasingly important and are supported by the Ministry of Education's Community and Shared Use Principles Policy.

The Spaces and Places Strategy demonstrates a positive opportunity for all stakeholders to work in a collaborative and cohesive manner to address these challenges.

### **Legislative Challenges:**

The sports and recreation sector faces a number of legislative challenges many with potentially significant impacts. For example, the Reserves Act 1977 has largely failed to keep pace with a changing sporting and social environment. Many aspects of the Act inhibit the sustainability of sport and recreation facilities.

Liquor licensing changes and the lowering of the breath alcohol level have also had dramatic impacts of sports club revenue. Recent changes to health and safety legislation are impacting sport and recreation organisations with additional compliance and liability requirements. In some areas Councils are taking over responsibility for equipment provision (such as goal posts on public parks) to help better manage health and safety considerations for both themselves and clubs.

The impact of the legislative environment needs to be taken into consideration when examining the future sustainability of the facility network.

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## 3.0 OUR CHOICES FOR THE NETWORK

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With regards to the Bay of Plenty sport and recreation facility network our future approaches / choices for the facility network can be generally summarised as:

### **Retaining the Status Quo – Maintaining the assets we have and maintaining existing service levels**

Retaining the status quo will likely require either increasing territorial rates, increasing costs to participate through user fee increases and diverting funding from other budget areas (or a combination of the three) in order to maintain existing facilities and service levels. This could be achieved by developing both new facilities and by maintaining existing ones. This would also mean a continuation of the current ad-hoc approach to facility provision with the potential that new facilities do not actually address strategic gaps and issues.

### **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 and will experience ongoing capacity issues.

### **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).

### **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 territorial authorities, community funders, Sport Bay of Plenty, Sport New Zealand, Regional and National Sports Organisations, sports clubs, and any other relevant potential facility/service providers such as the Ministry of Education, Tertiary sector, government agencies, health providers, and retirement villages).

**A mixed rationalisation and development approach will result in a number of outcomes including closure of some facilities, repurposing facilities, upgrading facilities and developing new facilities. This approach will also place increased emphasis on partnering for both existing and new facilities and increased acknowledgement of the role of other providers such as education and private providers (including the likes of swim schools and retirement villages).**

**One district in the region has recently rationalised three rugby club facilities down to one rugby club facility and repurposed the remaining two facilities to service other community sport and recreation needs. This example demonstrates the type of flexibility that will be required in the future. This kind of approach is also particularly important due to the number and age of clubrooms in the region.**

**The mixed rationalisation and development approach has been adopted to underpin this Strategy.**

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## 4.0 OUR KEY PRINCIPLES

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The key principles underpinning this Strategy are summarised as:

### **Sustainability**

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

For us sustainability means well utilised sport and recreation facilities with strong governance and management and that are able to meet their operational costs and provide the required return on investment (this may include subsidy and grant funding). It also requires robust asset management planning including covering depreciation, renewals and maintenance.

### **Holistic Lifecycle Modelling**

Our existing and planned sport and recreation facilities need to be appropriately maintained throughout their projected 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. Additional up-front investment in quality materials can have a strong impact on facility sustainability through lower regular maintenance costs and decreased renewal frequency.

### **Multi Use**

Currently many single purpose sport and recreation facilities are underutilised for large periods of time. Facilities should be designed to enable multi uses where ever possible.

### **Partnerships**

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

### **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 sport and recreation facilities can be up to fifty years, it is important that they be as adaptable and functional as possible.

### **Accessibility**

For us accessibility means a number of things including:

- Physical access – facilities are easy to get to and use, including for people with disabilities;
- Visible – so that people are aware facilities are available for them to use, this includes shared facilities with education providers;
- Affordable – to the wider community,
- Inclusive – to the wider community including those with specific social, demographic and cultural needs.

For example it is important to work with a variety of organisations that support sport and recreation opportunities for people with disabilities such as Parafed BOP, Halberg and the Foundation of the Blind and other users to ensure facilities are inclusive and meet the needs of the wider community.

## **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 (socially and economically) on the funded project delivers as much or more than any project it displaces.

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

The Bay of Plenty must play to its strengths and avoid unnecessary duplication of facilities with neighbouring regions (or by Councils within the region). Where facilities currently exist (or are planned) these may satisfactorily or more appropriately deliver opportunities than the development of new facilities. The Bay of Plenty needs to be aware of how facilities fit within the hierarchy of facilities in NZ and also the role of facilities within the regional hierarchy. The existing provision regionally, in neighbouring regions, and nationally needs to be part of the consideration when assessing the need, demand and features of potential new facilities.

## **Strategic Positioning – New Facilities**

Based on the current provision within the region, in neighbouring regions (Waikato) and the current facility hierarchy in NZ, it is considered that, when developing new facilities, the Bay of Plenty is generally best placed to focus on facilities at a Regional level (or below), or facilities at a national or international level that align to the region's competitive advantages.

Whilst facilities at a Regional level (or below) are considered the main hierarchy priorities it is still important, that when opportunities arise, national or international level projects are considered and evaluated thoroughly in accordance with the decision criteria and facility investment decision making process outlined in Section 6 of this strategy.

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

From time to time unexpected opportunities for national or international projects (or sub-regional projects which support national or international outcomes) may arise. These projects should be evaluated thoroughly to determine if they are of benefit to the optimisation of the wider sports facility network and what the opportunity cost and impact may be.



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## 5.0 OUR COMPETITIVE ADVANTAGES

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The Bay of Plenty has a number of competitive advantages, compared to other regions, that impact on sport and recreation facilities and their use. These include:

### Geographic Advantages

- Close proximity to other regions allows for reasonably easy access to other sport and recreation facilities (and events) that are not provided in the Bay of Plenty, or are provided at a higher performance standard. Examples include:
  - o An Indoor 50m pool (Hamilton – Waikato);
  - o Cycling Velodrome, rowing and canoe racing facility (Cambridge - Waikato);
  - o High Level Equestrian Facilities (Taupo - Waikato);
  - o Modern International Stadiums (Hamilton – Waikato and Auckland)
  - o Motor racing (Pukekohe and Hampton Downs)
- Close proximity to New Zealand's main population centre of Auckland.
- Reasonable travelling times around the region allow people to access spaces and places for recreation and sport in adjacent TA areas. For example, the longest travel time between main regional towns is approximately two hours and fifteen minutes (Opotiki to Katikati). Many other areas are within approximately 45mins to one hour 15 minutes (Whakatane – Opotiki, Katikati – Tauranga, Rotorua – Tauranga, Whakatane – Rotorua).
- An abundance of natural water bodies (coastal, harbours, lakes and rivers) provide a wide range of aquatic sport and recreation opportunities including swimming, surfing, surf lifesaving, waka ama, rowing, canoe/kayak and fishing.
- A range of easily accessible sport and recreation environments from urban based parks and reserves, walkways and cycle ways to rural, back country recreation experiences in close proximity to urban areas. For example, Whakarewarewa and Redwood Forests provide world class cycling, walking and equestrian experiences close to central Rotorua, whilst the Motu Trails and Kaimai Ranges provide backcountry experiences.
- The 2013-14 Active NZ Study BOP regional profile shows 87% of participants in the BOP took part in sport and recreation in one or more natural settings. This is slightly higher than the NZ average. The main natural settings used were: parks (53.1%), the beach/by the sea (46.6%), on the sea (37.9%) and the bush/forest (31%).

### Climatic Advantages

- The Bay of Plenty has a temperate climate with warm summers and mild winters<sup>4</sup>. This is beneficial for outdoor-based winter sport and recreation. The region is one of the warmest regions in New Zealand, particularly along the coastline, and most areas experience at least 2,000 hours of sunshine per annum<sup>5</sup>
- "The seas in the Bay of Plenty, because of the presence of a warm ocean current and sheltering provided by the North Island, are among the calmest and warmest in New Zealand."<sup>6</sup>

### Facility Advantages

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<sup>4</sup> Sourced 28 May 2016 - [https://en.wikipedia.org/wiki/Bay\\_of\\_Plenty\\_Region](https://en.wikipedia.org/wiki/Bay_of_Plenty_Region)

<sup>5</sup> Ibid

<sup>6</sup> Sourced 28 May 2016 from <https://www.niwa.co.nz/static/BOP%20ClimateWEB.pdf>

- Concentrations of indoor courts are located in facilities in Rotorua and Tauranga which are supported by a network of smaller indoor court facilities across the region.
- No, or low, fees and charges for sports fields makes participation cost effective for local residents and also encourages national tournament/competition hosting.
- International and national standard tracks and trails for Mountain Biking and cycling (national cycle ways).
- The Bay of Plenty's role as a holiday destination creates infrastructure capacity (such as accommodation) which in the off-season can be used to support sport and recreation tournaments and events. This is complimented by a variety of existing sport and recreation infrastructure which effectively supports events such as the AIMS games.

### **Relationship Advantages**

- Councils in the Western Bay sub-region are already working closely together, with joint ownership and development of regional parks (such as TECT Park) and operationally (in areas such as sports field reviews).
- Opportunities exist for further facility development collaborations due to the short distances between many of the Territorial Authority areas.

### **Other Advantages**

- Land availability is generally higher than in some other areas of the country. The Western Bay sub-region has a number of areas land banked for future sport and recreation purposes (particularly sports fields).
- Lifestyle advantages mean, that compared to residents in larger cities, it can be simpler and more cost effective for our residents to participate in sport and recreation opportunities (for example less traffic congestion, shorter travel/commute times and the close proximity of a variety of urban and backcountry opportunities).

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## 6.0 DECISION CRITERIA, FACILITY EVALUATION AND FUNDING

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### Decision Criteria

The Bay of Plenty Spaces and Places Strategy has adopted 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. The purpose of these criteria is to ensure all projects are evaluated in a structured way. These criteria are aligned to those used in neighbouring regions so that cross boundary facility discussions can be more easily facilitated.

These criteria should be considered in conjunction with the proposed facility investment decision making process (see facility investment decision making process framework). 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 should assume prominence, while other levels of criteria would be considered in more detail should a proposal progress.

The Sport New Zealand National Facilities Framework and Community Sport and Recreation Facilities Development Guide are useful documents that can help inform this evaluation and decision making process.

Our evaluation criteria are as follows.

#### Level One/Gateway Criteria:

- The degree of alignment a facility or proposed facility has with national, regional and local plans and strategies, such as code specific national facility plans and 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).
- The track record and ability of the proponent organisation. This can be assessed through an independent review of an organisation's governance, management, operations (including financial viability), and membership levels.<sup>7</sup>

#### 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 Bay of Plenty 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.

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<sup>7</sup> Sport Bay of Plenty is able to undertake these types of assessments for clubs and regional sports organisations.

- 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 (measured in terms of community benefit) that the facility, or proposed facility, can generate.
- 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 Bay of Plenty region and wider New Zealand society.

Given the Strategy is a high level strategic document it is acknowledged that all proposed facility approaches identified in the Strategy 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 facility investment decision making process below).

## **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 community funders, territorial authorities, education providers, regional sports organisations, clubs, and Sport Bay of Plenty acting in a collaborative manner to ensure facilities reflect the needs of their communities, while also fitting within a regional network of facilities.

This process is not intended to replace the legislative requirements and decision making processes of individual stakeholders. Rather it is an overall framework that can be used either alongside, or be integrated into stakeholder decision making processes related to sport and recreation 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. For example, a small, local level facility development proposal may require less detailed analysis than a District, Regional or National level facility development proposal. Sport Bay of Plenty, 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 or 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 the 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:

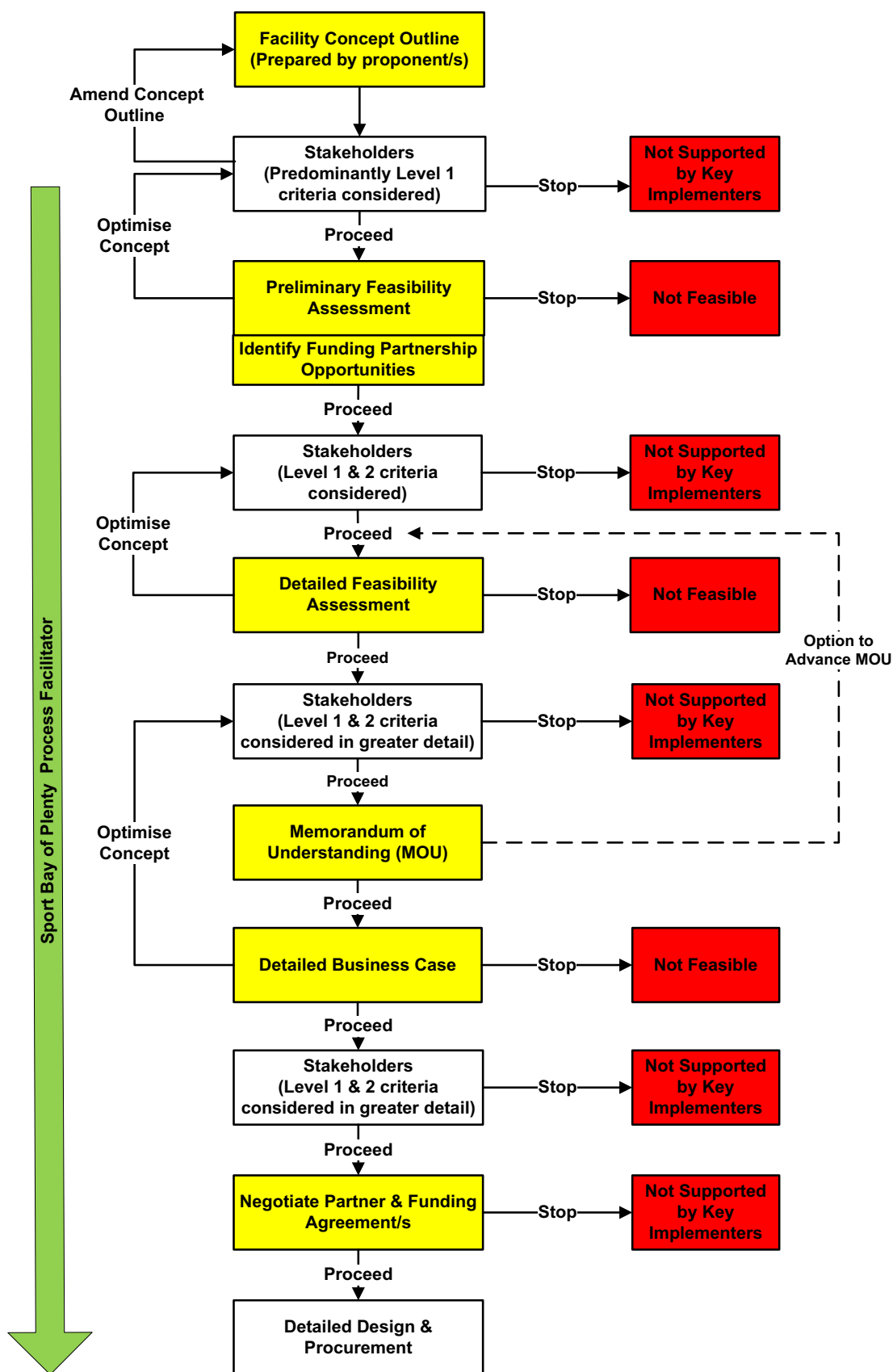
1. **Facility Concept Outline:** A short outline (under 4 pages) which summarises the proposed project and key facts. This should include a brief facility description, an indicative cost (based on a GFA rate), a proposed location, a potential governance and management structure, an outline of the perceived 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 territorial 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 forward.
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 the project be initiated and detailed design and procurement be commenced.

Note: Sport Bay of Plenty will be able to guide proponents through the facility investment decision making framework and direct them towards useful resources (such as business case templates). The time taken to implement this framework will vary depending on the nature of the project.

Proponents and stakeholders alike should consider at each stage how a project aligns with the principles, criteria and recommendations of the Bay of Plenty Spaces and Places Strategy. The principles and criteria should be used to structure stakeholder decision making.



Figure 6.1: Full Facility Investment Decision Making Process



**Note:**

Stakeholders may include the likes of Local Authorities, Sport Bay of Plenty, Department of Conservation, Community Funders, SNZ, RSO, NSO, Schools, and MOE.

## Preliminary Funding Approach

To assist with implementing the Spaces and Places Strategy 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 6.2). Certain potential funders, such as the Ministry of Education, are likely to be more active at the regional, sub regional and district/local facility category levels (via facility partnerships on Ministry land) while others, such as central government, are more likely to be focused on international and national facilities. The remaining funders have the potential to operate over all facility category levels.

**Figure 6.2: Preliminary Funding Approach**

Facility Category	Potential Funders			
<b>International Facilities</b>	<b>Local Authorities</b>	<b>Central Government</b>		<b>Other Funders</b>
<b>National Facilities</b>			<b>Ministry of Education</b>	
<b>Regional Facilities</b>		<b>Community Funders</b>		
<b>Sub Regional Facilities</b>				
<b>District / Local Facilities</b>				

The approach outlined in Figure 6.2 would enable cross boundary facility partnerships between territorial authorities (and other partners). This approach will likely require both capital and operational funding being transferred between territorial 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 catchment population and anticipated or demonstrated 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.

Coordinating the funding approach would be assisted by both:

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

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

## 7.0 POTENTIAL FACILITY OPTIMISATION APPROACHES

The Regional Spaces and Places Strategy has identified facility gaps, facility over supply challenges (such as with clubrooms) and a number of areas where partnership approaches can be explored. Examples include partnerships between two territorial authorities and other partners, such as schools. Appendix 1 provides a summary of proposed approaches, by facility type, across territorial authorities. The strategy assumes that a combination of asset rationalisation, refurbishment, and new development will be required.

Based on available data the Strategy's high priority projects over the next ten years are outlined in Table 1. New facility opportunities may also arise in the future. These should be assessed in accordance with the decision criteria and facility investment decision making process in Section 6 of this Strategy.

**Table 1: Bay of Plenty High Priority Projects (capex and planning)**

The territorial authority listed against each project (below) is the lead agency. Where a project is noted as Regional it is expected that Sport Bay of Plenty will lead. Note: the individual projects in each indicative timeframe section are not listed in priority order.

Indicative Timeframe (Funding Dependent)	Proposed Optimisation Projects
1 – 3 years	<ol style="list-style-type: none"> <li>1. Opotiki – Complete detailed feasibility studies on the development of multi-sport and recreation facility clusters at Memorial Park and Ohui Domain.</li> <li>2. Rotorua - Aquatic Centre Upgrade (including consideration of collocation and partnership opportunities).</li> <li>3. Rotorua - Complete a detailed feasibility study and business case (including funding plan) on the sportville proposal at Smallbone Park (currently involving cricket, hockey and golf). Opportunities for other club / code involvement should be a consideration.</li> <li>4. Tauranga – Develop a detailed sport and recreation strategy.</li> <li>5. Tauranga - Prioritise the resurfacing of the 10 shared netball / tennis courts at Blake Park to ensure that the standard remains appropriate for the district hub.</li> <li>6. Tauranga – Undertake the planned resurfacing of the athletics track at Tauranga Domain.</li> <li>7. Tauranga – Implement the project to develop new sports fields in the Tauranga west area (Parau Farms project).</li> <li>8. Tauranga / WBOPDC - In partnership with other potential partners explore pool space provision in the Tauranga and Western Bay areas (taking into account the outcome of the Memorial Pool assessment analysis and Otumoetai pool options analysis).</li> <li>9. Tauranga / WBOPDC - Invest in the development of additional Hockey turf infrastructure at Blake Park in line with the Reserve Management Plan and the national player per turf benchmark.</li> <li>10. Tauranga – Needs and options analysis for facility developments in the Wairakei/Te Tumu growth area. The priority asset types for this growth area include aquatic, indoor courts, community centre space, playing fields and outdoor courts. A focus on collocation and partnership opportunities is required (e.g. multiuse facilities with WBOPDC and/or schools).</li> <li>11. Whakatane - War Memorial Hall undertake a detailed</li> </ol>

	<p>feasibility and options analysis for redevelopment (which includes consideration of indoor and outdoor court provision).</p> <p>12. Regional – Undertake a regional club sustainability strategy to assist amalgamation, rationalisation and optimisation of assets. It is anticipated that individual TAs will then prepare more detailed implementation plans at a district / city level.</p>
4 – 10 years	<p>13. Opotiki - Aquatic facility options analysis.</p> <p>14. Rotorua – Supply and demand assessment of field utilisation and demand by key codes (to inform the proposed 20 ha land purchase for future Sports Park Development).</p> <p>15. Regional – Undertake a focused watersports facility strategy for the Bay of Plenty.</p>

Note: See Appendix 1 for additional detail.

In many instances the Strategy 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 exist at the local level (particularly with clubroom facilities). Clubroom sustainability is anticipated to be a growing challenge that will impact equally on the sports sector and territorial authorities. Detailed direction on local facilities is not possible within the scope of this strategic document. However, local facility data have been captured to assist planners and funders where possible. Local level facilities in particular will likely require rationalisation and optimisation. This will potentially involve approaches such as amalgamations, sharing facilities between clubs and community groups and between clubs and schools. Local facility partnerships are also likely to become even more essential.

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

## Recommendations

The Regional Spaces and Places Strategy recommends that:

1. The Bay of Plenty Regional Spaces and Places Strategy is adopted as a high level strategic document to assist the optimisation of the Region's sport and recreation facility network.
2. The Bay of Plenty Regional Spaces and Places Strategy is reviewed every three years.
3. All territorial authorities, Sport Bay of Plenty, community 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 territorial authorities, community funders, the MOE, and Sport New Zealand.
  - c) A coordinated funding MOU/accord between territorial authorities, Sport Bay of Plenty, community 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 territorial authorities. This will likely require both capital and operational funding being transferred between authorities.
4. Sport Bay of Plenty is funded to offer additional facility optimisation support to partners, in particular through the provision of a Spaces and Places Leader role.
5. Asset owners are supported/encouraged to look at developing lifecycle models, maintenance plans and identifying future community needs to inform their planning decisions (prior to seeking grant funding).



## Proposed Priority Actions

To effectively implement the strategy there are a number of priority actions that will be led by Sport Bay of Plenty.

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

1. Develop and implement a roadshow for the Regional Spaces and Places Strategy to promote the strategy's proposed approach and outcomes to the community and key stakeholders.
2. Develop a regional funding approach, including a regular funders forum, facility partnership funding policy, and funding MOU (this would cover key principles such as prioritisation of funding to multiuse facilities, partnerships and priority asset types).
3. Using the strategy's decision criteria, facility investment decision-making process, principles, and priorities, develop a process by which Councils provide clear, consistent, annual funding priorities to community funders.
4. Engage with Iwi to identify potential sport and recreation partnership opportunities across the region; this may require the development of an Iwi partnerships framework (covering key principles of potential partnerships and identifying specific areas/asset types that Iwi are interested in partnering in)
5. Develop a school partnerships framework to help inform facility planning with the MOE (this would cover key principles of potential partnerships and identify specific areas/asset types that the MOE is interested in partnering in). This may include facilities such as aquatic facilities, playing fields, indoor courts, hockey turfs, and multiuse outdoor courts.
6. Develop a forum or process to ensure there is effective engagement between Councils and Regional Sports Organisations
7. Explore all the Strategy's identified potential facility partnerships (with relevant potential partners) to the 'Facility Concept Outline' stage in accordance with the proposed Investment Decision Making Process.
8. Progress at least three potential facility partnerships to the 'Preliminary Feasibility' stage in accordance with the proposed Investment Decision Making Process.
9. Explore the development of a multiuse court development model (including specifications) that can be implemented regionally when opportunities arise.
10. Explore the potential to develop a partnerships approach with retirement villages.
11. Regional – undertake a regional club sustainability strategy to assist amalgamation, rationalisation and optimisation of assets. It is anticipated that individual territorial authorities will then prepare more detailed implementation plans at a district / city level.
12. Determine an implementation date for all priority sport and recreation facility projects.
13. Review the Bay of Plenty Regional Spaces and Places Strategy.

Note: the actions are not listed in priority order.

## APPENDIX 1: SUMMARY OF PROPOSED FACILITY APPROACHES

Note: This appendix provides a summary of the information provided in the full Bay of Plenty Spaces and Places Strategy.

Table A1: Summary of Community Halls/Centres Proposed Facility Approaches by Territorial Authority.

Council	Proposed Facility Approach
All BOP Councils	<ul style="list-style-type: none"> <li>Maintain existing facilities in line with their asset management plans.</li> <li>Prior to any major renewals undertake an independent building condition assessment and needs and options analysis to determine the costs and benefits of alternative facility delivery approaches (such as co-locating with other sports and recreation or community assets, school partnerships).</li> <li>Monitor and review existing facility utilisation and quality to ensure community recreation use is nurtured.</li> <li>Rationalisation should be considered where sufficient demand may not exist and/or viable alternatives are available.</li> </ul>
Opotiki District Council	<ul style="list-style-type: none"> <li>Review provision and management of halls / pavilions on Council land to ensure community demand is being met.</li> </ul>
Rotorua Lakes Council	<ul style="list-style-type: none"> <li>Continue the model of halls being managed by local committees.</li> <li>If the Broadlands Hall is transferred to school ownership an agreement to ensure ongoing community access should be required.</li> </ul>
Tauranga City Council	<ul style="list-style-type: none"> <li>Continue to apply a catchment area approach to community facility provision while retaining a viable local facility network.</li> <li>Prior to undertaking any redevelopments or new builds undertake an options analysis to determine the potential benefits of co-locating with other sport and recreation or community facilities (including potential partnerships/collocations with schools).</li> <li>Undertake needs and feasibility analysis for the proposed development of facilities in the new growth areas: Pyes Pa/The Lakes; Wairakei; Te Tumu.</li> </ul>
Western Bay of Plenty District Council	<ul style="list-style-type: none"> <li>Continue the model of halls being owned and managed by local committees.</li> <li>Continue existing partnerships with schools and consider more of these in future.</li> </ul>
Whakatane District Council	<ul style="list-style-type: none"> <li>Undertake a detailed feasibility and options analysis for the Whakatane War Memorial Hall (including consideration of the balance between indoor and outdoor court provision in the District).</li> </ul>

Table A2: Summary of Pools / Aquatic Proposed Facility Approaches by Territorial Authority

Council	Proposed Facility Approach
Kawerau District Council	<ul style="list-style-type: none"> <li>Maintain the facility in line with its asset management plan.</li> <li>Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (such as school partnerships).</li> </ul>
Opotiki District Council	<ul style="list-style-type: none"> <li>Monitor the accessibility of school facilities to community groups.</li> <li>If required enter into formalised partnerships to facilitate ongoing public access.</li> <li>Undertake analysis examining options including, but not limited to:               <ol style="list-style-type: none"> <li>Covering the existing pool.</li> </ol> </li> </ul>

	<p>b.) Developing a new covered 25m heated pool.  c.) Heating the Opotiki College pool to extend the season.  d.) Retaining the current model of provision.</p> <ul style="list-style-type: none"> <li>• If warranted progress to a feasibility and business case.</li> </ul>
Rotorua Lakes Council	<ul style="list-style-type: none"> <li>• The maintenance and sustainability of the Rotorua Aquatic Centre is important at a community and regional level.</li> <li>• Undertake an options analysis to determine the potential benefits of co-locating sport and recreational facilities (including potential commercial aspects - fitness, swim schools and potential partnerships with schools).</li> </ul>
Tauranga City Council	<ul style="list-style-type: none"> <li>• Maintain existing facilities in line with their asset management plans.</li> <li>• With all redevelopments or new builds undertake an options analysis to determine the potential benefits of co-locating sport and recreational facilities (including potential partnerships).</li> <li>• In partnership with WBOPDC and other potential partners explore pool space provision in the Tauranga and Western Bay areas (taking into account the outcome of the Memorial Pool assessment analysis and Otumoetai pool options analysis)<sup>8</sup>.</li> <li>• The age of the pool at Memorial Park indicates redevelopment is likely to be required<sup>9</sup>. A needs and feasibility analysis for a redevelopment is currently underway. This needs to include consideration of the age and role of Otumoetai Pool and potential links with other sport and recreation assets and opportunities within the Memorial Park precinct (for example QEYC and Memorial Hall)<sup>10</sup>.</li> <li>• Undertake an options analysis on the Otumoetai Pool.</li> <li>• Undertake a needs and feasibility analysis into the potential development of new aquatic facilities to serve the Wairakei/Te Tumu growth area. This should also include consideration of potential partnerships and cross boundary collaboration opportunities (with schools and WBOPDC).</li> <li>• The development of a 50m pool is not recommended. A more dispersed network of 25m pools is favoured<sup>11</sup>.</li> </ul>
Western Bay of Plenty District Council and Whakatane District Council	<ul style="list-style-type: none"> <li>• Maintain existing facilities in line with their asset management plans. Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (such as commercial or school partnerships, alternative sites and cross boundary collaboration opportunities with TCC).</li> <li>• In partnership with TCC and other potential partners explore pool space provision in the Tauranga and Western Bay areas (taking into account the outcome of the Memorial Pool assessment analysis and Otumoetai pool options analysis).</li> <li>• With all redevelopments or new builds undertake an options analysis to determine the potential benefits of co-locating sport and recreational facilities (including potential partnerships).</li> </ul>

<sup>8</sup> It is considered important that these projects are treated holistically.

<sup>9</sup> The outdoor pool at Memorial Park is approaching the end of its service life. An asset condition assessment has been undertaken, identifying a number of issues including an old tank. Even with testing it is impossible to say with any certainty how long this tank will perform.

<sup>10</sup> Collocating assets such as the pool and hall will likely deliver better operational synergies with a shared reception and management. However, this needs to be evaluated against the amenity value of the existing outdoor pool location, which is in a very pleasant park surrounding with excellent views. The continued provision of outdoor pools is considered important.

<sup>11</sup> The Bay of Plenty has access to an outdoor 50m pool in Rotorua and a 50m indoor pool in Hamilton. Having a dispersed network of indoor 25m pools to cater for wider recreational use is seen as a greater priority than a single 50m pool, with a competitive swimming focus. It is considered that the dispersed network approach will more effectively support the growing and aging population and the dispersed urban form that is developing through new growth areas. This approach also provides opportunities to partner with WBOPDC, which also has a growing population adjacent to the Tauranga city boundaries.

Table A3: Summary of Indoor Courts Proposed Facility Approaches by Territorial Authority

Council	Proposed Facility Approach
Opotiki District Council	<ul style="list-style-type: none"> <li>• Monitor the accessibility of school facilities to community groups.</li> <li>• If required enter into formalised partnerships to facilitate ongoing public access.</li> </ul>
Rotorua Lakes Council	<ul style="list-style-type: none"> <li>• Maintain existing facilities in line with their asset management plans. Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (such as school partnerships).</li> <li>• Monitor and review existing facility utilisation to ensure community sports use is nurtured. This needs to give particular consideration to the issues of affordability and availability of current facilities including the Unison Arena.</li> </ul>
Tauranga City Council	<ul style="list-style-type: none"> <li>• Maintain existing facilities in line with their asset management plans. Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (such as school partnerships) that are in line with a hub and spoke provision model.</li> <li>• Monitor and review existing facility utilisation to ensure community sports use is nurtured.</li> <li>• Review Council's current level of service approach, including consideration of the balance between sub-regional provision and / or local provision, particularly in new growth areas.</li> <li>• The above review needs to contribute to the planning regarding the need (or otherwise) to expand the ASB Arena facility.</li> <li>• With all redevelopments or new builds undertake an options analysis to determine the potential benefits of co-locating sport and recreational facilities (including potential partnerships with schools).</li> <li>• Undertake needs and feasibility analysis for the proposed development of facilities in Papamoa East/Wairakei/Te Tumu growth area and for the redevelopment of the Memorial Park precinct (see aquatics section).</li> <li>• All feasibility and planning work should consider the ability to accommodate badminton.</li> </ul>
Western Bay of Plenty District Council	<ul style="list-style-type: none"> <li>• Monitor the accessibility of school facilities to community groups.</li> <li>• Maintain and monitor the current formalised partnerships for public access to the Pongakawa and Katikati Action Centres.</li> <li>• If required enter into formalised partnerships to facilitate public access to new facilities (if any are established by schools in the area).</li> </ul>
Whakatane District Council	<ul style="list-style-type: none"> <li>• Maintain existing facilities in line with their asset management plans. Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (such as school partnerships).</li> <li>• Undertake a detailed feasibility and options analysis for the Whakatane War Memorial Hall to determine the number of courts that should be included (giving consideration to the balance between indoor and outdoor court provision in the District).</li> </ul>

Table A4: Summary of Playing Fields Proposed Facility Approaches by Territorial Authority

Council	Proposed Facility Approach
All BOP Councils	<ul style="list-style-type: none"> <li>• Undertake a process of regular (3 yearly) supply and demand assessments of field utilisation and demand by key codes.</li> <li>• Monitor field quality to ensure community sports use is nurtured.</li> <li>• Rationalisation or reallocation between codes should be considered where demand does not exist.</li> <li>• Prior to any major renewals or upgrades undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (such as school partnerships or appropriately scaled Sportville hubs).</li> <li>• If required enter into formalised partnerships to facilitate ongoing public access to school and marae facilities.</li> <li>• Ensure hockey needs are considered when planning and investing in other court developments (e.g. tennis court developments).</li> <li>• Ensure future hockey turf renewals are planned and budgeted for.</li> </ul>
Opotiki District Council	<ul style="list-style-type: none"> <li>• Maximise use of multi-use sports fields through improved drainage, irrigation and lighting (as appropriate).</li> </ul>
Rotorua Lakes Council	<ul style="list-style-type: none"> <li>• The Sportville proposal at Smallbone Park has potential implications for playing fields use at that site (see the clubrooms section for more detail regarding the proposal).</li> <li>• Prior to undertaking the proposed land purchase (20ha) for future Sports Park Development undertake a full supply and demand assessment of field utilisation and demand by key codes. This needs to take into account the potential for reallocation of existing sport field assets between different codes and any barriers to maximising use of existing fields (such as location and quality - ground conditions and drainage).</li> <li>• Use a hub and spoke model for hockey provision, with Smallbone Park turf facilities as the hockey hub for Rotorua (supported by school / tennis court facilities).</li> <li>• Maintain the Smallbone Park turfs in line with their asset management plan.</li> </ul>
Tauranga City Council	<ul style="list-style-type: none"> <li>• Continue the planned programme of investment to maximise use of existing fields through provision of lighting, drainage and irrigation where required.</li> <li>• Implement the recommendations from Longdill &amp; Associates reports regarding reallocation of fields across codes.</li> <li>• Implement the project to develop new fields in the Tauranga West area (Parau Farms project).</li> <li>• Prior to any major renewals or upgrades undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (such as artificial turf provision, school partnerships and cross boundary collaboration opportunities with WBOPDC).</li> <li>• In the Wairakei/Te Tumu growth area undertake an options analysis to determine the potential benefits of co-locating fields with other sport and recreational facilities and alternative facility delivery approaches (as detailed above).</li> <li>• Recommendations contained in the Mount North Open Space review (2015) regarding Blake Park need to be implemented (where possible) to ease the pressure on this site, whilst still providing for local sport demands.</li> <li>• Use a hub and spoke model for hockey provision, with the Tauranga Hockey Centre (at Blake Park) as the hockey hub for the Western Bay sub-region (supported by a network of school facilities).</li> </ul>



	<ul style="list-style-type: none"> <li>• Maintain the Blake Park turfs in line with their asset management plan.</li> <li>• Invest in the development of additional Hockey turf infrastructure at Blake Park in line with the Reserve Management Plan and the national player per turf benchmark.</li> <li>• Continue the turf renewal reserve partnership (TCC and Tauranga Hockey) to ensure ongoing asset renewals are provided.</li> </ul>
Western Bay of Plenty District Council	<ul style="list-style-type: none"> <li>• Prior to any major renewals or upgrades undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (such as artificial turf provision, school partnerships and cross boundary collaboration opportunities with TCC).</li> <li>• Implement the recommendations from the Longdill &amp; Associates reports regarding reallocation of fields across codes.</li> <li>• Hockey – see direction in the Tauranga section above</li> </ul>
Whakatane District Council	<ul style="list-style-type: none"> <li>• Ensure the Stadium Horizon turf is maintained in line with its asset management plan.</li> </ul>

Table A5: Summary of Cricket Wicket/Nets Proposed Facility Approaches by Territorial Authority

<b>Council</b>	<b>Proposed Facility Approach</b>
All BOP Councils	<ul style="list-style-type: none"> <li>• Maintain existing facilities in line with asset and maintenance plans.</li> <li>• Monitor and review existing facility utilisation and quality to ensure community sports use is nurtured (including formal supply and demand assessments where possible).</li> <li>• Prior to any major renewals or upgrades undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (such as provision of artificial wickets, school partnerships, or appropriate Sportsville hubs).</li> <li>• If required enter into formalised partnerships to facilitate ongoing public access to school facilities.</li> </ul>
Tauranga City Council	<ul style="list-style-type: none"> <li>• The Bay Oval provides the key competitive cricket facility for the sub-region along with serving the wider region for national and international level cricket. To ensure this site is maximised it is important it has appropriate support infrastructure to maintain the international facility standard. All new infrastructure (e.g. new lights) should be subject to detailed feasibility analysis before development.</li> </ul>
Western Bay of Plenty District Council	<ul style="list-style-type: none"> <li>• Implement the Longdill &amp; Associates recommendation to install one further set of nets as soon as possible.</li> </ul>

Table A6: Summary of Tennis Proposed Facility Approaches by Territorial Authority

<b>Council</b>	<b>Proposed Facility Approach</b>
Kawerau District Council	<ul style="list-style-type: none"> <li>Review the need for the existing single court and consider the development of a multi code court configuration (potentially on another site). For example, 3 AstroTurf courts that can be used for rugby training, football training and junior / social hockey games as well as tennis)<sup>12</sup>.</li> </ul>
Opotiki District Council	<ul style="list-style-type: none"> <li>Maintain existing facilities in line with their asset management plans. Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (such as multi use courts).</li> </ul>
Tauranga City Council	<ul style="list-style-type: none"> <li>Maintain existing hub and spoke model with Papamoa serving as the regional hub facility.</li> <li>Also see All Other BOP Councils section below.</li> </ul>
All Other BOP Councils	<ul style="list-style-type: none"> <li>Maintain existing facilities in line with their asset management plans.</li> <li>Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (such as multi use courts potentially in partnership with schools).</li> <li>Rationalisation should also be considered where demand does not exist or where club sustainability is an issue (such as low membership, lack of volunteers, and the lack of ability to maintain assets).</li> <li>Where appropriate look at co-locating tennis courts as part of a multi-use precinct (for example so AstroTurf courts can be used for junior / social hockey, football, and rugby training).</li> </ul>

Table A7: Summary of Netball (outdoor courts) Proposed Facility Approaches by Territorial Authority

<b>Council</b>	<b>Proposed Facility Approach</b>
All BOP Councils	<ul style="list-style-type: none"> <li>Monitor and review existing court utilisation and quality to ensure community sports use is nurtured.</li> <li>Maintain existing facilities in line with their asset management plans. Prior to any major renewals or new builds undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches including the potential benefits of co-locating sport and recreational facilities (multi use courts and potential school partnerships).</li> </ul>
Opotiki District Council	<ul style="list-style-type: none"> <li>Maximise court use through improved lighting, car parking and other support infrastructure.</li> </ul>
Kawerau District Council	<ul style="list-style-type: none"> <li>Any review (of netball courts) needs to take into account options regarding the single tennis court at Prideaux Park (see Tennis section).</li> </ul>
Rotorua Lakes Council	<ul style="list-style-type: none"> <li>Undertake the planned upgrade of the Westbrook Park courts to ensure that the surface and court configuration meets current standards.</li> <li>Rationalisation should also be considered where demand does not exist.</li> <li>Monitor the accessibility of school facilities to community groups.</li> <li>If required enter into formalised partnerships to facilitate ongoing public access to school facilities.</li> </ul>

<sup>12</sup> This approach is considered important in both smaller communities (to offer a better range of recreational opportunities than otherwise may have been possible) and in larger urban areas (to offer a hierarchy of facilities at the appropriate level to better meet demand). For example in smaller communities residents have access to a surface they can use for tennis and social junior hockey, while in larger urban areas junior hockey players do not take up time on water based surfaces better used by senior players.

Tauranga City Council	<ul style="list-style-type: none"> <li>• Rationalisation should also be considered where demand does not exist.</li> <li>• Continue to implement a hub and spoke model with the Harbourside Netball Centre as the hub facility for the district.</li> <li>• Prioritise the resurfacing of the 10 shared netball / tennis courts at Blake Park to ensure that the standard remains appropriate for a district hub.</li> <li>• Monitor the accessibility of school facilities to community groups.</li> <li>• If required enter into formalised partnerships to facilitate ongoing public access to school facilities.</li> </ul>
Western Bay of Plenty District Council	<ul style="list-style-type: none"> <li>• Continue to implement a hub and spoke model with the Harbourside Netball Centre as the hub facility for the sub-region.</li> <li>• Monitor the accessibility of school facilities to community groups.</li> <li>• If required enter into formalised partnerships to facilitate ongoing public access to school facilities.</li> </ul>

Table A8: Summary of Bowling Greens Proposed Facility Approaches by Territorial Authority

Council	Proposed Facility Approach
Tauranga City Council	<ul style="list-style-type: none"> <li>• Rationalisation should be considered where demand does not exist, or where mergers to create a larger, more sustainable club are possible.</li> <li>• A recent Sport Bay of Plenty review of the three Tauranga central bowling clubs has recommended that the three clubs merge into one central Tauranga club. The site for this is yet to be determined.</li> <li>• Investigate the potential for collocation with retirement village developments to cater to demand in new growth areas.</li> <li>• Undertake a needs and feasibility analysis for the proposed development of an indoor covered green at the Mt Greens Sports site. This needs to take into account the recommendation regarding the Tauranga central clubs merger proposal as only one covered green should be considered for the city/ region.</li> <li>• Also see bullet points 1 and 2 in All Other BOP Councils section below.</li> </ul>
Western Bay of Plenty District Council	<ul style="list-style-type: none"> <li>• Investigate the potential for collocation with retirement village developments to cater to demand in new growth areas.</li> <li>• Rationalisation should be considered where demand does not exist or where mergers to create a larger, more sustainable club are possible.</li> <li>• Also see bullet points 1 and 2 All Other BOP Councils section below</li> </ul>
All Other BOP Councils	<ul style="list-style-type: none"> <li>• Monitor and review utilisation and encourage clubroom facility sharing where possible.</li> <li>• Maintain the facility in line with its asset management plan. Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (e.g. Sportville hubs, collocation with retirement villages).</li> <li>• Retention as a "single community club" (as per the National Strategy) does not preclude relocations or partnerships for improved facility performance and sustainability.</li> </ul>

Table A9: Summary of Golf Courses Proposed Facility Approaches by Territorial Authority

Council	Proposed Facility Approach
All BOP Councils	<ul style="list-style-type: none"> <li>• Engage with the club(s) to ensure they have an asset management plan in place (at a club appropriate level of detail) and are maintaining the facilities in line with these plans and any lease requirements.</li> <li>• Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (including Sportville partnerships and developing differentiated service offerings that meet a wider potential player profile)</li> </ul>
Rotorua Lakes Council	<ul style="list-style-type: none"> <li>• Rationalisation/ amalgamation should also be considered where sufficient demand may not exist (e.g. Waiariki Institute 9 hole Course) or partnership opportunities may provide improved facility performance and sustainability.</li> <li>• In line with the National Golf Facilities Strategy and willingness of associated sports codes the Springfield Golf Club needs to be fully involved in the detailed feasibility study and business case (including funding plan) on the Sportville proposal at Smallbone Park (see the clubrooms section for more detail).</li> <li>• In accordance with Sport Bay of Plenty's review, Rotorua Golf and Springfield Golf should not merge/amalgamate, as it would appear to add minimal benefit to either organisation. This is provisional on Springfield Golf Club's involvement in the Smallbone Park development proceeding (as detailed above). If Springfield's involvement with Smallbone Park does not proceed their sustainability will need to be re-evaluated.</li> </ul>
Tauranga City Council	<ul style="list-style-type: none"> <li>• Rationalisation/ amalgamation should also be considered where sufficient demand may not exist, or partnership opportunities may provide improved facility performance and sustainability.</li> <li>• Within the existing golf course network identify options to address any gaps in provision (entry level opportunities), which may result from the possible closure of the 9-hole Renner Park course.</li> </ul>

Table A10: Summary of Squash Courts Proposed Facility Approaches by Territorial Authority

Council	Proposed Facility Approach
Opotiki District Council	<ul style="list-style-type: none"> <li>• Monitor and review utilisation and the accessibility of the school facility to the community.</li> <li>• If required enter into formalised partnerships to facilitate ongoing public access.</li> <li>• Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (such as co-locating with other sport and recreation assets).</li> </ul>
Tauranga City Council	<ul style="list-style-type: none"> <li>• Monitor demand and assess the need for a new facility in Tauranga (potentially as part of a collocation of sport and recreation facilities, or via a school partnership).</li> <li>• Also see All Other BOP Councils section below</li> </ul>
All BOP Councils	<ul style="list-style-type: none"> <li>• Monitor and review utilisation and encourage clubroom facility sharing where possible (building on any current or potential future links to clubs and schools).</li> <li>• Engage with the club(s) to ensure they have an asset management plan in place (at a club appropriate level of detail) and are</li> </ul>

	<p>maintaining the facilities in line with these plans and any lease requirements.</p> <ul style="list-style-type: none"> <li>• Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of alternative facility delivery approaches (e.g. partnerships, collocation with schools, or other clubs etc.).</li> </ul>
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Table A11: Summary of Club Rooms Proposed Facility Approaches by Territorial Authority

<b>Council</b>	<b>Proposed Facility Approach</b>
All BOP Councils	<ul style="list-style-type: none"> <li>• Engage with the club(s) to ensure they have an asset management plan in place (at a club appropriate level of detail) and are maintaining the facilities in line with these plans (which take into account the building's lifecycle) and any lease requirements.</li> <li>• No significant investment should be made in any clubrooms without an independent building condition assessment, and cost benefit analysis, needs assessment, and feasibility analysis being undertaken.</li> <li>• Rationalisation should be considered for low use facilities, ageing facilities and in situations where more than one clubroom is located on the same site.</li> <li>• Consider supporting existing multi-sport and recreation facility clusters in regards to maintenance and renewal of infrastructure where appropriate.</li> <li>• Consideration should be given to the development of new multi-sport and recreation facility clusters with suitable supporting infrastructure, such as car parking and lighting.</li> <li>• Unless specific unique factors exist investment should be prioritised to multi-sport facilities in the first instance (over single use facilities).</li> <li>• Undertake a regional club sustainability strategy to assist amalgamation, rationalisation and optimisation of assets.</li> </ul>
Kawerau District Council	<ul style="list-style-type: none"> <li>• Consideration should be given to the development of new multi-sport and recreation facility clusters with suitable supporting infrastructure, such as car parking and lighting.</li> </ul>
Opotiki District Council	<ul style="list-style-type: none"> <li>• Consideration should be given to the development of new multi-sport and recreation facility clusters with suitable supporting infrastructure, such as car parking and lighting. Particular emphasis should be given to opportunities at Memorial Park and Ohui Domain.</li> <li>• The Surf Club needs to be retained for both surf club activities and the important surf lifesaving services provided. Opportunities for other recreational clubs to use the surf club (particularly in winter) should be investigated to help increase ongoing use and sustainability.</li> <li>• Ensure a proactive, planned maintenance programme is implemented at the Surf Club (the coastal environment is particularly hard on building materials).</li> <li>• Monitor the accessibility of school facilities to community groups.</li> <li>• If required enter into formalised partnerships to facilitate ongoing public access.</li> </ul>
Rotorua Lakes Council	<ul style="list-style-type: none"> <li>• Support existing multi-sport and recreation facility clusters (e.g. at Neil Hunt Park) with appropriate maintenance and renewal of supporting infrastructure.</li> <li>• Complete a detailed feasibility study and business case (including funding plan) on the Sportsville proposal at Smallbone Park (currently involving cricket, hockey and golf). Opportunities for other club / code involvement should be a consideration.</li> </ul>

Tauranga City Council	<ul style="list-style-type: none"> <li>• All the local Surf Clubs need to be retained for both surf club activities and the important surf lifesaving services provided.</li> <li>• Ensure a proactive, planned maintenance programme is implemented by all surf clubs (the coastal environment is particularly hard on building materials).</li> <li>• Ensure that suitable land is provided in the Wairakei/Te Tumu growth area for the future provision of surf lifesaving services.</li> <li>• Undertake a needs and options analysis for provision of these services, which covers the spectrum of options from a simple tower/storage facility through to a full multi use clubroom development (catering to other water based sport requirements and general community recreation needs)</li> <li>• With all redevelopments or new builds (including in new growth areas) undertake an options analysis to determine the potential benefits of co-locating sport and recreational facilities (including potential partnerships with schools).</li> <li>• Undertake thorough facility master planning processes for all new reserve developments or redevelopments. This process needs to ensure that the number and location of clubrooms and amenity facilities are appropriate for the size of the site and number of users.</li> </ul>
Western Bay of Plenty District Council	<ul style="list-style-type: none"> <li>• Consideration should be given to the development of new multi-sport and recreation facility clusters with suitable supporting infrastructure, such as car parking and lighting.</li> <li>• The Surf Clubs need to be retained for both surf club activities and the important surf lifesaving services provided. Opportunities for other recreational clubs to use the surf clubs (particularly in winter) should be investigated to help increase ongoing use and sustainability.</li> <li>• Ensure a proactive, planned maintenance programme is implemented at the Surf Clubs (the coastal environment is particularly hard on building materials).</li> </ul>
Whakatane District Council	<ul style="list-style-type: none"> <li>• Consideration should be given to the development of new multi-sport and recreation facility clusters with suitable supporting infrastructure, such as car parking and lighting.</li> <li>• The Surf Club needs to be retained for both surf club activities and the important surf lifesaving services provided. Opportunities for other recreational clubs to use the surf club (particularly in winter) should be investigated to help increase ongoing use and sustainability.</li> <li>• Ensure a proactive, planned maintenance programme is implemented at the Surf Club (the coastal environment is particularly hard on building materials).</li> <li>• Undertake a detailed feasibility and options analysis for the Whakatane War Memorial Hall (including maximising multi-sport use opportunities).</li> </ul>

Table A12: Summary of Bike Proposed Facility Approaches by Territorial Authority

Council	Proposed Facility Approach
All BOP Councils	<ul style="list-style-type: none"> <li>• Maintain the existing trail network.</li> <li>• Consider the need for additional cycling facilities to help spread demand; where possible this should take into account both recreational, tourism and commuter cycling needs.</li> <li>• Investment in new cycle infrastructure which creates links / connections between existing cycle trails / routes in the wider sub-region should be prioritised.</li> </ul>

Kawerau District Council	<ul style="list-style-type: none"> <li>• Engage with the BMX club to ensure they have an asset management plan in place (at a club appropriate level of detail) and are maintaining facilities in line with this and any lease requirements.</li> <li>• Work with Opotiki, Whakatane and Rotorua to advance the Eastern Bay Cycle Trail Strategy.</li> </ul>
Opotiki District Council	<ul style="list-style-type: none"> <li>• Investigate options to extend the Motu Trail to support both walking and cycling.</li> <li>• Work with Kawerau, Whakatane and Rotorua to advance the Eastern Bay Cycle Trail Strategy.</li> <li>• Investment in new cycle infrastructure that creates connections between existing sport and recreation facilities should also be prioritised. For example, links between the College facilities and Memorial Park and Ohui Domain. The stop bank cycle trail and the Eastern Bay Cycle Trails may contribute to this.</li> </ul>
Rotorua Lakes Council	<ul style="list-style-type: none"> <li>• Maintain the existing trail network and strengthen access points to Tokorangi/Whakarewarewa.</li> <li>• Monitor and review existing facility utilisation and club sustainability on a regular basis (BMX/velodrome).</li> <li>• Prior to any major renewals of the velodrome undertake a needs and options assessment to ensure reinvestment is justified (in line with changing trends).</li> <li>• Continue support of the BMX Track relocation to Waipa Valley.</li> <li>• Work with Kawerau, Whakatane and Opotiki to advance the Eastern Bay Cycle Trail Strategy.</li> </ul>
Tauranga City Council	<ul style="list-style-type: none"> <li>• Prior to any major renewals of the BMX track undertake a needs and options assessment to ensure the most appropriate type / style of facility is provided to meet demand (in line with changing trends and other regional provision).</li> </ul>
Whakatane District Council	<ul style="list-style-type: none"> <li>• Maintain existing cycling facilities</li> <li>• Continue to implement the Whakatane Walking and Cycling Implementation Plan.</li> <li>• Work with Opotiki, Kawerau and Rotorua to advance the Eastern Bay Cycle Trail Strategy.</li> </ul>



Table A13: Summary of Equestrian Proposed Facility Approaches by Territorial Authority

<b>Council</b>	<b>Proposed Facility Approach</b>
All BOP Councils	<ul style="list-style-type: none"> <li>Engage with the club(s) to ensure they have an asset management plan in place (at a club appropriate level of detail) and are maintaining the facilities in line with these plans and any lease requirements.</li> <li>Monitor and review existing facility utilisation and club sustainability on a regular basis.</li> <li>Prior to any major renewals undertake a needs and options analysis to determine the most cost effective way to continue to meet the demand for equestrian activities and associated infrastructure.</li> </ul>
Opotiki District Council	<ul style="list-style-type: none"> <li>Continue to provide the collocation model with the showgrounds and pony club activities provided on the same site.</li> <li>Undertake the planned provision for bridle trails.</li> </ul>
Rotorua Lakes Council	<ul style="list-style-type: none"> <li>Continue to provide the collocation model with the A&amp;P showgrounds and Ngongotaha Pony Club provided on the same site.</li> <li>Continue investment and support of horse riding trails in Tokorangi/Whakarewarewa forest with Rotorua Trails Trust.</li> </ul>
Tauranga City Council	<ul style="list-style-type: none"> <li>Any expansion or redevelopment of existing facilities needs to be undertaken in accordance with the applicable reserve management plans.</li> <li>Monitor demand from new growth areas such as Wairakei/Te Tumu.</li> </ul>
Whakatane District Council	<ul style="list-style-type: none"> <li>Support the collocation of equestrian facilities and activities within the Whakatane Racing Club site.</li> </ul>

Table A14: Summary of Other Facilities Proposed Facility Approaches by Territorial Authority

<b>Council</b>	<b>Proposed Facility Approach</b>
All BOP Councils	<ul style="list-style-type: none"> <li>Croquet, Petanque, Outdoor Basketball Courts, Watersports - Maintain existing assets in line with asset management plans. Prior to any redevelopment undertake a needs and options assessment.</li> <li>Given the importance of watersports undertake a focused watersports facility strategy for the Bay of Plenty.</li> </ul>
Opotiki District Council	<ul style="list-style-type: none"> <li>Maintain the Grandstand facility in line with its asset management plan.</li> <li>Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of continued provision of a grandstand facility.</li> </ul>
Rotorua Lakes Council	<ul style="list-style-type: none"> <li>Maintain existing Outdoor Recreation Park assets such as the Tokorangi, Redwoods and Whakarewarewa Forests as these provide important local community sport and recreation opportunities along with catering to the national and international event and tourism markets.</li> <li>It is considered important to support the further development of the Tokorangi, Redwoods and Whakarewarewa Forests due to the growing demand for these types of sport and recreation activities.</li> <li>Maintain the athletics track and facilities in line with the overall asset management plan for the site.</li> <li>Undertake a business case for future further development of a sustainable large Budokan (dedicated Martial Arts Hall), subject to the outcomes of the current shared facility test.</li> <li>The ongoing provision of the current dedicated gymnsports facility is recommended. Council should work with clubs to ensure that they</li> </ul>

	<p>have asset management plans in place (at a club appropriate level of detail) to support the long-term maintenance of these facilities.</p> <ul style="list-style-type: none"> <li>• Maintain the International Stadium facility in line with its asset management plan.</li> <li>• Prior to any major renewals (at the stadium) undertake a needs and options assessment to determine the costs and benefits of the current provision vs. other options.</li> <li>• Maintain the existing competitive shearing venue in line with asset management plans. Prior to any redevelopment undertake a needs and options assessment.</li> </ul>
Tauranga City Council	<ul style="list-style-type: none"> <li>• Continue the sub-regional partnership for the development and funding of sub-regional parks, such as the TECT All Terrain Park.</li> <li>• Continue with the staged development approach to increase the facilities and opportunities provided at the TECT All Terrain Park.</li> <li>• Progress the proposed Petanque developments at Mount Greens following a feasibility analysis.</li> <li>• The planned resurfacing of the Tauranga Domain Athletics track should be undertaken to support the current high level of club use and the anticipated increased use due to sub-regional population growth. Note: IAAF Class II certification should be considered when resurfacing the current track.</li> <li>• The ongoing provision of the current dedicated gymnsport facilities is recommended. Council should work with clubs to monitor sustainability and to ensure that they have asset management plans in place (at a club appropriate level of detail) to support the long-term maintenance of those facilities.</li> <li>• Explore developing a regional Gymnsport hub in Tauranga.</li> <li>• The potential development of a new stadium in Tauranga needs to be evaluated using the criteria and decision-making framework<sup>13</sup>. Any feasibility study undertaken will need to take into consideration the range of options available including event overlay, minor upgrades to existing stadium infrastructure, a new stadium and potential use levels. All options should undergo a cost benefit analysis.</li> </ul>
Western Bay of Plenty District Council	<ul style="list-style-type: none"> <li>• Continue the sub-regional partnership for the development and funding of sub-regional parks such as the TECT All Terrain Park.</li> <li>• Continue with the staged development approach to increase the facilities and opportunities provided at the TECT All Terrain Park.</li> </ul>
Whakatane District Council	<ul style="list-style-type: none"> <li>• The ongoing provision of the current dedicated gymnsports facility is recommended. Council should work with clubs to ensure that they have asset management plans in place (at a club appropriate level of detail) to support the long-term maintenance of these facilities.</li> <li>• Use a hub and spoke model for hockey provision, with the Stadium Horizon turf as the hockey hub for the Eastern Bay of Plenty sub-region (supported by school / tennis facilities).</li> <li>• Maintain the Grandstand facility in line with its asset management plan.</li> <li>• Prior to any major renewals undertake a needs and options assessment to determine the costs and benefits of the continued provision of a grandstand facility.</li> </ul>

<sup>13</sup> As detailed in the introduction section and figure 6.1

Table A15: Summary of Skate Proposed Facility Approaches by Territorial Authority

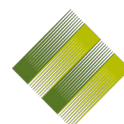
Council	Proposed Facility Approach
All BOP Councils	<ul style="list-style-type: none"> <li>• Prior to any major renewals undertake a needs and options assessment to ensure the most appropriate type / style of facility is provided to meet demand (in line with changing trends).</li> </ul>
Kawerau District Council	<ul style="list-style-type: none"> <li>• Maintain the existing facility in line with the asset management plan.</li> </ul>
Opotiki District Council	<ul style="list-style-type: none"> <li>• The area the existing skatepark is located in is intended for major redevelopment. Consideration of alternative provision to meet the ongoing demand for skate facilities is required. This should include the investigation of opportunities to integrate skate activity within existing active recreation nodes.</li> </ul>
Rotorua Lakes Council	<ul style="list-style-type: none"> <li>• Maintain existing facilities in line with asset management plans.</li> <li>• Complete the current / proposed projects at Eastside and Sheaf Park.</li> </ul>
Tauranga City Council	<ul style="list-style-type: none"> <li>• Maintain existing facilities in line with asset management plans.</li> <li>• Develop new skating facilities in new growth areas where an identified need exists.</li> </ul>
Western Bay of Plenty District Council	<ul style="list-style-type: none"> <li>• Maintain existing facilities in line with asset management plans.</li> <li>• Consider developing or expanding skating facilities in new growth areas where an identified need exists.</li> </ul>
Whakatane District Council	<ul style="list-style-type: none"> <li>• Maintain existing facilities in line with asset management plans.</li> </ul>

The following organisations have been instrumental in bringing together the Bay of Plenty Spaces and Places Strategy



*Tauranga City*

**ROTORUA**  
LAKES COUNCIL



*Western Bay of Plenty  
District Council*



**SPORT  
NEW ZEALAND**



*Sport Bay of Plenty*  
more people, more active, more often



**VISITOR  
SOLUTIONS**