

September 2020

Bay of Plenty Spaces & Places Strategy

SUMMARY REPORT



INFORMATION

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FORWARD

This renewed Bay of Plenty Region Spaces and Places Strategy comes along at a time of significant disruption and uncertainty, there is still a lot we don't know, and therefore an approach to planning and decision-making must be flexible to adapt to new circumstances, evidence and knowledge as events unfold.

What we do know is that levels of physical activity are in decline. This is more marked in for some communities and age groups more than others. The decline is due to a range of social, economic, technological, political, and environmental factors, only some of which we can influence.

Sport New Zealand (Sport NZ) aims to inspire New Zealanders to develop a life-long love of participating in play, active recreation, and sport. Above all, it wants to see **“Every Body Active”**. Locally led development of spaces and places for play, active recreation and sport that provide quality experiences for people in your communities is something we can influence and is a critical enabler for all of us to be physically active and achieve success.

Together with its Regional Sporting Trust partners and National Sports and Recreation Organisations, Sport NZ remains committed to supporting local government and others involved in the planning, design, procurement, development, governance and operating of more affordable and sustainable spaces and places.

The completed review of the 2016 Strategy and refreshed new Strategy insights provides a high-level strategic framework and decision-making process for facility planning. By working in a collaborative manner, an updated view of the priorities for future sport and recreation spaces and places has been developed to help guide Councils and Funding Agencies in their decision making and be better informed as to what the needs are rather than the wants.

Sport NZ acknowledges and applauds all the Territorial Local Authorities of the Bay of Plenty for their continued willingness to support Sport Bay of Plenty and work together for the ongoing well-being of their communities and the Region.

Geoff Barry
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Sport New Zealand



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1.0 EXECUTIVE SUMMARY

The Bay of Plenty Spaces and Places Strategy 2020-2023 provides a high-level strategic framework for regional sport and recreation spaces and places (facility)¹ 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 community sport and recreation facility desires. 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 Assessment Criteria and a Facility Investment Decision Making Process (see Section 6.0). 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, 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 sport and recreation clubs will be engaged and involved in achieving the region's strategic facility priorities.

HIGHLIGHTING SUCCESS FROM THE 2017-2020 STRATEGY

The success over the previous 3-year period can be highlighted by the magnitude of projects completed and/or currently in progress. From the priority projects list, the following report card has been created:

PRIORITY PROJECT REPORT CARD (2017-2020)			
COMPLETED		IN PROGRESS	DEFERRED ²
Planning	Developments	2	2
5	3		

In addition to the priority projects, a range of other projects were supported through planning or capital works. A high-level overview is provided in the following report card:

REGIONAL REPORT CARD (2017-2020)	
PROJECTS	INVESTMENT LEVERAGED (\$)
30	\$10,000,000

Over \$10,000,000 of investment has been leveraged (from a range of funding sources) between 2017-2020 to support community facility planning and development. This highlights the positive impact a strategic and collaborative approach has had in supporting sport and active recreation facility outcomes.

¹ 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).

² Relates to projects that have been deferred to the new Strategy cycle for completion.

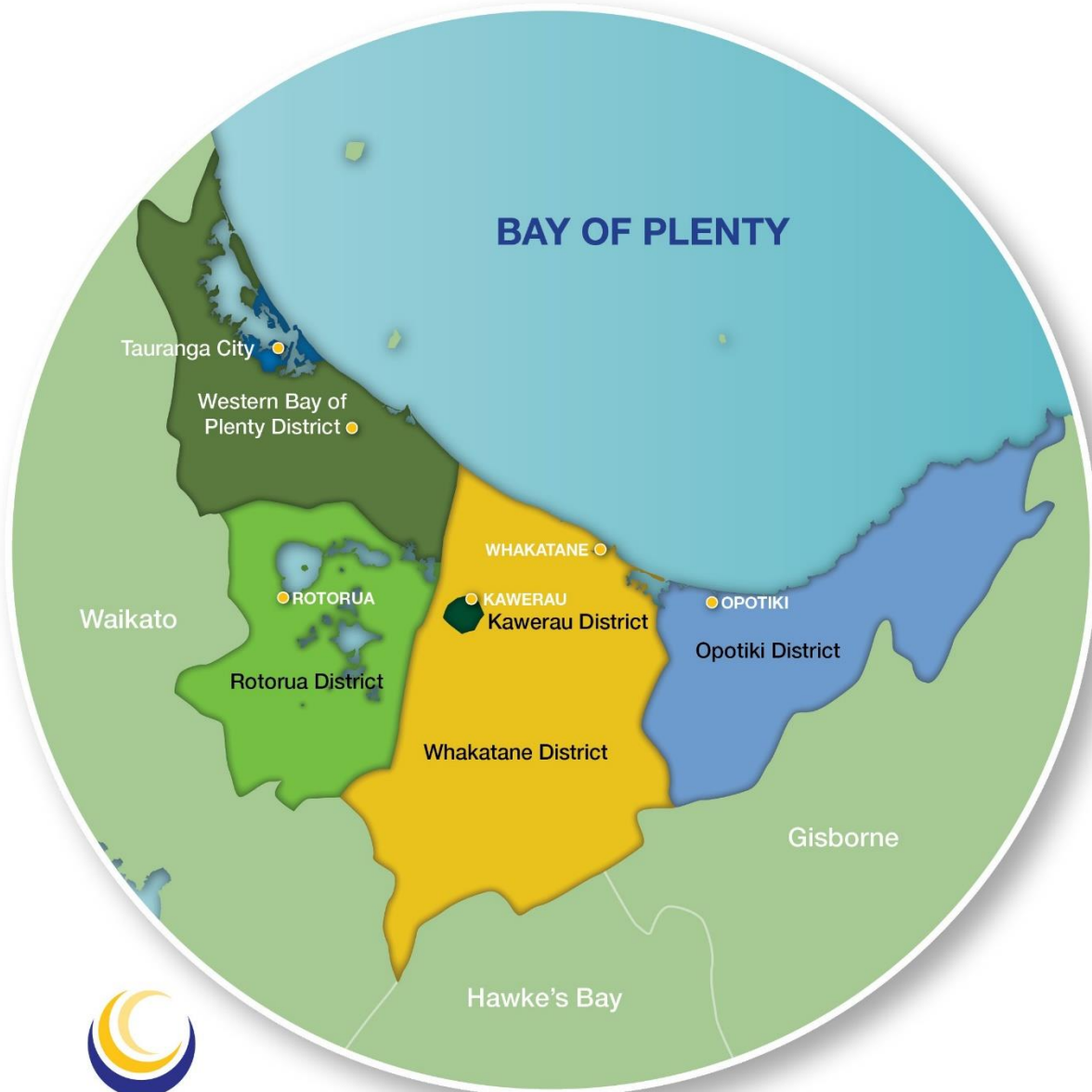
2.0

INTRODUCTION

2.1 STRATEGY PURPOSE

This updated Strategy has been developed to review and build upon the initial Bay of Plenty Spaces and Places Strategy which came into effect in 2017. The purpose of the 2020-2023 Strategy is to provide a high-level strategic framework for sport and recreation facility planning across the region (Map 1.1). 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.

Map 1.1 – Geographic Boundaries of the Territorial Authorities in the Bay of Plenty



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 sport 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 community 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. The Strategy is designed to ensure this occurs through the identification of specific priorities and aligning the limited funding available in the region with these priorities.

With ever increasing demands being placed on existing infrastructure, and as the funding climate tightens, identifying and resourcing/funding priority projects is imperative to optimise community outcomes.

2.2 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 assessment criteria and facility investment decision making process outlined in Section 6.0 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.

2.3 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 distributed to all Regional Sports Organisations (National Sports Organisations where a regional body does not exist). It was further disseminated to the club/provider network. The survey was primarily designed to gain insight on issues, opportunities, changes in facility provision and participation (size, composition, level, and type of activity), and future development prospects since 2017 (the previous Strategy period). The survey also sought feedback on awareness and use of the 2017 Strategy and feedback on how it could be improved. In total, 46 individual organisations submitted responses.

SCHOOL FACILITY SURVEY

A primary and secondary education sector survey was developed to identify complementary facilities, issues affecting community sport use of school facilities and proposed facility developments. This was coordinated through Sport Bay of Plenty and circulated to schools in the Region. This process generated 36 survey responses.

FACILITY INVENTORY LISTS

A master inventory list was compiled using the base data from the 2017 Bay of Plenty Spaces and Places Strategy. Individual Territorial Authorities and Sport Bay of Plenty updated the inventory. This information was supplemented and cross-referenced with survey responses (sport codes and schools), Ministry of Education infrastructure data and desktop analysis.

The facility data has been entered into Sport NZ's Facility Data Tool which enables data to be kept up-to-date and used for future spaces and places planning.

ENGAGEMENT

Workshops were held with Regional Sports Organisations based on the type of facilities they used. The workshops were designed to gain greater appreciation of perceived facility needs and issues together with what is required to address or alleviate them. The workshops provided an opportunity to expand upon survey responses and to encourage potential cross-code collaboration opportunities.

The Regional Sport Organisations were also engaged to provide feedback on the draft Strategy.

Workshops were held with individual Territorial Authorities to understand existing network deficiencies, strategic priorities and directions, and their active development projects. Feedback was also obtained on how the first Strategy was used and could be enhanced.

Ongoing engagement was held with the Project Steering Group throughout the course of the Strategy's development.

The predominant funders in the region were engaged with to determine whether the first Strategy supported their funding decision-making and what could be improved with the new strategy.

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. Current Council strategies plans and long-term plan documents were also reviewed.

A range of National and Regional Sports Organisations Annual Reports were also sourced to gain further insight into programme delivery and participation trends.

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 omissions 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.

2.4 FACILITY HIERARCHY DEFINITIONS

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

It is important to understand that a facility at a higher hierarchy level may also meet the needs of the community all the way down to a local level.

Type	Description
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 sport and recreation and primarily serves a town or suburb (or potentially two suburbs) only.



3.0 OUR COMPETITIVE ADVANTAGES

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:

3.1 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:
 - An indoor 50m pool (Hamilton – Waikato)
 - Cycling velodrome, rowing and canoe racing facility (Cambridge - Waikato)
 - National equestrian facilities (Taupo - Waikato)
 - Modern international stadiums (Hamilton – Waikato and Auckland)
 - 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 45 minutes 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 cycleways 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 2018 Active NZ Study illustrates how the natural environment across the Bay of Plenty influences sport and active recreation participation. Approximately 22% of respondents recreated on, in or beside the sea or coast. A further 15% undertook off-road biking or walking on tracks. These figures were significantly higher than national levels (and ranked comparatively highly against other regions).

3.2 CLIMATIC ADVANTAGES

The Bay of Plenty is sheltered by high country on three sides producing a climate that is one of the sunniest and least windy in New Zealand, with most areas experiencing at least 2,000 hours of sunshine per annum. Subsequently, it has a temperate climate with warm summers and mild winters³, which is beneficial for outdoor-based winter sport and recreation.

Furthermore, 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.

3.3 FACILITY ADVANTAGES

- 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.

³ Sourced from NIWA

- 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 complemented by a variety of existing sport and recreation infrastructure which effectively supports events such as the AIMS games.

3.4 RELATIONSHIP ADVANTAGES

- Councils in the Western Bay sub-region are already working closely together, with joint ownership and development of sub 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.

3.5 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).



4.0 OUR CHALLENGES

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

4.1 POPULATION DISTRIBUTION AND CHANGING DEMOGRAPHICS

The Bay of Plenty Region is a large area with an unevenly distributed population of around 312,033 (2018 Census, Statistics NZ). Since 2013, all Council areas have experienced growth, belying previous forecasting. Aside from Tauranga City and Western Bay of Plenty, all other Council areas were displaying a relatively stable or declining population base at the 2013 Census. However, all areas have increased by at least 9%, reaching above pre-2001 Census levels. The highest rate and numeric growth from 2013 to 2018 was experienced in Tauranga City and the Western Bay of Plenty.

4.2 MAINTAINING ASSETS, FACILITY SUSTAINABILITY AND SERVICE LEVELS

Community sport and recreational assets are provided by a range of entities including, territorial authorities, charitable trusts, the Ministry of Education (via schools), tertiary education providers, and community groups and clubs. Maintaining aging assets and current service levels, and ensuring facility sustainability, are 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 sport and recreational facilities will become increasingly unaffordable over time, resulting in some rationalisation being 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 likely to remain 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 activities and their associated recreation facilities.

4.3 CHANGING SPORT PARTICIPATION PREFERENCES

Sport 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 complement traditional Council delivery approaches.

4.4 IMPROVING COLLABORATIVE APPROACHES

Historical decision making in respect of new or replacement facilities has often been undertaken on an ad-hoc basis. Population growth in certain areas and the desire to replace or refurbish existing aging facilities (particularly in areas with an aging and/or decreasing population) will place demands on capital funding budgets. It will become increasingly important for all stakeholders to work collaboratively in order to improve delivery 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.

4.5 LEGISLATIVE CHALLENGES

The sport 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 (or the interpretation of the Act) inhibit the sustainability of sport and recreation facilities and needs to be recognised and considered during facility planning stages.

Liquor licensing changes and the lowering of the breath alcohol level have also had dramatic impacts on sports club revenue. 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.

4.6 COVID-19 IMPACT

As the development of the Strategy has coincided with the COVID-19 pandemic, the full impact on sport and recreation is still not fully realised. As there is uncertainty of the implication this event will have on current and future facility provision, flexibility in facility use, collaboration across codes and the repurposing of facilities may need to become more prevalent. This is particularly true should funding levels continue to diminish.



5.0 OUR GUIDING PRINCIPLES

The four key principles underpinning this Strategy are summarised as:

SUSTAINABILITY	MAXIMISING VALUE
ACCESSIBILITY	INVESTING STRATEGICALLY

5.1 SUSTAINABILITY

The network of facilities, and the individual facilities themselves, need to be sustainable in order to maximise community benefits. Sustainability means well utilised sport and recreation facilities, with strong governance and management, that can meet their operational costs. Robust asset management planning including covering depreciation, renewals and maintenance is essential.

Sports trends and our demographics are forever changing. What we need from a facility today is not necessarily what we will need in the future. Given that the lifespan of our typical sports facilities is at least fifty years, it is important that they be as adaptable and functional as possible. Designs need to be fit-for-purpose to accommodate a range of activities and be informed by community need, with flexible spaces which can respond to changing demands.

The scale and complexity of the project needs to reflect and consider the current funding climate in order to be a viable option.

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.

5.2 MAXIMISING VALUE

The social, sporting, cultural, environmental and economic return on every 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 activity return on the funded project delivers as much or more than any project it displaces.

Wherever possible, new investment should focus on integrated facilities providing cohesive and efficient experiences. To maximise the use of facilities, consideration on how spaces can be multi-use should be pursued - this may involve facility partners and/or enabling access to other user groups.

This approach should not necessarily be to the detriment of viable and sustainable single code facilities. Taking a broad-brush approach to all facilities requiring multi-use may in some instances counteract the very outcomes that are trying to be achieved. Some codes and facilities are not conducive to this model and participation outcomes may be diminished – either through code specifications being restricted or the project never eventuates as capex levels become unrealistic. Thereby a balanced approach considering all guiding principles needs to be taken to extract maximum value from any investment.

5.3 ACCESSIBILITY

Consider the ability of facilities to address known community needs and network gaps so everyone has access to good quality facilities, regardless of their circumstances. This may require addressing disparities by targeting communities in greatest need. 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.

5.4 INVESTING STRATEGICALLY

Invest strategically based on delivering outcomes which have alignment with documents such as council strategies, plans and policies, recommendations from this strategy, specific sport code plans (regional and national) and other strategic outcomes of partners.

Ensure a project meets and addresses an identified need (i.e. a gap in provision or a demand created by population, demographic and membership changes).

Where a proven need exists and a cost benefit analysis (which includes consideration of operational costs) dictates it is warranted, then existing assets should be optimised / refurbished. Clubs and codes should look to utilise the available capacity of facilities in neighbouring areas to optimise the utilisation of the existing network before developing new facilities.

STRATEGIC POSITIONING – NEW FACILITIES

Based on the current provision within the region, in neighbouring regions (Waikato) and the current facility hierarchy in New Zealand, 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 assessment criteria and facility investment decision making process outlined in Section 6.0 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.



6.0 ASSESSMENT CRITERIA, FACILITY EVALUATION AND FUNDING

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 facility investment decision making process below).

6.1 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. These decision-making junctures are further detailed in Section 6.2 – Assessment Criteria.

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

- 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

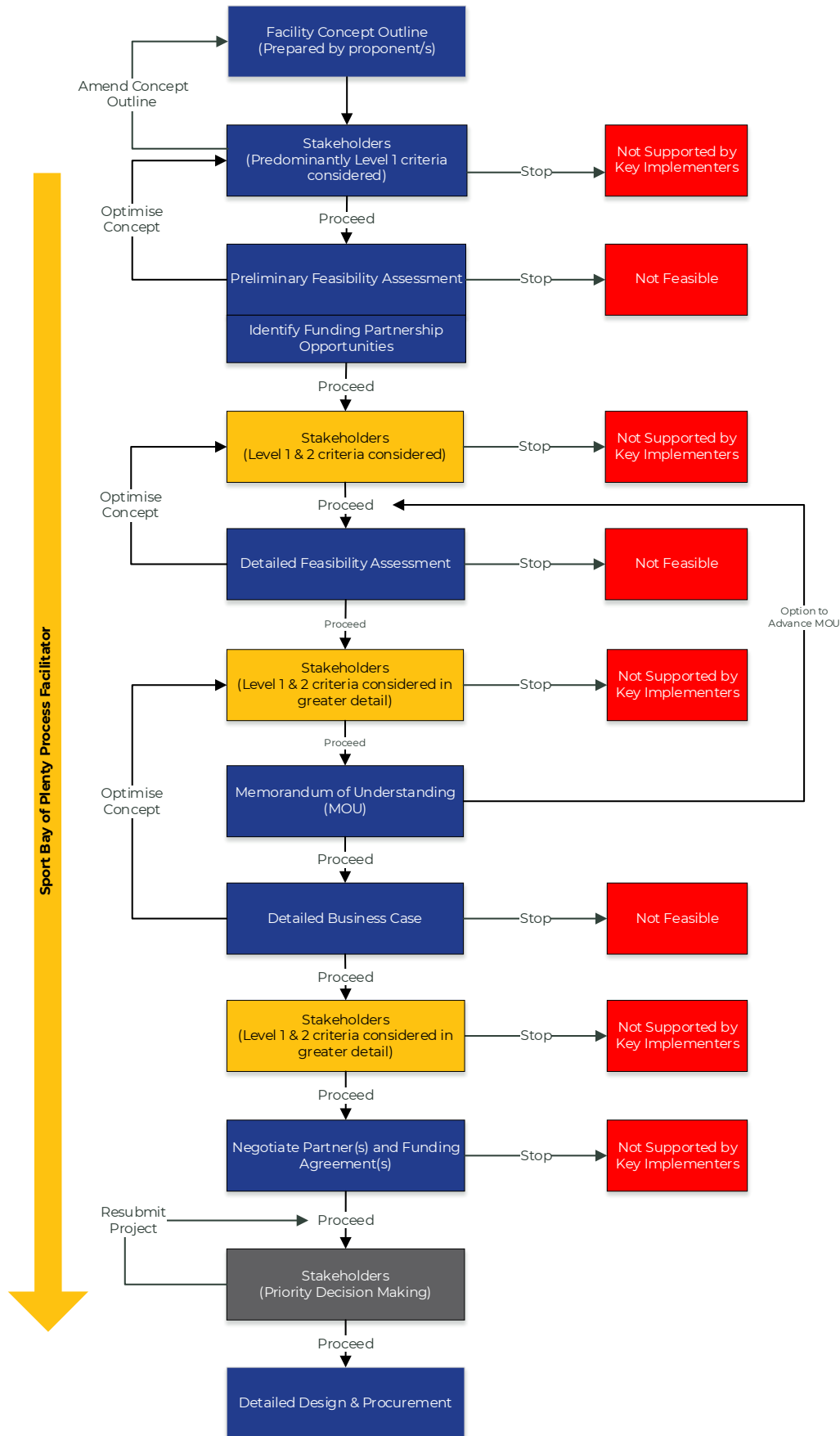
contributing funding towards a detailed feasibility assessment this MoU stage can be brought forward.

- 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 process 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: Facility Investment Decision Making Process⁴



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

⁴ Note: This process is to assist structured decision making.

6.2 ASSESSMENT 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 types of facilities which should be given development priority. The purpose of these criteria is to ensure all projects are evaluated in a structured way whilst considering the Guiding Principles underpinning the strategy. 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 facility investment decision making process (Section 6.1). 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 the evaluation and decision-making process.

Our evaluation criteria are as follows.

Level One Criteria	
Guiding Principles ⁵	Investing Strategically 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.
	Maximising Value 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).
	Sustainability 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. ⁶
	Accessibility The extent to which the facility is accessible to a wide section of the community including geographically, affordability, demographic inclusiveness and visibility/awareness.

Level Two Criteria	
Guiding Principles ⁴	Investing Strategically The degree to which a facility or proposed facility complements (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.
	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.
	Maximising Value The potential for operational and/or capital partnerships between multiple stakeholders.
	The return on investment (measured in terms of community benefit) that the facility, or proposed facility, can generate.
	Sustainability 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 ability of the facility, or proposed facility, to reflect international and national best practice in its location, design and subsequent operation.
	Accessibility The degree to which the facility addresses known community disparities and encourages participation in areas/cohorts/sectors of greatest need.

⁵ The Guiding Principles are further detailed in Section 5.0.

⁶ Sport Bay of Plenty is able to undertake these types of assessments for clubs and regional sports organisations.

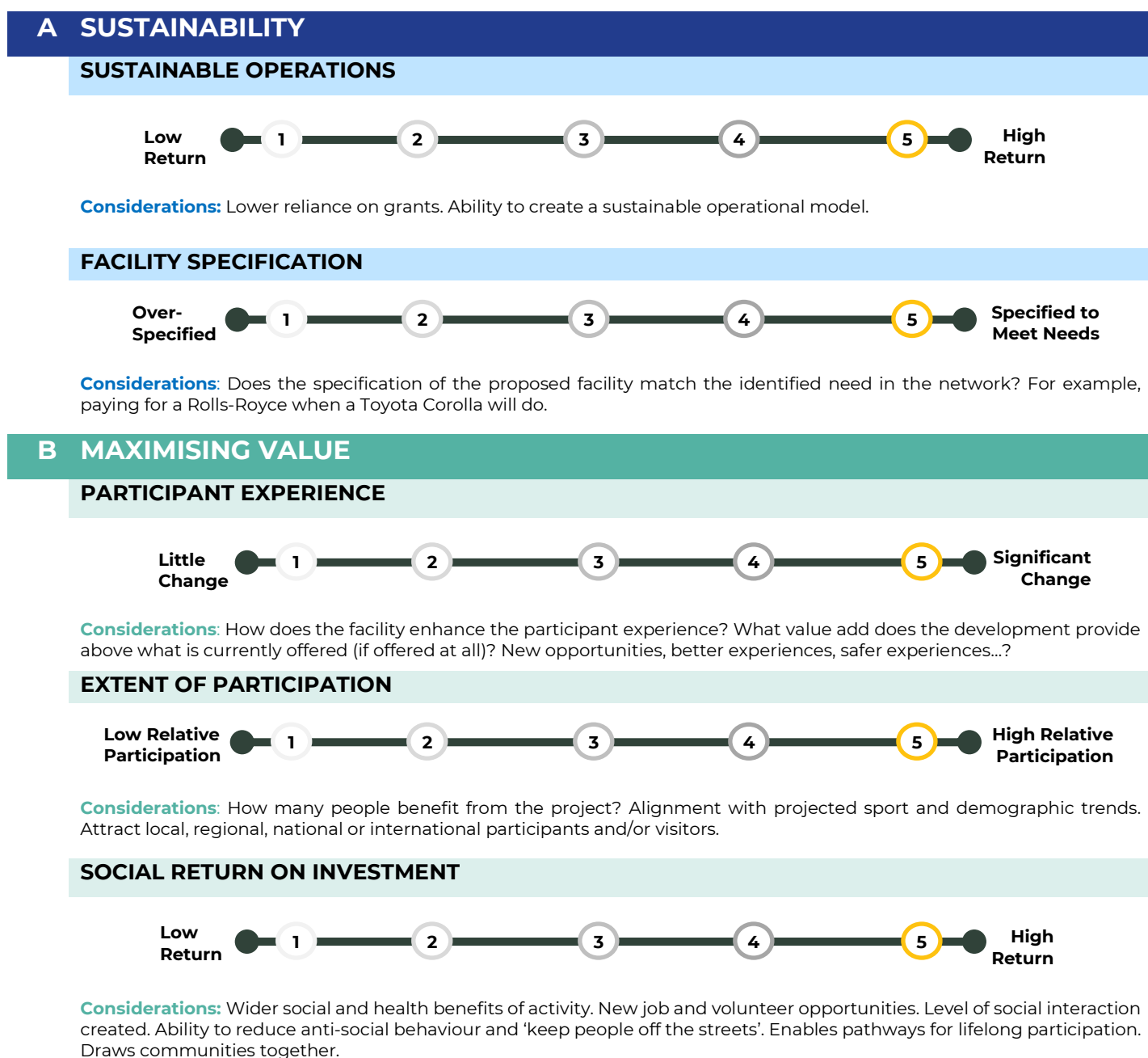
6.3 FUNDING PRIORITISATION

It is acknowledged that numerous projects at any given time will address a demonstrated need, meet community outcomes, and have sustainable models. Therefore, key stakeholders (including funders), may need to prioritise decision-making and investment on future capital developments.

Not securing funding does not necessarily translate to a project not having value or indicate that it is not needed. Rather it can often be reflective of a constrained funding environment. Unless directed otherwise, initially unsuccessful proponents should ensure a project is revisited by key stakeholders / funders at a future date.

The guidelines set out below are designed to assist Territorial Authorities and funders to decide between worthy projects when funding is constrained. They assist with collective decision making and enable agreed weightings to be applied based on each assessor's own strategic direction and desired objectives. The summarised prioritisation guide is outlined in Figure 6.2.

Figure 6.2 – Summarised Prioritisation Guide for Funding Investment



C ACCESSIBILITY

TARGETED PARTICIPANTS



Considerations: Alignment with under-represented communities i.e. ethnicity, socio-economic, gender based. Drive participation by low participant groups.

D INVESTING STRATEGICALLY

FACILITY NETWORK FUNCTIONALITY



Considerations: How critical is the facility in the network? If the facility did not exist, what impact would it have? Are there alternate facilities that could be used? Could existing provision be optimised or maintained? Ability to service a geographic area where there is no, or limited opportunities.

INVESTMENT ACHIEVABILITY



Considerations: Level of investment required to deliver the project. Investment leverage is high. High proportion of funds in place to get the project across the line.

6.4 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 6.3). 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 6.3 – Preliminary Funding Approach

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

The approach outlined in Figure 6.3 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 regional facility partnership funding policy which has the support of territorial authorities, community funders, and Sport New Zealand.
- 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 PROPOSED 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 7.1. New facility opportunities may also arise in the future. These should be assessed in accordance with the assessment criteria and facility investment decision making process in Section 6.0 of this Strategy.

TABLE 7.1: BAY OF PLENTY HIGH PRIORITY PROJECTS (CAPEX AND PLANNING)

Councils have a role in each project, either to lead delivery or support delivery by another organisation with the level of support determined on a project by project basis.

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)	Area	Ref. #	Proposed Optimisation Projects
1-3 Years	Regional	1	Develop a Bay of Plenty Water Sports Facility and Water Access Strategy.
		2	Develop an ‘Opportunities Paper’ which overlays the existing and proposed Cycle and Walking tracks across the region to identify network connection opportunities.
		3	Develop and implement a Regional Indoor Court Facility Plan.
		4	Develop a Regional Squash Facility Plan.
		5	Develop a Regional Bowls Facility Plan.
	Kawerau	6	Undertake upgrades to the Maurie Kiar Memorial Pool.
		7	Conduct feasibility study for a cycle/walking trail connecting Kawerau to Lake Tarawera.
	Opotiki	8	Complete an aquatic facility options analysis with focus placed on optimising access to schools and maintaining condition.
		9	Complete extensions of the Motu Trails: 1. Extension to Whakatane – Coastal Eastern Extension; & 2. Gisborne connection link.
	Rotorua Lakes	10	Further investigation into the Westbrook Sport and Recreation Precinct (encompassing Westbrook Reserve, Ray Boord Park, Smallbone Park, Rotorua International Stadium and Springfield Golf Course), with emphasis placed on repurposing, optimising and acquiring land to address forecasted sports field shortfall (as fields deteriorate and rendered not usable).
		11	Complete Regional Rotorua Aquatic Centre upgrades.
		12	Inner City Skate Park Development - continue the planning phases to develop a new skate park in the central city (replacing the existing), including further investigation to determine the extent of the development based on the fit within the Bay of Plenty region, procurement of design and build services and site preparation.

Indicative Timeframe (Funding Dependent)	Area	Ref. #	Proposed Optimisation Projects
		13	Continue planned trail developments and supporting infrastructure to maintain and grow Rotorua's national mountain biking status.
	Tauranga	14	Develop new sports fields in the Tauranga west area to increase supply of sportsfields as required through the demand and supply assessment.
		15	Progress a feasibility study for a dedicated regional badminton facility within Tauranga.
		16	Blake Park – support the Bay Oval Pavilion project, and indoor cricket training facility in accordance with the outcomes of a feasibility study.
		17	Gordon Spratt Reserve - Continue investigations into the most appropriate mix of spaces and facilities (with emphasis on multi-use) to accommodate users.
		18	Within the Eastern and Western Corridor, secure land and commence feasibility work for the provision of local social infrastructure including community centres, indoor recreation centres, aquatic facilities and sportsfields. Work with other organisations to explore potential partnership opportunities for delivery of these facilities.
		19	Blake Park - Continue exploration of the need and viability of a multi-purpose turf.
		20	Mt Greens Sports – Continue detailed planning and development of a feasibility study for covering the green.
		21	Consider development of multipurpose community spaces within the city centre, alongside potential rationalisation of existing community buildings and redevelopment of the central library.
	Tauranga / WBOP	22	Undertake a detailed business case on the Tauranga CBD Recreation and Leisure Hub to include the redevelopment of Memorial Pool, Queen Elizabeth Youth Centre and Memorial Hall.
	WBOP	23	Secure funding and support the development of a sub-regional gymnsports facility in Te Puke, on Centennial Park.
		24	Katikati - Conduct a feasibility on proposed multi-sport clubrooms at Moore Park.
		25	Undertake options analysis and feasibility on future Te Puke Aquatics provision.
	Whakatane District	26	Undertake a detailed feasibility study and options analysis on the War Memorial Hall – this should consider the inclusion of indoor and/or outdoor court provision.
		27	Continue the implementation of the Whakatane Cycle Trails Strategy.
		28	Undertake options analysis for developing a Whakatane Mountain Bike Park.
		29	Construction of the Whakatane skatepark extension.
4-10 Years	Tauranga	30	Eastern and Western Corridor - Complete feasibility studies for facility development. A focus on collocation and partnership opportunities is required (e.g. multi-use facilities with WBOPDC and/or schools).
	WBOP	31	Explore indoor court provision opportunities in Omokoroa.
	Regional	32	Develop a Regional Equestrian Facility Plan.

Note: Appendix 1 and the Bay of Plenty Spaces and Places Strategy – Reference Document provide more detailed information across the respective facility types by territorial authority.

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 has 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 including the criteria and evaluation process for project prioritisation (which assists in making investment decisions for the future provision and optimisation of the Region's sport and recreation facility network).
2. Sport Bay of Plenty continues to receive funding based on an agreed MoU with Local Authorities and which enables Sport Bay of Plenty to lead and facilitate the regional approach and the building of regional capability for better spaces and places planning.
3. Review of the Strategy (3rd Edition) is completed prior to the Local Authorities Long Term Planning (LTP) process in 2023 to inform and guide their investment decisions.
4. Sport Bay of Plenty and its Local Authority Partners work alongside Bay of Plenty Iwi to identify current and future needs of relevance to Maori and are committed to upholding the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation.
5. Regional partners maintain a collaborative regional funding approach for the development and operation of international, national, regional, and sub-regional status facilities.
6. Establish an MoU and work closer with regional funding agencies and charitable trusts using the strategy to inform and guide investment decisions.
7. Develop and establish a Regional Facilities Funding Policy and Framework that enables cross boundary facility partnerships and investment between territorial authorities where there are demonstrated mutual benefits.
8. Regional Partnership Agreement established between MoE, Sport New Zealand, and Sport Bay of Plenty to support and guide community sport/education partnerships at a regional, sub-regional and district level.
9. Asset owners are supported/encouraged to look at developing lifecycle models, maintenance plans and identifying future community needs to inform their planning and long-term investment decisions (prior to seeking grant funding).

SPORT BAY OF PLENTY - IMPLEMENTATION PLAN/ACTIONS

To effectively implement the strategy there are a number of priority actions that will be led by Sport Bay of Plenty. It is the role of Sport Bay of Plenty to provide advocacy and leadership to assist with the implementation process.

The Strategy's proposed priority actions for Sport Bay of Plenty over 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 regular regional funders forum to update and promote the Strategy's approach and explore a 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 facility investment decision-making process, principles, assessment criteria 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. Continue to work alongside MOE in identifying and exploring opportunities for collaboration and partnerships where possible with existing and future facilities.
6. Develop an annual forum to ensure there is effective engagement between all BOP Councils and Regional Sports Organisations.
7. Lead and facilitate the Bay of Plenty Facility Steering Group.
8. Support and provide guidance to prospective facility proponents.
9. 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

This appendix provides a summary of the information provided in the Bay of Plenty Spaces and Places Strategy – Reference Document.

COMMUNITY HALLS/CENTRES

Table A.1 - Summary of Proposed Community Halls/Centre Facility Approaches

Council	Proposed Community Halls/Centre Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> • Maintain existing facilities in line with their asset management plans. • 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). • Monitor and review existing facility utilisation and quality to ensure community recreation use is nurtured • Review provision and management of halls on Council land to ensure community demand is being met. • Rationalisation should be considered where there is insufficient demand and/or viable alternatives are available.
Rotorua Lakes	<ul style="list-style-type: none"> • Continue the model of halls being managed by local committees. • If the Broadlands Hall is transferred to school ownership an agreement to ensure ongoing community access should be required.
Tauranga City	<ul style="list-style-type: none"> • Continue to apply a catchment approach to community facility provision while retaining a viable local facility network. • Investigate the development of a new community centre in the Western Corridor to provide core community centre amenities, alongside the potential disposal of Tauriko Hall (2020-2024). • Review the Elizabeth St Street Community and Arts Centre and Cliff Road Building and investigate the development of a dedicated community centre to serve the central business area (2020-2024).
Western Bay of Plenty	<ul style="list-style-type: none"> • Continue the model of halls being owned and managed by local committees. • Continue existing partnerships with schools and consider more of these in future.
Whakatane	<ul style="list-style-type: none"> • 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).

AQUATIC FACILITIES

Table A.2 - Summary of Proposed Aquatic Facility Approaches

Council	Proposed Aquatic Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> • 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 and alternative sites). • 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). • Engage aquatic sports users (including regional and national sports organisations where applicable) on prospective pool developments/upgrades. • Hold annual aquatic forums to discuss constraints, opportunities and collaborative approaches for region wide aquatic sport provision, pool access and use.
Kawerau	<ul style="list-style-type: none"> • Complete upgrades to the Maurie Kiar Memorial Pool.
Opotiki	<ul style="list-style-type: none"> • Complete an aquatic facility options analysis with focus placed on optimising access to schools and maintaining condition.
Rotorua Lakes	<ul style="list-style-type: none"> • Complete the development upgrades of the Rotorua Aquatic Centre. • 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).
Tauranga City	<ul style="list-style-type: none"> • A detailed business case should be undertaken for the redevelopment of Memorial Pool as a priority. • It is essential that the existing pools are maintained for the network to operate cohesively. • The development of a 50m pool is not recommended. A more dispersed network of 25m pools is favoured.⁷
Western Bay of Plenty	<ul style="list-style-type: none"> • Undertake options analysis and feasibility on future Te Puke Aquatics provision. • Implement the outcome of the 2021/31 Long Term Plan Swimming Pools level of services review. • As detailed for Tauranga City Council – take a collaborative network approach to aquatic facility provision.

⁷ There are currently two 50 metre pools available in or adjacent to the Region. There are not enough aquatic sport events to warrant additional 50 metre provision in the Bay of Plenty. If another 50 metre pool was developed, this would centralise provision at the expense of establishing a more dispersed network of 25 metre pools (which is better suited to meeting community aquatic sport needs). Furthermore, a 50 metre pool is more expensive than building and operating two 25 metre pools. Therefore, a network of 25 metre pools suitable for aquatic sport training and events distributed through the Region is recommended. This improves accessibility for aquatic sport and is more financially efficient.

INDOOR COURT FACILITIES

Table A.3 - Summary of Proposed Indoor Court Facility Approaches

Council	Proposed Indoor Court Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> • 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. • Monitor and review existing facility utilisation to ensure community sports use is nurtured. • Maintain existing facilities in line with their asset management plans. • If required, enter into formalised partnerships to facilitate ongoing public access.
Region Wide (Specific Approach)	<ul style="list-style-type: none"> • Develop and implement a Regional Indoor Court Facility Plan.
Rotorua Lakes	<ul style="list-style-type: none"> • 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.
Tauranga City	<ul style="list-style-type: none"> • Maintain the existing network by reviewing the asset condition report and developing a repairs and maintenance schedule for existing indoor court facilities. Emphasis needs to be placed on not losing existing provision unless new or enhanced provision is first secured. • Progress the Tauranga CBD Recreation and Leisure Hub project through to a detailed business case - to include the redevelopment of the Queen Elizabeth Youth Centre and Memorial Hall. • Investigate the expansion opportunities at Trustpower Arena if this improves community access (2020-2024). • Undertake needs and feasibility analysis for the proposed development of facilities in Papamoa East/Wairakei/Te Tumu growth area. • Progress a feasibility study for a dedicated regional badminton facility within Tauranga.
Western Bay of Plenty	<ul style="list-style-type: none"> • Maintain and monitor the current formalised partnerships for public access to the Pongakawa and Katikati Action Centres. • Explore indoor court provision opportunities in Omokoroa. • If required, enter into formalised partnerships to facilitate public access to new facilities (if any are established by schools in the area). • Implement the outcome of the 2021/31 Long Term Plan Indoor Facilities levels of service review.
Whakatane	<ul style="list-style-type: none"> • 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).

PLAYING FIELDS

Table A.4 - Summary of Proposed Playing Fields Facility Approaches

Council	Proposed Playing Fields Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> • Undertake a process of regular (3 yearly) supply and demand assessments of field utilisation and demand by key codes. • Monitor field quality to ensure community sports use is nurtured. • Rationalisation or reallocation between codes should be considered where demand does not exist. • Continue the planned programme of investment to maximise use of existing fields through provision of lighting, drainage and irrigation where required. • Continue to promote the network approach for using playing fields to reduce pressure on grounds and to best absorb demand. • 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). • If required, enter into formalised partnerships to facilitate ongoing public access to school and marae facilities.
Rotorua Lakes	<ul style="list-style-type: none"> • Further investigation into the Westbrook Sport and Recreation Precinct (encompassing Westbrook Reserve, Ray Boord Park, Smallbone Park, Rotorua International Stadium and Springfield Golf Course), with emphasis placed on repurposing, optimising and acquiring land to address forecasted shortfall (as fields deteriorate and rendered not usable).
Tauranga City	<ul style="list-style-type: none"> • Continue to monitor and review existing field utilisation and quality through regular supply and demand assessments in partnership with WBOPDC. • Implement the recommendations from GLG Supply and Demand report regarding reallocation of fields across codes. • Blake Park - Continue exploration of the need and viability of a multi-purpose turf. • Undertake the Wairoa Active Reserve development to meet projected population growth and subsequent demand. • Collaborate with WBOP District over field provision in Papamoa East, Te Puke, Bethlehem, Te Puna and Ōmokoroa to ensure reasonable geographic distribution and to reduce increased travel times (barrier to participation).
Western Bay of Plenty	<ul style="list-style-type: none"> • Continue to monitor and review existing field utilisation and quality through regular supply and demand assessments with TCC. • Implement the recommendations from GLG Supply and Demand report regarding reallocation of fields across codes. • Prior to any land purchases, consider how the existing surplus of fields can be best utilised across the district to meet local and/or district community needs – including Ōmokoroa. • Address drainage issues at Centennial Park, Te Puke – to enable winter use primarily for rugby (identified shortfall). • Implement the outcome of the 2021/31 Long Term Plan Sportsfields levels of service review • Collaborate with WBOP District over field provision in Papamoa East, Te Puke, Bethlehem, Te Puna and Ōmokoroa to ensure reasonable geographic distribution and to reduce increased travel times (barrier to participation).

HOCKEY TURF

Table A.5 - Summary of Proposed Hockey Turf Approaches

Council	Proposed Hockey Turf Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> • Ensure future turf renewals are planned and budgeted for. • Ensure hockey needs are considered when planning and investing in other court developments (e.g. tennis court developments). • Utilise hub and spoke models across the region and sub-regions respectively.
Rotorua Lakes	<ul style="list-style-type: none"> • 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). • Maintain the Smallbone Park turfs in line with their asset management plan.
Tauranga City	<ul style="list-style-type: none"> • 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). • Maintain the Blake Park turfs in line with their asset management plan. • Explore widening the existing financial partnership between TCC and Tauranga Hockey to secure fit-for-purpose provision at Blake Park and school ancillary facilities. This approach will broaden quality provision through a hub and spoke model and create potential facility efficiencies through greater multi-use functionality. • Consideration of lighting to maximise availability should be explored.
Whakatane	<ul style="list-style-type: none"> • 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). • Ensure the Stadium Horizon turf is maintained in line with its asset management plan.

CRICKET FACILITIES

Table A.6 - Summary of Proposed Cricket Facility Approaches

Council	Proposed Cricket Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> • Maintain existing facilities in line with asset and maintenance plans. • Monitor and review existing facility utilisation and quality to ensure community sports use is nurtured (including formal supply and demand assessments where possible). • 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 Sportville hubs). • If required enter into formalised partnerships to facilitate ongoing public access to school facilities.
Rotorua Lakes	<ul style="list-style-type: none"> • Investigate cricket provision opportunities with the proposed Westbrook Sport and Recreation Precinct development.
Tauranga City	<ul style="list-style-type: none"> • Continue to monitor and review existing wicket and net utilisation and quality through regular supply and demand assessments in partnership with WBOPDC. • 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 should be subject to detailed feasibility analysis before development. • Blake Park – support the Bay Oval Pavilion project, and indoor cricket training facility in accordance with the outcomes of a feasibility study.
Western Bay of Plenty	<ul style="list-style-type: none"> • Continue to monitor and review existing wicket and net utilisation and quality through regular supply and demand assessments in partnership with TCC.

TENNIS COURTS

Table A.7 - Summary of Proposed Tennis Court Approaches

Council	Proposed Tennis Court Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> • 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 potentially in partnership with schools). • 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). • Where appropriate look at collocating 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).
Kawerau	<ul style="list-style-type: none"> • 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).

Council	Proposed Tennis Court Facility Approach
Tauranga City	<ul style="list-style-type: none"> Maintain existing hub and spoke model with Papamoa serving as the sub-regional hub facility – lighting upgrade and new surfaces required.

NETBALL COURTS (OUTDOOR)

Table A.8 - Summary of Proposed Tennis Court Approaches

Council	Proposed Netball Court (Outdoor) Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> Monitor and review existing court utilisation and quality to ensure community sports use is nurtured. 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). Rationalisation should also be considered where demand does not exist. Monitor the accessibility of school facilities to community groups. If required enter into formalised partnerships to facilitate ongoing public access to school facilities.
Region Wide (Specific Approach)	<ul style="list-style-type: none"> Develop and implement a Regional Indoor Court Facility Plan (which considers covering outdoor courts for additional network functionality).
Rotorua Lakes	<ul style="list-style-type: none"> Investigate potential partnership opportunities with basketball and to identify suitable delivery and facility type options.
Tauranga City / Western Bay of Plenty	<ul style="list-style-type: none"> Investigate potential partnership opportunities with basketball and to identify suitable delivery and facility type options. Continue to implement a hub and spoke model with the Harbourside Netball Centre as the hub facility for the district.

SURF LIFESAVING FACILITIES

Table A.9 - Summary of Proposed Surf Lifesaving Facility Approaches

Council	Proposed Surf Lifesaving Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> 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 delivery options. Review existing and proposed future provision to enable flexibility in approach for adapting to changing public behaviours.
Region Wide (Specific Approach)	<ul style="list-style-type: none"> Develop a Bay of Plenty Water Sports Facility and Water Access Strategy.
Tauranga City	<ul style="list-style-type: none"> Complete the Papamoa Surf Lifesaving Club development. Review and prioritise new or replacement ground towers – in line with strategic direction.

Council	Proposed Surf Lifesaving Facility Approach
WBOP District	<ul style="list-style-type: none"> • Complete the Pukehina Surf Lifesaving Club development. • Explore the installation of a ground tower at Island View Reserve – Waihi Beach and Bowentown.
Whakatane	<ul style="list-style-type: none"> • Explore the viability of replacing the ground tower located at the Ohope Camping Ground.

BOWLING GREEN FACILITIES

Table A.10 - Summary of Proposed Surf Lifesaving Facility Approaches

Council	Proposed Bowling Green Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> • Monitor and review utilisation and encourage facility sharing where possible. • Maintain facilities in line with 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 (e.g. sportville hubs or private provision – collocation with retirement homes). • Rationalisation should be considered where demand does not exist or where mergers to create a larger, more sustainable club are possible. • Investigate the potential for collocation with retirement village developments to cater to demand in new growth areas. • Retention as a “single community club” (as per the National Strategy) does not preclude relocations or partnerships for improved facility performance and sustainability.
Region Wide (Specific Approach)	<ul style="list-style-type: none"> • Develop a Regional Bowls Facility Plan.
Rotorua Lakes	<ul style="list-style-type: none"> • Investigate rationalisation of clubs/facilities to enable a viable network.
Tauranga City	<ul style="list-style-type: none"> • Mt Greens Sports – Continue detailed planning and feasibility for covering the green. This is considered by Bowls New Zealand as the number one priority in the region. • Undertake feasibility analysis on the proposed development of a covered green at the Matua Bowling Club in the next 4-years. • Consideration should be given to identifying suitable retirement homes that could potentially be used for community use and/or for delivering tournaments i.e. Pacific Coast Village.

GOLF FACILITIES

Table A.11 - Summary of Proposed Golf Facility Approaches

Council	Proposed Golf Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> Engage with the club(s) to ensure they have an asset management plan in place and are maintaining the facilities in line with these plans and any lease requirements. 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). Rationalisation/ amalgamation should also be considered where sufficient demand may not exist, or partnership opportunities may provide improved facility performance and sustainability. Focus placed on golf infrastructure which promotes golf experiences outside of 9 or 18 hole courses i.e. driving ranges and learner facilities.
Rotorua Lakes	<ul style="list-style-type: none"> Further explore the opportunity of rationalising golf courses in Rotorua to repurpose a portion of the course for sports field provision and review possible developments at the Rotorua Golf Course. Continue to investigate the opportunities for developing the Rotorua Golf Course into a destination course and the reopening of the Government Gardens 9-hole course.
Tauranga City	<ul style="list-style-type: none"> Keep a watching brief on the Renner Golf Club given its recent sale. If the land is repurposed, options to address gaps in entry-level provision should be explored. Monitor population growth areas and their accessibility to local golf courses – identified possible shortfall in Western Bay of Plenty in line with growth projections.
Western Bay of Plenty	<ul style="list-style-type: none"> Monitor population growth areas and their accessibility to local golf courses – identified possible shortfall in Western Bay of Plenty in line with growth projections.

SQUASH FACILITIES

Table A.12 - Summary of Proposed Squash Facility Approaches

Council	Proposed Squash Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> Monitor and review utilisation and encourage enhanced clubroom facility sharing where possible (building on current arrangements at Mt Sports and any current or potential future links to clubs and schools). Engage with clubs to ensure they have asset management plans in place and are maintaining the facilities in line with these plans and any lease requirements. 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).
Region Wide (Specific Approach)	<ul style="list-style-type: none"> Develop a Regional Squash Facility Plan.

Council	Proposed Squash Facility Approach
Opotiki	<ul style="list-style-type: none"> • Monitor and review utilisation and the accessibility of the school facility to the community. Ensure the facility is and remains fit-for-purpose. • If required, enter into formalised partnerships to facilitate ongoing public access.
Rotorua Lakes	<ul style="list-style-type: none"> • Investigate the relocation of courts to Westbrook and the potential rationalisation of the Rotorua-based clubs and/or facilities.
Tauranga City	<ul style="list-style-type: none"> • Explore the conversion of the existing squash courts and the addition of new courts at the Devoy Squash and Fitness Centre. Investigations will need to consider event overlay, participation outcomes and wider network provision (centralised or localised).
Western Bay of Plenty	<ul style="list-style-type: none"> • Further investigate the viable development of a squash complex at the Oropi Memorial Hall and Community Centre.

CLUBROOM FACILITIES

Table A.13 - Summary of Proposed Clubroom Facility Approaches

Council	Proposed Clubroom Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> • Engage with clubs to ensure that they have asset management plans in place and are maintaining facilities in line with those plans (which take into account the building's lifecycle) and any lease requirements. • 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. • Rationalisation should be considered for low use facilities, ageing facilities and in situations where more than one clubroom is located on the same site. • Consider supporting existing multi-sport and recreation facility clusters in regard to maintenance and renewal of infrastructure where appropriate. • 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. • Unless specific unique factors exist, investment should be prioritised to multi-sport facilities in the first instance (over single use facilities). • 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). • 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. • If required enter into formalised partnerships to facilitate ongoing public access.
Rotorua Lakes	<ul style="list-style-type: none"> • In line with core participation infrastructure proposed as part of the Westbrook development, consideration should be given to a shared clubroom development that services numerous groups and activities – emphasis placed on minimising standalone ancillary facilities. • Monitor and review the outcome and subsequent impact of potential roading infrastructure changes through Puarenga Park. • Identify opportunities to optimise and rationalise facilities on the Neil Hunt Park.

Council	Proposed Clubroom Facility Approach
Tauranga City	<ul style="list-style-type: none"> Continue investigations into the most appropriate mix of spaces and facilities (with emphasis on multi-use) to accommodate users of Gordon Spratt Reserve. Identify how cricket clubroom provision can be accommodated on Blake Park. Options should explore the expansion of the pavilion, rationalising facilities to create multi-use clubrooms that service the fields and/or courts being complementary to surrounding infrastructure.
Western Bay of Plenty	<ul style="list-style-type: none"> Complete a feasibility study into the development of an appropriately scaled multi-sport clubroom at Moore Park.
Whakatane	<ul style="list-style-type: none"> Undertake a detailed feasibility and options analysis for the Whakatane War Memorial Hall (including maximising multi-sport use opportunities).

BIKE FACILITIES

Table A.14 - Summary of Proposed Bike Facility Approaches

Council	Proposed Bike Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> Maintain the existing cycling facilities (BMX/trails). 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. Investment in new cycle infrastructure which creates links / connections between existing cycle trails / routes in the wider sub-region should be prioritised. Monitor and review existing facility utilisation and club sustainability on a regular basis. (BMX/velodrome). Ensure facility owners and operators have an asset management plan and are maintaining facilities in line with this and any lease requirements.
Region Wide (Specific Approach)	<ul style="list-style-type: none"> Develop an 'Opportunities Paper' which overlays the existing and proposed Cycle and Walking tracks across the region to identify network connection opportunities.
Kawerau	<ul style="list-style-type: none"> Conduct feasibility study for a cycle/walking trail connecting Kawerau to Lake Tarawera. Conduct feasibility study for a cycle/walking trail connecting to Gisborne. Continue to work with Opotiki, Whakatane and Rotorua District Councils to implement the Eastern Bay of Plenty Cycle Trail Strategy.
Opotiki	<ul style="list-style-type: none"> Complete extensions of the Motu Trails: <ol style="list-style-type: none"> Extension to Whakatane – Coastal Eastern Extension; & Gisborne connection link. Continue to work with Opotiki, Whakatane and Rotorua District Councils to implement the Eastern Bay of Plenty Cycle Trail Strategy. 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.

Council	Proposed Bike Facility Approach
Rotorua Lakes	<ul style="list-style-type: none"> Continue to develop and support the new trails, visitor hub facilities and new access points to Tokorangi/Whakarewarewa and ensure existing network maintenance is supported. Monitor and review existing facility (BMX/Velodrome) utilisation and club sustainability on a regular basis and continue support for Rotorua BMX's new track at Waipa. Work with Kawerau, Whakatane and Opotiki to implement projects outlined in the Eastern Bay Cycle Trail Strategy – particularly the Tarawera/Rotorua connection. Maintain the Rotorua BMX track in line with asset management plans, and where possible, continue to attract local, regional and national events.
Tauranga City	<ul style="list-style-type: none"> 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). Further collaborate with Western Bay of Plenty District Council for completing stages of the Tauranga Moana Coastal Cycle Trail.
Western Bay of Plenty	<ul style="list-style-type: none"> Investment in new cycle infrastructure which creates links / connections between existing cycle trails / routes in the wider sub-region should be prioritised i.e. Tauranga Moana Coastal Cycle Trail. Implement the outcomes of the 2020 Walking and Cycling Strategy and Action Plan. Implement Waitekohekohe (ex-Lund Road forestry) concept plan with provision for bike trails and supporting infrastructure.
Whakatane	<ul style="list-style-type: none"> Work with Kawerau, Whakatane and Opotiki to implement projects outlined in the Eastern Bay Cycle Trail Strategy. Continue to progress the Motu Trail from Opotiki to Whakatane. Implementation of the Whakatane Cycle Trails Strategy. Investigate the options to develop a Whakatane Mountain Bike Park.

EQUESTRIAN FACILITIES

Table A.15 - Summary of Proposed Equestrian Facility Approaches

Council	Proposed Equestrian Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> Engage with clubs/groups to ensure that they have asset management plans in place and are maintaining facilities in line with these plans and any lease requirements. Monitor and review existing facility utilisation and club sustainability on a regular basis. Prior to any major renewals undertake a needs and options analysis to determine the costs and benefits of reinvestment and to determine the most cost-effective way to continue to meet the demand for equestrian activities and associated infrastructure. Any expansion or redevelopment of existing facilities needs to be undertaken in accordance with the applicable reserve management plans.

Council	Proposed Equestrian Facility Approach
Region Wide (Specific Approach)	<ul style="list-style-type: none"> Develop a Regional Equestrian Facility Plan.
Opotiki	<ul style="list-style-type: none"> Continue to provide the collocation model with the showgrounds and pony club activities provided on the same site. Undertake the planned provision of bridle trails. Review and maintain horse trails throughout the District and create new trails where need and viability are determined.
Rotorua Lakes	<ul style="list-style-type: none"> Continue to provide the co-location model with the A&P showgrounds and Ngongotaha pony club provided on the same site. Continue investment and support of horse-riding trails in Tokorangi/Whakarewarewa forest with Rotorua Trails Trust.
Tauranga City	<ul style="list-style-type: none"> Monitor the implementation outcomes of the Messara Report to gauge the level of impact (including capital upgrades) on the Tauranga Racecourse and the network in general. Monitor demand from new growth areas such as Wairakei/Te Tumu.
Western Bay of Plenty	<ul style="list-style-type: none"> Continue to maintain and develop equestrian trails at TECT Park. Implement Waitekohekohe (ex-Lund Road forestry) concept plan with provision for equestrian trails and supporting infrastructure. Develop Tuapiro Point Reserve equestrian riding area.

GYMSPORTS FACILITIES

Table A.16 - Summary of Proposed Gymsports Facility Approaches

Council	Proposed Gymsports Facility Approach
Region Wide (General Approaches)	<ul style="list-style-type: none"> Prior to any major renewals or developments undertake a needs and options assessment to determine the costs and benefit. Explore the opportunity of establishing satellite venues to provide more localised delivery (metropolitan and rural areas) and to alleviate capacity constraints. Where demand exists and is complementary to the wider network (where there are gaps in provision). Maintain existing facilities in line with their asset management plans.
Opotiki	<ul style="list-style-type: none"> Monitor and review utilisation, accessibility and condition of the Old Scouts Hall.
Rotorua Lakes	<ul style="list-style-type: none"> Maintain sub-regional status as outlined in the Bay of Plenty Gymsports Facility Network Plan.
Tauranga City	<ul style="list-style-type: none"> Engage with ARGOS Gymsport to ensure they have an asset management plan in place and are maintaining the facilities in line with these plans. Explore a new sub-regional facility or the expansion/redevelopment of the existing premises. Monitor sustainability and affordability of existing network of gymsports facilities and explore opportunities as they arise for alleviating financial concerns.

Council	Proposed Gymsports Facility Approach
Western Bay of Plenty	<ul style="list-style-type: none"> Continue the development approach of a new sub-regional gymsports facility on Centennial Park, Te Puke. Explore alternate or short-term facility options should the development not proceed prior to lease expiry.
Whakatane	<ul style="list-style-type: none"> Support the lease renewal for continued access to Whakatane High School – encourage the continuation of the school-club partnership.

OTHER FACILITIES

Table A.17 - Summary of Proposed Facility Approaches

Council	Proposed Facility Approach
Region Wide	<ul style="list-style-type: none"> Tracks - Continued investment in the maintenance and development of facilities that support activities such as walking, cycling and jogging/running, which aligns well with regional participation trends. Croquet/Petanque - Maintain existing assets in line with asset management plans. Prior to any redevelopment undertake a needs and options assessment and/or seek opportunities to collocate with bowls clubs. Identify opportunities to partner delivery with retirement homes. Martial Arts - Continue to monitor provision and access for martial arts, particularly those that are servicing commercial leases or are accessing schools. Where applicable and synergies exist, look to consolidate activity in multi-use martial arts 'centres'. Outdoor Basketball Courts - Maintain existing assets in line with asset management plans; Scope future developments in line with parks/reserve plans and growing communities; Consider outdoor and covered basketball courts as part of the wider delivery mix for basketball to meet demand (alongside indoor provision); Consider shared court facility models that are available for community use; Consider partnership opportunities with schools containing outdoor courts. Athletics - With population growth focussed in the Western Bay sub region the key regional level athletics track facility should be maintained in the Tauranga area; Continue to support the existing artificial track (supplemented with a network of seasonal summer grass tracks). Water Sports - Develop a Bay of Plenty Water Sports Facility and Water Access Strategy. Continue to encourage shared facilities/space for watersports. Stadia - Maintain stadia in line with its asset management plan. Prior to any major renewals (at the stadium) undertake a needs and options assessment to determine the costs and benefits of the current provision versus other options. Skateparks/Pump Tracks - 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). New or existing park developments should consider current participation trends, local catchment demographics and facilities that have synergies and do not duplicate or jettison existing facilities (spatial distribution).
Rotorua Lakes	<ul style="list-style-type: none"> 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 event and tourism markets. Complete the developments currently being undertaken at the Tokorangi, Redwoods and Whakarewarewa Forests to meet growing demand. As a key site

Council	Proposed Facility Approach
	<p>both domestically and internationally, future developments that support different types of sport and recreation activities should be constantly explored.</p> <ul style="list-style-type: none"> • Athletics - Maintain the track and facilities in line with the overall asset management plan for the site. • Inner City Skate Park Development - continue the planning phases to develop a new skate park in the central city (replacing the existing), including further investigation to determine the extent of the development based on the fit within the Bay of Plenty region, procurement of design and build services and site preparation.
Tauranga City	<ul style="list-style-type: none"> • Continue the sub-regional partnership for the development and funding of sub-regional parks such as TECT Park. • Continue with the staged development approach to increase the facilities and opportunities provided at TECT Park. • Athletics - Maintain the track and facilities in line with its asset management plan. Monitor wear and tear of the all-weather track to ensure it remains fit-for-purpose with the ability to host large meets. • Stadia - A needs assessment has been conducted on a proposed Tauranga Stadium, with a recommendation to proceed to a detailed feasibility stage. Any feasibility study undertaken will need to take into consideration the range of options available including event and tourism overlay, community outcomes, minor upgrades to existing stadium infrastructure, a new stadium and associated site and potential use levels. All options should undergo a cost benefit analysis. • Maintain Bay Oval in accordance with international venue requirements – prior to commencing new developments, detailed feasibility study and business case need to be undertaken. • High Performance Centre - The University of Waikato Adams Centre for High Performance - Continue to review high performance sport requirements (space and technical), level of use and keep a watching brief on changes to centralised vs. decentralised high-performance models from regional and national sporting bodies.
Western Bay of Plenty	<ul style="list-style-type: none"> • Continue the sub-regional partnership for the development and funding of sub-regional parks such as TECT Park. • Continue with the staged development approach to increase the facilities and opportunities provided at TECT Park.
Whakatane	<ul style="list-style-type: none"> • Construction of the Whakatane skatepark extension.



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

