



Waikato Regional Active Spaces Plan

3rd Edition

**SUMMARY
DOCUMENT**

February 2021

1 INFORMATION

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Sign off	Waikato Regional Active Spaces Plan Advisory Group
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Special Thanks:

To stakeholders across Local Authorities, Education, Iwi, Regional and National Sports Organisations, Recreation and Funding partners who were actively involved in the review of the 2021 Waikato Regional Active Spaces Plan.

To Sport Waikato, who have led the development of this 2021 plan and Robyn Cockburn, Lumin, who has provided expert guidance and insight, facilitating the development of this plan.

Disclaimer:

Information, data and general assumptions used in the compilation of this report have been obtained from sources believed to be reliable. The contributing parties, led by Sport Waikato, have used this information in good faith and make no warranties or representations, express or implied, concerning the accuracy or completeness of this information. Interested parties should perform their own investigations, analysis and projections on all issues prior to acting in any way with regard to this project.

All proposed facility approaches made within this document are developed in consultation with the contributing parties. Proposed approaches represent recommendations based on the findings of the report. All final decisions remain the responsibility of the respective property owners.

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3 EXECUTIVE SUMMARY

3.1 Purpose

The purpose of the 2021 Waikato Regional Active Spaces Plan (the Plan) is to provide a high-level strategic framework for play, active recreation and sport facilities *and* spaces and places planning and optimisation across the region. It provides direction on what should be done and crucially, what should not be done. The Plan focuses thinking at a network-wide level with emphasis on national, regional and sub-regional assets, while also capturing local level facility data.

This 3rd iteration Plan takes a wider lens on spaces and places for physical activity than previous iterations by focusing on spaces and places where play, active recreation *and* sport occur. The Plan has been expanded in scope in response to changing participation trends and preferences that indicate the need to better understand and provide for opportunities to play and actively recreate in the Waikato region, as well as to align with the focus of Moving Waikato 2025 - the region's strategy for play, active recreation and sport. In doing so, the Plan includes a focus on the regional network of play infrastructure and active recreation and physical activity facility provision for running/walking and recreational cycling *alongside* spaces and places for sport.

It is important to note that this Plan has also been developed in response to the considerable effects of Covid-19 on individuals and the sector, including changes in patterns and types of participation as well as increased fiscal strain at both individual and sector levels.

The goal of the 2021 Waikato Regional Active Spaces Facility Plan continues to ensure a greater proportion of facilities are affordable, efficient, effective and sustainable in delivering more movement opportunities through play, active recreation and sport for the Waikato region. There is also a focus on optimising the current facilities stock. The Plan includes a full inventory audit as well as analysis of school facility provision, and can be used to understand the wider facility network opportunities.

Following a review of progress since 2014, this 2021 Plan continues to focus beyond facility development and priorities. It includes initiatives that, in addition to new infrastructure (Facility Developments), optimise the network of facilities and the planning and provision of spaces and places. The 3rd iteration supports and focuses on collaboration, partnerships, community hubs (benefits of co-location and shared services) and increases attention on provision for play and active recreation. Importantly it maintains focus on the planning and decision-making process to guide good stakeholder decision making and investment.

With the Plan taking a wider lens on facilities, spaces and places where play, active recreation and sport take place, it is important that each activity is defined. We acknowledge that there are overlaps in participation across the categories of play, active recreation and sport. For example, it is possible to engage in football for play, active recreation and sport.

For planning purposes, and to assist in differentiating play, active recreation and sport, definitions have been provided. It is important to note what differentiates participation, however, is the presence or absence of certain conditions.

Table 1. provides the definition and articulates those facilities, spaces and places for play, active recreation and sport which are included in the Plan.

<p>Play</p>	<p>Definition: Intrinsically motivated, freely chosen activities with no predetermined outcome. Play is spontaneous, fun, accessible, challenging, social, repeatable, and occurring anywhere. Play is personally directed with limited or no adult involvement.</p> <p>This Plan defines play facilities, spaces and places as those aligning to play infrastructure - playgrounds and skateparks/bowls. It is important to note however, that play is much broader than the use of play infrastructure and can occur anywhere including facilities, spaces and places for sport and active recreation (e.g. parks and open spaces for tree climbing or kicking a ball).</p>
<p>Active Recreation</p>	<p>Definition: Active Recreation includes all other forms of activity, other than sport, that requires some level of physical exertion as a core element. Active Recreation is undertaken by people for enjoyment in their own free time with a reasonable expectation that participation will increase physical fitness and may include indoor or outdoor activities.</p> <p>For the purposes of this iteration, facilities, spaces and places for active recreation include: running/walking, bridle and cycling tracks (including Pump Tracks) and trails. It is important to note however, that a number of facilities, spaces and places that are traditionally defined as sport spaces (e.g. indoor and outdoor courts, playing fields, aquatic facilities, BMX tracks) are often used for recreational purposes.</p>
<p>Sport</p>	<p>Definition: Sport has institutionalised rules, competition and conditions of play (e.g. time, space/boundaries, equipment). It has a formalised structure and a recognised representative body at a local club, regional, and/or national level. Participation in sport is typically defined by competition between people or teams to determine an outcome/winner.</p> <p>For the purposes of this iteration, facilities, spaces and places for sport include: indoor courts; aquatic facilities; artificial turf – hockey; outdoor courts; playing fields; athletics tracks; cycling facilities (velodromes and BMX tracks); squash courts; gymnastics facilities; water based sports facilities; equestrian facilities, club rooms; bowling, croquet and petanque greens and golf courses.</p>

Note that some facilities are used for play, active recreation and sport.

3.2 Funding and Delivery Partners

Current funding and delivery partners of the plan include: Hamilton City Council, Hauraki District Council, Matamata-Piako District Council, Otorohanga District Council, South Waikato District Council, Taupō District Council, Thames Coromandel District Council, Waikato District Council, Waipa District Council, Waitomo District Council, Sport Waikato and Sport New Zealand.

Additional partners include: Waikato Regional Council, Community Trusts, Walking and Cycling Commission, Department of Conservation, Ministry of Education, Iwi, National and Regional Funders, National and Regional Sport and Recreation providers.

3.3 The Benefits

The Plan is the result of a structured planning process and supports a highly valued partner network by prioritising and guiding investment to increase access to play, active recreation and sport facilities.

Benefits include:

- A structured planning and decision-making process
- Advocacy with funders and investors for planned facilities that align with the Plan
- Peer reviews of facility development concepts including feasibility and business cases
- Assistance and support with investment negotiations
- Insights, knowledge and resource sharing specific to play, active recreation and sport facilities *and* spaces and places provision
- Support and guidance to facilitate collaborative partnerships
- Advice and assistance to develop community hubs
- Facilitation of information sharing and training opportunities
- Collection of regional facility utilisation data to understand demand and inform decision making.

3.4 How to use the Plan

The Plan is a reference document to assist spaces and places facility planning, provision and optimisation.

Like all high-level plans, more detailed planning will be required (at regional and local level). The Plan is not a replacement for this detailed research and analysis.

3.5 Limitations

The Plan represents the most comprehensive regional facility data currently available in 2020. The Plan is based on available data at the time of writing, using secondary data and primary data from third parties. Given the scope and range of data contributors, it is likely there are some data omissions, and any new information is collated in preparation for the next plan iteration.

This Plan does not replace the need for additional focused planning and analysis at a code and specific facility level. As additional providers undertake or update their existing national and regional facility plans it is envisaged that this Plan will require updating to remain aligned to the Long Term Planning process. The Plan examines issues at a network wide level for a range of play, active recreation and sport, and recognises some individual code aspirations may not align with the Plan.

Specific limitations noted in the development of the Plan include:

- Gaps in national strategic sport code information where National Sports Codes Plans do not exist
- Reliance on facility inventory information provided by territorial authorities that includes some variation in the level of information provided
- Limited engagement with Waikato Tainui in the review of this plan, and recognition of the need to engage wider with the other Iwi of the Waikato region to ensure we are capturing their aspirations, roles and needs regarding spaces, places and facilities for play, active recreation and sport.
- Changes in the racing venues sector with implementation of the Racing Industry Act 2020, and the process for identifying and vesting surplus racing venues, and subsequent consequences regarding ongoing provision of facilities used by the community.
- The first plan to include an expanded scope to include play and active recreation, and the associated increase in types of facilities *and* spaces and places
- At the time of writing population projections based on the 2018 census were unavailable, therefore projections used are based on 2013 census data. This combined with immigration changes due to Covid-19 may mean that population projections will need to be updated as more information becomes available.

As part of implementing this Plan there is a commitment to:

- Continue research on play, active recreation and sport participation in the Waikato and the implications of this on facilities *and* spaces and places provision
- Continue alignment to a wider range of strategies that sit alongside this Plan – for example the Waikato Regional Cycle Education Plan, Waikato Regional Water Safety Plan, Waikato Aquatic Facilities Plan, regional Walking Strategy, Regional Land Transport Plan, The Waikato Plan and local authority Play, Active Recreation and Sport Plans.
- Work alongside local Iwi to identify current and future needs and aspirations for Māori
- The Local Government Act “*promotes the social, economic, environmental, and cultural wellbeing of communities*”. The Plan needs to continue to reflect the intergenerational impact of facilities, spaces and places on community wellbeing.

4 2020 PLAN REVIEW

This section contains a high-level review of the 2018 plan and its impact two years on. The 2021 Plan has been developed based on this review.

Included are:

- progress on priorities, initiatives and recommendations
- case studies showcasing the impact of the plan and the leverage created around these projects
- impact assessment of the plan including information, engagement and knowledge
- insights generated through six years of implementation (since the 2014 Plan)
- review and consultation process.

4.1 Review process

In developing the 2021 Plan key stakeholders participated in a review of the 2018 plan, and partnered in a collaborative approach to developing and agreeing future priorities, initiatives and recommendations. Those participating in the review process included: local authority mayors, chief executives and technical managers; representatives from regional and national sports organisations; funders; education organisations; recreation providers, Iwi; Waikato Regional Council; Sport New Zealand and Sport Waikato.

Robyn Cockburn, an independent consultant with Lumin, worked closely with Sport Waikato to facilitate the review process.

4.2 2018 Key Priority Project Achievements

Nine of the ten 2018 priorities have been completed, are currently in development or are included in the forward commitments and financial plans of the Waikato Region's Local Authorities' 2018-2028 Long Term Plans. Key priority projects progressed since 2018 include:

- community partnerships for provision of a 2 court indoor facility in Te Kuiti High School (Game on Trust)
- 4-5 court indoor facility at the University of Waikato
- sub-regional community pool provision in Thames
- a collaborative investigation into playing field provision between Hamilton City, Waipa and Waikato District Councils.

Significant focus has been placed on facility hubbing and understanding facility utilisation opportunities across schools, facilities, sports codes and partners.

In addition 2019/2020 saw Sport Waikato lead, facilitate and partner in the following projects:

- Plan review stakeholder consultation session – 60 stakeholders with 20 participants in a follow up session
- Two mayoral forum presentations
- Connections with local authority chief executives
- Two technical manager networking forums – May and September 2019
- Partnered planning as part of the Game On Trust and Matamata Community Indoor Facility Working Group
- High level strategic facility planning support in Waipa, Matamata Piako and Thames Coromandel districts and Perry Charitable Trust in North Hamilton.

Update of 2018 Priority Projects, Initiatives and Recommendations

The following table provides an update of projects included in the 2018 Regional Sports Facilities plan.

Table 2. Progress of 2018 Regional Sports Facilities Plan.

Facility Developments – focus on built facility developments, investigations and projects

Indicative Timeframe	Proposed Facility Development	Key Partners	Update	Progress
2018-2020	4-5 Court Indoor Facility	Hamilton City Council	Both HCC and Sport Waikato part of operational and design working parties	
	Develop additional four fields in the east/northeast of the city	Hamilton City and Waikato District Council	One Cricket Pitch and five Football Fields opened early 2020	
	Investigation into playing field provision	Hamilton City, Waikato and Waipa District Councils	Final reports presented to individual local authorities and stakeholders late 2020	
	Investigation into current and future artificial turf provision	Hamilton City, Waikato and Waipa District Councils		
	2 Court Indoor Facility (two full sized netball courts)	Waitomo District Council	Design and partnership agreement to be confirmed. Construction planned for early 2021	
	Gymsports Regional Hub and optimisation of sub regional facilities	Hamilton City, Matamata-Piako and Waipa District Councils	Regional Gymsport Facilities Plan to guide all future facility discussions	
	Explore developing Regional Facilities Plans for football and lacrosse	Hamilton City, Waikato and Waipa District Council	Field study report outlines local authority priorities. Football and lacrosse to work with council around future provision	
2021-2028	Sub Regional Community Pool	Thames Coromandel, potentially in partnership with Hauraki District Council	Address 2019 business case recommendations. TCDC to confirm design options	
	Sub Regional Community Pool	Hamilton City	Options paper to be undertaken	

Network Optimisation Initiatives – focus on increased capability, optimization, trends and provision

Proposed Initiative	Update	Progress
Facility Hubs/Multisport Provision	<p>With investment from Sport NZ, HCC & Sport Waikato, Global Leisure Group was appointed to facilitate the formation of a Sport and Recreation Hub at Eastlink. A newly appointed independent board was appointed in early 2020.</p> <p>Varying levels of Hub discussions are underway in a number of districts including: Tuakau Domain, Putaruru Domain, Ngatea Domain & Waihi. Sport NZ's HUB Guide will be the catalyst for a number of further discussions.</p>	
Operational Facility Management Models	Two Regional Facilities Forums held in 2019 – opportunity for local authority to share best practice.	
Flexible Facility Provision	Mapping and Insights tool to track current and future demand, programming options and community needs – ongoing	
Facility provision for older populations	A study undertaken to understand the needs for facility provision catering to the older population – yet to be undertaken	
Developing insights and research; understanding of facility utilisation	Research facility utilisation to inform the 2021 plan by collecting data from schools, facilities, sports codes and partners – Secondary School collection has been undertaken and initial results collated, Primary and Intermediate survey underway	
Local Sport Plans	<p>Currently Underway – Waitomo & Taupō</p> <p>Complete – Waipa, Waikato, Hauraki, Matamata-Piako, Otorohanga, Thames Coromandel, South Waikato</p>	

Recommendations – a number of 2018 recommendations have been reviewed, adapted and included in the 2021 Optimisation Initiatives and Governance, Relationships and Operation priorities (section 8).

4.3 Case Studies

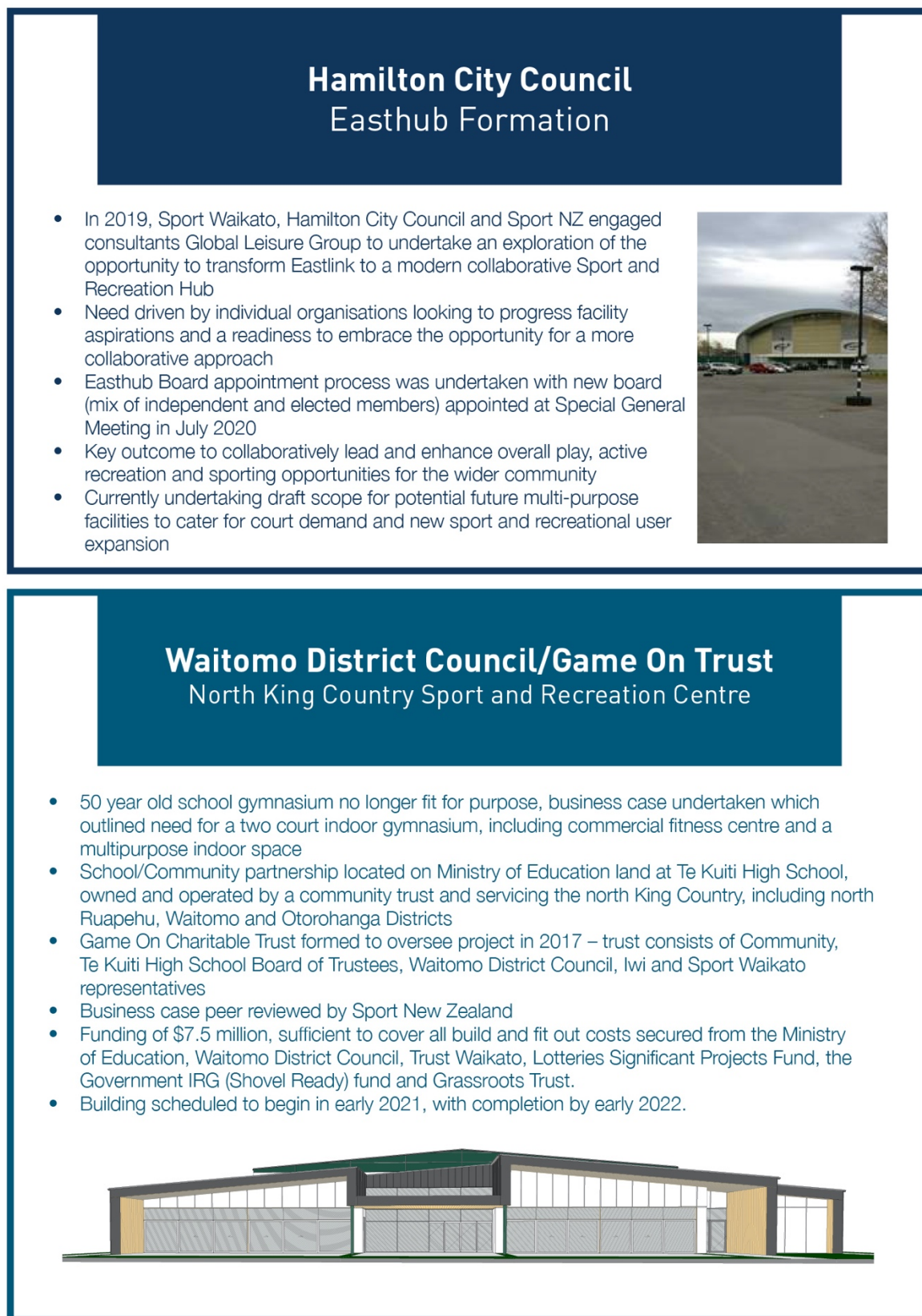


Figure 1. Waikato Regional Sports Facilities Development Case Studies.

4.4 2018 Impact Assessment

The impact of the 2018 Waikato Regional Sports Facilities Plan has been measured over the last two years of investment 2018-2020 using a survey sent in February 2020. With a 64% response, results showed:

- increased understanding and knowledge in provision of sport and recreation facilities
- people are better informed and empowered to work constructively with other stakeholders
- increased engagement and collaboration due to the Waikato Regional Sports Facilities Plan
- increased knowledge of the sport sector and funding environment

The level of involvement of Local Authority partners in the provision of community sport and recreation facilities has increased as a result of their involvement in the Waikato Regional Sports Facilities Plan, with 79% believing that the Waikato Regional Sports Facilities Plan has positively affected their ability to influence decisions in their community. The Plan has assisted Council in identifying capacity gaps and areas of oversupply.

“The plan has assisted in planning and coordinating capital projects both internally across current 10YP cycles and upcoming 10YP and allows cross- council co-operation to help prevent duplication of assets across the region. The plan has helped assess community facilities upgrade proposals from external stakeholders, ensuring any proposal coming into council aligns with regional strategies and plan, again to help ensure any new developments are needed and sustainable and add value to the overall sporting facility network.” Technical Officer

For 75% of respondents, the plan has increased engagement and collaboration and the knowledge of both the sport sector and funding environment.

“It has allowed Council to do this from a regional aspect which has been useful in assisting Council to seek support for projects, particularly when there are cross-boundary benefits.” Manager

The plan has provided a solid foundation on which to track trends and guide funding decisions, including 83% whose understanding of sport and recreation trends has increased because of the Waikato Regional Sports Facilities Plan. Feedback indicates that 79% have gained increased insights into facilities management and commentary reflects a greater regional focus with a better ability to weigh up competing needs.

“Sport and recreation is an important part of [our] DNA and the plan has been a great founding document to establish information on available facilities and priorities for future development. Also a great help when looking for regional support or funding for new facilities. A number of decisions on the creation of new facilities have been influenced by the Plan and in particular the scale of the proposed facility redevelopment.” Mayor

For more detailed information about the impact of the Plan refer to Appendix B.

4.5 Key Themes

Strategic review and stakeholder engagement conducted as part of the development of the 2021 Plan identified a changing spaces and places environment. The following key themes and priorities were identified for the future:

- **Changing demand** for facilities based on population size with notable increases and decreases across the region, and changing population profile with some communities having predominantly younger cohorts and other communities with predominantly older age cohorts
- **Multi-agency response** required to identify and address needs
- **Collaboration** between people and groups to increase feasibility, optimisation and where appropriate rationalisation of facilities, with a priority to engage with iwi
- **Communication** across sectors, valuing the needs and contributions of recreation, sport, education, community
- **Cross boundary planning** and investment that recognises the mobility of the region’s communities and requirement for a network approach
- **Multi-use facilities** and partnerships across boundaries, communities, education, and private stakeholders
- **Flexible provision** for casual participation, play and active recreation, and emerging sports.
- **Operational efficiencies** that optimise use and reduce cost
- **Funding challenges** and the impact on sustainability, exacerbated by COVID-19 and associated decline in revenue and increased costs
- **Climate change and environmental sustainability** shaping the location and design of future facility proposals.

5 PLANNING AND DECISION MAKING PRINCIPLES

The 2021 Plan continues to follow the existing framework, which aligns to the New Zealand Sports Facilities Framework (Sport New Zealand, 2017a). The following principles, processes and criteria form the foundation for all facilities *and* spaces and places decision making.

- **principles of facility planning and provision** underpin facility provision and optimisation
- **facility planning process** including structured stakeholder decision making
- **facility lifecycle** and sustainability
- **facility hierarchy that** articulates local, sub-regional, regional, national and international facilities
- **decision making criteria**
- **funding approaches that** assist with partnered facility provision and management.

5.1 Key Principles of Facility Planning and Provision

This Plan consolidates the key principles that underpin facility planning and provision.



Figure 2. Key principles of the Plan. Adapted from The New Zealand Sport Facilities Framework (Sport New Zealand, 2017a).

Meets Needs

Facilities should meet an identified need and be fit-for-purpose. There is often insufficient rigour applied to this fundamental question.

The best outcomes are achieved when all of the potential facility users are identified and a deep understanding gained of their range of needs.

Sustainable

Facility sustainability requires consideration of the ongoing operating and maintenance costs of the facility and how these will be funded.

The best outcomes are achieved when the 'whole of life' costs of the facility are considered at the outset and how it is intended that these costs will be met. Often, upfront investment in, for example, facility features that enable greater energy efficiency, can deliver huge dividends over the life of the facility.

Collaborative

Historically sports facilities have tended to be planned and built in isolation.

The best outcomes are achieved when partnerships are developed with education, health, iwi, and/or the private sector. This increases the likelihood that facilities will be used to their full potential, maximising the return on investment and utilisation.

Integrated

Facilities need to be fit-for-purpose, and sustainable. The best outcomes are achieved by sharing. Creating multi-use facilities or hubs, or co-locating with other sport and recreation, community, education, or transport facilities and infrastructure is an effective approach.

Flexible

No one can predict the future, but what we can predict is that things will change. Facilities should be designed to accommodate changing community profiles and associated trends and needs over time.

The best, long-term, outcomes are achieved by designing facilities in ways that enable them to be adapted, developed and extended in response to future demands.

Inclusive

Most people would agree that society is more inclusive than it once was. Experience shows, however, that barriers remain for many in the accessibility of sport, recreation and physical activity pursuits. The goal of the Plan is to ensure all members of the Waikato community have access to and opportunity for participation through provision of inclusive facilities, spaces and places where play, active recreation and sport take place.

This principle requires us to consider the needs of a wide range of our community when making decisions. Focus should be given to ethnic, financial and ability barriers including but not limited to age and disability. Principles of inclusion should reflect the Government's Women and Girls in Sport and Active Recreation strategy, and the Sport NZ 2019 Disability Plan.

5.2 Facility Planning Process and Facility Lifecycle

The 2021 Plan adopts the New Zealand Sporting Facilities Framework’s six stage facility life-cycle (Sport New Zealand, 2017a).

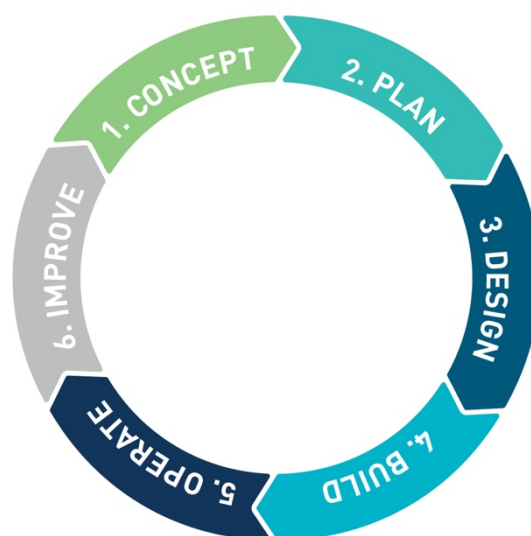
Those exploring facility developments should review the project at each stage of the planning processes, and its alignment with the Waikato Regional Active Spaces Plan. The principles and criteria should be used to structure stakeholder decision making. Sport Waikato can guide stakeholders through the planning process and direct them towards useful resources.

Roles and responsibilities

Each facility planning process requires stakeholders to clearly identify roles and responsibilities, including who plays a facilitation and support role.

Further information

For more detail about the Facility Lifecycle, refer to the Sport NZ information: <https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/community-sport-and-recreation-facility-development-guide>



Each step in the six stage cycle represents a GO/NO GO decision point

Figure 3. Six stages in the lifecycle of a facility (Sport New Zealand, 2017a).

The Six Stages of the Facility Lifecycle

1. CONCEPT	Identifying the need for a facility and develop the strategic case for doing so, including assessing the specific need in the wider context of the desired facility network.
2. PLAN	Ensure the facility will be fit for purpose, sustainable and future-proof. Assess and determine financial feasibility based on the facility mix. <ol style="list-style-type: none"> Concept Plan – Two page high level document outlining the need in the wider context of the desired facility network Feasibility Plan - Assess market dynamics, including demographics and changing sport and participant needs (feasibility assessment) Business Case - Critique and review key thinking. Include detailed assessment of capital and operational budget and funding plan.
3. DESIGN	Develop the detailed functional and spatial requirements of the facility based on the facility mix. Details are confirmed and estimates finalised. Secure funding for capital and operational investment and expenditure.
4. BUILD	Construct the facility.
5. OPERATE	Manage and maintain the facility to ensure it delivers a quality experience. Develop the most effective and efficient operating model and the programming of the facility.
6. IMPROVE	Evaluate the success of the facility, how it has delivered on the identified outcomes and objectives, what improvements can be made and any experience or learnings that can be shared.

The greatest impact on a facility’s strategic outcome is made in the concept, plan and improve stages of the facility life-cycle.

5.3 Facility Hierarchy

The following facility hierarchy definitions continue in this Plan. A facility at a higher hierarchy level may also meet needs at all levels including locally.

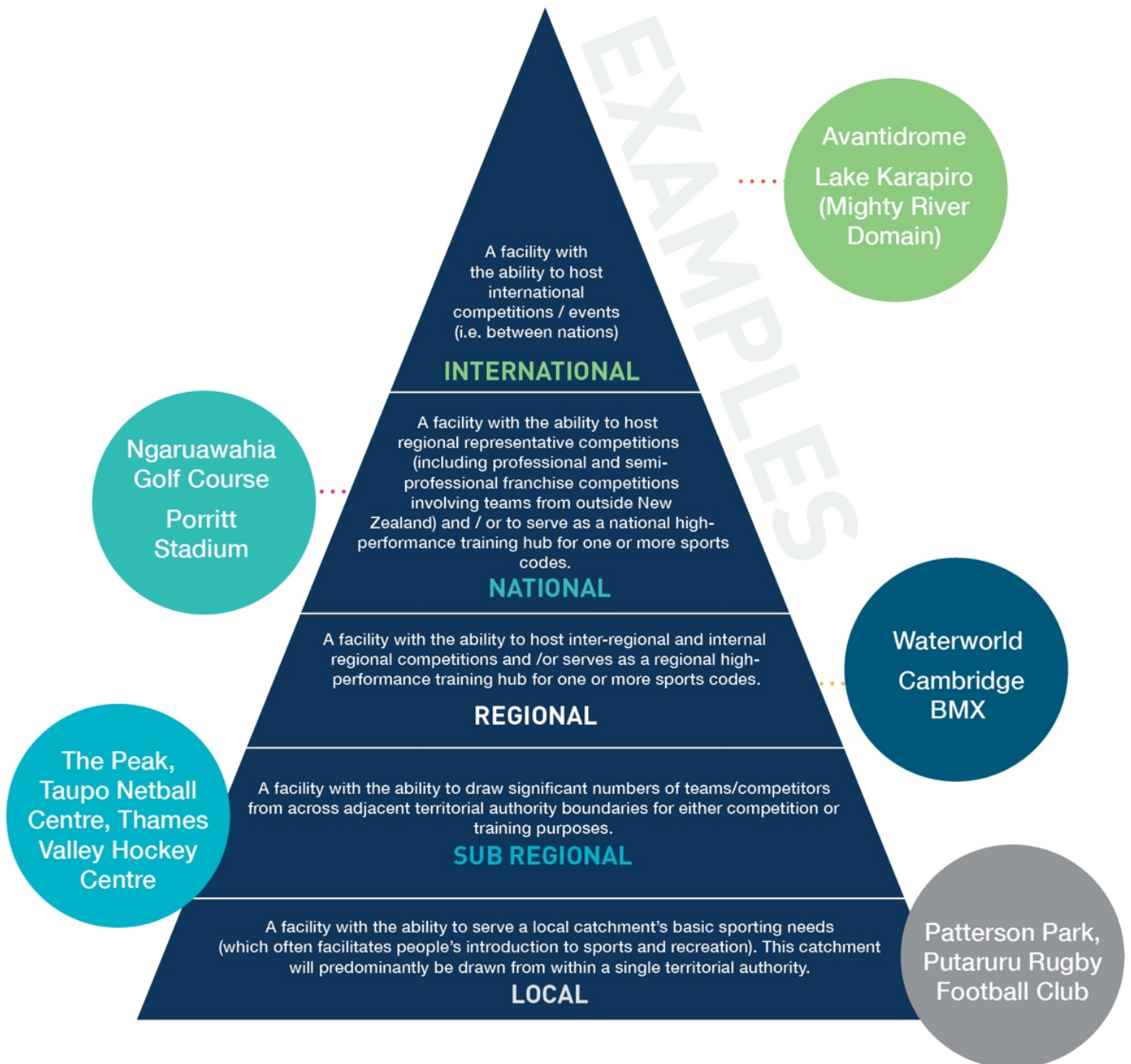


Figure 4. Hierarchy of Facilities with local examples.

5.4 Decision Criteria

The 2021 Plan uses criteria to ensure a robust, transparent and fair process in determining the facility required, and/or the priority of each development. These criteria work in conjunction with the facility planning process and facility lifecycle. The criteria should be considered at all levels of planning.

Level One Criteria are critical at the initial evaluation stage. Other levels of criteria are considered in more detail should a proposal progress. All proposed facility projects identified in the Plan will need to be tested in more detail, including analysis of verified facts and evidence-based decision making using the decision criteria outlined below.

Table 3. Decision Criteria.

Level One Criteria	
Strategic alignment	The degree of alignment a facility or proposed facility has with national, regional and local facility strategies and wider strategic documents and plans. Include those concerned with urban planning, infrastructure development, tourism, economic development, and transport networks
Projected users and needs	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 members of formal sports codes, ethnic, financial and ability barriers including but not limited to age and disability.
Level Two Criteria	
Stakeholder partnerships	The potential for operational and/or capital partnerships between multiple stakeholders The potential for wider partnerships (beyond operational and capital) between multiple stakeholders to allow inclusion of other user groups or those with different physical, mental or social abilities.
Network consideration	The degree to which a facility or proposed facility compliments rather than duplicates the existing network, contributes to network optimisation and builds on the Waikato region's strengths
Demand	The degree to which current and forecast demand exceeds potential supply (once all existing facilities are being run at an optimal operational level) and the facility or proposed facility can meet the identified gap
Operational sustainability	The degree to which the existing or proposed facility is operationally sustainable. The assessment takes a whole of lifecycle approach which looks at operational and maintenance costs throughout the facility's life.
Return on investment	The return on investment that the facility, or proposed facility, can generate. This includes social, economic, environmental and cultural impacts.
Level Three Criteria	
Best practice	The ability of the facility or proposed facility to reflect international and national best practice in its location, design and subsequent operation

Progress play, active recreation and sport objectives	The ability of the facility or proposed facility to progress the play, active recreation and sport objectives of the Waikato region and wider New Zealand society
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5.5 Funding Approach

The following funding approach outlines the hierarchy of facilities and the potential funders which align with each level (Figure 5). Some funders, such as the Ministry of Education, are more active at the regional, sub regional and local facility category levels through facility partnerships on education land. Central government is focused on international and national facilities. Other remaining funders have the potential to operate throughout the facility hierarchy.

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

The Ministry of Education, School Boards, charitable and other funders also allocate funding across all facility levels.

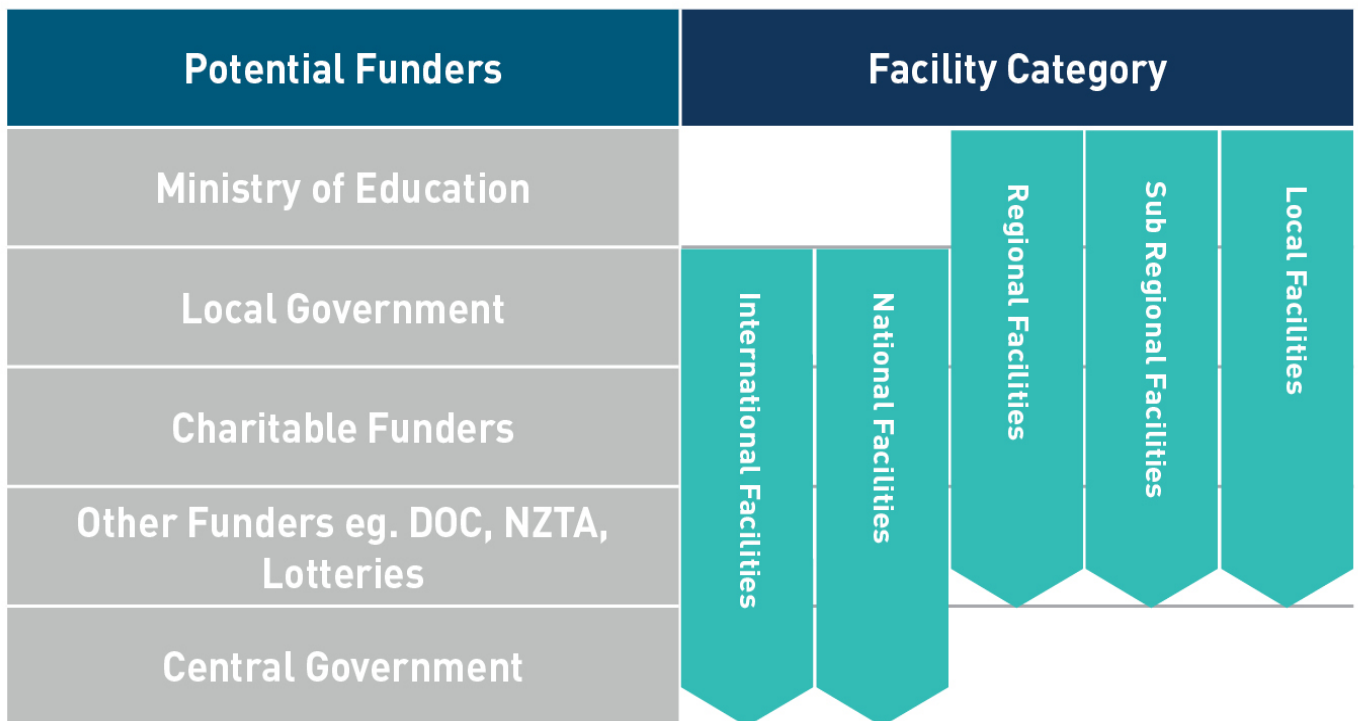


Figure 5. Funding Approach.

The Funding Approach (Figure 5) enables cross boundary facility partnerships between local authorities and other partners, which may involve the transfer of both capital and operational funding between local authorities. The mechanism for this partnership requires negotiation on a case by case basis.

Determining the level of interest in such partnerships would be established by the feasibility assessment stage and would continue according to the six stages of the lifecycle of a facility (Figure 3).

6 2020 STRATEGIC CONTEXT

6.1 Moving Waikato

Sport Waikato, in partnership with key stakeholders and partners across the Waikato region led the development of Moving Waikato a strategy to grow participation in sport, recreation and physical activity in the Waikato region (Sport Waikato, 2016). These include partners from Health, Local Authorities, Education, Sport, Iwi and private providers,

Moving Waikato was initially published in November 2016, and reviewed and confirmed again in October 2020.

Moving Waikato proposes three strategic priorities to grow participation in the region and a number of focus areas for each strategic priority. These focus areas set the scene for targeted delivery from 2016-2025.



ACHIEVING SUCCESS THROUGH WORKING TOGETHER

Figure 6. Moving Waikato Regional Strategy.

As this Plan aligns with the Moving Waikato Strategy's Regional Leadership pillar, which focuses on regional and national partners working together to lead change and enhance outcomes – in this case, delivering a regional network of facilities, spaces and places with a focus on enabling community participation.

6.2 Challenges and Opportunities

The spaces and places facility network faces a number of challenges and opportunities that require improved and collaborative planning. These include: huge growth of population in urban and peripheral areas, rapid aging of the population, static or declining population in rural areas, social (in)equity and deprivation, changing participation preferences, and climate change. Each of these drives a different facility need, adding complexity to the provision of the facility network.



Figure 7. Facility network challenges and opportunities.

6.3 Changing population distribution and demographics

The Waikato region is comprised of ten districts, all with different community profiles, which are growing or decreasing at various rates. Implications of forecast population statistics have been extrapolated from the data.

Across all communities within the Waikato, the population is aging. Recent Active New Zealand data shows that sport participation decreases over the lifetime, and people typically choose more active recreation and less formal sport activities. Facilities, spaces and places planning needs to reflect these demographic changes by considering the needs of aging and older populations including issues of accessibility and types of infrastructure.

Projected population growth is expected to occur in Hamilton, Waikato and Waipa. All other districts are expected to have relatively static populations, with South Waikato and Waitomo projected to decrease. A change in the distribution of population in each Waikato district brings with it changing participation preferences. Traditional high participation sports can change, creating an increased preference for people to be active through play and active recreation. To keep up with ever changing participation preferences, it is critical that facilities are flexible, with the ability to offer a range of play, active recreation and sporting opportunities.¹

An increasing population requires strategic long-term planning, collaborative provision along with partners such

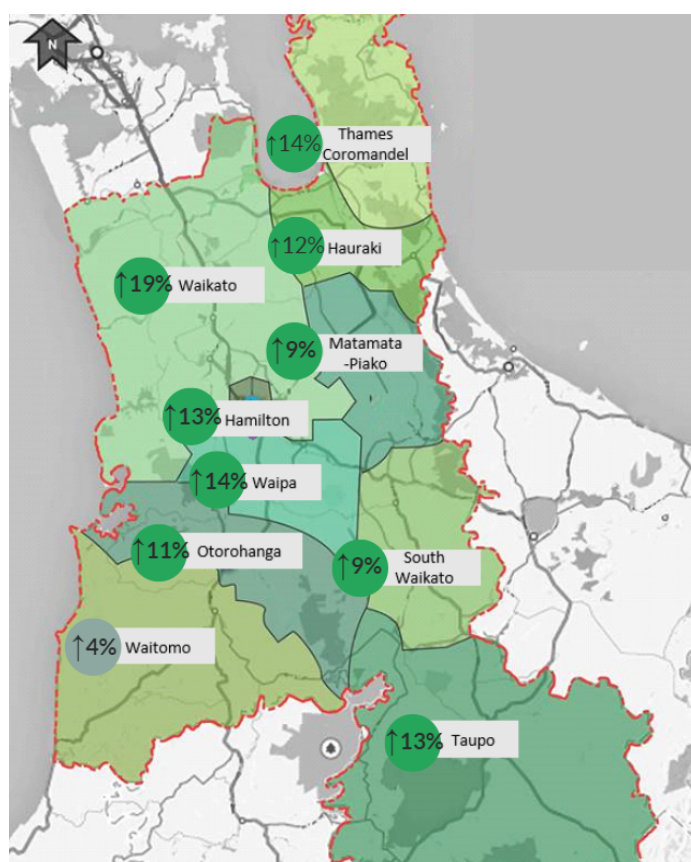


Figure 8: Population change in Districts between 2013 and 2018 Census (Statistics New Zealand, 2018)

¹ At the time of writing population projections were not available from the 2018 census. This combined with immigration changes due to Covid-19 may mean that population projections will need to be updated as more information becomes available.

as education, and the capacity to extend and repurpose facilities.

In general, decreasing populations mean that there are fewer people participating in play, active recreation and sport. This results in diminishing demand for facilities and less funding to maintain current infrastructure which has consequences for the ongoing sustainability of provision. There will be increasing pressure and advantages for organisations to work collaboratively, share facilities in ways that are affordable and convenient, and potentially amalgamate.

6.4 Social (In)equity and Deprivation

Almost one quarter (24%) of the Waikato region live in a deprived area, with the South Waikato, Hauraki, Waitomo districts and Hamilton City home to some of the most deprived communities.

Those in high deprivation communities have lower levels of participation in physical activity through sport, active recreation and play, with only 51% of adults (18+) and 53% of young people (5-17) doing enough physical activity to positively impact their health. Adults living in areas of high deprivation are more likely to be unemployed, have lower levels of education, and have less access to daily essentials. Evidence shows that in these circumstances physical activity for both adults and young people can become a low priority and/or that opportunities can be difficult to access.

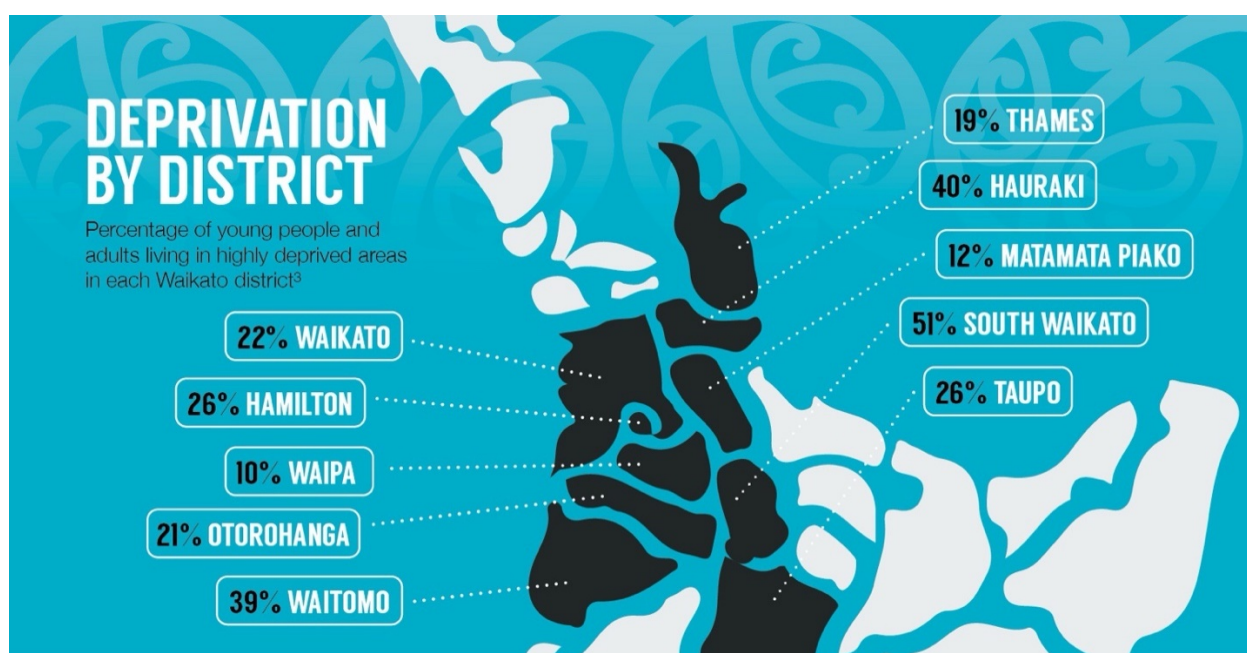


Figure 9: Sport Waikato, 2020. *Waikato Deprivation Participation Profile*. Hamilton: New Zealand

Facility provision should reflect district demographics and support participation in sport, active recreation and play among high vs. low deprivation communities with the focus being on equitable provision of services (vs. equal). This may mean a higher level of facility provision with appropriate programming to better meet the needs of those in high deprivation areas.

6.5 Changing Participation Preferences

As participation needs and preferences change, future facilities will need to be more adaptable and flexible to allow for new and changing demands, particularly in the areas of play and active recreation. At local and sub regional levels there is a pressing need to shift away from sport specific facilities and focus on multi-functional facilities with a range of types of use.

The strategic direction of Moving Waikato 2025 focuses on both tamariki (5 – 11 years) and rangatahi (12 – 17 years) to highlight unique participation preferences. The differences in participation preferences between these two groups alone, as well as those of pakeke (adults 18+ years), reinforce the need for multi-use facilities.

Rangatahi participation levels rapidly decline around the age of 15, ultimately impacting their overall wellbeing. Although participation levels are declining in teenage years, 72% of rangatahi want to do more physical activity.² With

² Source: Active New Zealand 2017

the regional strategic direction of Moving Waikato 2025, it is important to focus on long-term facility planning that will encourage rangatahi to participate in play, active recreation and sport.

Contact Sport Waikato or visit the website www.sportwaikato.org.nz for participation profiles on both tamariki and rangatahi focusing on participation levels, preferences and barriers.

Since publication of the 2018 Plan, Active New Zealand 2018 results show recreation is a top priority for New Zealanders with the top five activities having a recreational focus, such as playing, walking, jogging or gardening. Results also indicate an increase in popularity of recreational activities across all age groups, such as skateboarding, kapa haka, fishing and mountain biking.

Participation in last 7 days for tamariki (5 – 11 years)³

Note that swimming and cycling include recreational participation as well as competition through sport.

	Top 10 activities for tamariki		Top 10 sports for tamariki	
1	Playing (e.g. running around, climbing trees, make-believe)	57%	Swimming	41%
2	Playing on playground (e.g. jungle gym)	57%	Cycling	40%
3	Running or jogging	46%	Football/Soccer	13%
4	Swimming	41%	Kapa haka	8%
5	Cycling	40%	Rugby or Rippa Rugby	8%
6	Games (e.g. four square, tag, bull rush, dodgeball)	38%	Basketball or Mini-Ball	8%
7	Trampoline	33%	Gymnastics	7%
8	Scootering	33%	Athletics or Track and Field	6%
9	Walking for fitness	16%	Touch	6%
10	Football/Soccer	13%	Netball	5%

Participation in last 7 days for rangatahi (12 – 17 years)⁴

The following table provides information about participation in the last 7 days by Rangatahi, as well as secondary school sport participation for students in the Waikato region. Note that swimming and cycling include recreational participation as well as competition through sport.

	Top 10 Activities for Rangatahi		Top 10 Sports for Rangatahi		Top 10 sports in secondary schools
1	Running or jogging	62%	Cycling	27%	Rugby Union
2	Games (e.g. four square, tag, bull rush, dodgeball)	30%	Swimming	26%	Football
3	Walking for fitness	28%	Basketball or Mini-ball	21%	Netball
4	Cycling	27%	Football/Soccer	18%	Basketball
5	Swimming	26%	Touch	15%	Athletics
6	Workout (weights or cardio)	25%	Rugby or Rippa Rugby	13%	Hockey
7	Basketball or Mini-Ball	21%	Kapa haka	12%	Volleyball

³ Sport New Zealand, 2019. *Active NZ 2018 Participation Report*. Wellington: New Zealand

⁴ Sport New Zealand, 2019. *Active NZ 2018 Participation Report*. Wellington: New Zealand

⁵ Source: New Zealand Secondary School Sport Census (NZSSSC) Data 2018

8	Playing (e.g. running around, climbing trees, make-believe)	20%	Netball	11%	Touch
9	Football/Soccer	18%	Hockey or floorball	10%	Cricket
10	Dance/Dancing (e.g. ballet, hip hop etc)	15%	Cricket	9%	Badminton

Participation in last 7 days for pakeke (adults 18+ years)⁶

	Top 10 activities for pakeke		Top 10 sports for pakeke	
1	Walking	84%	Swimming	32%
2	Gardening	48%	Cycling	29%
3	Individual workouts	37%	Golf	12%
4	Running/Jogging	36%	Table Tennis	8%
5	Swimming	32%	Football	7%
6	Playing games (e.g. with kids)	30%	Tennis	6%
7	Cycling	29%	Cricket	5%
8	Tramping	25%	Bowls	4%
9	Fishing	21%	Touch	4%
10	Group Fitness	17%	Rugby	3%

It is important to note that these participation preferences are a snapshot in time and don't reflect changing trends.

78% of the Waikato Region's adults believe that being physically active in the great outdoors is an important part of New Zealanders' lives (Active NZ, 2017). Physical activity in natural settings has been linked in some studies to have more positive influence on mental health and wellbeing than physical activity in an indoor setting. In response, we have seen the move towards the development of urban spaces to encompass more natural assets with initiatives like Cities with Nature, as well as early childhood centres/play centres and schools prioritising natural settings (over playgrounds) to encourage more free play (versus prescribed play).

The affinity that New Zealanders have with the outdoors and the rising popularity of outdoor recreation (e.g. walking, tramping, cycling) suggests that a focus on improving neighbourhood walkability, the quality and quantity of recreational tracks and trails, the quality of parks and playgrounds, and providing adequate active transport infrastructure is likely to generate positive impacts on activity among adults and young people.

6.6 Climate Change

Climate change is, and will continue to have an impact on the Waikato Regional Facilities network. For example, the impact of rising seas levels and coastal erosion are already proving to be key factors in spaces, places and facilities planning in districts such as Thames-Coromandel where a number of facilities and clubs are significantly impacted by flooding due to rising sea levels. Equally, some sports may need to adapt formats to adjust to changing weather patterns including both flooding and drought. Facilities that may be particularly affected include hockey water turfs (in the case of drought) that require constant watering and therefore do not align with environmentally sustainable practices such as water conservation.

Equally as social consciousness focuses more on the impacts of climate change globally, and particularly on how to minimise these, it will become increasingly important to reduce the dependence on cars (emissions) when planning spaces and places. Provision of active transport and shared pathways will become increasingly important with the move toward more sustainable facility design as well as environmental policies and practices.

6.7 Technology

Covid -19 has affected sport and active recreation participation in many ways. One particularly positive and innovative change is that home confinement and physical distancing measures have driven responses that are connecting and

⁶ Sport New Zealand, 2019. *Active NZ 2018 Participation Report*. Wellington: New Zealand

organising people in different ways through digital technologies — Zoom fitness sessions, self-tracking apps, social platforms, virtual cycling tours on stationary bikes, Tik-Tok skill sessions with elite athletes and networked communities creating informal sport-care-support economies. Increased appetite for this type of provision will undoubtedly influence facility demand, and will make multi-use infrastructure increasingly important.

Changing participation preferences and increasing demands on people's time have amplified the need for increased use of technology to enable pay to play and casual facility use.

6.8 Maintaining Assets, Facility Sustainability and Service Levels

Community play, active recreation and sport assets are provided by a range of entities who are increasingly challenged with maintaining aging assets, increasing customer expectations regarding service levels and operational sustainability. These challenges will be increasingly relevant in areas with an aging and/or decreasing population. Duplication and underutilisation of facilities will make development, operation and maintenance unaffordable over time.

Ensuring ongoing facility sustainability where there is insufficient sport and recreation demand creates an opportunity to explore partnerships and use by organisations and activities outside of the sport and recreation sphere. These can be the basis of multipurpose facilities that link with council provision of community services. A good example is the Te Atatu Community Centre (Waitakere), where sports facilities are provided alongside library, community meeting rooms and small business offices. Such a facility might include opportunities for a café to support operational costs, childcare, and visiting public services, including health services.

6.9 Improving Collaborative Approaches

Population growth and the desire to replace or refurbish existing aging facilities will place demands on capital funding budgets. It is increasingly important that stakeholders work collaboratively to improve provision and enhance the sustainability play, active recreation and sports facilities.

The Waikato Regional Active Spaces Plan provides an opportunity for all stakeholders to work together in a coordinated manner to address these challenges. Sport Waikato and Local Authorities play a key role in facilitating improved collaboration across all stakeholders including across local authority boundaries.

6.10 Summary

Waikato communities, and their participation preferences are changing rapidly, those that plan and provide facilities, spaces and places will need to adapt.

- **Demand:** The location and types of facilities, spaces and places where play, active recreation and sport take place need to adapt to match and meet changing community needs.
- **Rationalisation:** Where repairs and maintenance costs exceed utilisation, particularly with local facilities, rationalisation needs to be considered. Asset management plans are an important feature of future planning.
- **Multi-purpose:** Design and modification need to focus on multi-purpose use and be flexible to allow future adaptation.
- **Collaboration:** It is increasingly important for all stakeholders to work collaboratively to improve delivery of facilities, spaces and places where play, active recreation and sport take place. There is an opportunity to expand relationships with the Ministry of Health and the Waikato District Health Board, and consider participation in the use of appropriate facilities, spaces and places as an enabler of better health outcomes and decreased health sector costs.

7 FACILITY TYPE

7.1 Context

The 2021 Plan provides an overview of facility development needs through the lens of facility types. In some instances, multiple sports are connected to a facility type and other sports have unique facility needs. Table 4 outlines the facilities that are the focus of the 2021 Plan. A geographic facility inventory and recommendations for each facility type are included in detail in the appendices.

Table 4. Facility, Spaces and Places

Facility, Spaces and Places	Play, active recreation and sports that typically use facility types
Indoor courts	Netball, basketball, badminton, volleyball, indoor bowls and futsal
Aquatic	Swimming, water polo, diving, underwater hockey, synchronised swimming, canoe/kayaking. Aquatic facilities are primarily used for learn to swim, recreational use, aquatic play and therapeutic use.
Artificial turfs	Hockey
Outdoor courts	Tennis, netball
Playing fields (inclusive of synthetic fields)	Football, rugby, rugby league, touch, cricket, lacrosse, softball, baseball
Athletics tracks	Athletics
Equestrian	Show jumping, dressage, eventing, endurance, pony club, polo, polocrosse, rodeo, riding for the disabled (RDA)
Cycling - sport	Track cycling and BMX.
Squash court	Squash
Gymnastics	Aerobics, artistic, rhythmic, trampoline, recreational gymnastics
Water based sports facilities	Rowing, canoe racing, kayaking, waka ama, dragon boating, sailing
Club room	ALL codes
Bowling, croquet, petanque facilities	Bowling, croquet, petanque
Golf courses	Golf, footgolf and driving ranges
Tracks and trails	Walking, tramping, running, horse trekking, off road cycling, recreational cycling, commuter cycling, mountain biking
Playgrounds	Destination and local playgrounds
Skateparks	Skateboards, scooters, rollerskating

7.2 Other National and Regional Plans and Strategies

A number of plans and strategies inform and interact with the 2021 Plan requiring the alignment of local, regional and/or national plans.

National and Regional Plans

Plans are developed specifically for individual sports by National and Regional Sports Organisations (for example the Waikato Regional Aquatics Plan (2017) and Gymsports Waikato Facility Plan (2018), and identify;

- existing facilities and services
- the broad needs of the community
- the action required to meet identified needs

They outline the priorities for sport and recreation facilities and services, ensuring that provision is equitable and efficient. The Plans prioritise opportunities and actions that can be driven by any number of organisations (for example, multisport trusts, sports hubs and regional sports organisations).

Local Authority Long Term Plans (LTP)

In 2020-21 Councils are undertaking their long term planning process (LTP), effective 1 July 2021 – 30 June 2031. These plans outline all services and major projects the Council is planning for the next ten year period, an indication of cost, and how they will be funded including the proposed impact on rates. Long term plans are reviewed every three years. Copies of all LTP outcomes can be found on each council's website.

Local Play, Active Recreation and Sport Plans

Sport Waikato has developed Local Play, Active Recreation and Sport Plans in partnership with the majority of Waikato local authorities, and engaging with communities, local sport and recreation organisations/clubs.

The local Plans;

- provide local level guidance for facility, place and space infrastructure investment
- outline priorities for the delivery of opportunities and services to grow participation in play, active recreation and sport
- identify opportunities for partner organisations who provide local community services to contribute to outcomes.

Guidance is based on feedback from local providers, regional sporting codes, Sport New Zealand, sector data and demographic information.

Local Iwi Plans

Waikato Tainui has developed a 5-year plan (2020-25) – Te Ara Whakatapuranga 2050 – which focuses on supporting iwi members to be successful in all areas of their lives –including commitments to enhancing health and wellbeing. The planned development of a Hopuhopu Hub (as part of the Auckland to Hamilton corridor) aligns with the strategy with a significant focus on the incorporation of sports and recreation opportunities, which includes a lens on spaces, places and facilities for play, active recreation and sport alongside social, private and tribal housing.

8 RECOMMENDATIONS AND PRIORITIES

8.1 2021 Optimisation Initiatives

OPTIMISATION INITIATIVES	Years	Focus on optimisation, increased capability and provision	Key Partners
Project Evaluation, Prioritisation and Decision-Making Criteria	1-3yrs	<ul style="list-style-type: none"> Project Evaluation and Decision-Making Criteria updated to provide clear process for the prioritisation of projects prior to any detailed assessment of needs, feasibility, business case or funding strategy development Advocate and educate funders on the need to apply adopted prioritisation process and decision making criteria to help guide their investment decisions. Sport Waikato to partner closely with Territorial local authorities to lead projects 	Collaboration of all Territorial Local Authority, Waikato Regional Council, Funders and Sport Waikato
Sub Regional Facilities	1–3yrs	<ul style="list-style-type: none"> Consider opportunities to re-purpose, rationalise or further develop existing local and or sub regional facilities and hubs. Ensure access to water, rubbish/recycling and toilets 	All Territorial Local Authorities
	1-5yrs	<ul style="list-style-type: none"> Manage and optimise effective use of existing sports fields through code allocation, use schedules, and managed seasonalisation (through agreed transition periods). Where necessary create formalised use agreements with school fields and vice versa. 	
	3-5yrs	<ul style="list-style-type: none"> Feasibility and business case for all new court development and stadium refurbishment creating opportunities for growing active recreation and sports 	
Community and Sports Hub Partnerships	1-3yrs	<ul style="list-style-type: none"> Encourage and support rationalisation and/or amalgamation of clubs and groups particularly in areas with static or declining population. 	Collaboration of all Territorial Local Authorities, Sport Waikato
	1-5yrs	<ul style="list-style-type: none"> Continue to facilitate the development of partnerships and physical hubs with flexible and adaptable spaces to meet the needs of play, active recreation, sport and the wider community. Encourage multiple user groups in growing communities to co-locate, share resources and leverage off current facilities and incorporating social and physical recreation. Facilitate the formation of virtual hubs using shared services 	

OPTIMISATION INITIATIVES	Years	Focus on optimisation, increased capability and provision	Key Partners
Regional Facilities Inventory and Utilisation Data	1-3yrs	<ul style="list-style-type: none"> ▪ Updating and using the Sport New Zealand's Facility Data Planning and Insights Tools for play, active recreation and sport spaces and places planning. Collect and maintain and analyse facility data on an ongoing basis. ▪ Investigate use of ActiveXchange "SportsEye" participation data tool. https://activexchange.org/sportseye-ss0-nso ▪ Work with Walking Access Commission to detail all Walking, Cycling and Bridle Tracks and Trails in the Waikato region, and collect utilisation data ▪ Collaborative investigation across all councils into appropriate technology systems to collect and document facility utilisation data to inform future decision making based on current utilisation and future optimisation. 	<p>All Territorial Local Authorities</p> <p>Sport NZ, Sport Waikato and all Territorial Local Authorities</p> <p>Walking Access Commission, Territorial Local Authorities and Sport Waikato</p> <p>Collaboration of all Territorial Local Authorities</p>
Natural bodies of water	1-3yrs	<ul style="list-style-type: none"> ▪ Develop a network plan of natural bodies of water (lakes, rivers, oceans) accessible for a range of user groups including on-water activities (rowing, kayaking, sailing, waka ama, dragon boating). Include information about water quality and site management. 	Iwi, Sport Waikato, all Territorial Local Authorities, Waikato Regional Council
Provision for Older Populations	1-3 years	<ul style="list-style-type: none"> ▪ Undertake a study to understand the needs for facility provision including walking and cycleways that caters to the older population as a key cohort of the wider Waikato regional population. 	Collaboration of all Territorial Local Authorities, Sport Waikato
Urban Development and Planning	Ongoing	<ul style="list-style-type: none"> ▪ Urban planning principles include provision for activity friendly environments and contribute to the play, active recreation and sport facility network through provision of built or green spaces to replace or supplement smaller private space, and linkages to existing provision ie: Cycleways and Playgrounds ▪ Additional elements relating to compliance and use of Planning and Decision Making Principles reflects good urban planning and development 	Collaboration of all Territorial Local Authorities, Waikato Regional Council, Walking Access Commission, Sport Waikato and Sport NZ
Local Play, Active Recreation and Sport Plans	Ongoing	<ul style="list-style-type: none"> ▪ Sport Waikato to work with Councils on Action Plans to ensure alignment and assist in preparation of long term funding ▪ Local Play, Active Recreation and Sport Plans continue to support Regional Planning at a local level ▪ Review national strategies and incorporate into regional and local plans (e.g. Women and Girls Strategy, Disability Plan, NSO Facilities strategies) 	Relevant Territorial Local Authorities, Sport Waikato, Sport NZ, NSOs

OPTIMISATION INITIATIVES	Years	Focus on optimisation, increased capability and provision	Key Partners
Inclusive, Accessible and Flexible Facility Provision	Ongoing	<ul style="list-style-type: none"> ▪ Increase facility inclusiveness, accessibility and flexibility (people with disabilities, older adults, tamariki and rangatahi, women and girls, and ethnic minority communities) through a range of interventions that meet play, active recreation and sport needs. <ul style="list-style-type: none"> o purposeful and genuine consultation o facility audits o planning that prioritises inclusion and accessibility o staff training and development o programming tools such as sessionalisation. o share best practice from successful Waikato and national examples. 	All Territorial Local Authorities and Facility providers

8.2 2021 Facility Developments

FACILITY DEVELOPMENTS	Years	Focus on built facility developments, redevelopments, feasibility studies	Key Partners
Indoor Court Provision 4-5 Court Facility HAMILTON	1–3yrs	<ul style="list-style-type: none"> Exploration of future site options, optimal community access and secure key community partner/s. Decision on preferred option made Feasibility and business case for future indoor court provision undertaken that considers a wide range of users 	Hamilton City Council, Neighbouring Territorial Local Authorities, Key Sports Codes, Community and Education Partners and Iwi
	3-5yrs	<ul style="list-style-type: none"> Construct new indoor recreation centre 	
Indoor Court Provision 2 Court Facility WAITOMO	1–3yrs	<ul style="list-style-type: none"> Project into final design and build phase. Continue to support decisions regarding ownership and governance 	Waitomo District Council, Te Kuiti High School, MoE and Iwi
Future Sports Field Provision	1–3yrs	<ul style="list-style-type: none"> Align specific future sports field provision to the key 2020 Sports Field Study recommendations of individual councils Increase capacity of fields through provision of targeted flood lighting, reallocation of users, improved turf management or multiuse artificial turf (cost benefit required for each) 	Collaboration of all Territorial Local Authorities Relevant Sporting Codes, MOE, Iwi
	1–5yrs	<ul style="list-style-type: none"> Expand supply of fields in targeted growth areas of Hamilton, North Waikato and Waipa Districts. Support required land acquisition and identify partnership opportunities. Establish Community/School Use Agreements and ensure additional supply compliments and maintains a regional network approach Explore and/or facilitate investigation into future collaborative field provision for the wider Waikato region 	
Community Aquatic Facility HAMILTON	1–3yrs	<ul style="list-style-type: none"> Additional indoor capacity required in Hamilton City. Options paper to be undertaken within 1-3yrs. Decision on preferred option made that includes space for play, active recreation and sport use 	Hamilton City Council
Waikato Cycle Network	1–3yrs	<ul style="list-style-type: none"> Complete Hamilton to Cambridge section of Te Awa cycleway 	Collaboration of all Territorial Local Authority, Waikato Regional Council, MOE, NZTA, Iwi, Sport Waikato
	1–5yrs	<ul style="list-style-type: none"> Continue to advocate for growth in cycling infrastructure, promotion, access and benefits through the Regional Land Transport Plan Support the development of a connected, boundaryless regional cycling network. Investigate opportunities where gaps are identified in any Districts 	

FACILITY DEVELOPMENTS	Years	Focus on built facility developments, redevelopments, feasibility studies	Key Partners
Gymsport Optimisation / Regional Hub	1-3 yrs	<ul style="list-style-type: none"> Options explored for optimisation of community clubs and a Regional Gymsport Hub using the Regional Gymsport Plan to guide decisions 	Hamilton City, Matamata-Piako, Waipa and Waikato District Councils and Gymnastics NZ
	3-5yrs	<ul style="list-style-type: none"> New or repurposed facility/s built/developed. Consider combining into a hub with the 4-5 court facility 	
Indoor Court Provision 2 Court Facility MATAMATA-PIAKO	1-5yrs	<ul style="list-style-type: none"> Feasibility and business case for future indoor court provision. Align to decision making matrix through design and build stage 	Matamata Piako District Council, Matamata College, MoE and Iwi
	3-5yrs	<ul style="list-style-type: none"> Focus on management approaches that prioritise inclusive, accessible and optimal use 	
Sub Regional Aquatic Facility THAMES COROMANDEL	3-5yrs	<ul style="list-style-type: none"> Complete a business case to determine appropriate Sub Regional need. Waikato Regional Aquatics Plan (2017) to inform decision making 	Thames Coromandel District Council and Neighbouring Territorial Local Authorities

8.3 2021 Governance, Relationship and Operations

GOVERNANCE, RELATIONSHIPS AND OPERATIONS	Years	Focus on project and initiative delivery through effective project governance, investment, and relationship management.	Partners
Te Tiriti o Waitangi	1-5yrs	<ul style="list-style-type: none"> ▪ Regional Partners and Sport Waikato are committed to upholding the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation ▪ Work alongside local Waikato Iwi to identify current and future needs and aspirations to Māori 	Collaboration of all Territorial Local Authorities, Waikato Regional Council, Sport Waikato and all Waikato Iwi
Community and Education Partnerships	1-3yrs	<ul style="list-style-type: none"> ▪ National and/or Regional Partnership Agreements established between MoE, Sport New Zealand, and Sport Waikato to support and guide community sport/education partnerships, including multi-use facilities, that achieve the best possible facility outcomes ▪ Build active partnerships with other national agencies invested in community wellbeing, including NZTA, Ministry of Health, Office for Seniors, ACC 	Sport NZ, MoE, TEC, Sport Waikato and all other Education providers, NZTA, Ministry of Health, Office for Seniors, ACC
Strategies and Agreements to Guide Investment	1-3yrs	<ul style="list-style-type: none"> ▪ Review and endorse the Regional Facilities Funding Framework and Agreement 	Collaboration of all Territorial Local Authorities, Waikato Regional Council, Lotteries
	1-3yrs	<ul style="list-style-type: none"> ▪ Work with all local authorities and the Waikato Regional Council advocating the need for a Regional Rate to support identified priority regional or sub-regional projects of significance i.e. regional cycle network ▪ Establish an MoU and work closer with regional funding agencies and charitable trusts using the strategy to inform planning and guide investment decisions 	Sport Waikato, Regional Funding Organisations Territorial Local Authorities, Funders, Waikato Regional Council and Sport NZ
Governance	1-3yrs	<ul style="list-style-type: none"> ▪ A revised and agreed MoU sets out the governance structure, terms, investment requirements and partner expectations of the plan 	Sport Waikato, Territorial Local Authorities, Funders, Waikato Regional Council, Iwi, WLASS
Future Regional Plan Review	1-3yrs	<ul style="list-style-type: none"> ▪ Territorial Local Authority Partners, Sport NZ, Funding Agencies and Sport Waikato to lead and coordinate the development, implementation, and review of the Regional Plan ▪ Review of the Plan (3rd Edition) is completed prior to the Local Authorities Long Term Planning (LTP) process in 2023 to inform and guide their 10 year plan proposals and timing to enable investment decisions ▪ The Plan Review will include: a full facility audit; an updated school facility and utilisation audit; and if agreed further expansion of the scope to include any additional play and active recreation components ▪ Metrics across all local authorities are aligned with agreed sport and recreation datasets included in annual surveys 	Sport Waikato, Territorial Local Authorities, Funders, Waikato Regional Council and Sport NZ