

# BETTER VALUE FROM NEW ZEALAND SPORTING FACILITIES

THE NEW ZEALAND SPORTING FACILITIES FRAMEWORK



A STRATEGY FROM SPORT NEW ZEALAND

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SPORT  
NEW ZEALAND





# Sporting

# Facilities

It's pre-dawn and pitch dark. International swimming star Lauren Boyle grabs her bag from the back seat and pushes through the doors of the AUT Millennium Institute on Auckland's North Shore, ready for another gruelling training session. Later in the morning, Lafaele Tofiga – last year's Most Valuable Player for the Taieri Rugby Football Club Under 5 Golds – is at Peter Johnstone Park in Mosgiel, proving once again he's a talent to watch...

At Sport New Zealand, we're responsible for ensuring there are more kids playing and enjoying sport; more adults participating and getting involved; and more Kiwi winners on the world stage. As we go about our work, we've become extremely aware of how important sporting facilities are in helping increase participation. Equally, we know there are the challenges that they present for clubs, communities, local authorities and national sporting organisations.

We see a need for better decision making about sporting facilities and so we have developed the New Zealand Sporting Facilities Framework. It's a way of thinking about the provision and management of sport and recreation facilities that will benefit everyone involved in the sector. We are confident that if there are more of the sporting facilities New Zealand needs, then more New Zealanders will be enabled and encouraged to take part in sport. And that's an outcome we would all like to see.



# The Challenges

Nothing stands still. Communities grow and evolve. People's interests change. The requirements of sporting codes change. Society's expectations change. Facilities age and wear out. Despite all the sporting facilities we have, we just don't have the facilities we need:

## We have gaps and duplications

When clubs and codes and communities make decisions in isolation, we end up with too many of one kind of facility and not enough of another.

## We have facilities that are not fit-for-purpose

Facilities exist, but – for one reason or another – they are no longer suitable. The sporting codes' requirements have changed, community standards have changed, or user expectations have changed.

## We have facilities we cannot afford

Often, communities have found the money to build a facility, only to struggle with the ongoing operational and maintenance costs. Choices made to lower the initial capital cost often lead to higher 'whole of life' costs.

## We have facilities that are due for replacement

The older a facility, the less likely it is to meet modern requirements, and the higher its operational and maintenance costs. At some point, a major reinvestment is required to renew the facility.

These problems are not unique to New Zealand: countries around the world are coming to the same realisation. By sharing ideas and learning with them, we can all make smarter decisions in the future.

“ **Everybody wants to build and nobody wants to do maintenance.** ”

– Kurt Vonnegut

# The Outcomes

Our objective is to provide more New Zealanders with better places to play sport. By doing this we will grow participation. At Sport New Zealand, we can help bring this about by supporting better planning and design of sports facilities around New Zealand, and by encouraging sport organisations to plan and to share resources and facilities where that reduces costs and provides better services for participants.

## BY 2020 WE WILL ACHIEVE:

### STRATEGIC DECISION MAKING AROUND FACILITY DEVELOPMENT THAT ENSURES:

- Robust planning and use of technical guidelines
- Sustainable facilities developed in the right locations
- Investor collaboration at all levels of the facility hierarchy
- Sport NZ recognised as the lead agency through proactive sector leadership.

### SMART INVESTMENT IN SPORT AND RECREATION FACILITIES THAT:

- Makes the best use of the limited resources available
- Is coordinated and aligned
- Ensures that priority projects are funded.

### SPORT AND RECREATION FACILITIES THAT:

- Are fit-for-purpose
- Are well utilised
- Are future-proof.



# The Sporting Facilities Framework

To achieve our goal of more New Zealanders with better places to play sport, we have to make better decisions about sporting facilities.

To help with that, Sport New Zealand has talked to local authorities, funding agencies, government departments, regional and national sports bodies, and to our counterparts overseas.

From those conversations, we've created this six-step Sporting Facilities Framework. By using the framework, all of those involved in the provision and management of sporting facilities can overcome the problems of the past, and deliver benefits for all New Zealanders: those who use sporting facilities, and those who (as ratepayers and taxpayers) help pay for their construction, maintenance and use.

The tool has been developed by Sport New Zealand for use by anybody making decisions about sporting facilities. Our role (see page 12 for more information) is as a leader, investor and enabler: helping in whatever way we can to improve decision making about sporting facilities.

On the pages that follow, we explain, step-by-step, how to use the Sporting Facilities Framework.

This Framework outlines Sport NZ's role, and calls upon others within the sector to apply the principles identified to their work plans and processes.



# Meeting an Identified Need

It may seem to be stating the obvious to say that facilities should meet an identified need and be fit-for-purpose. Experience shows, however, that there is often insufficient rigour applied to this fundamental question.

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

## RECREATION PRECINCT PROJECT – OTAHUHU, AUCKLAND

When something doesn't exist, it's hard for people to describe what it might be. Early on in Auckland Council's quest to revitalise the suburb of Otahuhu, a shopping list emerged: people wanted a library, a swimming pool, a recreation centre, a playground, open space... and so on. The council had to listen closely – through numerous rounds of research and consultation – before they understood that what Otahuhu really wants is a beating heart: a hub, somewhere that brings people together, that will attract new residents, and new investment.

To achieve that, Auckland Council is creating the Otahuhu Recreation Precinct, currently under construction and due for completion in 2015. It has all of the facilities people asked for, but by grouping them together in an integrated precinct it is going to provide what the suburb really needs.



# Sustainability

Sustainability means “able to be maintained at a certain rate or level”. Experience shows that often there is insufficient consideration of the ongoing costs of a facility: what the operating costs will be and how they will be funded, and what the maintenance will cost and how that 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, investment up-front in, for example, greater energy efficiency, can deliver huge dividends over the life of the facility.

## ASB SPORTS CENTRE – KILBIRNIE, WELLINGTON

Finding the money to build something is one thing, but who is going to use it and who is going to pay the maintenance costs? The compelling reason for building Wellington’s indoor sports centre where it is – near the airport, on Evans Bay – is that within a 5-kilometre radius are 40 schools. But even closer, is the sea...

To encourage use, Wellington City Council has negotiated special deals with transport operators and is investing the naming rights income in providing high-quality sports programmes.

Given the exposed location, pre-cast concrete panels were used for walls and long-lasting aluminium for the vast roof. This meant a higher build cost, but will save millions over the centre’s planned 70-year life.



# Partnering/ Collaboration

Historically sports facilities have tended to be planned and built in isolation. Experience shows, however, the value of consulting more widely before proceeding.

The best outcomes are achieved when partnerships are developed with those outside the sector: with those in education, health, with Iwi, and the private sector. This increases the likelihood that the facilities will be used to their full potential, maximising the return on investment.

## GRAHAM CONDON LEISURE CENTRE – PAPANUI, CHRISTCHURCH

The school owns the land, the council built and manages the complex, and the exhaust from the refrigeration units of the supermarket over the road heats the pool water. Christchurch's Graham Condon Leisure Centre is a prime example of achieving more by working together.

Opened in May 2011, the complex provides indoor swimming pools, a sports hall large enough for a full-sized basketball court and a fitness centre that are all shared by the school students and the local community.

Collaboration made it possible to build the centre and is ensuring optimal usage. Participation projections, financial targets and customer satisfaction measures have all been exceeded.



# Integration

Facilities need to be fit-for-purpose, and sustainable. Experience shows that a very effective way of achieving these outcomes is to create multi-use facilities, or to co-locate/‘hub’ with other sport and recreation, community, education, or transport facilities and infrastructure.

Often, the best outcomes are achieved by sharing.

## MOUTERE HILLS COMMUNITY CENTRE – UPPER MOUTERE, TASMAN

Back in the day, to put in training lights and add a kitchen and bar to the local hall, the rugby club raised money crutching and carting hay. Ingenuity and working together are how rural New Zealand has always got things done.

So, when it was time for a total rebuild, it was agreed that the best solution would be somewhere everyone could use: a single, modern facility catering for outdoor and indoor sports, for activities such as music and cooking classes, for weddings and funerals and other events.

The result is a community centre that is indeed the heart of the community – a place well used, much loved and financially sustainable.





# Future Proofing

No one can predict the future, but what we can predict is that things will change. Experience shows that facilities should be designed to accommodate changing 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.

## ASB AQUATIC AND FITNESS CENTRE – RICHMOND, NELSON

Local authorities have to balance what the community wants with what the community can afford. By taking a long-term view, Tasman District Council (TDC) is staying ahead of the demand curve.

In 2004, TDC opened a \$7 million aquatic centre in Richmond. Despite this being their largest ever investment in a sporting facility, they anticipated that in time it would not be big enough, so they built the centre on a 3-hectare site.

It was so popular that within four years annual patronage was 160,000 and 1,400 children a week were attending the swim school. So, in 2010, a new learners' pool was added and now 2,000 children a week are attending the swim school. Later, a fitness centre was added and annual patronage is now 225,000.

# Accessibility

Most people would agree that society is more inclusive than it once was. Experience shows, however, that we still tend to associate 'accessibility' with building facilities that cater for people with disabilities.

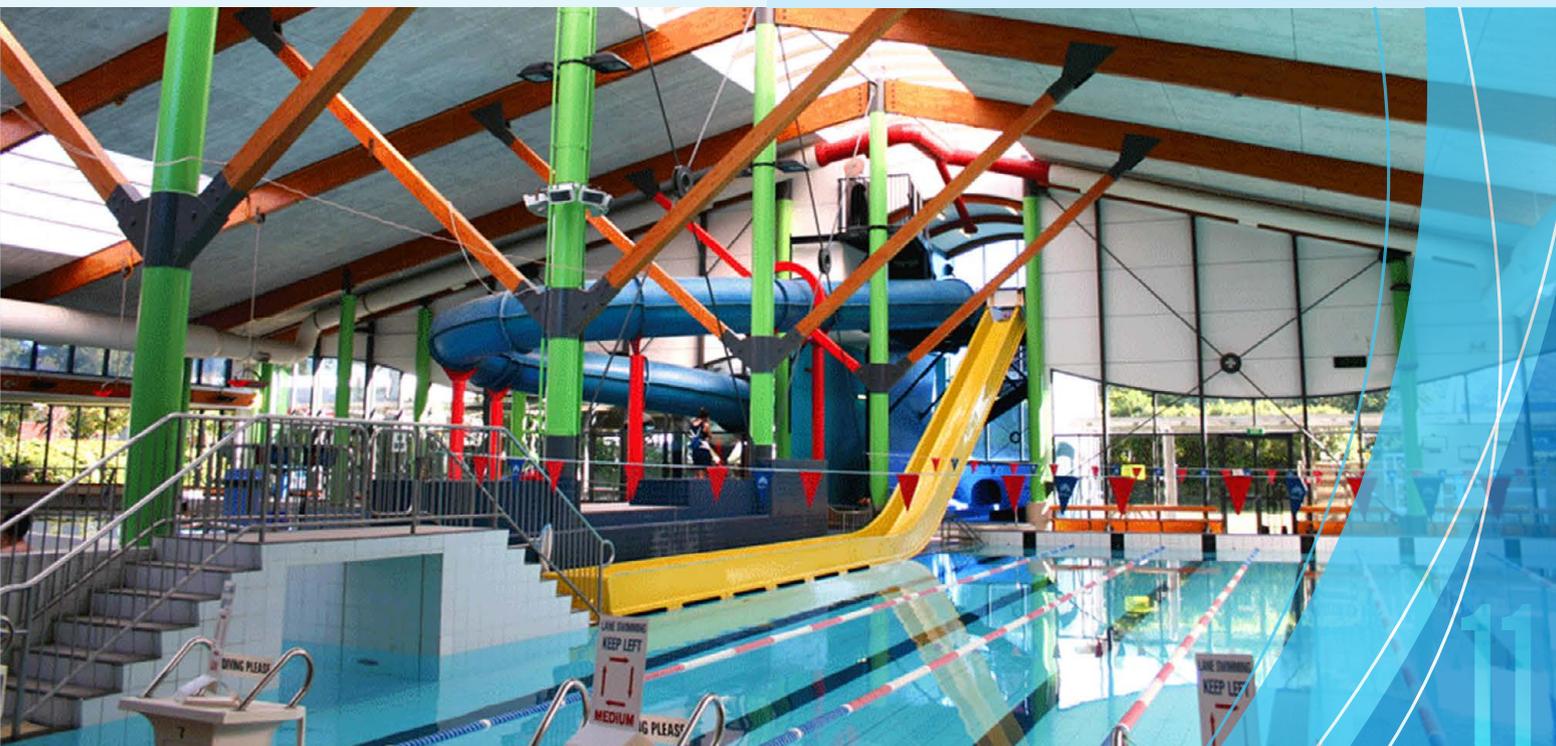
Given our goal of ensuring all New Zealanders have access to sport, the best outcomes are achieved when we develop facilities, and programmes within those facilities, that take into account all of the demographic and cultural diversity within our communities.

## H2O XTREAM – AQUATIC CENTRE, UPPER HUTT

'One size fits all' is a modern myth. Not only should sports facilities be built to cater for different groups, so should the programmes they offer.

At Upper Hutt's H2O Xtream, there's every attraction a typical teenager might want: hydroslides, a river ride and wave pool. Equally, however, the pools are fully accessible for all those with wheelchairs and walking aids, and there is an aquatic wheelchair available.

And there are programmes specifically designed for different groups: learn to swim classes for everyone from babies to adults, training sessions for swim squads and activities for people with disabilities. On Sundays there is a women's only swim night, run by women for women, with curtains on the windows so no one can see in.



# Sport NZ's Role

## SPORT NEW ZEALAND'S MISSION:

From our involvement in communities across New Zealand, we've come to understand how essential the right sporting facilities are to the achievement of the mission. It's clear we have a role to play in helping provide more New Zealanders with better places to play sport.

The Sporting Facilities Framework is enabling us to do that. There are three parts to our strategy:

- Providing Leadership
- Guiding Investment
- Enabling Others.

### PROVIDING LEADERSHIP

Sport NZ will be engaging across the sector, facilitating alignment and collaboration between all those with an interest in sporting facilities.

### GUIDING INVESTMENT

In particular, we will be using the Sporting Facilities Framework to help New Zealand spend money more wisely on sports and recreation facilities.

### ENABLING OTHERS

We are developing our capability as a one-stop-shop for sporting facility knowledge and expertise.

The following page provides an overview of Sport NZ's strategy.



# Vision

NEW ZEALAND HAS A WORLD-LEADING NETWORK OF SPORTING FACILITIES THAT ENABLES AND INSPIRES PEOPLE TO PARTICIPATE.

STRATEGIES	LEADING	INVESTING	ENABLING
<b>SUCCESS STATEMENT</b>	<b>Sport NZ leadership drives an aligned approach to facility planning.</b>	<b>There is alignment of investment in Sport &amp; Recreation facilities.</b>	<b>Sport NZ is recognised as the one-stop-shop for facility knowledge and expertise.</b>
<b>SPORT NZ TACTICS</b>	<ol style="list-style-type: none"> <li>1. Regularly review NSO National Facility Strategies to ensure future priorities are identified.</li> <li>2. Engage with sector organisations to get agreement on the principles within each strategy.</li> <li>3. Develop Regional Facility Plans to identify key facility priorities in line with National Facility Strategies.</li> <li>4. Sport NZ engages with the MOE to ensure coordination and engagement of school/ community facilities to maximise usage.</li> <li>5. Sport NZ facilitates the sharing of good practice.</li> <li>6. Investigate a database of facilities to guide decision making and the sharing of good practice.</li> <li>7. Develop an understanding and formal partnering agreement with key funding agencies.</li> <li>8. Sport NZ engages as a key consultee for other agencies (e.g. MOE, Lottery) on projects of regional/national significance and/or projects over the value of \$5 million.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete a network of high performance facilities that provide a world-leading training environment for our athletes and support staff training centres for targeted sports.</li> <li>2. Develop a National Facilities Fund to proactively lead facility development.</li> <li>3. Develop an evidence-based participation investment model to guide investment decision making.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop technical templates/guides and resources to support good practice.</li> <li>2. Investigate a national benchmarking system that allows monitoring of performance within facilities and the sharing of good practice.</li> <li>3. Monitor and evaluate investment in sports facilities and ensure learning is shared.</li> <li>4. Support the completion of feasibility studies and needs assessments (with analysis of lifecycle costs) for all facility developments requiring public funding over \$250,000.</li> <li>5. Ensure independent peer reviews are carried out on all projects of regional/national significance and/or projects over the value of \$5 million. (This should be undertaken at the concept stage of the project lifecycle).</li> </ol>
<b>KEY MEASURE/S</b>	<p>Consultation with key stakeholders identifies and endorses Sport NZ as the lead agency in sport facility planning.</p>	<p>Investigate a Community Facilities Fund by 2015.</p> <p>Partnering agreements are established with all key funding agencies by 2016.</p> <p>All targeted sports have world-leading HP training centres by 2018.</p>	<p>The technical templates required are identified by 2014 and included in a knowledge hub by 2015.</p>



# The Six Stages in the Lifecycle of a Facility



CONCEPT

PLAN

DESIGN

BUILD

OPERATE

IMPROVE

## CONCEPT

Identifying the need for a facility and developing the strategic case for developing it, including assessing the specific need in the wider context of the desired facility network.

## PLAN

Ensuring the facility will be fit-for-purpose, sustainable, and future-proof. Assessing and determining feasibility.

## DESIGN

Developing the functional and spatial requirements of the facility. Details are confirmed and estimates finalised.

## BUILD

The construction of the facility.

## OPERATE

The management and maintenance of the facility to ensure it delivers a quality experience, including developing the most effective and efficient operating model and the programming of the facility.

## IMPROVE

Evaluating the success of the facility, how it has delivered on the identified outcomes, and what improvements can be made.

The greatest impact on the strategic outcomes is made in the *Concept, Plan* and *Improve* stages of the facility lifecycle.





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