



AUCKLAND GYMSPORTS FACILITY PLAN



INFORMATION:

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1. INTRODUCTION.

The purpose of the Auckland Gymsports Facility Plan is to provide a high-level strategic framework for facility planning across the region. The Plan is designed to focus thinking on gymsports facilities at a regional, network-wide level. The objectives of this Plan are to:

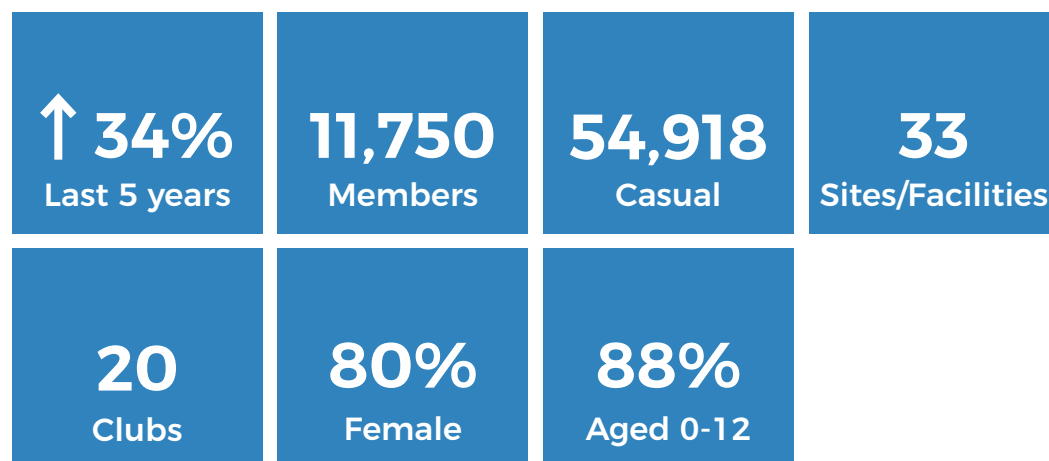
1. Define the hierarchical network of 'fit-for-purpose' gymsports facilities.
2. Identify and recommend a network of accessible and sustainable facilities that meet community and gymsports needs.
3. Provide recommendations to maximise facility access and utilisation.

It is designed to be used as a regional application of the overarching National Gymsports Facility Strategy. It should not be seen as a replacement for more detailed focused research, analysis and planning. Feasibility and business case analysis will also be required on all potential facility projects.

The Plan 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. However, the Plan represents the most comprehensive gymsports facility data source currently available.

Gymsports in Auckland has undergone a sustained period of growth over recent years. Between 2013 and 2017 participation has increased 35% across 20 clubs and 33 sites/facilities. With this growth has come facility capacity and access issues. Some Clubs have responded by limiting participation, capping memberships or compromising their delivery approaches to cope. Certain Clubs have also had access to hired facilities restricted as other sports codes and activity demands have also grown, or sites have come up for redevelopment. This has pushed a small number of clubs into commercial leased facilities. As these leases increase with market pressures the viability of some clubs has become more difficult.

AUCKLAND SNAPSHOT





2. KEY PRINCIPLES

EIGHT KEY PRINCIPLES UNDERPIN THE DEVELOPMENT OF THE REGIONAL PLAN AND THE DESIRE FOR A COMPLEMENTARY NETWORK OF FACILITIES.

The key principles underpinning this Plan are summarised as:

ACCESSIBILITY

An integrated network of facilities that is accessible to people wishing to participate in gymsports. Accessibility must be balanced with the need to achieve long-term sustainability, both at a network and individual facility level.

SUSTAINABILITY

The network of facilities and the individual facilities themselves need to be sustainable in order to maximise gymsports benefits. Sustainability means well-utilised gymsports facilities, each with strong governance and management; entities that are able to meet their operational costs (while having robust asset management planning, including covering depreciation, renewals and maintenance).

HOLISTIC LIFECYCLE MODELLING

Our existing and planned gymsports facilities need to be appropriately maintained throughout their projected lifespan to ensure they deliver benefit to those in the sport and the wider communities. All new facilities should have lifecycle maintenance models established prior to any development to inform their 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 a decreased renewal frequency.

FOCUSED USE

Gymsports have unique facility needs associated with equipment-placement and health and safety requirements. Outside of junior level recreational participation, this is clearly a constraint on gymsports' ability to operate within shared-use facilities without having dedicated space or good storage/set-up provisions. Multisport facility models are therefore often not a viable option for many levels of gymsports participation.

PARTNERSHIPS

Gymsports clubs must play to their strengths and avoid unnecessary duplication of facilities with neighbouring gymsports clubs. Working together with partners from within the gymsports community (and externally) to share resources and facilities will become increasingly important in order to optimise the network and maintain its sustainability. The gymsports community needs to be aware of how facilities fit within national and regional hierarchies.

ADAPTABILITY / FUNCTIONALITY

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

OPTIMISATION OF EXISTING ASSETS

Where a proven need exists and a cost benefits analysis (which includes consideration of operational costs) dictates it is warranted, then existing assets should be optimised / refurbished. Considerable attention should be given to the projected size of the participating age population within each facility's catchment.

RETURN ON INVESTMENT

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



3. CHALLENGES & OPPORTUNITIES

THE NETWORK OF FACILITIES FACES MANY CHALLENGES AND OPPORTUNITIES ENCOUNTERED BY OTHER SPORTS, BUT HAS SOME UNIQUE ONLY TO GYMSPORTS.

The regional gymsports facility network faces several challenges and opportunities which include:

FUNDING

The capital and operational grant environment is becoming increasingly constrained at the regional level. Most capital projects will face competition for funding, and if projects are successfully developed, will have fewer opportunities to gain operational grants. Often funding for upgrades and new capital developments is easier to obtain than funding for ongoing operations. This may contribute to overall sustainability issues for many facilities.

Within Auckland it is increasingly difficult to generate the necessary capital funding to undertake developments. This is due to many factors, such as: Local Board boundaries with localised funding, population size and the number of eligible organisations across a variety of sectors. Additionally, construction costs are increasing more rapidly than the pool of available grant funding.

GYMSPORTS SPACE AND EQUIPMENT REQUIREMENTS

Specialist equipment is required in all but purely recreational activity, which in a large part is very time-consuming and labour intensive to set-up and pack-down. Health and safety requirements also dictate that certain equipment must be utilised under the supervision of trained coaches. This equipment must be carefully set-up and be secured when not in supervised use.

These unique constraints limit gymsports' ability to share spaces in the same way that an indoor sports court facility can be shared by multiple codes. However, with facilitated access (including supervision and training) dedicated gymsports spaces can be utilised by a wide range of other sports and user groups. This cross over training and wider community use is common in European countries.

POPULATION DISTRIBUTION AND CHANGING DEMOGRAPHICS

Gymsports faces a very rapidly changing population distribution and demographic profile. Auckland is experiencing rapid growth in gymsports core participating-age cohorts (5-15 years), a trend which is projected to continue in most suburbs.

MEMBERSHIP AND PARTICIPATION TRENDS

In recent year's gymsports membership and participation numbers have illustrated significant growth and bucked membership trends associated with many other organised sports. Over the last 5 years combined memberships have increased by almost 3,000, representing a 34% increase. In addition to membership, casual participation figures present significant opportunities to diversify offerings and to partner with other sports and organisations (currently in excess of 54,000).

The demographics of the sport aligns with social and sporting outcomes targeted by Sport New Zealand. The nature of the sports participating cohorts are represented predominately by females (79%) and youth aged 0-12 years (91%).

CHANGING SPORT PARTICIPATION PREFERENCES

Sports participation preferences are constantly changing (as illustrated by the rise of 'pay for play' sport and increasing 'casualisation'). As community needs change, future gymsports facilities will need to be more adaptable and resilient to allow for new and changing demands. The facility network will need to adapt to change and be more flexible to allow for more facility optimisation and partnership arrangements.

MAINTAINING ASSETS, FACILITY SUSTAINABILITY AND SERVICE LEVELS

Gymsports assets are provided by a range of entities including, Council, charitable trusts, the Ministry of Education (via schools), and community groups and clubs. Maintaining aging assets, current service levels and facility sustainability is likely to become increasingly difficult.

In some instances complying with building code and compliance requirements, meeting earthquake standards, and avoiding functional obsolescence will also be very real challenges. Duplication and underutilisation of gymsports facilities will become increasingly unaffordable over time. New or non-traditional sources of facility provision will need to be considered.

LEASE ARRANGEMENTS

In many locations securing long-term sustainable commercial leases is becoming more difficult for gymsports Clubs. The growth in demand for commercial and industrial space in provincial and urban centres is pushing up prices and making commercial leases increasingly challenging.

SPORT AND RECREATION LAND

There is a significant lack of greenfield sites zoned for sport and recreation purposes across Auckland. Therefore, alternate sites and options are sought for facility provision, most of which provide financial barriers for sustainable operations and cost-effective builds.

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 will place demands on capital funding budgets. It will become increasingly important for all stakeholders to work collaboratively to improve delivery of gymsports facilities.

The education network is an important part of the solution to providing sustainable gymsports 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.

ACCESS TO SHARED FACILITIES

At times access to shared facilities can become difficult, especially when membership increases. It is sometimes difficult to increase the hours of use as facility owners juggle the demands of other users with those of gymsports.

LEGISLATIVE CHALLENGES

The new Health and Safety at Work Act came into effect on 4 April 2016. Although the risks to participants engaged in sport and recreation activities are unchanged as a result of the legislation, there is an increased focus to take all practicable steps to ensure the safety of participants. Gymsports facilities by their very nature contain a range of equipment that can, if not used correctly under supervision, present risks.





4. PARTICIPATION PROJECTIONS

VERY STRONG SUSTAINED MEMBERSHIP AND CASUAL PARTICIPATION GROWTH HAS BEEN EVIDENT ACROSS THE REGION. THIS IS COUPLED WITH CONTINUED AND PROJECTED GROWTH IN THE PARTICIPATING AGE GROUP POPULATION OF 5-15 YEARS.

4.1 RECENT MEMBERSHIP TRENDS

Recent figures on combined gymsport club membership for the Greater Auckland area (Table 4.1) indicate a strong current trend of overall participation growth. Over the last 5 years combined memberships have increased by almost 3,000, representing a 34% increase. Appendix 1 lists the corresponding figures for individual Clubs.

Table 4.1: Combined Auckland Club membership over the last 5 years (2013-2017)

	2013	2014	2015	2016	2017	change 2013-2017	% change
Greater Auckland Area	8,799	9,175	9,843	10,792	11,750	2,951	34

Source: Gymnastics New Zealand

4.2 FUTURE AGE-GROUP AND MEMBERSHIP PROJECTIONS

The predominant participating age group in gymsports is 5-15 years. Projections for this age group are a key factor in potential future participation levels. Table 4.2 shows that Auckland is projected to have by far the highest level of growth in the participating-age population. It exceeds the total net growth for New Zealand due to most other regions experiencing a relative decline in participating-age numbers.

Table 4.2: Age Group Population Projections (2013-2043)

	2013	2018	2023	2028	2033	2038	2043	change 2013-2043	% change
Auckland	201,640	212,610	212,580	218,520	235,970	244,960	247,110	45,470	23
New Zealand	596,840	622,510	616,910	610,590	629,650	635,560	631,780	34,940	6

Source: Statistics NZ Age-Group Projections

Participating-age population growth is projected in all Auckland Local Board Areas except for notable declines in Manurewa, Waitakere (all around -20%) and to a lesser extent in Howick. Highest growth is projected in Rodney (113%) and to a lesser but still substantial extent (>50%) in Franklin, Waitemata, Upper Harbour, Maungakiekie-Tamaki, and Papakura.

To estimate future Auckland member numbers, 'capture rates' for gymsports club membership were calculated. These capture rates represented the percentage of the current 5-15 year participating-age group population who were gymsports club members in 2017. These 2017 capture rates were then applied to the future projections for those participating-age populations. Table 4.3 summarises the projected member totals.

Table 4.3: Projected Membership Capture Rates (conservative estimates)

	Current Membership (2017)	Projected Membership (2043)	Membership Change (2016-2043)	% change
Greater Auckland Area	11,750	14,967	3,217	27
New Zealand	39,373	43,367	3,994	10

Source: Statistics NZ Age-Group Projections and Gymnastics New Zealand

This indicative projection view suggests that based on maintaining the current member capture rates in the participating-age population group, most clubs in Auckland could expect to experience ongoing baseline growth. Enhancements to this growth may obviously be achieved through any facility or programme initiatives that increase gymsports accessibility or attractiveness.

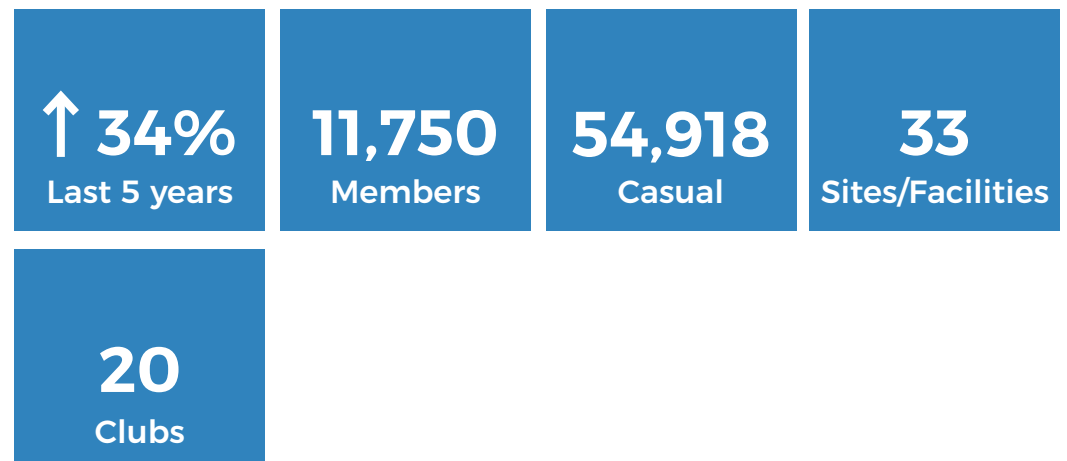
It is essential to understand that these projected membership rates are based on current capture rates which we know are constrained by factors such as insufficient active floor space leading to capped numbers and long waiting lists. In short, these estimates are more likely to represent the minimum level of growth. Actual growth, if not constrained by a lack of facilities, is likely to exceed these figures. This is demonstrated by just how quickly new capacity is filled when facilities are established. The sport is currently growing at an average of 7.5% per year in the region, exceeding the annual population growth (thus continually increasing the capture rate).

CASUAL PARTICIPATION

It is also important to consider that these figures exclude casual participation (participation outside structured term memberships). In the Auckland region these figures are significant with approximately 54,918 casual participants recorded in 2017.

In order to meet community demand for the sport, this level of participation primarily consists of school, early childhood and holiday programmes, activities designed to meet current market trends (i.e. parkour), and other sports/activity groups utilising the facilities and services provided by clubs.

HIGHLIGHTED ACTIVITY





5. CURRENT STATE AND PROVISION OF FACILITIES

Based on data collected for the Gymsports National Facility Strategy about Auckland sites, the following summary points can be made:

- 17 of 27 responding Auckland clubs (63%) rated their facilities as not currently meeting or providing for their member/community needs.
- The average size of Auckland gymsports facilities is 768m², providing a range of capacity per member from 64.3m² down to only 0.6m². The average was 1.9 m², where anything less than 2.5m² is an indicator of potentially significant capacity pressure on clubs. Overall, 10 of the 27 reporting gymsports facilities (37%) were below this indicative space level.
- The main facility issues encountered by Auckland clubs include: capacity, limited accessibility, set-up/pack down, and the physical condition.

The existing gymsports network is varied; ranging from modern purpose built, through to aging repurposed facilities. The gymsports club survey identified that 17 of the 27 responding clubs (63%) perceived their existing facility did not meet member needs. Only 9 clubs stated their facility did meet member needs. Dominant issues varied between clubs depending on whether they had permanent or temporary (pack-in / pack-out) facility use. For clubs using permanent facilities (permanent equipment setup) size was the main constraint. For clubs using facilities on a temporary basis the main constraints were the requirement to pack in and pack out equipment and securing access times. For these clubs size appeared only a relatively minor consideration. Table 5.1 summarises the main facility considerations as assessed in the Gymsports National Facility Strategy.

Table 5.1: Facility Considerations - capacity, access, utilisation and condition

Club Name (including multiple facility sites ³)	Capacity			Access / Utilisation		Facility Condition Issues ²
	Member Numbers (summary estimate)*	Activity Floor Area (est. m ²)	Capacity Ratio (m ² / person)	Set up / pack down	Access Issues with Time ⁴	
Greater Auckland						
Icon Trampoline Inc.	10	1,000	100	No		Yes
Xtreme Rhythmix (@Diocesan School for Girls)	7	450	64.3	Yes		Yes
Howick Gymnastic Club – Soul to Soul	9	450	50			
Xtreme (@Mt Roskill Grammar)	19	450	23.4	Yes		
Shore Rhythmic Gymnastics Club Inc.	18	300	16.6	Yes		Yes
Howick Rhythmics Incorporated	55	600	10.9	Yes		No
Waiheke Gymnastics Club	53	500	9.4	Yes		No
North Harbour Gymnastics (@Orewa Hall)	148	1,200	8.1	Yes		No
Xtreme Rhythmix (@Sacred Heart College)	80	450	5.6	Yes	Yes	Yes

Triple A Aerobics Academy of Sport & Fitness	36	200	5.5	No		Yes
North Harbour Gymnastics (@Glamorgan School)	59	300	5.1	Yes		Yes
Extreme Trampoline – now Icon (@Icon Trampoline)	95					
Mahurangi GymSports Inc.	166	700	4.2	No	Yes	Yes
Counties Manukau Gymnastics	1,110	4,000	3.6	No		Yes
Te Puru Gymnastic Club	115	400	3.5	Yes	Yes	Yes
Aspire Aerobix	49	150	3.1	No		Yes
GymCity Papatoetoe	290	530	1.8	Yes		Yes
Tri Star Gymnastics	1,674	3,000	1.8	No		No
Xtreme Rhythmix (@North Harbour Gymnastics)	83	144	1.7	No		Yes
North Shore Trampoline	245	400	1.6	No	Yes	Yes
Waitakere Gymnastics	581	750	1.3	No		Yes
North Harbour Gymnastics (@Hibiscus Coast)	442	500	1.1	No		Yes
Howick Gymnastic Club	897	870	1.0	No		Yes
Franklin GymSports Inc.	645	600	0.9	No		Yes
Eastern Suburbs Gymnastics Club	1,192	700	0.6	No		Yes
North Harbour Gymnastics (@North Shore Events Centre)	2,300	900 1,486	0.4 0.6	No		Yes
GymKids (@Leys Institute, Ponsonby) (@Waimaukau Primary Sch) (@Hobsonville Workspace) (@Pt Chevalier Primary Sch) (@Te Atatu Intermediate Sch)	414	-	-	-	-	-

As a direct result of the facility issues identified by the clubs there are multiple clubs proposing to develop new gymsports facilities, or upgrades to existing facilities. The level of planning for the proposed facility developments varies from having funding secured, or feasibility studies either undertaken or planned to understand the viability of potential projects.

¹ In addition to general capacity ratios (m²/member) other factors will influence facility capacity and should be taken into consideration. These factors include the models of utilisation each club applies. For example, some clubs may only have limited access to space for a set time per week, while others will own a facility and have longer access time. These types of factors should also be taken into consideration.

² As reported in survey results for the Gymsports National Facility Strategy. Independent detailed analysis of facility condition is to be conducted at a feasibility assessment stage.

³ It is noted that some new satellite venues have been established since this information was collated.

⁴ Those reporting in survey results that they had constraints from access times were largely a subset of those having temporary pack in/out setups.

FACILITY OWNERSHIP, MANAGEMENT AND SET-UP

Tables 5.2 to 5.5 provide further information on facility ownership, management and set-up.

Table 5.2: Gymsports facility ownership (surveys - 2010, 2013, 2015 and secondary information)

	Number	%
School	7	29
Community Trust / Organisation	6	25
Local Council	3	12
Your Club	4	17
Private Company	4	17
Other	0	0
Total	24	100

Table 5.3: What description best fits your gymsports facility? (from 2015 Survey)

	Number	%
Community Hall	3	12
Converted commercial / industrial building	8	33
Multi-use recreational facility	2	9
Purpose built gymsports facility	4	17
School Gym	4	17
School Hall	3	12
Other	0	0
Total	24	100

Table 5.4: Gymsports facility management (surveys - 2010, 2013, 2015 and secondary information)

	Number	%
Your Club	9	38
School	7	29
Community Trust / Organisation	5	21
Local Council	2	8
Private Company	1	4
Other	0	0
Total	24	100

Table 5.5: Equipment use at Gymsports Venues (surveys - 2010, 2013, 2015 and secondary information)

	Number	%
Permanent - can leave gear in place	16	67
Temporary - requires pack-in and pack-out	8	33
Total	24	100



6. FACILITY NEEDS AND GAPS IN PROVISION

CAPACITY AND ACCESS TO 'FIT-FOR-PURPOSE' FACILITIES IMPACTS THE ABILITY TO GROW PARTICIPATION AND TO PROVIDE QUALITY EXPERIENCES

6.1 FACILITY NEEDS

As evident in Section 5.0, the Region has several facility needs that have emerged in the last decade. These include:

- Security of tenure – as the region comes under increased pressure for land and the population increases, for some Clubs 'security of tenure' has started to emerge as a challenge. Commercial leases are increasing with property prices; schools have growing rolls (and increased demands on school facilities); and Council land is being considered for other uses. These factors can all impact on a Club's ability to maintain access to facilities.
- Extreme capacity pressure - certain facilities in key locations are coming under extreme capacity pressure as membership demands exceed the available active floor space capacity. This impacts in numerous ways, including increasing waiting lists and limiting member access.
- A survey to gymsports clubs was disseminated in 2018 to gain a further appreciation of latent-demand/waiting lists in the last 12-month period. Of those clubs that responded, there are several hundred prospective members who are unable to gain access to programmes. The primary reasons outlined were due to facility footprint and access constraints. A number of clubs noted that they do not utilise waiting lists, but are at capacity and turn people away should alternate classes not be available (so clearly there is even more demand than what has already been captured).
- Pack in pack out – some groups using community level facilities find pack in and pack out difficult. This approach will still be required (especially for satellite facilities), however on-site storage and 'bolt on' extensions to existing buildings could assist.
- Optimising facilities – certain facilities in the network require improvements to best meet community and network needs. This may include maintenance tasks through to expansion.

If these needs are not addressed the implications for individual clubs, localised geographic areas and the regional network as a whole will be significant. They include:

1. Individual clubs being forced to close if no sustainable facilities to accommodate them are available.
2. Specific suburbs of Auckland having no accessible local gymsports opportunities (which restricts access only to residents who have the financial and logistical ability to travel out of their suburb).
3. The number of feeder clubs providing pathways to sub regional and regional facility hubs is reduced (reducing local collaboration, participation opportunities and athlete development).
4. Increased pressure being placed on remaining clubs and facilities in the network leading to even greater overcrowding and longer waiting lists.
5. A decreased volunteer base as people become increasingly unwilling to pack up and pack down heavy apparatus in temporary venues (due to a combination of physical constraints, additional time commitments and health and safety issues).

6. Reduction in the quality of experience as participants must share increasingly crowded facilities (reflected by larger classes, higher gymnasts to coach ratios, and less training time on each apparatus). The outcome of these factors could be a decline in gymnast retention and reduction in overall membership.

Clearly none of these outcomes are desirable and could lead to a significant reduction of gymsports opportunities, especially to Auckland's female youth population.

6.2 FACILITY GAPS

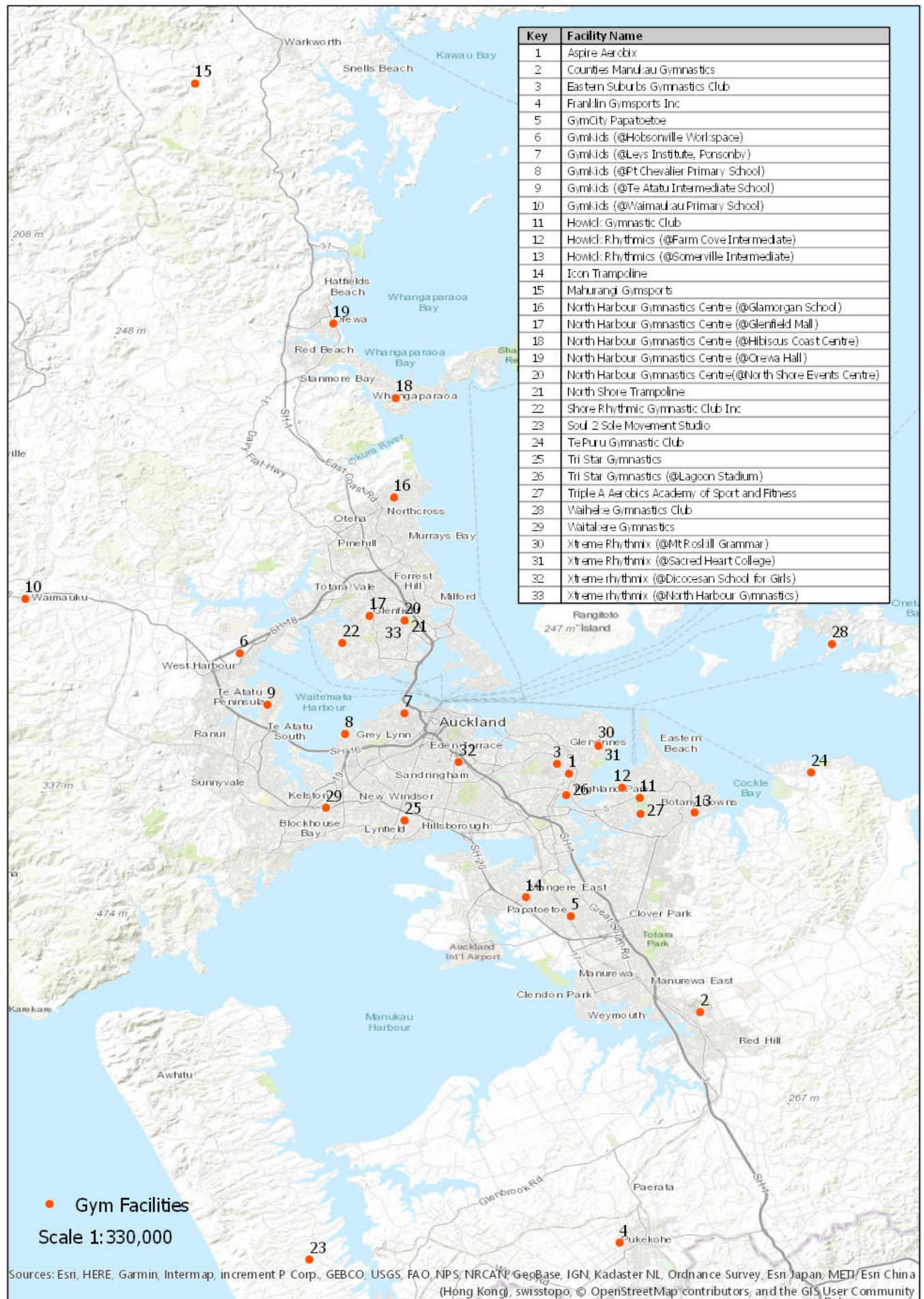
To develop an understanding of potential network gaps, existing and proposed facilities were mapped and analysed using different drive time estimates. It was considered appropriate at a basic network accessibility level to assume the following drive times. Regional facilities were considered to have a 30-minute drive time, Sub-Regional facilities a 20-minute drive time, and Community facilities 15 minutes. The mapping analysis illustrated that in general the region has good coverage.

However, if all facilities are accorded a 15-minute drive time (an acceptable level for most recreational level participation) gaps are apparent in areas such as Devonport, Upper Harbour and the Waitakere Ranges (Map 6.1)

These areas with lower accessibility should be considered target zones for satellite community level gymsports facilities in the future.

Note that this only considers geographic location and not other constraints such as capacity.

Map 6.1 : Existing Facility Drive Time Coverage -15 minute catchments



6.3 MEMBERSHIP CONCENTRATIONS BY LOCAL BOARD AREA

Diagram 6.1 : Membership Concentrations by Local Board Area

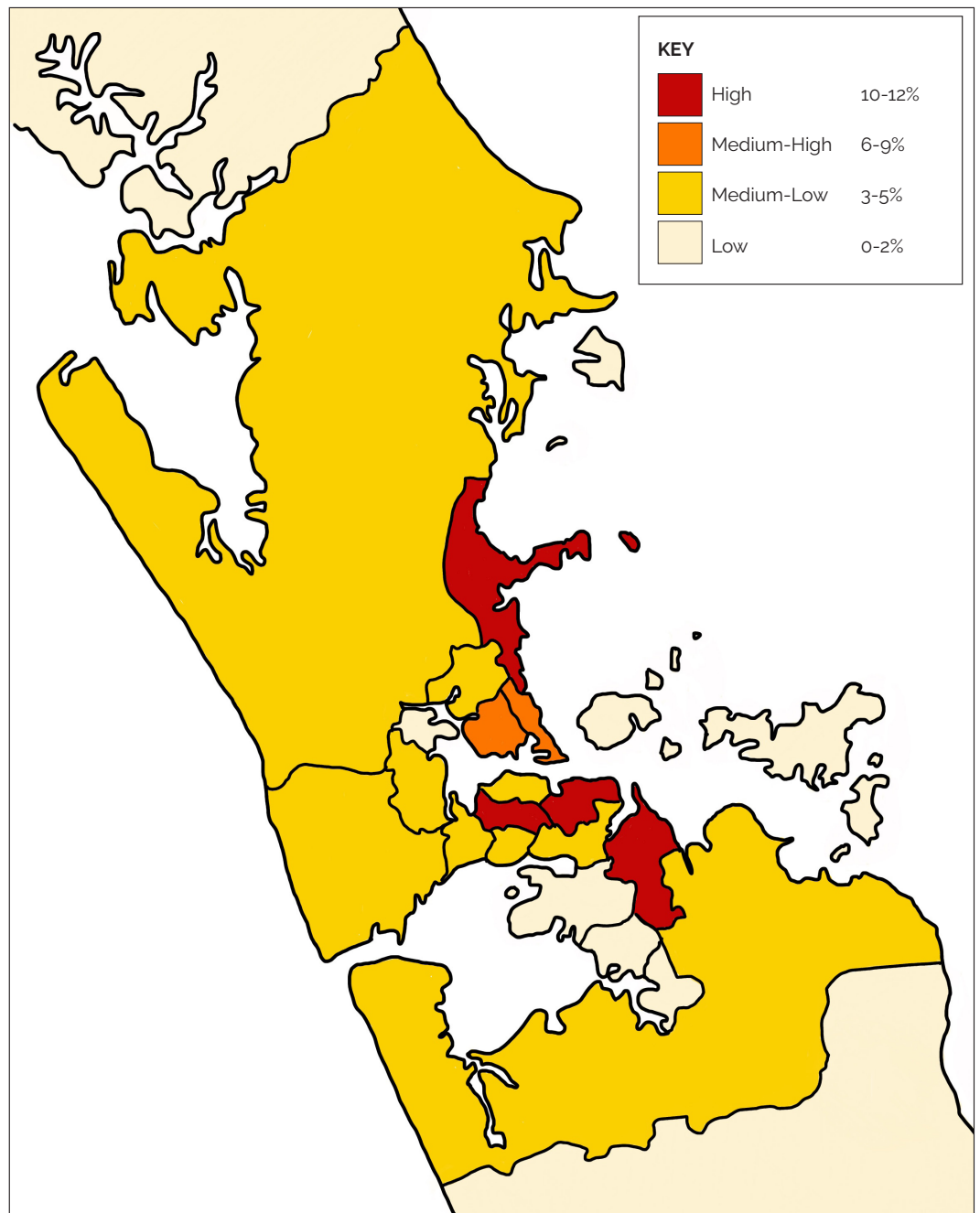


Diagram 6.1 illustrates the approximate concentration of members across the Auckland region based on available data (note: approximately 2,000 member addresses were unaccounted for).



7. STRATEGIC APPROACH - ACHIEVING THE OPTIMAL NETWORK

Table 7.1 Proposed National and Regional Strategic Approaches

National Strategy - General Approaches (to be implemented Nationally) and Auckland Specific Approaches		
<p>General Approaches</p> <ol style="list-style-type: none"> 1. Negotiate access and use agreements so that clubs / participants can have access to regional and sub-regional hubs within the network. Future capital funding grants should build shared use of facilities into their grant agreements. 2. Work proactively with key stakeholders such as, Councils and the MOE / Schools, to explore long term use / lease agreements and facility partnership approaches to secure quality gymsports access to facilities. 3. Maintain existing facilities in line with asset and maintenance plans. 4. Monitor and review existing facility utilisation and quality to ensure gymsports is nurtured. 5. Prior to any major renewals or upgrades undertake a needs and options assessment to determine the costs and benefits of alternate facility delivery models (such as those outlined in the Gymsports National Facility Strategy and the associated Gymsports Facility Guide). 6. Undertake a feasibility and business case analysis prior to developing any new facilities / refurbishments. 7. Review and monitor the sustainability of community facilities. If required investigate changing the facility delivery approach. This will involve exploring the applicability of the different delivery models. <p>Auckland Specific Approaches</p> <p>Auckland requires a regional hub facility on the North Shore, a series of additional sub-regional hubs and the retention of a viable network of community facilities to support delivery.</p> <p>Specifically:</p> <ol style="list-style-type: none"> 1. Develop a regional Gymsports Facility Plan. 2. Explore developing a regional hub on the North Shore to complement the existing regional hubs (Tri Star and Counties Manukau Gymnastics Facilities). 3. Explore developing sub-regional hubs in the north, east, south and west of the city. 		
Auckland Regional Plan		
Current Gymsports Facilities		
Harbour	Auckland Central	Manukau
<p>Sub-Regional Facilities</p> <ul style="list-style-type: none"> • North Shore Events Centre (North Harbour Gymnastics Centre and Xtreme RhythmiX) <p>Community Facilities</p> <ul style="list-style-type: none"> • Mahurangi GymSports Inc. facility. • Hibiscus Coast Centre (North Harbour Gymnastics). 	<p>Regional Facilities</p> <ul style="list-style-type: none"> • Tri Star Gymnastics facility. <p>Community Facilities</p> <ul style="list-style-type: none"> • Aspire Aerobix facility. • Eastern Suburbs Gymnastics Club facility. 	<p>Regional Facilities</p> <ul style="list-style-type: none"> • Counties Manukau Gymnastics facility. <p>Community Facilities</p> <ul style="list-style-type: none"> • Franklin GymSports Inc. facility. • GymCity Papatoetoe facility. • Howick Gymnastic Club facility

<ul style="list-style-type: none"> Glamorgan School (North Harbour Gymnastics Centre). Orewa Hall (North Harbour Gymnastics Centre) North Shore Trampoline facility. Shore Rhythmic Gymnastics Club Inc. facility. 	<ul style="list-style-type: none"> Waiheke Gymnastics Club facility. Waitakere Gymnastics facility. Diocesan School for Girls (Xtreme Rhythmix). Sacred Heart College (Xtreme Rhythmix). GymKids sites. 	<p>(including Soul 2 Sole Movement Studio).</p> <ul style="list-style-type: none"> Howick Rhythmics Incorporated facility. Icon Trampoline Inc. facility (Note: this facility may perform sub-regional functions). Te Puru facility (Te Puru Gymnastics Club). Triple A Aerobics Academy of Sport and Fitness facility.
Regional Key Considerations	Strategic Facility Approach	
<p>Participation and Population Base</p> <ul style="list-style-type: none"> Of the 25 clubs/venues responding, around half reported increasing numbers, 10 staying stable and 3 decreasing. Looking forward the 'participating-age' catchment population (5-15yrs) is projected to increase across the region overall by around 45,000 (23%) from 201,640 (2013) to 247,110 (2043) Higher participating-age growth is projected for most Local Board areas, particularly for Rodney (113%); Papakura (76%); Franklin (69%); Waitemata (63%) and Maungakiekie-Tamaki (60%). Only the Waitakere Ranges (-23%) and Manurewa (-17%) Board Areas have projected participating-age population declines. The preschool-age population (0-4yrs) is projected to increase across the region overall by around 18,510 (17%) from 109,860 (2013) to 128,370 (2043) This preschool-age growth covers most Board Areas except for declines in Manurewa, Waitakere, Howick and Kaipatiki. The highest growth is in Rodney (135%), with strong growth (>50%) also in Franklin, Great Barrier, Upper Harbour and Papakura. Rodney and Franklin are the only areas with higher preschool-age group growth than participating-age growth – indicating longer term recruitment sustainability. All else being equal, based on an estimated membership of around 11,750 today, Auckland club membership by 2043 is projected to be around 14,967 – representing an increase of about 3,217 (27%). (Important Note: Because of the latent demand that is not being met today these figures are likely to underestimate future membership – see Section 4.0). All else being equal, any regional membership increase is likely to be most focussed on those areas of Auckland projected to receive higher future population growth generally (intensification or greenfields) and with sufficient volumes and growth rates in the key participating-age ranges. <p>Facility Stock</p> <ul style="list-style-type: none"> 17 of the 27 clubs/venues had permanent equipment setups (63%) 17 of the 26 responding clubs/venues reported their facility didn't meet their needs (65%) 19 of the 24 responding clubs/venues (out of 27) reported their facility had capacity/quality issues (79%) 14 of the 25 responding clubs/venues reported they had greater facility planning and development intentions (56%). Maintaining existing provision is becoming increasingly difficult across the network due to: commercial lease arrangements, repurposing of existing buildings and land inhabited by clubs, access and capacity issues. Without enhancement, participation will stagnate (against trends and demand); and without maintaining the existing provision, additional strain will be placed on the wider network which it cannot handle in its current form. Maintaining a hub and spoke model of regional, sub regional and local facilities is the optimal way of delivering gymnastics services. Each level of facility will have its own catchments which will be influenced by natural and human made barriers (such as estuaries and motorways). Financial sustainability is also a key consideration with certain commercially leased facilities likely to become unaffordable if leases increase further. 	<p>Regional Plan Approach</p> <ul style="list-style-type: none"> On the North Shore explore developing and accessing localised satellite venues to reduce capacity issues at the NSEC (North Shore Events Centre) thus enabling it to be optimised as a regional hub facility. Investigate developing and / or optimising sub regional facilities in: <ul style="list-style-type: none"> Howick – Lloyd Elsmore Park, Mt Wellington – Colin Maiden Park, Pukekohe – Central Pukekohe, West Auckland – Henderson or New Lynn. Via schools, community centres, sports facilities, commercial arrangements explore securing access to community level facilities in: <ul style="list-style-type: none"> Papatoetoe, Any other areas with emerging provision gaps. Work with the MoE, Schools, Auckland Council and Aktive to investigate the development of community level "bolt on" gymnastics facilities (with a focus on existing and proposed single court gymnasiums). Continue to support the hub and spoke network model (emphasis needs to be placed on localised delivery to meet local demand and to reduce capacity issues, as future developments and achieving the optimal network will be over an extended period). 	



8. PRIORITISATION AND IMPLEMENTATION

Many gymsports facilities are not meeting the needs of the sport. Numerous facilities are either over, or near capacity, which is limiting the growth of membership and the delivery of services. Tables 8.1 and 8.2 outline the proposed strategy priority approaches between years 1-5 from the National Strategy (related to Auckland for context) and then the Regional Plan. It is recommended that these priorities are reviewed every 24 months. Key facility planning issues and processes are then outlined to assist in guiding proponents of gymsports facility developments.

8.1 PROPOSED APPROACHES AND PROJECTS

Table 8.1: Proposed National Strategy priority approaches and facility projects between years 1-5.

Years	Proposed Approaches	Rationale	Who
Ongoing Activity			
National Strategy Approaches			
1-3 (Ongoing)	<ul style="list-style-type: none"> Work proactively with key stakeholders such as Councils and the MOE / Schools to explore long term use / lease agreements and facility partnership approaches to secure quality gymsports access to facilities. 	<ul style="list-style-type: none"> Delivers benefits to the gymsports network regionally (regardless of population size and location). Improves 'grass roots' facility provision. Develops case examples / best practice that can be shared nationally. Potentially has lower capital cost implications. 	Gymnastics NZ, partners and clubs.
1-3 (Ongoing)	<ul style="list-style-type: none"> Review and monitor the sustainability of community facilities. If required investigate changing the facility delivery approach. This will involve exploring the applicability of the different delivery models. 	<ul style="list-style-type: none"> Delivers benefits to the gymsports network nationally (regardless of population size and location). Improves 'grass roots' facility provision. Develops case examples / best practice that can be shared nationally. Potentially has lower capital and operational cost implications. 	Gymnastics NZ, partners and clubs.
National Strategy Facility Projects			
1-3	<ul style="list-style-type: none"> Explore developing a regional hub on Auckland's North Shore to complement the existing regional hubs (Tri Star and Counties Manukau Gymnastics Facilities). 	<ul style="list-style-type: none"> Auckland has high population and membership growth on the North Shore and subsequent facility demand. The Auckland facility network would be complemented. This facility is likely to have a more significant impact on increased gymsports participation. 	Gymnastics NZ, Auckland Council, Active, partners and clubs.

		<ul style="list-style-type: none"> The main existing facility on the North Shore is at capacity. 	
1-3	<ul style="list-style-type: none"> Explore developing sub-regional hubs in the north, east, south and west of Auckland City. 	<ul style="list-style-type: none"> The Auckland facility network would be complemented with sub-regional feeder facilities. These facilities are likely to address current capacity issues and meet identified geographic gaps in provision - resulting in enhanced levels of participation. 	Gymnastics NZ and partner clubs.

Table 8.2: Proposed Regional Strategy priority approaches and facility projects between years 1-5.

Years	Proposed Approaches	Rationale	Who
Regional Plan Approaches			
1-3 (Ongoing)	<ul style="list-style-type: none"> Work with the MoE, Schools, Sport NZ, Auckland Council and Aktive to investigate the development of community level "bolt on" gymnastics facilities (with a focus on existing and proposed single court gymnasiums). 	<ul style="list-style-type: none"> Given capital and space constraints within Auckland, 'bolt on' facilities are likely to be the most viable form of development for community level facilities. Some level of equipment can be permanently set up while access to the floor space in a gymnasium can expand or contract. 	Gymnastics NZ, clubs, Sport NZ, MoE, Schools, Auckland Council and Aktive.
1-3 (Ongoing)	<ul style="list-style-type: none"> Continue to support the hub and spoke network model (emphasis needs to be placed on localised delivery to meet local demand and to reduce capacity issues, as future developments and achieving the optimal network will be over an extended period). 	<ul style="list-style-type: none"> Given the available resources (both capital and land) and operational environments, the hub and spoke (satellite) model remains the most viable network approach in Auckland. 	Gymnastics NZ, clubs, Sport NZ, MoE, Schools, Auckland Council and Aktive.
1-3 (Ongoing)	<ul style="list-style-type: none"> Conduct preliminary needs analysis – identifying need / demand and increasing / measuring the utilisation of existing facilities. 	<ul style="list-style-type: none"> Conduct needs analysis on the following items to ensure facilities are being optimised in their form and function, including but not limited to: programmes being delivered within the facility; timetabling/scheduling; space utilisation; use by other complementary user groups; and other partnerships. Note that facility optimisation can only be conducted on specific facilities and cannot be generalised. 	Gymnastics NZ, clubs, Schools, Auckland Council and Aktive.
Regional Plan Approaches			
1-3	<ul style="list-style-type: none"> On the North Shore explore developing and accessing localised satellite venues to reduce capacity issues at the NSEC (North Shore Events Centre) thus enabling it to be optimised as a regional hub facility. 	<ul style="list-style-type: none"> Developing increased floor capacity across a number of sites (in existing buildings) is likely to be quicker than seeking a new stand-alone regional hub. The development / utilisation of facilities, such as Glenfield Mall, increases catchment coverage and frees up space in existing facilities. The functions of the regional hub may need to be devolved, although the North Shore Events Centre (as the largest facility) is still likely to play a prominent role (for many functions). This approach still aligns with the National Strategy's desired outcomes. 	Gymnastics NZ, clubs, Schools, Auckland Council and Aktive.

1-5	<ul style="list-style-type: none"> Investigate developing and / or optimising sub-regional facilities in: Howick – Lloyd Elsmore Park, Mt Wellington – Collin Maiden Park, Pukekohe – Central Pukekohe, West Auckland – Henderson or New Lynn. 	<ul style="list-style-type: none"> The Auckland facility network would be complemented with sub-regional feeder facilities in these four locations – enhancing current provision in areas of demand identified by both population and membership growth. These facilities are likely to address current capacity issues and meet identified geographic gaps in provision - resulting in enhanced levels of participation. Many facilities in the identified locations are under extreme capacity pressure, and without any intervention will strain the current network further - should it be required to compensate. Two facilities have been proposed in the Eastern area of the city due to the anticipated level of population and membership growth, and the catchment areas that they would be drawing from: <ul style="list-style-type: none"> a. The proposed Howick facility draws a catchment to the south east and south. b. The proposed Mt Wellington facility draws a catchment from Panmure / Mt Wellington, the Eastern Bays and Central. One large facility would be unable to service the wider district and meet the expected level of demand. The proposed Pukekohe facility draws a catchment from the far south – servicing a large geographic area. The proposed West Auckland facility draws a catchment from the West. 	Gymnastics NZ, clubs, Schools, Auckland Council, Active and relevant strategic partners.
1-3	<ul style="list-style-type: none"> Via schools, community centres, sports facilities, commercial arrangements, explore securing access to community level facilities in: <ul style="list-style-type: none"> Papatoetoe, Any other areas with emerging provision gaps. 	<ul style="list-style-type: none"> Certain locations in Auckland run the risk of losing gymsports facilities entirely given the uncertainty of tenure. The loss of these facilities will constrain the region's facility network (reducing the number of community level feeder facilities). It is important that localised delivery is maintained across the region as this is the most efficient way of introducing new members to the sport (lower access barriers such as travel cost, travel time and participation cost) and it reduces capacity pressure in sub-regional and regional facilities. 	Gymnastics NZ, clubs, Schools, Auckland Council, Active and relevant strategic partners

Note 1: Proposed approaches outlined can be undertaken at any time so long as they do not undermine the implementation of the approaches outlined in the first 1-3 year implementation cycle above (Table 8.1). Undermining could include such things as diverting funding or other resources away from a priority approach (project).

Note 2: No facilities will be prioritised or recommended by Gymnastics New Zealand without first having been through the facility planning process and evaluation criteria outlined in the Gymsports Facility Guide.

Community level facilities are considered vital to our network. It remains essential that local community facilities are maintained and established for the sustainability of gymsports. To alleviate capacity issues in the interim period, clubs/providers could consider opening satellite venues (in existing buildings) to offer programme delivery and to increase community reach

8.2 ACTION PLAN

To assist with achieving the optimal network for the region to enhance provision, coverage and access, the following action plan should be followed:

Action Plan	
1.	Undertake a needs analysis on existing facilities to maximise utilisation and to optimise operations. This may include: programme delivery (activity offerings), timetabling/scheduling, space utilisation, use by other user groups and partnerships.
2.	As actions 3 and 4 below can involve an extensive and timely process, in order to maximise coverage and community engagement, it is recommended that satellite venues are pursued. This option generally requires less capital investment and can be established quickly in a localised form. Satellites are a sensible approach to creating local connection and awareness for the sport, whilst reducing the strain on current infrastructure; and provides building blocks and preparedness for any future developments that may arise.
3.	Entities that are proposing extensions or new developments should follow the facility planning process outlined in Section 8.3, whilst aligning with the Gymsports National Facility Strategy, Gymsports Facility Guide and Greater Auckland Gymsports Facility Plan.
4.	Post the feasibility and detailed Business Case stages (as detailed in Section 8.3), the project will need to be submitted to the Auckland Facilities Priorities Assessment Panel for consideration against evaluation criteria set for all sport and recreation activities. Seeking their endorsement is an important milestone for achieving support and alignment with grant and Council funding.
5.	The information and recommendations made in this document should be reviewed every 24 months to reflect the current environment for informed decision-making.

8.3 FACILITY PLANNING ISSUES AND PROCESSES

FACILITY PLANNING

Following a facility planning process enables proponents of a proposed development to test its viability in logical stages. It also enables all proponents to understand the perspectives of key project enablers (such as Gymnastics NZ, Sport NZ, Regional Sports Trusts and funders) early in the process prior to any concept design work being undertaken.

The Gymsports National Facility Strategy has adopted a series of criteria to ensure a robust, transparent and fair process in determining the types of facilities which are likely to be required, and/or the development priority given to different facilities. The purpose of these criteria is to ensure all projects are evaluated in a structured way.

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 evaluation criteria are as follows.

Level One / Gateway Criteria:

- The degree of alignment a facility or proposed facility has with the Gymsports National Facility Strategy, regional and local plans and strategies.
- The degree to which any existing or proposed facility matches the projected needs of the community within its core catchment area.
- 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.⁴

⁴ Note: many Regional Sport Trusts are able to undertake these types of assessments for clubs and Gymnastics NZ.

Level Two Criteria:

- The potential for operational and/or capital partnerships between multiple stakeholders (where applicable).
- The degree to which a facility or proposed facility complements (avoids duplication) / optimises the existing or proposed facility network.
- The degree to which demand exceeds supply (once all existing facilities are being run at an optimal operational level) and the facility or proposed facility is capable of meeting the identified gap.
- The degree to which the existing or proposed facility is operationally sustainable (taking a whole of lifecycle approach which looks at operational and maintenance costs throughout the facility's life).
- The return on investment (measured in terms of community benefit) that the facility, or proposed facility, can generate.
- The ability of the facility, or proposed facility, to reflect international and national best practice in its location, design and subsequent operation.
- Realistic/achievable – considering local and national funding landscape (capital and operational) while meeting the above points.

THE PROCESS

A proposed facility investment decision-making process framework has been developed to assist collaboration between facility development proponents and the organisations required to assist potential implementation ("implementers"). The process is envisaged to involve Gymnastics NZ, community funders, territorial authorities, education providers, regional sports organisations, clubs, and acting in a collaborative manner to ensure facilities reflect the needs of their communities, while also fitting within a national and regional network of facilities.

This process is not intended to replace the legislative requirements and decision-making processes of individual stakeholders.

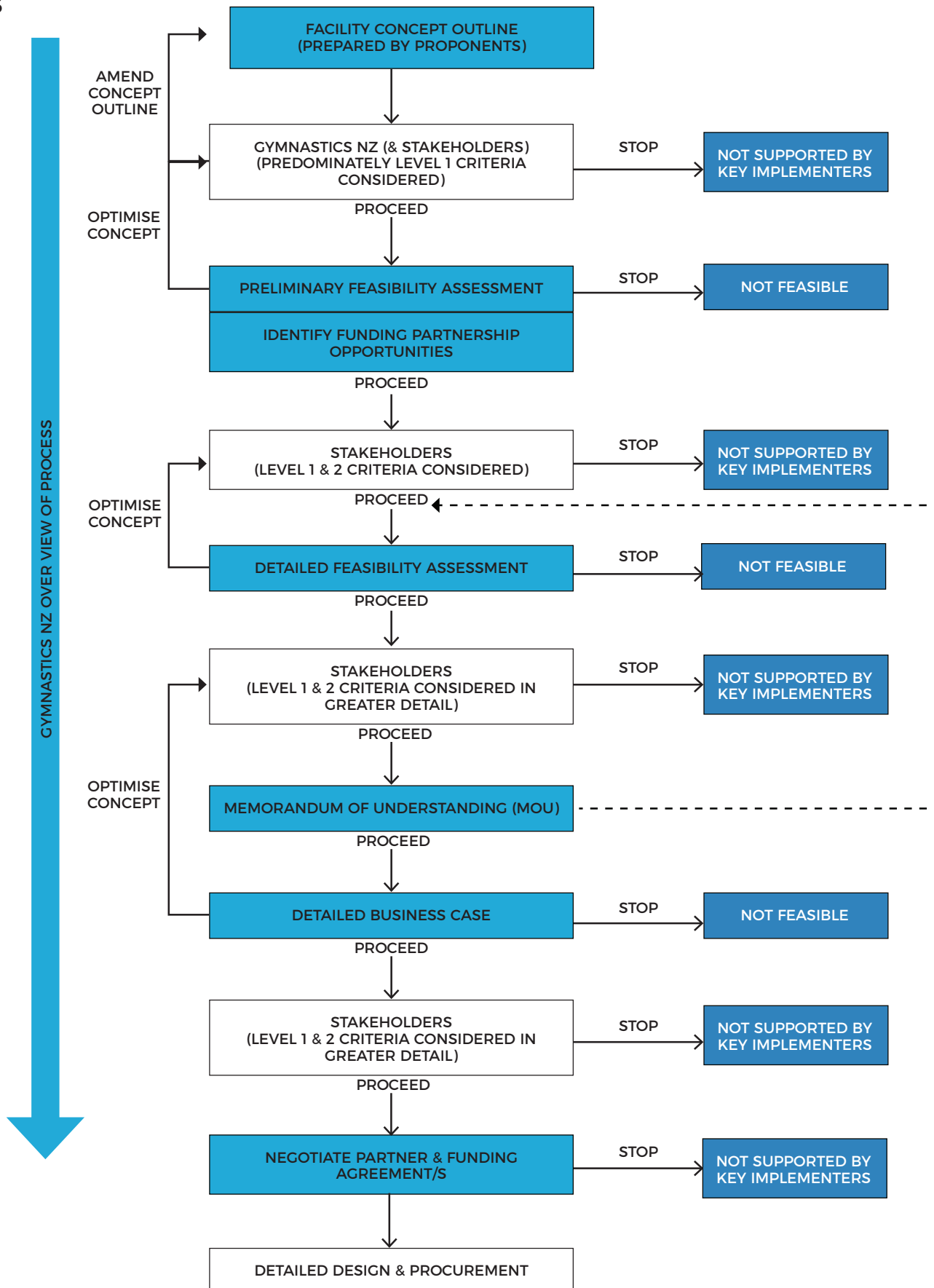
All proposed facilities, whether new build or redevelopments, should go through this process. However, the scale of the proposed project and its likely ongoing operational costs will dictate how detailed the analysis in each stage of the process will need to be. For some smaller projects the process can likely be truncated. For example, a small, community level facility development proposal may require less detailed analysis than a Regional or Sub regional level facility development proposal. Gymnastics NZ, as the process facilitator, will be able to provide guidance on this.

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

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

Important: The process will require the proponent of a proposal to complete or commission certain forms of analysis. In the first instance, the 'concept outline' is a simple description on one A4 sheet of paper of what is being proposed (no concept designs should be included). Guidelines of what is required in preliminary and detailed feasibility assessments and business cases can be obtained from Gymnastics NZ when the proponent provides the concept outline.

PROCESS



Note: In addition to Gymnastics NZ, other stakeholders may include other Gymsports Clubs, Local Authorities, Regional Sports Trusts, Charitable Funders, Sport NZ, other National and Regional Sports Organisations, Schools, and the MOE

Table 8.3: Process Steps and Descriptions

Step	Outline	Contact for Advice
Facility Concept Outline	Simple one page template outlining proposed project (see following template).	<ul style="list-style-type: none"> Gymnastics NZ.
Preliminary Feasibility Assessment	A high-level feasibility study designed to test the proposed facility developments viability. For some smaller capital projects this will be sufficient analysis, while for larger projects further analysis will be required.	<ul style="list-style-type: none"> Gymnastics NZ, Sport NZ, Regional Sports Trust, Lottery Grants Board, Local council.
Detailed Feasibility Assessment	A study designed to test the proposed facility developments viability in detail. For some capital projects this will be sufficient analysis, while for larger projects a detailed business case is required.	<ul style="list-style-type: none"> Gymnastics NZ, Sport NZ, Regional Sports Trust, Lottery Grants Board, Local council.
Memorandum of Understanding (MOU)	Non-binding agreement which sets out each party's understanding of an agreed approach or line of action.	<ul style="list-style-type: none"> Gymnastics NZ, Sport NZ, Regional Sports Trust, Lottery Grants Board, Local council.
Detailed Business Case	Document capturing the reasoning for a project and its financial viability.	<ul style="list-style-type: none"> Gymnastics NZ, Sport NZ, Regional Sports Trust, Local council.
Partner funding agreements	Legal agreements setting out each partner's legal obligations and rights.	<ul style="list-style-type: none"> Lawyer.





APPENDIX 1: RECENT CLUB MEMBERSHIP TRENDS

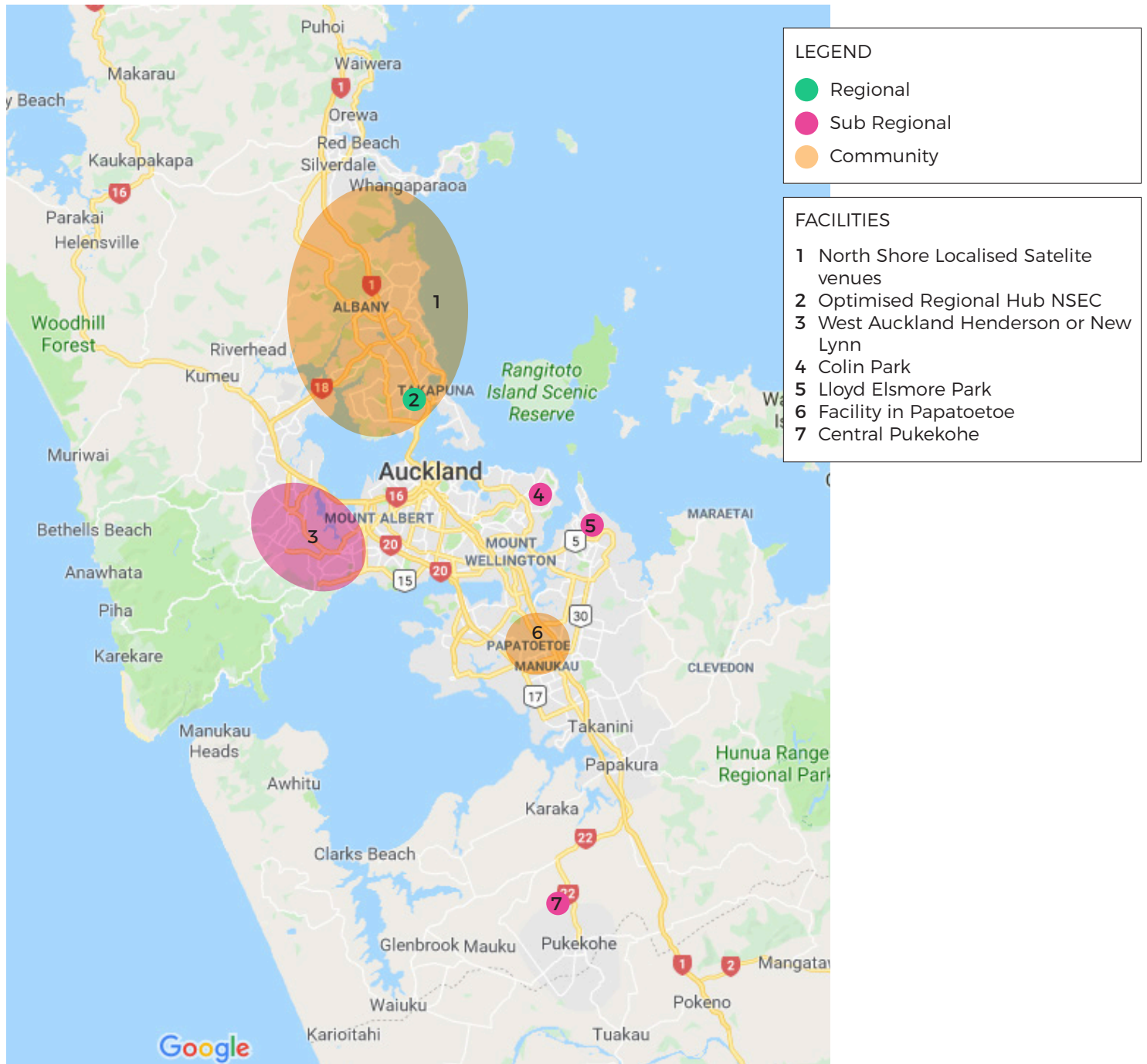
This Table presents figures for individual club membership trends over the last 5 years as provided by Gymsports New Zealand. The clubs are listed in order of decreasing % change.

Auckland

Club	2017	Change 2013-2017
Xtreme Rhythmix	195	↑
GymKids	837	↑
Franklin GymSports Inc.	618	↑
GymCity Papatoetoe	349	↑
Icon Trampoline Inc	25	↑
Tri Star Gymnastics	2,215	↑
Waitakere Gymnastics	663	↑
Eastern Suburbs Gymnastics Club	1,218	↑
Howick Gymnastic Club	1,040	↑
Triple A Aerobics Academy of Sport & Fitness	34	↑
North Harbour Gymnastics	3,062	↑
Howick Rhythmics Incorporated	71	↑
Te Puru Gymnastic Club	150	—
Mahurangi GymSports Inc.	186	—
Aspire Aerobix	40	—
North Shore Trampoline	290	—
Counties Manukau Gymnastics	661	↓
Waiheke Gymnastics Club	36	↓
Shore Rhythmic Gymnastics Club	20	↓
Extreme Trampoline	40	↓
Greater Auckland Club Total	11,750	

APPENDIX 2: PROPOSED AUCKLAND FACILITIES

Map A 1: Proposed Regional, Sub Regional and Community Facilities



Note: Papatoetoe has been identified because of issues around facility tenure

Figure A1: Proposed Auckland Regional Structure

