

Community Facilities Network Plan





Te Atatū Peninsula Library - Pataka Korero and Te Atatū Peninsula Community Centre - Whare Hiranga Hapori.

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1 Introduction

Community facilities are an important part of realising the vision for Auckland to become the world's most liveable city. They contribute to building strong, healthy and vibrant communities by providing spaces where Aucklanders can connect, socialise, learn and participate in a wide range of social, cultural, art and recreational activities. These activities foster improved lifestyles and a sense of belonging and pride among residents.

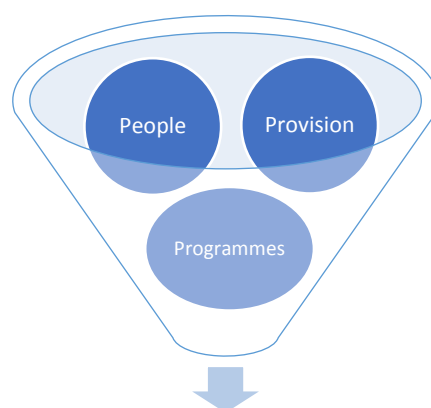
The Community Facilities Network Plan (the network plan) provides a road map for how Auckland Council will invest in community facilities over the next 20 years. The plan addresses the provision of:

- arts and culture facilities
- community centres
- libraries
- pools and leisure facilities
- venues for hire (community or rural halls).

To keep pace with Auckland's growing and diverse population, and to ensure existing facilities are fit-for-purpose and affordable, a more holistic, community led approach to the planning and provision of community facilities is required. We will need to consider different models of provision for ownership, design, location and operation of facilities. Our objectives for the future are:

- undertake integrated and coordinated planning across all types of community facilities to ensure future decisions are based on clear evidence and assessment of all options
- maintain, improve and make the best use of our existing network of community facilities where these continue to meet community needs
- focus investment on developing fit for purpose, integrated and connected community facilities
- explore opportunities to leverage and support partnerships with other providers.

This plan focuses our energies on progressing network priorities to ensure we have the right facility, in the right place, at the right time. This will support our people who are operating facilities and delivering programmes to meet the aspirations and needs of communities. All three factors – provision, people, and programmes - are critical to achieving the vision for community facilities.



Vision for community facilities

Vibrant, welcoming places at the heart of where and how people connect and participate

1.1 Purpose of the plan

The purpose of the network plan is to guide council's investment in the provision of community facilities for the next 20 years. It provides direction on the development of new facilities, major upgrades of existing facilities, optimisation and potential divestment of facilities no longer meeting community needs.

The key drivers are to:

- ensure existing facilities are fit-for-purpose
- address gaps or duplication in provision and needs for community facilities
- meet future demand arising from population growth and changing user expectations.

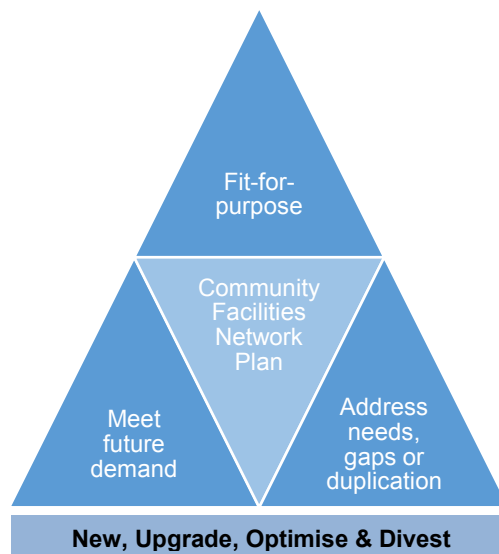


Figure 1: key drivers and outcomes of the Community Facilities Network Plan

The network plan is organised into four parts:

- context – outlines the current state of the community facilities network and the challenges and opportunities for the future
- vision for the future – outlines the vision for council's community facilities and articulates the council's key objectives
- future provision – guides council's approach for the provision of community facilities in the future and outlines how gaps in the network will be identified
- implementation approach – outlines how the network plan will be implemented including a new holistic approach.

The strategic direction articulated in this network plan will be implemented by a comprehensive set of actions outlined in the associated Action Plan. These actions focus on changing the way we work, investigating potential gaps in provision and responding to issues impacting on existing facilities.

1.2 Scope of the plan

This plan is focused on having the right facility, in the right place, at the right time. The network plan makes specific recommendations regarding five types of community facilities¹:

- arts and culture facilities
- community centres
- libraries
- pools and leisure facilities
- venues for hire (community or rural halls).

The community facilities which have been reviewed in the development of this plan are listed in the associated Action Plan. The list includes facilities owned by Auckland Council and facilities owned or operated by third-parties who have an on-going funding relationship with council to provide public access to the facility and contribute to meeting council defined outcomes.

Auckland Council also provides subsidised leases of land and/or buildings to community organisations. These buildings generally deliver outcomes specific to the lessee organisation. As these buildings are bound by the terms of the lease, they have not been assessed as part of this plan and are not in the immediate scope. The exception is any leased buildings that deliver the same primary outcomes as venues for hire, community centres, arts and culture, pools, leisure and library facilities. An action to investigate and plan for the provision of leased facilities across Auckland is included in the Action Plan.

While the operation of facilities is not in scope of this plan, changes to operations can have a significant impact on the successful provision of community facilities. The operation of community facilities is covered by operational business plans and asset management plans.



Children's programmes at Allan Brewster Leisure Centre.

¹ Definitions of each facility type are provided in section 6.



Community event at New Lynn Community Centre.

1.3 Holistic approach

This plan outlines a holistic approach to the planning and provision of community facilities. To deliver a successful and affordable network that meets community needs and aspirations, we will work together across all types of facilities and providers in joint planning and coordinated provision.

There are a wide range of facilities outside the immediate scope of this plan (both council and non-council) that contribute to meeting community needs. For example; sport club facilities, churches and schools often have a strong presence in local communities and fulfil similar roles to council’s network of community facilities. Therefore, understanding these facilities is essential to making informed decisions about investment in council’s network. Opportunities for innovative solutions and partnerships will be considered as one of the ways of responding to community needs.

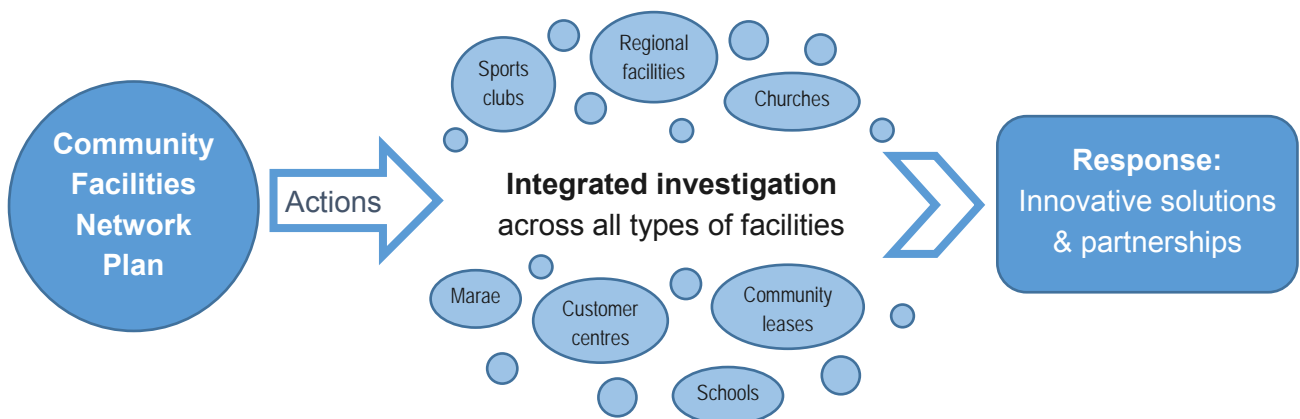


Figure 2: Holistic and integrated approach and recognising the wider provision of community facilities

2 Context

2.1 Strategic context

Auckland Council is committed to the provision of community facilities as part of delivering good quality infrastructure that benefits the Auckland region. While investing in the provision of facilities, Auckland Council has an obligation under the Local Government Act (the Act) to meet current and future needs of communities for good quality local infrastructure in a way that is most cost effective for households and businesses. Under the Act, 'good-quality' means infrastructure that is efficient, effective and appropriate to present and anticipated future circumstances.

Auckland Council provides community facilities to enable a wide range of outcomes. These outcomes are determined locally, through local board plans, and regionally, through the Auckland Plan and supporting strategies, policies and plans. The following diagram outlines the strategic context for the network plan.

Auckland's vision: The world's most liveable city						
Outcomes: what the vision means in 2040						
A fair, safe and healthy Auckland	A green Auckland	An Auckland of prosperity and opportunity	A well-connected and accessible Auckland	A beautiful Auckland that is loved by its people	A culturally rich and creative Auckland	A Maori identity that is Auckland's point of difference in the world
Community facilities contribute to the following Auckland Plan strategic directions				Community facilities support local board aspirations as outlined in Local Board Plans		
<ul style="list-style-type: none"> • Creating a strong inclusive and equitable society that ensures opportunities for all Aucklanders • Enabling Maori aspirations through recognition of the Treaty of Waitangi and customary rights • Integrating arts and culture into our daily lives • Developing an economy that delivers opportunities and benefits for all Aucklanders and NZ • Creating a stunning city centre, with well-connected quality towns, villages and neighbourhoods • Planning, delivering and maintaining quality infrastructure to make liveable and resilient communities • Creating better connections and accessibility within Auckland, across NZ and the world 				<ul style="list-style-type: none"> • Supporting local community identity through arts, culture and youth programmes and local events • Creating vibrant and economically strong town centres that reflect local character and stimulate community activity and involvement • Enhancing and protecting the natural environment • Building on community and volunteer networks • Enhancing quality of life through providing high quality community facilities and events • Protecting and valuing built and cultural heritage • Preserving the natural character of rural areas 		
Regional Strategic Action Plans: To achieve Auckland's vision						
Thriving Communities: Community and Social Development Action Plan	Te Kauroa – Future Directions	Sport and Recreation Strategic Action Plan	Arts and Culture Strategic Action Plan	I am Auckland: An Auckland-Wide Strategic Action Plan for Children and Young People		
Community Facilities Network Plan						
Vibrant and welcoming places at the heart of where and how communities connect and participate						

2.1.1 Governance model

While Auckland Council is one collective entity, it has a shared governance structure comprising of the governing body and 21 local boards. The two governance arms each have distinct decision-making responsibilities for community facilities. The governing body is responsible for regional network planning, the number and location of community facilities in the network and investment in new or major upgrades of community facilities. Local boards are responsible for delivering specific local facilities within any regional parameters set by the governing body. Local Boards also advocate to the governing body regarding investment and provision of community facilities. The Allocation of Decision-making Policy in the Long-term Plan outlines the respective responsibilities for local boards and the governing body. A summary is outlined below:

Local Boards	Governing Body
<ul style="list-style-type: none"> • Specific location, design, build and fit-out of new community facilities within budget parameters agreed with the governing body • Use of community facilities including leases, changes of use and programmes • Setting of fees and charges except when the governing body has set a region-wide policy • Maintaining community facilities throughout their useful life in accordance with Auckland-wide parameters and standards set by the governing body • Facilitating community-led place-making and development initiatives 	<ul style="list-style-type: none"> • Developing and allocating budget for any new community facilities, including the number and general location of all new facilities • Prioritisation of major upgrades to existing facilities • Set fees and charges as part of region-wide policy • Setting Auckland-wide parameters and standards for all asset management planning • The mobile library service • The central library, other than the ground and first floor



Waterpolo at Mt Albert Aquatic Centre.

2.1.2 Long-term Plan

Council develops a ten year Long-term Plan (LTP) which is reviewed every three years to allocate funding for its various activities. The ability and timeframe to implement the actions in this network plan will be dependent on the level of budget allocated in LTP processes for community facilities.

The Long-term Plan 2015-2025 outlines a tight fiscal environment for the immediate future. The council cannot afford to sustain its current community facility network and also meet the needs of a growing community. In response the council's LTP signals the following approach to community facility provision:

- Making better use of existing community facilities may mean disposing of poorly utilised or non-performing facilities in order to fund new assets and reduce on-going costs
- Implementing an Empowered Communities approach to delivering activities, including funding community groups to deliver more with local boards playing an active role in this
- Focusing new capital expenditure into locations guided by our spatial priorities and also where growth is occurring
- New Local Board discretionary capex fund which local boards may use to build council owned assets, add to an existing council project, work in partnership with an external provider or seed fund a community project. The acquisition or major upgrade of any community facility still requires governing body approval.

2.1.3 Infrastructure strategy

As part of the Long-term Plan, the council has approved a 30 Year Infrastructure Strategy. The key purpose of this strategy is to set out how the council is going to manage the major drivers of demand for Auckland's infrastructure over the next 30 years within a constrained funding environment. The network plan has informed the Strategy by providing data on the scale of investment required to meet future demand for community facilities.

2.1.4 Optimisation and divestment programme

The Finance and Performance committee approved an optimisation programme in March 2015 to facilitate, enhance and progress the delivery of strategic objectives.

The programme seeks to release strategic and commercial value from underperforming property currently in service so it can be directly reinvested into other local service property or activities. A key element of this programme is sale proceeds are locally reinvested to advance approved projects and activities. The funding released through the programme will contribute to achieving the outcomes in the network plan. In addition, the network plan provides guidance on which community facilities can be considered within the optimisation and divestment programme.

2.2 Delivering on Māori outcomes

Auckland Council is committed to meeting its responsibilities under Te Tiriti o Waitangi / the Treaty of Waitangi and its broader legal obligations to Māori. The Auckland Plan has a specific outcome for Māori: Te Hou o Te Whenua, Te Hau o Te Tangata: Auckland's Māori identity is its special point of difference as a global city providing opportunities for all.

The Māori Responsiveness Framework formalises council's commitment to implement its responsibilities to Māori.

To align with the Auckland Plan and the Māori Responsiveness Framework through the network plan, we will:

- engage with Māori organisations to understand Māori expectations and investigate the community needs of Māori groups, and factor this into decision-making for community facilities
- actively engage and consult to ensure the planning, development, and operations of facilities consider Māori needs and aspirations
- work closely with Māori groups and key stakeholders, including local iwi, to develop appropriate cultural programmes to be delivered through facilities
- investigate Māori demographic participation and usage trends, identifying opportunities to increase the attendance and use of facilities by Māori and developing appropriate business responses
- provide visual representations of commitment to Māori to tell stories of their connections to the place (e.g. artwork and signage) and honouring tikanga
- ensure that, in any exploration of potential future sites for facilities, Māori concerns about wāhi tapu are fully incorporated.



Rutherford College's kapa haka group at the opening Te Atatū Peninsula Community Centre.

2.3 What we know about our network

The network plan is informed by data and research undertaken in a detailed current state review. This has been collated into the Community Facilities Current State Report and Auckland Libraries Network Review Technical Report, which provides information and key findings on:

- what community facilities we have including the distribution, age, condition and use
- who uses the community facilities including user profiles, behaviour and satisfaction
- how facilities are delivered using different governance and management models
- where the people who use community facilities come from (facility catchment).



Figure 3: Information collected during network analysis

We have identified the following from our research:

Network

- we have a diverse portfolio of facilities, located based on legacy council investment
- there are some existing gaps in our network which means there are some communities which have lower levels of accessibility
- as the city grows, maintaining the level of provision will require significant investment over time

Facilities

- some facilities have existing capacity and are well placed to cater for increasing demand
- a number of facilities are old or in poor condition and will require investment to meet standards and remain operational
- some of our facilities are not fit-for-purpose as they have physical limitations on how they can be used or may be difficult and expensive to operate
- non-council facilities play a significant role in meeting community needs and should be considered as part of future provision

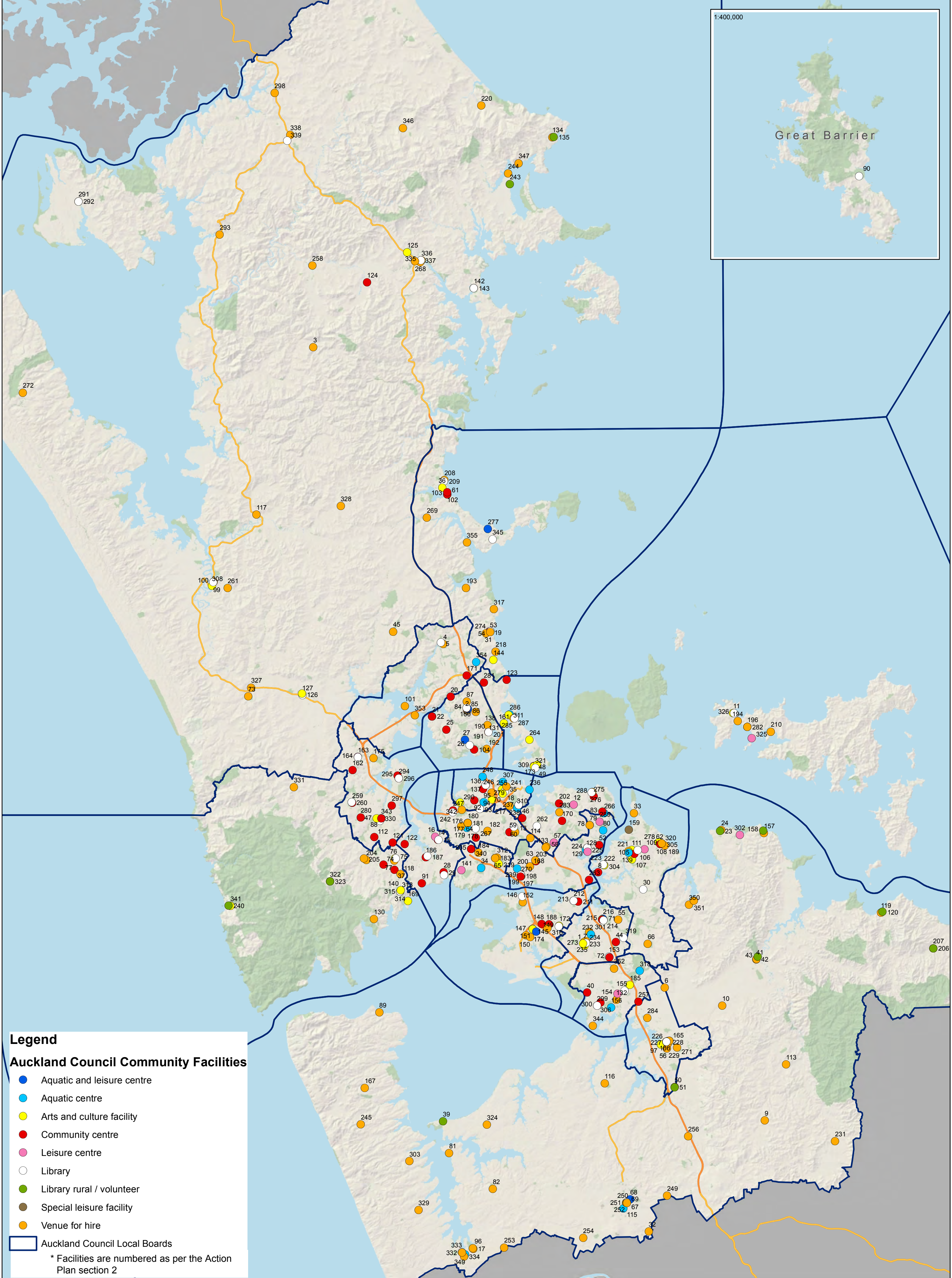
Customers

- there are some demographic groups which are less likely to use our facilities indicating possible issues with accessibility, suitability or affordability
- most existing users are happy with current facilities and many users have been visiting for a long time
- majority of users travel by car unless the facility is located in a major retail or transportation hub
- proximity and programming are major factors for users when deciding which facility to attend
- a number of our facilities are not accessible to people with disabilities.

2.4 Our Facilities

There are approximately 353 community facilities within Auckland Council's network which include both council-owned facilities and facilities which council supports through grants or partnerships. The network of community facilities included in the scope of this plan are shown on map 1 and listed in the Action Plan.

Type	Number	Description
Arts and culture	40	<ul style="list-style-type: none"> Mixed range of facilities across the region determined by legacy council investment, and community and sector led initiatives Mixed range of functions including museums, a literary residency, a visual art residency, specialist and community theatres spaces and specialist and community visual arts spaces. Visits per month vary significantly between facilities from 30 to 9,500 per month (excluding Auckland Art Gallery) Varying condition and age
Community centres	62	<ul style="list-style-type: none"> Located through-out Auckland with some gaps in urban and growth areas Community halls perform similar function in rural areas Varied size and age, from small bungalow to large multi-use facilities Average catchments of 4.3km Visits per month vary significantly between facilities from 300 to 16,000 per month, reflecting variable sizes and functions Offer a range of programmes and bookable spaces In most cases staff are located on site
Libraries	55	<ul style="list-style-type: none"> 54 community libraries located through-out Auckland and one central library Four libraries have heritage and research centres Gaps in overall provision based on population growth are anticipated from 2020 Varied library sizes from 213sqm to 3,850sqm and varied ages from newly built to libraries over 100years old Attracts approximately 13 million visitors and 16 million issues per annum Facilities are generally well maintained Supported by 4 mobile libraries to cater for smaller, more remote communities and customers less able to access services 13 volunteer run rural libraries which receive varying levels of council support
Pools and leisure facilities	48 total: 20 pools 21 leisure 7 combined	<ul style="list-style-type: none"> Located through-out the Auckland urban areas with some gaps in existing urban areas and growth areas Of the 48 facilities, 41 are council owned and 7 are facility partnership In addition, 2 indoor stadiums controlled by Regional Facilities Auckland also meet local community needs Average age of pools is 42 years and leisure 28 years Quarter of the network have condition or fit-for-purpose issues Attract over 9 million visits per annum across the network Catchments range from 3km to more than 10km
Venues for hire (community and rural halls)	135	<ul style="list-style-type: none"> Over 40 percent of community halls located in Rodney and Franklin Average size of 426 sqm (ranging from 81 sqm to 1450 sqm) Average age of 60 years old Visits per month vary significantly between facilities from 300 to 20,000+, reflecting variable sizes of facilities No staff located on site



Legend

Auckland Council Community Facilities

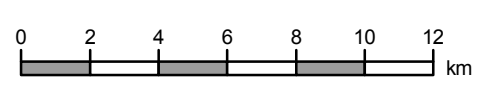
- Aquatic and leisure centre
- Aquatic centre
- Arts and culture facility
- Community centre
- Leisure centre
- Library
- Library rural / volunteer
- Special leisure facility
- Venue for hire

Auckland Council Local Boards

* Facilities are numbered as per the Action Plan section 2

This map/plan is illustrative only and all information should be independently verified on site before taking any action. Copyright Auckland Council. Land Parcel Boundary information from LINZ (Crown Copyright Reserved).

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Community Facilities Network



Date: 14 July 2015

2.4.1 Local, destination and regional facilities

Most facilities serve local catchments where users travel to their closest facility. There are some destination facilities which attract users from a wider geographic area and across local board boundaries. These users are willing to travel a greater distance due to the unique or specialised facilities or programmes on offer. There are a few regional facilities which have very specialised amenities and serve all of Auckland. The schedule of community facilities in the Action Plan specifies which facilities are local, destination or regional as determined by the function and catchment they serve. This categorisation does not change decision-making responsibilities unless determined by the governing body.

2.5 Our Customers

The following table outlines the regional profile of our customers compared with the Auckland population as shown in the parenthesis. These profiles represent a snapshot of our customers informed by a variety of customer satisfaction and user surveys. These figures may not be representative of facility users across the entire year or the user profile of individual facilities as the results have been collated from across the network for each facility type (all percentages are approximate)².

Facility Type	Gender	Age	Ethnicity
Arts and culture	71 % female visitors (cf 51%)	40% of visitors are aged over 55 years (cf 23%) 32% are aged 35-55 years (cf 28%)	68% NZ European/Pakeha (cf 58%) Other ethnicities are under-represented compared to Auckland's population
Community Centres	77 % of users are female (cf 51%)	38% of users are 50 years plus (cf 28%) Lower proportion of users under 30 year at 20% (cf 44%)	63% of users are NZ European/Pakeha (cf 58%) Lower proportion of all other ethnic groups
Leisure	Both males and females are equally represented	Good representation from all age-groups except lower proportion of users aged over 50 years at 15% (cf 28%)	Attracts users from all ethnic groups with slightly higher proportion of Maori, Pacific and Asian groups compared to Auckland's population
Libraries	60% of library members are female (cf 51%)	Age of customers is similar to the population profile of Auckland	Attracts a broad range of ethnicities and targets services specifically for different cultures
Pools	58% of pools users are female as they are more likely to accompany children	56% of users are children under 15 years (cf 21%) Lower proportion of adults over 50 years at 8% (cf 28%)	Attract users from all different ethnic groups similar to Auckland's population
Venues for Hire	67% of hirers are female (cf 51%)	74% of hirers are over 40 years (cf 43%)	69% of hirers are NZ European/Pakeha (cf 58%)

² 2014 Community Facilities Current State Report and Auckland Libraries Network Review Technical Report

2.6 Changing Auckland

As Auckland grows and develops over the next 30 years, there are a range of factors that will impact on the future provision of community facilities.

2.6.1 Growing population

Auckland's population is growing and changing. In February 2013, there were 1.4 million people in Auckland, accounting for 33.4% of New Zealand's population. Auckland's population is expected to grow by one million people over the next 30 years (based on the draft Future Urban Land Supply Strategy). The Auckland Council growth model shows where growth is likely to occur in the future and incorporates census data and directions of the Unitary Plan. Future planning will recognise changes to the growth model.

Currently, around 90 per cent of Auckland's population live within the urban core, which is surrounded by extensive rural areas that cover approximately 80 per cent of Auckland's land mass. The future development strategy places emphasis of between 70-75% of growth in the existing urban areas and 25-30% outside of current urban areas. Growth in rural areas will be supported by two satellite towns in Warkworth and Pukekohe.

2.6.2 Special Housing Areas

Auckland Housing Accord is a partnership between central government and Auckland Council to improve the supply and affordability of housing in Auckland. As a result there are a number of large scale special housing areas which may be fast-tracked for development. For some of the larger special housing areas, early consideration may be required to identify and secure suitable land for community facility provision.

2.6.3 Diverse population

Auckland is home to 180 ethnicities and the population is expected to become more diverse over the next 30 years. The Asian proportion of the population is expected to grow from 25% to 30%. Auckland is also home to the largest Polynesian population in the world

2.6.4 Aging population

Auckland currently has a young population relative to the rest of New Zealand with forty per cent of residents under the age of 25 years. However, the proportion of people over 60 years of age is expected to almost double by 2040.

2.6.5 Changing lifestyles

Changing lifestyles and expanding working hours are shifting the available leisure time people have to use community facilities. This impacts on the peak and off-peak periods of community facilities. At certain times facilities are at full capacity and at other times there is ample capacity for more use.

2.7 Our Communities

Auckland is comprised of different communities of interest with varying community facility interests.

2.7.1 Ethnic communities

Community facilities are places where people from different ethnicities, cultures and backgrounds can meet and get to know each other contributing towards building strong, vibrant communities. Community facilities serve as safe venues for migrant and refugee communities to come together for cultural specific programmes and events. Suitable, child-friendly spaces to run weekend language schools and affordability are important to migrant and refugee communities.

2.7.2 Maori

Council is committed to advocating for and supporting strong and resilient Maori communities. Community facilities contribute to improving Maori well-being by providing spaces to connect, socialise, learn skills and participate. The broader picture of community facility provision recognises marae and kohanga reo are important social infrastructure for Maori and the community. The Auckland Plan sets a priority to enable Maori aspirations for thriving and self-sustained marae. Opportunities for aligned provision and/or partnerships with marae facilities should be considered as potential options to meet community needs and to deliver Maori outcomes.

2.7.3 Pacific Island communities

Arts and culture activities, religious functions and early childhood education have been identified as important activities for Pacific Island communities. To accommodate these activities, spaces for large groups are important in community facilities.

2.7.4 People with disabilities

People with disabilities consider high standards of access to and within community facilities as critical to their independence and quality of life. There should be a wide definition of accessibility which incorporates the principles of access for all through universal design, usability and affordability. People with disabilities want a whole of journey approach to planning community facilities. It is important to consider the placement of and ease of access to facilities, including public transport and other services like health providers.

2.7.5 Rural communities

Community facilities are important for rural communities as they are places where people come together and connect. Many rural facilities have been developed with significant local input over generations and consequently have a high sense of community ownership. Community facilities can also be the focus of civil defence in rural communities. Provision for rural communities needs to recognise the relative isolation and the limited access to facilities in the urban areas.



Farmers market at Sandringham Community Centre

2.7.6 Island communities

Island communities face similar issues to rural communities in the provision of community facilities, with the additional issue of being physically separated from the urban area and a heavy reliance on ferries for transport. This impacts the ability of island residents to access community facilities in the region and places greater emphasis on holistic provision of community facilities on the islands.

2.7.7 Seniors

Community facilities are of tremendous value to seniors. The “drop in” aspect of community facilities allows for informal connections to be made, while also encouraging seniors to socialise within regular groups. In a digital age, many seniors require assistance with obtaining information on-line, and having access to computers is important. Many seniors have fixed incomes and have a greater reliance on public transport, therefore the accessibility and affordability of community facilities are key issues.

2.7.8 Young people

Young people want to be involved in the planning and delivery of facilities, not just those which have a specific youth focus. They also want spaces they can make their own and dedicated facilities or spaces for youth may sometimes be appropriate. Affordability is a major issue for young people and cost is a key barrier to accessing facilities.

2.8 Challenges facing Community Facilities

- **Gaps and duplication** of provision means there is uneven distribution of community facilities across Auckland. This will require tough decisions regarding allocation of funding, the location of new facilities and in some cases divestment of facilities.
- A significant proportion of the existing network of facilities are **old**, in **poor condition** or **not fit for purpose** and either need to be upgraded or considered for divestment.
- A **growing and diversifying population** means the network of community facilities will need greater capacity and flexibility to respond to different community needs.
- The **cost of maintaining** the existing network is increasing. To ensure ongoing affordability, the council will need to prioritise funding for maintenance.
- There is a need to improve the **financial sustainability** of community facilities. The whole of life operating costs should to be considered as part of early planning. Sometimes, greater up-front investment delivers more cost efficient facilities to operate in the long-term.
- The development of community facilities requires the **availability of suitable land**. Community facilities should be in highly visible and accessible locations to maximise on-going use. Appropriate sites need to be secured for community facilities without compromising or diminishing open-space outcomes. In areas of the city that are growing, forward planning may be required to secure appropriate land for community facilities.

2.9 Opportunities for Community Facilities

- There are opportunities for **greater integration** (see Section 3.5) in the planning and delivery of community facilities. This could provide a wider range of activities and services that are convenient for the community to access and more efficient for council to deliver. Additionally, community facilities can be clustered with other council, social, retail and transport infrastructure.
- The **variety of providers** of community facilities across Auckland presents an opportunity to consider partnership solutions. Opportunities include partnering to develop new facilities or providing funding to other providers to secure public access to existing facilities.
- There is **significant capacity and value** in the existing community facility network, which should be maintained and optimised. We should look at how existing assets (including non-council) can address new demands before building a new facility.
- **Community led-design or co-production** enables communities to be involved in the facility planning and design process from inception to completion. This can build community capacity, enhance community ownership of local facilities and help to celebrate a local area's heritage and identity.
- **Standardised design** presents an opportunity to reduce the cost of construction but this must be balanced with addressing unique local needs and character.
- In some cases **community governance** can increase community ownership and have a significant empowering effect for local communities. There may also be opportunity for **asset transfer** where the ownership of an asset is transferred from council to a community organisation. This provides communities with security and means of generating income, while potentially securing long-term savings for council.
- Upgrades or development of new community facilities can act as a catalyst to revitalise local and town centres and contribute to **local economic development**.

3 Vision for the future

3.1 What is our vision for community facilities?

Vibrant, welcoming places at the heart of where and how people connect and participate.



This unnamed pare (carved lintel) at Te Pātaka Kōrero o Te Hau Kapua, Devonport Library was created by Ngā Whaotapu o Tāmaki Makaurau: the Sacred Chisels of Tāmaki Makaurau - a collective of carvers representing five mana whenua iwi, Te Kawerau ā Maki, Ngāti Whātua o Ōrākei, Ngai Tai ki Tāmaki, Ngāti Maru and Ngāti Paoa.

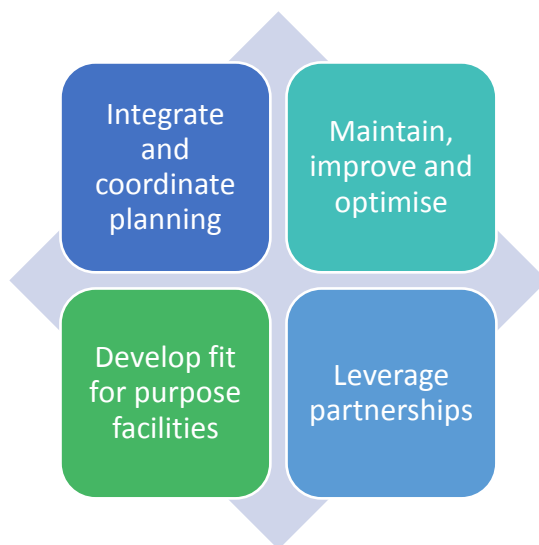
3.2 Why do we provide community facilities?

Community facilities contribute to building strong, healthy and vibrant communities by providing spaces where Aucklanders can connect, socialise, learn and participate in a wide range of social, cultural, art and recreational activities. These activities foster improved lifestyles and a sense of belonging and pride among residents. To contribute to meeting the outcomes of the Auckland Plan (section 2.1) council invests in a network of community facilities that provide:

Places for people to connect	Where people visit, meet and interact with others, building a sense of community belonging and pride
Places for people to participate	Where people participate in life-long learning, recreational, cultural, creative and fun activities relevant to Auckland's diverse communities, fostering personal growth, health and wellbeing
Places for community led action	Where people come together to foster and grow initiatives to create positive change in their communities
Places for community organisations	Where resources and spaces are provided for community organisations to achieve their goals

What is our approach?

To achieve the vision and outcomes, the council will focus on four objectives:



Integrate and coordinate planning across all types of community facilities

- Consider all types of community facilities when assessing needs and demands.
- Work with communities in the planning of community facilities, using a coordinated and consistent process.
- Ensure decisions are based on robust evidence of community need and improved outcomes.
- Explore all potential options to meet community needs including optimisation, divestment, partnerships and non-asset solutions.
- Consider how existing facilities can meet new demand before developing new facilities.
- Provide for future generations by understanding the implications of population growth.
- Take account of the whole of life costs and on-going viability in investment decisions.
- Develop and maintain robust data on our facilities and understand who are our customers and how best to serve them.

Maintain, improve and optimise existing community facilities

- Improve the quality and condition to ensure facilities are fit for purpose.
- Divest or repurpose community facilities that are no longer required or not meeting community needs.
- Consider opportunities to transfer ownership of existing facilities where it delivers improved long-term outcomes.
- Promote the environmental sustainability of community facilities, where viable.
- Look for opportunities to activate community facilities to increase utilisation.
- Look for opportunities to optimise existing assets where this will reduce the overall costs

Develop fit for purpose, integrated and connected community facilities

- Deliver co-located or integrated community facilities to provide cohesive and accessible opportunities for participation.
- Ensure our network is flexible to accommodate changing community needs.
- Support strategic placement of community facilities with other key infrastructure and transport.
- Ensure community facilities are located in highly visible and accessible locations.
- Design new facilities that are universally accessible, appealing and inclusive to all sectors of the community.
- Incorporate technology and innovative opportunities to improve customer experience and optimise facility performance.

Leverage and support partnerships

- Investigate opportunities to partner with community or private providers in the development of community facilities.
- Consider investing in non-council facilities as a means of meeting community needs.
- Explore alternative means of funding the development and provision of community facilities.



Summer fun at the Parnell Baths.

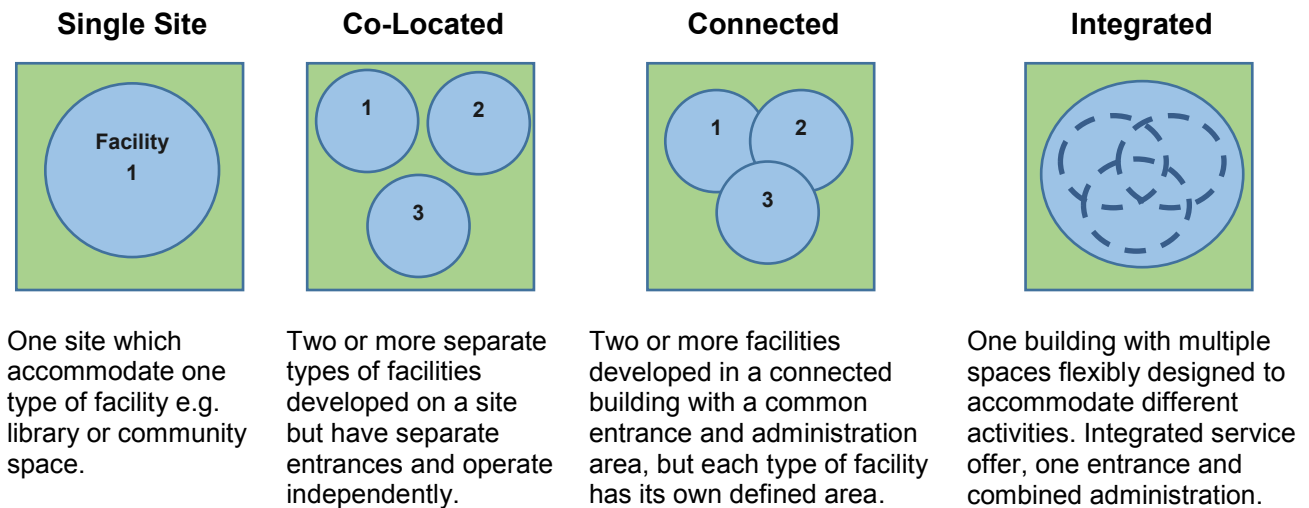
3.3 What should our facilities look like?

To be fit for purpose, we will aim for community facilities to have the following qualities:

- **Accessible** – universally accessible and affordable for all.
- **Best Placed** - easy to find and get to and well-placed to serve the community and catchment.
- **Flexible** - able to respond and adapt to the changing needs of the community and support continued growth in participation.
- **Functionality** – designed to accommodate the intended range of functions and activities and utilise the outdoor environment to support participation.
- **Local character** – contribute to place-making by reflecting the character of the community in the building fabric and design.
- **Quality** – well-maintained, safe and provide an enjoyable customer experience.
- **Sustainable** – capitalise on opportunities to deliver value for money for the ratepayer and user, minimise environmental impact and balance the needs of present and future generations.

3.4 How should our facilities be configured?

Council will focus investment on strategically placed, integrated community facilities. This will provide convenient opportunities for the community to participate in multiple activities, a better customer experience and be more efficient to deliver. Four options for the configuration of community facilities are outlined below. The aspiration for Auckland is to see more facilities developed in options three and four but each case will be determined in consultation with the community, stakeholders and local board.



Within community facilities, there will be demand for different types of spaces including:

▶ Increasing Specialisation		
Greatest Adaptability ◀		
<p>Flexible space is adaptable for different activities but may not have any specialised functionality e.g. a hall used for events, meetings, dance, recreation or performances but has no specialised equipment.</p>	<p>Multi-purpose space is designed for a specific group of activities e.g. sprung floor space can be used for dance, drama or recreation.</p>	<p>Specialised space is designed for an intended activity e.g. teaching pool with shallow depth, black-out theatre for, climate controlled space for gallery or book conservation.</p>

4 Future Provision

The following section outlines the outcomes, functions and provision approach for different types of spaces required in community facilities. This will guide the identification of gaps in the network and the types of spaces required to deliver fit for purpose facilities. While we need different criteria for each type of space, the intent for the future is to deliver integrated and connected community facilities. This could be building new facilities or optimising and repurposing existing facilities.

4.1 Arts and Culture Space

Outcome: Enable community arts and culture activity at the local level through provision of spaces, opportunities and programmes within existing and new multi-use community facilities or partnership opportunities.

Support a network of destination and regional arts and culture facilities to meet sector and audience demand and create opportunities for Aucklanders to participate in and experience arts and culture

	Local	Destination
Functions	Provide space for local community arts activity such as community drama, dance, local art classes and presentations	Provides specialised space for emergent, semi-professional and professional artists
Provision approach	<ul style="list-style-type: none"> • Provide spaces and opportunities for local arts and culture activity within existing arts and cultural facilities and community spaces • Enable local expression in arts and culture activity through outreach • Integrate appropriate spaces within new local community facilities • Partner with others to provide suitable spaces • Improve the current network of local arts and culture facilities 	<ul style="list-style-type: none"> • A limited number of specialist/niche facilities across the region to support the creation and presentation of arts and culture and arts sector development • Size and location determined by robust investigation on case by case basis • Council intervention only when sector alone doesn't deliver • Council plays a role in identifying and assessing need and demand • Deliver in partnership with sector, private and government
Ideal Schedule of Space	<ul style="list-style-type: none"> • Spaces for "messy" activity • Adequate space for community drama, dance, exhibitions and presentations 	<ul style="list-style-type: none"> • Design determined by evidence of need and assessment of viability.
Identifying gaps	<ul style="list-style-type: none"> • Evidence of sustainable community demand 	<ul style="list-style-type: none"> • Evidence of sector and audience demand • Recognised public good where the market alone cannot provide

4.2 Community Spaces

4.2.1 Community Centres

Outcome: Enable people to connect and participate in programmes and activities which are designed to reflect local need and place making. These can range from small one off events, group activities, regular classes and other initiatives aimed at increasing wellbeing.

	Local – small	Local – large
Function	Community development activities including small meetings, co-located working spaces, clubs and social gatherings with activated programming and services.	Community development activities including small and large meetings, social gatherings, recreation, local arts and culture, health and wellbeing with activated programming and services.
Provision approach	Located in local neighbourhoods, walking catchment of up to 15 minutes or 30 minute drive of rural and coastal villages	Serves a catchment of up to 15 minute driving time. Located in metropolitan or town centres and satellite towns. Desirably located within the centre of town.
Ideal Schedule of Space	<p>Core space</p> <ul style="list-style-type: none"> • Flexible bookable spaces which can be used for meetings, classes and activities of different sized groups and used for programmed activity • Innovative storage options • Kitchen facility • Incorporation of information technology, services and equipment including wifi access • Integration with outdoor spaces <p>Potential</p> <ul style="list-style-type: none"> • Co-located shared working spaces • Secure outdoor space, small grassed area for children, community garden • Drop in and informal space • Workshop space for ‘maker spaces’ 	<p>Core space</p> <ul style="list-style-type: none"> • Desirable 600 square metres or more • Multiple room sizes suitable for large meetings, dance and exercise to small rooms for meetings and clubs (flexible or multi-purpose spaces) • Innovative storage options • Large kitchen facilities • Co-located shared working spaces • Innovative storage options • At least one room with sprung floor and adequate stud height for exercise and dance, possibly mirrored wall • Spaces for messy activity or children’s play • Incorporation of information technology, services and equipment including wifi • Integration with outdoor spaces • Drop in and informal space • Adequate carparking <p>Potential</p> <ul style="list-style-type: none"> • Workshop space for ‘maker spaces’ • Small business/social enterprise incubator space • Secure outdoor space, small grassed area and playground for children • Community garden • Specialised space for arts and culture or recreation activities
Identifying gaps	<ul style="list-style-type: none"> • Within 15 minute walk from local or town centres • Target population threshold 5000-10,000 	<ul style="list-style-type: none"> • Within 15 minute drive from metropolitan areas, key town centres • Target population of 20,000 plus
Rural	<ul style="list-style-type: none"> • Within 30 minute drive of rural centres • Target population threshold 5000-10,000 	<ul style="list-style-type: none"> • Within 15 minute drive from satellite towns • Target population of 20,000 plus

4.2.2 Venues for Hire

Outcome: Provide affordable space for people to meet and participate in social, recreational, educational, health and well-being programmes, events, activities and functions that serve local areas.

	Local
Function	Bookable space available for the community to book and run their own activities
Provision approach	<ul style="list-style-type: none"> • Improve and optimise the current network of venues for hire • No longer build or acquire standalone venues for hire • Include bookable space within integrated and connected community facilities • Encourage and support other community providers to share bookable space
Ideal Schedule of Space	<ul style="list-style-type: none"> • Flexible spaces which can be booked for meetings, classes and activities for different sized groups
Identifying gaps	Access to bookable space within 15 minute walk from local or town centres
Rural	Access to bookable space within 30 minute drive from rural centres



Family fun at Grey Lynn Community Centre.

4.3 Libraries Space

Outcome: Library spaces are changing to become multipurpose community facilities that contribute to place-making and community connection; vibrant, accessible and welcoming open places for meeting, learning and inspiration; spaces for creativity and participation; places of opportunity to provide equitable access to information and technology.

	Local	Destination	Regional
Functions	<ul style="list-style-type: none"> • Access to information and technology • Programming and events • Display of library collections • Informal gathering spaces • Associated workroom areas 	<ul style="list-style-type: none"> • Access to information and technology • Areas for programming and events • Display of library collections • Informal gathering spaces • Meeting rooms • Proximity and integration with other council services • Quiet reading areas • Associated workroom areas 	<ul style="list-style-type: none"> • Heritage and research centre • Access to information and technology • Areas for programming and events • Display of library collections • Informal gathering spaces • Meeting rooms • Proximity and integration with other council services • Quiet reading areas • Associated workroom areas
Provision approach	Maintain level of 41m ² /1000 population		
Ideal Schedule of Space	<ul style="list-style-type: none"> • After hours returns • Appropriate floor loading for collections • Areas for programming and events • Flexible layout providing for different collections e.g. non-fiction, children's, teens • Informal gathering spaces • Staff workrooms • Staff facilities • Associated workroom areas 	<ul style="list-style-type: none"> • After hours returns • Appropriate floor loading for collections • Areas for programming and events including childrens play • Bookable meeting rooms • Flexible layout providing for different collections e.g. non-fiction, childrens, teens • Informal gathering spaces • Integration with outdoor spaces (if appropriate) • Provision for separation of activity; e.g. quiet/noisy • Staff workrooms • Staff facilities • Associated workroom areas 	<ul style="list-style-type: none"> • After hours returns • Appropriate floor loading for collections • Areas for programming and events including childrens play • Bookable meeting rooms • Flexible layout providing for different collections e.g. non-fiction, childrens, teens • Heritage and research centre • Informal gathering spaces • Integration with outdoor spaces (if appropriate) • Long term preservation and storage of heritage items • Provision for separation of activity; e.g. quiet/noisy • Staff workrooms • Staff facilities • Associated workroom areas
Identifying gaps	Capacity testing based on 41m ² /1000 of local catchment population, including capacity of neighbouring libraries and maximum distance of 30 minutes travel		
Rural	Respond to population growth of 10,000 in a rural area	Respond to population growth of population growth of 10,000 in a rural area and 30,000 in a metropolitan centre	Respond to population growth of population growth of 10,000 in a rural area and 30,000 in a metropolitan centre

4.4 Pools & Leisure Space

Outcome: Support participation in a wide range of aquatic, indoor sport and recreation activities and align with the National Facilities Strategies⁴ through a hierarchy of local, destination and regional facilities.

	Local	Destination	Regional
Functions³	<ul style="list-style-type: none"> Free-play Fitness Learning Relaxation Casual-play Community programmes 	<ul style="list-style-type: none"> Aquatic entertainment both indoor and outdoor Pools sports training Indoor sports leagues Special leisure (rock-climbing, skating etc.) Possible local functions 	<ul style="list-style-type: none"> Aquatic sport events Indoor sport events Possible local or destination functions
Provision approach	Network to serve local catchments of up to 5 km	Limited number of facilities to serve catchments 10km plus	One to three facilities to serve the region
Ideal Schedule of Space	<p>Use affordable facility design as a base and customised in accordance with needs assessment.</p> <p>Pool base includes:</p> <ul style="list-style-type: none"> 25 metre pool Teaching pool Leisure water Fitness space <p>Leisure base includes:</p> <ul style="list-style-type: none"> At least 2 standard sized basketball courts Programme rooms Fitness space 	<p>Design determined by evidence of need and assessment of viability.</p> <p>Consider pool need for:</p> <ul style="list-style-type: none"> Deep-water Aquatic sport amenities such as dive-boards Aquatic entertainment amenities such as slides, splash-pads <p>Consider leisure need for:</p> <ul style="list-style-type: none"> Multi-courts of 4 or more Multiple changing rooms Special leisure amenities 	<ul style="list-style-type: none"> Design determined by evidence of need and assessment of viability. Must be standard sufficient to meet national level competitions.
Identifying gaps	<ul style="list-style-type: none"> In areas outside catchments of existing facilities recognising other providers Pools target population thresholds of 35,000 to 50,000 Leisure target population thresholds of 18,000 to 40,000 	<ul style="list-style-type: none"> Utilise existing facilities Assessed on case by case basis, based on clear evidence of demand and viable business case Recognise national facility strategy 	<ul style="list-style-type: none"> Assessed on case by case basis, based on clear evidence of demand and viable business case Recognise national facility strategy
Rural	<ul style="list-style-type: none"> Within 30 minute drive-time of a satellite town Target population of 9,000 people or more Consider partnerships 	None	None

³ See Appendix 1 for explanation of National Facility Strategies and functions of pools and leisure facilities

5 Implementation Approach

5.1 How we will work together

To deliver a successful and affordable network that meets community needs and aspirations, we will implement a new way of working, which reflect our objectives for the future:

- undertake integrated and coordinated planning across all types of community facilities to ensure future decisions are based on clear evidence of needs and assessment of all options
- maintain, improve and make the best use of our existing network of community facilities where these continue to meet community needs
- focus investment on developing fit for purpose, integrated and connected community facilities
- explore opportunities to leverage and support partnerships with other providers.

Actions in the Action Plan focus on changing the way we work together, investigating existing facilities and potential gaps in the network. Each action will require investigation to determine the appropriate response which will involve the local board and community, and may require tailored responses. Facilities or needs in the same geographic area will be investigated together using holistic planning to deliver better outcomes. There will be opportunities to support council’s Empowered Community approach in these investigations.

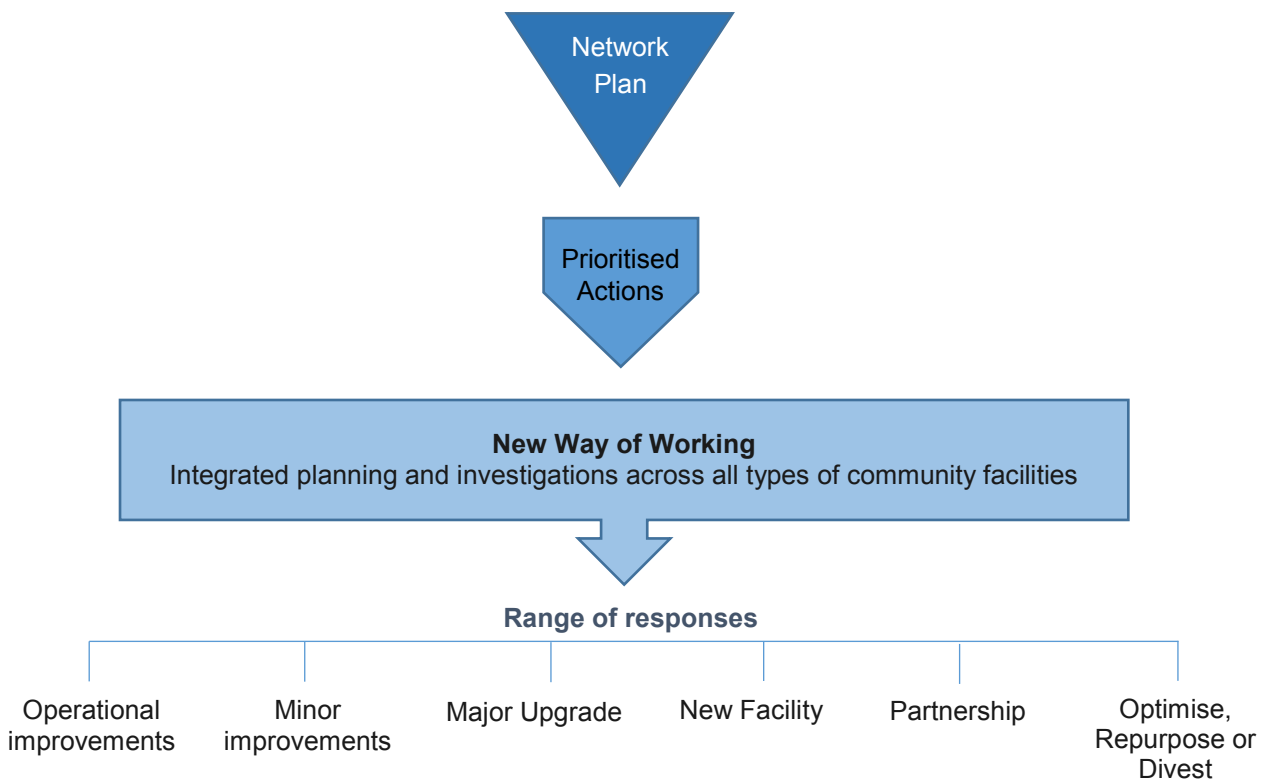


Figure 4: Implementing a new way of working

Each action investigation will explore:

- the make-up of the community and key trends including population changes
- provision, performance and accessibility of community facilities
- role and function of other community facilities like sport clubs, schools and churches
- aspirations, opportunities and strengths in the community
- demand for different activities and any barriers
- opportunities to deliver community facilities in a more integrated way.

Following this, a range of responses will be considered, including:

- changing the way existing facilities are managed, operated, programmed or promoted
- improvements or upgrade of existing facilities
- developing new facilities
- developing partnerships with existing or new providers of community facilities
- optimising or divesting of facilities no longer meeting community needs to support re-investment in other or new community facilities in the local area.

Local Boards will play a significant role in determining the appropriate response for community facilities or needs located in their area. It is the role of the governing body to make the final decision about acquisition, divestment or major upgrades of community facilities.

5.1.1 Community Facilities Development Guidelines

The Community Facilities Development Guidelines provide a consistent and coordinated process to guide the investigation process and implementation of responses, particularly major upgrades or new facilities. The diagram below shows the steps in the process with more detail in Appendix two. A companion document describes the full process.



Figure 5: Community Facilities Development Guidelines



Indoor football at West Wave Pool and Leisure Centre.



Computer tutorials at Mt Albert Library.

5.2 How we prioritise our investment

The following process and criteria will be used to focus council’s resources (including staff time) on the implementation of the network plan.

- Actions in the Action Plan are triggered by one or more drivers - see “Identifying Actions” table.
- Each action is assessed to determine whether it is a “Network Priority” and should proceed through the investigation process – see Network Priority table.
- The investigation process will determine the appropriate response for each action.
- If capital investment is required to deliver the response, each business case will be assessed against the “Funding Priority” criteria – see Funding Priority table.

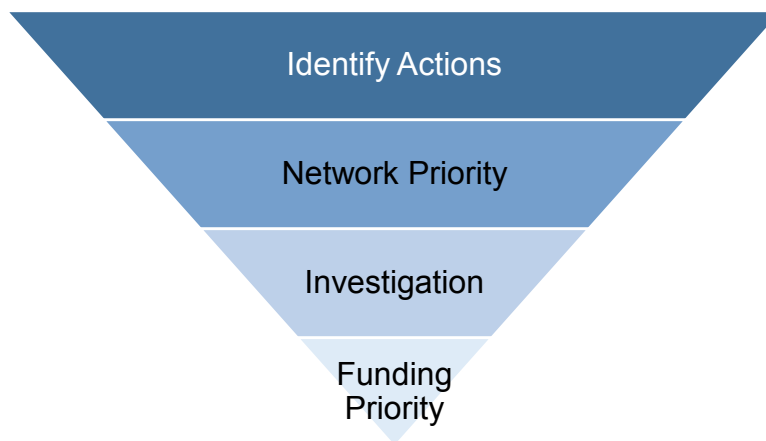


Figure 6: Process for prioritising actions and investment

Identify Actions
<p>To be identified as an action, it must be triggered by one or more of the following drivers:</p> <ul style="list-style-type: none"> • Existing facility has significant fit for purpose or performance issues and/or evidence of demand for additional provision • An area with a gap or duplication of provision (as determined by the provision approach in section 4) • An area with anticipated need arising from population growth (as determined by the identifying gaps in section 4) • An external catalyst or opportunity that will impact on an existing facility or gap area.

Network Priority			
Each action is assessed against the following criteria to determine whether it is a network priority. Each action is scored against the criteria out of 10 and using the weightings to have a score out of 100. Actions over 60 points are identified as network priorities.			
Category	Sub-Category	Criteria	Weighting
Network 40%	Network contribution	Impact of the facility (or lack of a facility) on the regional network	10%
	Demand	Level of demand - either excess demand, existing gap, new demand	10%
	Catchment size	Size of catchment population including the timing of projected population growth	10%
	Optimisation or Divestment potential	Opportunity to optimise or divest	10%
Community 40%	Local Board priority	Identified as local board priority	15%
	Impact in the community	Impact and criticality of the facility in the community, including the impact of geographic isolation	10%
	Alternative provision	Level of alternative provision that can sustain demand in the interim	5%
	Catalyst / Opportunity	Major change from external driver or significant opportunity that is time-specific	10%
Building 20%	Size & Layout	Size or layout restrictions/limitations	10%
	Physical condition	Urgent building issues to address	10%

Investigation
<p>Actions identified as network priorities will progress through the investigation process to determine the appropriate response. The investigation process should consider all options to respond to identified needs and if required, establish clear and robust evidence to support capital investment. This should establish a clear rationale:</p> <ul style="list-style-type: none"> • For a major upgrade or extension of an existing facility • To prevent a major asset failure • For the development of a new facility (either council-owned or partnership) • To invest in a partnership facility • To divest of an existing facility and invest in a new or existing facility which can better deliver community outcomes. <p>In the short-term, actions will be progressed first where they:</p> <ul style="list-style-type: none"> • have capital funding in the first five years of Long-term Plan • are network priority actions in spatial priority areas • are network priority actions with opportunities for optimisation or divestment.

Funding Priority	
<p>If capital investment is required to deliver the response, each business case will be assessed against the following criteria. This is a qualitative assessment where the project outcomes are recorded against each criteria to determine the overall importance of the project.</p>	
Factors	Criteria
Strategic	<ul style="list-style-type: none"> • Contribution to strategic outcomes in the Auckland Plan or strategic action plans • Identified as a top priority in the Local Board Plan • Evidence of strong support from the community and/or sector • Ability to leverage external funding or develop community partnership • Alignment with the outcomes and objectives in the network plan
Location	<ul style="list-style-type: none"> • In an area of high population growth, intensification, demographic change • In a transformational project area or spatial priority areas • In an area with limited community infrastructure including geographic isolation • In an area of localised community deprivation (NZ Deprivation Index) • In an area where current community facilities are at full capacity
Outcomes	<ul style="list-style-type: none"> • Produce multiple outcomes or catalyst for transforming community • Significantly improve delivery of existing facilities and reduce operating costs • Forecasted to significantly increase, broaden and deepen participation • Urgency for a response such as asset failure, timing of growth or un-met demand • Supports holistic and integrated provision of community facilities

5.3 Funding

The ability and timeframe to implement the actions will be dependent on the level of budget allocated in budget processes for community facilities. Therefore actions will be implemented over time within the available resource and financial constraints.

Actions with capital funding in the first five years of the Long-term Plan will be progressed as the first priority, along with network priority actions which fall in spatial priority areas or those actions which present a significant opportunity for optimisation or divestment.

The ability and timeframe to implement other actions in the Action Plan will be dependent on decisions in future long-term plan or annual plan processes. Other decisions by the governing body or local boards may also impact of the implementation of the network plan and action plan.

The Long-term Plan 2015-2025 includes the allocation of capital funding for specific community facility projects and this is reflected in the Action Plan. In principle, this capital funding will be released once a business case is approved. This will ensure investment decisions are based on robust evidence and planning.

Going forward, options for establishing a regional investment fund to support the implementation of the network plan will be explored. The intent is to ensure investment decisions follow evidence of demand and the appropriate level of capital and operational funding is allocated based on a clear business case.

5.4 Strategic Asset Management Plan

The Strategic Asset Management Plan for Community Facilities outlines council's approach to providing, maintaining and managing council's community facilities. The network plan sets out the strategic links, approach for integrated holistic planning and identified actions to investigate fit-for-purpose issues, gaps, growth and demand.

5.5 Review

The Community Facilities Network Plan will guide the provision of community facilities for the next 20 years. The network plan will be reviewed every five years or as required to align with any changes in council's strategic direction. The associated Action Plan will be updated on an annual basis to reflect progress and re-evaluate priorities where necessary. The governing body and local boards will be informed about progress.

6 Definitions

Arts and culture facilities – provide opportunities for the community to learn, experience, create and appreciate arts and culture. They also provide opportunities for art-making at community, emerging artist and professional artist levels. They include facilities for visual and performing arts, literature, and for cultural activities (both cultural expression and cultural heritage). These facilities have on-site staff, coordinated programming and some have performance and exhibition spaces, teaching facilities, studio spaces for hire and maker spaces.

Catchment – the geographic area that the facility serves. This can be specified as a local, destination or regional catchment. Facility catchment research has been undertaken to inform catchment areas. For example, for pools and leisure facilities, catchment is based on a pin-map study and the geographic area that encompasses 75% of users.

Community centres – provide opportunities for social interaction, arts and recreation, events, programmes and interest-based groups or activities. These facilities generally have meeting spaces which can be booked, coordinated programming and are often staffed by an on-site manager. They may also include other associated amenities like an early childhood education centre, Citizens Advice Bureau or Plunket.

Community facilities – in this network plan, community facilities refers to arts and culture facilities, community centres, libraries, leisure facilities, pools and venues for hire.

Community facility hierarchy

- **Local** – these facilities generally serve a local geographic area and are accessible within a certain walking or driving distance. Some users may come from further afield but this likely to be the exception rather than the rule. These facilities generally have a local profile and may not be well known beyond the local community. There is a similar range of activities undertaken at local facilities. There will be a wide spread of local facilities to serve the region.
- **Destination** – the design and functionality of these facilities attracts users from a wider geographic area, where users are prepared to travel to use the special features or activities on offer. Destination facilities are often a larger size and therefore have greater capacity. However, it is mostly due to the specialised or bespoke amenities or fulfilling a niche activity that make them a destination facility. Destination facilities are likely to have a sub-regional profile, for example, the facility is well-known in the west, south, central or north of Auckland. There will be a limited number of destination facilities as they serve a wide geographic area.
- **Regional** – specialised facilities that serve the entire Auckland Region. These facilities will generally be large and have sufficient capacity to serve regional demand. Regional facilities will contain specific and specialised amenities or spaces. These facilities will have a regional profile. Given the specialised nature and level of demand, there will only be a small number of regional facilities required to serve the region.

Divestment – disposing of an asset that is no longer required or capable of meeting community needs, which is determined following an investigation involving the local board and stakeholders. Disposal may involve selling or transferring the entire site or removing the building from the site.

Fit for purpose – the design, layout and condition of the space enables the outcomes sought for the facility to be delivered. In the future we will aim for fit for purpose facilities to be accessible, best placed, flexible, reflective of local character, quality and sustainable.

Leisure facilities – provide a range of indoor sport, recreation and fitness activities and may include an indoor stadium, fitness suite, programme rooms and other associated amenities like a café, physiotherapy, early childhood education, community services or meeting rooms. These facilities typically have on-site staff that deliver recreation programmes but the spaces can also be used or booked for a variety of other activities which may be non-recreational.

Leisure facility functions

Leisure functions	Description	Provision
Casual play	Unstructured play, informal, drop-in or semi-structured	Local
Programmes	Sport and recreation programmes for children, youth and adults	Local
Fitness	Fitness suites to improve fitness, health and wellbeing	Local
Special leisure	Specialised facilities for specific activities such as skating, rock-climbing, squash, outdoor adventure.	Destination
Indoor sports leagues	Sports leagues for basketball, volleyball, badminton, table tennis	Destination
Indoor sports events	Specialised facilities for indoor sports competitions and events that typically require significant spectator capacity	Regional

Libraries - connect Auckland's diverse communities and individuals with opportunities for reading, browsing, relaxing, access to information, lifelong learning and democratic participation, based on print and online collections, public computing networks and access to expert staff assistance. They are trusted places that deliver a wide range of literacy skill and other programmes which help develop individual potential, equity of access to information, inspiration and creativity for people of all ages. Libraries spaces are changing to become multipurpose community facilities that contribute to place-making and community connection.

Optimisation – improving the delivery of community facilities to achieve better financial and community outcomes, for example selling an asset(s) to reinvest in the upgrade or development of new asset(s), repurposing an asset for a different use or taking advantage of commercial opportunities to generate funding that can be invested into asset(s).

Optimisation seeks to deliver optimal levels of service by releasing latent strategic and commercial value from underperforming property currently in service, for direct reinvestment into other local service property or activities. Proceeds from optimisation will not be directed to general council revenue.

Partnerships – Council will consider working in partnership with a variety of different providers including community organisations, the education or private sector and investors to develop and deliver community facilities. This could include capital funding or operational funding in return for public access to all or part of a community facility.

Developing best practice approaches to partnerships is identified as a strategic improvement in section 1.1 of the Action Plan.

Pools – buildings or fenced outdoor areas, incorporating indoor and/or outdoor swimming pools for swimming for fun, learning, sport or relaxation. These facilities have on-site staff and require user supervision and management of water quality in accordance with national standards. They may also include a fitness suite, programme rooms and other associated amenities like a café, physiotherapy and early childhood education.

Pool functions

Pools functions	Description
Free play	Unstructured water fun and play
Fitness	In-water fitness: lane swimming, swim training, aqua-jogging, in-water exercises
Learning	Learn to swim, water confidence and safety programmes,
Relaxation	Relaxation in spas, steam-rooms or saunas
Aquatic entertainment	Water play that utilises special water features and/or equipment such as wave pools, hydroslides, splash-pads
Aquatic sport	Competitive swimming, waterpolo, underwater hockey, diving, multisport and other water sports
Aquatic sport events	Specialised facilities for pools sport competitions and events that typically require significant spectator capacity

Spatial priorities – through the Long-term Plan 2015-2025, the council has defined 10 geographic areas as spatial priorities. The purpose is to focus council’s limited resources into areas that will deliver multiple outcomes, including more jobs, more homes, greater mobility, connected communities and improved recreation. They are: City centre; Inner west triangle; Greater Tamaki; Ōtāhuhu-Middlemore; Manurewa-Takinini-Papakura corridor; NorSGA; Greater Takapuna; Pukekohe-Wesley (Paerata); Manukau metro and Flatbush.

Venues for hire – spaces available for hire on a regular or casual basis for public and private meetings, activities, programmes or events. These facilities have no on-site manager or coordinated programming. In most cases users hire and access the spaces through a centralized booking system.



Exhibition space at Pah Homestead.

7 Appendix 1 – National Facility Strategies

Sport New Zealand has developed the National Facilities Strategy for Aquatic Sport (August 2013) and the National Facilities Strategy for Indoor Sports (November 2013) covering volleyball, gym-sports, badminton, basketball, futsal and netball. Both strategies looked at the international, and national facility requirements to meet aquatic and indoor sports needs and provide direction on the level of provision to meet community requirements for aquatic and indoor sport facilities.

National Facilities Strategy for Aquatic Sport – developed by Sport New Zealand to provide direction on the international, national and local facility requirements for aquatic sports. For Auckland the strategy indicates:

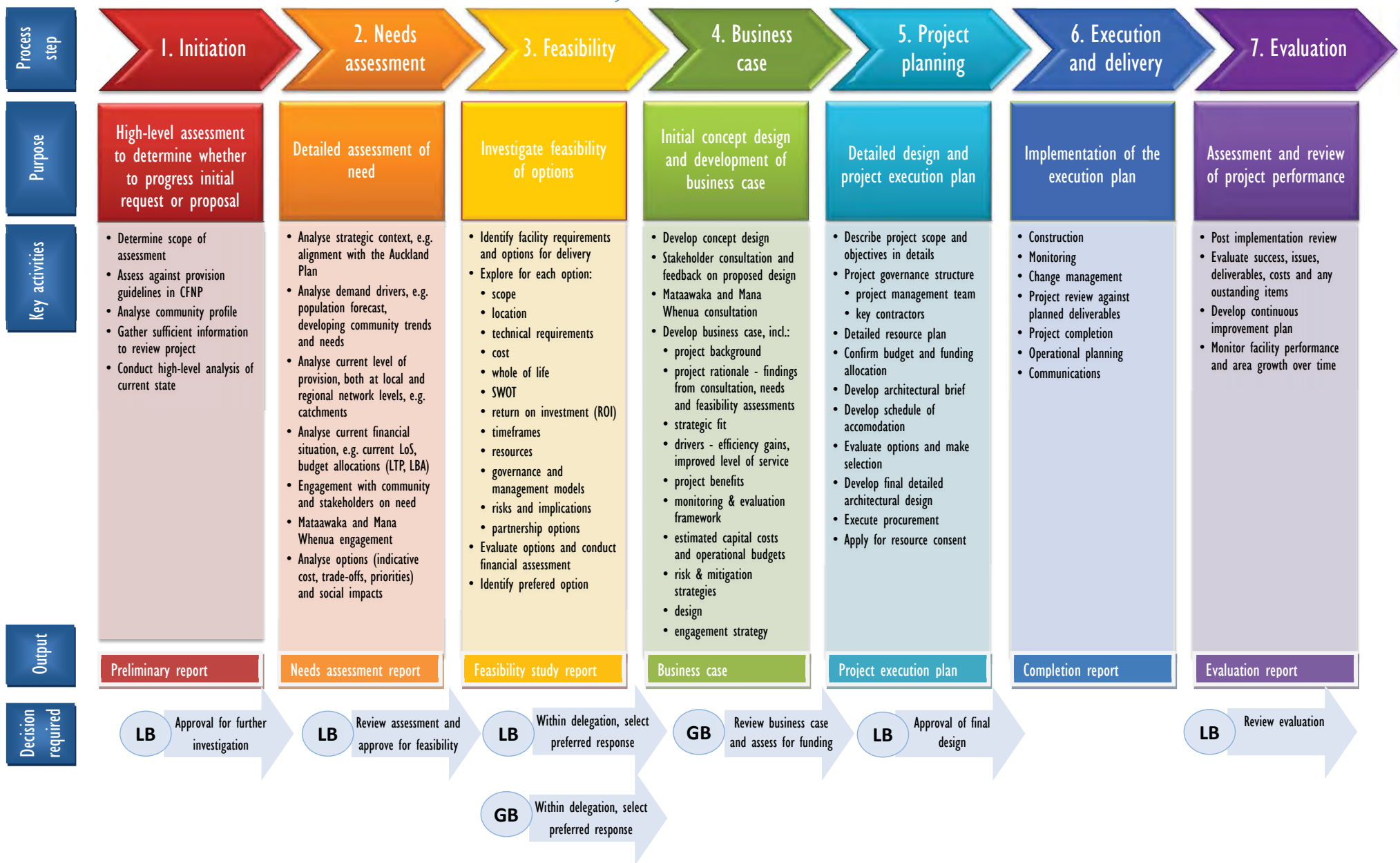
- International requirements will be met by the development of the Millennium Institute of Sport and Health (MISH) in Auckland and a proposed facility in Christchurch.
- National requirements – prioritise access to existing facilities, especially those with spectator capacity and specialist amenities.
- Local – benchmark estimates for community pools in Auckland at 70 people per square metre of pool (equivalent to 35,000 people for standard 500m² pool).

National Facilities Strategy for Indoor sports – developed by Sport New Zealand to provide direction on the international, national and local facility requirements for indoor sports, including volleyball, gym-sports, badminton, basketball, futsal and netball. For Auckland the strategy indicates:

- There is sufficient supply of international facilities in New Zealand.
- There is a requirement for additional national and regional competitive facilities in Auckland, as an extension of community level provision
- Local – benchmark estimates of one indoor court for 9,000 people (including school and public provision). On this basis there is significant shortfall of indoor courts in Auckland.



The historical Tepid Baths.



Appendix 2 - Community Facilities Development Guidelines



Gathered at Te Pātaka Kōrero o Te Hau Kapua, Devonport Library beneath 'Te Aho Maumahara – Sacred Strand of Memories' - by Te Rongo Kirkwood. On the wall to the right is, The Harbour Ferries, terracotta tiles by Barry Brickell.

