

WESTBROOK SPORT AND RECREATION PRECINCT MASTER PLAN

Confidential
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Summary Report

Objective

The requirements of the brief for Westbrook Sport and Recreation Precinct Masterplan was to explore opportunities, develop a plan and set the direction for the establishment of a multi-sport precinct, which includes the future use of the Rotorua Stadium.

SGL Report Addresses Strategic Case of the Better Business Case Process

When one considers the SGL report content relative to the Government's 'Better Business Case' process, this report has largely completed the Strategic Case; sufficiently developed some aspects to indicate a reasonably compelling Economic Case; and undertaken preliminary examination of some of the issues and possible material solutions to the Commercial Case (how to fund capital), Financial Case (operational sustainability) and Management Case (future governance and management requirements).

Document Review

All relevant background documents were carefully reviewed, with consideration of the implications for Westbrook Precinct. These documents included:

- Bay of Plenty Spaces and Places Strategy, Summary Report, March 2017
- Sports Field Quality Assessments, August 2018
- Smallbone Park Multisport Facility Feasibility Study, September 2018
- Population Overview by Statistics NZ and RLC Population Projections, 2017
- Supply and Demand Winter Sports Fields, November 2018.

Sports Field Rationalisation and Supply Shortfall Impacts

From the Sports Field Quality Assessments and RLC advice there were some significant implications, namely:

- Ongoing geothermal activity at Kuirau Park suggests this Park is not a viable option for sports park and RLC subsequently confirmed Kuirau Park will not be a sports park in the future
- With the low carrying capacity of Neil Hunt Park, high upgrade cost and noting it is a former sawmill site, suggest discontinue any substantive winter activity on Neil Hunt 2-5, which means the future relocation of Rotorua United Football from this Park
- Substantive capital spends on Puarenga 2-5 would have minimal impact. In reality suggests this means the future relocation of Junior Football from Puarenga Park, who are the winter user of Puarenga 3 -5. The Sports Field Quality Assessments report also references thermal activity causing turf loss in some areas of the Park From subsequent RLC discussions, it is currently viable for Whakarewarewa Rugby Club to remain based at Puarenga Park and to use fields 1 & 2.

With the retirement of these areas, although an effective 11 full size grass field area is (largely) lost from the sports field network, this equates to a loss of only about 2 Full Field Equivalents (FFE) in terms of current carrying capacity – see section 6.1

From the demographic review, for planning purposes suggest it is prudent to plan sports facility provision based on a similar playing age or 5-35 year size as at today (2018) or about 30,000 people, plus one also needs to consider how to cater for both an aging population and an increasing Maori demographic.

Based on these demographics, the Supply and Demand Winter Sports Fields report advised there is currently already a winter training field shortage of about 77 FFE hours per week, and a total winter training and competition field shortage of 79 hours, with 83% of the field shortfall in the 'Central' area; and by 2038, a total training and competition field shortage of 95 hours.

In total, with the above field rationalisation and the already field supply shortage, there would 'currently' be a 96.5 hours per week shortage; and by 2038 a 112.5 hours per week shortage. At a soil-field capacity of 8 hours per week in winter, this equates to a 'current' and 2038 shortage of 12 FFEs and 14 FFEs respectively. If RLC were to address say one third of this field capacity by improving the carrying capacity of existing fields, this would still leave about 8 – 9 FFEs to solve.

An artificial turf has a (conservative) carrying capacity of 40 hours per week. Therefore, one artificial turf suitable for football and rugby juniors/training, plus say 5 new quality soil fields, could jointly address this field supply challenge.

Sports Relocation Impact

The Table in section 6.2 summarises the suggested sport relocations for Westbrook Precinct.

Existing local sports groups would continue to be:

- CBOP Rugby Juniors
- Rotorua Cricket
- Rotorua Hockey
- Rotorua Netball
- Rotorua Touch

Suggested new local sports groups relocated to Westbrook Precinct because of suggested sports field rationalisation, and/or because of potential enhanced service and event outcomes are:

- Kahukura Rugby and Sports Club
- Rotorua Junior Football
- Rotorua Squash
- Rotorua United Football Club
- Ngongotaha Football Club.

It is proposed Springfield Golf Club would not continue to operate at Westbrook (due to golf course land required for alternate use); that the outdoor cycling track would discontinue (no utilisation); and subject to final development directions and timing, Rotorua Athletics would relocate to Neil Hunt Park, where their current Clubrooms is based (enabling RIS 2 to provide facilities to cater for Maori sports tourism).

Should the proposed Westbrook Precinct directions occur, the Precinct would be the home for seven Rotorua sporting codes and a local combined membership of at least 7,600. However, it is unclear regarding the duplicated membership between these sports.

Rotorua International Stadium – Current State

The Stadium is structurally sound and has good levels of parking (up to 3,984 parks). RIS regard the current safe maximum capacity of the Stadium at about 26,000 people.

SGL analysis focussed on events of over 500 pax.

Over the last four years there were about 8 to 12 events with above 500 pax which occur each year at RIS, and these events equate to about 13 to 20+ event days per year (not including pack-in/pack-out days) and total annual visits ranging from 12,000 to 40,000 per year – an average of 9.5 events above 500 pax per year with an average attendance of 28,880. In 2018/29 there was just over a 1:1 ratio of pack-in/pack-out days to actual event days.

Over the last four years, of the 38 total events with above 500 pax, 15 were rugby, 3 were Maori rugby and four were Sevens rugby - 22 events or 58% of the total events were rugby. Sevens Rugby is now held in Tauranga.

A typical year has seen three NPC BOP Steamers matches, one Dog Show, one rugby league event and one football event. Touch NZ and Maori events ranging from Maori rugby and rugby league to kapa haka now have increased importance. Touch accounted for 10 of the 20 event days in 2018/2019.

There have been no concerts held since 2013.

Currently RIS's main field is an irrigated sand carpet which requires three months maintenance during the year, with this maintenance period currently occurring in the shoulder seasons of November/December and March/April. Suggest consider merits of an irrigated soil field on this main field to reduce the maintenance down time.

Future Events

For the period 2018/19 to 2029/30, RIS's staff current projected events equates to on average 10 events above 500 pax per year with average attendance of 39,583 per year. This profile assumes relocation of some rugby league tournaments currently held at Puketawhero Park and the hosting of one music festival per year.

Further event opportunities or related items that should be considered are:

- Understand RLC's inhouse entertainment expertise and resource currently rests with the 'indoor venues' team, so if one music festival is to be achieved annually it will require a shift in focus and resource to address, plus may also require some appetite by RLC to share risk and/or subsidise event operators
- Consider potential for Marching championships
- Consider potential for expanded kapa haka

- If proposed Westbrook Precinct directions occur, it is suggested a whole of Precinct approach for events attraction and management. These directions then suggest:
 - Potential WaiBOP Football events, but note these events largely assume an artificial football surface – see section 9.4.1
 - Potential for Aotearoa Football events – see section 9.4.2
 - Potential Squash events, which is based on an on-site six squash court facility – see section 9.6

One should also:

- By working with regional and local sport stakeholders, ask if there is the opportunity to create new tournaments such as a Junior Rugby Festival, say a ‘Global Games Junior Club Festival’
- Ask if Rotorua Hockey needs support by the ‘Westbrook Precinct/RIS’ team to expand their future event potential (which will be at least enhanced by the provision of improved support amenity)
- Ensure Kurangaituku Netball Tournament continues, which in the future may require proactive support by the Westbrook Precinct team
- Suggest should fully review how future event subsidies are applied. Some of the questions are: What type on what basis? i.e. When do discounted or free venue hire and event services apply? What is the total level of annual subsidy budget available, whether direct cash support or the provision of discounted venue and event services? Are current levels of subsidy being fully recorded and clear? What is the best spend? (which requires clarity on key measures)
- If the event programme is expanded by say 1.5, is there sufficient staff resource and/or the required skill set?

For the FY2017/18, the net cost to RLC including depreciation and finance costs, but not including staff costs was \$718,715. With staff costs this will be at least \$200,000 higher or a net cost of over \$900,000 per year.

Outdoor Stadiums run at a loss. However, what is important is to ensure any spend is optimising the best possible outcomes for the community, and to put in place measures and improved processes to reflect and help actively manage required outcomes.

Recommended Future Objectives/Directions for Westbrook Precinct and RIS

The recommended future key objectives for Westbrook Precinct are:

- To be New Zealand’s home of Maori Sport and a preferred outdoor tournament and Stadium venue
- To be the local competition and training hub for outdoor field sports in Rotorua and to be the Bay of Plenty home of Squash
- To be a destination park for passive and casual recreation with a focus on community health and wellness.

As discussed in section 8.3, it is important the key objectives for the Precinct from a mana whenua/Te Arawa whanui perspective are fully identified and further incorporated in the next phase of the Precinct development process.

As already mentioned, suggest consider a fundamental shift to a 'Westbrook Precinct' team, where the focus of the team is to achieve the future agreed community, event and financial outcomes for the total venue.

To reflect these objectives, suggest key annual measures to then be total visits, net cost to RLC/visit, total visitor nights and visitor spend/net cost to RLC, which will be further segmented as helpful to manage effectively. To also place an emphasis on total visits for both organised fitness and wellness activities, and for informal recreational use.

Organisational Partnerships

Touch NZ and Maori Touch

Touch NZ and Maori Touch are key future strategic relationships and it is important the Westbrook Precinct development reinforces the attractiveness of Rotorua as a preferred venue for Touch NZ. The Westbrook/Ray Boord/RIS area currently meets their needs, on the proviso field irrigation and toilet provision are improved.

If Rotorua achieves on average about three major Touch tournaments annually of about 90 teams each (i.e. each with about 1,000 players and 1,000 supporters), this potentially equates to an economic benefit of about \$3 million annually.

For a relatively low capex spend vs the ongoing visitor nights/spend, Touch NZ should be a high priority relationship.

NZ Maori Rugby

The RLC team has developed a very positive relationship with NZ Maori Rugby. NZRFU Maori Development Officer, Tiki Edwards, is enthusiastic to foster Rotorua as the home of Maori Rugby.

Currently NZ Maori Rugby hold annual Regional and National Camps in Rotorua, with players currently accommodated at the Harvest Centre.

RIS has also become a favoured venue for NZ Maori Rugby matches and saw the hosting of NZ Maori vs Fiji in July 2019. There is a good opportunity for Rotorua to continue this relationship and to potentially be expanded to include U20 and U18 teams at the same time as the senior team for a one-week festival, i.e. would potentially involve about four teams plus management.

Mr Edwards has also developed a concept for Rotorua to be the home of Maori Rugby, and from discussion would include:

- Quality performance training facilities
- Fully embracing Maori kaupapa with on-site accommodation/whare
- An appropriate Maori branding for RIS, e.g. “defend the Pa site” or similar
- Maori Sports Hall of Fame.

Mr Edwards sees a potential market for a one-week Maori cultural and rugby experience for overseas teams, with an emphasis on the 17 - 18 year and 19 - 20-year age groups, and market potential from Japan, Argentina and USA.

BOP Rugby

Bay of Plenty Rugby is an important client for RIS, historically accounting for a high proportion of events over 500 pax at RIS.

Sevens Rugby is now fully hosted in Tauranga, with Tauranga the home of NZ Sevens Men’s and Women’s teams. The Sevens programme is supported by the University of Waikato Adams High Performance Centre and is located at the BOP Rugby base in Miro Street, Blake Park, Tauranga.

Bay of Plenty Rugby is currently developing a 100-bed accommodation lodge at an adjacent site in Miro Street with the goal to develop a new international rugby/education income stream, building further relationships and in particular with China and Japan.

Bay of Plenty Rugby CEO Mike Rogers supports Rotorua as the home of Maori Rugby.

BOP Rugby regards RIS as too large and cavernous, and for smaller crowds such as Mitre 10 Cup matches has no atmosphere. BOP Rugby commented it is important to address how to reduce the sense of space in the Stadium and to cater for a maximum crowd of 15,000, but given RIS already has the wider area could be expanded to 25,000 for a one-off fixture.

BOP Rugby Union currently receives RIS venue hire and support staff free of charge for BOP Steamers’ matches – about a \$5,000 venue hire and \$2,000 support staff cost per match.

WaiBOP Football & Aotearoa Football

WaiBOP Football’s CEO Karyn Walters is supportive of a football artificial turf at Westbrook and with quality facilities and favourable access arrangements, to look at how WaiBOP Football could host more tournaments in Rotorua.

Hamilton’s National League Men’s Club is Hamilton Wanderers and the feedback is Rotorua Stadium is “expensive and feels empty”. WaiBOP Football would like to see National League and Northern League matches held outside the main centres, plus there is good opportunity to host WaiBOP Women’s matches.

There is also some potential to host Academy training and goal keeping programmes, coach education programmes and conference, and referee education programmes and conference. WaiBOP Football also sees some potential to provide a cultural sports tourism offering to overseas teams. As per the NZ Football National Facilities Hierarchy, Westbrook Precinct has the opportunity to be a Sub-Regional Hub for Football.

Aotearoa Football is charitable Trust formed in 2013 for the advancement of Maori Football in New Zealand. To date it has been event-focussed and currently operates teams for the U14 age group up to Seniors.

Aotearoa Football has confirmed their interest in supporting and pursuing the opportunity for a strategic relationship with Rotorua.

With the provision of an artificial football turf and supporting grass fields and service facilities, Rotorua has increased opportunity to host football events, foremost for WaiBOP Football but also for Aotearoa Football.

As summarised in section 9.7, WaiBOP Football annual event impact could be 6 event days, 2,698 participants and supporters, and about 4,668 visitor nights, including one National Women's League Fixture 2 annually and say every four years, a National Ethnic Tournament or similar.

Aotearoa Football Annual event impact could be a further 8.5 event days, 275 participants and supporters, and about 637 visitor nights including one Trans-Tasman fixture biannually.

In summary, Football could provide about a further 14 events days and 5,100 bed nights annually; which together with the current biannual hosting of the Maurice Hulme Football Tournament would provide about 17.5 events days and 7,100 visitor nights annually.

NZ Golf

AS part of discussions regarding Springfield Golf Course future, RLC, SGL and Sport Bay of Plenty have had regular dialogue with NZ Golf regarding how to best meet Golf's future needs in Rotorua. As a consequence, NZ Golf is currently preparing a Golf sector development plan. If Springfield Golf Course was repurposed, possible future initiatives to help support and optimise Rotorua golf outcomes might be a level of land and water rebates for Rotorua golf courses; as part of the overall Westbrook Precinct development that RLC consider the purchase of the current land parcel owned by SGC, with funds used to appropriately support the transfer Springfield Golf Club members to other golf clubs and/or as a golf development fund; asking NZ Golf to consider Rotorua as the home of Maori golf; possible interest in a nominal lease for the Government Gardens course by NZ Golf, etc. These discussions to continue between NZ Golf and RLC at the appropriate time.

SGC currently has a lease with RLC which ends on 30 September 2027, with the option of rent reviews every 3 years.

Squash Bay of Plenty

Vicki Becker, Chairperson of Squash BOP, has forwarded correspondence endorsing the consolidation of Rotorua's squash clubs at Westbrook Precinct – please see section 9.6 for this detailed case prepared by Squash BOP. Please note, Gavin Hudson, a member of Squash BOP Board, was also a member of RLC's Steering Group for the Westbrook Master Planning. In short summary:

Due to Rotorua's central location in the Squash BOP Region (which includes the traditional BOP region plus South Waikato and Taupo); by providing three double courts with movable walls enabling both substantive event impact and also the provision of a multi-use indoor area suitable for a wide range of wellness, fitness and recreation activities (including yoga and fitness classes, dodge ball, youth programmes, Green Prescription, etc); and with the sale of Geyser Squash Club land at Depot St; there are event, health and wellness, increased critical mass (i.e. increased visitation) and a part financial contribution able to occur if the BOP home of squash is based at Westbrook Precinct.

More specifically:

- Annual event impact could be 71 event days, 2,470 participants and supporters, and about 3,952 visitor nights – see section 9.7
- Sale of Geyser Squash Club land at Depot Street could yield about \$400,000 - see section 11.2.1

Additional Potential Events by Westbrook Precinct by Football and Squash Bay of Plenty

For the proposed Westbrook Precinct development, the combined additional annual event impact by WaiBOP Football, Aotearoa Football and Squash BOP alone is projected to be about 85 event days, 5,443 participants and spectators and 9,258 visitor nights.

Rotorua Hockey

Rotorua Hockey generates considerable event activity and visitor nights. This current annual event impact is estimated to be 28 event days, 3,125 participants and spectators and 8,554 visitor nights.

As part of a future Precinct-wide management approach, it is important sports like Rotorua Hockey are appropriately supported to be able to continue to sustain this level of event activity and visitor nights.

Recent changes to NZ Hockey competition formats from 2020 could provide improved event hosting opportunities for Rotorua Hockey for U18 and Senior Provincial Tournaments, with a return to 32-team Association competitions at both levels.

There is currently a large level of spare turf capacity in summer. Should winter playing numbers grow and exceed NZ Hockey's recommended turf capacity ratios (which would require minimum player growth of about 15%+ or 200+ more players), the best location for a small turf (say 40m x 26m) could be considered.

Artificial Surfaces – From a Financial Perspective

For Westbrook Precinct, the key driver of a ‘football/rugby’ artificial turf is a space and cost-efficient solution to current and future field undersupply.

However, to justify provision, any artificial surface suitable for football/rugby would need to be the base for as much Rotorua Football activity as possible; host increased tournament and training activity as identified by WaiBOP Football and Aotearoa Football in section 9.4; be utilised for Futsal competitions; and as sensible, be utilised for junior rugby competition plus rugby and rugby league training.

The potential provision of an artificial turf suitable for football and junior rugby/rugby training to meet field requirements raises the question of what role Council should take for the future capital funding provision and maintenance of artificial surfaces, and how much should both the parent sport and the individual user pay. This question also raises the wider question of equity of treatment of all sports groups and participants regarding sports facility provision and charging.

SGL understands RLC is currently undertaking a pricing review, but is unclear if the scope fully examines who’s currently providing or contributing to the capital funding of facilities on what basis; what is the ongoing facility replacement and maintenance responsibility and cost met by Council and the user group; and then what is the specific user pay charges (and/or level of subsidy) that should apply. Also, if the cost challenges are too high, either for the sports group or the individual, then this will have a negative impact on the sustainability, quality and participation levels for sport and recreation.

Consequently, SGL has undertaken a first examination of what’s happening with hockey artificial turfs, and then discusses football turfs – see section 10.0 for this full discussion. However, suggest the question of artificial surfaces should not be looked at in isolation from facility provision, sustainability and access issues for other codes.

Capital Funding Discussion

Of current International Stadium Enhancements LTP budgets, up to \$1.642 million could apply from 2019/20 to 2017/28 years. However appears likely about \$548,000 of the proposed improvements will still need to occur, therefore potentially only \$1.094 million of this current budget is available.

Based on the proposed master plan directions and likely future land requirements, suggest the sale of 1 Depot Street (with the relocation of Geyser Squash Club) and half of Neil Hunt Park (with the relocation of Rotorua United FC) are potential early options for land sale. Also need to consider best use of Residential 1 (the area NW of Ray Board).

Therefore, based on indicative value estimates prepared by Valuers Telfer Young (3 July 2019), possible sale revenue from Depot St and Neil Hunt Park areas could range from \$2.639 million to \$3.099million (midpoint is \$2.869 million); and if also sell Residential 1, possible sale revenue from these three parcels of land could range from \$3.463 million to \$4.088 million (midpoint is \$3.776 million).

The other key land area assessed for sale was the current 'eastern half' of the Springfield Golf Course. As per Telfer Young's Valuation report dated 31 July 2019 for the area described (in the Master Planning document set) as 'Westbrook Residential 5', the estimated valuation is \$8.2 million.

In summary:

Based on Telfer Young value estimates and/or valuation, potentially about \$12.0 million (note this figure includes the sale of Residential 1), less legal and real estate fees, could be available from the sale of likely parcels of land described in section 11.2.1 plus for 'Westbrook Residential 5'.

Therefore, if one estimates all fees are approximately 5% of total land value, these land sales could yield about \$11.4 million at today's values.

As per section 11.1, if there is approximately \$1.1 million of current RLC budgets already assigned to Westbrook Precinct, together with potential net land sale income of about \$11.4 million, there could be a total of about \$12.5 million potentially available from both these sources towards the Westbrook Precinct development.

Suggested Capital Funding Approach

Based on understood preliminary cost estimates, to redevelop Westbrook Precinct so it is a vibrant and effective community and events hub will probably require a critical core spend of about \$40 million over say a 7-year period.

Rotorua Lakes Council and community has previously been very successful with a vision-based and integrated funding approach for the Rotorua Energy Events Centre and also for the funding of the Rotorua Museum and Civic Theatre. Critical to the success of this fundraising was a carefully planned approach, together with the collaborative partnership support by several public funders and in particular by the Rotorua Energy Charitable Trust. See sections 11.3 and 11.4 for further detail.

No capital funding assessment has been completed for this project, but preliminary discussions have been held by RLC staff and SGL's Steve Bramley with the Rotorua Trust.

Future Project Leadership, Governance and Management

To realise the proposed vision, community and economic outcomes for a project of this scale will require the right leadership structures, skills and resourcing.

Ideally the chosen governance structure would provide the:

- Business, sport, health and cultural knowledge and experience
- Relationship leverage
- Support to foster key stakeholder engagement and ownership of solutions, and
- Internal and external advocacy,

that are all necessary for success.

For this type of project Councils' options are usually direct management, or if of sufficient scale and complexity, sometimes a 'Council-Controlled Organisation' (CCO). The advantages of a CCO is independent and focussed governance and management, who are responsible for effective asset optimisation and venue management, with their Statement of Intent determined by their parent Council. The disadvantage of a CCO, other than increased compliance requirements and costs, can sometimes be a disconnect with community outcomes as part of a CCO's drive to achieve commercial and financial outcomes.

Given the important community and economic outcomes for this venue, and the importance for success of ongoing key stakeholder input and 'ownership' including sport, health, Te Arawa and possibly a community funding partner, suggest an 'Internal Board' type arrangement could serve this project best. Over time it may become apparent and sensible to move to a CCO, but an Internal Board could provide an effective transition step to a CCO, without potentially getting caught up at the outset on a potential protracted debate on the need and merits of a CCO or not, and ultimately a CCO may not be needed nor appropriate. See section 12.1.2 for an initial discussion regarding how an Internal Board would work.

Suggest a dedicated resource should be appointed to the role of "CEO, Westbrook Precinct" who would be responsible for leading the development, funding and implementation of the Westbrook Precinct vision and development, both the facilities and services.

The Westbrook Precinct CEO would be responsible to the Board Chair, but as a Council employee the relevant Council GM would also be involved to ensure all HR requirements are addressed.

1.0 Objective & Methodology

1.1 Report Objective

1.1.1 Overview of Required Brief

The requirements of the brief for Westbrook Sport and Recreation Precinct Masterplan was to explore opportunities, develop a plan and set the direction for the establishment of a multi-sport precinct, which includes the future use of the Rotorua Stadium.

The Westbrook Sporting Precinct (projects working name) is comprised of Westbrook Reserve, Ray Boord Park, Smallbone Park, Rotorua Stadium, Rotorua Velodrome, Netball Courts and Springfield Golf Course.

The existing principle sporting stakeholders are:

- Rotorua Cricket Association
- Bay of Plenty Hockey Association
- Springfield Golf Club
- Rotorua Netball Association
- Rotorua Touch Association
- Bay of Plenty Rugby
- JAB Rugby
- Rotorua Cycling
- Lakes City Athletics Club.

In addition, Bay of Plenty Squash who represent two clubs in Rotorua, have indicated an interest in consolidating their activities and considering the opportunity of relocating to a multi-sport hub.

1.1.2 Westbrook Sport and Recreation Precinct Vision and Objectives

The vision for the Westbrook Sporting and Recreation Precinct is to be the city's principal community hub for local, sub-regional and regional sport and recreation and which has a relevant activation and event overlay.

Key objectives in undertaking this project include:

- Creating a vibrant destination sporting precinct that offers high quality programmes, events and facilities, attracting participation across multiple sporting codes and from across the district and region
- Maximising the synergies and efficiencies of co-locating sport and community groups together, e.g. volunteer knowledge and resource sharing, improved communication and cost sharing
- Capitalising on Rotorua's unique point of difference being the home of Māori culture, e.g. become the home of Māori sport
- A place that brings the community together and under good governance and management activates the precinct and grows participation
- A place for the whole community to be proud of and celebrate
- A place that meets community need, considering any future growth
- Activating use of the stadium and improving the experience for spectators

- A place that is accessible to the whole community.

Once fully developed, and subject to demonstrated need, the Westbrook Sport and Recreation Precinct has the potential to be one of the largest sports parks in the Bay of Plenty Region.

1.1.3 Master Planning Considerations

In developing a masterplan, consultation and engagement with the relevant communities of interest and stakeholders will be critical to success. Adopting a locally-led approach which acknowledges and seeks to learn from what is already strong and working, developing relationships and partnerships working collaboratively towards goals, identifying opportunities and collective decision making that:

- Provide a sense of place and “home” for sports clubs and community groups
- Becomes the sporting and social heart of the community
- Where any infrastructure design and park developments add value to the overall precinct
- Assets can be used all year round for sports and community groups activity
- Integrates any buildings with quality views over playing facilities and provides quality connections to open-space and surrounding sites and communities
- Has design principles that focuses on crime prevention and anti-social behaviour
- Ensures that accessibility and transport linkages are a key consideration.

1.2 Methodology

The specified methodology included the following phases:

- Start-Up, Research and Gap Analysis
- Needs Assessment and Site Analysis
- Engagement and Consultation
- Master Planning and Developing Options
- Final Masterplan and Stadium Report Approvals.

An iterative approach was adopted, with draft thinking developed and tested, and as new information and feedback was received, strategy and master plan options were further developed and tested.

This report is to be read in conjunction with:

- Master Planning by BOON Team Architects & Westbrook Precinct Context Analysis by Beca
- Preliminary Cost Estimate by Rawlinsons Quantity Surveyors.

The analysis by Beca included context analysis (open space site to city and local network, and public open space area comparisons), site analysis (topography and features) and planning constraints; and part of the design response by Beca included master planning and Te Aranga design principles, cultural and recreation overlays for the site, and developed examples of boundary section treatments.

As part of the review process, land valuation advice for various areas within Westbrook Precinct and for other related land areas was also received from property valuers Telfer Young.

1.3 SGL Report Addresses Strategic Case of the Better Business Case Process

When one considers this SGL report content relative to the Government's 'Better Business Case' process, this report has largely completed the Strategic Case; sufficiently developed some aspects to indicate a reasonably compelling Economic Case; and undertaken preliminary examination of some of the issues and possible material solutions to the Commercial Case (how to fund capital), Financial Case (operational sustainability) and Management Case (future governance and management requirements).



2.0 Document Review

2.1 Bay of Plenty Spaces and Places Strategy, Summary Report, March 2017

The relevant sections from this Strategy are provided below.

2.1.1 For Playing Fields

(Table A4)

- “The Sportsville proposal at Smallbone Park has potential implications for playing fields use at that site
- Prior to undertaking the proposed land purchase (20ha) for future Sports Park Development undertake a full supply and demand assessment of field utilisation and demand by key codes. This needs to take into account the potential for reallocation of existing sport field assets between different codes and any barriers to maximising use of existing fields (such as location and quality – ground conditions and drainage)
- Use a hub and spoke model for hockey provision, with Smallbone Park turf facilities as the hockey hub for Rotorua (supported by school / tennis court facilities)
- Maintain the Smallbone Park turfs in line with their asset management plan.”

2.1.2 For Netball

(Table A7)

- “Undertake the planned upgrade of the Westbrook Park courts to ensure that the surface and court configuration meets current standards
- Rationalisation should also be considered where demand does not exist
- Monitor the accessibility of school facilities to community groups
- If required enter into formalised partnerships to facilitate ongoing public access to school facilities.”

2.1.3 For Golf

(Table A9)

- “Rationalisation/ amalgamation should also be considered where sufficient demand may not exist (e.g. Waiariki Institute 9-hole Course) or partnership opportunities may provide improved facility performance and sustainability
- In line with the National Golf Facilities Strategy and willingness of associated sports codes the Springfield Golf Club needs to be fully involved in the detailed feasibility study and business case (including funding plan) on the Sportsville proposal at Smallbone Park (see the clubrooms section for more detail)
- In accordance with Sport Bay of Plenty’s review, Rotorua Golf and Springfield Golf should not merge/amalgamate, as it would appear to add minimal benefit to either organisation. This is provisional on Springfield Golf Club’s involvement in the Smallbone Park development proceeding. If Springfield’s involvement with Smallbone Park does not proceed their sustainability will need to be re-evaluated.”

2.1.4 For Clubrooms

(Table A11)

- “Support existing multi-sport and recreation facility clusters (e.g. at Neil Hunt Park) with appropriate maintenance and renewal of supporting infrastructure
- Complete a detailed feasibility study and business case (including funding plan) on the Sportsville proposal at Smallbone Park (currently involving cricket, hockey and golf). Opportunities for other club/code involvement should be a consideration.”

2.1.5 For Bike

(Table A12)

- “Maintain the existing trail network and strengthen access points to Tokorangi/Whakarewarewa
- Monitor and review existing facility utilisation and club sustainability on a regular basis (BMX/velodrome)
- Prior to any major renewals of the velodrome undertake a needs and options assessment to ensure reinvestment is justified (in line with changing trends)
- Continue support of the BMX Track relocation to Waipa Valley
- Work with Kawerau, Whakatane and Opotiki to advance the Eastern Bay Cycle Trail Strategy”.

2.1.6 For Other

(Table A14)

- “Maintain existing Outdoor Recreation Park assets such as the Tokorangi, Redwoods and Whakarewarewa Forests as these provide important local community sport and recreation opportunities along with catering to the national and international event and tourism markets
- It is considered important to support the further development of the Tokorangi, Redwoods and Whakarewarewa Forests due to the growing demand for these types of sport and recreation activities
- Maintain the athletics track and facilities in line with the overall asset management plan for the site
- Undertake a business case for future further development of a sustainable large Budokan (dedicated Martial Arts Hall), subject to the outcomes of the current shared facility test
- The ongoing provision of the current dedicated gymnsports facility is recommended. Council should work with clubs to ensure that they have asset management plans in place (at a club appropriate level of detail) to support the long-term maintenance of these facilities
- Maintain the International Stadium facility in line with its asset management plan
- Prior to any major renewals (at the stadium) undertake a needs and options assessment to determine the costs and benefits of the current provision vs other options
- Maintain the existing competitive shearing venue in line with asset management plans. Prior to any redevelopment undertake a needs and options assessment.”

SGL Update

Since this Strategy was completed in early 2017:

- The proposed land purchase (20ha) for a future Sports Park Development, which was to require the long term leasing of Maori-owned land on the east side of town, was determined not to be viable and discontinued
- Budokan Rotorua has been completed on Lake Road
- Westbrook netball court resurfacing occurred during the 2018/19 summer
- SSDM completed Sports Field Construction Quality Assessments in August 2018
- Visitor Solutions completed a feasibility for a Smallbone Park Multisport Facility in September 2018
- GLG completed a Supply and Demand – Winter Sports Fields assessment in November 2018
- The golf review is continuing by NZ Golf.

2.2 Sports Field Construction Quality Assessments, August 2018

Sports Surface Design & Management (SSDM) were commissioned by Rotorua Lakes Council to carry out a study of 35 sports field platforms over 15 soil-based sports parks and 1 sand carpet sports field (Rotorua International Stadium). The purpose of this report was to better understand the carrying capacity of these fields in order to determine, in turn, the surplus or shortfalls in sports field capacity.

2.2.1 Overview

Currently all sports fields are unirrigated soil field fields with the exception of Rotorua International Stadium, which is an irrigated sand carpet sports field; and Ray Boord Reserve 1 & 2 were also assessed as sand carpet sports fields as slit drains were installed into the field perpendicular to the latter drains during the 2017/18 summer.

Puarenga Park is generally poorly draining, with thermal activity causing turf loss in some areas of the park. In particular SSDM refers to Puarenga Park 2,3 and 5 as poor sites, and Puarenga 4 as an ex-landfill.

Neil Hunt Park is a former sawmill site with obvious areas of settlement and subsidence. For Neil Hunt 3 and 4, SSDM notes ground conditions may limit any upgrade.

Westbrook Reserve has been well built with good soils and surface shapes. Increased physical outputs such as de-compaction and aeration would improve this park. Additionally the installation of irrigation and/or drainage would greatly improve this park, increasing considerably both its grade and capacity.

Please note, SSDM recommend that a full feasibility of each field be carried out prior to committing to any particular major capital investment.

Please note, SGL made direct contact with Blair Cornthwaite from SSDM in early June 2019 to clarify cost items for Westbrook 3 & 4 and Ray Boord 3& 4. The updated information provided by SSDM is marked up in red.

SOIL CONSTRUCTION QUALITY GRADE CARRYING CAPACITY		
Construction Quality Grade	Grade Description	Expected Carrying Capacity* (Hours/Week)
1	High Quality	Up to 15.0
2	Above Average Quality	Up to 12.5
3	Average Quality	Up to 10.0
4	Below Average Quality	Up to 5.0
5	Low Quality	Up to 2.5
0	Unacceptable Quality	Up to 1.5

*Continued use of the fields over the expected carrying capacity could be detrimental to and damage the surface quality of the fields

ESTIMATED COSTS		
Operation	Estimated Cost/Field \$	Notes
De-compaction	1,700/year	Verti-draining (x2) cost per year
Aeration	2,000/year	Slicing or spiking (x3) cost per year
Re-levelling	35,000	Includes grassing – one-off capital cost
Primary drainage installation	50,000	Assumes outlet available – one-off capital cost
Irrigation installation	50,000	Excludes water connection and assumes boosting is not required – one-off capital cost

2.2.2 Field Summary Relevant to Westbrook Precinct

Field	Code	Current Grading	Current Carrying Capacity (hours per week)	Recommended Actions	New Grading	New Carrying Capacity (hours per week)	Capital Costs \$ (per field)	Annual Costs \$ (per field)
RIS 1	Multi-use	3#	15	Increased lateral drainage to <10m centres	2#	20	50,000	-
RIS 2	Multi-use	4	5	Increased aeration and de-compaction, plus installation of either a drainage or irrigation system	3	10	50,000	3,700
Westbrook Reserve 1 & 2	Rugby/Touch	4	5	Increased aeration and de-compaction	3	10		3,700
Westbrook Reserve 3&4	Rugby/Touch	4	5	Increased aeration and de-compaction, plus installation of either a drainage or irrigation system	3	10	50,000	3,700
Kuirau Park	Rugby/Touch	5	2.5	Increased aeration and installation of a drainage or irrigation system	4*	5	50,000	2,000
Neil Hunt Park 1	Rugby/Cricket	5	2.5	Increased aeration and installation of a drainage or irrigation system	4	5	50,000	2,000
Puarenga Park 1	Rugby/Cricket	5	2.5	Increased aeration and de-compaction	4^	5		3,700
Neil Hunt Park 2	Rugby/Cricket	0	1.5	Increased aeration	5*	2.5		2,000
Neil Hunt Park 3	Football/Cricket	0	1.5	Increased aeration and installation of a drainage and irrigation system	5	2.5	100,000	3,700
Neil Hunt Park 4	Football/Cricket	0	1.5	Increased aeration and installation of a drainage and irrigation system	5	2.5	100,000	3,700
Neil Hunt Park 5	Football/Cricket	0	1.5	Increased aeration	5*	2.5		2,000
Puarenga Park 2	Rugby/Cricket	0	1.5	Increased aeration and installation of a drainage or irrigation system	5	2.5	50,000	2,000
Puarenga Park 3	Football/Cricket	0	1.5	Increased aeration and installation of a drainage and irrigation system	5	2.5	100,000	2,000
Puarenga Park 4	Football/Cricket	0	1.5	Increased aeration and installation of a drainage and irrigation system	5	2.5	100,000	2,000
Puarenga Park 5	Jnr Football /Cricket	0	1.5	Increased aeration and installation of a drainage and irrigation system	5	2.5	100,000	2,000

Field	Code	Current Grading	Current Carrying Capacity (hours per week)	Recommended Actions	New Grading	New Carrying Capacity (hours per week)	Capital Costs \$ (per field)	Annual Costs \$ (per field)
Ray Boord Reserve 1	Junior Rugby/Cricket	0#	2.5	Installation of irrigation system	4	10	50,000	
Ray Boord Reserve 2	Junior Rugby/Cricket	0#	1.5	Increased aeration and installation of a drainage and irrigation system	4	10	50,000	
Ray Boord 3 & 4	Junior Rugby/Cricket	0	1.5	No recommendation in SSDM report	5	2.5	100,000	2,000

Sand carpet field grading different to soil field grading

*If both irrigation and drainage were installed, carrying capacity would increase by 2 grades

^With the installation of an irrigation system or drainage system, carrying capacity would increase 2 grades.

SGL Summary Commentary and Implications

From SSDM's report, the findings and/or potential implications are:

- For RIS 1 and 2, each would require about a \$50,000 capital spend to increase the weekly carrying capacity by 5 hours per week per field. The need for these capital improvements should be made relative to future demand considerations. **Further to this, see RIS section 7.2.2**
- For Kuirau Park, aeration would assist carrying capacity, as would drainage and irrigation spends (the latter two items would cost \$50,000 each), but from wider RLC feedback, ongoing geothermal activity suggests this Park is not a viable future option for sports fields. However the impact of this geothermal activity is not clearly referenced in this SSDM report. **From subsequent RLC discussions, RLC confirmed Kuirau Park will not be a sports park in the future**
- For Neil Hunt Park, there is merit in proceeding with aeration for Neil Hunt 1 and 2 (if not all fields), but as Neil Hunt is a former sawmill site, and given the significant capital cost (\$100,000 per field) required to upgrade Neil Hunt 3 and 4 for only 1 hour per week extra carrying capacity, **suggest discontinue any substantive winter activity on Neil Hunt 2-5. In reality suggests this means the future relocation of Rotorua United Football from this Park, who are currently the winter user of Neil Hunt 3-5**
- For Puarenga Park, increased aeration and de-compaction on field 1 would increase the carrying capacity by 2.5 hours per week to 5 hours per week. However **substantive capital spends on Puarenga 2-5 would have minimal impact**, i.e. with a \$100,000 spend on each of Puarenga 3-5 the carrying capacity would increase by only 1 hour per week, from 1.5 hours per week to 2.5 hours per week. **In reality suggests this means the future relocation of Junior Football from Puarenga Park, who are the winter user of Puarenga 3-5.** The SSDM report also references thermal activity causing turf loss in some areas of the Park **From subsequent RLC discussions, it is currently viable for Whakarewarewa Rugby Club to remain based at Puarenga Park and to use fields 1 & 2**
- For Ray Boord Reserve 1 & 2, a \$50,000 capital spend per field on an irrigation system would increase the carrying capacity of this ground from 2.5 hours per week to 10 hours per week. For Ray Boord 3 & 4, a \$100,000 spend on both a drainage and irrigation system, plus aeration, are needed to increase the field capacity from 1.5 hours per week to 2.5 hours per week. **Should future master planning recommend retention of Ray Boord 1 & 2 as principal fields for JAB Rugby in winter and NZ Touch in summer, suggest the expenditure for Ray Boord 1& 2 could both need to occur.**

2.3 Smallbone Park Multisport Facility Feasibility Study, September 2018

- Partner sports proposed were golf, cricket, hockey and squash.
- Overall population for Rotorua Lakes Council was discussed in some detail and some of this information is referenced in sections 2.4 and 2.5
- A multi-sport facility was proposed with floor area of 1,417m², which included 6 squash courts. Two location options were proposed between hockey turf 2 and the cricket oval
- The total estimated cost was about \$9.3 million (Kingstons QS, 20 July 2018) to \$11.8 million (latter cost estimate based on an Auckland and Christchurch facility specifications)
- Potential phasing is proposed with Stage 1 to include amenities/kiosk/office, Stage 2 clubrooms and Stage 3 squash courts
- There is a capital funding section, which discusses possible funding sources
- The base operating model showed an annual turnover of \$295,400, which included application of a capitation charge of an average of \$40 per member (adult and child) for 2,350 members, generating \$94,000. Note this 'membership' income of \$94,000 was 31% of the gross revenue and is essentially net revenue. The bar revenue accounted for \$120,000 (41%) of the annual turnover, but less all costs (stock 70,000 and \$25,000 bar staff costs) yielded net revenue of about \$25,000. Ongoing grants and sponsorship accounted for \$28,000 of the annual turnover or about 9.5%. All facility hire costs, including squash pay-for-play, squash club use and function space hire, totalled \$43,400 or about 15% of gross revenue
- The base operating model was about breakeven. However, less say \$10,000 for annual regular maintenance, the equivalent of about only \$35,000 is assigned annually for Long Term Maintenance (LTM)/depreciation. Sensitivity analysis based on revenue decreasing by 15% but costs unchanged shows an annual deficit of about \$40,000
- The report proposes a new charitable Trust to be responsible for the facility's ownership, governance and management.

SGL Summary Commentary

The level of capitation/'membership' income is fundamental to the facility's operating viability.

If one bases average LTM on 0.5% of total capital value or about \$50,000 annually, suggest annual LTM is about \$15,000 per annum understated in the base operating model.

The feasibility provides no valid commentary on the achievability of a \$10 million capital cost.

From discussion with the report's stakeholders, the feasibility was prepared to help identify and advocate the need for a multi-sport solution and action.

2.4 Population Overview – Statistics NZ

Below are some tables and the population summary from Visitor Solution’s Smallbone Park Multisport Facility Feasibility.

PROJECTED POPULATION CHANGE (2018 – 2043)								
(Sources: Statistics NZ Projections, medium series Feb 2017 update, rows 1-3 National Institute of Demographic and Economic Analysis – based on Statistic NZ baselines but customised primarily by using refined migration estimations, row 4)								
	2018	2023	2028	2033	2038	2043	Change 2018 – 2043 #	Change 2018 – 2043 %
1. Southwest Rotorua	20,010	20,340	20,460	20,470	20,290	20,020	10	0
2. All Rotorua City Area	58,620	59,860	60,340	60,360	59,900	59,070	450	1
3. All Rotorua District	71,800	73,330	73,980	74,120	73,600	72,6100	810	1
4. All Rotorua District	68,992	69,453	69,578	69,127	67,888	65,675	-3,317	-5

PROJECTED PLAYING-AGE POPULATION CHANGE FOR ROTORUA DISTRICT								
Source: Statistics NZ Projections Feb 2017 update, medium series								
	2018	2023	2028	2033	2038	2043	Change 2018 -2043 #	Change 2018 -2043 %
5-35 Years Playing Age	29,610	29,370	28,060	26,720	25,750	24,750	-4,860	-16

Visitor Solutions Summary Commentary

- There were about 19,000 residents in the Southwest Rotorua area around Smallbone Park at the 2013 Census, increasing to about 56,000 in the wider Rotorua City urban area (and around 65,000 for all the Rotorua District)
- Under the Statistics NZ medium scenario, the population change over the next 30 years is projected to be very low, to essentially remaining static for all Rotorua Southwest, City and District areas
- The District and City has only a very slightly younger age-profile than for the Bay of Plenty Region overall, with the Region having a notably larger group of 60+year olds
- The Rotorua District (and Region) is projected to have a progressively aging population, with a numeric decline in most younger age-groups and an increase only in the group aged over 65
- ‘Playing age’ residents (aged 5-35years) are projected to decrease 16% by 2043
- The District and Region have notably less ethnic diversity that for New Zealand overall, although they have notably high proportions of Maori
- Projections for future ethnicity in Rotorua do indicate there will be more ethnic diversity by 2043, with many new Maori, Asian and Pacific residents, and the current high proportion of Maori increasing to almost half the population

Visitor Solutions Summary Commentary (continued)

- Socio-economic data were viewed but no systematic variations were observed that were considered likely to impact significantly on sport and recreation participation beyond general issues of affordability
- Overall these points suggest a static to declining District population, an aging population trend, a high and increasing proportion of Maori, and increasing ethnic diversity overall. These features suggest natural population growth cannot be relied upon to support community facilities in the future at current levels. Any growth in other new use may be dependent on the capacity to accommodate the needs and interests of an older population, while at the same time improving the participation opportunities for children, youth and currently active participants. In other words, any growth will have to be based on generating new demand from among both current participants and non-participants.

2.5 Rotorua Lakes Council Population Projections

SGL sighted the RLC Growth Assumptions paper dated 2017. Visitor Solutions had previously analysed in the Smallbone Park Multisport Facility Feasibility.

COMPARISON OF RLC POPULATION PROJECTIONS VERSUS STATISTICS NZ (MEDIUM) FOR ROTORUA DISTRICT								
	2018	2023	2028	2033	2038	2043	Change 2018 – 2043 #	Change 2018 – 2043 %
RLC Data	72,365	75,660	78,905	82,100	85,247	88,976	16,611	23
Statistics NZ	71,800	73,330	73,980	74,120	73,600	72,610	810	1

Visitor Solutions Summary Commentary

- Rotorua Lakes Council has developed a series of growth assumptions to further assist with future land use planning. The population projection data have been used to inform Council's 2018-28 Long Term Plan and are based on recent growth trends, with Rotorua's population now nearing 72,000. This growth has seen the district become a 'newly-defined' medium growth area under the National Policy Statement for Urban Development Capacity.
- The Rotorua Lakes Council has adopted two growth assumptions.
 - 'Housing Accord' for 10-year planning. (August 2017)
 - 'BERL Unrestrained' for 30-year planning
- Rotorua Lakes Council has identified a projected population growth of 16,611 by 2043 compared to Statistics New Zealand's projected population growth of 810 by 2043
- An example of growth is the new subdivisions being developed in the Springfield, Sunnydowns and Baxondale areas, where over 200 sections have become available in recent times
- Although there is no detailed breakdown of age cohorts or ethnicities any additional growth will have the potential to have a positive impact on sport and recreation within the district.

SGL Summary

As per Statistics NZ 2013, there were 22,413 (34%) Maori of a total population of 65,280 in the Rotorua District.

The Statistics NZ and RLC's own population projections for 2043 show quite different results – the former effectively static if not slightly declining, the latter 23% growth.

Based on Statistics NZ projected changing age profile for Rotorua District by 2043, there is an aging population trend (as for all New Zealand); and the current high proportion of Maori increases to almost half the population.

Again, based on Statistics NZ projected changing age profile for Rotorua District by 2043, the 'playing age' or 5–35 year population decreases by 4,860 or 16%. However, if RLC population projections are valid (an increase of 23%), and assuming the same changing age profile per Statistics NZ, then the playing age group at 2043 would be $(24,750 \times 1.23 =)$ 30,443 or about 3% higher than today's level. Therefore, for planning purposes suggest it is prudent to plan sports facility provision based on a similar playing age size as at today (2018), plus one also needs to consider how to cater for both an aging population and an increasing Maori demographic.

2.6 Supply and Demand – Winter Sports Fields – November 2018

- **Study Scope:** This study by Global Leisure Group (GLG) considered winter use by football, rugby and rugby league for Ngongotaha, Central and Rotorua overall; assessed current and future demand for competition and training; and assessed current and future supply, utilising the sports field assessments from the SSDM 2018 report. Future demand was calculated for 2028 and 2038, with RLC (and not Statistics NZ) population projections being used. GLG defines the active population as 5 - 49 years. Note, the population age 5 -19 years is projected to decrease by 1% from 2017 to 2028, but the population 20 - 49 years is projected to increase by 5% from 2017 to 2028
- **Overview of Winter Codes:** The senior winter season of the three codes usually runs from early April to mid/late September. Demand usually peaks between May and August as junior competition is timed to fit the school term and senior competition tapers when teams who have not qualified for the competition playoffs dropout
- **Rugby Background:** There are 6 rugby clubs regularly playing in the Rotorua Lakes area. The 6 clubs field 76 teams. All regular club rugby is played on Saturdays
- **Football Background:** There are 5 football clubs and 4 schools regularly playing in the Rotorua Lakes area. The 9 clubs field 101 teams between them. Football is played on a Saturday with mid-week training
- **Rugby League Background:** There are 4 league clubs playing in the Rotorua Lakes area. The 4 clubs field 34 teams between them. League is played on a Saturday with mid-week training.
- **Current Demand:** Total current weekend demand is 93.7 FFE hours and total current weekday demand is 169.7 FFE hours

CURRENT FIELD DEMAND BY CODE (Full Field Equivalent Hours/Week)						
Analysis Area	Football		Rugby		Rugby League	
	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday
Ngongotaha	5.1	9.1	5.3	10.5	4.5	8.8
Central	30.6	37.5	34.9	68.8	13.3	35.3
TOTAL	35.8	46.4	40.1	79.3	17.8	44.0

- Current Supply: There are currently 36 winter fields secured for community use which equates to 27.5 full size fields. The clubs' survey identified that a number of school fields were being used for training however did not provide details of the individual schools. Total current weekend supply is 91.4 FFE hours and total current weekday supply is 93.3 hours

CURRENT FIELD SUPPLY BY CODE (Full Field Equivalent Hours/Week)						
Analysis Area	Football		Rugby		Rugby League	
	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday
Ngongotaha	6.0	12.5	4.5	7.0	0.0	0.0
Central	19.9	11.5	40.0	28.3	21.0	34.0
TOTAL	25.9	24.0	44.5	35.3	21.0	34.0

- Current Surplus/Shortfall: Note current shortfall in midweek training is currently being managed by either clubs using fields above their capacity, smaller field areas or shorter training times

CURRENT SURPLUS/SHORTFALL IN CAPACITY FOR ALL CODES (FFE Hours/Week)			
Analysis Area	Weekend Surplus/Shortfall	Weekday Surplus/Shortfall	Overall Surplus/Shortfall
Ngongotaha	-4.4	-8.9	-13.3
Central	2.1	-67.8	-65.7
TOTAL	-2.3	-76.6	-78.9

- Future Demand 2038: In 2038 the total current weekend demand is projected to be 98.6 FFE hours and the total current weekday demand is projected to be 180.8 hours

FUTURE FIELD DEMAND BY CODE 2038 (Full Field Equivalent Hours/Week)						
Analysis Area	Football		Rugby		Rugby League	
	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday
Ngongotaha	5.8	10.4	6.0	11.9	5.1	9.9
Central	31.3	38.5	36.5	73.4	13.9	36.7
TOTAL	37.1	48.9	42.5	85.3	19.0	46.6

- 2038 Surplus/Shortfall:

2038 SURPLUS/SHORTFALL IN CAPACITY BY SPORTS CODE (FFE Hours/Week)				
Sport	Area	Weekend Surplus/Shortfall	Weekday Surplus/Shortfall	Overall Surplus/Shortfall
Football	Ngongotaha	0.2	2.1	2.3
	Central	-11.4	-27.0	-38.4
	Total	-11.2	-24.9	-36.1
Rugby	Ngongotaha	-1.5	-4.9	-6.4
	Central	3.5	-45.1	-41.7
	Total	2.0	-50.0	-48.1
Rugby League	Ngongotaha	-5.1	-9.9	-15.0
	Central	7.1	-2.7	4.4
	Total	2.0	-12.6	-10.6

2038 SURPLUS/SHORTFALL IN CAPACITY FOR ALL CODES (FFE Hours/Week)			
Analysis Area	Weekend Surplus/Shortfall	Weekday Surplus/Shortfall	Overall Surplus/Shortfall
Ngongotaha	-6.4	-12.7	-19.1
Central	-0.8	-74.8	-75.7
TOTAL	-7.2	-87.5	-94.8

- Summary and Recommendations: The options to meet current and future demand include:
 1. Undertake a field improvement programme to increase field capacity (through drainage and addition of floodlighting)
 2. Develop additional dedicated training areas by consolidating competition play on fewer fields and converting the surplus fields to floodlit dedicated training areas (DTAs)
 3. Develop an artificial turf field to be used by rugby, football and league for representative and high performance training, freeing up capacity within the community field network.

GLG noted partnerships/use agreements with schools could provide further capacity but did not investigate, as was outside scope.

Given the greatest potential shortfall in capacity is identified for community demand, GLG recommended that priority should be given to option 1.

GLG also cautioned should an artificial turf be considered, that the facility meets a wide range of clubs' needs and/or focuses on high performance and RSO's identified needs; plus need to assess utilisation, fair access and willingness to pay by code.

SGL Commentary

There is currently a training field shortage of about 77 FFE hours per week, and a total training and competition field shortage of 79 hours, with 83% of the field shortfall in the 'Central' area.

By 2038, using the RLC population projection but given the relative lower active population, total field shortfall doesn't significantly change – about 20% higher in total moving to a training field shortage of 88 hours and a total training and competition field shortage of 95 hours, with 80% in the 'Central' area. 95 hours equates to about 34% of total demand in 2038. GLG assumed 1 quality field has a carrying capacity of 8 hours per week in winter. Therefore, the potential 'Central' shortfall equates to about 9 fields and overall about 12 fields.

Suggest this capacity solution can be addressed through field upgrades as per the SSDM report and/or the provision on additional fields – the latter could be provided at Westbrook Precinct subject to master planning decisions.

In 2038, football accounts for 31% of total demand or about 87 FFE hours per week – very similar to the estimated total shortfall. If rugby and rugby league are more location and community-based, and given the poor condition of Puarenga and Neil Hunt parks, full relocation of Rotorua United and Junior Football competitions to Westbrook Precinct (except localised junior training) makes sense.

3.0 Financial and Legal Overview

3.1 Rotorua Lakes Council

3.1.1 Overview

(Source: RLC LTP 2018 – 2028)

During this LTP period, RLC borrowing will peak at \$279 million in 2023. This peak level of debt falls within RLC's debt limits as follows:

- Net debt to total revenue 186.5% against a limit of 225% (and as at 30 June 2018 was about 158%)
- Net interest to total revenue 8.9% against a limit of 20%
- Net interest to annual rates income of 11.47% against a limit of 25%.

Note the Debt to Revenue limit has been increased from 175% in the last LTP to 225%.

(Source: http://www.ratepayersreport.nz/2018_report)

From the New Zealand Taxpayers' Union annual Ratepayers Report for 2018:

- RLC total liabilities per ratepayer was \$6,965, which is in the upper quartile of all Councils (i.e. the Councils with the highest level of debt)
- RLC net assets per ratepayer was \$35,539, which was in the bottom ten of all Councils.

See section 11.1 for a discussion re RLC current and potentially relevant capital expenditure budgets.

3.1.2 Annual Maintenance Costs of Relevant Sports Grounds

(Source: RLC 2019)

Reserve	Vegetation \$	Structural \$	Toilet \$	Total \$
Neil Hunt Park	40,294.02	19,987.73	14,155.85	74,437.60
Puarenga Park	24,652.17	18,147.88	2,016.73	44,816.78
Ray Boord Park	24,771.09	17,403.48	14,155.85	56,330.42
Smallbone Park	11,653.06	28,686.35	14,155.85	54,495.26
Westbrook Reserve	24,637.56	6,007.76		30,645.32
			Total Sum	260,725.38

Vegetation costs include sports fields, gardens and surrounds. There are no tree costs allocated to a reserve until works are completed on the trees. Note Smallbone and Ray Boord vegetation costs potentially too light as only \$950 allocated to maintain each clay cricket wicket which is too low.

Structural is for all of the fences, gates, hard surfaces (excluding roading), goal posts etc.

Toilets are for the cost of cleaning only of the public toilets and does not include repairs.

SGL Commentary

Suggest if about 50% of Neil Hunt fields are sold, then there would be a corresponding saving of about half the vegetation and structural budget; and if the majority of Puarenga fields' winter sports use is discontinued; then suggest about a \$30,000, and a \$15,000 to \$20,000 annual operating saving for Neil Hunt and Puarenga Parks respectively – in total a probable annual saving of about \$45,000 to 50,000.

3.2 Brief Financial Overview of Some Sports

3.2.1 Rotorua Rugby Sub-Union

(Source: Rotorua Rugby Sub-Union Financial Statements FY2018)

- Only purpose now as the custodian of funds from sale of Westbrook land of just over 8 hectares to Council for \$1.8 million in August 2007
- It is understood there are no restrictions on the use of funds from the sale. Rotorua Rugby Sub-Union's stakeholders are the current 8 Rotorua Rugby Clubs
- The annual operating revenue from dividends, bonus bonds and interest was \$80,119. Annual operating expenditure was principally accountancy and AGM expenses of \$2,590. The annual surplus was \$77,530
- As at 30 September 2018, net assets were \$2,141,764, which included investments of \$2,014,925 and current assets held in bank accounts totalling \$126,839. There were no liabilities.

3.2.2 Lake City Athletic Club

(Source: Lake City Athletic Club Financial Statements FY2018)

- The annual operating revenue was \$21,246 from operations (mainly subscriptions), \$24,265 from interest and \$27,666 from event profits (including the Rotorua Marathon and Half Marathon fees of \$23,551), providing a total annual revenue of \$73,177. Annual operating expenditure was \$62,601, which included depreciation of \$9,064. Therefore, the annual surplus was \$10,576
- As at 31 March 2018, net assets were \$964,644, which included fixed assets of \$195,624, stock \$10,645 and funds held in bank accounts were the effective remaining \$758,375.

3.2.3 Rotorua Netball

(Source: Rotorua Netball Financial Statements FY2018)

- Not including the Kurangaituku Tournament nor grants for the facility development, annual operating revenue was \$129,992, annual operating expenditure before depreciation was \$98,395, and therefore before depreciation and any asset write-downs, an annual operating surplus of \$31,597. However, depreciation and asset write-downs were \$54,921, meaning an annual operating deficit of \$23,324. However if one also takes into account the Kurangaituku Tournament net surplus of \$36,075, there was an annual operating surplus after depreciation of \$12,751
- The Kurangaituku Tournament generated an operating surplus of \$36,075
- Grants received for the facility development were \$738,660

- The annual maintenance spend on buildings, cleaning and caretaker, courts and grounds, and plant and general was \$14,939
- As at 30 September 2018, net assets were \$1,851,000 - Fixed assets \$1,009,007, stock \$4,736 and funds held in bank accounts were the effective remaining \$837,257.

With new courts, there will be some increased maintenance. Currently understand court maintenance will include:

- To 'sweep'/blow courts, \$250/8 courts, need to blow 16 courts fortnightly for 8 months of the year, therefore (8 months x 2/month x \$500/blow =) \$8,000
- Spray once per year for mould, based on \$200/court. Therefore (16 courts x \$200/court =) \$3,200.

However, a wider issue for Rotorua Netball is whether they need to commit to a level of paid administration. With about a 2,000+ membership, there are no paid staff other than for cleaning and lawnmowing. Rotorua Netball is one of the few netball centres of this scale without paid personnel.

3.2.4 Springfield Golf Club

(Source: Unaudited Financial Statements FY2018)

- Annual operating surplus before depreciation was \$31,374. Annual depreciation was \$41,556, and therefore an annual operating loss including depreciation of \$10,282
- Course rental was recorded as \$10,000.

As at 30 September 2018:

- Net assets were \$367,690, which included property, plant and equipment of \$333,165. Freehold land recorded as \$112,000 and buildings as \$53,343
- Current assets were \$84,471, current liabilities were \$49,946, and therefore working capital was \$34,525.

3.3 Lease Summary

LEASES RELEVANT TO WESTBROOK PRECINCT			
Organisation	Area	Term	Annual Lease Fee \$
Kahukura Rugby and Sports Club Inc.	Kuirau Park	Extended to end on 30 September 2023	\$120 (+GST)
Rotorua Cricket Association Inc.	Part of Smallbone Park, approx. 8.86 ha, and 90m ² for premises	Commencement date 1 January 2014, for 10 years, ending 31 December 2023, with no right of renewal.	120 (+GST) Rent review every 5 years
Rotorua Hockey Trust	Smallbone Park	Original deed of lease commenced 16 April 2003; a deed of variation of lease on 16 October 2005 extended area to include the first of the water turfs; and a second deed of variation of lease agreed a limited guarantee by RLC as security for an ANZ National Bank loan with the Rotorua Hockey Trust and extended the lease to 30 June 2021 to coincide with the expiry date of the loan	\$120 (+GST) Note understand RHT responsible for maintaining clubrooms, but RLC fully responsible for turf and pad maintenance and replacement
Rotorua Lake City Athletic Club Inc.	Westbrook 2	No lease. Book field use seasonally	Own storage shed on Westbrook 2 for their equipment but no formal arrangement in place
Rotorua Netball Centre Inc.	Part of Westbrook Reserve, approx. 2.8 ha off Osiris Street	Commencement date 1 July 2000, for 20 years, ending 29 June 2020, with future term negotiable upon expiry	100 (+GST) Rent review every 5 years
Rotorua Tennis Club Inc.	Manuka Crescent Reserve	Deed of Variation of Lease, for a further 20 years from 1 April 2009 to 31 March 2029	SGL did not sight original lease and lease fee
Rotorua United Association Football Club Inc.	Part of Neil Hunt Park, plus 450m ² for premises	Commencement date 1 May 2011, for 10 years, ending 30 April 2021, with no right of renewal	120 (+GST) Rent review every 5 years
Springfield Golf Club	Springfield Reserve, approx. 82 acres	Commencement date 1 Oct 1994, for 33 years, ending 30 September 2027, with no right of renewal	13,200 (+GST) Rent review every 3 years, from 1 Oct 1997

3.4 Land Ownership

(NON-COUNCIL) LAND OWNERSHIP RELEVANT TO WESTBROOK PRECINCT		
Organisation	Area	Commentary
Springfield Golf Club	Owns land and access to current Clubrooms Lot 1 DPS 5538 SA66B/759 5,652m ²	Current QV is \$1.13 million

4.0 Strategic Questions and Possible Directions

STRATEGIC QUESTIONS AND POSSIBLE DIRECTIONS DRAFT AND CONFIDENTIAL			
Ref#	Strategic Input	Implication	Commentary
A	Future Field Supply		
1	Thermal activity on Kuirau Park, plus high water table plus future passive recreation purpose all suggest relocation of structured sport off this area	Move Kahukura Rugby from Kuirau to Westbrook	No clear SSDM commentary on Kuirau Park Kahukura Rugby lease at Kuirau Park expires 2023
2	Neil Hunt 3 & 4 each require \$100,000 to increase carrying capacity from 1.5 hours to 2.5 hours per week. Former sawmill site	Reduce winter load. Relocate substantive user, Rotorua United Football, to Westbrook Could see Neil Hunt 3-5 Neil Hunt 1 & 2 can continue to be base for Eastern Pirates Rugby and relocated base for Rotorua Athletics	Rotorua United lease at Neil Hunt expires 2021 Rotorua Athletics has no current lease at Westbrook Understand currently limited sports activity occurs by Eastern Pirates at Neil Hunt Park
3	Puarenga 2-5 current 1.5 carrying capacity, requiring substantive spend to increase. Some thermal activity. Puarenga 4 former landfill	Reduce winter load on Puarenga 3-5 Relocate substantive winter user, Junior Football competition, to Westbrook Unless thermal activity requires otherwise, Puarenga Park to continue to be the home for Whakarewarewa Rugby, and cricket during summer	
4	Winter field shortage for football, rugby and rugby league, 80%+ weekday, i.e. weekday shortfall currently 77 FFE hours per week and in 2038 weekday shortfall projected to be (using RLC population data) 88 FFE hours per week	In 2038, football accounts for 31% total field demand (86/279); total field shortfall for all sports including competition 95 hours per week or 34% of total demand (95/279.4). Therefore, relocating the majority of football to Westbrook (with some floodlighting), plus relocation of Kahukura Rugby, solves majority of training field shortfall	
B	Financial		
1	Relative high RLC debt and low net assets/equity (compared to other Councils)	Potentially limited RLC funds available, requiring property options as part solution for required RLC contribution for future Westbrook facility development	To optimise external funding will require a reasonable level of RLC contribution on a proportional basis
2	Due to large iwi-owned land in Rotorua, lack of residential land for development	Residential potential for some of golf course and/or some of Westbrook/Ray Boord	

Ref#	Strategic Input	Implication	Commentary
3	High net cost of RIS for relative low utilisation (FY2017 net cost to RLC \$719k including \$339k depreciation but <u>not</u> including RLC staff costs) Capacity 26,000	<p>What capacity is really needed?</p> <p>Key KPI utilisation/net cost? Also visitor nights generated by all Westbrook Precinct activity</p> <p>Consider how to improve Stadium design and access for appropriate community use. Leverage more off booking function and community relationship function by RIS team. Also consider future Precinct-wide governance and management approach to assist to optimise community and economic outcomes</p> <p>Consider how to make Stadium spectator environment more suitable for smaller spectator crowd numbers</p> <p>Increased entertainment potential, e.g. concerts?? (but then needs focus)</p> <p>Further build relationships and/or tenancies to strengthen overall RIS and Precinct positioning</p>	
4	Rotorua Rugby Sub-Union funds of about \$2.1 million from previous RLC land purchase at Westbrook	Can some of these funds be applied to assist one or more rugby club relocations to Westbrook and/or for enhancement of rugby facilities at Westbrook?	
5	<p>Many leases to sports groups are nominal.</p> <p>Lack of consistency regarding levels of capex and maintenance, e.g. RLC 100% fund and maintain cricket wickets and grass fields; for the recent resealing of Rotorua Netball courts, RLC contributed \$650k (34%) of \$1.9 million; RLC currently 100% maintains hockey turfs</p> <p>RLC currently undertaking a Fees and Services Review, due for completion by Dec 2019</p>	<p>If an artificial turf is provided for football, what is an equitable and affordable ask of football towards ongoing artificial turf replacement and maintenance costs, and the corresponding pricing policy?</p> <p>However, suggest cannot have one rule for football and a different rule for other sports</p>	<p>Financial sustainability of all sports is challenging, and any future asset requirements need to be carefully assessed, i.e. who can and should fairly meet what cost?</p> <p>Also some sports need to (further) shift from volunteer delivery models to part paid delivery of some services, potentially increasing sustainability pressures</p> <p>Similar challenges and questions facing all Councils</p>
C	Positioning		
1	How to improve visibility of Precinct and greater relevance to more residents and visitors?	<p>Strong Maori sport and cultural positioning</p> <p>Premiere outdoor tournament venue with great access, amenity and 'Village' atmosphere</p> <p>Home for more local sport with quality fields and supporting amenity including a multi-sport service hub</p> <p>Health and wellness focus and some performance</p> <p>Destination play? Themed?</p>	<p>"Westbrook Precinct part of Rotorua continuing to reinvent itself"</p> <p>Enhance and better document community and social impact of Precinct (and sport in Rotorua)</p>

Ref#	Strategic Input	Implication	Commentary
2	Accommodation, Maori culture and tourism offering	More age group and field tournaments. Artificial turfs may assist appeal Possible (further) direct creation of some events, e.g. Kurangaituku Netball Tournament	
3	Touch NZ seeking ongoing partnership. Major tournament economic benefit for Rotorua, and high Maori participation	Require 14 quality Touch fields - irrigation plus improved amenity needed, some cost subsidy, RIS & embankment for main games plus Village atmosphere	Improved number of flights needed for major tournaments See section 9.1 re Touch NZ
4	NZ Maori Rugby – currently hosting some training camps (stay at Harvest Centre); international 2020 also with U18s (male and female) and male U20. Maori Sports Hall of Fame proposal. Also consider degree of performance training/conditioning facilities for optimisation of sports tourism/overseas teams (e.g. Argentina, USA, Japan), which would also benefit Rotorua and regional sport groups	Maori sport positioning for RIS, e.g. “defend the Pa Site”. If do, do well or not at all. Needs further feasibility. Potential for Maori Rugby League, Maori Netball, Aotearoa Football? Also Maori sports and activities, e.g. kapa haka, ki o rahi	See section 9.2 re NZ Maori Rugby and see section 9.4.2 re Aotearoa Football
5	BOP Rugby – Tauranga home of NZ Sevens. The University of Waikato Adams High Performance Centre includes training/conditioning facilities and a biomechanics lab, and is located at BOP Rugby base in Miro Street, Blake Park, Tauranga. BOP Rugby currently developing a 100-bed accommodation lodge at adjacent property in Miro Street with goal to develop a new international rugby/education income stream, building further relationships and particularly with China and Japan	BOP Rugby support Rotorua positioning as home of Maori Rugby. BOP Rugby currently not prepared to share KPMG business case for accommodation lodge with Westbrook Precinct Steering Group	See section 9.3 re BOP Rugby
5	How to promote passive and casual recreation with a focus on community health and wellness	For Westbrook Precinct to be a destination park for passive and casual recreation to support the vision of Rotorua’s broader 2030 Sports and Recreation Strategy, that ‘Rotorua has active people, connected communities and outstanding places to play’	
6	BOP outdoor stadia strategy – From preliminary discussions with Tauranga City Council, a potential up to 10,000 capacity outdoor venue/‘event tournament hub’ may be proposed.	Consider collaborative facility planning with Tauranga City Council. Long term need to consider best Stadia futures for BOP	Suggest with accommodation, plus Maori and tourism offering, competitive advantage of Rotorua is tournaments and sports tourism with cultural offering. Therefore need facilities which will enhance this positioning

Ref#	Strategic Input	Implication	Commentary
7	Rotorua Racecourse – As part of Messara report, proposed to close NZ Racing licence in 2023/24	Racecourse land was gifted reserve from Ngati Whakaue. If Racing were to be discontinued on this site, how does this impact future Westbrook directions? e.g. proposed future use of this area for sport and recreation purposes; residential development of this area so may impact timing of residential development at Westbrook? At this time Racecourse does not seem likely to be an option as a wider sport and recreation venue	
D	By Sport		
1	Squash – 2 clubs, Geysers City 4 courts on Council land, Lakes High 3 courts at Lakes High School, combined 400 membership. Geysers City opened 1971 (48 years)	Need six courts (3 doubles, which can convert to indoor space) Relocate both clubs to Westbrook Pay-for-play and club offering Possible land sale Geysers City Retain Lakes High courts to provide expanded nine court offering to best position for national tournaments	Squash BOP area includes South Waikato and Taupo, hence Rotorua central See section 9.6, Squash BOP
2	Springfield Golf, 315 membership, average age 60 years, breakeven financially, no debt. Adjacent Arikikapakapa 18-hole course (365 members). Other golf courses in Rotorua District are 18-hole courses at Lakeview (191 members) and Reporoa (84); and 9 hole-courses at Hamurana (green fees only), Hinehopu (84) and Waikite (23), plus the former Government Gardens 9-hole course (now a driving range). Arikikapakapa land is owned by Pukeroa Oruawhata and has major development and visitor potential	For best financial outcome for Westbrook Precinct, no golf, i.e. sell eastern area of land	NZ Golf currently reviewing Rotorua golf network. See section 9.5 re NZ Golf Springfield clubrooms in reasonable condition. Can they be re-purposed? Need to consider whether RLC purchase land owned by Springfield Golf Club
3	BOP Rugby and Central BOP/JAB Rugby 3 Steamers games per season Now BOP Rugby has an indoor training facility/performance centre at RIS CBOP/JAB Rugby run Saturday morning competitions at Ray Boord & Westbrook, 1,200 to 1,500 players Total Rotorua rugby players numbers in 2018 were 3067, with 63% U12 years, 21% 13 – 20 years, and 16% 21 years+. See next section, Further Sports Participation Data Many of Rotorua’s rugby clubs are multi-sport	Ray Boord and Westbrook field area are an important venue for CBOP Rugby	Potential for BOP Women’s Rugby?

Ref#	Strategic Input	Implication	Commentary
4	<p>Kahukura Rugby and Sports Club Rugby: 2 senior teams, 190 JAB, 30+ over 35 years</p> <p>5 netball teams, 1 hockey team</p> <p>Kuirau Park clubrooms - aging</p> <p>Building pre-fab homes to raise funds</p> <p>Upgraded lights – cost \$125k - removable</p>	<p>Due to Kuirau Park thermal activity and proposed passive recreation use of this Park, relocate to Westbrook</p>	<p>Julian Thompson advised Club relocation would not detrimentally impact on numbers</p>
5	<p>Rotorua Hockey, 1,421 membership (2019), Of which 43% are Senior/College and 57% Junior – see section 5.3. Play representative hockey under Bay of Plenty Association</p> <p>Rotorua Hockey Trust leases two water-based turfs, turf closest to clubrooms completed 2018/19, other turf requires resurfacing 2021/22. Owns pavilion</p> <p>Interim management by BOP Hockey due to employment issue and costs</p> <p>Current loan finance of about \$30,000, should be repaid during 2019</p> <p>Charge \$70 (GST inclusive)/turf hour</p> <p>Turfs underutilised in summer – Tuesday evening social league</p> <p>Some limited football use</p> <p>Employ a 30-hour administrator and 40-hour development officer</p> <p>Aging clubrooms, upper deck may need be addressed</p>	<p>Shift to shared facility cost model, but as part of equitable and affordable treatment of all codes for facility maintenance and replacement</p>	<p>Could consider spatial planning of 3rd turf though more likely a small turf (say 40m x 26m). Hockey NZ Facility Strategy Update 2016 did not then endorse a further turf for the BOP Hockey Association - see section 9.8.2</p> <p>See section 9.8, Rotorua Hockey; and section 10.2, Artificial Surfaces for Hockey</p>
6	<p>Football:</p> <p>Rotorua United has 170 players, with female team growth</p> <p>Clubrooms at Neil Hunt</p> <p>Ngongotaha FC is the other senior club with 134 players</p> <p>There is currently a total of 969 players in 2019, which reduced by 13% (from 1,117) in 2017. In 2019, 76 were Seniors, 226 Youth (from U13 to U19 years), and 667 Juniors (U12 years and younger) – see next section, Further Sports Participation Data</p> <p>Futsal – see item 11</p>	<p>Relocate Rotorua United and Junior Football competition to Westbrook.</p> <p>WaiBOP Football indicated support for 1 artificial with grass fields could be optimal solution – needs further testing, plus wider pricing shift required for shared facility cost model</p> <p>If provide an artificial turf suitable for football, then for turf optimisation should consider relocation of the other senior football club, Ngongotaha FC, but note junior players could still train locally</p>	<p>See section 9.4, WaiBOP Football and Aotearoa Football, for event potential</p> <p>See section 10.3, Artificial Surfaces for Football</p>

Ref#	Strategic Input	Implication	Commentary
7	<p>Rotorua Cricket, 450 players (Source: Smallbone Feasibility by Visitor Solutions 2018) - SGL unable to cross-verify player numbers</p> <p>Three Clubs – BOP Indians, Central and Geysers City Sometimes need 6 ovals – three at Ray Boord, plus Smallbone Oval, plus for two to three weekends per year use Neil Hunt</p> <p>One set of cricket nets at Ray Boord Park. Geysers City Cricket Club has ¾ net and storage in Stadium</p>	<p>Need for covered and floodlit cricket nets</p>	<p>Some disconnect between Rotorua Cricket and Clubs</p> <p>Suggest validly document Oval and Pavilion use</p>
8	<p>Rotorua Netball, advised 2,500 players – 2018 affiliated playing numbers reported to Netball NZ was 1,740</p> <p>16 Rebound Ace courts completed 2018/19</p> <p>\$1.9 million cost, \$650k by Council, other funding by public funders</p> <p>Clubrooms built 1994</p> <p>Effective \$837k cash reserves</p> <p>Full volunteer administration, aging Executive</p> <p>Successful annual Kurangaituku Tournament over 3 weekends in December, raises about \$30k annually</p>	<p>Determine level of ongoing and equitable facility maintenance support</p> <p>Address car parking and access</p> <p>Continue/encourage Kurangaituku Tournament</p>	<p>Single use facility</p> <p>Manuka Tennis have just 'resealed' courts</p> <p>Long term potential for a shared tennis/netball facility?</p> <p>Netball courts could be a possible venue for Futsal and horohopu</p>
9	<p>Rotorua Cycling</p> <p>50-60 members, 30 years+</p> <p>Regular road cycling rides, no clubrooms</p> <p>Very low utilisation of outdoor cycling track</p> <p>All cycling events at Cambridge velodrome, 1 hour distant. RLC contributed to Cambridge velodrome</p>	<p>No utilisation case to continue outdoor track</p>	<p>To use track, always have to sweep due to glass</p>
10	<p>Lake City Athletics Club</p> <p>Up to 500 members, 60% secondary aged and below</p> <p>RIS 2 has 400m grass track plus one set of throw circles and two long jump pits</p> <p>Clubrooms for distance runners at Neil Hunt</p> <p>Rotorua Marathon now run by Athletics NZ, Club receives ongoing fee per runner</p> <p>Effective cash reserves about \$758,375</p>	<p>If grass track remains at Westbrook:</p> <ul style="list-style-type: none"> • Dual use safety management (e.g. post Touch glass, bottle caps) • Better consider ease of access, for club activity nights and training • Vehicle risk if no fence • Long jump pit needs re-sanding • Need extra throw circles at W end as well as E. <p>If future RIS 1 & 2 to have greater Maori sports tourism and performance focus, then relocate Athletics to Neil Hunt</p>	<p>Tauranga and Waikato have 400m synthetic tracks. No case for 400m synthetic</p>

Ref#	Strategic Input	Implication	Commentary
11	Indoor social sport option – to support rugby sports tourism and Futsal, plus indoor cricket and netball	If and how to best provide? Opportunity to provide covered half artificial turf which would be suitable for Futsal plus provide training area in poor weather for rugby sports tourism offering	
12	Rotorua Touch, 147 teams Season from October to end of March – split into two competitions, pre- and post-Christmas Three nights per week Use eight Touch fields – Westbrook 1-4 Charge \$200 per junior team per competition Charge \$300 per senior team for season	Optimally seeking 12 – 15 Touch fields (6+ full size fields) plus toilets (currently use RIS 2) plus services for tournaments (power, water)	
13	Roller Sports	Seeking venue for indoor skating Suggest visible location suitable for visitor and local market, co-located with a compatible commercial operator and/or partner Currently not considering at Westbrook	Raised by Rotorua Trust
14	Smallbore Rifle Shooting	Logically all shooting sports located at Mead Road	Raised by Rotorua Trust

5.0 Further Sports Participation Data

5.1 Football

(Source: WaiBOP Football Federation) Below is football participation data for Rotorua for the 2019 and 2017 seasons.

Club 2019	Seniors	U-19	U-18	U-17	U-16	U-15	U-14	U-13	U-12	U-11	U-10	U-9	U-8	U-7	U-6	U-5	U-4	Total
Eastlake Junior SC	0	0	0	0	0	0	0	1	11	26	29	29	34	30	20	8	2	190
John Paul College	0	0	0	0	3	14	15	23	14	4	0	0	0	0	0	0	0	73
Mamaku School	0	0	0	0	0	0	0	0	0	0	0	0	1	4	3	0	0	8
Ngongotaha AFC	43	7	4	5	0	8	3	4	5	16	5	11	7	4	6	5	1	134
Otonga Road FC	0	0	0	0	0	0	2	11	13	25	23	25	25	30	20	13	5	192
Rotorua Utd AFC Inc	33	3	10	11	14	31	31	25	10	2	0	0	0	0	0	0	0	170
St Mary's Catholic School - Rotorua	0	0	0	0	0	0	0	0	2	11	16	14	14	16	18	9	0	100
Westbrook Junior SC	0	0	0	0	0	0	0	1	8	16	19	16	18	13	4	5	2	102
	76	10	14	16	17	53	51	65	63	100	92	95	99	97	71	40	10	969
	76 Sen					226 Yth				350 MF			196 FF			121 FK		
Club 2017	Seniors	U-19	U-18	U-17	U-16	U-15	U-14	U-13	U-12	U-11	U-10	U-9	U-8	U-7	U-6	U-5	U-4	Total
Eastlake Junior Soccer Club	0	0	0	0	0	0	0	2	26	27	23	32	29	22	26	11	2	200
John Paul College	0	0	0	0	3	4	14	27	22	7	0	0	0	0	0	0	0	77
Mamaku	0	0	0	0	0	0	0	0	0	0	0	6	3	2	7	0	0	18
Ngongotaha AFC	69	3	6	9	7	6	1	4	6	9	14	24	12	15	8	2	0	195
Otonga Road Football Club	0	0	0	0	0	0	0	0	6	25	20	21	21	26	23	16	0	158
Rotorua City Junior Football Club	0	0	3	8	1	0	0	0	0	1	5	1	0	0	0	0	0	19
Rotorua United AFC Inc.	52	6	20	19	22	23	24	40	15	2	0	0	0	0	0	0	1	224
St Mary's	0	0	0	0	0	0	0	0	0	12	17	17	17	15	17	5	0	100
Valley Football	0	0	0	0	0	0	0	4	9	3	1	2	2	4	1	0	0	26
Westbrook Junior Soccer Club	0	0	0	0	0	0	0	1	2	9	19	15	21	22	8	3	0	100
	121	9	29	36	33	33	39	78	86	95	99	118	105	106	90	37	3	1117
	121 Sen					257 Yth				398 MF			211 FF			130 FK		

SGL Football Participation Commentary

Across the WaiBOP Federation about 25% of all players are female, although the U12 numbers are closer to 35%.

As seen from the tables on the previous page, total local participation has fallen from 1,117 players in 2017 to 969 players in 2019, a reduction of 13%. WaiBOP Federation cited several but no one reason for this recent player drop-off, including some clubs capping player numbers as they didn't have available fields to cater for more teams for training nor games; some schools having a reduced emphasis on sport - with increasing pressures on teachers and sports co-ordinators, schools sometimes didn't have the personnel to cater for much more than the top team/s; travel requirements for training and games, in particular for less affluent families; increased sports choice; lack of club capacity and volunteers; and sometimes low visibility, awareness and connection regarding the opportunity and/or how to get involved.

Suggest need to monitor ongoing football participation to assess whether total numbers continue to decline and if so, to fully understand why.

5.2 Rugby

(Source: BOP Rugby)

- Overall rugby playing numbers in Rotorua are currently static. Non-traditional areas of the game such as Rippa Rugby are growing
- Women's rugby is also growing at all levels of the game
- Rotorua rugby has high Maori participation accounting for 70% of player numbers
- Team numbers have gone down, but players are now often part of a bigger squad...instead of a squad of 25 potentially up to 40 players.

CURRENT RUGBY CLUBS AND VENUES IN ROTORUA	
Club	Venue
Eastern Pirates Rotorua Sports & Cultural Club	Neil Hunt Park
Kahukura Rugby and Sports Club	Kuirau Park
Marist St Michael's Rugby & Sports Club	Marist Park, Te Ngae Road
Murupara Rugby & Sports Club	Ngati Manawa Park
Ngongotaha Sports & Community Association	Ngongotaha Domain
Reporoa Rugby Club	Reporoa Rugby Club
Rotoiti Sports & Community Association	Emery Park
Waikite Sports Club	Bellvue Road
Whakarewarewa Rugby Community Sports (Senior)	Puarenga Park

ROTORUA RUGBY TOTAL PLAYER NUMBERS 2018				
Years	0 - 12	13 - 20	21+	Total
2018 Players #	1,931	644	492	3,067
2018 Players %	63%	21%	16%	100%

ROTORUA JUNIOR RUGBY CLUB NUMBERS 2018						
Age Group (years)			0 - 12	13 - 20	21+	Total
Parent Organisation	Organisation Type	Organisation				
Central Bay Sub-Union	Club	Galatea	75			75
		Kahukura (Western Districts) - comp	188			188
		Marist St Michael's Rugby And Sports Club	193			193
		Ngongotaha Sports & Community Ass.	126			126
		Reporoa Rugby Club	111	7		118
		Rotoiti Sports & Community Association Inc.	143			143
		Waikite Sports Club (Inc)	218			218
		Whakarewarewa Rugby Community Sports Inc (Junior)	201	1		202
						1,263

ROTORUA SECONDARY SCHOOL RUGBY CLUB NUMBERS 2018					
Age Group (years)			0 - 12	13 - 20	Total
Parent Organisation	Organisation Type	Organisation			
Central Bay Sub-Union	Secondary School	John Paul College	23	96	119
		Reporoa College	2	5	7
		Rotorua Boys' High School	15	242	257
		Rotorua Girls' High School		38	38
		Rotorua Lakes High School	1	17	18
		Western Heights High School	5	91	96

ROTORUA SENIOR RUGBY CLUB NUMBERS 2018						
Age Group (years)			0 - 12	13 - 20	21+	(Total)
Parent Organisation	Organisation Type	Organisation				
Central Bay Sub-Union	Club	Eastern Pirates Rotorua Sports & Cultural Club			24	24
		Kahukura (Western Districts)		14	28	42
		Marist St Michael's Rugby & Sports Club		16	58	74
		Murupara Rugby & Sports Club Inc		10	36	46
		Ngongotaha Sports & Community Ass.		28	63	91
		Reporoa Rugby Club		8	44	52
		Rotoiti Sports & Community Association Inc.		29	77	106
		Waikite Sports Club (Inc)		28	85	113
		Whakarewarewa Rugby Community Sports Inc (Senior)		37	77	114

5.3 Hockey

ROTORUA HOCKEY PLAYER NUMBERS 2019	
Type	Players #
Secondary Boys	252
Secondary Girls	200
Secondary Mixed	28
Senior Women's	75
Senior Men's	50
Sub-Total - Senior/College	605
Intermediate	211
Maxi Grade	241
Mini Grade	239
Fun Sticks	125
Sub-Total - Junior	816
TOTAL	1,421

6.0 Sports Field, Relocation and Membership Impact

6.1 Sports Field Impact

6.1.1 Sports Field Impact by Total Fields

SPORTS FIELD IMPACT BY TOTAL FIELDS				
Area	Number of Fields Lost (# full size fields)	Why	Implications	Opportunities
Kuirau Park	1 field	Ongoing geothermal activity Overall purpose of Park moving to not being a sports park	Relocation of Kahukura Rugby and Sports Club. Current facilities at Kuirau Park include an aging clubrooms plus use of one full size field	Consistent with development of Kuirau Park as a passive recreation reserve Kahukura is a multi-sports club including five netball teams and one hockey team. Relocation to Westbrook enables all Club sports activity to occur at the one venue
Neil Hunt Park	3 fields (Neil Hunt 3 – 5)	Very low carrying capacity – 1.5 hours per week Former sawmill site High cost of upgrading Neil Hunt 3-4 (\$100,000 per field) to only increase carrying capacity by one hour per week.	Relocation of Rotorua United FC Club. Current facilities at Neil Hunt Park include a clubrooms plus use of 3 full size fields. If Neil Hunt 3-5 sold, no supplementary cricket area	Opportunity to sell Neil Hunt 3-5 If sell Neil Hunt, no maintenance costs for three fields Opportunity to consider a football/rugby artificial surface at Westbrook; and the development of a quality home of football and a regional tournament venue comprising of one floodlit artificial and supporting grounds at Westbrook
Puarenga Park	7 fields (All fields at Puarenga except 1 & 2 used by Whakarewarewa Rugby)	Very low carrying capacity – 1.5 hours per week High cost of upgrading Neil Hunt 3-4 (\$100,000 per field) to only increase carrying capacity by 1 hour per week, to 2.5 hours per week per field Thermal activity causing turf loss in some areas of the Park	All Junior Football relocated Maori Touch Tournament would also be relocated Whakarewarewa Rugby Club clubrooms and use of fields 1 & 2 remain Also cricket can remain	With consolidation of the majority of football at one location, opportunity to consider a football/rugby artificial surface Artificial surface will be suitable for football training and competition at all levels, and suitable for rugby training at all levels and for junior rugby competitions
TOTAL	Loss of 11 full size fields*			

*See table next page for loss of FFEs

6.1.2 Sports Field Impact by Full Field Equivalents

SPORTS FIELD IMPACT – LOSS OF FULL FIELD EQUIVALENTS BASED ON CURRENT CARRYING CAPACITY			
Area	Number of Fields Lost (# fields)	Current Carrying Capacity (hours per week based on SSDM Assessment 2018)	Total Carrying Capacity (hours per week)
Kuirau Park	1	2.5	2.5
Neil Hunt Park	3	1.5	4.5
Puarenga Park	7	1.5	10.5
TOTAL	11		17.5

SGL Commentary

Based on a carrying capacity for a soil-based sports field of 8 hours per week in winter, a 17.5 hours per week field carrying capacity equates to 2.2 Full Field Equivalents, i.e. Although an effective 11 full size grass field area is (largely) lost from the sports field network, this equates to a loss of only about 2 Full Field Equivalents in terms of current carrying capacity.

However, as per the GLG report (see section 2.6), there is currently already a winter training field shortage of about 77 FFE hours per week, and a total winter training and competition field shortage of 79 hours, with 83% of the field shortfall in the 'Central' area; and by 2038, a total training and competition field shortage of 95 hours.

In total, with the above field rationalisation and the already field supply shortage, there would 'currently' be a 96.5 hours per week shortage; and by 2038 a 112.5 hours per week shortage. At a soil-field capacity of 8 hours per week in winter, this equates to a 'current' and 2038 shortage of 12 FFEs and 14 FFEs respectively. If RLC were to address say one third of this field capacity by improving the carrying capacity of existing fields, this would still leave about 8 – 9 FFEs to solve.

An artificial turf has a (conservative) carrying capacity of 40 hours per week. Therefore, one artificial turf suitable for football and rugby juniors/training, plus say 5 new quality soil fields, could jointly address this field supply challenge.

6.2 Sports Relocation Impact

SPORTS RELOCATION IMPACT DUE TO FIELD RETIREMENT AND PROPOSED WESTBROOK PRECINCT DIRECTIONS					
Organisation	From	To	Why	Implications	Opportunities
Geyser City Squash Club	Depot St location	Westbrook	Consolidation of the two Rotorua squash clubs at one location to provide a quality tournament venue and both a pay-for-play and club squash offering – latter promotes broader participation and more financially sustainable; former increases tournament offering and visitor impact during off-season Note Geyser City built 1971 – about 50 years old	Provision of 6 courts (3 doubles that can convert to indoor space) required as part of a multi-club facility at Westbrook	Relocation of both squash clubs to one location enables a 6-court offering at one location and becomes a favourable venue for regional and potentially national tournaments, plus by retaining Lakes High's 3 courts provides a 9-court offering Note Rotorua is central to the BOP squash region which includes BOP area plus Taupo and South Waikato One new entity proposed, Rotorua Squash Opportunity to sell Geyser Club site at Depot St
Kahukura Rugby and Sports Club	Kuirau Park	Westbrook	On-going Kuirau Park geothermal activity and Kuirau Park to no longer be a sports park	Require clubroom facilities at Westbrook – suggested solution part of multi-sport facility with adjacent grass field for rugby Assume demolition of current clubrooms at Kuirau Park	Kahukura is a multi-sports club including five netball teams and one hockey team. Relocation to Kahukura enables all Club sports activity to occur at the one venue Reuse Kahukura's current floodlights
Lake City Athletic Club	RIS 2	Neil Hunt 1&2	Need RIS for Maori sports tourism focus and training		Co-location of 400m grass track with existing clubrooms at Neil Hunt and harrier running section of Club
Lakes High Squash Club	Lakes High location	Westbrook	Consolidate joint membership at one venue to enable 6-court venue and broader squash offering Club membership moves only Note Lakes High courts about 35 -40 years old, well maintained and in reasonable condition	Could rationalise or retain current three courts at Lakes High School	Retaining 3 LHS courts and hence 9 court offering in Rotorua strengthens large tournament positioning for minimal extra cost

Organisation	From	To	Why	Implications	Opportunities
Rotorua Cricket	Neil Hunt	Westbrook	Low field carrying capacity at Neil Hunt suggests discontinue Neil Hunt fields 3-5	Accommodate replacement cricket ovals at Westbrook	Opportunity to sell Neil Hunt fields 3-5
Rotorua Cycling	Discontinue outdoor cycling track		No utilisation. Track training and competition occurs at Cambridge velodrome	Limited. Rotorua Cycling focus is on road cycling	Opportunity to sell land
Rotorua Junior Football	Puarenga Park	Westbrook	Low field carrying capacity at Puarenga and continuing thermal activity	Require playing fields, desirably grass and artificial, plus support amenity However if artificial turf introduces turf hire costs	Opportunity to create a home of football, provide quality support facilities and can readily accommodate player growth, plus can provide improved certainty of play if artificial surface provided
Rotorua United Football Club	Neil Hunt Park	Westbrook	Low field carrying capacity at Neil Hunt Insufficient fields to meet current football training demands and limiting growth	Require clubroom facilities at Westbrook - suggested solution part of multi-sport facility with adjacent artificial turf and grass fields for football. However if artificial turf introduces turf hire costs Assess reuse of Neil Hunt clubrooms	As for junior football above, and also create a regional tournament venue Opportunity to sell Neil Hunt fields 3-5
Ngongotaha Football Club	Ngongotaha	Westbrook	To optimise football utilisation of the artificial turf and football hub proposed at Westbrook. For club access to quality facilities. Training for junior teams could still occur locally	To be further reviewed if artificial football turf progresses	

6.3 Potential Local Sports Membership at Westbrook Precinct

POTENTIAL LOCAL SPORTS GROUPS AND MEMBERSHIP BASED AT WESTBROOK PRECINCT, SHOULD THE PROPOSED DIRECTIONS OCCUR			
Sports Group	Currently Estimated Membership		Commentary
	Low	High	
Existing			
CBOP Rugby Juniors	1,263	1,500	
Rotorua Cricket	450	450	Number not verified
Rotorua Hockey	1,421	1,421	
Rotorua Netball	1,740	2,500	1,740 number of affiliated players with Netball NZ
Rotorua Touch	1,470	1,470	Assume average squad of 10 players
Sub-Total	6,344	7,341	
New			
Kahukura Rugby and Sports Club	42	42	Note only showing rugby players aged 13 years and above shown here. Hockey, netball and junior rugby players numbers counted elsewhere
Rotorua Junior Football	667	667	
Rotorua Squash	400	400	
Rotorua United Football Club	158	158	Note RUFC Juniors counted under Rotorua Junior Football
Ngongotaha Football Club	53	53	Note NFC Juniors counted under Rotorua Junior Football
Sub-Total	1,320	1,320	
TOTAL	7,664	8,661	
Note, the above player numbers assume Springfield Golf, Rotorua Cycling and Rotorua Athletics no longer occur at Westbrook Precinct, a combined reduction of about 850 members			

SGL Commentary

Should the proposed Westbrook Precinct directions occur, the Precinct would be the home to seven Rotorua sporting codes and a local combined membership of at least 7,600. However, it is unclear regarding the duplicated membership between these sports.

If one was to assume about a 20% membership double up, then the unique sports membership is about 6,100 (i.e. $7,664 \times 0.8 = 6,131$). If one also projects on average 1.5 supporter/spectator for every unique sports member, then there is a local reach for regular activities of about 9,200 people (i.e. $6,131 \times 1.5 = 9,197$).

7.0 Rotorua International Stadium

7.1 Document Review

7.1.1 Seismic Assessment – Sigma Consultants 2015

Background

- The Rotorua International Stadium was developed in two stages. The original grandstand was designed and built in 1972/73. It was a relatively small structure made of structural steel and concrete masonry. It consisted of roofed over open seating above social, changing and service rooms, and offices. In 1993/94 alterations occurred which increased the ground floor and added a mezzanine floor. In the course of this work some of the structural bracing was removed but no provision was made to replace the loss of structural strength this entailed
- In 2000 a major development occurred. This more than doubled the seating capacity of the stadium and provided supporting corporate and public facilities that were previously absent. It wraps around the old grandstand on three sides. It is constructed from structural steel and reinforced concrete. The old roof was removed and replaced by one over the whole seating area

Seismic Assessment

- For assessment purposes the complex can be divided into four structures and a roof
- The public records contained plans of the structures and for most of the numerous small alterations that took place over the years. Some of the plans were complete. Those of the 2000 extensions and alterations were not. This degraded the reliability of the percentage new building strengths (% NBS) that were assessed for those extensions
- The 1972 grandstand was assessed as 68% NBS. The limiting structural features were the bolted connections between the bleachers and the supporting structure
- The year 2000 three-storey service block behind the 1972 grandstand was assessed as 100% NBS
- The year 2000 grandstands on either side of the 1972 grandstand were assessed as 75% NBS. The limiting structural features were the concrete frames at the rear of the stands and the high concrete masonry walls
- The roof was assessed as 100% NBS
- The columns in the corporate box area that support the roof had a seismic strength less than 34% NBS. However, these columns were not a critical weakness to the structures of either the roof or the service block. They were not on a failure path of either structure and therefore do not determine or influence their % NBS's. They did not cause the buildings to be classified as earthquake prone. These columns could be strengthened at an estimated cost of about \$50,000.

7.1.2 Rotorua International Stadium – Resource Consent – October 2007

From this document, a description of the RIS facilities was:

“The Stadium consists of a fenced oval around a playing field with terraced seating, steep grassed banks rising from the playing field and a main grandstand. There is terraced seating for 6,000 people and grassed seating for 20, 000 people and grandstand seating for 5,300 people. The grandstand also has training and change facilities, administration offices and technical areas, catering and corporate entertainment facilities. A total of 32, 000 people can be accommodated at the site. Other buildings at the Stadium site include public toilets, scoreboard structure, ticket booths and a media facility.”

“In 1997 resource consent was approved for floodlights to be established at the Stadium.”

7.1.3 Rotorua International Stadium – Resource Consent Variation – January 2019

“1 "Event" means an activity which is an amplified music concert or an activity which requires the use of floodlights (this may include the use of the public address system and amplified music), excluding night-time practices.

2 Number/Operation of Events

2.1.1 That there shall be a maximum of 20 events in any 12-month period and no more than 5 shall be amplified music concerts.

3 Hours of Operation

3.1.1 That for the 5 amplified music concerts provided for in condition 2.1:

(a) Three events shall conclude by 11.00 pm and patrons shall vacate the site by 11.30 pm; and

(b) The remaining two events provided for in condition 2.1 shall conclude by 10:45 pm and patrons shall vacate the site by 11:15 pm.

3.2 That for events other than amplified music concerts, the event shall conclude by 10.00 pm and all patrons shall vacate the site and the floodlights (if used) shall be turned off no later than 10.30 pm.”

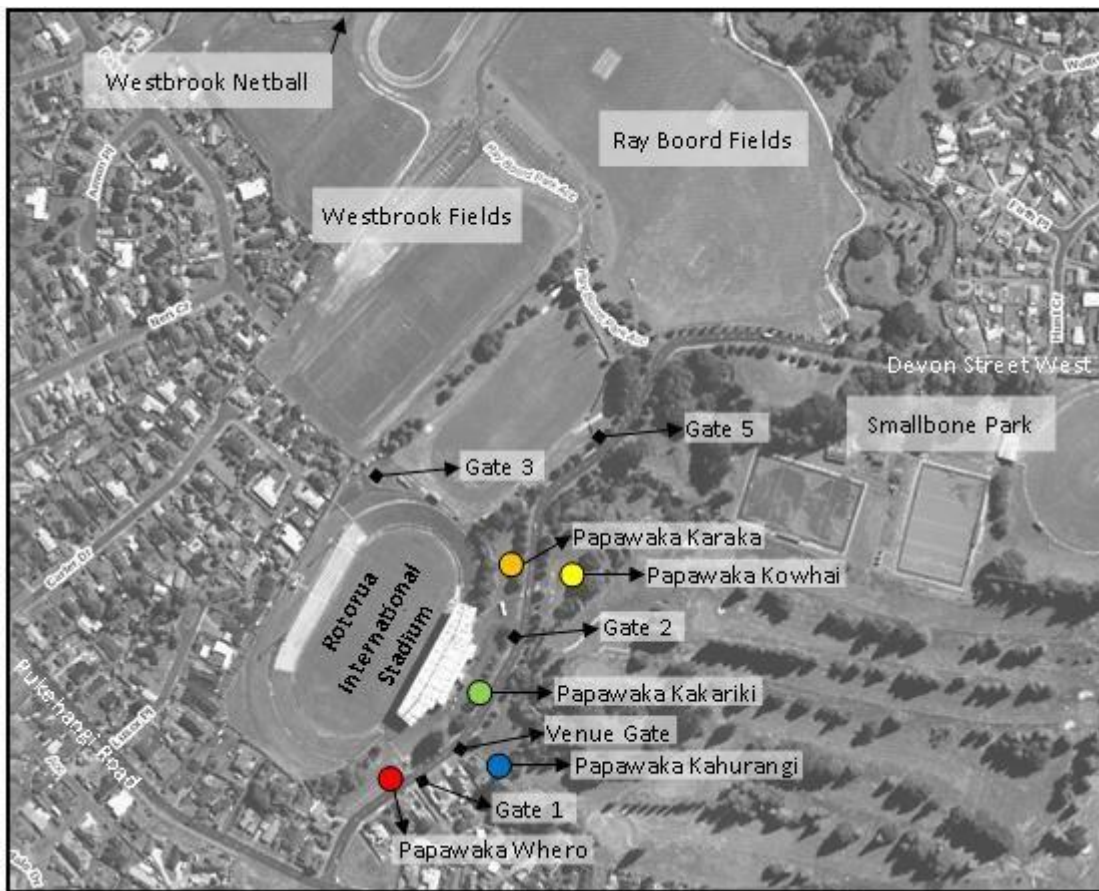
7.1.4 Rotorua International Stadium Traffic Management and Pedestrian Strategy

Background

“Rotorua International Stadium is located in the residential suburb of Springfield and is located at 197 Devon Street West (see Figure below – Rotorua International Stadium Environment).

Primary pedestrian and vehicle access into the Stadium from Devon Street is via Gate 1, Venue Gate, and Gate 2. Access to the Stadium from Westbrook fields is also available via Gate 3.

There are three carparks within the perimeter fence of the Rotorua Stadium; these are the Karaka, Whero, and Kakariki car parks. There are two additional stadium car parks directly across the road from Gates 1 and 2; these are the Kowhai and Kahurangi carparks and require pedestrians to cross Devon Street to access the Stadium. All other event parking is located on Westbrook and Ray Boord fields. These pedestrians enter through Gate 3 or walk down the Devon Street footpath to Gate 2.”



Traffic Management Plan

A Traffic Management Plan (TMP) is required for any event at the Rotorua International Stadium where an increase in the level of vehicle and/or pedestrian traffic on Devon Street is expected.

There are five levels of events, four of which require a TMP. These are described in the table below.

Level	Expected Attendance*	Parking Availability	TMP Installed
1	<100pax	Karaka, Whero, Kakariki Open	No
2	100pax - 500pax	as above PLUS - Kowhai & Kahurangi Car Parks Open	Yes
3	500pax - <10,000pax	as above PLUS - Westbrook Fields Open (Free Parking)	Yes
4	500pax - <10,000pax	as above PLUS - Westbrook Fields Open (Paid Parking)	Yes
5	>10,000pax	as above PLUS – Ray Boord Open	Yes

Traffic Management Plans for Level 2, 3, and 4 events have been prepared. “All TMPs must be pre-approved by the Rotorua Lakes Council Road Corridor Access Team (RCAR). A generic TMP can be applied for annually however RCAR must be notified the dates of when a TMP will be implemented so that it can be recorded to avoid conflict with other roading contractors who may be working in the area.

The New Zealand Transport Authority (NZTA) has previously identified events with >10,000 in attendance as the upper limit for events before the event traffic affects the State Highways' network. For this reason it remains appropriate that the cut off level for the Rotorua Stadium to do its own traffic management is <10,000 pax events. For events where attendance is expected to exceed 10,000 pax a Traffic Management company would be engaged to deliver a TMP tailored specifically to that event that also incorporates traffic control on the city's major arterial and collector roads. These TMPs would be approved by NZTA (in addition to the RCAR approval) at least 2 months prior to the event. The Stadium will also undertake pre-event publicity detailing road-closures, alternate transport options, and parking information to assist with positive traffic flows on the event day. For all events over 10,000 pax a post event traffic management report would be completed."

"For events attracting over 10,000 people an application will also be sought to close Devon Street to regular traffic to allow for safer pedestrian ingress/egress. An event bus service will also operate for these events to decrease the number of vehicles on site and provide a safe alternative to driving home after alcohol has been consumed."

Parking

"Rotorua Stadium is rather unique compared to most other stadiums in New Zealand as it has a significant amount of off-street parking. In addition to the Stadium parking previously mentioned there is also parking made available for level 3-5 events on the Westbrook and Ray Boord sports fields. On occasion parking at the Westbrook Netball Complex and Smallbone Park is also supported should demand be foreseen. A full breakdown of off-street parking availability can be found in the table."

Parking Type	Parking Area	Vehicle Capacity*
STADIUM PARKING	Papawaka Kowhai**	56
	Papawaka Kahurangi	45
	Papawaka Kakariki	33
	Papawaka Karaka	40
	Papawaka Whero	40
	Total Stadium parking	
ADJACENT PUBLIC PARKING	Westbrook Sealed Areas	350
	Westbrook Fields	1100
	Ray Boord Fields	1900
	Total On-Site Parking	
OFF-SITE FREE PUBLIC PARKING (excl. on street parking)	Smallbone Park	100
	Westbrook Netball Courts	320
	Total Off-Site Parking	420
	TOTAL PARKING AVAILABLE	3,984

*Approximate figures based on aerial imagery at time of publication

** Mobility Accessible parking included

^ Depending on the event transport requirements some of this capacity will be reduced to allow for safe pedestrian access ways, additional mobility parking, or bus parking. This decision will be made on a per event basis.

Monitoring

“The Rotorua Stadium is serviced internally by 6 CCTV cameras that are monitored on site during an event. While these cameras primarily service the areas within the stadium perimeter they do provide visibility to the ‘Stadium Parking’ areas and limited visibility across the Ray Boord and Westbrook parking areas. Additional CCTV footage of any key feeder roads or public transport hubs can be provided remotely by the Council’s City Guardians who can access the CCTV cameras located across the city.

For signal controls and monitoring of State Highway intersections throughout Rotorua the Stadium will work with the local NZTA provider who, with enough notice, can provide this support during an event. At the time of publication this service is operated by the Tauranga Transport Operations Centre (TTOC).”

Other

“Some major international events held at the Stadium (e.g. Rugby World Cup, DHL Lions Series) are also protected by the Major Events Management Act (MEMA, 2007, New Zealand Government). This legislation provides additional protection to organisers of major events from ambush marketing and often the area affected includes the roads and car parking areas surrounding the Rotorua Stadium. When in effect, it is an offence to sell or advertise any products within the event ‘clean zone’, without permission of the major event organiser.

As of June 2018 a new cycle way has been built that connects the Stadium to the city’s ‘Cyway’ network along Devon Street onto Pukehangi and Springfield Roads. Patrons accessing the Stadium via the CyWay will enter via Gate 2 where bike parking will be available.”

SGL Summary Commentary

The Sigma 2015 seismic report advised the Stadium was structurally sound, with all key areas at 68% NBS of higher.

The resource consent allows a maximum of 20 events in any 12-month period and no more than 5 shall be amplified music concerts. An 'event' includes an activity requiring the use of floodlights but excluding night-time sports practices.

The original consent described the potential maximum capacity of the Stadium as up to 32,000, with grandstand seating of 5,300. RIS staff advised they regard the safe maximum capacity is about 26,000. RIS regard the terrace capacity as about 4,500.

The main single road access via Devon Street creates some traffic management challenges which for larger events is mitigated by encouraging access via Gate 3 (and on occasion via Gate 5) across Westbrook and Ray Boord fields, and for events >10,000 pax by providing an event bus service. Traffic Management Plans have been developed for all levels of event below 10,000 pax, with a tailored Traffic Management Plan required for events > 10,000 pax.

Rotorua Stadium is rather unique compared to most other stadiums in New Zealand as it has a significant amount of off-street parking. In addition to the Stadium parking of 214 car parks there is also parking made available for events above 500 pax on the Westbrook and Ray Boord sports fields, providing a further 3,350 car parks. Further off-site parking can also be provided at Smallbone Park and Westbrook Netball Courts providing another 420 car parks, and by using all these areas a total of 3,984 car parks can be provided.

However, while there is high capacity for overflow car parking, unique for an inner-city Stadium, there is currently a lack of off-street parking areas, particularly in the south. A current car park expansion is underway to increase capacity in Smallbone Park. The car parking and vehicle circulation around the netball centre could also be improved.

7.1.5 Rotorua International Stadium Workshop Report – Giblin Group, December 2017

“EXECUTIVE SUMMARY

The Council aims to create a facility which:

- Plays to the strengths of Rotorua
- Is aligned with the 2030 vision of the Council
- Is community owned and community loved.”

Key recommendations were:

- The Wider Precinct - Undertake a full review of the Stadium with the wider precinct to identify the full scope of opportunities
- Community Engagement - The facility and wider precinct is currently regarded with indifference by the community. Develop a community engagement strategy which brings the community stakeholders on the journey early
- “Improving the Atmosphere at the Stadium - The Stadium itself lacks atmosphere when not full. Rotorua Council needs to decide what the point of difference is and, if necessary, be bold enough to be the first stadium to ‘downsize’. A commercial partnership model will enable better fan experience through sponsor activations and make visiting Rotorua Stadium a must-do event experience
- Rotorua, the Home of Māori Sport - Rotorua has many natural advantages which make it a destination of choice for both domestic and international tourists. The most obvious is the Māori cultural component. The stadium and precinct could grow this offering. For example, if the Jock Hobbs U19s tournament was held at the Stadium there could be a cultural development component which teaches the role of the Haka in NZ Rugby; the Stadium could be the home of NZ Māori Rugby including a hall of fame; Rotorua could position itself as the home of Māori sport including traditional Māori games alongside modern tournaments such as the (existing) Māori Rugby League tournament.”

“THE STADIUM MARKET IN NZ

- There are 32 major sporting venues in New Zealand
- The core use of most is hosting domestic level rugby or cricket, for which many have now become purpose built
- Some larger venues are utilised for concerts, however outside of “mega bands” most promoters prefer to use indoor venues
- International rugby and cricket is placing growing demands on venues to deliver more through their venue hire. With a surplus of venues, it is a buyer’s market and considerable investment has been made in most facilities to either attain or retain their status as an international venue.

Trends

- There has been a move away from multi-use venues over recent years (i.e. Carisbrook, Lancaster Park)
- There are now only three venues that are genuinely multi-purpose and capable of hosting international cricket and rugby. This requires the use of drop-in cricket wickets
- Establishment of purpose-built cricket grounds (Hagley Oval, Bay Oval, University of Otago Oval)

- Most rugby/rugby league and football venues have far greater capacity than is required by users. Empty seats are a common site at domestic fixtures
- Patrons at venues are expecting a far better level of service than has been the norm in New Zealand venues.

Rotorua International Stadium is competing with most of these venues and is doing so without a fixed or permanent user – such as a domestic rugby or cricket entity. With international fixtures being allocated through tendering processes, and domestic sports not needing high capacity venues outside of their home grounds, Rotorua needs to differentiate what the International Stadium offers in order to operate effectively.”

Venues	Capacity	Multi Use	Concerts	International				Domestic			
				Rugby	League	Football	Cricket	Rugby	League (NRL)	Football (A)	Cricket
Toll Stadium (Whangarei)	25,500							*			
Cobham Oval (Whangarei)	5,000										*
QBE Stadium (Auckland)	25,000			*		*		*	*	*	
Eden Park (Auckland)	45,000	*		*	*	*		*	*	*	
Eden Park Outer Oval	4,000										*
Mt Smart Stadium (Auckland)	30,000		*		*				*	*	
Growers Stadium (Pukekohe)	20,000							*			
FMG Stadium Waikato (Hamilton)	25,000			*	*			*	*	*	
Seddon Park (Hamilton)	8,000							*			*
ASB Baypark Stadium (Mount Maunganui)	20,000							*			
Bay Oval (Mount Maunganui)	6,000							*			*
International Stadium (Rotorua)	26,000							*			
Owen Delany Park (Taupo)	16,000							*			
Harry Barker Reserve (Gisborne)	3,000										*
McLean Park (Napier)	22,000	*						*	*	*	*
Pukekura Park (New Plymouth)	4,000										*
Yarrow Stadium (New Plymouth)	25,500							*	*		*
Cooks Gardens (Whanganui)	5,000							*			
Fitzherbert Park (Palmerston North)	3,000										*
Central Energy Trust Stadium (Palmy North)	14,000							*			
Basin Reserve (Wellington)	6,000		*					*			*
Westpac Stadium (Wellington)	36,000	*	*	*	*	*	*	*	*	*	*
Saxton Oval (Nelson)	5,000							*			*
Trafalgar Park (Nelson)	20,000							*			
Mainpower Oval (Rangiora)	4,000										*
Hagley Oval (Christchurch)	8,000							*			*
AMI Stadium (Christchurch)	18,000		*	*	*			*	*	*	*
Queenstown Events Centre	4,000							*			*
University Of Otago Oval (Dunedin)	4,000							*			*
Forsyth Barr Stadium (Dunedin)	30,500	*	*	*	*			*	*		*
Queens Park (Invercargill)	3,000							*			*
Rugby Park (Invercargill)	20,000							*			

“CORPORATE PARTNERSHIPS

Corporate sponsorship in the form of sponsorship, corporate philanthropy or supplier relationships is a crucial part of any funding mix. Corporate partners not only provided a valuable untapped funding source they can also provide considerable value in-kind through audience engagement, marketing and providing a business network for ongoing audience and community development.

Any project of this nature must be developed with a commercial lens which seeks to build in opportunities for corporate partnership from the beginning, rather than adding them on as a nice to have at the end. A well-developed corporate partnership which permeates all aspects of a project is worth gold, but it requires ongoing relationship management. A full corporate partnership strategy may need to be developed in conjunction with the Revenue Generation Strategy, this strategy needs to look at the servicing and management of the sponsors and the resource that requires.”

CROWDFUNDING

“Crowdfunding is an important fundraising tool, not because of the amount it can raise but because it allows the public ownership of a project; therefore, it is as much an engagement tool as a fundraising tool. It is becoming an increasingly important part of the fundraising mix.”

7.2 Review of Previous Event Activity

7.2.1 Events Per Annum

RIS TOTAL EVENTS DAYS PER ANNUM (Note recorded for all RIS Areas)	
RLC Financial Year	Total Number of Event Days
2015/16	199.5*
2016/17	174.5
2017/18	322

*2015/2016 adjusted down from 255.5 by 56 event days attributable to maintenance of Hepburn Lounge

RIS TOTAL EVENTS BY SIZE PER ANNUM				
Event Size Pax Per Event	Number of Events			
	2015/16	2016/17	2017/18	2018/19
< 500	87	48	48	81
500 < 3,000	6	6	8	6
3,000 < 5,000	2	1	2	4
5,000 and >		1	2	
TOTAL	95	56	60	91

7.2.2 Further Analysis of Events Above 500 PAX By Timing and Type

EVENTS ABOVE 500 PAX FOR 2015/16 FINANCIAL YEAR			
Description	Month	Event Days #	PAX
NZ Rugby League Performance Camp	July	4	650
BOP Secondary Rugby Finals (by BOP Rugby)	August	0.25	600
Rotorua Kennel Association Dog Show	August	2	500
ITM Cup BOP Steamers vs Taranaki	September	1	3,000
Central Athletics (by Sport BOP)	November	0.75	500
Bayleys National Sevens Rugby Tournament (by BOP Rugby)	January	2	4,000
Super Rugby Gallaghers Chiefs vs Warratahs Pre-Season Match (by Chiefs Rugby)	February	0.5	2,500
Geyser Football Tournament (by Rotorua United FC)	March	3	600
TOTAL		13.5	12,350

EVENTS ABOVE 500 PAX FOR 2016/17 FINANCIAL YEAR			
Description	Month	Event Days #	PAX
Rotorua Kennel Association Dog Show	August	2	600
Maurice Hulme Football Tournament (by NZSS Football)	September	5	1,000
Mitre 10 Cup BOP Steamers vs Northland Taniwha	September	0.25	1,303
Mitre 10 Cup BOP Steamers vs Auckland	September	0.5	1,300
Mitre 10 Cup BOP Steamers vs Manawatu Turbos	October	0.5	1,200
7s Tournament (by BOP Rugby)	October	2	1,200
Bayleys National 7s Tournament (by BOP Rugby)	January	2	4,400
Maori All Blacks vs British and Irish Lions (by NZ Rugby)	June	0.5	28,500
TOTAL		12.75	39,503

EVENTS ABOVE 500 PAX FOR 2017/18 FINANCIAL YEAR			
Description	Month	Event Days #	PAX
Mitre 10 Cup BOP Steamers vs Hawkes Bay	August	0.25	2,215
Rotorua Kennel Association Dog Show	August	2	1,000
Mitre 10 Cup BOP Steamers vs Wellington	August	0.25	1,861
Mitre 10 Cup BOP Steamers vs Southland	September	0.25	1,482
Te Hiku o Te Ika Maori Rugby Tournament	October	0.75	500
Tuakana National Maori Rugby League Tournament (by NZ Maori Rugby League)	October	2	2,000
Bayleys National 7s Tournament (by BOP Rugby)	January	2	4,500
Rugby League Festival featuring Vodafone Warriors vs Storm	February	2	4,575
NZ Pipe Band Championships (by City of Rotorua Highland Pipe Band)	March	2	2,000
Paul Scott Rugby Final (by JAB/CBOP Rugby)	March	1	1,000
Te Hui Ahurei a Tuhoe (by Te Manatu Ahurea O Tuhoe Trust)	April	3	12,000
Super Rugby Gallagher Chiefs vs Jaguares (by Chiefs Rugby)	May	0.25	6,784
TOTAL		15.75	39,917

EVENTS ABOVE 500 PAX FOR 2018/19 FINANCIAL YEAR			
Description	Month	Event Days #	PAX
Mitre 10 Cup BOP Steamers vs Taranaki	August	0.25	1,200
Rotorua Kennel Association Dog Show	August	2	500
Maurice Hulme Football Tournament (by NZSS Football)	September	5	1,000
Mitre 10 Cup BOP Steamers vs Waikato and Volcanix vs Taranaki	September	0.25	2,200
Mitre 10 Cup BOP Steamers vs Manawatu	September	0.25	850
Te Hiku o Te Ika Maori Rugby Tournament	October	0.75	2,000
NZ Maori Rugby League – National Seniors	October	2	3,000
IPS Touch Northern	January	3	5,000
Junior Touch Nationals	February	3	5,000
Open Touch Nationals	March	4	3,000
TOTAL		20.5	23,750

EVENT FREQUENCY FROM 2015/16 TO 2018/19					
Event	2015/16	2016/17	2017/18	2018/19	TOTAL
Rugby League					
NZ Rugby League Performance Camp	1				1
Rugby League Festival featuring Vodafone Warriors vs Storm			1		1
Sub-Total	1		1		2
Maori Rugby League					
NZ Maori Rugby League – National Seniors				1	1
Sub-Total				1	1
Rugby					
ITM or Mitre 10 Cup BOP Steamers Matches	1	3	3	3	10
Super Rugby Gallagher Chiefs Pre-Season Match	1				1
Super Rugby Gallagher Chiefs Match			1		1
Maori All Blacks vs British and Irish Lions (by NZ Rugby)		1			1
BOP Secondary Rugby Finals (by BOP Rugby)	1				1
Paul Scott Rugby Final (by JAB/CBOP Rugby)			1		1
Sub-Total	3	4	5	3	15
Sevens Rugby					
Bayleys National Sevens Rugby Tournament (by BOP Rugby)	1	1	1		3
7s Tournament (by BOP Rugby)		1			1
Sub-Total	1	2	1		4
Maori Rugby					
Te Hiku o Te Ika Maori Rugby Tournament			1	1	2
Tuakana National Maori Rugby League Tournament (by NZ Maori Rugby League)			1		1
Sub-Total			2	1	3
Football					
Geyser Football Tournament (by Rotorua United FC)	1				1
Maurice Hulme Football Tournament (by NZSS Football)		1		1	2
Sub-Total	1	1		1	3
Other Sports Events					
Central Athletics (by Sport BOP)	1				1
Sub-Total	1				1

Event	2015/16	2016/17	2017/18	2018/19	TOTAL
Kapa Haka					
Te Hui Ahurei a Tuhoe (by Te Manatu Ahurea O Tuhoe Trust)			1		1
Sub-Total			1		1
Non-Sporting Events					
Rotorua Kennel Association Dog Show	1	1	1	1	4
NZ Pipe Band Championships (by City of Rotorua Highland Pipe Band)			1		1
Sub-Total	1	1	2	1	5
Touch					
IPS Touch Northern				1	1
Junior Touch Nationals				1	1
Senior Touch Nationals				1	1
Sub-Total				3	3
TOTAL	8	8	12	10	38

RIS EVENT AND BOOKING DAYS > 500 PAX FOR 2018/19							
In Date	Out Date	Total Booked Days	Start Date	End Date	Event Days	Description	Actual Attendance
24/08/18	26/08/18	3.00	25/08/18	26/08/18	2.00	Rotorua Kennel Association Annual Conformation Dog Show	500
31/08/18	07/09/18	8.00	03/09/18	07/09/18	5.00	Maurice Hulme Football Tournament (NZSS)	1,000
13/10/18	13/10/18	1.00	13/10/18	13/10/18	0.75	Te Hiku o Te Ika - Annual Maori Rugby Tournament	2,000
19/10/18	22/10/18	4.00	20/10/18	21/10/18	2.00	NZ Maori Rugby League - National Seniors	3,000
22/09/18	27/09/18	6.00	27/09/18	27/09/18	0.25	Mitre 10 Cup: BOP Steamers v. Manawatu	850
17/08/18	18/08/18	2.00	18/08/18	18/08/18	0.25	Mitre 10 Cup: BOP Steamers v. Taranaki	1,200
20/09/18	21/09/18	2.00	21/09/18	21/09/18	0.25	Mitre 10 Cup: BOP Steamers v. Waikato AND Volcanix v Taranaki	2,200
28/02/19	03/03/19	4.00	28/02/19	03/03/19	4.00	Senior Touch Nationals	3,000
21/01/19	28/01/19	8.00	25/01/19	27/01/19	3.00	IPS Touch Nationals	5,000
07/02/19	11/02/19	5.00	08/02/19	10/02/19	3.00	Junior Touch Nationals	5,000
		43.00			20.50		23,750

SGL Commentary

Over the last four years there were about 8 to 12 events with above 500 pax occur each year at RIS, and these events equate to about 13 to 20+ event days per year (not including pack-in/pack-out days) and total annual visits ranging from 12,000 to 40,000 per year – an average of 9.5 events above 500 pax per year with an average attendance of (115,520/4 =) 28,880.

Examining the 2018/19 year, for the events above 500 pax there was a total of 43 RIS hire days required for the 20.5 'event only' days, i.e. there were 21.5 pack-in/pack-out days, or just over a 1:1 ratio of pack-in/pack-out days to actual event days.

Over the last four years, of the 38 total events with above 500 pax, 15 were rugby, 3 were Maori rugby and four were Sevens rugby - 22 events or 58% of the total events were rugby.

Sevens Rugby is now held in Tauranga, and in the last 12 months Touch has become a very important client, accounting for 10 of the 20 event days in 2018/2019.

Regular non-rugby events include the annual Rotorua Kennel Association Dog Show and New Zealand Secondary School's Maurice Hulme Football Tournament (held in Rotorua in 2016/17 and again in 2018/19) – the latter tournament like Touch tournaments runs for several days – for the Maurice Hulme Football Tournament for 5 days.

A typical year has seen three NPC BOP Steamers matches, one Dog Show, one rugby league event and one football event. Touch NZ and Maori events ranging from Maori rugby and rugby league to kapa haka now have increased importance.

There have been no concerts held in this last period. RLC had a poor last experience with Raggamuffin (last performed 2013), which resulted in a significant unpaid debt.

Currently RIS's main field is an irrigated sand carpet which requires three months maintenance during the year, with this maintenance period currently occurring in the shoulder seasons of November/December and March/April. ***Suggest consider merits of an irrigated soil field on this main field to reduce the maintenance down time.***

RIS Stadium is regarded by key users as "too large and cavernous, and for smaller crowds has no atmosphere".... "A crowd of 2,000 feels like 200." BOP Rugby commented it is important to address how to 'bring in' the Stadium and to cater for a maximum crowd of 15,000 but given RIS already has the wider area could be expanded to 25,000 for a one-off fixture.

7.3 Future Event Planning

7.3.1 RIS-Based Planning To-Date

PROJECTED RIS-BASED EVENTS FOR PERIOD 2018/19 TO 2029/2030 – A 12-YEAR PERIOD (Source: RIS and surrounding infrastructure support – Scoping document draft – July 2017)			
Description	Projected Number	Total Attendance During 12-Year Period	(One) Event duration if more than one 1 day (days)
Maori All Black Matches	4	40,000	
Super Rugby Matches	3	45,000	
Maori Regional Rugby Tournament	12	18,000	2
Music Festivals	12	120,000	
Tuhoe Ahurei Events	6	30,000	4
NPC Rugby Matches	26	78,000	
Maurice Hulme Girls Football Tournament	12	6,000	6
Phoenix Pre-Season Matches	3	15,000	
Maori Rugby League Senior Tournament	12	18,000	4
Maori Rugby League Junior Tournament	12	18,000	3
NZRL Youth National Tournament	12	6,000	6
Warriors Pre-Season Matches	3	30,000	
NZ Police Games	6	3,000	4
Australasian Police Games	1	3,000	5
Maori National Touch Tournament	12	40,000	3
National Touch Open Tournament	5	2,500	4
National Touch Junior Tournament	5	2,500	4
TOTAL	122	475,000	

Based on the above projected events, equates to on average 10 events above 500 pax per year with average attendance of 39,583 per year.

SGL Commentary

The RIS projected events for the 12-year period from 2018/19 to 2029/2030:

- Assumes just over two NPC BOP Steamers matches per year rather than three per year (BOP Rugby currently has 5 homes games per season. If there's a night game Rotorua currently receives by default as Tauranga has no venue with lights. Any semi-finals/finals matches are additional)
- Assumes three rugby league events per year (not including Warriors pre-season matches) rather than historical average of less than 1 per year – note assumes relocation of 3 of the 5 rugby league tournaments currently held at Puketawhero Park
- Missing from the above list is the annual Kennel Association Dog Show, which will still occur
- Currently no music festivals occur but one per year is shown
- Maori National Touch is included annually, being relocated from one Puarenga Park
- Phoenix Pre-Season, NZ Police Games and Australasian Police Games are new.

Suggest the annual Kennel Show should be added to the above summary and so this event projection equates to on average 11 events above 500 pax per year with an average attendance of $[(475,000 + 12 \times 500) / 12 =] 40,083$ per year.

As stated earlier, this compares during the last four years (from 2015/16 to 2018/19) to an average of 9.5 events above 500 pax per year and an average attendance of 28,880 per year. Therefore this current 12-year event summary projects 16% more events above 500 pax per year and an increased average attendance of 39%.

7.3.2 Further Event Opportunities

Suggest the following events or related items should be considered:

- No concerts/music festivals have happened in last four years, yet one per year is now projected. Understand RLC's inhouse entertainment expertise and resource currently rests with the 'indoor venues' team, so if this objective is to be achieved it will require a shift in focus and resource to address, plus may also require some appetite by RLC to share risk and/or subsidise event operators
- Consider potential for Marching championships
- Consider potential for expanded kapa haka
- If proposed Westbrook Precinct directions occur, it is suggested a whole of Precinct approach for events attraction and management. These directions then suggest:
 - Potential WaiBOP Football events, but note these events largely assume an artificial football surface – see section 9.4.1
 - Potential for Aotearoa Football events – see section 9.4.2
 - Potential Squash events, which is based on an on-site six squash court facility – see section 9.6

One should also:

- By working with regional and local sport stakeholders, ask if there is the opportunity to create new tournaments such as a Junior Rugby Festival, say a 'Global Games Junior Club Festival'
- Ask if Rotorua Hockey needs support by the 'Westbrook Precinct/RIS' team to expand their future event potential (which will be at least enhanced by the provision of improved support amenity)?
- Ensure Kurangaituku Netball Tournament continues, which in the future may require proactive support by the Westbrook Precinct team
- Suggest should fully review how future event subsidies are applied. Some of the questions are: What type on what basis? i.e. When do discounted or free venue hire and event services apply? What is the total level of annual subsidy budget available, whether direct cash support or the provision of discounted venue and event services? Are current levels of subsidy being fully recorded and clear? What is the best spend? (which requires clarity on key measures)
- If the event programme is expanded by say 1.5, is there sufficient staff resource and/or the required skill set?

7.4 Operating Financials

7.4.1 Overview

(Source: RLC Operating Financials for Years 2015/16 – 2017/18)

For FY2017:

- Annual revenue was \$353,200 and annual expenditure was \$1,071,915*, which included \$345,804 depreciation, cost of capital charge of \$118,388 and corporate overhead support of \$77,434, but did not include RLC staff costs
- Therefore, annual net cost to Council was \$718,715* before staff costs.

*Note adjusted for a one-off item

The table below further compares overall operating revenue and costs for the financial years 2015/16 to 2017/18.

COMPARISON OF OVERALL OPERATING REVENUE AND COSTS FOR ROTORUA INTERNATIONAL STADIUM FOR FINANCIAL YEARS 2015/2016 – 2017/2018			
Year	2015/2016	2016/2017	2017/2018
	\$		
Total Revenue	272,144	113,608	353,200
Internal Charges (for Cost of Capital, Corporate Overhead, Doubtful Debt Provisions, etc)	183,267	179,985	195,822
Depreciation	275,313	330,100	345,804
All Other Operating Expenses	464,928	407,584	530,289
Total Expenditure	923,508	917,669	1,071,915
Net Cost to RLC	651,365	804,061	718,715

7.4.2 Comparative Analysis Between Financial Years

- The average net annual cost to Council over this three year financial period was (\$2,174,141/3=) \$724,714 before RLC staff costs
- Revenue in FY2017 compared to FY2015 was \$81,056 higher. However this positive impact was further offset by an overall increase in 'other operating expenses' in FY2017 compared to FY2015 of \$65,361
- The net cost to Council in FY2016 compared to FY2015 was \$152,696 lower. This was principally due to a reduction in revenue, which in FY2016 compared to FY2015 was \$158,536 lower. Looking further at these revenue numbers, in FY2016 the revenue from rental/lease revenue was only \$36,241 compared to rental/lease income of \$90,005 and \$100,944 in FY2015 and FY2017 respectively
- Food and Beverage is coded in several areas and consequently difficult to determine.

7.4.3 Current Hire Charges

Please see the next page for RIS standard venue charges for FY2019/2020.

However recent approaches to attract events has been to offer the venue free of charge. Also shared risk models are being used (MAB v Fiji example) so there is potential for a negative result, however RLC are comfortable to consider given the other benefits of this activity to Rotorua.

7.4.4 Current Tenants

RIS TENACIES				
Tenant and Type	Area (estimate m2)	Term Details (expiry date)	Annual Payment \$	Additional Comments
WASP Rugby Club – Clubrooms and bar	150	2021+ 2 x 2 years	750	Flexible access for major events
BOPR Referees Assoc – Lounge and bar	77	Due for renewal	200	Flexible access for major events
CBOP Rugby – Office space	25	July 2020	5,544	Flexible access for major events
BOP Rugby – Performance Centre	300	July 2023	1,200	Flexible access for major events
Rotorua Cycling – Storage	25	Due for renewal	960	Flexible access for major events
Dominate Events – Office space	9	July 2020	1,116	Flexible access for major events
Geysler Cricket Club – Indoor net and storage	100	July 2020	Nil – in lieu of capital investment	Flexible access for major events

Current Staff Levels and Roles

Stadium Events and Sports Manager – Crispian Stewart: Responsible for overall RIS management, key relationships, event securing, Health and Safety, financial management and capital projects.

Stadium Events and Sports Managers – Karrie-Ann Tuck, Kim Charity: Responsible for event delivery and operations, and also manage bookings of all sports fields.

Also understood:

- Infracore Ltd, a RLC CCO, currently undertakes asset management
- Extra event set up/take down resource is contracted as required
- There appears to be limited commercial and marketing support.

SGL Commentary

For the FY2017/18, the net cost to RLC including depreciation and finance costs, but not including staff costs was \$718,715. With staff costs this will be at least \$200,000 higher or a net cost of over \$900,000 per year.

Outdoor Stadiums run at a loss. However, what is important is to ensure any spend is optimising the best possible outcomes for the community, and to put in place measures and improved processes to reflect and help actively manage required outcomes.

Suggest consider a fundamental shift to a 'Westbrook Precinct' team, where the focus of the team is to achieve the future agreed community, event and financial outcomes for the total venue.

Any future structure will also need to ensure the right contract relationship (whether lease or license, joint venture, contractor or direct employment) and level of resourcing (both capacity and capability) for all services and skills required for success, including leadership; facility management; event securing and management; asset management; facility and event support services (such as F&B, cleaning, etc); community programming; and commercial, marketing, and administration skills.

From an event perspective, it's about the relevant personnel focussing on optimising agreed KPIs such as total visitor nights generated by all Westbrook Precinct activity; and on optimising the Precinct's overall future key measures such as total visits and also total visits/annual net costs. See section 8.1 and 8.4 for Westbrook Precinct's Recommended Objectives and KPIs.

RIS VENUE STANDARD HIRE CHARGES - 2019/2020					
Type	Resource	Description	Standard	Per	Unit
1902	IS7	Changing Room 1 - Day	381.00	1	DAY
1807	IS7	Changing Room 1 - Half Day	190.00	1	DAY
1802	IS7	Changing Room 1 - Pack In / Out	190.00	1	DAY
1902	IS8	Changing Room 2 - Day	190.00	1	DAY
1807	IS8	Changing Room 2 - Half Day	95.00	1	DAY
1802	IS8	Changing Room 2 - Pack In / Out	95.00	1	DAY
1902	IS31	Changing Room 3		1	DAY
1902	IS32	Changing Room 4		1	DAY
1902	IS33	Changing Room 5		1	DAY
1902	IS034	Changing Room 6		1	DAY
1902	IS022	Concourse		1	DAY
1802	IS17	Corporate Box 1-Pack In	1,120.00	1	DAY
1842	IS18	Corporate Box 2	1,120.00	1	DAY
1902	IS17	Corporate Lounge 1	2,385.00	1	DAY
1902	IS18	Corporate Lounge 2	2,385.00	1	DAY
1902	IS023	Embankment		1	DAY
1902	IS35	Entertainers Room		1	DAY
1902	IS11	Fields (Training) - Day	390.00	1	DAY
1807	IS11	Fields (Training) - Half Day	195.00	1	DAY
1802	IS11	Fields (Training) - Pack In / Out	195.00	1	DAY
1902	IS4	Hepburn Electrical Lounge - Day	1,189.00	1	DAY
1807	IS4	Hepburn Electrical Lounge - Half Day	594.00	1	DAY
1802	IS4	Hepburn Electrical Lounge - Pack In / Out	594.00	1	DAY
1902	IS1	John Keaney Grandstand		1	DAY
1802	IS1	John Keaney Grandstand-Pack In		1	DAY
1902	IS5	Konica Minolta Lounge - Day	1,189.00	1	DAY
1807	IS5	Konica Minolta Lounge - Half Day	594.00	1	DAY
1802	IS5	Konica Minolta Lounge - Pack In / Out	594.00	1	DAY
1850	IS12	Lights - No 2 Field	145.00	1	HR
1850	IS16	Lights No 1 Field - Level 1	170.00	1	HR
1850	IS15	Lights No 1 Field - Level 2	225.00	1	HR
1850	IS14	Lights No 1 Field - Level 3	315.00	1	HR
1850	IS13	Lights No 1 Field - Level 4	405.00	1	HR
1902	IS6	Lions Den - Day	486.00	1	DAY
1807	IS6	Lions Den - Half Day	242.00	1	DAY
1802	IS6	Lions Den - Pack In / Out	242.00	1	DAY
1902	IS9	Number One Field - Day	2,636.00	1	DAY
1807	IS9	Number One Field - Half Day	1,321.00	1	DAY
1802	IS9	Number One Field - Pack In / Out	1,321.00	1	DAY
1902	IS10	Number Two Field - Day	798.00	1	DAY
1807	IS10	Number Two Field - Half Day	476.00	1	DAY
1802	IS10	Number Two Field - Pack In / Out	476.00	1	DAY
1902	IS037	Office Space 6		1	DAY
1902	IS038	Office Space 7		1	DAY
1902	IS036	Office Space 8		1	DAY
1902	IS36	Referees Room		1	DAY
1902	IS018	Stadium Car Park (Devon Street)		1	DAY
1902	IS020	Stadium Gate 1		1	DAY
1902	IS030	Stadium Gate 2		1	DAY
1902	IS021	Stadium Gate 3		1	DAY
1902	IS3	Terrace Seating		1	DAY
1902	IS024	Tunnel		1	DAY
Personnel					
		<u>Description</u>	<u>Standard</u>	<u>Per</u>	<u>U/T</u>
5400	TICKET	Ticketing Personnel	26.50	1	HR
5400	TKTMGMT	Ticketing Management	35.00	1	HR
5500	EVAVSVS	Technical Personnel	45.00	1	HR
5500	EVCLEAN	Cleaning Services	26.50	1	HR
5500	EVDUTY	Duty Manager	32.50	1	HR
5500	EVDUTY	Security	30.00	1	HR
5500	EVLAB	Venue Operations - Supervisor	35.00	1	HR
5500	EVMGMT	Management Personnel	45.00	1	HR
5500	EVMGMT	Venue Coordinators	35.00	1	HR
5500	EVTMP	Traffic Management (STMS) Personnel	26.50	1	HR
5500	EVUSH	Ushers	26.50	1	HR
5500	MERCH1	Labourers	26.50	1	HR

8.0 Recommended Future Objectives/Directions for Westbrook Precinct and Rotorua International Stadium

8.1 Recommended Key Objectives

The recommended future key objectives for Westbrook Precinct are:

- To be New Zealand's home of Maori Sport and a preferred outdoor tournament and Stadium venue
- To be the local competition and training hub for outdoor field sports in Rotorua and to be the Bay of Plenty home of Squash
- To be a destination park for passive and casual recreation with a focus on community health and wellness.

As discussed in section 8.3, it is important the key objectives for the Precinct from a mana whenua/Te Arawa whanui perspective are fully identified and further incorporated in the next phase of the Precinct development process.

8.2 Recommended Objectives/Directions In Greater Detail

8.2.1 To Be New Zealand's Home of Maori Sport and A Preferred Outdoor Tournament and Stadium Venue

1. Create a vibrant sporting destination by actively developing RIS, Westbrook Precinct and Rotorua to become the home of Maori sport by genuine and effective branding of RIS (the 'Pa site' or similar); by developing a Maori Sports Hall of Fame experience (must be done well); to develop effective strategic relationships with all relevant Maori sports – potentially could include rugby, rugby league, touch, football, netball and kapa haka, and possibly squash, golf (course needs met off-site) and hockey; and to foster the potential for Maori sports tourism experience, in particular the potential for Maori rugby for the international U20, U18 and secondary school markets (*must be researched further*)
2. A future focus of RIS should be as a key part of Westbrook Precinct with the goal for Westbrook Precinct to become a preferred outdoor tournament venue for field sports including touch, rugby, rugby league, football and hockey; for netball and possibly also for kapa haka; and to be the principal local sports hub for these sports plus cricket (see section 8.1.2 below)
3. Remain and further foster the Stadium as Rotorua's venue to cater for international, national and regional sports competition matches, music concerts and festivals, and family entertainment suited to a Stadium venue
4. Commit to the provision of quality and culturally relevant sports facilities at Westbrook Precinct to meet the needs of target sports and for key Maori sports' clients
5. To also have an increased focus on catering for women's sport, such as WaiBOP Football's Women's team.

8.2.2 To Be the Local Competition and Training Hub for Outdoor Field Sports in Rotorua, and to be the BOP Home of Squash

1. For Westbrook Precinct to be the local competition and training hub for outdoor field sports in Rotorua (except rugby league at this time) - to be the home for more local sports

organisations with quality fields and supporting amenity including a multi-service hub together with squash facilities, which caters for a 6,000+ active sports membership

2. Note, to meet the dual objectives of catering for local and tournament needs, suggest requires two outdoor tournament zones (North/Tauraki and South/Taitongo), so if a tournament occurs in one location local sport can continue in the other 'zone'
3. Fundamental to these directions, that the RIS's facilities are an integral part of the event, tournament and local offering; and suggest future staff focus is a whole-of Westbrooke Precinct role
4. Due to Rotorua's central location in the Squash BOP Region (which includes the traditional BOP region plus South Waikato and Taupo); by providing three double courts with movable walls enabling both substantive event impact and also the provision of a multi-use indoor area suitable for a wide range of wellness, fitness and recreation activities (including yoga and fitness classes, dodge ball, youth programmes, Green Prescription, etc); and with the sale of Geyser Squash Club land at Depot St; there are event, health and wellness, increased critical mass (i.e. increased visitation) and a part financial contribution able to occur if the BOP home of squash is able to occur at Westbrooke
5. Through the co-location of sports and improved facilities (all weather surfaces, car parking and lighting), to promote resource, knowledge and cost sharing between volunteer and community groups.

8.2.3 To Be a Destination Park for Passive and Casual Recreation with a Focus on Community Health and Wellness

1. Through effective design and ongoing management, to foster the Westbrooke Precinct as a destination park for passive and casual recreation to support the vision of Rotorua's broader 2030 Sports and Recreation Strategy, "Rotorua has active people, connected communities and outstanding places to play", through the following objectives:
 - Give substantive and ongoing focus to health and wellness objectives for the community, which could include fostering a tertiary partner focussed on health research at a community level
 - Support active and healthy communities through a range of strategies including the smart design of facilities, provision of equipment and/or facilitation of services, e.g. precinct shared path with fitness equipment suitable for all ages and abilities; supporting and hosting a range of community fitness and activity classes for all levels which utilise the current and future attributes of the area (e.g. Smallbone Oval or grandstand steps)
 - Support access to play through the development of a themed destination playground for the city that would provide a safe and accessible play space for the community and spectators.
2. Any further development process for the Precinct should engage with Tangata Whenua representatives to confirm an agreed process and design framework that embeds Maori values and design principles that supports the overall strategy of a home for Maori Sport and fosters cultural, sport, fitness, wellness and environmental activities (for example, kapa haka and dance; native restoration planting; bi-lingual signage, etc) - see next section 8.3

3. That the Precinct is responsive to changing play, sport and recreation trends: and the design and management framework embeds sustainability and resilience practices and principles in all facilities and infrastructure. A design and management framework will guide the future design and ongoing management of the Precinct against sustainability outcomes to reduce environmental impacts

8.3 Ensuring a Genuine Early Lens and Full Engagement by Te Arawa with the Westbrook Precinct Development

Should the Westbrook Precinct development progress further, it is very important the key objectives for the Precinct from a mana whenua/Te Arawa whanui perspective are identified through the appropriate processes. Objectives to be considered could include:

- How Te Arawa tikanga/kawa, identity, history, stories and matauranga are reflected in the physical design of the Precinct
- The role of Te Arawa in promoting, supporting and hosting key events at the Precinct
- How the Precinct supports sports development from a Te Arawa perspective/grows Te Arawa sportspeople
- Commercial opportunities for Te Arawa
- How the Precinct reflects the values and purpose of the Te Arawa partnership.

To date, initial master planning work has recommended and reflects both master planning and Te Aranga design principles, with an initial indicative cultural overlay provided and also indicative only cultural design elements proposed.

8.4 KPI's

Suggest place emphasis on Westbrook Precinct and not RIS per se, and key annual measures to be total visits, net cost to RLC/visit, total visitor nights and visitor spend/net cost to RLC, which will be further segmented as helpful to manage effectively. To also place an emphasis on total visits for both organised fitness and wellness activities, and for informal recreational use.

Record annually, for both all Westbrook Precinct (which includes RIS) and for RIS:

- Total event and activity bookings, with corresponding event/activity information including by type (sector, Maori, sport, gender), by area used and duration, attendance (by local, domestic outside Rotorua LC and international) and estimated visitor nights. Suggest should also record pack in and pack out days. Optimally one would be able to readily see revenue by principal event/activity
- Total visits (estimated by local, domestic outside Rotorua LC and international)
- Total event days for events > 500 pax (which are not regular local sports activity competitions)
- Total income
- Total costs (including all staff costs, corporate overheads and depreciation)
- Total net cost to RLC (including all staff costs, corporate overheads and depreciation)
- Total estimated visitor nights for Westbrook Precinct.

Also record annually for Westbrook Precinct (which includes RIS) and for RIS:

- Total number of organisations whose 'home'/are based at Westbrook Precinct and by activity type, i.e. sport, 'fitness/wellness' and other organisations
- Total membership (including all membership types) and by activity type, i.e. sport, 'fitness/wellness' and other organisations (preferably develop one database so understand dual or more memberships by any one person, also readily enabling direct engagement).

As part of the segmentation of activity bookings, to clearly record all organised non-sporting, physical activity bookings and visits whether fitness, wellness or recreation. For example, could include boot camps, yoga and Pilates classes, dance, etc.

To also develop valid ways to measure informal recreation/passive community use such as cycling, walking, running, dog walking, etc.

9.0 Organisational Partnerships

9.1 Touch New Zealand

The RIS team have developed a very effective strategic partnership with Touch New Zealand and Touch NZ CEO, Joe Sprangers, wants to continue and strengthen this relationship.

Touch NZ requires 14 fields, but improved field irrigation and toilets are needed. The Stadium with an embankment and corporate lounges as service areas (for refs – 100+ per tournament), linked with the Westbrook and Ray Boord fields, works well.

Events hosted by Touch NZ are:

- Secondary School Nationals – held annually, 90 teams
- Youth/Junior Nationals for U16 and U18 grades – held annually, 90 teams
- Open and Masters Nationals – held annually, 90 teams
- Maori Touch Nationals – held annually, involving 70 to 80 teams
- Inter-Provincial Series for U10 to U14 – held annually, for Northern area 90 teams
- Trans-Tasman Test Series, held annually, in alternate years hosted in New Zealand
- Youth Trans-Tasman Series for U18 and U20s, held every two years, therefore once every four years in New Zealand

To attract these events requires subsidy, and the current Partnership Agreement between Touch NZ provides cash support, free ground services and substantively discounted venue hire.

Touch New Zealand is looking to bring to Rotorua the Secondary School Nationals in December 2019, the Northern IPS in January 2020 and the Open Nationals in March 2020. The Maori Touch Nationals are also currently held at Puarenga Park. There could also be the potential for Rotorua to host the Youth World Cup in 2021.

An economic impact report for a D3 National Tournament held in Christchurch in 2016 showed a total expenditure impact of \$942,893 (without any multiplier applied). Note for this economic impact report, total players were 1,024, and estimated total spectators were 1,000. Therefore, the expenditure/player was \$912.

SGL Commentary

Touch NZ and Maori Touch are key future strategic relationships and it is important the Westbrook Precinct development reinforces the attractiveness of Rotorua as a preferred venue for Touch NZ. The Westbrook/Ray Boord/RIS area currently meets their needs, on the proviso field irrigation and toilet provision are improved.

If Rotorua achieves on average about three major Touch tournaments annually of about 90 teams each (i.e. each with about 1,000 players and 1,000 supporters), this potentially equates to an economic benefit of about \$3 million annually.

For a relatively low capex spend vs the ongoing visitor nights/spend, Touch NZ should be a high priority relationship.

Note Touch NZ currently has a good relationship with NZCT and a positive developing relationship with One Foundation. Effective funding support through local gaming trust sites helps strengthen the overall Rotorua relationship with Touch NZ.

9.2 NZ Maori Rugby

Again the RLC team has developed a very positive relationship with NZ Maori Rugby. NZRFU Maori Development Officer, Tiki Edwards, is enthusiastic to foster Rotorua as the home of Maori Rugby.

Currently NZ Maori Rugby hold an annual Regional camp (3 days/2 nights) in April in Rotorua, involving 100 male and female youth players. Furthermore, NZ Maori Rugby host an annual National Camp (3 days/2 nights) in Rotorua, also involving 100 male and female youth players and about 30 resource personnel. Both these camps are currently held at the Harvest Centre for \$15/person/night.

RIS has also become a favoured venue for NZ Maori Rugby matches and saw the hosting of NZ Maori vs Fiji in July 2019. There is a good opportunity for Rotorua to continue this relationship and to potentially be expanded to include U20 and U18 teams at the same time as the senior team for a one-week festival, i.e. would potentially involve about four teams plus management.

Mr Edwards has also developed a concept for Rotorua to be the home of Maori Rugby, and from discussion would include:

- Quality performance training facilities
- Fully embracing Maori kaupapa with on-site accommodation/whare
- An appropriate Maori branding for RIS, e.g. “defend the Pa site” or similar
- Maori Sports Hall of Fame.

Mr Edwards sees a potential market for a one-week Maori cultural and rugby experience for overseas teams, with an emphasis on the 17 - 18 year and 19 - 20 year age groups, and market potential from Japan, Argentina and USA.

9.3 Bay of Plenty Rugby

9.3.1 Overview

Bay of Plenty Rugby is an important client for RIS. Over the last four years, of the 38 total events with above 500 pax, 15 were rugby, 3 were Maori rugby and four were Sevens rugby - 22 events or 58% of the total events. Of these 15 events, 10 were NPC BOP Steamers matches, one was a BOP secondary schools final, and obviously Bay of Plenty Rugby’s assistance is pivotal in achieving Chief’s pre-season or full matches plus Maori All Black matches.

9.3.2 Sevens Rugby and Rugby Education Income Stream in Tauranga

Sevens Rugby is now fully hosted in Tauranga, with Tauranga the home of NZ Sevens Men’s and Women’s teams. The Sevens programme is supported by the University of Waikato Adams High Performance Centre, which includes training/conditioning facilities and a biomechanics lab, and is located at the BOP Rugby base in Miro Street, Blake Park, Tauranga.

Bay of Plenty Rugby is currently developing a 100-bed accommodation lodge at an adjacent site in Miro Street with the goal to develop a new international rugby/education income stream, building further relationships and in particular with China and Japan. Bay of Plenty Rugby is currently leveraging off Tauranga’s sister city relationship with Yantai in China, and is already delivering rugby services in Yantai.

KPMG completed a feasibility study for BOP Rugby for the accommodation facility and market potential, but can not provide to RLC at this time.

9.3.3 Rotorua Positioning, Stadium Requirements and Relationship

Bay of Plenty Rugby CEO Mike Rogers supports Rotorua as the home of Maori Rugby.

BOP Rugby regards RIS as too large and cavernous, and for smaller crowds such as Mitre 10 Cup matches has no atmosphere. BOP Rugby commented it is important to address how to reduce the sense of space in the Stadium and to cater for a maximum crowd of 15,000, but given RIS already has the wider area could be expanded to 25,000 for a one-off fixture.

BOP Rugby Union currently receives RIS venue hire and support staff free of charge for BOP Steamers' matches – about a \$5,000 venue hire and \$2,000 support staff cost per match.

Further to the events discussed above, other opportunities are:

- Secondary Schools' final events, which involves 14 teams for one day – held in Rotorua once every two to three years
- Junior Club events – Rotorua could consider hosting a Global Games Junior Club Festival, for example Taupo holds a three to four day event during Easter, for U10 to U13 players.

9.3.4 Current RIS Tenancies

BOP Rugby currently provides a performance centre/indoor training facility at RIS and pays an annual lease fee of \$1,200 for this 300m² area. The centre's purpose is to provide a quality training facility developing athletes and has a low or no cost to users. It is foremost provided for BOP Rugby's own performance athletes, plus also offers to club and secondary school rugby groups for fitness testing and education.

Central BOP Rugby staff also lease office space at the Stadium and pays an annual lease fee of \$5,444 for 25 m².

9.4 WaiBOP Football and Aotearoa Football

9.4.1 WaiBOP Football

WaiBOP Football's CEO Karyn Walters is supportive of a football artificial turf at Westbrook and with quality facilities and favourable access arrangements, to look at how WaiBOP Football could host more tournaments in Rotorua.

Hamilton's National League Men's Club is Hamilton Wanderers and the feedback is Rotorua Stadium is "expensive and feels empty". WaiBOP Football would like to see National League and Northern League matches held outside the main centres, plus there is good opportunity to host WaiBOP Women's matches.

There is also some potential to host Academy training and goal keeping programmes, coach education programmes and conference, and referee education programmes and conference. WaiBOP Football also sees some potential to provide a cultural sports tourism offering to overseas teams.

It was noted there is a current lack of visible Maori football role models.

As per the RIS event analysis, the NZ Secondary School's Maurice Hulme Football Tournament has been held twice in Rotorua in the last four years, which is a five-day tournament.

Please see next page for the table regarding football tournament potential, as completed by WaiBOP Football. Note this table excludes but assumes continued potential hosting of a regular NZ Secondary School's tournament.

In addition to the events WaiBOP Football has listed in this table, there are also further opportunities to consider with WaiBOP Football:

- To bid for the Ethnic Tournament, which is a week-long tournament, which is currently held in different locations and attracts a large number of teams across all age groups
- To host the National Age Grade Tournament, which is currently held in Wellington or Christchurch, which involves teams from all seven Federations, two teams per age group, at the U14, U15 and U16 year old level
- Rotorua could also be included as a venue in bids for events such as the U20 World Cup held in 2015.

EVENT POTENTIAL AS SUBMITTED BY WAIBOP FOOTBALL, BASED ON PROPOSED WESTBROOK PRECINCT DEVELOPMENT (Response based on one flood-lit artificial football turf plus 5 adjacent full size grass fields with good supporting amenity; and for key events and/or large tournaments, RIS main field plus up to a further 5 full size grass fields, i.e. 1 artificial plus up to 12 grass fields)							
Event Description	Event Duration	Time of Year (Month)	Number of Participants	Number of Supporters (not Participants)	Number of Visitor Nights (Total for Event)	Projected Frequency Able to Host in Rotorua (e.g. every 2 years)	Specific Venue Requirements (field type and numbers, eg RIS main field, one artificial, # grass fields)
U13 Tournament	2-day	Flexible but likely March	Attract around 30-50 teams , each team with about 11 - 13 players <i>If an average of 12 players per team, estimate from 360 players to 600 players</i>	Teams would have 2-4 team management per team travelling with them. Most participants of this age group would have 1-3 adults and siblings travelling with them <i>If an average of 3 management per team and 1.5 supporters per player, then estimate from (30 - 50 teams x 3 =) 90 to 150 management plus (360 – 600 players x 1.5 =) 540 to 900 supporters</i>	3	Annual	Finals on RIS main field if possible, feature games on artificial if possible
National Women's League Fixture 2	1 or 2 days if double header	Between September and January	Two teams of 16 or 4 if double header <i>Estimate 32 to 64 players</i>	Coaches/managers/physio - for each team 4; plus 4 or 5 match officials. Supporters 10-30 per team <i>Estimate (2-4 teams x 4 management + 1-2 x 5 match officials + 2-4 x average 20 supporters per team =) 53 to 106 management, officials and supporters</i>	Depends on flights but generally 1 for a single match and 3 for a double header	Annual	Main RIS field if possible

Event Description	Event Duration	Time of Year (Month)	Number of Participants	Number of Supporters (not Participants)	Number of Visitor Nights (Total for Event)	Projected Frequency Able to Host in Rotorua (e.g. every 2 years)	Specific Venue Requirements (field type and numbers, eg RIS main field, one artificial, # grass fields)
Rotorua Tournament	1 day moving to 2	September	40 plus teams per day ranging from 5 to 16 years. <i>Approximately 500 players per day</i>	Each team would have 2-4 management. Most participants of this age group would have 1-3 adults and siblings travelling with them <i>Estimate (40 teams x average 3 management + 500 players x 1.5 supporters =) 870 management and supporters</i>	1 for a 1-day tournament; 2 for a two-day tournament	Annual	

9.4.2 Aotearoa Football

Aotearoa Football is charitable Trust formed in 2013 for the advancement of Maori Football in New Zealand. To date it has been event-focussed and currently operates teams for the U14 age group up to Seniors.

SGL liaised with the current and founding Chair, Phill Parker. Phill Parker is one of three current Trustees.

Aotearoa Football has indicated a Trans-Tasman Indigenous Test Series could potentially occur in Rotorua 2020, plus Rotorua be the potential preferred venue for some events – see next page for Aotearoa Football’s response regarding possible events and camps that could be hosted in Rotorua.

Aotearoa Football has confirmed their interest in supporting and pursuing the opportunity for a strategic relationship with Rotorua. Please see Appendix 3 for a letter of support from Aotearoa Football.

EVENT POTENTIAL AS SUBMITTED BY AOTEAROA FOOTBALL						
Event Description	Event Duration	Time of Year (Month)	Number of Participants	Number of Supporters (not Participants)	Number of Visitor Nights (Total for Event)	Projected Frequency Able to Host in Rotorua (eg Every 2 years)
Trans-Tasman	5 days	January	80	100+	5 nights	Bi-annual
Rangatahi Development Camps	5 days	October/School holidays	30	20	5 nights	Bi-annual, possibly annual
Rangatahi Tournament	2 days	October	50	75	3-4 nights	Annual
Pan Pacific Event	3 days	May	40	30	4-5 nights	Bi-annual
Whiwhi Te Wa Festival	1 day	During the above events	Community days		1 night	Annual (Proposed)

SGL Commentary

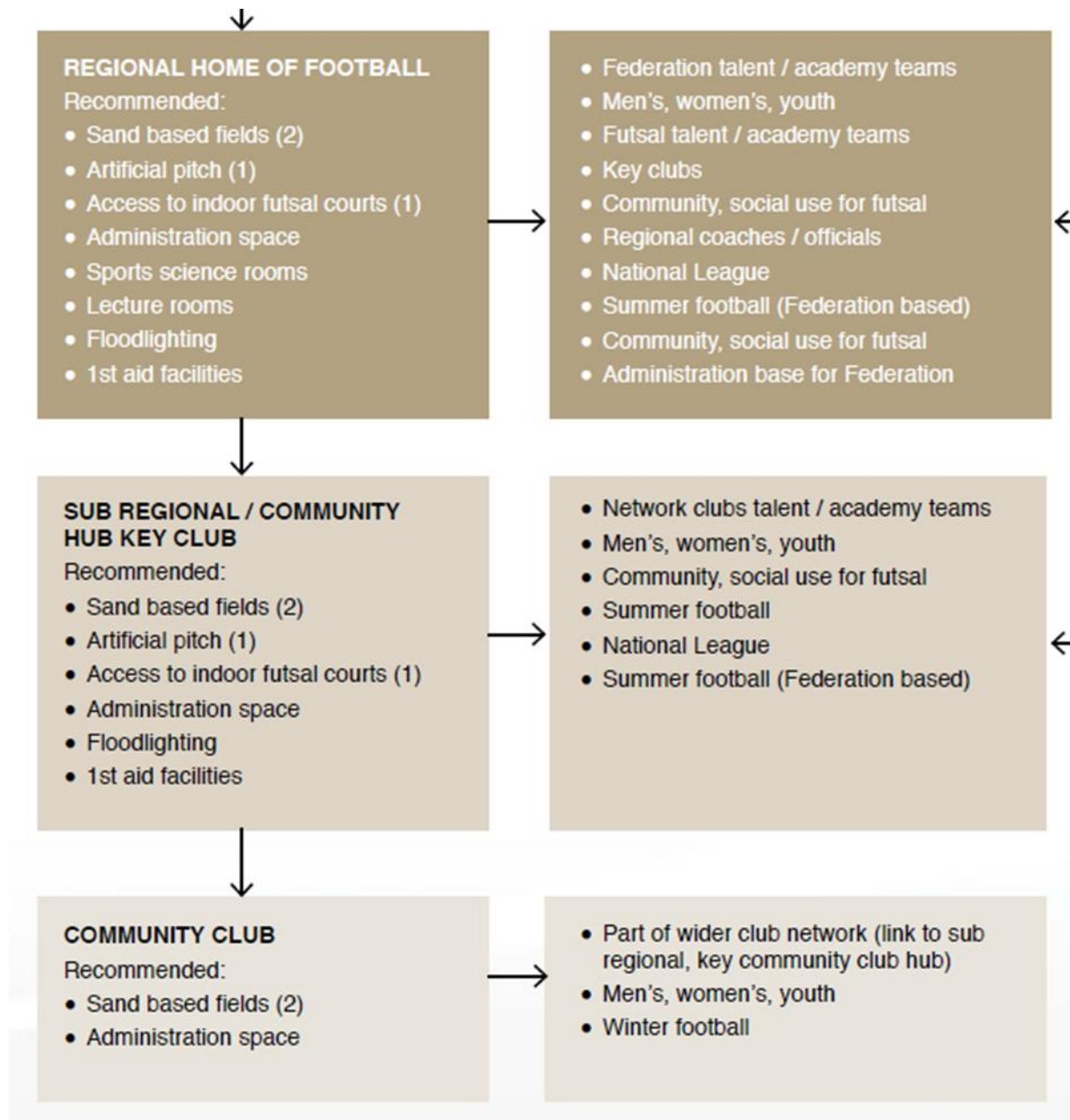
With the provision of an artificial football turf and supporting grass fields and service facilities, Rotorua has increased opportunity to host football events, foremost for WaiBOP Football but also for Aotearoa Football. As summarised in section 9.7, WaiBOP Football annual event impact could be 6 event days, 2,698 participants and supporters, and about 4,668 visitor nights, including one National Women's League Fixture 2 annually and say every four years, a National Ethnic Tournament or similar. Aotearoa Football Annual event impact could be a further 8.5 event days, 275 participants and supporters, and about 637 visitor nights including one Trans-Tasman fixture biannually. In summary, Football could provide about a further 14 events days and 5,100 bed nights annually; which together with the current biannual hosting of the Maurice Hulme Football Tournament would provide about 17.5 events days and 7,100 visitor nights annually (assume Maurice Hulme involves 5 visitor nights with 80% of their participant and spectator audience being outside RLC, held every second year).

9.4.3 NZ Football National Facilities Hierarchy

The NZ Football National Facilities Strategy Update (2016) provides a summary of the recommended four levels of their National Facilities Hierarchy. The table detailing this hierarchy is shown below, with the exception of the top level, a National Home of Football.

WaiBOP Football does not currently have a Regional Home that meets this specification. Westbrook Precinct has the potential to be a Sub-Regional Hub.

NZ Football National Facilities Hierarchy (without the National Home of Football level)



9.5 NZ Golf

9.5.1 Original Overview (as prepared by NZ Golf in June 2019)

“New Zealand Golf see Rotorua Lakes Council as a key partner in helping us to deliver our goal of enriching people’s lives through a love of golf. Golf is one of the most inclusive sports that has participants from early years through to later life. We welcome the opportunity to work with Rotorua Lakes Council and input into the proposed master plans for Westbrook Park. As the largest adult base participation sport in the country we are uniquely placed to help support the delivery of the outcomes set in the Rotorua Lakes Councils 2016 Sport and Recreation Strategy and the Rotorua 2030 goals.

Within Rotorua Lakes Council there are currently 5 Golf Courses (Rotorua Golf Club, Springfield Golf Club, Lake View Golf and Country Club, The Hamurana Golf Club and Hinehopu Golf Club), 3 mini putts (Prodrive, Mini Golf Rotorua and Lumberjax Mini Golf) and 1 Driving range (Prodrive). Limiting the sample to the two urban courses and the next closest course (Rotorua Golf Club, Springfield Golf Club and Lake View Golf and Country Club) there is an estimated 43,809 rounds of golf played each year (Minimum number of competitive rounds for handicapping purposes. Casual pay for play is currently hard to capture).

Based on Statistics New Zealand the estimated current population of Rotorua is 65,241 and using the rounds information, there are approximately 21,747 persons to one course, only counting the three courses (Rotorua Golf Club, Springfield Golf Club and Lake View Golf and Country Club) which are in easy driving distance.

The average age in Rotorua is 37 and the average personal income is \$28,500. This income is below the national average of \$41,200. The population of Rotorua is projected to grow to 73,585 by 2038. Rotorua has a moderately dispersed population with a density of 28 residents per km². On average a population of 25,000 to 30,000 will sustain one golf club. Rotorua is privileged to also have a large golfing tourism market that complements the local demand with over 15,000 rounds being played by domestic and international guests.

Rotorua Golf Club, Springfield Golf Club and Lake View Golf and Country Club are all classed as Community Golf Courses. Basically, they are very similar in their build and what they cater to within the golfing network. It was identified in the 2013 O’Connor Sinclair report (commissioned by NZ Golf) that there was a lack of diversity within the golfing network and this is evident in Rotorua. Whilst the golf clubs have set up a youth program (Love Golf Futures) there is currently no dedicated space for learners, they have to slot into the existing course environment. There is a need within the Rotorua catchment and other areas of New Zealand for specific facilities that are dedicated to the development of youth and new to golf. At this point in time all the courses in Rotorua are catering to the intermediate to advance golfer.

For the most part Councils do not pay for the upkeep or maintenance of the green space when a golf course is located on council land. On average in the Rotorua area it costs \$15,000 to maintain one hole per year or \$270,000 for 18 holes and this is to keep the course only to an average to good standard. On top of this, unlike other councils, Rotorua Lakes Council does not offer the same level of subsidisation for rates and water charges as other councils.

Specifically, Springfield Golf Club has been located on the current location for the past 70 years. Within this time the Golf Club (at their own cost) has developed and maintained this area, improving it from swampy gorse covered land in to a usable space for the wider community. Should any adjustment to the golfing landscape occur (be that through changes to the use of the space, subdivision, reduction in course size or other playing formats), it is the view of New Zealand Golf that an investment by Rotorua Lakes Council in to golf should be at the same or similar level to the investment which is being proposed for the creation of other sporting codes (rugby, football, hockey, netball, etc).

New Zealand Golf remains supportive of the recommendations within the 2013 O'Connor Sinclair report as below:

- Developing a diverse network of golfing facilities
- Developing financially sustainable facilities
- Offering new golfing experiences
- Built assets that offer multi use, community engagement
- Green assets that reflect the target market
- Shared space for non-golf activities.”

(Please note, several options were suggested in this paper by NZ Golf but these options were superceded by subsequent discussions – see next section 9.5.2).

9.5.2 Discussions between RLC and NZ Golf

Several meetings have occurred with representatives of NZ Golf from May to July 2019, initially by Zane Jensen (Sport BOP) and then by Steve Bramley (SGL) in Auckland in May; and then two meetings in Rotorua by Steering Group members with NZ Golf representatives, one in early July and then a further meeting in late July.

Please see below a confidential summary of the meeting held between NZ Golf and RLC representatives, on a without prejudice basis, on 22 July 2019.

NZ GOLF – RLC MEETING

Confidential

Meeting held at RLC on 22.07.2019

In attendance: Matt Southerden (National Facilities Manager), Mark Webb (Regional Support Manager, Waikato/BOP) from NZ Golf; with Steve Watene (RLC), Zane Jensen (Sport BOP) and Steve Bramley (SGL).

1. NZ Golf still supports two 18-hole golf courses within Rotorua's urban zone, but acknowledges RLC's sports field challenges, and wishes to explore how to work towards a collaborative solution
2. Background:
 - From websites full annual memberships (GST inclusive) were:
 - Lakeview - \$775
 - Rotorua - \$1,141 (\$21.94 per week)
 - Springfield - \$925
 - NZ Golf has been liaising with Springfield Golf Club (SGC). Of SGC's current 315 membership, 30% of their current membership have indicated would transfer to Rotorua ($0.3 \times 315 = 95$); half of the remaining 70% to Lakeview ($0.35 \times 315 = 110$); others at this time saying could not continue
 - Lakeview course has good views, an interesting course (not easy), but regarded by some as 'too far out'
 - The meeting discussed possible options to retain the Springfield Golf Club identity, including the transfer and continued hosting of SGC tournaments
3. Rotorua Golf course lease is currently not resolved. DOC lease has had a 'break' clause, with potentially a \$5 million to \$10 million development cost requirement if the lease was terminated. As part of the Waitangi Treaty settlement process and lease transfer, Pukeroa Oruawhata is not accepting any break clause in any future lease. Current discussions may see a possible cash settlement?? Rotorua has aspirations to be a marque course. Clubrooms need rebuilding. Meeting agreed need to safeguard the long term lease for this golf course
4. About eight years remaining on the SGC lease. Meeting discussed potentially could need the initial Westbrook Precinct development to be implemented within about four to five years, and if Westbrook Precinct proposed directions adopted, likely to aim to seek funding and approvals as part of the RLC 2021 10 Year Plan. All parties noted consequent SGC employment/viability implications once changes publically proposed
5. On a without prejudice basis, discussed possible options:
 - Say a future 50% land and water rates rebate for all Rotorua golf courses for a defined period

- NZ Golf has expressed possible future interest in Government Gardens. Note higher water table and hence higher cost to maintain. Would a future nominal lease be possible?
 - RLC at right time could buy SGC land at fair value (QV about \$1 million), but suggest would need to have some comfort funds would be (at least partly) used for the greater benefit of Rotorua golf
 - RLC would be supportive of NZ Golf considering Rotorua as the 'home of NZ Maori Golf'
 - Could say half of SGC land sale funds be used to subsidy future SGC memberships within agreed parameters (e.g. say no more than a 20% subsidy for any one member per annum) and say half as possible legacy support for supporting Rotorua as the home of NZ Maori Golf
6. Next step: NZ Golf to prepare a golf sector development plan, as a pre-cursor to a potential MOU with RLC.

9.5.3 Understanding of Current Rotorua Golf Course Revenues and Costs for RLC

CURRENT WATER RATES FOR ROTORUA GOLF COURSES (Based on actual use RLC FY2018/19)				
Golf Course	Estimated Utilisation	Water Rates References	Charge \$ per m3	Estimated Annual Revenue \$
Springfield	60m3/day, about 20,000m3/year	WB1068, WB1070	1.26	25,200
Lakeview	No public water supply			
Rotorua	40m3/day, about 15,000m3/year	WB853, WB6148	1.26	18,900
Hamurana	13m3 day, about 5,000/m3/year (note major leak not included)	WB8131	1.26	6,300
Hinehopu	Connected but don't use	WB3173		
Waikite	No public water supply			
Reporoa	0.5m3/day, about 200m3/year	WB31	1.26	252
TOTAL	40,200m3/year			50,652

CURRENT LAND RATES FOR ROTORUA GOLF COURSES (based on actuals RLC FY2018/19)		
Golf Course	Land Rates References	Estimated Annual Revenue \$
Springfield	6580543	8,940.72
Springfield	6580544	7,932.13
Lakeview	695101800	4,197.77
Rotorua	651282600	18,687.35
Hamurana	695134504A	6,167.87
Hinehopu	697157209A	3,235.48
Waikite	700056420	1,295.46
Waikite	700056421	585.15
Reporoa	703033124A	702.19
TOTAL		51,744.12

ANNUAL VALUE OF POSSIBLE PLC SUPPORT FOR GOLF IN ROTORUA	
Possible Area of Support	Estimated Annual Value for Rotorua Golf \$
Remission of 50% Land Rates for Golf Courses	25,872
Remission of 50% Water Rates for Golf Courses	25,326
Assign Current Maintenance Cost for Government Gardens (mainly mowing)*	37,000
TOTAL	88,198

*No land nor water rates remission for Government Gardens currently included in above figures.

9.6 Squash Bay of Plenty

Via Westbrook Precinct Steering Committee member, Gavin Hudson, SGL requested detailed benefits and event information from Squash Bay of Plenty. The following correspondence dated 27 July 2019 was received from Vicki Beker, Chairperson Squash BOP, and is repeated in full here as all information is relevant.

“On behalf of Squash Bay of Plenty, you have requested information pertaining to the development of 6 courts (3 doubles courts) Westbrook facility and the economic impact of this to the Rotorua City.

Squash BOP is fortunate that a development identical to the above 6 court complex has been operating in Tauranga – the Devoy Squash and Fitness Centre. However as part of our strategies in relation to the development of capabilities in the Bay of Plenty region, we identify that Rotorua is geographically central and therefore critical to the sports success in our region.

The development has had the following benefits for squash and the broader community. These include:

- Increase in membership from 195 to 650 (now at maximum membership capacity)
- Extended squash development to other regional clubs – flow over effect
- Squash success – regional, national and international titles – Amanda Landers-Murphy Commonwealth Games’ golds plus world titles
- Increase alternative usage of courts including:
 - Yoga classes
 - Dodge Ball
 - Fitness classes
 - Racketball
 - Meetings
 - Social activities – soft floor protection laid for dining and socials
- Court based activities including:
 - Interclub
 - Club nights
 - Business House
 - School programmes
 - Sport BOP Youth Programmes
 - Sport BOP Green Prescription

Locating Squash BOP at Westbrook would potentially enable 14 events to be held, which are both described below and detailed in the table later in this correspondence.

Tendering for International Events

Tested economic impact of the World Squash Juniors held in 2017, at the Devoy Squash centre in Tauranga was a \$1,500,000 return to the region. Details of this report can be forwarded to you if required.

PSA events can be included as international events. These feature annually once applied to the PSA. Criteria for PSA tournaments is adequate prize money along with TV coverage to secure international players to the event.

NZ Maori Tournament

This has not been marketed well in the last few years but has the most potential to be one of the biggest events in the Squash Calendar, if promoted and marketed correctly. This event needs an annual home. Once secured in the annual programme, this event will have a substantial economic impact.

NZ National Events, NZ District Eliminations, NZ Tournaments

All these events are rotated throughout New Zealand based on Squash NZ's rotational policy. However certain regions are unable to fit the criteria with court capabilities and facilities, which enables Squash BOP with a Devoy and Westbrook to tender more successfully for these events.

Squash BOP Events

As the governing body we control the location of the Squash BOP events, which would see these events being hosted at the Westbrook facilities, being the home of Squash BOP. Facilitation of the high-performance programmes and BOP Squash administration would be centralised at Westbrook.

Event Schedule

Below is a realistic profile of events that would be held in the complex, with certain events involving more tag along supporters.

As the complex builds up a strong reputation for the holding of events, this naturally secures continuity of these events.

Excluded in this below profile of court usage is the possibility of hosting events that are not squash related due to the diversified ability of movable walls. An example of this would be annual dodge ball events and other indoor based sports.

Also excluded is the cross-training benefits when other sporting codes are centralising their High Performance training camps at Westbrook.”

EVENT POTENTIAL						
	Event Duration (days)	Time of Year	No of Participants	No of Supporters	No Visitor Nights	Frequency
BOP Regional Interclub Events	0.5	Mar - Sept	96	0	0	Weekly
BOP Junior Open	3	August	120	120	2	Annual
BOP Senior Open	3	May	180	65	2	Annual
BOP Masters Open + Masters Doubles	3	September	120	50	2	Annual
BOP Doubles Tournament	2	November	140	50	2	Annual
BOP Junior Development Camps	6	All year	100	50	0	Frequent
BOP Senior Development Camps	6	All year	20	0	0	Frequent
BOP Masters Camps	6	All year	40	0	0	Frequent
PSA Events	4	PSA required	120	100	3	Annual
NZ National Events	4	July	120	60	3	Annual
NZ Maori Tournament	3	To schedule	200	200	3	Annual
NZ District Eliminations	5	September	140	30	5	Annual
International Events	7	World required	140	200	7	Infrequent

SGL Commentary

Due to Rotorua's central location in the Squash BOP Region (which includes the traditional BOP region plus South Waikato and Taupo); by providing three double courts with movable walls enabling both substantive event impact and also the provision of a multi-use indoor area suitable for a wide range of wellness, fitness and recreation activities (including yoga and fitness classes, dodge ball, youth programmes, Green Prescription, etc); and with the sale of Geyser Squash Club land at Depot St; there are event, health and wellness, increased critical mass (i.e. increased visitation) and a part financial contribution able to occur if the BOP home of squash is based at Westbrook Precinct.

More specifically:

Annual event impact could be 71 event days, 2,470 participants and supporters, and about 3,952 visitor nights – see section 9.7

Sale of Geyser Squash Club land could yield about \$400,000 - see section 11.2.1

9.7 Summary of Additional Potential Events by Westbrook Precinct Development

From detailed information provided by WaiBOP Football, Aotearoa Football and Squash Bay of Plenty, and with estimates made regarding the proportion of the participant and spectator audience for each event that comes from outside the RLC District, the table on the next page summarise the projected additional event impact for these three groups alone by event days, participant and spectator numbers and by estimated visitor nights.

In summary, the combined additional annual event impact by WaiBOP Football, Aotearoa Football and Squash BOP alone is projected to be about 85 event days, 5,443 participants and spectators and 9,258 visitor nights.

ADDITIONAL POTENTIAL EVENTS BY WESTBROOK PRECINCT DEVELOPMENT										
Event Description	Event Duration Days #	Time of Year	Participants #	Supporters #	Visitor Nights	Frequency Per Year	Estimated Annual Event Days #	Estimated Annual Participants and Supporters #	Estimated Non-RLC Residents (Participants and Supporters)	Estimated Annual Visitor Nights #
Squash										
BOP Junior Open	3	August	120	120	2	1	3	240	0.70	336
BOP Senior Open	3	May	180	65	2	1	3	245	0.70	343
BOP Masters Open + Masters Doubles	3	September	120	50	2	1	3	170	0.70	238
BOP Doubles Tournament	2	November	140	50	2	1	2	190	0.70	266
BOP Junior Development Camps	6	All year	100	50	-	3	18	450	0.70	-
BOP Senior Development Camps	6	All year	20	-	-	2	12	40	0.70	-
BOP Masters Camps	6	All year	40	-	-	2	12	80	0.70	-
PSA Events	4	PSA required	120	100	3	1	4	220	0.85	561
NZ National Events	4	July	120	60	3	1	4	180	0.85	459
NZ Maori Tournament	3	To schedule	200	200	3	1	3	400	0.75	900
NZ District Eliminations	5	September	140	30	5	1	5	170	0.85	723
International Events	7	World required	140	200	7	0.25	1.8	85	0.85	126
SUB-TOTAL							70.8	2,470		3,952
WaibOP Football										
U13 Tournament	2	March	480	720	3	1	2	1,200	0.70	2,520
National Women's League Fixture 2	2	Between September and January	48	80	2	1	2	128	0.90	230
Rotorua Tournament	2	September	500	870	2	1	2	1,370	0.70	1,918
Ethnic Tournament or similar	5		500	870	5	0.25	1.25	343	0.80	343
SUB-TOTAL							6	2,698		4,668
Aotearoa Football										
Trans-Tasman	5	January	80	100	5	0.5	2.5	90	0.9	203
Rangatahi Development Camps	5	October/School holidays	30	20	5	0.5	2.5	25	0.85	53
Rangatahi Tournament	2	October	50	75	3	1	2	125	0.85	319
Pan Pacific Event	3	May	40	30	4	0.5	1.5	35	0.9	63
							8.5	275		637
TOTAL							84.75	5,443		9,258

9.8 Rotorua Hockey

9.8.1 Current Event Impact

CURRENT HOCKEY EVENTS HELD AT SMALLBONE PARK									
Event Description	Event Duration Days #	Time of Year	Participants #	Supporters #	Visitor Nights (estimated total by RHA)	Frequency Per Year	Estimated Annual Event Days #	Estimated Annual Participants and Supporters #	Estimated Annual Visitor Nights #
NZ Secondary Schools Competition	5	October	256	120	2,256	1.00	5	376	2,256
NZ Maori Tournament	3	October	350	300	1,800	0.50	2	325	900
NZ Indians Tournament	3	April	400	600	2,400	0.33	1	330	792
McGrath Tournament (U13 Boys and U11 Girls)	6	September	400	400	3,600	1.00	6	800	3,600
RHA Invitational Competition	3	April	144	70	546	1.00	3	214	546
Year 5 & 6 Tournament	2	October	160	320	160	1.00	2	480	160
Representative Tri Series	2	Throughout winter season	50	70	60	5.00	10	600	300
TOTAL							28	3,125	8,554

SGL Commentary

Rotorua Hockey generates considerable event activity and visitor nights – as per the table above, annual event impact is 28 event days, 3,125 participants and spectators and 8,554 visitor nights.

As part of future Precinct-wide management approach, it is important sports like Rotorua Hockey are appropriately supported to be able to continue to sustain this level of event activity and visitor nights.

Recent changes to NZ Hockey competition formats from 2020 could provide improved event hosting opportunities for Rotorua Hockey for U18 and Senior Provincial Tournaments, with a return to 32-team Association competitions at both levels.

9.8.2 Hockey NZ Facility Strategy Update (2016)

This Facility Strategy provides clear turf provisions guidelines. Of most relevance to Rotorua Hockey:

- A Full Time Equivalent turf has been defined as a turf that provides at least 54 hours access per week, i.e. full access during the peak periods of 4.00 pm to 10.00 pm weekdays (30 hours) and all day in the weekends (2 x 12 hours), but excludes early morning weekdays for practices
- For 50% Senior/College to 50% Junior, capacity is 750 players for a Full Time Equivalent turf. For 25% Senior/College to 75% Junior, capacity is 850 players for a Full Time Equivalent turf. When the players FTE is greater than the total registered players per Full Time Equivalent turf then additional turf time is required to meet the demand
- Another important factor is the ratio of Full Field Players per Full Time Equivalent turf, i.e. A turf is considered to be operating at capacity when the ration of Full Field Player (players of Senior or College age) reaches 500.

This Strategy also clearly states “No additional three turf venues are required to meet competition requirements and would only be supported to meet the demand for community-based participation”, and “A network approach is supported with access to three turfs within a 90-minute drive-time”.

The Strategy also discusses, if the recommended player ratio per turf is exceeded, unless full fields are required small sized turfs, either at the same location or at other locations, can be the most cost effective and accessible solution for Associations.

SGL Commentary

Based on Rotorua Hockey’s 2019 participation data in section 5.3, the ratio of Senior/College to Junior players is 43% to 57% respectively, which therefore places the saturated player per turf ratio between 750 and 850 players per turf, and more accurately at about 778 players per turf.

The current player to turf ratio is $(1,421/2 =) 711$ players per turf compared to the recommended capacity of 778 players per turf. The Senior/College player ratio per turf is $(605/2 =) 303$ players per turf compared to the recommended capacity of 500 players per turf.

There is currently a large level of spare turf capacity in summer. Should winter playing numbers grow and exceed NZ Hockey’s recommended turf capacity ratios, which would require minimum player growth of about 15%+ or 200+ more players, the best location for a small turf (say 40m x 26m) could be considered.

10.0 Artificial Surfaces – From a Financial Perspective

10.1 Artificial Turf Provision and Equity of Treatment for Sports Groups for Facility Provision and Access

The potential provision of an artificial turf suitable for football and junior rugby/rugby training to meet field requirements raises the question of what role Council should take for the future capital funding provision and maintenance of artificial surfaces, and how much should both the parent sport and the individual user pay. This question also raises the wider question of equity of treatment of all sports groups and participants regarding sports facility provision and charging.

SGL understands RLC is currently undertaking a pricing review, but is unclear if the scope fully examines who's currently providing or contributing to the capital funding of facilities on what basis; what is the ongoing facility replacement and maintenance responsibility and cost met by Council and the user group; and then what is the specific user pay charges (and/or level of subsidy) that should apply. Also, if the cost challenges are too high, either for the sports group or the individual, then this will have a negative impact on the sustainability, quality and participation levels for sport and recreation.

Consequently, SGL has undertaken a first examination of what's happening with hockey artificial turfs, and then discusses football turfs. However as stated above these issues are part of much wider sustainability, equity and participation questions. Hence, as essentially outside scope but material matters that need to be addressed as part of Westbrook Precinct solutions, SGL has sought to take these examinations to a point where there is an improved informed basis to start to have these discussions. However, suggest the question of artificial surfaces should not be looked at in isolation from facility provision, sustainability and access issues for other codes.

10.2 Hockey

10.2.1 Rotorua Hockey

In 2019 Rotorua Hockey has a 1,421 player membership (see section 5.3).

Rotorua Hockey Trust own the pavilion and leases two water-based turfs from RLC. The turf closest to the Clubrooms was resurfaced in 2018/19, and the other turf requires resurfacing in 2021/22.

For users, the current charge per full turf hour is \$70.00 (GST inclusive) and about \$61.00 (GST exclusive).

As per the Lease Summary in section 3.3, RLC is fully responsible for meeting the turf and shock pad maintenance and replacement for both turfs. The Rotorua Hockey Trust is responsible for the sub-groundwork for the turfs and pays for water rates and electricity costs.

10.2.2 Tauranga Hockey

(Source: Sport Bay of Plenty, June 2019; and Tauranga Hockey Association 2018 Performance Report)

- Tauranga Hockey is responsible for the maintenance and replacement for its artificial turfs, noting the contributions by Tauranga City Council below
- Total hockey playing numbers in FY2018 were 2,788 affiliated winter players and a further 400 unaffiliated summer hockey players (latter about 40% of summer hockey numbers)

- Hourly full turf charges for practices range from about \$80 (GST exclusive) for junior teams to about \$125 (GST exclusive) for adult teams
- Tauranga Hockey assigns about \$15,000 to \$17,000 per year (for two turfs) into a turf renewal fund towards the replacement of the carpet and shock pad
- Tauranga City Council contributes \$54,000 per year towards this fund as well (for two turfs)
- Tauranga Hockey is currently building a new turf with a capital cost of \$2,401,000, to which Tauranga City Council is contributing \$600,000 (25%).

Below are Tauranga Hockey Associations principal operating expenses (not including depreciation) for their current two water turfs, as per their FY2018 audited annual accounts.

ANNUAL HOCKEY TURF EXPENSES FOR TAURANGA HOCKEY ASSOCIATION FOR FY2018 AND FY2017 (for two water-based turfs)		
Description	FY2018	FY2017
Insurance	13,088	11,482
Rent and Rates	4,327	4,289
Repairs and Maintenance	10,248	19,231
Rubbish	1,999	1,357
Turf Expenses (General)	97	-
Water Rates	9,582	7,579
Sub-Total (without Electricity)	39,341	43,938
Electricity	37,723	28,776
TOTAL	77,064	72,714

10.2.3 Hawkes Bay Hockey

- Hawkes Bay Hockey Artificial Surface Trust (HBHAST) owns and is responsible for the management, maintenance and replacement of hockey artificial turfs in the Hawkes Bay
- Total hockey playing numbers in FY2018 were 3,141 affiliated winter players and a further 1,783 summer hockey players (note summer hockey players are total summer hockey playing numbers, both affiliated and unaffiliated – split not known)
- The Park Island hockey development has cost approximately \$3.5 million between 1991 and mid-2018, which currently includes two water-based turfs and clubrooms. Of this capital cost, local Councils contributed \$1.15 million (33%)
- Furthermore, Napier City Council contributes \$27,500 per year per turf towards the long-term and ongoing maintenance/replacement costs of the turfs
- Hawkes Bay Hockey is currently seeking funding for a new and third hockey turf. To date Napier City Council has set aside \$1 million for this third turf and HBHAST has also asked Napier City Council to consider a further \$500,000 loan towards an anticipated total cost of about \$2.5 million (final cost subject to powerline and ground requirements).

10.2.4 Hockey NZ Facility Strategy Update

An analysis of existing facilities identify that the annualised capital cost of long term renewal is:

- Carpet renewal only: \$40,000 per annum*
- Cost recovery including initial build cost: \$75,000 per annum.

*With shock pad, add about a further \$10,000 per annum

The Strategy recommends an “Association to develop a long-term renewal fund based on a minimum 33% capital cost recovery from players (\$13,500 to \$25,000 per turf per annum). In addition all turfs should have a fully funded annual maintenance programme and asset management plan.”

The Strategy also states “With the significant increase in the provision of artificial turfs for rugby, football and rugby league provided by Local Authorities is placing further emphasis on the outlier position of hockey” (being asked to usually take the lead with the funding of its own turf provision).

“With the responsibility for securing this (capital) funding remaining with the Associations through membership fees and contestable funding from Local Authorities and other funders this is not considered a long-term sustainable approach.”

SGL Commentary

Full turf hire rates for Rotorua are about \$61.00 (GST exclusive) per hour compared to Tauranga which is about (67% x \$81 junior + 33% x \$125 senior =) \$95.00 (GST exclusive) per hour.

In the case of both Tauranga and Napier City Councils, very similar amounts are being set aside annually per hockey turf for future and/or current maintenance costs, i.e. 27,000 to \$27,500 per year.

Annual operating costs for Tauranga’s water-based turfs are approximately \$20,000 to \$22,000 per turf per year without electricity, and about \$36,000 to \$39,000 per turf per year with electricity. Note Hockey Associations will usually charge hirers an additional amount for power costs.

For new turfs, TCC contributed 25% of the total capital cost of a new turf. Hawkes Bay Councils have previously met 33% of the capital development costs of the Hawkes Bay Hockey Centre at Park Island, Napier. Napier City Council will potentially contribute no less than 40% towards the cost a new turf.

When assessing the level of RLC’s future support for Rotorua’s hockey turfs, in addition to fair treatment compared to other sports, one notes Rotorua has about 45-50% of the playing numbers of both Tauranga and Hawkes Bay. However Tauranga has four turfs in their network (two at Blake Park, one at TBHS and one at Bethlehem College) equating to 697 players per turf; and Hawkes Bay has three turfs (two at Park Island, one in Hastings), equating to 1,047 players per turf. With its two turfs, Rotorua’s player ratio per turf is 711. On this basis Rotorua’s player to turf ratio is very similar to Tauranga, however suggest the two Tauranga secondary schools are probably bearing the majority operating and ongoing part capital cost of their own turfs. Therefore it is reasonable to assume Rotorua currently has about one third less players than Hawkes Bay and Tauranga per turf to address future turf capital and operating costs.

10.3 Football

10.3.1 Rotorua Football

In 2019 football participation in Rotorua is 969 (see section 5.1) with 76 seniors, 226 youth and 667 juniors.

Currently, as for most Rotorua sports groups, Rotorua United FC has a nominal land lease (\$120/year) for Neil Hunt Park and its own clubrooms based at Neil Park.

SGL Commentary

For Westbrook Precinct, the key driver of a 'football/rugby' artificial turf is a space and cost-efficient solution to current and future field undersupply.

However, to justify provision, any artificial surface suitable for football/rugby would need to be the base for as much Rotorua Football activity as possible; host increased tournament and training activity as identified by WaiBOP Football and Aotearoa Football in section 9.4; be utilised for Futsal competitions; and as sensible, be utilised for junior rugby competition plus rugby and rugby league training.

Please note, SGL led the development of a well utilised artificial football turf at Maidstone Park, Upper Hutt (opened 2012), which when proposed there were about 850 football players of which 600 were juniors – a similar profile to Rotorua Football. Originally local rugby was also a proposed user but in reality limited rugby use has occurred, partly due to programming challenges, for example, junior rugby demand clashed with peak junior football demand.

10.3.2 Central Football Feasibility for an Artificial Surface, Napier

In early 2019, Central Football undertook a feasibility for a major funding application for a floodlit artificial surface suitable for football purposes to be based at Park Island, Napier. This information was principally sourced from Capital Football, who manage the Memorial Park turf at Petone; and from Football South, who are about to open a two-turf facility at Logan Park in Dunedin.

Central Football sourced supply quotes for the capital cost of this development. Assuming a flat site with services, and provision of a ready to play surface with fencing, player shelters, etc, quotes ranged from about \$1.85 million to \$1.9 million.

Financial models were developed based on the turf requiring replacement after 10 years at a cost of \$600,000 and the shock pad requiring replacement every 20 years at a cost of \$200,000. Based on today's costs, over a 20-year cycle this equates to \$1.4 million, or an average annualised cost of \$70,000 per annum.

Annual operating costs without lighting costs were estimated at \$15,000 for insurance and \$28,000 maintenance; together with say \$3,000 for general costs such as rubbish and security, but with no rates provision - in all totalling \$46,000.

Examples of existing user charges are Capital Football, who have a set fee of \$80.00 (+GST) per hour for turf usage; whilst Football South have a peak usage charge of \$70.00 (+GST) per hour and an off-peak charge of \$50.00 (+GST) per hour.

10.4 Future Fair Treatment of Hockey and Football Artificial Hockey Surface Provision and Equity of Access in Rotorua

10.4.1 Comparison of Costs for Hockey and Football Artificial Surfaces

The table below utilises the relevant information from sections 10.2 and 10.3.

COMPARISON OF COSTS FOR ARTIFICIAL SURFACES FOR HOCKEY AND FOOTBALL				
Description	Hockey \$	Football \$	Cost Ratio Hockey: Football	Commentary
Hourly charge-out rate	60 - 95	50 - 80	95: 80 or 1.19: 1	Indicative ranges, but Hockey has about a 20%+ per hour higher hire rate than Football as Hockey artificials have been the preferred hockey surface for about 30+ years in NZ compared to football turfs, which have only emerged in NZ in the last 10 to 15 years, and in particular in cities such as Auckland and Wellington with limited land availability and high land costs. Based on say 15-person squads for an 11-a-side game @ \$80 per turf hour, cost per player per hour is about about \$2.67 (GST exclusive) or \$3.07 (GST inclusive) per player
Annual operating cost w/o power	20,000 to 22,000	50,000	21: 50 or 1: 2.4	Central Football estimate of \$46,000 from section 10.3.2. adjusted to include rates at a similar level to Tauranga and Hawkes Bay Hockey
Annualised carpet and shock pad replacement cost	50,000	70,000+	50: 70+ or 1: 1.4+	<u>*Note replacement cost for turf needs to be further validated</u> , currently one source only, could be as high as \$100,000

SGL Commentary

In summary, due to hockey turf longevity turf hire for hockey has been about 20%+ more than football turf hire but appears to be converging to similar pricing over time.

Annual maintenance costs for a football turf are over twice that of a hockey turf, and the annualised provision that needs to be set aside for carpet and shock pad replacement is 40%+ higher for football to hockey (but this higher annualised cost/turf is in part proportional to the larger area of a football turf compared to a hockey turf).

10.4.2 What's Needed to Make Work, Affordable and Fair to All??

RLC currently meets the turf and shock pad maintenance and replacement for both hockey turfs. The Rotorua Hockey Trust is responsible for the sub-groundwork for the turfs and pays for water rates and electricity costs. The current cost per turf hour is \$70 (GST inclusive).

Without sighting RLC's actual hockey turfs' costs, but based on estimated costs as per section 10.2, this means RLC's estimated annual costs per turf are about (\$15,000* for maintenance + \$50,000 annualised renewal cost =) \$65,000. If one was to compare to what currently happens in other areas, if Hockey was to meet 100% of this maintenance cost and one third of the annualised renewal cost this would equate to an extra charge of about (100% x \$15,000 + 33% x \$50,000 =) \$31,500.

*\$15,000 = \$22,000 less \$5,000 and \$2,000 for water and property rates respectively

If Rotorua was to provide one artificial football turf suitable for football, but also for rugby and rugby league (for training and junior competitions), based on estimated costs as per section 10.3, this means the estimated annual costs per turf would be about (\$50,000 for maintenance + \$70,000+ annualised renewal cost =) \$120,000+.

SGL Commentary

Without sighting RLC's actual hockey turfs' costs, RLC's estimated annual costs per hockey turf are about \$65,000. If RLC was to treat an artificial surface for football+ on a similar basis to Rotorua Hockey, RLC would meet need to meet an estimated annual maintenance and renewal cost of about \$120,000+.

If one was to ask Hockey to meet the full annual maintenance cost and one third of the annualised renewal cost this would equate to an extra cost to Hockey of about \$31,500 per turf per year. When one compares to Tauranga and Hawkes Bay, Rotorua has about two thirds their playing base per turf. The lower average per capita income of Rotorua residents also needs to be considered when determining future turf provision subsidies and hire charges. Suggest based on this information an upper ask of Hockey could be about (67% x \$31,500 =) \$21,000 per turf per year but this needs to be carefully and further assessed against Rotorua and Bay of Plenty Hockey's actual utilisation and financials.

If users for a Rotorua 'football/rugby' turf were asked to meet the full maintenance cost and one third of the annualised renewal cost, this would equate to an extra annual users' cost of about (100% x \$50,000 plus 33% x \$70,000 =) \$73,100 or higher subject to further verification of annualised carpet/shock pad cost. Similar for hockey above, if one then asked Rotorua 'football/rugby' turf users to meet two thirds of this cost, this equates to about \$49,000+ per year. Given Rotorua local football, rugby and other grass field users currently only pay nominal field costs, suggest any turf hire charging regime would need to be gradually introduced and increased over time. Furthermore, options for cost recovery of the artificial 'football/rugby' turf should be considered in its entirety, including appropriate charges for non-local hire for events (so utilisation for events is not discouraged), turf signage, etc

However as discussed in section 10.1, suggest any future change or decisions regarding responsibility for turf costs needs to be considered as part of the wider question of equity of treatment of all sports groups and participants regarding sports facility and charging. If the fundamental RLC goal is to foster active and healthy communities, the current RLC practice for artificial surface provision may apply.

11.0 Capital Funding Discussion

11.1 Rotorua Lakes Council

11.1.1 Possible Capex Areas in RLC LTP

(Source: RLC LTP 2018 – 2028, page 72)

From RLC's current Long Term Plan, possible expenditure areas that either fully apply (shaded green), or may be able to partially apply (shaded yellow) to the Westbrook Precinct development are listed below.

CAPITAL SPEND: SPORT, RECREATION AND ENVIRONMENT						
Project	Project Type	2018/19	2019/20	2020/21	2021/2028	Total Budget
Active Recreation Enhancement	LOS	\$150,000	\$150,000	\$150,000	\$1,050,000	\$1,500,000
International Stadium Enhancements	LOS	\$400,000	\$815,000	\$227,000	\$600,000	\$2,042,000
Sports Facilities Funding	LOS	\$1,100,000	\$593,000	\$593,000	\$2,434,000	\$4,730,000
International Stadium Renewals	Renewal	\$52,063	\$90,761	\$118,691	\$1,163,171	\$1,424,687
Major Renewal – Hockey Turf	Renewal				\$400,000	\$400,000
Park Structures Renewals	Renewal	\$310,000	\$1,018,313	\$861,409	\$6,710,572	\$8,900,294
Reserve Enhancements	Renewal	\$125,000			\$1,705,000	\$1,830,000

- There will be also be increased operating costs for the new fields and facilities, and there will be a small and partial offset from potential operational savings for half of Neil Hunt Park and not maintaining the majority of fields on Puarenga Park to the same standard (from section 3.1.2 estimated to be about a \$45,000 to \$50,000 annual saving).

11.1.2 Rotorua International Stadium LTP Capex

(Source: Strategic Assessment for RIS and supporting information – 2017)

INTERNATIONAL STADIUM ENHANCEMENTS - CAPEX BUDGETS AS PER 2018/28 LTP			
Year	Budget	Description	Status
2018/19	\$400,000	Car parking and movement improvements	Underway
2019/20	\$815,000	John Keaney Grandstand upgrade	On hold awaiting Westbrook Precinct master planning
2020/21	\$227,000	External field embankment improvements	On hold awaiting Westbrook Precinct master planning
2021/28	\$600,000	Operational improvements	On hold awaiting Westbrook Precinct master planning

2019/2020 LTP CAPEX FOR RIS GRANDSTAND IMPROVEMENTS	
Description	Budget \$
*CCTV access and hardware capacity	40,000
Lounge and office heating/cooling	90,000
Catering facilities – kitchen, queuing configurations, storage	60,000
*Pagers for fire alarm systems	10,000
Changing room space development	72,000
*Grandstand roof maintenance (required to address leaking)	400,000
*Cash out systems	8,000
Concourse design – level 1 egress management	110,000
High performance area development	25,000
TOTAL	815,000

*Items likely to still be required, additional or separate to recommended RIS development – total \$458,000.

2021/22 LTP CAPEX FOR RIS EXTERNAL FIELD IMPROVEMENTS	
Description	Budget \$
Concrete step walkways through grass embankment	25,000
Shape areas to better utilise space – level top south corner	35,000
Gate designs – reconfiguration, relocation, *scanning entry technology	70,000
Gate and directional signage internal and external	12,000
*Outdoor bleacher grandstand for field 2	60,000
*Audio project – gates, field, embankment	25,000
TOTAL	227,000

*Items likely to still be required, additional or separate to recommended RIS development – total \$90,000, with say \$25,000 for scanning entry technology

2021/22 LTP CAPEX FOR RIS EXTERNAL FIELD IMPROVEMENTS	
Description	Budget \$
Scoreboard – remote access and messaging capacity	20,000
Media tower, facilities and compound development	300,000
Field training lights and fenced Westbrook fields 1 and 2	80,000
Big screen	200,000
TOTAL	600,000

SGL Commentary

Of current International Stadium Enhancements LTP budgets, up to \$1.642 million could apply from 2019/20 to 2017/28 years. However appears likely about \$548,000 of the proposed improvements will still need to occur, therefore potentially only (\$1.642 million - \$0.548 million =) \$1.094 million of this current budget is available.

11.2 Land Values

Valuer Telfer Young was commissioned by RLC to provide a value estimate and/or valuation for various land areas of relevance to the Westbrook Precinct master plan, which could be possibly considered for future sale subject to final need, development timing and wider community, funding and political determinations.

11.2.1 Land Value Estimates for Various Land Parcels of Relevance to Westbrook Precinct

As per Telfer Young's Advisory Report dated 3 July 2019, value estimates for the following parcels of land (as shown in the Master Planning document set) are summarised in the table below. Note these value estimates are plus GST, if any.

Address	Westbrook Masterplan Label	Land Area (ha)	Zone	Indicative Land Value		
Titoki Pl	Residential 1	3.2955	Residential 1	\$824,000	to	\$989,000
31 Thebes St	Residential 2	1.8305	Residential 1	\$686,000	to	\$824,000
12 Osiris St	Residential 3	3.5373	Residential 1	\$1,415,000	to	\$1,680,000
33 Thebes St	Residential 4	2.4760	Residential 1	\$1,052,000	to	\$1,238,000
Springfield GC	Residential 5	11.8180		NOT REQUIRED		
1 Depot St	Commercial	0.1570	Industrial 1E	\$353,000	to	\$432,000
Neil Hunt Park	Commercial & Residential	3.8100	Residential 1	\$2,286,000	to	\$2,667,000

SGL Commentary

Based on the proposed master plan directions and likely future land requirements, suggest the sale of 1 Depot Street (with the relocation of Gesyer Squash Club) and half of Neil Hunt Park (with the relocation of Rotorua Untied FC) are potential early options for land sale. Also need to consider best use of Residential 1 (the area NW of Ray Boord).

Therefore, based on the above indicative value estimates, possible sale revenue from Depot St and Neil Hunt Park areas could range from \$2.639 million to \$3.099million (midpoint is \$2.869 million); and if also sell Residential 1, possible sale revenue from these three parcels of land could range from \$3.463 million to \$4.088 million (midpoint is \$3.776 million)

11.2.2 Land Valuation for 'Westbrook Residential 5'

As per Telfer Young's Valuation report dated 31 July 2019 for the area described (in the Master Planning document set) as 'Westbrook Residential 5', the estimated valuation is \$8.2 million.

As further explained on page 30 of this Report:

"The valuation methods (see table below) show a range in values between \$7,530,000 to \$8,270,000. This suggests the broader sale price range for the subject.

Valuation Methods	Value
Market Comparison Approach	\$8,270,000
Residual Approach (Hypothetical Subdivision)	\$7,530,000
Residual Approach (Discounted Cash Flow)	\$8,200,000

The Market Comparison and Discounted Cash Flow approaches are considered to be the most reliable as the Hypothetical Subdivision approach is less reliable over such a long timeframe and staged development of 10 years. Therefore on this basis we have adopted a market value towards the upper end of the range at \$8,200,000 plus GST, if any.”

SGL Commentary

Based on Telfer Young value estimates and/or valuation, potentially about \$12.0 million (note this figure includes the sale of Residential 1), less legal and real estate fees, could be available from the sale of likely parcels of land described in section 11.2.1 plus for ‘Westbrook Residential 5’. Therefore, if one estimates all fees are approximately 5% of total land value, these land sales could yield about \$11.4 million at today’s values.

As per section 11.1, if there is approximately \$1.1 million of current RLC budgets already assigned to Westbrook Precinct, together with potential net land sale income of about \$11.4 million, there could be a total of about \$12.5 million potentially available from both these sources towards the Westbrook Precinct development.

Qualifier: Please note, the land value for the areas described in section 11.2.1 are land value estimates only.

Please also note, no further consideration has been given at this time whether a more proactive role might be taken by RLC to help yield an improved financial outcome from the sale of these land parcels, i.e. values are based on selling this land ‘where is, as is’ and it may or may not be prudent to consider a more proactive role such as:

- ‘Council in a Joint Venture with a Developer’
- ‘Council Contracts with the Developer’: Developer carries the majority of the costs and risks, but could involve Council sharing in the uplift of land value and potentially a share of the development profits
- ‘Sale with Enhancement of Conditions’: Council carries out identified work to improve land value prior to sale.

11.3 Suggested Capital Funding Approach

Based on understood preliminary cost estimates, to redevelop Westbrook Precinct so it is a vibrant and effective community and events hub will probably require a critical core spend of about \$40 million over say a 7-year period.

Rotorua Lakes Council and community has previously been very successful with a vision-based and integrated funding approach for the Rotorua Energy Events Centre and also for the funding of the Rotorua Museum and Civic Theatre. Over a 6-year period about \$38 million of non-Council funding was contributed by 130 donors for these 3 projects, which had a combined total cost \$56.5 million – see next section 11.4. Critical to the success of this fundraising was a carefully planned approach, together with the collaborative partnership support by several public funders and in particular by the Rotorua Energy Charitable Trust.

No capital funding assessment has been completed for this project, but preliminary discussions have been held by RLC staff and SGL’s Steve Bramley with the Rotorua Trust.

For this project, it is important a carefully planned capital funding strategy is developed and then implemented. The level of capital funding support by Rotorua Lakes District Council, through both potential land sales and other rates or alternative Council funding sources, will be a critical element in achieving the required levels of funding from other public and private funders – too low and similarly lower levels of non-Council funding will be received.

A risk for this project is also a possible ad hoc and potentially conflicting approach for the funding of some other Council projects which may impact detrimentally on the level of total funding Council is able to optimise for the benefit of both this project and for the benefit of the District as a whole.

Possible non-Council funding sources to be considered as part of a capital funding feasibility for the Westbrook Precinct (and possibly for other identified City projects) include:

- Rotorua Energy Charitable Trust
- BayTrust
- Lottery Community Facilities Fund
- Lottery Significant Projects Fund
- Other relevant central government funding sources such as Te Puni Kokiri, Ministry for the Environment, etc
- Gaming Trusts, including in particular NZCT, One Foundation, Southern Trust and the Lion Foundation
- Local iwi and also Maori tourism partners
- Relevant private charitable Trusts
- Possible Health and Tertiary Education partners
- Corporates, with also consideration of supplier and innovative procurement practice
- Sports User Groups, including national, regional and local
- Other User Groups
- Individuals including bequest funding, major gifts, regular giving and crowdfunding.

11.4 Previous Capital Funding for Rotorua Community Projects Led By SGL

From 2004 to 2009, SGL was involved with developing and implementing the capital funding strategy for three major community facilities for Rotorua, namely the Rotorua Energy Events Centre from 2004 to 2006, the Rotorua Museum development with the Rotorua Museum Centennial Trust from 2006 to 2008, and the Rotorua Civic Theatre from 2008 to 2009.

As summarised in the two slides below, \$37.65 million of non-Council funding was secured over a 6-year period from 130 public funders, corporates and individuals towards a total combined project cost of \$56.53 million for these three projects.

Features of this capital fundraising included:

- Professional fundraiser SGL undertook capital funding feasibilities for each project - A Capital Funding Feasibility includes an assessment, from a capital funding perspective, of the project description and support; people leadership and management; donor sources and gift support; and in turn recommends and develops the capital funding strategy for the project and its component elements as relevant
- Principles of fundraising were strictly observed. As examples only, two such principles are: The principle of 'top-down, inside-out' – That those donors, public or private, with the most capacity and reason to give, are asked to give first. Also the principle of 'fair share giving', i.e. that each public and private donor is asked to contribute to a project based on their reason and ability to give
- Key leadership groups were carefully appointed to actively support the funding approaches for each project
- A vision-based and integrated approach to funding, which sometimes saw one funder/donor being asked to contribute to one, two or all three of these projects, because of the fit with the donor's motivations, objectives and aspirations; and the consequent level of ask for any one project was conscious of how other projects would need to be funded.

THE ROTORUA STORY

Project	Timing of Funding Campaign	Project Cost (\$m)
Energy Event Centre	2004-06	28.4
Museum	2006-08	22.1
Civic Theatre	2008-09	6.0
TOTAL		56.5

FUNDING PROFILE FOR ROTORUA FACILITIES

FUNDING PROFILE FOR ROTORUA ENERGY EVENTS CENTRE, MUSEUM AND CIVIC THEATRE, BY FUNDING SOURCE (2004-2009)

Funding Source	\$m	%
Individuals	0.15	-
Organisations	0.03	-
Corporates	4.41	8
Community/Charitable Trusts	19.83	35
Gaming	3.84	7
Iwi	0.3	1
Local Government	18.88	33
Central Government	9.09	16
TOTAL	56.53	100

About 130 funders from about 270 approaches

12.0 Future Project Leadership, Governance and Management

The future project leadership, governance and management falls outside the scope of this master planning process. However, SGL is very conscious from past experience, to realise the proposed vision, community and economic outcomes for a project of this scale will require the right leadership structures, skills and resourcing. Therefore, below are suggested project governance and management directions for consideration.

12.1 Project Governance

12.1.1 Governance Requirements and Options for a Project of this Scale and Complexity

- For a community project of this scale and breadth, inclusive and active governance can provide the business, sport, health and cultural knowledge and experience; relationship leverage; support to foster key stakeholder engagement and ownership of solutions; plus internal and external advocacy; that are all necessary for success
- For this type of project Councils' options are usually direct management, or if of sufficient scale and complexity, sometimes a 'Council-Controlled Organisation' (CCO). Examples of relevant CCOs are Tauranga City Council's BayVenues, the management entity for sport and recreation venues in Tauranga; or Auckland City Council's Regional Facilities Auckland, the charitable Trust responsible for all major outdoor and indoor venues in Auckland. The advantages of a CCO is independent and focussed governance and management, who are responsible for effective asset optimisation and venue management, with their Statement of Intent determined by their parent Council. The disadvantage of a CCO, other than increased compliance requirements and costs, can sometimes be a disconnect with community outcomes as part of a CCO's drive to achieve commercial and financial outcomes
- Given the important community and economic outcomes for this venue, and the importance for success of ongoing key stakeholder input and 'ownership' including sport, health, Te Arawa and possibly a community funding partner, suggest an 'Internal Board' type arrangement could serve this project best. Over time it may become apparent and sensible to move to a CCO, but an Internal Board could provide an effective transition step to a CCO, without potentially getting caught up at the outset on a potential protracted debate on the need and merits of a CCO or not, and ultimately a CCO may not be needed nor appropriate.

12.1.2 How Would an Internal Board Work?

An Internal Board would be mandated by Council, to be responsible for the governance, development and management of the Westbrook Precinct.

It would comprise of say two Council representatives (say a RLC Councillor and the relevant GM – note for Board effectiveness these Council representatives must be at a Governance and Executive level) and say about five community representatives who have added value experience and linkage to key stakeholder groups. Please note, the calibre of this Board is critical to success and suggest should be remunerated for their time.

This Board is not an Advisory Group. To be effective this Board must be charged with leading the project development, implementation and management of the Westbrook Precinct and empowered to do so. Together with the assigned Council GM, the Board must have clearly assigned budgets and to be responsible for optimising agreed outcomes within these assigned budgets. All major project and budget decisions would still be the responsibility of Council Governance, but with the right calibre of people involved and very good and regular communication with Council, the desirable situation is 95% if not 100% of the recommendations by this Board are approved by Council.

Suggest the effectiveness of the Internal Board would be reviewed after no more than 3 years, with changes then made as appropriate.

12.2 Staff Resourcing

Suggest a fundamental shift to a 'Westbrook Precinct' team and not a RIS team only, where the focus of the team is to achieve the future agreed community, event and financial outcomes for the total venue.

Suggest a dedicated resource should be appointed to the role of "CEO, Westbrook Precinct" who would be responsible for leading the development, funding and implementation of the Westbrook Precinct vision and development, both the facilities and services. Initially this role would have a project development focus, but at the appropriate time should see the integration of the RIS staff resource under this role, with new roles and job descriptions to achieve the Precinct wide objectives.

The Westbrook Precinct CEO would be responsible to the Board Chair, but as a Council employee the relevant Council GM would also be involved to ensure all HR requirements are addressed.

Appendices

1 Interview/Key Meeting Record

Below is the list of interviews held during the review period.

Organisation	Name and Role	Date (2019)	Consultants & Type
RLC	Site visit with Steve Watene, Team Leader, Sport and Events; Stephanie Kelly, Recreation Planner; Mel Cameron	21.03	Steve Bramley (SB), Glenn Brebner (GB), Thanh Nguyen (TN), Tom Abbott (TA) – in person
RLC	Plus then Henry Weston, Group Manager Operations; Jean-Paul Gaston, Group Manager Strategy; Rob Pikkethley, Manager Sport, Recreation and Environment	21.03	SB, GB, TN, TA – in person
RLC	Mayor Steve Chadwick, with Steve Watene and Stephanie Kelly	21.03	SB, GB – in person
RLC	Simon Bell and Mel Cameron	21.03	TN, TA – in person
Sport Bay of Plenty	Zane Jensen, Regional Facilities & Community Sport Team Leader	28.03	SB – by phone
BOP Squash	Gavin Hudson, Board Member	1.04; 12.07	SB – by phone
Lakes City Athletic Club	Pam Kenny, Vice-President; Rob?, President; Kelly Albrecht, Children's Convenor	4.04	SB – in person
Geyser City Cricket Club	Kane Vanner	4.04	SB – in person
BOP Rugby	Neil Alton, Operations Manager	4.04	SB – in person
RLC	Crispian Stewart, Stadium Events and Sports Manager; Kim Charity, Stadium Events and Sports Manager; Karrie-Ann Tuck, Stadium Events and Sports Manager	4.04	SB – in person
Rotorua United Football Club	Sam White, Secretary	4.04	SB – in person
Eastlake Junior Football Club	Fred Shilton	4.04	SB – in person
Kahukura Rugby Club	Julian Thompson	4.04	SB – in person
RLC	Julianne Wilkinson, Recreation and Open Spaces	4.04	SB – in person
Rotorua Cricket Association	Steve Pittman	4.04	SB – in person
Rotorua Trust	Tony Gill, Trust Manager	5.04, 3.07	SB – in person
Springfield Golf Club	John Dalton, Club Captain; Bob Watts, Executive Committee	5.04	SB – in person
Rotorua Netball Association	Mary Thompson, Secretary	5.04	SB – in person
Rotorua Hockey Association	Allan Hoffman	5.04	SB – in person
Touch NZ	Joe Sprangers, CEO	5.04	SB – in person
Central BOP Rugby/JAB	Kahurangi White-Parsons; Lipi Sinnot; Matthew Armer	5.04, 3.07	SB – in person
WaiBOP Football	Seamus Casey, Development Officer	5.04	SB – in person

Organisation	Name and Role	Date (2019)	Consultants & Type
NZRFU	Tiki Edwards, Maori Development Officer	5.04	SB – in person
Rotorua Cycling	Russell George, President	9.04	SB – by phone
Project Working Group	Steve Watene, Julianne Wilkinson, Mel Cameron, Crispian Stewart, Karrie-Ann Tuck	17.04	SB, GB, TN, TA – in person
RLC	Crispian Stewart, Karrie Ann Tuck and Steve Watene re Stadium	17.04	SB, GB, TN, TA – in person
Project Steering Group	Henry Weston, Rob Pikethley, Zane Jensen, Paora Te Hurihanganui (CEO, Te Papa Takaro o Te Arawa), Steve Watene	17.04	SB, GB, TN, TA – in person
BOP Rugby Union	Mike Rogers, CEO	09.05	SB – in person
WaiBOP Football	Karyn Walters, CEO; Ken Cresswell, Football Development Manager	09.05	SB, Zane Jensen (ZJ) – in person
NZ Golf	Carl Fenton (Sector Relationship Manager), Matt Southerden (National Facilities Manager)	20.05	SB – in person at NZ Golf, Auckland
Project Working Group	Steve Watene, Julianne Wilkinson, Mel Cameron, Crispian Stewart, Karrie-Ann Tuck, Mark Paget	23.05	SB, GB - in person
Project Steering Group	Henry Weston, Rob Pikethley, Zane Jensen, Paora Te Hurihanganui, Steve Watene, Gavin Hudson	23.05	SB, GB – in person
RLC	Cr Charles Sturt	23.05	SB, GB – in person
Rotorua Touch	Kim Matson-Tanga	23.05	SB – in person
Tauranga City Council	Marty Grenfell (CEO)	30.05	SB, SW, RP, ZJ – in person at Tauranga
Tauranga Outdoor Stadia Feasibility	Brendon O'Connor, PwC	30.05	SB – by phone
Aotearoa Football	Phill Parker, Chair)	06.06	SB – by phone
(Former) Rotorua Rugby	Harry Edward	10.06	SB – by phone
	Cheryl Steiner	28.06	TA – in person at Tauranga
Project Working Group	Mel Cameron, Crispian Stewart, Karrie-Ann Tuck, Mark Paget	03.07	SB
Project Steering Group	Henry Weston, Zane Jensen, Paora Te Hurihanganui (CEO, Te Papa Takaro o Te Arawa), Steve Watene, Gavin Hudson, Julianne Wilkinson	0307	SB
NZ Golf	Carl Fenton (Sector Relationship Manager), Matt Southerden (National Facilities Manager), Mark Webb (Regional Support Manager, Waikato/BOP)	03.07	SB, Steve Watene (SW), ZJ, Gavin Hudson (GH)
Te Papa Takaro o Te Arawa	Paora Te Hurihanganui (CEO)	10.07	SB – by phone
NZ Golf	Matt Southerden (National Facilities Manager)	12.07	SB – by phone
NZ Golf	Matt Southerden (National Facilities Manager), Mark Webb (Regional Support Manager, Waikato/BOP)	22.07	SB, SW, ZJ – in person
RLC	Parks Team - Julianne Wilkinson, Mel Cameron, Mark Paget, Steve Watene	25.07	GB, TA – in person
RLC	RIS Team – Crispian Stewart, Karrie-Ann Tuck	25.07	GB, TA – in person

Organisation	Name and Role	Date (2019)	Consultants & Type
	Re home of Maori Sport and Maori health and recreation: Paora Te Hurihanganui, Dr Ihirangi Heke, Steve Watene	25.07	GB, TA – in person
RLC	Budget review: Rob Pikethley, Steve Watene	25.07	GB – in person
	Grant Utteridge	6.08	GH, SB – in person
	Deryck Shaw	6.08	GH, SB – in person
Rotorua Trust	Stewart Edward (Chair), Tony Gill (Manager)	7.08	Henry Weston, SW, SB – in person
RLC	Working day with RLC Staff	3.09	GB, TA – in person

2 Information Review

https://www.sportbop.co.nz/downloads/Final%20BOP%20Spaces%20and%20Places%20Strategy%20Summary%20Report%20March%202017.pdf
Smallbone Park Multisport Facility – Feasibility Study, September 2018
Sports Field Construction Quality Assessments – Sports Surface Design and Management, August 2018
Supply and Demand – Winter Sports Fields V3 – GLG, October 2018
Westbrook Sportsfields Master Plan Summary Report and Masterplans, 2010
Rotorua Stadium High Level Workshop Report – Giblin Group, December 2017
Rotorua International Stadium – Utilisation Record 14.04.2015 to 11.03.2019
Rotorua International Stadium – Financial Transaction Summary FY2015 - 2017
Rotorua International Stadium Pedestrian and Traffic Management
Rotorua International Stadium Resource Consent, November 2007
Rotorua International Stadium Resource Consent Variation, 19 January 2019
Rotorua International Stadium & surrounding infrastructure support – Scoping document draft – RLC, July 2017
RLC Strategic Assessment for Rotorua International Stadium and supporting information - 2017
Rotorua International Seismic Assessment – Sigma Consultants, 24 June 2015
All Blacks v Argentina at New Plymouth, Observer Report – 9 September 2017
RLC Major Events Presentation 2016
Rotorua International Stadium Standard Hire Charges 2019/2020
Puarenga Football Layout 2018
Ray Boord JAB Rugby Layout 2018
Neil Hunt Park Zones
Kuirau Park Field Layout 2018
Deed of Lease – Rotorua Netball Centre Inc. for Westbrook Reserve
Deed of Lease – Rotorua Cricket Association for Smallbone Park
Deed of Lease – Rotorua United Football Football Club for Neil Hunt Reserve
Deed of Variation of Lease – Rotorua Tennis Club Inc. for Manuka Crescent Reserve
Deed of Lease – Springfield Golf Club for Springfield Reserve
Deed of Lease and correspondence – Rotorua Hockey Trust
Deed of Lease and RLC correspondence – Kahukura Rugby Club
https://www.dia.govt.nz/DIA/CurrLice.nsf/BOP?OpenView
Manaki Tangata Charitable Trust Proposal – For the Rotorua Lakefront Development Plan 2017 (confidential)
https://letstalk.rotorualakescouncil.nz/District-Plan-Plan-Change-2-Pukehangi-Heights
D3 National Touch Championships 2016 Economic Impact Research – Opinions Market Research Ltd (confidential)
RLC & Touch NZ Agreement re 2019 -2019 Tournaments, 28 April 2017 (confidential)
RLC Growth Assumptions - 2017
Rotorua Netball Financial Statements FY2018
Springfield Golf Club Financial Statements – FY2017 & FY2018
RLC Long-Term Plan 2018-2028 – https://www.rotorualakescouncil.nz/our-council/council-publications/10YearPlans/Documents/LTP-2018_to_2028/LTP_2018-28_Final_Audit_Opinion.pdf
http://www.ratepayersreport.nz/2018_report
https://www.stuff.co.nz/sport/racing/106715262/famous-kiwi-holiday-racecourses-among-20-slated-for-closure
https://golflinks.co.nz/18-hole-golf-courses/north-island/bay-of-plenty-golf-inc
https://www.nzherald.co.nz/rotorua-daily-post/news/article.cfm?c_id=1503438&objectid=11457078
NZ Football Futsal Facility Guidelines – April 2019
Dunedin Football All—Weather Sports Hub – Football South, April 2017
NZ Football National Facilities Strategy Update – June 2016
Project Miro Summary, BOP Rugby – 2019
Dandenong Stadium Feasibility Study Final Report – Gemba, 19 June 2019
Tauranga Hockey Association – 2018 (Financial) Performance Report
Hawkes Bay Hockey Artificial Surface Trust – Submission to Napier City Council Long Term Plan – 10 May 2018
https://www.orlandocountry.nz/
Telfer Young Advisory Report – Value Estimate for Various Properties for Westbrook Masterplan – 3 July 2019
Rotorua Golf Facilities paper prepared for RLC – NZ Golf June 2019
Rotorua Rugby Sub-Union (Inc) – Financial Statements 2018
http://www.golf.co.nz
Telfer Young Valuation Report – 11 July 2019
Hockey NZ Facility Strategy Update – June 2016
https://www.sporty.co.nz/rotoruahockey/Book-Rotorua-Facilities/FACILITY-CHARGES

3 Aotearoa Football Letter of Support



PO Box 272-1127
Papakura 2244
Auckland
CC49131

21st July 2019

Tēnā koe,

This letter of support is from Aotearoa Football Charitable Trust (AFCT) also trading as Māori Football NZ as per our Charities registration, May 2013, would like to support Rotorua Lakes Council.

Over the last five (5) years AFCT have been pioneering and promoting football into Māori communities across New Zealand with particular emphases in Rotorua, South Auckland and the Far North.

The purpose of AFCT is to provide opportunities for young people and the general public to participate in football and through our community arm, Māori Football NZ our purpose is to promote through Football, cultural and social inclusion for Māori. With our three key priorities being:

- Provide effective leadership, governance and facilitation for Māori involved in football
- Engage with Māori communities to Raise the Awareness & Grow the Game of football
- To be kaitiaki of tikanga Māori and provide enduring benefits for Māori within football

AFCT have built a relationship with Rotorua Lakes Council over the past three months to work toward the establishment of the Westbrook Sports Precinct for the benefit of Rotorua.

We in principle and spirit, fully endorse the proposed directions of Rotorua Lakes Council.

Ngā Mihi

A handwritten signature in black ink, appearing to read 'Phillip Baker', is written over a light blue horizontal line.

Kaitiaki | Chairman
Māori Football NZ | Aotearoa Football Charitable Trust
Email: aotearoafootball@gmail.com
Mobile: 021 172 8370

4 Restrictions

This Report has been prepared solely for the purposes stated herein and should not be relied upon for any other purpose.

In preparing this Report and forming our opinion, we have relied upon the information available to us from public sources and furnished to us by Rotorua Lakes Council. In turn, we have evaluated that information through analysis, inquiry and review.

This Report has been prepared solely for use by Rotorua Lakes Council, and may not be copied or distributed to third parties without BOON/SGL's prior written consent.

To the fullest extent permitted by law, BOON/SGL accepts no duty of care to any third party in connection with the provision of this Report and/or any related information or explanation (together, the "Information"). Accordingly, regardless of the form of action, whether in contract, tort (including without limitation, negligence) or otherwise, and to the extent permitted by applicable law, SGL accepts no liability of any kind to any third party and disclaims all responsibility for the consequences of any third party acting or refraining to act in reliance on the information.

Our Report has been prepared with care and diligence and the statements and opinions in the Report are given in good faith and in the belief on reasonable grounds that such statements and opinions are not false or misleading. No responsibility arising in any way for errors or omissions (including responsibility to any person for negligence) is assumed by us or any of our partners or employees for the preparation of the Report to the extent that such errors or omissions result from our reasonable reliance on information provided by others or assumptions disclosed in the Report or assumptions reasonably taken as implicit.

We reserve the right, but are under no obligation, to revise or amend our Report if any additional information (particularly as regards the assumptions we have relied upon) which exists at the date of our Report, but was not drawn to our attention during its preparation, subsequently comes to light.