

# Auckland Sport & Recreation Facility Planning Roadmap



## Introduction

To achieve our vision of **Auckland – the world’s most active city**, Aktive is focused on the strategic priorities outlined in our Strategic Framework 2020-2040. One of these priorities, Great Spaces and Places, recognises the importance of an available network of quality facilities in Tāmaki Makaurau.

The Facility Planning Roadmap is designed to assist organisations seeking to develop sport and recreation facilities in Auckland. It is recognised that the facility development process can be time consuming and complex, particularly in the absence of clear guidance and messaging. This is further complicated by our rapidly growing city, increasing and diverse facility requirements, and limited funding available for developments to meet both current and future needs.

**There is a real need to prioritise and partner to improve efficiency and ensure the funding available is used wisely.**

The Facility Planning Roadmap provides a general overview and guide to the facility planning process and identifies the various stages involved. It moves the user through the principles of facility development and highlights the benefits of considering joint and shared facilities at any early stage. It includes a variety of resources which will help understand each stage of the process. It is worthwhile to review these resources early in the process. These are not the only resources available and you should take the opportunity to identify other useful resources. Various facility planning resources are also referenced.

**It is important to understand that the process of delivering a facility is not a linear (straight-line) process and many of the steps identified here can be done at the same time (concurrently).** It may also be necessary to return to an earlier step to revisit any prior inputs and assumptions.

This Tool aims to be a graphic representation of the process to help organisations navigate the process of determining the need for, and feasibility of developing such facilities, and assist with the various complexities of the Auckland region.

The Facility Planning Roadmap Consists of 13 “steps” and while some of the early work can be undertaken by community groups it is unimportant to understand that you will need to engage with sector and construction professionals as you progress your project. Each stage must be supported by robust and accurate analysis.

It is also important to note that this resource does not provide in-depth advice on funding – however the capital funding (capex) to build and the operational funding (opex) to operate you facility is of the greatest significance. There are many hundreds of projects in Auckland which are worthy of funding – but the reality is that there is not enough funding available to deliver event a small percentage of those projects.

We are here to help! If you require assistance or have any questions, please in the first instance contact Aktive at [enquiries@aktive.org.nz](mailto:enquiries@aktive.org.nz)

# Step One Identifying the Need

Start / Finish

Decision

Process

Information & Resources

Deliverables

**Prior to progressing with any facility development proposal, it is useful to consider any alternate options available which may help address the requirement of gaining access to appropriate facilities. Is a new or expanded facility the only solution?**

**START**

Is there an identified need for a new or expanded facility?

Start with identifying what space/ access is required.

Key Questions to ask from the start:

- How much space is required?
- How often is it required?
- For what purpose is it required?
- Where is it required (location)?
- When is it required (for a special event)?
- What do we need – not what do we want ?
- Who is it intended to be built for?

Also consider the following:

- What are you trying to achieve by developing a facility?
- Is a new (or expanded) facility the best solution to meet your needs?
- Are there are a range of other options to consider which may be more practical and/or cost effective.



SpacetoCo venue hire



Facility provision and access options



Approaches to improve the use of existing facilities



Leasing or hiring school land or buildings [Ministry of Education]



Amalgamation & Co-location Management Guide [South Australia]



Auckland Council Community Venue Options



Guide to Shared Use Facilities [Western Australia]



Using School Facilities [New South Wales]

Is development of a new or expanded facility still required?

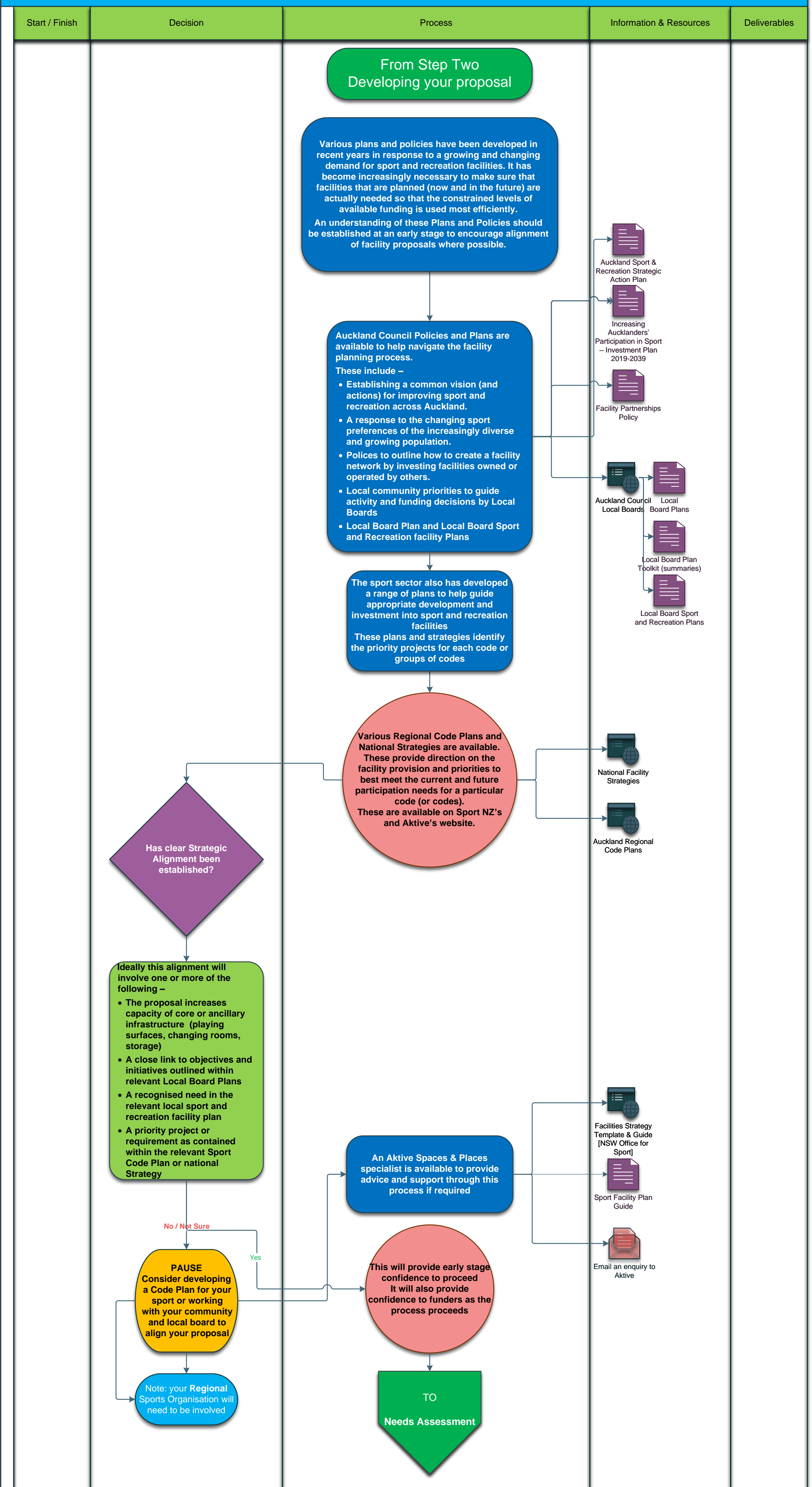
No

**END**  
Continue to progress the identified alternate solutions

TO  
**Proposal**

Start / Finish	Decision	Process	Information & Resources	Deliverables
		<p style="text-align: center;"><b>From Step 1 Identifying the need</b></p> <p>Start by outlining your basic requirements. There is some key reference information to document from the start</p> <ul style="list-style-type: none"> <li>• Use a Facility Planning canvas to articulate the why, what, where and how (see below)</li> <li>• What are the key reasons for developing the facility?</li> <li>• Are there similar facilities in close proximity?</li> <li>• Are there other groups planning a similar facility in close proximity?</li> <li>• Who is the facility being built for?</li> <li>• Who are the community stakeholders affected by the proposal?</li> <li>• Is there potential for co-location?</li> <li>• Do you know it is going to be used by those groups and individuals who want it?</li> </ul> <p style="text-align: center;"><b>Need advice?</b> It is recommended to use this early opportunity to discuss your proposal with a Spaces &amp; Places specialist at Aktive.</p> <p style="text-align: center;">Aktive can provide support and also connect you with relevant Industry specialists and key Council staff</p> <p style="text-align: center;">The Facility Planning Canvas is a useful tool to capture and record key baseline information of your requirements.</p> <p style="text-align: center;">The Sport and Recreation team at Auckland Council are a useful source of support, particularly if your proposal involves Council assets.</p> <p style="text-align: center;">Various generic sport sector resources are available to help develop an understanding of the facility planning and development process. This includes both in NZ and overseas.</p> <p style="text-align: center;">Use the knowledge and expertise within the Aktive and the wider sector to help develop a clear picture of your facility requirement using the Canvas.</p> <p style="text-align: center;"><b>TO Strategic Alignment</b></p>	<p style="text-align: center;">Aktive Spaces &amp; Places      Email an enquiry to Aktive</p> <p style="text-align: center;">Facility Planning Canvas - Guide      Facility Planning Canvas Template</p> <p style="text-align: center;">Auckland Council Sport &amp; Recreation</p> <p style="text-align: center;">Sport NZ      - NZ Sporting Facilities Framework</p> <p style="text-align: center;">Sport NZ Hub Guide      Community Sport and Recreation Facilities Development Guide</p> <p style="text-align: center;">Facility Development Guide [Western Australia]</p>	<p>Completed Facility Planning Canvas</p>

Step Three Strategic Alignment



# Step Four Needs Assessment

Start / Finish

Decision

Process

Information & Resources

Deliverables

Remember: as you progress through each stage of this process things will become increasingly complex and may require specialised professional knowledge. The sport and recreation sector (including consultants) has the knowledge and experience to help you deliver your project. You need to lead your project, but you do not need to do it alone.  
REACH OUT

From Step Three  
Strategic Alignment

The next step is to identify the need for your proposal by undertaking a Needs Assessment

This is a comprehensive information gathering process to identify and analyse whether a new facility is required or whether the need can be satisfied in some other way eg joining with another local club in a sports hub

This Assessment includes identifying any under or over supply of existing facilities or services and separates what you want with what is needed

Depending on the scale of the proposal, Needs Assessments will often require a level of independence using an external consultant

External expertise comes at a cost. Funding support is available for this work although it is considered good practice for the applicant to also show some funding commitment at this point. Not all sector funders will provide support for this work. A common problem encountered with Needs Assessments is when the 'scope of work is amended to fit the amount funding secured'. This can often result in more cost (and time) as the completed work falls short of requirements to move to the next stage.

It is recommended to continue to engage with a Spaces and Places specialist at Active

Has an identifiable gap in provision been established?

No

Yes

This may be either the development of a new facility or significant redevelopment of existing facility

TO  
Achievability Check

Needs Assessment Guide for Sport & Recreation Facilities [WA]

Sport NZ Insights Tool

Guide for Undertaking Needs Assessments

Sport NZ Facility Guide

Needs Assessment Guide Western Australia

Needs Assessments Explained

List of Recognised Sector Consultants

Department of Internal Affairs Funding for Community Groups

Lottery Grants Board

Auckland Council Community Grants

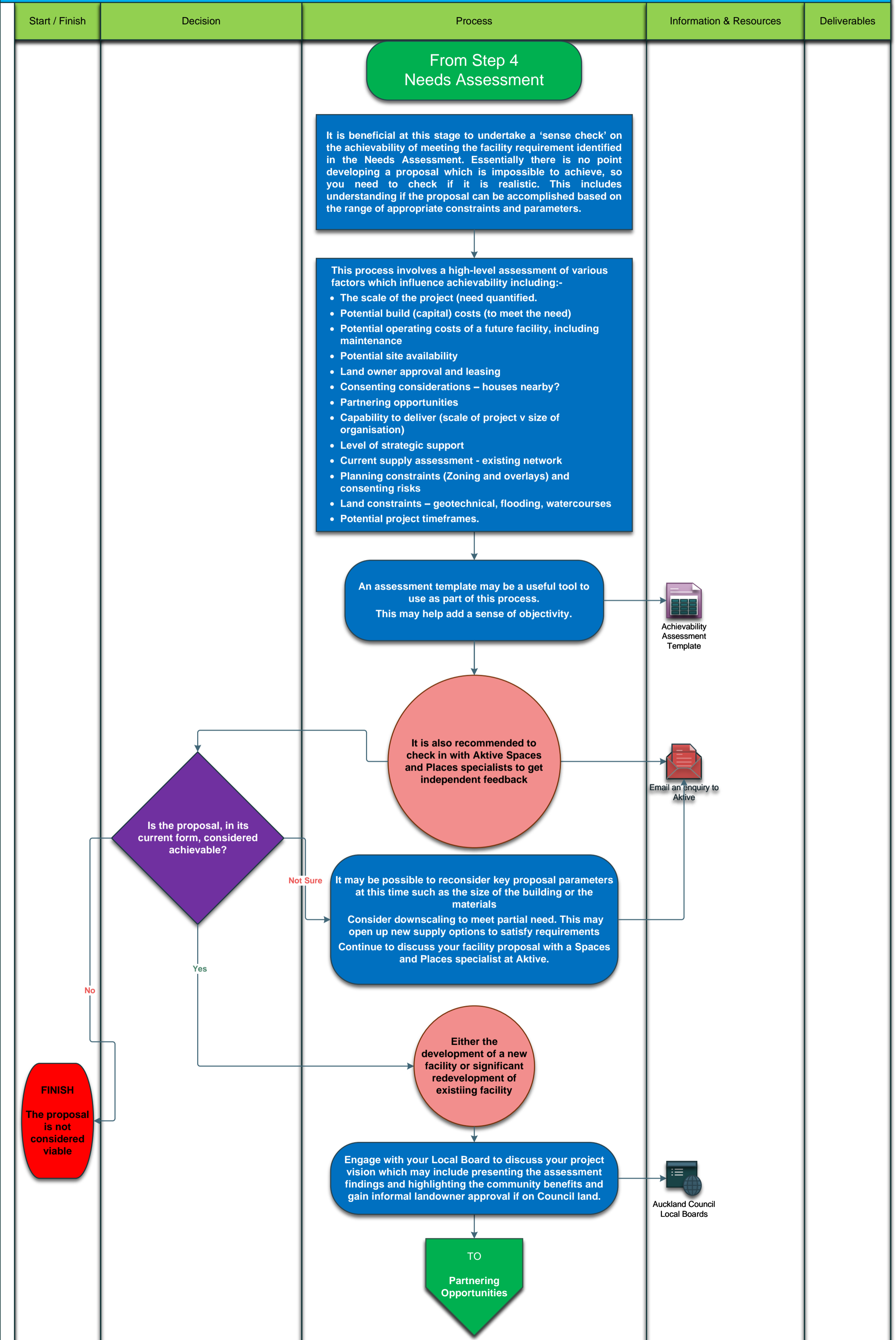
Sport and Recreation Raising Funds Sector Funders Toolkit

Email an enquiry to Active

Completed Needs Assessment

**FINISH**  
No identifiable need for facility development has been established

Step Five Project Achievability/ Viability Check



# Step Six Partnering Opportunities

Start / Finish

Decision

Process

Information & Resources

Deliverables

Remember: this process is complex, challenging and time consuming, particularly for busy volunteers – however the sport and recreation sector (including consultants) has the knowledge and experience to help you deliver your project. You need to lead your project but you do not need to do it alone  
REACH OUT

## From Step Five Achievability Check

Partnering opportunities may be achievable in various forms.  
Common partnership opportunities for sport facility provision include -

- Aligning with other sporting or community organisations in a sports/ community hub
- Sharing facilities with local schools
- Partnering with private entities (land owners, investors and/or facility operators eg badminton in a warehouse)

Other options maybe to partner with local schools or mana whenua

Some opportunities may already be identified in existing plans

Others potential partners may have been identified in the Needs Assessment

Various resources are available providing useful insight into different partnership structures. These include -

- Sports Hub Planning
- Case Studies
- Evaluation Reports

An Active spaces and places advisor can provide guidance

Useful school or other community facilities (such as places of worship) partnership resources are available. These arrangements can take many forms as facilities and needs are all different. Access to school facilities are at the discretion of Boards of Trustees  
It may be beneficial to seek guidance from Active's Spaces and Places specialists

Partnerships with private entities are not unknown but are less common in the sport and recreation sector  
They can be structured in many different ways depending on the size and complexity of the project. Examples include -

- Developing a community facility on private land
- Community organisation leasing a privately owned facility such as a warehouse
- Public-private-partnerships (PPP) – a range of options where the public and private sectors collaborate for mutual benefit.

Appropriate guidance resources and case studies are less common.  
We strongly urge discussing any potential private partnership opportunity with a relevant sector practitioner by initially making contact with Active.

Are there possibilities to partner with other organisations as part of the facility planning process?

Yes / Possible

Identify a list of potential partners, such as other sport and recreation users. Work towards creating a Partnership Project Group to progress

It is also recommended you continue to work Active's Spaces and Places specialists for advice and support

Is there opportunity for facility rationalisation? Or could it be beneficial to merge with another organisation?

Case Studies and other resources are available

Various tools and templates are available to assist with establishing the group and understanding the process.

TO  
Feasibility Study

Local Board sport and active recreation facility plans

Local Board Plan Toolkit

Regional Code Plans

Engaging with mana whenua

Completed Needs Assessment

Sport NZ Community Sport & Recreation Hub Guide

SPARC Sport Partnership Project Review of 8 Sport Club Partnerships

Auckland Council Sports Partnership Project Evaluation Report

Toitu Poneke Community Hub

Eastlink Sports Hub – Case Study

How to plan for a community sport and recreation hub (South Australia)

Community Sports & Physical Activity Hubs – Evaluation Report (Sport Ireland)

Email an enquiry to Active

SpacetoCo

Leasing or hiring school land or buildings [Ministry of Education]

Guidance for Public Private Partnerships (PPPs) in NZ.

Partnerships Victoria PPP Guidelines

Steps for entering into sports partnerships

Email an enquiry to Active

Sports Partnerships MoU

Legal Structures & Governance Guide for Sports Partnerships

Guide to Shared Use Facilities [South Australia]

Sportsville The Hutt City approach

Sport NZ Hub Guide

United Matamata Club Merger Case Study [Squash]

NZ Golf Guideline to Amalgamation

Club Merger Case Study Bowls

Working Together Toolkit

Club Merger Case Study Golf

FINISH  
Partnership for your proposal is not considered achievable. However you can progress without partners.

# Step Seven Feasibility Study

Start / Finish

Decision

Process

Information & Resources

Deliverables

**Remember: as you progress through each stage of this process the requirements will become increasingly complex and will almost certainly require specialised professional knowledge (if your organisation does not have a resource internally).  
The sport and recreation sector (including consultants) has the knowledge and experience to help you deliver your project.  
You need to lead your project, but you do not need to do it alone. Funding for professional services is available.  
REACH OUT**

From Step Six  
Partnering Opportunities

The next stage is to develop a more detailed Feasibility Study.

This study will refine the need, incorporate any partner sharing opportunities and then test as a concept to determine if it is practically and financially feasible

Ideally this process should be managed by a project or partnership group.  
Information on Project Groups is outlined in the Partnering section

Feasibility and business case studies will often need to be undertaken independently to provide credibility

As outlined in Needs Assessment, external expertise will be necessary and there will be an associated costs for professional services. Funding sources are potentially available for this work although it is considered good practice for the applicant to also show some funding commitment at this point.  
A common problem encountered with this investigation work is when the 'scope of work is amended to fit the amount of funding secured'. This can often result in more cost (and time) as the feasibility study falls short of requirements to move to the next stage.

Active's Spaces and Places Team can help with guidance and connect you with specialist support as required



This evaluation could involve a decision to proceed, modify, postpone, stage or abort

No

Yes

**END**  
There is no feasible option and therefore impractical to proceed

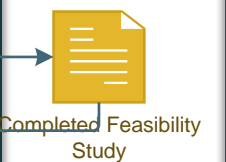
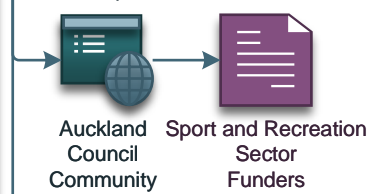
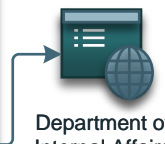
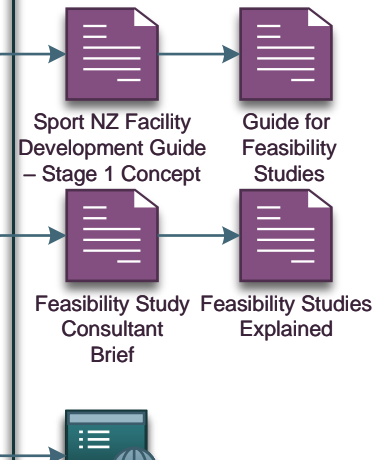
Consider an independent Peer Review of the Business Case and Feasibility Study particularly if it is a large project

The Proposal now becomes a Feasible Project

Engage with your relevant Local Board, update progress and present findings

Engagement with Mana Whenua is useful at this stage particularly if there are strong links to a site or a short list of site options.

TO  
Business Case





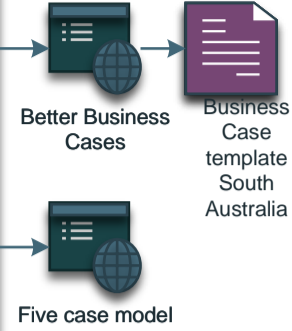
# Step Eight Business Case

Start / Finish	Decision	Process	Information & Resources	Deliverables
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Remember as you progress through each step of this process the requirements will become increasingly complex and will almost certainly require specialised professional knowledge (if your organisation does not have a resource internally).  
The sport and recreation sector (including consultants) has the knowledge and experience to help you deliver your project. You need to lead your project, but you do not need to do it alone. Funding for professional services may be available.  
**REACH OUT**

From Step Seven  
Feasibility Study

This next step demonstrates that you can afford to build your proposed facility and once it is built you can afford to cover its operating costs  
A business case has five elements and it should look at Why, What, Where, How, When and by Whom  
It captures and considers what has come before



Needs assessment, feasibility and business case are the best insurance against a poor investment.  
The Business Case process will help your organisation to:

- Define the problem or opportunity being addressed
- Evaluate the financial, social, economic and environmental impacts of a project
- Gain support and secure resources from within your organisation
- Gain support from external stakeholders
- Link the problem or opportunity solution to key strategic outcomes
- Improve the likelihood of being successful in obtaining funding

Business cases should be undertaken independently to provide credibility. Active's Spaces and Places Team can help with guidance and connect you with specialist support as required. Business cases for sport and recreation facilities tend to be different to those for major civil project such as motorways and bridges but do follow a "Five Case Model" where each component of the Model should be satisfied



This process is iterative – not linear

**1 Strategic Case**  
This looks at the reason for doing something or changing something – the case for change.  
It considers the drivers and objectives of your proposal.  
In this case - is a new facility needed? Is it the best outcome to address the issue ?

**2 Economic case**  
This looks at options for your proposal – a range of realistic options such as what is the right solution for the need? What sort of facility best meets the need? Is the proposed location correct? What if you do nothing (status quo) or what if you do the bare minimum? It should consider non-monetary benefits and costs

**3 Commercial Case**  
The purpose of the commercial case is to demonstrate that the preferred option will result in a viable, fundable project.  
It considers both how you fund your facility (capital) and how you maximise the commercial potential. It will to consider legal /ownership framework and procurement options

Partially revisit the earlier stages

**4 Financial Case**  
The financial case should demonstrate the affordability and realistic funding of the preferred option (capital and operational). It requires an understanding of the capital, revenue and whole-of-life costs and considers how the preferred option can be operated sustainably



**5 Management Case**  
The management case looks at how your project can be successfully delivered. It should also consider different ownership, governance and management models and identify what works best. It addresses the project implementation/ management, project delivery structure and risk management arrangements

Consider an independent Peer Review of the Business Case particularly if it is a large project.



The Proposal now becomes a Viable Project

Engage with your relevant Local Board, update progress and present findings



Engagement with Mana Whenua may also be useful at this stage particularly if there are strong links to a site or a short list of site options.



TO  
Facility Design

**END**  
There is no feasible option and therefore impractical to proceed

No

Yes

# Step Nine Facility Design

Start / Finish	Decision	Process	Information & Resources	Deliverables
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Remember: as you progress through each stage of this process the requirements will become increasingly complex. Designing a facility will require specialised professional expertise (if your organisation does not have a resource internally). Many architecture and draughting consultancies have experience in sport and recreation projects and the knowledge to help you deliver your project. You need to drive your project, but you do not need to do it alone. Funding for professional services is available.  
**REACH OUT**

From Step Eight  
Business Case

This step of the process is to prepare a design brief for a prospective consultant and assemble a design team. The design of a community sport and recreation facility involves consideration of the size, location and nature of the site and its surrounds, the facilities to be developed, the objectives of the facility, the primary user groups and the budget.

Check with your wider membership to identify people who have the skills to lead this stage (eg architect, planner, engineer, surveyor).  
Identify a number of consultants with a proven track record delivering sport and recreation projects  
Engage with ones you feel are best placed to deliver your vision

 Links to relevant consultants professional bodies

You need to develop an understanding of any potential restrictions on the land where you are proposing your development. This information is held by Auckland Council.

 Links to Property Files and LIM request

Appoint two members of the project control group with the necessary skills to lead this process

The Project Control Group appoints two members and also the best consultant to lead the project


Assemble your design team  
Your Project Control Group should identify and appoint the best consultants to lead the project along with two members of the Group to form the Design Team

 Potential Design Team Consultant disciplines

Prepare the concept plans  
The Design Team should work to prepare concept plans (not "plan") for how your proposed facility may be located, look like and function  
Don't forget to include groups who will manage your future facility

The Project Control Group confirms which is the preferred design

Your lead consultant should check with Auckland Council's Resource Consent Department to determine if Resource Consent is required for your preferred option. A quantity surveyor should be engaged to provide a rough cost for your design

 What is a quantity surveyor?

Note: There is little point in changing your design to avoid the need for resource consent if it unreasonably compromises your vision. Do it once and do it right. Expert consultants are available to assist you throughout the resource consent process

Project Control Group agrees to modify the design

If your preferred design does trigger the need for a resource consent, can you modify the design without affecting the project outcomes?

The design of your proposal is confirmed and you will move into the detailed design phase and require building consent (See Stage 11)

Continue with your original design concept, finalise the detailed design process and commence the resource consent process.

In conjunction with your lead consultant determine if a pre-application meeting with Auckland Council is required

 Auckland Council pre-application guidance

TO  
Resource Consent

Start / Finish

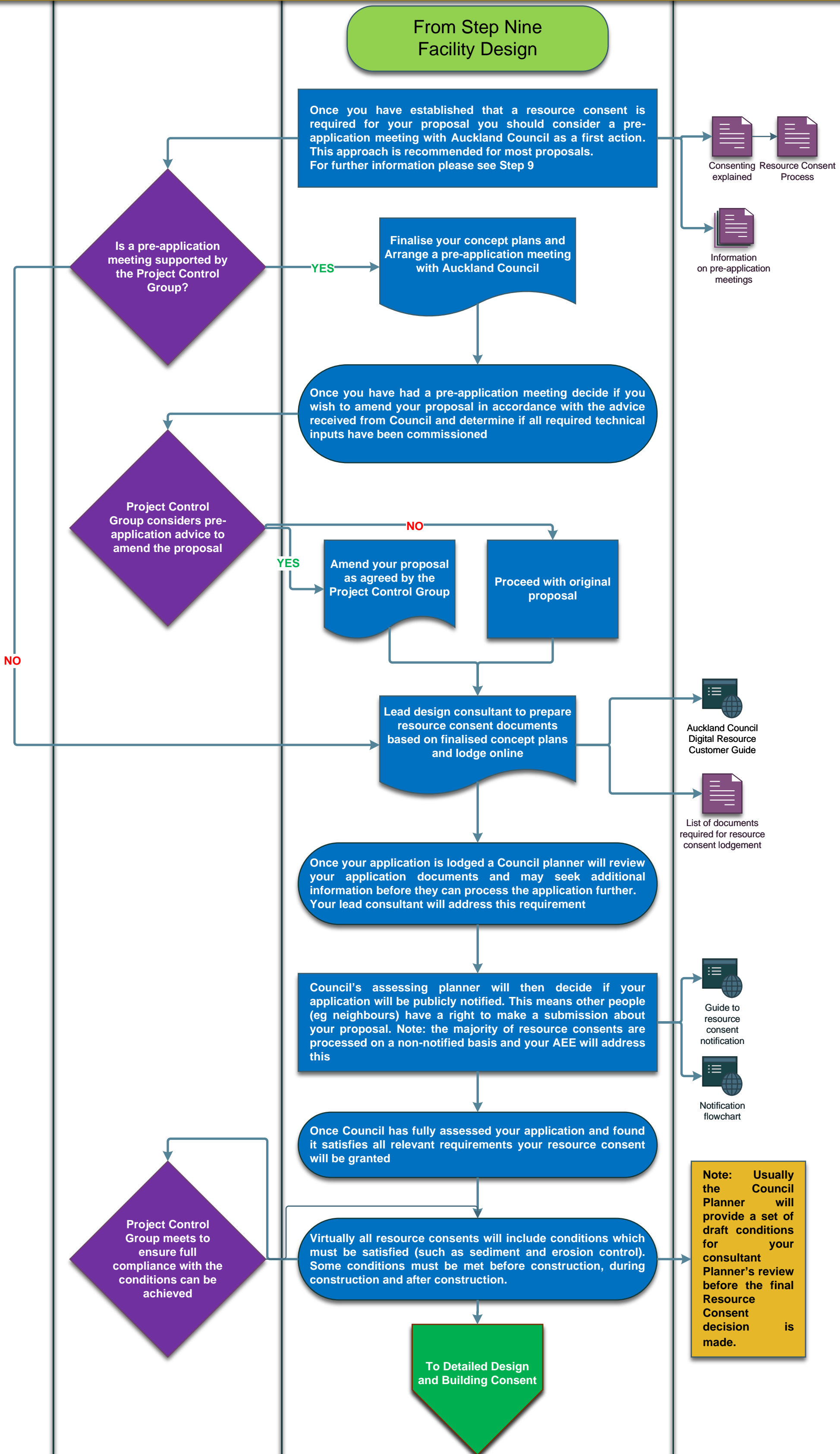
Decision

Process

Information & Resources

Deliverables

The Council consenting processes are complex. Unless you have suitably qualified practitioners in your organisation you will need professional support to complete this stage.  
REACH OUT



Step Eleven Detailed Design and Building Consent

Start / Finish

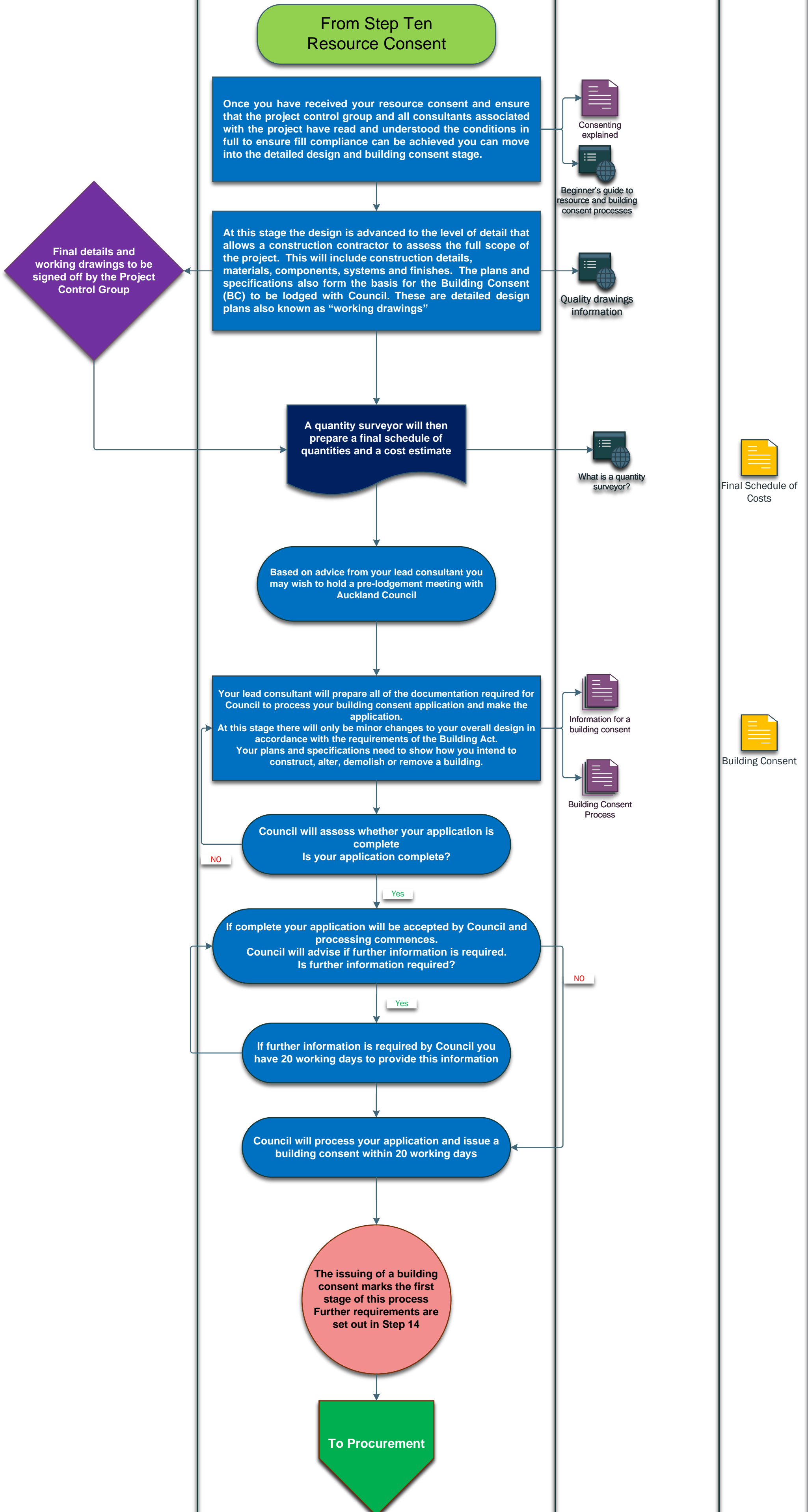
Decision

Process

Information & Resources

Deliverables

The Council consenting processes are complex. Unless you have suitably qualified practitioners in your organisation you will need professional support to complete this stage.  
**REACH OUT**



# Step Twelve Procurement

Start / Finish

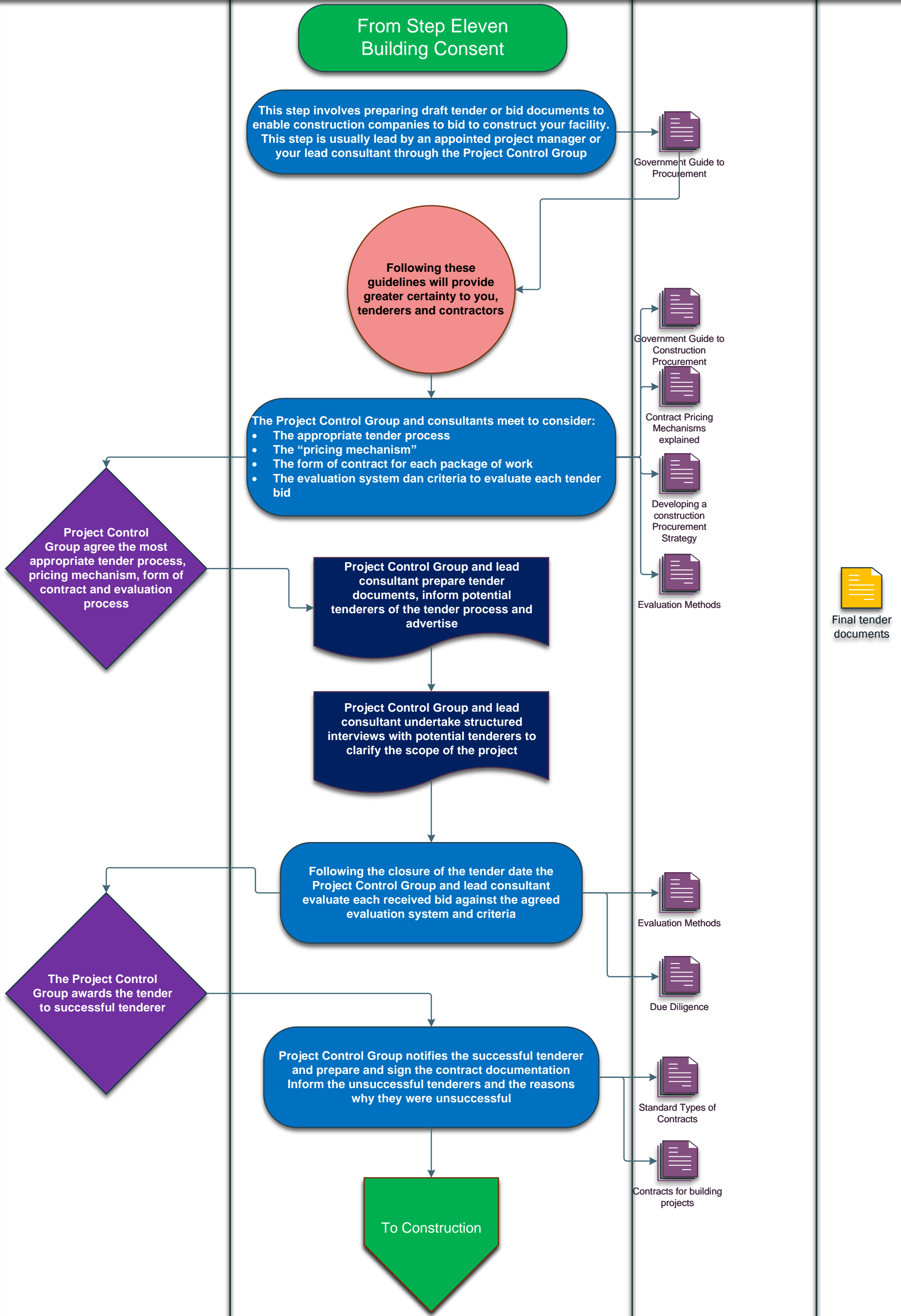
Decision

Process

Information & Resources

Deliverables

Remember: as you progress through each step of this process the requirements will become increasingly complex and will require specialised professional knowledge. You need to lead your project, but you do not need to have an in-depth knowledge of each Step. There are qualified professionals who can manage this. Funding for professional services may be available.  
REACH OUT



# Step Thirteen Construction

Start / Finish

Decision

Process

Information & Resources

Deliverables

**Remember: as you progress through each step of this process the requirements will become increasingly complex and will require specialised professional knowledge. You need to lead your project, but you do not need to have an in-depth knowledge of each Step. There are qualified professionals who can manage this. Funding for professional services may be available.**  
**REACH OUT**

From Step Twelve  
Procurement

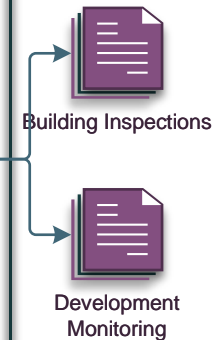
This step involves the construction of your planned facility. The Project Control Group must retain conscientious oversight of the project.  
You will also need to work closely with Auckland Council officers and inspectors

Until the final invoices are issued the Project Control Group should:

- monitor actual costs
- Compare costs to the Final Schedule of Quantities
- Inform the Club Committee, Local Board, iwi, neighbours and other stakeholders about progress
- Report any significant cost variances from the cost estimate
- Meet regularly with the head contractor's representative at agreed milestones

Prior to the commencement of construction the Project Control Group, Head Contractor's representative and the Council Monitoring Officer meet on site to conduct a pre-construction meeting

Project Control Group and head contractor ensure all resource consent and building consent conditions are satisfied, throughout the construction phase and that all building inspections are booked and conducted throughout the construction process as required



As the construction phase progresses you may (but not always) need to apply to Council for a building consent variation. This will be handled by your lead consultant and the head contractor



After the final building inspection has been signed off all necessary complete and signed Producer Statements (prepared by consultants who did or oversaw the work) and other documents are assembled and submitted to Council to apply for a Code Compliance Certificate. This CCC certifies that all works have been constructed in accordance with the building consent, any minor variations and the Building Code. Usually this will be done by your lead consultant



Lead contractor hands over facility to the Project Control Group after a final check for defects to be remedied

Project Control Group organises and holds an opening event. Invitees should include:

- All facility user groups and clubs
- All contractors and consultants
- Local politicians – Local Board Members, Ward Councillor, local MP
- Local Residents
- Media
- Council staff
- Sport and Recreation sector staff

**Evaluation**  
Project Control Group and contractors should calculate the actual costs incurred and assess against the Final Schedule of Quantities to determine the final variances

Project Complete