



ATTACHMENTS

**Ordinary Council meeting
Separate Attachments 1**

Monday, 13 May 2024

Table of Contents

11.3	Memorial Park Aquatic Facility Project Update	
	Attachment 1 Memorial Park Aquatic Facility Business Case - Visitor Solutions Ltd.....	4
	Attachment 2 Memorial Park Aquatic Facility Design Update Report - HDT Architects.	191
11.8	Final Council-Controlled Organisations' Statements of Intent for 2024-2027	
	Attachment 1 Bay Venues - Final Statement of Intent 2024 to 2027	223
	Attachment 2 Bay Venues - Shareholder Feedback to the Draft Statement of Intent 2024-25 to 2026-27	249
	Attachment 3 TAGT - Final Statement of Intent 2024-2027	251
	Attachment 4 TAGT - Shareholder Feedback to the Draft Statement of Intent 2024-25 to 2026-27	272
	Attachment 5 TBOP - Final Statement of Intent 2024-2027	274
	Attachment 6 TBOP - Shareholder Feedback to the Draft SOI 2024-25 to 2026-27	295
	Attachment 7 TMOTPL Final Statement of Intent 2024-2027	297
	Attachment 8 TMOTPL - Shareholder Feedback to the Draft Statement of Intent 2024- 25 to 2026-27	312
	Attachment 9 2024-27 TMOTP Charitable Trust - Final Statement of Intent	314

MEMORIAL PARK AQUATIC FACILITY

BUSINESS CASE

7th May 2024

Prepared for Tauranga City Council



INFORMATION

Document Reference	Memorial Park Aquatic Facility Business Case
Consultants	Visitor Solutions Ltd, in Association with Deloitte and Market Economics. Inputs have also been provided by project partners HDT, Beca, AECOM, Bespoke and BBD.
Authors	Craig Jones, Gordon Cessford, Kyle Callow, Richard Bailey, Lawrence McIlrath.
Sign off	Craig Jones
Version	Final
Date	7 th May 2024.
Client	Tauranga City Council.
Front Cover Credit	HDT Architects.

Disclaimer:

Information, data, and general assumptions used in the compilation of this report have been obtained from sources believed to be reliable. Visitor Solutions Ltd and the consultants have used this information in good faith and make no warranties or representations, express or implied, concerning the accuracy or completeness of this information. Interested parties should perform their own investigations, analyses, and projections on all issues before acting in any way regarding this project.

© Visitor Solutions 2024.

CONTENTS

CONTENTS	2	5.3 Procurement Models.....	65
1.0 Executive Summary.....	3	5.4 Procurement Model Evaluation.....	72
2.0 Introduction	8	6.0 The Financial Case.....	74
3.0 The Strategic Case	10	6.1 Purpose	74
3.1 Purpose.....	10	6.2 Recommended Option.....	74
3.2 Strategic Context.....	10	6.3 Financial Model.....	74
3.3 Problem Definition	19	7.0 The Management Case	91
3.4 Investment Objectives	25	7.1 Introduction	91
3.5 Strategic Benefits and Risks.....	26	7.2 Wider Project Governance	91
3.6 Constraints and Dependencies.....	28	7.3 Project Governance.....	91
3.7 Key Partners - Mana Whenua	29	7.4 Capability & Skills	93
3.8 Key Stakeholders	29	7.5 Procurement Plan.....	94
3.9 Summary.....	30	7.6 Master Project Programme.....	94
4.0 The Economic Case.....	34	7.7 Benefits Management.....	94
4.1 Purpose	34	7.8 Risk Management.....	95
4.2 Project Options Development & Assessment.....	34	7.9 Stakeholder Engagement & Communication.....	95
4.3 Stage 1: Long list options development	34	7.10 Project Assurance.....	95
4.4 Stage 2: Long List Options Assessment	35	7.11 Project Closure	95
4.5 Stage 3: Short List Options Assessment	38	APPENDIX 1: Costings	97
4.6 Stage 4: Affordability Assessment	43	APPENDIX 2: Benefits	144
4.7 Stage 5 Integrated Analysis & Recommendation	43	APPENDIX 3: Financial Analysis	151
4.8 The Refined Concept.....	49	APPENDIX 4: Programme.....	180
5.0 The Commercial Case	63	APPENDIX 5: Risk	184
5.1 Introduction	63		
5.2 ECI Options.....	63		

1.0 EXECUTIVE SUMMARY

The project partners (Tauranga City Council and Bay Venues Limited) engaged Visitor Solutions in association with Deloitte, and Market Economics to undertake a business case for Memorial Park Aquatic Facility. The business case also involved inputs from HDT, Beca, AECOM Bespoke and BBD.

The business case built upon earlier work which indicated that there was a need and demand for an aquatic facility. The client partners desired an evidence-based approach to deliver an innovative aquatic solution fit for Memorial Park and Tauranga.

Brief and Scope

This business case is set out to specifically meet the required brief of the client, based on findings from earlier research, indicating the need for leisure water.

The business case is broadly set out in alignment with the Better Business Case approach. However, the processes implemented in developing the business case were tailored to meet the client's specific requirements and the available business case budget. For example, it was considered more appropriate to adopt a benefits assessment approach rather than a traditional CBA approach.

The Business Case

The five cases outlined below within the business case determined the following:

Strategic Case

Tauranga has experienced rapid population growth in the past 10 years which is forecast to continue. SmartGrowth projections illustrate that by 2063, the city's population is likely to exceed 225,000 off a 2018 population of circa 137,000.

This growth has come with certain challenges. Not least has been an increased demand for adequate community, sports, and leisure infrastructure to match community needs. One of the two pieces of key infrastructure identified as being under-provisioned is indoor and outdoor aquatic space, especially leisure water (with the other infrastructure area being indoor court space).

The strategic case identified four core problem definitions. These were:

- **Problem 1:** Our community facility network is not optimised and has provision gaps, capacity constraints and is poorly aligned to meet leisure needs.
- **Problem 2:** The Tauranga population is growing and changing demographically which has given rise to new community demands that need to be met.
- **Problem 3:** Memorial Park is of high strategic value, yet it is not optimised to meet the needs of a growing city.
- **Problem 4:** New community facilities need to be financially and sustainably more efficient while generating greater community benefits.

Six investment objectives were generated with input from the project working group and key stakeholders. These were:

- **Objective 1:** The Memorial Park Aquatic Facility has high community participation levels which take pressure off the wider network.
- **Objective 2:** The Memorial Park Aquatic Facility has a broad participation profile and attracts those who have not historically been regular visitors to the facility network.
- **Objective 3:** The Memorial Park Aquatic Facility fills aquatic network gaps, especially for leisure water.
- **Objective 4:** Memorial Park and the Aquatic Facility leverage one another to create a cohesive leisure destination with significant critical mass making Te Papa Peninsula a more attractive place for people to live, work and play.

