



Norms and Standards for Sport and Recreation Infrastructure Provision and Management

Volume 1 - Operators and Management

An Active and Winning Nation



sport & recreation

Department:
Sport and Recreation South Africa
REPUBLIC OF SOUTH AFRICA



sport & recreation

Department:
Sport and Recreation South Africa
REPUBLIC OF SOUTH AFRICA

Norms and Standards for Sport and Recreation Infrastructure Provision and Management

Volume 1 - Operation and Management

COMPILED BY DIRECTORATE: FACILITIES

VERSION: 2010

Publication Date: September 2010

For public distribution

**Sport and Recreation South Africa (SRSA)
Private Bag X 896
Pretoria, 0001**

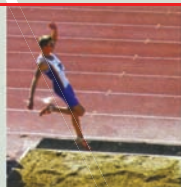
**Tel: +27 (12) 304 5000
Fax: +27 (12) 323 3535
Website: www.srsa.gov.za
E-mail: tersia@srsa.gov.za**

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of SRSA.



*"Sport has the power to change the world.
It has the power to inspire.
It has the power to unite people in a way that
little else can.
Sport can awaken hope where there was
previously only despair."*

(Nelson Mandela, Laureus Sports Awards Ceremony 2000)





Mr Fikile April Mbalula

Foreword by the Minister of Sport and Recreation

South Africa as a developing country with rapidly growing socio-economic demands and as a respectable player in global affairs including sport and recreation is facing numerous challenges, which include amongst other things the creation of sustainable sport and recreation infrastructure.

Remarkable disparities between the previously advantaged areas and disadvantaged areas of our population in the provision of sport and recreation facilities exist. Although the extent of the disparity is not well documented, information from the municipalities has revealed that a significant number of communities do not have any access to even a basic sport and recreation facility. In some areas where facilities exist, they are not properly located for easy access, not properly constructed, not well operated and maintained and some not effectively utilized.

Notwithstanding the expressed need to focus more on disadvantaged areas, there is also an increasing crisis particularly in rapidly growing urban areas. Urban areas are fast becoming concrete settlements without any sport and recreation amenities as no provision is made by the local authorities or developers.

It is in the light of the above that Sport and Recreation South Africa has developed the norms and standards to set minimum standards for the provision and management sport and recreation infrastructure. This is in keeping with section 13A of the National Sport and Recreation Act 18 of 2007, as amended.

Table of Contents

Executive Summary	1
1. INTRODUCTION	3
1.1 Problem Statement.....	3
1.1.1 Background – Where are we now?	3
1.1.2 What is our present environment?	5
1.1.3 Do we have a problem?	7
1.1.4 Why is there a problem?	8
1.1.5 The scope of the brief of SRSA	9
1.1.6 The role of standards.....	10
2. METHODOLOGY	11
3. DEFINITION AND TYPES OF FACILITIES	12
4. LEGAL FRAMEWORK AND POLICIES	21
4.1 The Constitution of RSA (1996)	21
4.2 National Sport and recreation Act (1998)	21
4.3 The Municipal Systems Act (2000).....	22
4.4 Occupational Health and Safety Act (1993)	24
4.5 Safety at Sport and Recreation Events Act (2010)	27
4.6 Development Facilitation Act (1995).....	28
4.7 Municipal Structures Act (2001).....	28
4.8 Housing Act (1997)	30

Table of Contents

5.	NEEDS ASSESSMENT	31
5.1	Planning	31
5.2	Feasibilities	31
6.	DESIGN	37
6.1	Pre-planning	37
6.2	Key Design Principles	37
6.3	The Design and Construction Process	41
7.	FINANCIAL	43
7.1	Financial Considerations	43
8.	OUTLINE OF FUNDING OPTIONS	45
8.1	Introduction	45
8.2	Central Funding Resources	45
9.	MANAGEMENT	52
9.1	What Constitutes a Successful Facility	52
9.2	Management Structure Options	52
9.3	Points to Consider	53
9.4	Management Planning	55
9.5	What is a Management Plan?	55
9.6	Why Develop a Management Plan?	55
9.7	Key Components of a Management Plan	56
9.8	Programming	57
9.9	What is a Marketing Approach?	57
9.10	Management of Shared Use Facilities	57
9.11	Contracting out Facility Management	59

Table of Contents

10.	OPERATIONS	60
10.1	Management Teams	60
10.2	Operational Areas	60
10.3	Housekeeping and Maintenance	61
10.4	Environmental/Waste Management	62
10.5	Booking and Scheduling	62
10.6	Facility Controls	64
10.7	Records and Reports	64
10.8	Maintenance	65
11.	SAFETY AND SECURITY	66
12.	ASSET REGISTERS	68
12.1	An Asset Management Guide	68
12.2	Frequently Asked Questions	68
12.3	Integrated Planning	68
12.4	Asset Planning	69
12.5	Accountability of Assets	69
12.6	Internal Controls	69
12.7	Disposal Strategies	69
12.8	Life Cycle Costs	70
12.9	Pricing sport and recreational Activities	70
12.10	Considerations for land ownership	75
13.	REFERENCE	77

EXECUTIVE SUMMARY

This project deals with the development of standards for sport and recreation facility planning, provision and management in South Africa. It was commissioned by the Facilities Directorate of SRSA. The purpose was to develop norms and standards that addressed four elements. These were provision and management of facilities; technical specifications; operations and maintenance; and finally safety and security. In order to develop a good understanding of the context of sport and recreation facilities, status quo and related issues throughout the country, a consultative approach was followed where researchers travelled to selected municipalities in all nine provinces to gather data. In addition, municipal managers and/or planners of facilities were interviewed for their inputs. Desk top and library research was done to develop an in depth understanding of the relevant issues, trends and techniques being utilised globally to address the problem. Several case studies from an international and national perspective were studied to extract best practices and relevant guiding principles.

The findings revealed that planning, provision and management of facilities occurs in a fragmented manner in municipalities. There is hardly any alignment of local approaches of facility planning and provision to provincial and national priorities and goals. Facilities are inequitably distributed in most areas. Most facilities are under-utilised, poorly maintained and managed. Personnel at facilities do not have the requisite competencies to carry out their daily work. On the national government level, it was found that there is no common definition of what constitutes a sport or recreation facility, no classification system for sport and recreation facilities, and no modern integrated strategy for facilities planning, provision and management. Several facility construction projects have been observed to be incomplete, of poor quality, not appropriately maintained, and under-utilised.

The major problems in the planning and provision of facilities arise from the lack of a strategic framework for facilities in South Africa. Also, ad hoc and fragmented approaches to facility development are based on short term planning which does not take into account future growth in population and demand for quality opportunities. There is a clear lack of policies on sport and recreation facilities at national level and in several municipalities.

The norms provide a definition of sport and recreation facilities, a classification system to categorise them, and local examples of such facilities. It goes on to provide the legislative framework that regulates the planning, provision, management, maintenance and protection of the future use of facilities. It provides an integrated, holistic approach to the problem of facilities planning and provision. It encourages a clustered approach to the planning of new developments, rather than the traditional stand alone development of sport facilities that have no adjacent economic activities or hubs to make

them sustainable. It warns against a narrow approach of relying solely on normative standards for planning purposes. Rather, it advocates for the joint working of several stakeholder departments in local government to arrive at solutions that are in the best interests of sport and recreation. The end result should always be an improved quality of life of local residents and neighbourhoods. Lessons learnt from the development of standards in different cities and localities have assisted in recommendations with regard to general guidelines and specific standards for a variety of sport, recreation and open space provision.

Further, the main principles that impact on the planning, provision and management of sport and recreation facilities are explained. Issues such as needs assessments, feasibility studies, design principles, funding options, public-private partnerships, and sources of revenue are addressed. The area of management covers management options, management plans, the principle of viability and sustainability, operational aspects, maintenance processes and procedures, safety and security, and accessibility. Principles and strategies relating to making the facilities economically viable are also presented in this document.

The penultimate section deals with a summary of the main standards that can be implemented in the planning, provision and management of South African sport and recreation facilities. The document concludes with key recommendations and conclusions.



1. INTRODUCTION

1.1 PROBLEM STATEMENT

1.1.1 Background - Where are we now?

The context of sport and recreation facilities, open spaces, parks and their related management matters in South Africa was derived from the countrywide visits and consultations to gather evidence from local government agencies and facilities. The following were the main observations:

- The South African Government has developed several public sport and recreation facilities over the past few decades.
- Some were built in the pre-Apartheid era, others during Apartheid, and many in our modern democracy. They were thus planned with very different political ideologies and agendas in mind.
- There is a wide spectrum of public facilities ranging from informal to formal to world class facilities, but their distribution, sizes and quality are inequitable.
- Some areas have inadequate sport and recreation facilities and services provided and just as poor public open space provision for recreational use. This has to do with the distribution of the facilities and open spaces as well as their size and level of amenities, fittings and equipment.
- In other areas there is an oversupply of facilities and public open spaces that are mostly under-utilised.
- There is a lack of a nationally acceptable definition (common understanding) of sport and recreation facilities. Hence, the scope of what comprises a public sport and recreation facility is open to individual and subjective interpretation and description.
- There is no classification system (categories) for sport and recreation facilities.
- There is no comprehensive national policy on the provision and management of public sport and recreation facilities.
- There is a lack of a national audit of public sport and recreation facilities. This hampers efforts to map out exactly how many facilities, their type and where they are located in each municipality. This makes planning for future facility provision very complicated. However, some local municipalities/metros (e.g. Rustenburg, Cape Town, Johannesburg) have established their own audits of facilities.
- There are no national standards relating to the provision and management of public sport and recreation facilities.

- As municipalities are mandated to provide local sport and recreation facilities, in the absence of national guidelines, each municipality has its own approach to the development of sport and recreation facilities.
- There is a trend among several departments to allocate 'residual' land which is unsuitable for any other economic or social activity for the purpose of open space or recreation. While in theory they may meet the required standard in terms of acreage allocated, the land is really unusable space because of servitudes, flood lines, steep gradients, poor soil quality and the like. This situation actually makes the analysis of spatial needs for sport and recreation facilities complicated.



Public outdoor basketball court



Poor maintenance- Gelvandale Stadium



Poor maintenance – aquatic facility



Poor maintenance – stadium interior

1.1.2 What is our present environment?

The range of public sport and recreation facilities has met the demands of the sport and recreation federations according to their specific needs. The major facilities have particularly served the high performance and competitive sports sector. The community based facilities, where they exist, have served local needs. However, with the general shift in the emphasis of Government on health and well-being of the nation, and the growth of the sport and recreation industry accompanied by the demand for diverse leisure interests and entertainment, sustainability, profit, maintenance, safety, security issues are emerging at our facilities. Some of the issues that relate to sport and recreation public facilities include the following:

- All facilities and open spaces remain relatively under-utilised. This can in part be attributable to poor marketing, lack of activity programmes, poor maintenance and the low quality and appeal of public sport and recreation facilities.
- Several are purpose built for a specific sport type, thus compromising flexibility and multi-purpose usage.
- Facilities generally reflect ad hoc developments in response to pressures and demands from individual sports. They have failed to take into consideration local community needs in respect of non-competitive sport, physical fitness and recreation.
- Several need major renovations or reconstruction to address a range of short comings, such as growth in patronage, multi-purpose usage, design, media requirements, crowd control, comfort and accessibility.
- All have to compete for public funds to meet development needs, and these are becoming scarcer because of pressure on Governmental funds and grants.
- All were developed in the absence of current thinking in relation to integration with community needs, accessibility, transport infrastructure, pre- and post - event entertainment needs, public safety, sustainability, clustering, etc.
- Several public open spaces, trails and parks are deliberately avoided owing to the increasing levels of crime and violence associated with such unsupervised and unsecured amenities. Instead, most people choose to rather remain indoors or at their homes rather than expose themselves to unnecessary risks. This is rather unfortunate as these are the very people who need physical activity most to improve their quality of life.
- Many people from the middle and upper income groups prefer to travel to private facilities that may be a further distance away, secure, well maintained and offer quality services.
- All have ad hoc governance/management systems that are inconsistent with equitable broader use by other sport and recreation interest groups, for instance.

- The large majority of public facilities are not accessible to people with disabilities.
- The large majority of public facilities are merely supervised by caretakers, instead of being managed by professionally trained facility/venue managers. Existing personnel at sport and recreation facilities countrywide have not been empowered or capacitated to carry out their responsibilities. The problem is worsened by unqualified cleaners who become promoted as facility managers.
- Most facilities struggle to survive financially, as they do not have sound financial management systems and procedures in place.
- Several South African major venues have witnessed crowd violence and disasters in the past, which require major efforts to address declining attendance at many facilities.
- sport and recreation facilities and events form an integral part of the tourism industry, and they have to be marketed as such.
- Rural communities have very few opportunities for sport and recreation experiences, and Government agencies face serious challenges to meet their demands for facilities.



Multi-purpose playing fields: Upington

1.1.3 Do we have a problem?

The foregoing issues of the past and present environment relating to sport and recreation facilities overwhelmingly support the claim that there is indeed a problem. It is essential to mention that the history of the Government putting new money into old infrastructure is one of the main reasons that has brought us to today's situation. The future of South Africa's sport and recreation facilities cannot be solved with this same type of thinking.

The population of the country currently stands at 47.4 million. This figure is naturally expected to increase in the near future. While population growth in itself does not translate to increasing demand and attendances at sport and recreation facilities and events, it is certainly one of the contributing factors.

Some of the other emerging issues relating to sport and recreation facilities include the following:

- Increasing tensions between the needs of sport governing bodies on the one hand and the requirements of local residents on the other hand (e.g. water, lights, parking, traffic, noise, safety).
- The current facilities are clearly not aligned with the principles and policies of the three tiers of Government. Further, there is no alignment between the Province, District and Local Authority levels. They have to be aligned with the principles of equity, access, inclusion, integration, sustainability, and link with the new planning approaches for sport and recreational spaces and facilities that are geared toward assisting community development.
- Under-utilised, empty, unlit, non-secure public sport and recreation facilities serve as a haven for vandalism and crime which annoys local residents and creates a negative attitude toward sport in general.
- The changing nature of sport and recreation interests that lead to the growth of Football, Rugby and Cricket, and their diverse leagues and competition formats, especially at high performance levels.
- Increasing expectations in terms of comfort, catering, hospitality and pre-and post-event entertainment.
- The growing attractiveness of upmarket sport and recreation facilities and events to their commercial partners.
- Increasing expectations of sponsors for a return on their investments.
- Increasing sedentary lifestyles resulting in hypo kinetic diseases (e.g. obesity, cardiovascular diseases, diabetes) regardless of the presence of several world class sport and recreation facilities. This has more to do with location and accessibility of facilities, as most of the facilities are centralised in urban cities leaving those residing on the fringes of urban settlements, in informal and rural settlements without access to basic facilities.

- Where there are reasonable facilities, there is a lack of sustainable activity programmes that are broad enough in scope to cater for the diverse needs and interests of different age and socio-economic groups.
- An increase in poorly maintained public sport and recreation facilities, all of which need to be refurbished because they are non-compliant with Occupational Health and Safety regulations, building codes and the new “Safety in Sports and Recreational Events Bill”.
- Inconsistent and often dysfunctional approach to the management of public sport and recreation facilities and its potentially negative impact on revenue generation and sport development.
- Most public sport and recreation facilities are closed after working-hours and on week-ends when most people are only free to use them.
- The emphasis on the FIFA 2010 World Cup and the requisite investment in allied facility infrastructure development. While the potential economic impact of this spectacle is undoubted, there is little evidence to show that it will have any significant impact on the health and wellness of the general population. Surely strategic facility planning should focus on life after 2010.

The short answer then is that there is a problem. If South Africa is going to “get the nation to play” and in doing so adopt an active lifestyle, and if it wants to thrive in major competitive sports, or at least compete on equitable terms with the major international players, and also attract a greater share of international events, then these issues need to be actively addressed. There is no choice. We have no other option.

1.1.4 Why is there a problem?

The striking feature of the development of public sport and recreation facilities is the ad hoc and fragmented nature of developments in the past. While other countries established ‘master plans’ or ‘blue prints’ for sport and recreation facilities, South Africa clearly did not have any such plan. This approach was the result of short term planning, which may have been appropriate at the time, but clearly no longer so. The matter of a consistent and comprehensive plan for the development of public sport and recreation facilities cannot be over emphasised.

Communication seems to be a major problem in most municipalities as new facilities are often built without the knowledge of local communities that are to benefit from them. Understanding the real facility needs of communities needs to be established through consultation, as planning for people and not with them most often results in ‘white elephants’ or vandalized public property and frustration. This may also contribute to negative perceptions and strained relationships between the representatives of municipalities and the community members.

A major concern for most municipalities is the issue of inequitable subsidizing of sport and recreation facilities. Many leases are counter-productive in the sense that clubs in more affluent communities have long-term leases (e.g. 99 years) on municipal facilities for nominal fees which do not even cover their annual maintenance costs. The maintenance budget for sport and recreation facilities exceeds the income generated - a situation aggravated by the fact of having limited resources and other budgetary constraints. The problem is that facilities should not be rationalised just because of budgetary constraints without due regard to future needs of communities. These 'privileged' clubs profit privately and do not serve the sport and recreation interests of the community, neither the community development goals of municipalities. This also relates to unethical practices, as only paid up members are allowed to access the facilities whereas taxpayers have contributed to the development of these public facilities.

The distribution of facilities in municipalities is very inequitable. In many areas such as townships and informal settlements there are no developed facilities. Aggravating matters in this regard, are the haphazard promise of some councillors to develop facilities in their wards without consultation and due consideration of the Sport and recreation Department's plans and priorities. This has resulted in hasty and uncoordinated developments that add to the financial burden of maintenance and management. The lack of facilities and resources to maintain facilities at schools and inaccessibility of transport to community facilities, result in high levels of inactivity among children and youth and the absence of structured sport at schools in the historically disadvantaged communities. The problem is even more serious for young adults after their school days.

1.1.5 The scope of the brief of SRSA

The Directorate of Facilities at Sport and Recreation South Africa has set its **vision** at:

“Creating sustainable sport and recreation infrastructure”

SRSA identified a need to establish minimum standards for the planning, construction, operation, maintenance and management of sport and recreation facilities and infrastructure in South Africa. In order to achieve this global outcome and to achieve its vision, the Directorate of Facilities set the following **goals**:

- To provide appropriate infrastructure in order to advance sport and physical activity in communities across the country while addressing critical health challenges and strengthening South African communities.
- To ensure that South Africans regardless of the level at which they participate; have access to quality sport and recreation facilities.
- To ensure that all human settlements have access to sport and recreation facilities.

- To ensure that appropriate sport and recreation facilities are constructed, taking into consideration issues such as accessibility, sustainability, safety and user friendliness.
- To ensure that sound spatial planning principles as they impact on sport and recreation facilities provision are adopted.
- To ensure that different types and categories of sport and recreation facilities are clearly defined. This includes parks, open spaces, play lots etc.
- To develop cost effective and innovative ways of providing and or constructing sport and recreation facilities.
- To introduce new planning approaches, creative design features and up to date construction techniques into facility development and rehabilitation of projects.
- To improve the quality of playing fields and facilities

Therefore the following specific elements of national standards are addressed:

- Element One: Provision and Management
- Element two: Technical specifications
- Element three: Operations and maintenance
- Element four: Safety



Mini-football field: Eldorado Park

1.1.6 The role of Standards

Standards and norms serve as significant guidelines at a strategic level when facilities and open spaces are being planned. They are used to assist with the allocation of land for specific types of usage in any area being planned. This includes developments that are planned by local authorities or by private developers. They are based on sound principles rather than on guesswork.

Standards and guidelines are absolutely important for strategic planning over a long term to ensure that sufficient land space of the correct type is reserved for essential sport and recreation facilities to meet future growth in local population and their demands for activity places and spaces. This also ensures that facilities will be developed without wastage or encouragement of neglect or incorrect use of land. An added advantage of the use of standards is that they allow a more equitable distribution of land and provision of sport and recreation facilities to diverse communities (Green and Argue, 2007).

Standards and guidelines are further used when facilities and open spaces are being designed and constructed. They form the yardstick against which the new structure or space will have to measure up to. This assists with achieving some measure of uniformity and sustainability of infrastructure. What is critical though is that standards and guidelines are always adapted to local conditions that suit the

unique characteristics of each town, city, district or region. Norms or standards based on numbers alone will not achieve the overall aim of planning and developing successful facilities and quality human settlements. They serve as a point of departure. The appropriate type and quality of facilities, the range of activity programmes and opportunities they offer, the employment of trained staff who have the capacity to manage and maintain them are all important for the effective provision and delivery of sport and recreation services.

2. METHODOLOGY

The project was divided into 4 essential phases, namely a research and community consultation phase, the development of standards phase, the report writing phase, and the preliminary report presentation and revision phase. The sport and recreation community consultative approach involved a broad range of people and organisations from different levels of sport involvement, ranging from local community, regional, provincial and national levels. The purpose of these consultations was mainly to develop a thorough local context and understanding of what the chief problems are relating to the provision and management of sport and recreation facilities. A flexible but systematic approach with clear outcomes was utilised.

The main departments visited for the gathering of evidence regarded as crucial were the sport, recreation, parks and gardens (or beaches in coastal cities), and the town planning or town engineers departments.

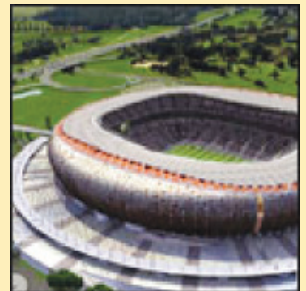
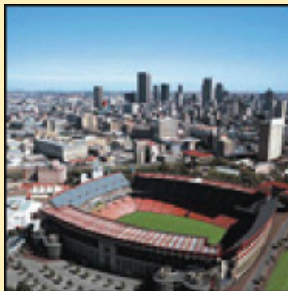
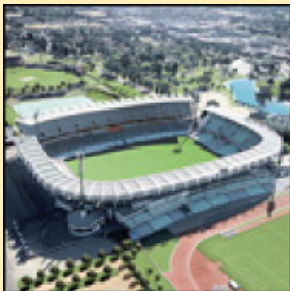
3. DEFINITION AND TYPES OF FACILITIES

There is a wide range of spaces or areas used as sport and recreation facilities in South Africa. These range from an open veld with nothing on to public playing fields with very basic markings and equipment/structures, to facilities at educational institutions to world class indoor and outdoor facilities. How many sport and recreation facilities are there in South Africa? This is a difficult question which cannot be answered simply. The answer depends on one's **definition** of what a sport and recreation facility is. Stadiums, arenas, recreation centres, motor-racing tracks and bowling alleys can all be regarded as sport and recreation facilities. Normally, natural areas such as beaches, lakes, dams, mountain biking and jogging trails where people could participate in sport and recreation activities, are excluded from the definition of a sport facility. Permanency of the site is not an important factor, as any facility can be taken down and replaced by new developments. The most important factors are that the place has a definite demarcation and is enclosed, being able to control people in the facility, and having room for participants and spectators. The facility could be either indoors or outdoors. For the purpose of this document, a sport facility is any demarcated and enclosed facility where sports and physical recreational activities are played. The enclosure can either be natural or man-made. But, the enclosure has to be complete so that the facility is self-contained.

Sport facilities form part of what is known as public assembly facilities. These include sport facilities as well as other entertainment or non-entertainment facilities where large groups of people can gather. Typical examples of public assembly facilities are stadiums, arenas, theatres and convention centres. All of these types of facilities can host sport and recreation events.

To plan and design sport facilities effectively, it is important to understand the various types of sport and recreational facilities found across the country.

Stadium: A stadium is a single or multi-purpose facility hosting a specific number of spectators according to its holding capacity. It is considered an outside structure. Examples are Newlands Stadium, Botshabelo Stadium, Supersport Park, Sahara Park, Ellis Park, and Peter Mokaba Stadium.



Definition and Types of Facilities

Outdoor playing fields and courts: This is the typical multi-purpose facility found in most local municipalities, where combi grass fields are provided for a variety of sports activities, such as football, rugby, hockey, softball, and/or athletics. They frequently have adjacent all weather courts for sports such as netball, basketball, tennis and/or volleyball. The entire complex is fenced and gated. Examples of such facilities are Mankweng Sport Facilities, University of Kwa Zulu-Natal Sports Facilities.



Rugby Field – Port Elizabeth



Pabalello combi-courts

Arena: An arena is a flat floor indoor facility with seating for spectators at one or more levels. The sight lines in this facility are usually designed for sports such as basketball, indoor hockey, indoor soccer, volleyball or tennis. Examples are the Standard Bank Arena, L.C. de Villiers Sport Centre.

Theatre: A theatre is an indoor structure that accommodates about 300-3000 people. Features include sloping floor, fixed seats, permanent stage, acoustics, multi-sets, and dance overlay. Examples are Johannesburg Civic Theatre, Market Theatre.

Exhibition Centre/ Hall: An exhibition centre/ hall is a modern enclosed structure that ranges from a few thousand to several thousand square metres, with high ceilings, and the capacity to display goods or for public entertainment, host exhibitions, flea-markets, trade shows and relatively small functions. They usually include offices for the administration of the Centre. Examples are the Durban Expo Centre, Feathermarket Hall, NASREC, and World Trade Centre.

Convention Centre: A convention centre is an indoor structure occupying several thousand square metres of exhibition and meeting space. These facilities host a broad range of activities from sport awards, banquets, dances, music shows and large conventions, seminars and meetings. They usually include offices for the administration of the Centre. Examples are the Durban International Convention Centre, Sandton Convention Centre, and Cape Town International Convention Centre.

Definition and Types of Facilities

Public Open Space: Any land that is owned by a local municipal council and reserved in terms of its town planning scheme for use for community sport, recreation and play.



Children having fun in open spaces



Kids in a play park



Kiddies Play Park

Sport facilities may be **classified** in different ways. The following are some of the chief ways to do this and the main considerations:

Location: Facilities are often classified according to their location. Hence, some may say that facilities are local/ community facilities, school facilities, regional facilities, provincial facilities or national facilities. But this classification is also influenced by considerations of size and usage.

Definition and Types of Facilities

Size: Many people look at the size of the structure, and may regard a facility as small, medium or large according to the size of the space it occupies. But, this is also influenced by the capacity of the facility, especially the number of spectators it can accommodate. The size or capacity of a facility is closely related to the usage it is put to.

Usage: Sport facilities are often classified according to the type and level of usage it is put to. For instance, many people use the terms provincial, national and international facilities not because of their location, but more because of the level of competitions and tournaments that can be hosted there. Hence, a national facility should be able to host national level competitions and tournaments, and depending on International Governing Body specifications, also host international events.

Likewise, facilities at educational institutions are known as school facilities or college or university facilities because their core function is to serve the sport, recreational and physical education needs of their learners. Even in educational institutions, a facility may be utilised for instructional purposes, such as physical education classes, gym or aerobics sessions or it may be used for competitive sport. So it is the particular use that the facility is put to that determines how one classifies it.

Ownership: Most often, facilities are referred to as public facilities. This means that the Government (Local Authority) owns these facilities, and they are provided out of public tax funds for the general public to use. Examples would include municipal swimming pools, parks, playing fields and community recreation centres.

Facilities may also be private, meaning that they are owned by either a private individual, club or other private organisation. These facilities are primarily business ventures and operate for profit purposes. They therefore charge membership fees, rentals and leases or club fees etc. to sustain themselves.



Bowling Green: Port Elizabeth



Recreation Centre: Secunda

Basic Sport and Recreation Facilities

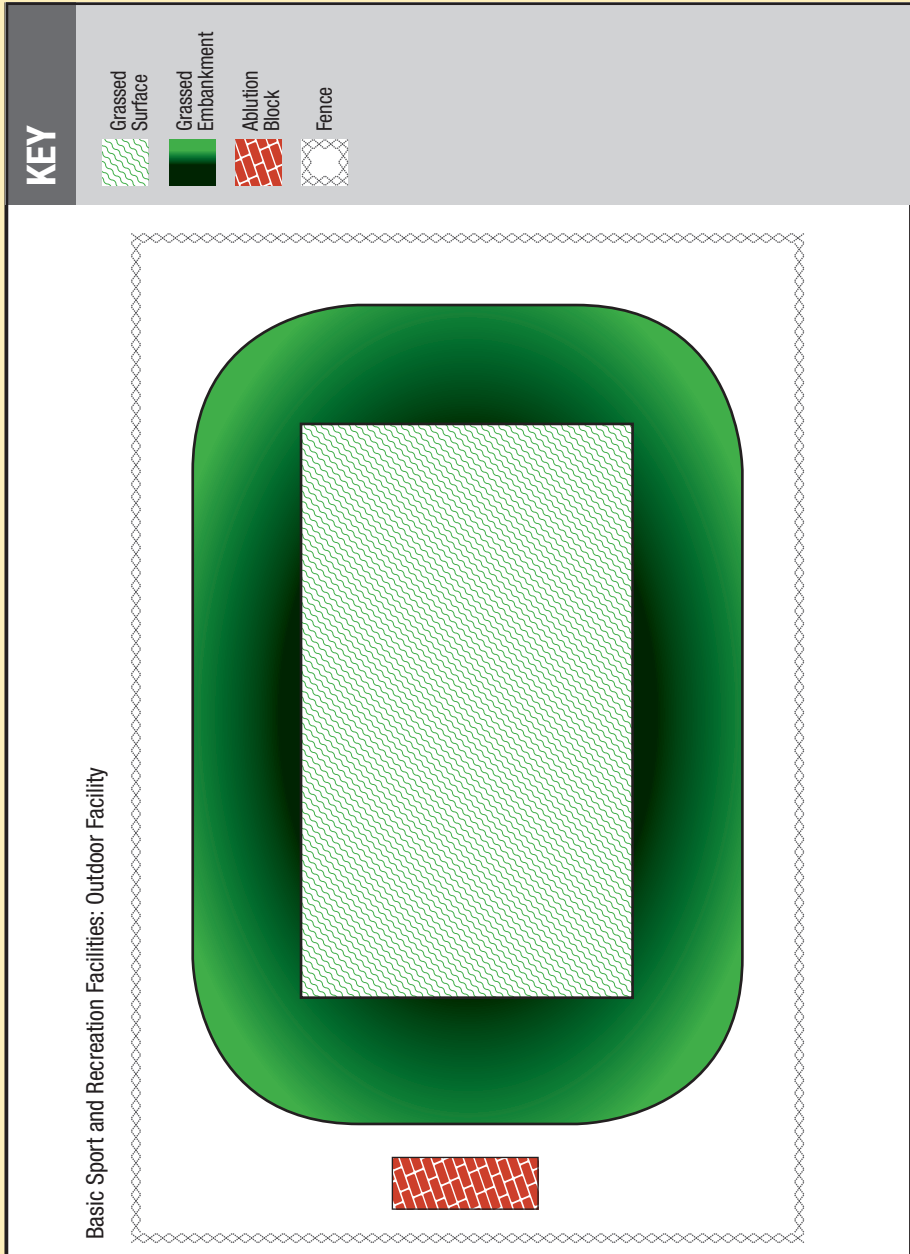
In order to address the backlog of amenities and sport facilities in previously disadvantaged communities and rural areas, basic sport facilities should be provided in such areas. These must be multi-use indoor and outdoor facilities which include fields for sports such as football, rugby, cricket, athletics (track and field), baseball, softball, as well as all-weather surface courts for sports such as tennis, basketball, volleyball, netball, and handball depending on the needs of the community.

The **outdoor** facilities must be fenced; grassed (natural or artificial surface); have male and female ablutions with at least one disability toilet for males and females; and provide access to people with disabilities. There should be adequate storage for equipment and supplies. As an option, grassed embankments, or seating platforms made from wood, steel or concrete could be provided. Such facilities must have supervision to prevent vandalism and or undesirable usage.

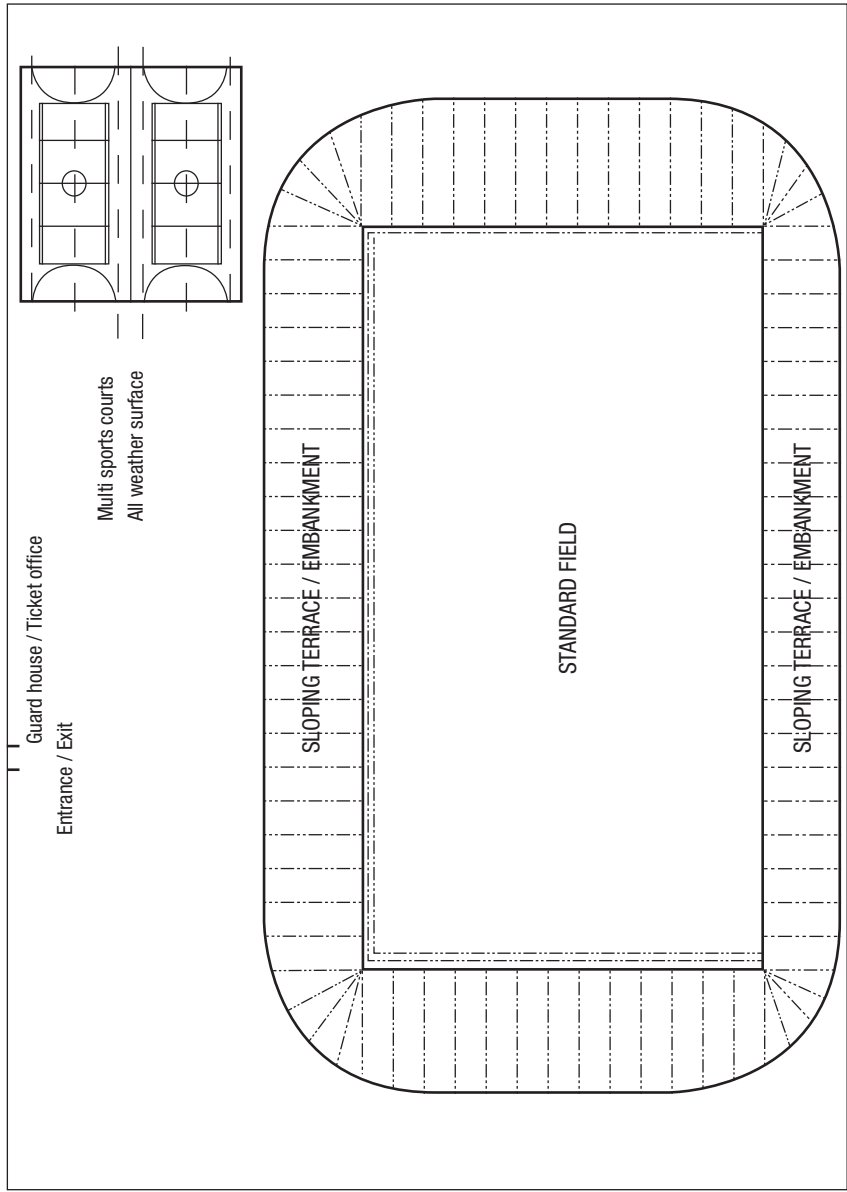
The **indoor** facilities must also be multi-use, and provide reasonable seating, and a play surface that is appropriate for multiple activities and marked accordingly. The playing area should have a minimum clearance of 2 metres on all sides. The facility must have male and female ablutions with at least one disability toilet for males and females; and provide access to people with disabilities. There should be adequate storage space for equipment and supplies. Indoor facilities should also have a supervisor who should be competent at managing sport and recreation programmes.

Both indoor and outdoor facilities should have a ticket office, guard house and adequate parking space. These minimum requirements should be read in conjunction with sport specific minimum requirements as outlined in the technical specifications section.

Definition and Types of Facilities



Basic Multi Sports Outdoor Facility

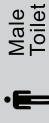


Definition and Types of Facilities

KEY



Female Toilet



Male Toilet



Disabled Toilet



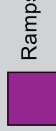
Wash Basin



Toilet



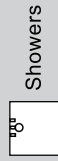
Urinal



Ramps

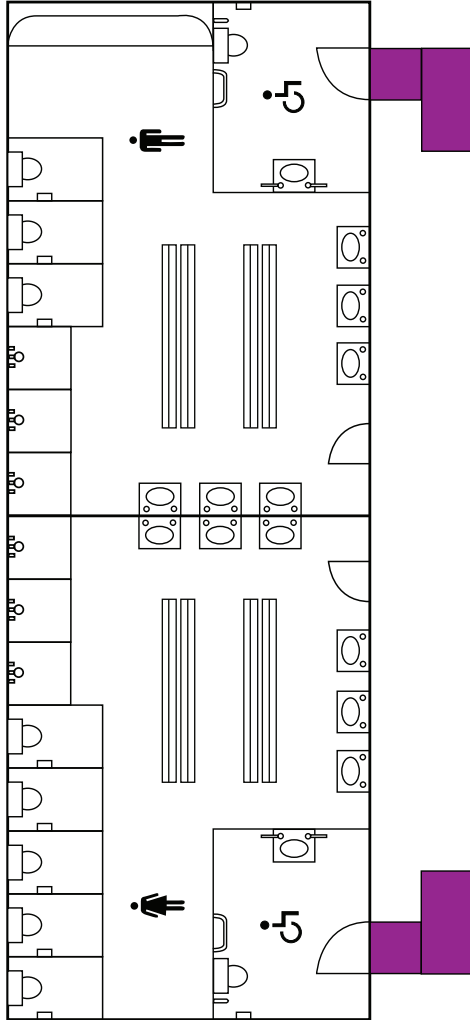


Benches



Showers

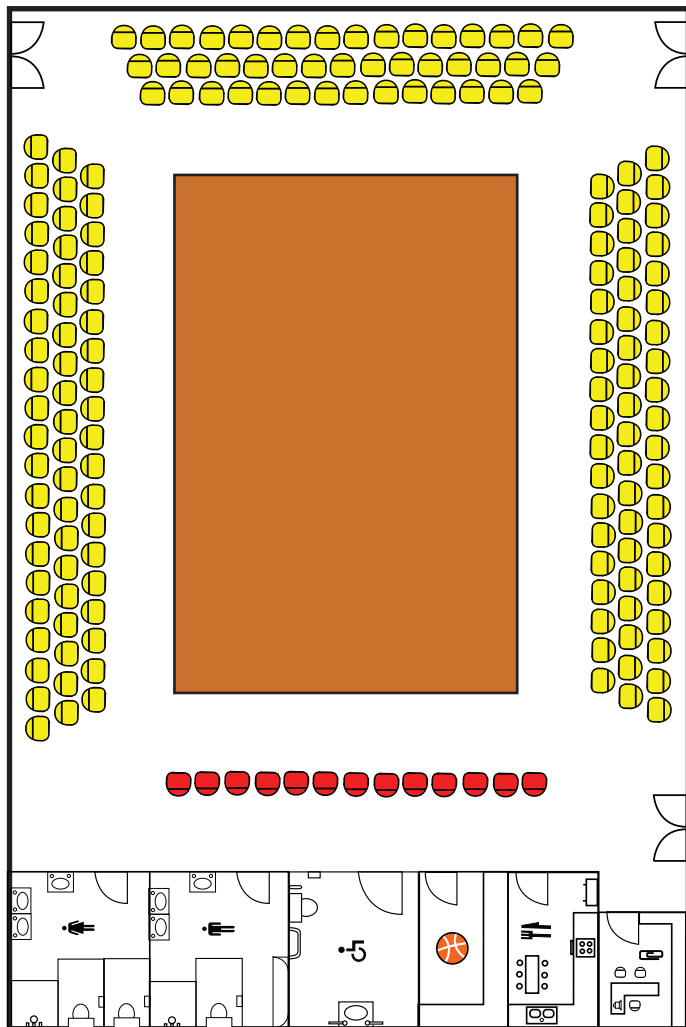
Basic Sport and Recreation Facilities: Ablution Block



KEY

- Public Seating
- Disabled Seating
- Multi-use Playing Area
- Storeroom
- Ramps
- Female Toilet
- Male Toilet
- Disabled Toilet
- Kitchen
- Office

Basic Sport and Recreation Facilities: Indoor Facility



4. LEGAL FRAMEWORK AND POLICIES

The following legal and policy enactments impact on National, Provincial and Local Government functions relative to sport and recreation land use and development:

4.1 THE CONSTITUTION OF RSA (1996)

The Constitution of the Republic of South Africa, Act 108 of 1996, Schedule 5, Part A lists provincial recreation and amenities, provincial sport and Part B lists beaches and amusement facilities, local sport facilities and municipal parks and recreation as functional areas of exclusive provincial legislative competence.

The Constitution of South Africa envisages a robust local government system, which can:

- Provide democratic and accountable government for local communities
- Ensure provision of services to communities in a sustainable manner
- Promote social and economic development
- Promote a safe and healthy living environment (our emphasis)
- Encourage the involvement of communities and community organisations in the matters of local government.

4.2 NATIONAL SPORT AND RECREATION ACT (No. 110 of 1998); NATIONAL SPORT AND RECREATION AMENDMENT ACT (NO 18 of 2007)

This Act provides for the promotion and development of sport and recreation and the co-ordination of the relationships between SRSA, and the Sports Confederation, national federations and other agencies; to provide for measures aimed at correcting imbalances in sport and recreation; to provide for dispute resolution mechanisms in sport and recreation; to empower the Minister to make regulations; and to provide for matters connected therewith.

The following are the main provisions that regulate matters pertaining to sport and recreation facilities:

Section 5(b): Providing funds annually for the creation and upgrading of basic multipurpose sport and recreation facilities subject to the provisions of section 10 and according to priorities as determined by, from time to time, by SRSA in consultation with provincial and local government and relevant sport or recreation bodies.

Section 7(b): The national federations must assume full responsibility for the safety issues within their disciplines. This implies that national governing bodies of sport and recreation must assume this responsibility when they utilise public facilities for the advancement of their activities.

Section 9(a): SRSA must, in accordance with its funding policy and section 10, provide physical facilities for sport and recreation nationally, as prescribed, depending on the availability of funds.

Section 9(b): SRSA must when planning such facilities, ensure that special consideration is given to the accessibility of such facilities to sports people and spectators with disabilities.

4.3 THE MUNICIPAL SYSTEMS ACT (32 of 2000)

4.3.1 Introduction

This act is one of a series of legislation that aims to empower local government to fulfill its Constitutional objectives. Two other acts are the Municipal Demarcation Act, which enabled the re-demarcation of municipal boundaries; and the Municipal Structures Act, which defined the structures of local government. The Municipal Systems Act complements these pieces of legislation by regulating the key municipal organisational, planning, participatory and service delivery systems. National Government has also prepared the Municipal Finance Management Act, which regulates municipal financial matters. Together, these pieces of legislation provide a framework for a democratic, accountable and developmental local government system, as envisaged by the Constitution.

4.3.2 The legal nature of municipalities

The act stipulates that municipal councils must respect the rights of citizens in the way in which they exercise their powers. Municipal councils have duties to:

- Ensure the municipal services are provided to the local community in an equitable, and financially and environmentally sustainable manner
- Promote development in the municipality
- Promote a safe and healthy environment in the municipality

In fulfilling these obligations, municipalities must take into account the budget and capacity they have available. Members of the local community also have rights and duties. They have the right to:

- use and enjoy public facilities
- have access to municipal services

Their duties are mostly linked to their rights. Their right to access municipal services is linked to their duty to pay for those services. Similarly, their right to participate in municipal decision making is linked to a duty to utilise the procedures and mechanisms established to enable participation. They should also respect the municipal rights of other members of the local community.

The duties of municipal administrations towards local communities include:

- being responsive to the needs of the local community

4.3.3 Enabling community participation

Municipalities are the sphere of government closest to the people and have the powers and duties that directly affect the daily lives of residents. Locals should actively be involved in shaping their living environments through participating in municipal processes. In this regard, municipalities must encourage and create conditions necessary for the local community to participate in the affairs of the municipality. Municipalities must take steps to empower the locals to participate. It is also important that municipal councillors and staff have the skills to facilitate community participation.

The Act also allows municipalities to establish advisory committees to advise the council on any aspect of its business. A sport and recreation forum/ council could fulfil this role in respect of sport and recreation. Municipalities should ensure that everyone in the community is able to participate. They must therefore take into account the special needs of people who cannot read and write; people with disabilities; women; and other disadvantaged groups.

4.3.4 Integrated development planning

An integrated development plan is a single, inclusive, co-ordinated and strategic plan for the development of the municipality. It guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality. Integrated development plans form the policy framework and general basis on which annual municipal budgets must be based. For example, if the municipality decides to encourage an active lifestyle, it may need to budget for improving the public transport available to and from facilities, or allocate more money to campaigns aimed at making the communities aware of the benefits of an active lifestyle.

4.3.5 Municipal services

Each municipality has to ensure the provision of basic municipal services to members of the local community. Basic municipal services are services which are necessary to ensure an acceptable and reasonable quality of life. The non-provision of these services results in a risk to public health, or the safety of the environment.

The municipality must assess whether it has the financial and human resources to provide a service itself, and whether it has the capacity to improve and extend that service in the future. The direct and indirect costs and benefits associated with the service provision needs to be carefully considered.

When a municipality decides to provide a service through its own administration, it must allocate adequate human and financial resources for the proper provision of the service. It must transform the service. In other words, it must ensure that the service is provided in an efficient, effective and sustainable manner, that the service is equitable and accessible, and that the best possible use is made of available resources.

If a municipality enters into a service delivery agreement with a third party, the municipality remains responsible for ensuring that the service is delivered. The municipality must regulate the provision of the service, and control the setting of tariffs by the service provider in line with its tariff policy. The municipality must monitor the provision of the service, and ensure uninterrupted delivery of the service to the local community.

It is the responsibility of the municipality to review and adjust tariffs. Where applicable, funds for the subsidisation of services to the poor must be passed on to the service provider. The system for transferring such funds must be transparent and subject to performance monitoring and audits.



Public Open Space Provision by City Parks: Eldorado Park

4.4 THE OCCUPATIONAL HEALTH AND SAFETY ACT (85 of 1993)

4.4.1 Scope of the Act

The Occupational Health and Safety Act (OHSA), is a law that was passed in South Africa in 1993. It protects people at work and requires employers to make the work environment as safe as possible or practical, and without risk to the health of the workers. In the sport facilities (as a work place), this includes ensuring the safety of all patrons, players, and administrators, not just the workers. This means

that the employer must make sure that the facility or workplace is free of hazardous substances and conditions. Where this is not possible, the employer must tell workers about:

- workplace hazards (or dangers)
- how they may be prevented
- how to work safely
- how to provide other protective measures for a safe workplace

The OHSA is based on the principle that dangers in the workplace must be managed by communication and cooperation between the workers and the employer.

4.4.2 What the Employer must do to make sure that the sport and recreation environment is Safe and Risk-free?

Employers must provide all the equipment that is necessary to do the work. They must also maintain them in a satisfactory condition. They must also provide all the methods according to which work must be done, in a way that will not affect the health and safety of workers negatively. Employers must take steps to protect their workers' health and safety against dangers that may result from the production, processing, use, handling, storage or transportation of articles or substances, in other words, anything that workers may come into contact with at work. In the sport and recreation environment, this would also include practise sessions, competitions, tours, tournaments and any kind of dangerous situation at facilities and play spaces.

4.4.3 Employers' Responsibilities

To ensure that employers comply with these duties, they must do the following:

- identify possible hazards which may be present while work is being done, something is being produced, processed, used, stored or transported, and any equipment is being used
- set up the precautionary steps that are necessary to protect workers against the identified hazards and provide the means to put these precautionary steps into practise provide the necessary information, instructions, training and supervision according to what is required by the workers. In other words, they must know exactly what they may do and may not do
- not allow anyone to carry on with any task unless the necessary precautions have been taken take steps to ensure that every person under their control complies with the requirements of OHSA
- enforce the necessary health and safety rules and regulations in the interest of all
- see to it that the work being done and the equipment used, is under the general supervision of a worker who has been trained to understand and foresee the hazards associated with the work. Such a worker must make sure that the precautionary steps are always taken

4.4.4 Workers' Responsibilities

It is the duty of workers to do the following:

- take care of their own health and safety, as well as that of other persons who may be affected by their actions or failure to take action. This includes getting up to tricks/ jokes at work. Many people have been injured and even killed because of horseplay in the workplace, and that is considered a serious contravention
- cooperate with the employer in order to keep up with OHSA standards
- give information to inspectors of the Department of Labour if they require it
- carry out any lawful instruction which the employer or other person in authority gives to them with regard to health and safety
- comply with the rules and procedures that the employer gives them
- wear the required safety attire or use the required safety equipment
- report unsafe or unhealthy conditions to the employer or health and safety representative as soon as possible
- report any incident (like an accident, injury or other emergency) to the employer, and authorised person or the health and safety representative as soon as possible. This should not be later than the end of their shift/ work session if they are involved in an incident that may affect their own health or cause an injury to others.



Swimming pool adjacent to Unievelde - Upington

4.4.5 Implications for standards

- There must be legal compliance with the regulations of the OHSA and ISO 9001:2000 Quality Management Standards
- Regular health and safety audits of sport and recreation facilities should be conducted by inspectors/ consultants
- Continuous education and training in health and safety should be provided for staff at sport and recreation facilities
- Contractors constructing sport and recreation facilities and facility management companies who subcontract (hire) SME contractors must ensure that the sub-contractors are trained and empowered to deal with Safety Legislation, Occupational Health and Safety, Environmental, and Safety Standards covering every stage of contractor engagement - from the pre-qualification phase, tender and selection, access and activation, execution and monitoring to the final close out phase. Through such initiatives, major contractors will be demonstrating their commitment towards safety standards and the sustainability of SME's in South Africa.

4.5 SAFETY AT SPORT AND RECREATION EVENTS ACT (2010)

4.5.1 Scope of the Act:

The scope of this Act is to determine, maintain, protect and ensure the physical safety and security of spectators and event participants, and their property and that of any other persons present at sports and recreational events at a stadium or a venue or its precincts in the Republic.

This Bill provides for the following aspects that impact on sport and recreational facilities, especially when major events are hosted in them:

- safety and security of all persons who attend sports or recreational events held at stadiums and other venues in the Republic
- risk categorization and the designation of sports and recreational events as well as the issuing of general safety and design certificates for existing and planned stadiums and venues
- issuing of special safety certificates and prohibition notices
- safety and security planning and measures for sports and recreational events held at stadiums and other venues
- for event ticketing and accreditation requirements
- spectator access and vehicular control at stadiums and other venues

- alcohol, tobacco, environmental, corporate hospitality and vendor control at stadiums and other venues
- proper accredited training of stadium and venue personnel
- proper stadium and venue safety and security communication policies
- structures and procedures
- role of volunteers at stadiums and other venues
- spectator exclusion orders
- securing of public liability insurance at stadiums and other venues

Regulations pertaining to this Bill that must be complied with by venue and event managers.

4.6 DEVELOPMENT FACILITATION ACT (67 OF 1995)

This Act was drafted to introduce extraordinary measures to facilitate and speed up the implementation of reconstruction and development programmes and projects in relation to land. Chapter 3 sets out general principles for land development that are crucial for South Africa. Included among the principles are the promotion of efficient and integrated land development by integrating urban and rural land development in support of each other, promotion of the availability of residential and employment opportunities close to one another, optimization of existing resources including roads and transportation services, community participation and discouragement of urban sprawl in the process of land development.

4.7 MUNICIPAL STRUCTURES ACT (23 OF 2001)

4.7.1 Scope of the Act

The Municipal Structures Act (23 of 2001) requires that, as part of the Integrated Development Plan, a spatial development framework needs to be developed which “must include the provision of basic guidelines for a land use management system for the municipality”. Hence, a Spatial Development Framework is a plan that outlines developmental principles, policies and goals that are applicable to a municipal area in relation to physical space.

4.7.2 Spatial Development Framework

A spatial development framework reflected in a municipality's integrated development plan must:

- give effect to the principles contained in Chapter 1 of the Development Facilitation Act of 1995
- set out objectives that reflect the desired spatial form of the municipality

- contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must:
 - (i) indicate desired patterns of land use within the municipality
 - (ii) address the spatial reconstruction of the municipality
 - (iii) provide strategic guidance in respect of the location and nature of development within the municipality
- set out basic guidelines for a land use management system in the municipality
- set out a capital investment framework for the municipality's development programmes
- contain a strategic assessment of the environmental impact of the spatial development framework
- identify programmes and projects for the development of land within the municipality
- be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities
- provide a visual representation of the desired spatial form of the municipality, which presentation:
 - (i) must indicate where public and private land development and infrastructure investment should take place;
 - (ii) must indicate desired or undesired utilisation of space in a particular area;
 - (iii) may delineate the urban edge;
 - (iv) must identify areas where strategic intervention is required; and,
 - (v) must indicate areas where priority spending is required".

4.7.3 Localized Strategic Guidelines

The purpose of the localized spatial strategic guidelines is "to ensure that national spatial development principles (especially from the Development Facilitation Act) are applied in a manner related to the specific local issues when strategies are designed and projects are planned.

The following localized strategic spatial guidelines could be adopted as they translate the planning approach and principles into practical concerns for the spatial environment:

- Compact urban development is desirable within the denser settlements
- Mixed-use development which does not detrimentally affect the area's tourism and environmental potential

- Upgrade the traditional authority settlements to an acceptable standard of services and infrastructure
- Embrace and mobilize land reform policy and practice in the area
- Enhance the environmental quality of the area
- Maximize opportunities for choice in terms of housing, social services, etc., explore the creation of mixed-use areas with higher densities at strategic locations, and structure development in the area around transportation networks and nodes of activity
- Optimize the tourism potential in the municipal area, with environmental requirements and constraints in mind
- Stimulate and reinforce cross boundary linkages, particularly within any local nature conservation areas and/or World Heritage Site.

4.8 HOUSING ACT (1997)

This Act provides for the facilitation of a sustainable housing development process. It lays down general principles applicable to housing development in all spheres of government. It also defines the functions of national, provincial and local governments in respect of housing development and provides for the establishment of a South African Housing Development Board, the continued existence of provincial boards as provincial housing development boards and the financing of national housing programmes. Section 2 specifically mentions the provision of community and recreational facilities in residential areas as a principle applicable to housing development.

5. NEEDS ASSESSMENT

5.1 PLANNING

A well designed sports centre is the result of a well thought out planning study. This process, although often lengthy and reasonably costly, is necessary and cost efficient.

There is a simple four step method of ensuring that the planning is done in a systematic manner.

Step 1: Goal Setting

- Decide what the project will achieve
- Prepare a clear statement of goals and aims

Step 2: Project Definition

- Establish some preliminary parameters for the project, for example:-
 - Limit site selection to three or four locations
- Or Decide what activities must be accommodated
- Or Decide what child care facilities must be provided

Step 3: Feasibility Study

The major purpose of a feasibility study is to determine whether the predetermined goal and aims can be achieved and to identify the risks involved.

Step 4: Detailed Project Planning

The final stage of the planning process is preparation of a detailed project plan. This plan specifies who will do what tasks, when, how, at what cost and how the task will be monitored.

5.2 FEASIBILITIES

A feasibility study is an analysis of four (4) main sections, namely, the facility; the location; management; and finance. A carefully planned feasibility study gives direction as to how these four sections can be best developed. The purpose of a feasibility study is to provide research information about the community, special interest groups, and its use as a decision- making tool by the community.

Why do a feasibility study?

- To decide whether the project can be developed and operated within the available budget
- To identify the best development concept, including mix of facilities, location, size and market orientation
- To identify the best management and marketing strategies
- To assist in procuring the necessary funds to develop the centre and provide initial cash flow

The benefits of a feasibility study are:

- To reduce the element of uncertainty and hence risk
- To provide opportunity to view the proposed project objectively so that rational decisions rather than emotional decisions can be made

There are a various methods of undertaking a feasibility study. A simple six step process is recommended.

The six steps are:

- Decide on the level of community development in the planning
- Estimate how many people will use the centre
- Check the competition
- Decide on location
- Compare with other facilities
- Tabulate the findings in terms of a financial model

5.2.1 Community involvement in planning process

- Decide the role the community needs to play in the project
- Communicate this role to the community

When involving the community in any project one should be aware of the following:

- Mistrust and conflict arises when the community understands or expects that it will have a significant say in a project when in reality their involvement is only a token
- The absence or ignoring of public input may lead to opposition to the project, litigation and public pressure from specific interest groups
- By involving the community all problems will not be eliminated but it will reduce their incidence
- The involvement of the community provides a platform of discussion between the community and the proposers as to how the project is viewed by the community.

The best methods of involving the community would be:

- to make presentations to the community either on site or off site as to details of the proposed project. This is appropriate when the final location has not been determined or when basic support for the project is sought.
- Establish advisory committees
- Contact key people within the community to solicit their support and to measure the reaction of the community to the project
- Host public meetings to discuss the project

- Host workshops for a selected group of individuals or representatives within the community to discuss the project
- surveys and questionnaires
- request written submissions from individuals and community groups
- publicity and advertising through the media to inform the community about the project

5.2.2 Measure demand for the centre

Demand is determined by the number of people who have the necessary means to participate in a programme or service offered by the facility. This demand in turn determines the type, location and size of the facility and impacts significantly upon its financial ability. This is the most difficult part of the feasibility study and no matter what method is used there are a number of assumptions and weaknesses in each.

There are five methods of determining demand namely, socio-demographic factors, standards, comparable project method, trend analysis and participation rate projection.

- 1) Socio- demographic characteristics - these are profiles of an area which indicate the likely number of potential participants
- 2) Standards - this is a very simple approach based on the notion that a given population size will support a recreational facility. This is based on the assumption that all communities are similar and have the same facility and service requirements.
- 3) Comparable project method - in this method an existing recreation facility in the area with similar demographic composition is compared to the proposed project.
- 4) Trend analysis - where there is a history of demand data, for example the number of people attending a recreation centre, then anticipated demand can be projected.
- 5) Participation rate projection- these studies measure actual participation in recreation activities. The information received is then broken down into various socio-demographic categories such as age, sex and place of residence. This can be used to project the number of people who may participate in an activity at the proposed recreational centre.

Since all of the above methods produce estimates of demand:

- Use more than one method
- Establish a potential range of demand for the proposed facility
- Use conservative estimates as there is a tendency to overestimate demand.

5.2.3 Check the competition

Ascertain whether the demand is currently being satisfied by existing facilities to enable you to make a decision on the marketing strategy to be adopted.

To reach such a decision the following need to be done, namely:-

STEP 1: Make a general assessment of both direct and indirect competitors

To fully assess the impact of competitors the following questions have to be answered:

- Who are the direct and indirect competitors?
- Where are the competitors situated?
- What is the size and potential of each competitor's facilities or services?
- How many people use each competitor's facilities or services?
- What are the strengths and weaknesses of each competitor?
- Why will the proposed facility compete successfully against these competitors?
- What will be the likely response by competitors to the centre?

STEP 2: Decide what factors will attract people to the centre

This may be price, service, an opportunity to mix with other clients, range of facilities and services, public access or an opportunity to join a club.

STEP 3: Rate each direct competitor on all factors

This assessment will identify where gaps in the market exist and how the centre may be effectively marketed.

STEP 4: Decide on a broad marketing strategy.

Using the factors outlined in Step 2, the marketing strategy should be to offer clients prompt and courteous service, a limited range of facilities and services with a strong emphasis on the social aspect of recreation at a moderate price, with no resident club located at the centre and public access to all parts of the centre available at all times.

Understand that:

- A sports facility cannot be better than all competition, on all factors
- It is not possible to offer all services to all market segments
- Tough and difficult decisions need to be made
- These decisions are best made before a centre is developed and then used to guide development and management for the first few years of operation until the market conditions change.

5.2.4 Decide on location and access

Once the marketing strategy has been decided, locate the proposed centre. The facility developers must ensure that the location is suitable for the type of services planned. People must be aware of the sports facility before they attend. The two ways of increasing awareness amongst the community is a promotion campaign and locating the facility in a highly visible site.

The selection of the site should be based on its attractiveness to clients and its cost effectiveness in managing same. The key to a successful sports facility is to locate an area that generates proper exposure, has good vehicular access and comes at a reasonable cost for site development.

When determining a suitable location, consider the following factors:

- flow of vehicular and pedestrian traffic
- accessibility and turn lanes into the site
- compatibility of businesses in close proximity
- community attractiveness and safety
- attractiveness of facility and grounds
- availability and cost utilities
- cost to purchase or lease the site
- topography of site, slope and soil type
- visibility of site
- community attractions in the vicinity
- car parking facilities
- space for future expansion
- zoning regulations
- delivery access

5.2.5 Comparison with similar facilities

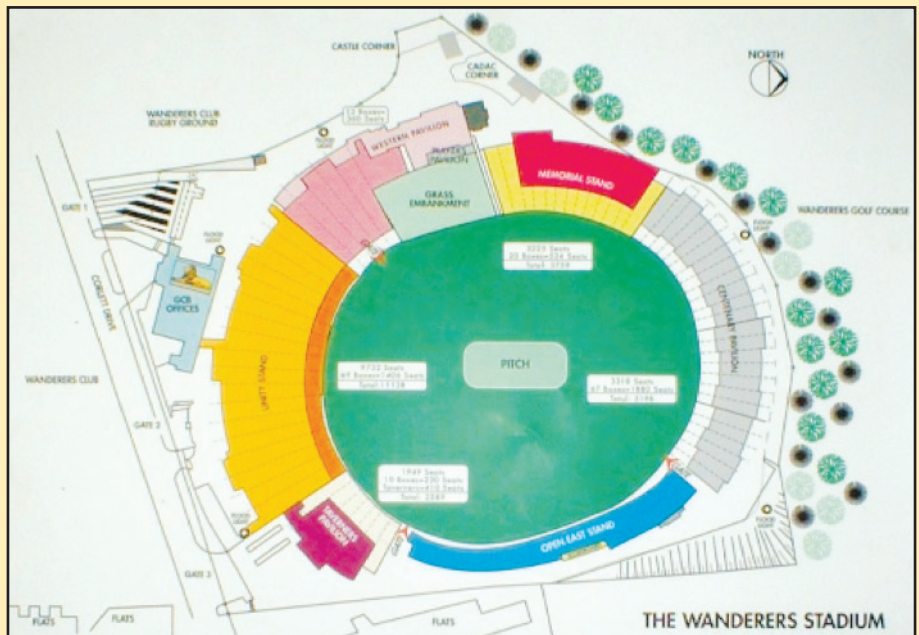
No one is required to estimate income and operating costs for the proposed centre. This can be done by comparing the income and expenditure of similar centres or checking studies done in the past which specifically collected this information.

Information can also be obtained from other public sport and recreational facilities with regard to prices charged for programmes, attendance figures and operating costs.

5.2.6 The Finance Model

This is the final stage of the feasibility study and after all the information has been collected and collated, one should be in a position to:-

- Justify the need for the centre
- Provide information on:-
 - expected attendance levels
 - possible pricing structures
 - estimated operating costs



Wanderers stadium - layout

6. DESIGN

When considering the design of a sport or recreation facility two priorities are functionality and aesthetics. Both are important elements of design and they affect the success of the facility. Functionality has to take into account a mix of facilities.

6.1 PRE PLANNING: THE FACILITY PLANNING PROCESS

Before attempting to work up a design for a facility, it is important that one have completed the Strategic Planning and Feasibility Study phases of the facility planning process as outlined below.

6.2 KEY DESIGN PRINCIPLES

It is not the intention to provide an exhaustive list of how to design a sport or recreation centre. That is the job of an architect. The purpose of this section is to outline some of the major principles of design as they relate to sport and recreation facilities:

6.2.1 Uniqueness

Each community is unique in its size, location, climate, and cultural and economic influences. So sport and recreation facilities must meet community and user group needs. It is in the design of the facility that this uniqueness should be evident.

6.2.2 Functionality

The facility should be designed to accommodate its potential uses. First and foremost, it should cater for the functional and 'people requirements' that were identified in the feasibility study and make good use of space.

6.2.3 Mix of facilities



Clustered facilities - St. Georges Park

There is no formula for success. The correct mix of facilities in one location may not work in another. But a few simple rules should be followed:

- Incorporate low capital costs facilities which has the potential to be high revenue generators
- Select facilities which do not require additional staff or supervision
- Keep an eye on leisure trends to determine what activities are popular now and what activity is expected to be popular in the next few years
- Develop facilities which are flexible enough to accommodate alternative uses
- Facilities should not be built in isolation. The cost of supervising an isolated facility can often mean the difference between a money spinner and a loser. Each facility should therefore have a main attraction with a number of ancillary facilities. For instance, locating spa pools in the main pool area reduces the need for additional staff to supervise it.

6.2.4 Market driven design

Develop facilities the market wants, not what you think they should have. The feasibility study identifies the demand for a particular facility or component of a facility. The design should then reflect this demand. For instance, consideration should be given to the construction of swimming baths, particularly in areas where most residents cannot swim. The depth of one of the pools could be reduced to specifically cater for learn to swim programmes for children and adults.

6.2.5 Flexible Spaces

Where appropriate, the design should be flexible to accommodate a range of compatible activities so that it can adapt to changing community needs.

6.2.6 Access for people with disabilities

All sport and recreation centres must be designed to allow access to people with disabilities. Thought should be given to vehicular access and parking, gradient of ramps and footpaths, door and passage width, suitably sized change rooms, showers and toilets.

6.2.7 Effective and Cost Efficient Management

The biggest cost in a sport or recreation centre is staffing. The design should accommodate the needs of the proposed management structure. Where appropriate, it should minimise staffing levels through promoting opportunities for multi-skilling. To keep staffing costs to a minimum, centralize as many management functions into one location as possible, for example have only one entrance and combine the role of receptionist, booking officer and kiosk attendant at off peak times. Use simple and cheap methods of controlling the movement of clients within a centre without constructing walls or barriers, for example plant boxes can be used to separate areas or pedestrian traffic. Outdoors, the planting of thorn bushes or shrubs will help direct people away from certain areas.

6.2.8 Energy Efficiency

A big cost in sport centres is energy. Energy efficient products and design elements will reduce energy consumption. This can be done simply by providing, for example, solar water heating, heat exchangers, insulation and skylights. An independent energy audit should be undertaken as part of the design development.

6.2.9 Practical and Affordable Maintenance

The design should minimise maintenance and cleaning through the use of low maintenance products and finishes. Where possible, locally available fittings should be used. Good access has to be provided to equipment and plant which has to be regularly serviced; it will reduce costs.

6.2.10 Integration with the Surrounding Community

The design should complement and blend with the surrounding environment to promote social interaction, maximise economic opportunities and foster a “sense of place”. Where appropriate, it should be part of a community “hub” or focal point for community activity. The design and finish of the sport and recreation centre should also match the culture of the target market.

6.2.11 Delivery of stock

Provide good access for delivery trucks. With the increasing importance of social facilities the demand for a greater range of food and beverage services will grow.

6.2.12 Storage

Frequently there is insufficient storage space for equipment and stock. Provide easy access to storage, particularly where equipment is to be used for programmes.

6.2.13 Signage

Although this may seem like a minor feature, a good sport and recreation centre will have a consistent signage system. If clients are able to find their own way around, staff time will not be wasted on providing assistance.

6.2.14 Car parking

In many cases the provision of car parking is only given minor consideration. This can have a big impact on the viability of the centre. If people have trouble parking, they will stop using the centre. Make sure it is:

- Large enough
- Close to the entrance
- Easy to get into
- On the same level as the sport centre
- Able to accommodate buses
- Safe and secure

6.2.15 Risk management

The design elements should all address issues of safety and security in and around the facility. Lighting, space around play areas, playing surfaces, seating, fencing, signage, standard operating procedures, etc. all can reduce potential hazards and prevent unnecessary loss.

6.2.16 Future Modification and Extension

The design should allow for future modifications, extensions and additions by including surplus, well located land within, or next to, the site boundaries. This does not increase the initial cost of the facility but can substantially reduce the operating and development cost of a major extension.

6.3 THE DESIGN AND CONSTRUCTION PROCESS

6.3.1 Develop a Management Plan and Design Brief

The facility should primarily be designed to meet the functional requirements of the community and user groups. So, the first task in the design phase is the development of a management plan to show how the facility will be used.

The management plan is then used to develop a design brief. The functional requirements of staff, potential user groups and activities are translated into a set of design specifications.

A comprehensive design brief is crucial if the expectations of the client and community are to be realised.

When preparing the design brief, one should consider the above design principles and where appropriate, require one's design consultant to accommodate them.

The key elements of a project design brief for a sport or recreation facility are:

- A description of the project, the project history and the client agency
- The purpose and nature of the facility
- General design characteristics
- A management plan
- A schedule of the required facility components and, where possible, a concept diagram
- Specific requirements in relation to utilities, services and external works
- Details of any environmental issues which need to be addressed
- The standards of quality and finishes required
- Site details
- Key dates for the commencement and conclusion of the project
- A revised project budget including, where stipulated, the cost limit of the project

6.3.2 Appoint the Professional Design Team

Where the technical skills and expertise required to design the facility are not available in-house, one will need to appoint design consultants from outside one's organisation. Small projects may not need a design consultant, but one will certainly need the following professionals on one's design team for medium and large-scale projects:

- Architect

- Structural Engineer
- Mechanical and Electrical Engineer
- Cost Planner / Quantity Surveyor
- Town Planner
- Environmental Consultant
- Landscape Architect (if appropriate)
- Acoustics Consultant (if appropriate)

For larger and more complex projects, one should consider appointing a professional project manager who would be responsible for managing the activities of the professional design team, and ultimately for the construction of the project.

If a project manager is not appointed, generally the architect would assume the role of co-coordinating the other design professionals.

Once one has determined what external skills are needed, a consultant's brief should be compiled for each design consultant. Submissions are then invited, evaluated and the appointments are made.

1. Schematic Design: The requirements of the project design brief are translated into a preliminary design format and a more detailed cost analysis is undertaken. It is at this point that any technical issues are resolved.
2. Design Development: All design drawings are prepared and statutory approvals obtained. This is when an independent energy audit should be undertaken.
3. Contract Documentation: All contract documentation is prepared including final plans and specifications, a bill of quantities and tender documents
4. Tenders: The tender process and selection criteria are confirmed, tenders are invited and a builder is appointed.
5. Construction.
6. Handover and Evaluation.

7. FINANCIAL

7.1 FINANCIAL CONSIDERATIONS

The financial aspect of a feasibility study is very important. In many cases the decision to proceed will be based almost entirely on a financial analysis. It is therefore, necessary to ensure that all financial projections are based on sound and reliable information, failing which the financial projections could be misleading.

7.1.1 Financial Projections

The purpose of a financial projection is to determine whether the project will be economically viable, more specifically to identify the capital costs, including the design and development costs and operating costs. Financial projection should be made for a three year period where there is an extension to an existing facility and a five year period for the development of a new facility.

When preparing the financial projection, ensure that the following forecasts are included:-

- Profit and loss statement
- Cash flow statement
- Balance sheet
- Break even analysis

The profit and loss statement and cash flow statement is prepared monthly in the first year, quarterly for the next two years and thereafter annually. The balance sheet should be prepared annually.

Financial projections demonstrate:-

- The financial implications of long term plans for the centre
- The effects of exceeding or failing to reach the revenue or profit forecasts
- The time between providing the funds for development and income being derived
- That adequate funds are available to finance the project

Forecasting revenue for five years is neither precise nor accurate and, therefore you need to strike a balance between being too conservative or being too optimistic. Forecasts which are too optimistic lack credibility whereas forecasts which are too conservative may not be supported.

Since forecasts are estimates, it is important to provide options which can be done in two ways, namely:-

- Prepare separate “realistic”, “optimistic” and conservative forecasts based on different assumptions
- Prepare “what if” analyses, for example showing the effect of a 10% reduction in revenues, or a three month delay in the construction of a planned stage two

Financial projections have to take into account the effects of inflation. However , this may be illustrated either by ignoring inflation and show all figures at current prices or assume an inflation rate and apply this to the forecasts. The disadvantage of assuming an inflation rate is that it is difficult to predict an inflation rate for three to five years time.

8. OUTLINE OF FUNDING OPTIONS

8.1 INTRODUCTION

This section outlines the potential funding sources available to applicants, including central government and SRSA support as well as wider enabling development and private sector investment opportunities.

It is considered that some of the funding sources will be more relevant to particular types of facility development; however, municipalities are encouraged to consider the application which best fits their particular development scenario. As outlined below, central funding will not provide all of the capital funding required, and therefore developers need to ensure that their efforts are focused on achieving affordable and deliverable solutions which maximise external funding opportunities.

The narrative in this section provide opportunities which developers may wish to consider and further details on these will be provided as part of the discussions among government, their appointed consultants and the developer. In considering any of the options, facility developers, particularly local authorities, should be mindful of their wider statutory duties and the financial and legal constraints within which they operate.

8.2 CENTRAL FUNDING RESOURCES

8.2.1 Building for Sport and Recreation Programme

This is a National Government Programme that was funded by Treasury. The BSRP was a job creation and poverty relief programme targeted primarily at the rural poor. The overall objective of the BSRP was to provide basic infrastructure to the poor areas. This programme was incorporated into the Municipal Infrastructure Grant (MIG).

8.2.2 Municipal Infrastructure Grant (MIG)

It is a consolidated grant mechanism incorporating the various programmes, which were managed by different departments and were targeted at the provision of municipal infrastructure. The MIG primary aim is to provide basic infrastructure for the poor and to all South Africans and includes the BSRP. However, it does not address the basic facilities needs prevalent primarily in the poor more rural areas.

It is obvious that sport and recreation is not well catered for through the Municipal Infrastructure Grant. The MIG funds for public municipal infrastructure which includes amongst other things, public transport such as bus shelters, taxi ranks and sidewalks, emergency services such as fire stations, community services such as waste management services, child-care facilities, beaches and amusement facilities,

cemeteries, mortuaries, crematoria, facilities for animals, local sport and recreation facilities, municipal health services and other public amenities are not adequate to address all these needs.

There are further constraints due to the fact that in terms of the MIG Policy, MIG funds can only be used for basic levels of service whilst most Municipalities, except for some metropolitan and larger Municipalities, do not have funds for intermediate and higher level services which are necessary for the development of sport. MIG funds are also only for the services to the poor. Areas which are classified as not poor but which may not have access to sport and recreation facilities have to source some alternative funding which is currently nonexistent with the exception of Metropolitan Municipalities and some Provincial Departments which receive allocations for sport and recreation facilities from their Provincial Treasuries.

It is therefore evident that the sport and recreation facilities backlog which is estimated at R14 billion would not be met unless a different approach is employed.

8.2.3 Sources of capital funding

In addition to central funding sources, there are a number of other options available for the funding of any proposed facility development. It is anticipated that these alternative sources could provide at least 60-70% of the overall capital requirement. These options include:

- Local authority programme/capital receipts
- Local authority borrowing
- Universities/colleges
- Regeneration/development funding
- Section 21 agreements and other enabling developments
- Sponsorship opportunities
- Public Private Partnerships (PPPs)
- Other partnerships

8.2.4 Local authority capital funding

Local authority capital programmes are the traditional method to provide leisure facilities. However, it is clear that with the pressure on existing programmes, applicants may need to consider whether small amounts of existing capital resources can be used as 'seed funding' to help encourage other forms of investment.

In addition, demonstration of how local needs are to be met will be an essential component of any package that includes using local authority monies - SRSA is especially mindful of the issues surrounding local versus national needs and the accountability local authorities have to their communities.

8.2.5 Local authority borrowing

Changes to the capital finance regulations affecting local authorities may offer a new route of raising capital finance through borrowing. The PFMA and MFMA make local authorities accountable in managing their finances and may allow additional capital expenditure to be funded.

The objectives of the Acts are to provide a framework for local authority capital finance that will ensure for all individual local authorities:

- capital expenditure plans are affordable
- all external borrowing and other long-term liabilities are within prudent and sustainable levels
- Treasury Management decisions are taken in accordance with professional good practice.

8.2.6 Regeneration/Enterprise funding

It is anticipated that some developers, because of their economic or regional situation, may be able to access specific regeneration or redevelopment funding sources.

South African businesses have been given fair opportunities to register as service providers to governments, and it is anticipated that developers will work with their regional business organisations to ensure access to alternative funding sources is maximised. The leisure agenda, when linked to health and social inclusion, is a stronger platform for developing grant-funding bids. This is particularly so in areas of higher deprivation that can be linked to quantifiable improvements in health, mental health, well-being and employment.

8.2.7 Local Authority land & commercial development opportunities

A second source of enabling development could be the use of land owned by local authorities/other bidding partners. For example, utilising a large piece of land to develop both a specific sports facility, but also other commercial development, may allow capital surpluses generated from the commercial development to be used to support the sports facilities. Alternatively, the sale of land owned by the applicants may generate additional capital receipts. In developing or selling land, local authorities need to consider the wider requirements of the Council and need to ensure that best use is made of capital receipts.

8.2.8 Commercial development opportunities include:

8.2.8.1 Traditional agreements with profit making enterprises

Hotel accommodation - particularly if linked to major facilities requiring some form of residential opportunity. For example, linked to the indoor arena facilities

Residential developments - consideration of residential developments is an obvious source of capital income, however, there are strict guidelines around uses of land for residential development and applicants need to be mindful of the planning parameters in suggesting such opportunities

Commercial units - retail warehousing, office space, shopping complexes, restaurants/entertainments venues or other commercial developments are again methods of generating either ongoing rental streams or capital revenues.

In considering any form of commercial development, developers must ensure planning considerations and local plans are adhered to in formulating the proposals. Any proposals for the disposal of playing fields would have to satisfy the criteria set out in local government by-laws and SRSA policies.

Other forms of commercial development may include contracted provider agreements with major national suppliers. For example, the catering provision for some of the competition facilities could be outsourced to specific food & beverage suppliers in return for specific revenue streams or profit share agreements.

8.2.8.2 Sponsorship opportunities

In addition to monies generated through applicants' own resources, grant funding and enabling development, there may be opportunities for sponsorship income to be used to support either the capital or revenue aspects of the facilities.

For example, naming rights may be of interest to major national or international corporations in respect of the indoor arena or rugby/cricket/athletics stadia. There are numerous examples of 'named' sports stadia in South Africa (e.g. Supersport Park, Sahara Park, Absa Stadium) and this may provide either a significant capital receipt or a guaranteed income stream over, say, a ten-year period.

In addition to headline sponsorship, lower level advertising income, particularly around the football, cricket and rugby-related facilities, may offer reasonable income generating opportunities. Applicants are encouraged to consider these opportunities in formulating their affordability models for both capital and revenue aspects of the schemes.

8.2.8.3 Public Private Partnerships

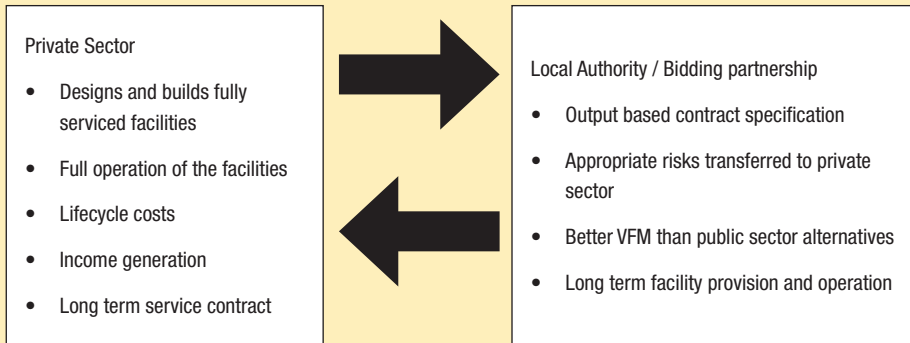
Under Public Private Partnership contracts, a local authority may purchase a capital-intensive service from a private sector company or consortium of companies under a long-term (normally 25-30 year) contract with defined outputs. The local authority retains ownership but an operator is committed to significant investment in those facilities (e.g. Ellis Park Stadium). The suitability of a PPP will depend on:

- the amount of capital investment required in the facilities
- the ability of the Council/ bidding partnership to make that investment.

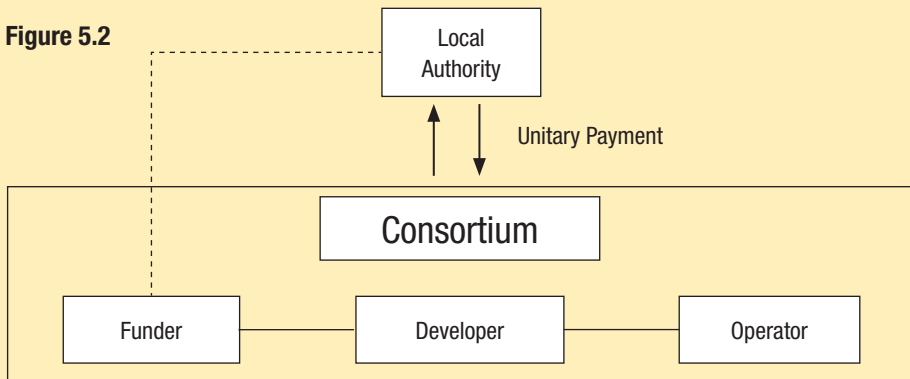
Under the contract, the private sector will design, build, finance and operate new facilities in return for an annual fee (a unitary charge), or where sufficient income is generated from the contract, an agreed contribution back to the local authority/ bidding partnership.

The private sector recovers its costs and generates a return on investment through performance related payments (unitary charge) over the contract period and third party income from users of the facilities. Providing that the asset does not appear on the local authority balance sheet and that the unitary charge payments are only made when the service is available and to the required performance standards, then the transaction does not impact on a local authority's own borrowing approvals. Most leisure PPPs are delivered under the design, build, finance and operate (DBFO) process. A summary is shown in Figure 5.1:

Figure 5.1 DBFO process



A summary of the transaction and relationship between each party to the PFI or PPP Contract is shown below in Figure 5.2:



One of the other key issues to be addressed within the PPP procurement process is the rationale or otherwise for including other Council owned sport and leisure facilities within this process.

The following points should be noted when considering this matter:

- the greater the 'critical mass' of facilities (new and existing) packaged together for procurement and management, the more potential there is for the project to attract interest from the private sector
- there could be genuine merit in benefiting from the economies of scale of a package of sport and leisure facilities, all of which require capital investment - now or in the future
- there is also merit in identifying projects that cut across a number of disciplines and agendas. For example, those local authorities promoting projects that embrace sport, leisure, regeneration, arts/culture, libraries and health have been particularly successful.
- In terms of this procurement process, the key points in considering a PPP are therefore:
- can the PPP process generate the capital required to provide the new facilities?
- can the bidding partners/local authority afford the unitary charge, after considering the revenue positions discussed later in this Section?
- can a partnership with the private sector bring management/funding/expertise benefits not available to the local authority/bidding partnership alone?
- would a wider package of facilities, including other local facilities, allow local needs to be addressed, such as improved management/operational performance or addressing problems such as lack of investment or repair & maintenance issues?

8.2.8.4 Other partnerships

- Alongside formal contracted partnerships with the private sector, applicants may wish to consider the opportunities offered by informal partnerships with other local or national organisations. For example, a partnership with local clubs to provide coaching initiatives can be used to help promote local involvement in the facilities and address the local versus national use issues.
- As well as sport-related partnerships, partnerships with non-sporting organisations such as the local Housing Department/ Trust or Education Department may help to improve both the range and frequency of facilities usage and also access to additional funding sources through education/health promotion/social inclusion.
- Part of the evaluation process will include an analysis of both formal and informal partnerships proposed by the applicants, as a key concern for SRSA is the need to ensure facilities meet local as well as national needs.

8.2.9 Sources of revenue support

Alongside the capital requirements, applicants will need to consider the ongoing revenue costs of providing the facilities. Revenue support is likely to come from a number of sources, however, some of these are likely to be short-term funds only and developers' proposals will need to outline how potential revenue deficits will be covered in future years.

The likely revenue funding sources include:

- existing local authority revenue subsidies
- contracted usage payments from Sport Governing Bodies (SGB's) and Club users
- third party income streams.

A key issue for SRSA is ensuring the long-term sustainability of facilities and evaluating the risk being taken by each of the partners. SRSA will not be responsible for any on-going revenue funding, and therefore developers will need to demonstrate who is responsible for long-term funding of the facilities if income levels are below or expenditure levels are above those projected.

SRSA will require developers to provide a 25-year business plan for the proposed facility developments. This is to ensure that areas such as lifecycle costs and on-going maintenance are adequate, and also to quantify the likely levels of risk being taken by the developers.

8.2.10 Existing Local Authority revenue subsidies

Applicants are encouraged to consider whether the new facility provision will allow them to divert existing revenue funding away from other facilities, either through rationalisation of existing facility portfolios or through changes to the management and delivery of existing facilities. For example, packaging of existing facilities into a contract with the new facilities may offer economies of scale and savings through the introduction of alternative management methods, such as a private sector partner.

8.2.11 Sport Governing Body / Club use

As outlined, a key driver behind the need for facilities is to accommodate essential time for elite and developmental use. Therefore, it is anticipated that SGBs and major clubs will be key usage partners, through contracted usage over a period of months or years. In return for priority usage, it is anticipated that the SGBs/clubs will pay an ongoing revenue stream, which will help to support the costs of running the facilities.

Developers will be expected to undertake individual discussions with prospective partners, however, SRSA and their appointed consultants will provide support as necessary in terms of brokering partnerships.

8.2.12 Third party income

Outside of the contracted elite and developmental usage, facilities will be available for use by the local community, schools and local clubs. The outline business plans assume that the facilities will be accessible and used by the public and developers will be expected to demonstrate how local needs, as well as regional and national, can be met.

Developers may wish to consider linking facilities together to provide more commercially viable propositions and adding ancillary facilities to the core requirements listed. For example, adding health and fitness facilities, sports medical facilities or commercial 5-a-side soccer pitches to some of the models may help to provide additional revenue surpluses to support the core facility needs.

9. MANAGEMENT

In today's economic climate, few facility providers can afford to continually inject large amounts of money into sport and recreation facilities that are not seen to be successful. As facilities become more sophisticated and elaborate, it's expected that they should be more efficient and effective and less draining on the public funds.

9.1 WHAT CONSTITUTES A SUCCESSFUL FACILITY?

To determine the meaning of success facility providers need to identify what they want to achieve through their facility. These financial and social objectives should focus on meeting local needs.

9.2 MANAGEMENT STRUCTURE OPTIONS

There are a variety of management structures you can use for a sport and recreation facility depending on the social and financial outcomes you are seeking.

9.2.1 Direct Management

- The owner, usually a local government authority, employs a facility manager.
- The owner is responsible for all aspects of the facility's operation including operating policies, financial performance and asset maintenance.
- In some cases, a management committee may be established to help with policy development and to ensure community involvement in management decisions.

9.2.2 Contract Management

- The owner contracts the management of the centre to an individual manager, a community-based organisation or a facility management company.
- Responsibilities of the owner and contractor are set out in a formal contract for a fixed period of time.
- The owner is usually responsible for major building maintenance and any loan repayments.
- The contractor negotiates an operating budget and is responsible for financial performance in return for greater freedom in operating policies.

9.2.3 Lease Management

- A formal lease detailing the rights and responsibilities of the owner (lessor) and the operator (lessee) is adopted.
- The lessee has full property rights and is responsible for financial performance, asset maintenance and operational policies.
- The lessor receives an agreed rental income (or a percentage of the net surplus) but has no direct control over day-to-day management. The lease is usually set for a medium to long term.

9.2.4 Joint Management

- In the case of jointly developed facilities a workable management agreement should be prepared before the facility is built.
- Joint management agreements should detail funding, cost-sharing, legal and access arrangements, so that responsibilities and usage rights are clear.

Which Management Structure Suits us Best?

9.3 POINTS TO CONSIDER

9.3.1 Direct Management

- The facility owner has complete control over centre operations.
- Most suitable option if there is a need to provide social services/programs that may need financial support.
- Recreation administrators and program staff often work evenings and weekends. Overtime and penalty rates set by awards can result in higher staffing costs. These increases may be avoidable where alternative management structures are used.

- Where only a few staff are employed at the facility, the owner may need to provide administrative support for the centre manager (banking, financial reports, assistance with taking bookings and key collection, secretarial and mail services).

9.3.2 Contract Management

- The owner has less administrative responsibility
- Management 'freed up' to operate independently of the owner organisation. This may present opportunities to improve operational efficiency and adopt a more commercial approach.
- The contract can be structured so as to increase the reliability of the centre's operating budget. Where financial performance falls short of budget projections the contractor would normally be liable for the loss. Where an operational surplus is realised, the contractor normally retains the excess, or it may be reserved for capital purchases or improvements.
- Financial incentives are often built into the contract to encourage the operator to succeed.
- Owner has minimal control over day-to-day operations.
- Potential for reduced social benefit - contractor may only offer profitable programs and competitions and may disregard the social needs of the broader community.
- Facility owner is usually required to pay a management fee to the contractor

9.3.3 Lease Management

- The owner has no day-to-day administrative responsibility.
 - The owner has minimal financial risk.
 - Lessee may invest funds in the facility if they have sufficient tenure to generate an acceptable return on their investment.
 - Difficult to lease a centre that projects an operating deficit.
 - The degree of control that the facility owner has over centre operations is limited by the way the lease agreement is structured.
 - Broader community benefits sought by the facility owner must be specified in the lease agreement. The Lessee retains operational profits.
 - Difficult for either party to withdraw from or change the terms of the lease without the consent of both parties.
 - Operating costs are shared.

9.3.4 Joint Management

- Less duplication and maximum use of community facilities and services.
- Where two or more service providers are located on the same site it can create a community hub - a focal point for community activity.
- Increased community ownership of facilities.
- Access to a broader range of services and expertise.
- Increased usage levels have been linked to reduced levels of vandalism.
- Each party must consider the usage needs of the other and be prepared to share access and facilities.
- Administration systems may be more complex.

9.4 MANAGEMENT PLANNING

Whichever management structure is adopted, a well thought out management plan should be prepared.

9.5 WHAT IS A MANAGEMENT PLAN?

A management plan (sometimes referred to as a strategy or business plan) is a document that sets out:

- What you are trying to achieve. (Aims and objectives)
- How you will achieve it. (Strategies to meet objectives)
- How you know if you are achieving it. (Evaluation)

Recreation and leisure centres are like any other business enterprise, so managers need to be entrepreneurial, customer focused and consistently delivering quality programs and services.

A management plan is a formal planning tool that aims to design the future operations of the centre, to achieve the best result with limited resources.

9.6 WHY DEVELOP A MANAGEMENT PLAN?

A good management plan will enable you to improve the effectiveness and efficiency of your centre.

It will spell out whom you are servicing, what services are offered and why you are providing them the reasons underlying their provision.

It will provide you with both short and long term goals and ultimately will enable you to manage a more successful operation.

Some specific outcomes include:

- Corporate Direction Consideration: identifying how the facility fits into the broader corporate direction of the parent organisation.
- Systematic Forward Thinking Management: evaluating the consequences of alternative strategies and tactics.
- Identification of Customers and Competitors' Services: meeting customer needs and discovering new opportunities and competitive advantages.
- Formation of Realistic Goals: aims and objectives are based on knowledge of existing conditions and opportunities.
- Co-ordination of Action and Resources: determining the amount of human and financial resources needed to launch or operate a facility.
- Production of Financial Forecasts: the financial requirements for any capital works and for all operational activities are detailed. Cash flows and balance sheets are projected for the next 1 - 3 years.
- Risk Minimisation: potential problems and risks associated with the facility are identified and ways of overcoming them are detailed.
- Formation of Performance Indicators: ways of measuring and evaluating the effectiveness of the facility are established.

A well developed management plan is a useful promotional tool for educating staff, community groups and decision makers about your facility, what you are trying to achieve, and why.

It can be used to gain support, attract funds, and substantiate achievements. It sets up policies and procedures, and provides a sound reference document.

9.7 THE KEY COMPONENTS OF A MANAGEMENT PLAN FOR A SPORT/RECREATION FACILITY

- Industry and organisational review
- Market research
- Customer services plan
- Human resources plan
- Asset management plan
- Financial plan
- Future considerations
- Performance indicators

9.8 PROGRAMMING

Programming sport and recreation activities into 'packages of quality experience' can transform under-utilised facilities into hives of activity.

In South Africa, the low levels of utilization of public sport and recreation facilities necessitate an aggressive approach to programming to achieve maximum usage and financial viability.

Programming is largely determined by the needs of the community, the facilities available and the aims and objectives of the organisation. However, facility managers need to be creative, constantly changing and modifying their programs to cater for an ever changing and dynamic market.

Recreation professionals who have a marketing approach to programming manage our most successful facilities.

9.9 WHAT IS A MARKETING APPROACH?

- Targeting programs to address specific community needs. This requires ongoing market research and customer satisfaction surveys.
- Continually reviewing and evaluating programs.
- Looking for opportunities to use your facility in new ways. Being innovative, creative and entrepreneurial.
- Packaging the elements of a quality experience and 'on-selling' them as one product.

You do not have to provide all the elements of the program yourself.

Identify your core business and focus on providing it. Invite other agencies or businesses to provide non-core elements such as catering, transport or advertising. Aim to create a win-win situation within the partnership.

9.10 MANAGEMENT OF SHARED USE FACILITIES

Where appropriate, two or more parties can share a sport or recreation facility. The idea is to broaden access to the facility, maximise usage and apportion operating costs to get the best possible value from the facility.

9.10.1 Who Could You Share With?

Potential partners for sport and recreation facilities include:

- Schools / Colleges / Universities
- Sport association headquarters
- Senior citizens centres
- Neighbourhood/ community centres
- Churches
- Community health centres / Child health clinics
- Health and fitness clubs
- Arts, culture and entertainment venues

9.10.2 The Benefits of Shared Use Facilities

- Less duplication and maximum use of facilities and services.
- Creation of a community hub - a focal point for community services and activity.
- Shared operating costs.
- Potential to share services, resources and expertise.
- Improved relationships between participating organisations.
- Increased community ownership of facilities.
- Reduced vandalism.
- Design Issues

Shared facilities should be centrally located to the catchment population, provide safe and convenient access, be flexible in design so as to accommodate a range of activities, and provide adequate administration and storage areas.

9.10.3 Management Agreements

Management agreements for shared use facilities should be comprehensive, detailing all cost sharing, legal and access arrangements, so that responsibilities and usage rights are clear.

While management agreements for shared facilities are essential, the key elements of a successful partnership are flexibility, trust, open communication and a spirit of co-operation.

9.11 CONTRACTING OUT FACILITY MANAGEMENT

Most of the larger metropolitan local government authorities in South Africa contract out the management of some of their leisure facilities to an external provider.

9.11.1 Defining Service Quality Requirements

One of the first tasks in contracting out the management of a facility is to define your service quality requirements. This will enable you to set the standard you need in your specification.

Expected standards of quality should be defined for:

- Customer Service
- Programming
- Facility and Equipment Maintenance
- Marketing
- Human Resource Management
- Financial Management
- Specifications for Facility Management

The specification forms the basis of the contract agreement and should detail the clients' requirements in terms of quality, quantity, cost and time. There are two types of specifications:

9.11.2 Specify Outcomes/ Performance

The outcomes must be clear, complete and measurable. Describe what you want and leave it to the service provider to work out how. Promote innovation and best practice.

9.11.3 Specify Inputs/ Resources/ Method

Tell the service provider exactly how to do it and how often.

10. OPERATIONS

Operational managers have many departmental functions that include the following:

- engineering
- event management
- security
- maintenance
- risk management
- housekeeping

10.1 MANAGEMENT TEAMS

A management team runs a sport facility. It is usually, depending on its size and purpose, headed by a General Manager, Director, CEO or Executive Director. Other members of this team come from marketing, public relations, human resources, maintenance, event management and operations.

10.2 OPERATIONAL AREAS

Within a sport facility there are many important operational areas that have to be attended to. These are as follows:

- Office administration
- Traffic & parking
- Risk management
- First aid
- Medical services
- Building maintenance
- Cleaning & grounds-keeping
- Box office
- Concessions and catering
- Staff and volunteers
- Staging of events
- Marketing
- Policiesport and recreationules
- Bookings and scheduling
- contracts
- Rentals & leases
- Waste management
- Programmes & novelty sales

10.3 HOUSEKEEPING AND MAINTENANCE



Gelvandale multi-purpose sports fields

Maintenance of sport facilities requires the following: preventive maintenance, repairs, and housekeeping and cleaning.

Cleaning equipment and supplies should be issued by employees signing the items out at the beginning of the shift and signing them in at the end of the shift

- Daily work responsibilities should be assigned to all staff
- Frequent building inspection tours should be carried out to detect damages and other problems
- Damages related to previous events should be noted and directed to the attention of the manager of housekeeping
- Employees should be constantly supervised, and motivated to complete the job properly
- Appropriate company and work rules should be maintained
- Employees should be notified of appropriately authorised breaks and times to return to work
- All management personnel should attempt to find less expensive, less difficult ways of cleaning and more cost-effective methods of maintaining the facility.

10.4 ENVIRONMENTAL/ WASTE MANAGEMENT

Sport is intimately connected to nature. A healthy environment is necessary for healthy sport. Sport facilities, events, activities and the manufacture of sports goods have an impact on the environment. Energy consumption, air pollution, emissions of greenhouse gases and ozone-depleting substances, waste disposal, waste recycling and impacts on biological diversity are all matters for sport facility managers to address. It is thus vital that sport facilities contribute to the sustainable development of the environment. Facility managers must promote the development of environmentally friendly sport facilities and the staging of environment friendly sport and cultural events.

Each sport facility must develop and implement a sustainable waste management plan. Most wastes from facilities should be sent to local government approved recycling schemes in the locality rather than to landfill sites. Further, the different types of wastes should be separated from each other as they undergo different recycling procedures. Some of the main types of wastes that should be separated and sent to recycling depots or plants include the following:

- Glass, eg. bottles
- Plastics, eg. wrapping materials, shopping bags, containers
- Garden refuse
- Liquids and chemicals
- Scrap metal
- Paper and cardboard
- Medical waste
- Kitchen refuse
- Electrical waste, eg. light bulbs
- Electronic waste, eg. computer components, printer cartridges, etc.

Facility managers should work in close collaboration with their local health department and town/city engineering department to ensure that they comply with local government by-laws and requirements.

10.5 BOOKINGS AND SCHEDULING

- All facilities are different
- Differences in mission, function, and management approach
- E.g. public facility, obliged to schedule for community events, while a private facility may limit non-profit activities
- Private facilities market aggressively - to make a profit
- Educational institution facilities must first meet the demands of their students
- All facilities should promote their events

10.5.1 Identification of facilities and user groups

- You should determine which facilities are under your supervision
- You should also identify your facility's user groups
- Your team may develop a scheduling matrix

10.5.2 Scheduling matrix

- Matches available activity sites to recent requests for access by various user groups
- Shows past usage patterns and previous conflicts in requests for access
- Also shows past conflicts during change of seasons, or among instructional, competitive and recreational activities
- Identifies past schedule problems that occurred during maintenance, cleaning and renovation periods

10.5.3 Determine facility needs

- The matrix gave you past schedule conflicts
- You can now allow requests from coaches, instructors and others
- You should publish guidelines for requesting facilities
- Keep in mind maintenance plans, budgeting, and equipment ordering that matches the needs of the various activity programmes
- Use facility request forms
- Watch out for potential conflicts
- Once you have checked all the above, you may confirm bookings

You should balance your bookings for educational and community use against commercial use. To do this, you must have an idea of the demographic profile of your clients.

- Schedule according to your facility's mission and aims
- Accommodate the different types of use i.e. instructional use; recreational use; competitive use; commercial use; entertainment use; community outreach

10.5.4 Reservation procedures

You will need to develop a system for handling reservations. Once again, your mission statement will influence your priorities. You will thus take into account:

- Facility policies
- Reservation priorities
- Equitable reservation
- User charges and rentals

10.6 FACILITY CONTROLS

- Control systems are there to ensure that whatever you have planned gets done according to plan, and that the objectives you planned are met
- Its purpose can also be to point out weaknesses and errors that must be rectified
- Controls also point out the strengths of your facility
- Common aspects that must be controlled are: facilities, equipment and supplies, staff, safety, programmes, and finances.

10.7 RECORDS AND REPORTS

Records and reports must be kept for the following:

1. Accident reports
2. Athletes records:
 - Physical exam
 - Parental consent
 - Insurance
 - Eligibility records
3. Budget history:
 - Capital supplies
 - Materials
4. Inventory of capital equipment
5. Inventory: sport-specific equipment
6. Private sector usage records
7. Swimming pool water checks
8. Physical facility checks:
 - Lights
 - Ventilation
 - Heating
 - Air conditioning
 - Playing surface
 - Painting

All facility personnel should maintain records that show the regular supervision of facilities and equipment. This information will prove vital for long term planning. It also helps you comply with your legal duty to do so.

10.8 MAINTENANCE

Maintenance cost of a sport or recreation centre is one of the largest items of expenditure. Three types of maintenance need to be considered.

10.8.1 Major Maintenance

This includes works which need to be done every few years on a rolling program, such as painting and replacement of plant and equipment. There are two ways of reducing major maintenance costs, namely:-

- Install good quality, durable plant, equipment and materials when the facility is constructed
- Budget adequate funds for maintenance each year, thereby extending the useful life of the item. For example all indoor sport centres need regular maintenance of the floor surface. The maintenance programme should include:
 - Daily sweeping of the floors
 - Annual resurfacing of floors
 - Periodically (e.g. every 6 years) cutting back the floor to bare wood and resurfacing

The combination of major and minor maintenance programme will ensure the floor surface is kept to a high standard, at a reasonable cost.

10.8.2 Minor Maintenance

This includes cleaning, changing light bulbs, vacuuming swimming pools, maintaining landscaped areas and minor repairs to plant and equipment. Significant cost savings can be made if adequate thought is given to these issues during the design stages. For example the cost of changing the light fittings can be quite expensive, particularly when they are located on high ceilings over swimming pools. Install and locate plant and equipment so that it can be easily serviced.

10.8.3 Operating Costs

This includes costs associated with environmental control. Take full account of natural lighting and heating by the use of skylights, solar heating panels and heat exchangers.

11. SAFETY AND SECURITY

- Many sports facilities were not built for any specific sport. Today, especially at social and community levels of sport and recreation, many improvised and converted buildings or spaces are used, and they may be far from ideal in terms of safety. Therefore, where this is the case, facility managers must ensure that the facility does not endanger players or spectators in any way.
- Facilities must be used in a safe manner. Even the safest facility can be turned into an unsafe environment because of the way a game is played, courts are laid out or human traffic is routed through it. Children are immature, impulsive and not always capable of foreseeing the likelihood of injuring themselves. This is a common cause of accidents. Officials should therefore ensure that children do not run across playing areas when games are in progress.
- One should ensure that anything such as structures or equipment protruding or jutting out are covered and padded. All glass surfaces should be covered, protected or reinforced.
- The sun can be an unwanted hazard in an enclosed space, as it can temporarily blind participants, causing them to fall from apparatus or to lose sight of the ball or an opponent. When temporarily blinded in this way, they could be hit by a ball or they could run into an opponent. This is an unnecessary hazard in an enclosed space. Curtains or blinds may be necessary, or the activity or apparatus should be repositioned away from the sun's rays to avoid such danger.
- Entrances and exits should be carefully checked. Doors to playing areas should open outwards. In addition, if the playing or practice areas extend close to the entrances, as is often the case with volleyball and basketball courts, the entry of latecomers should be monitored, especially after play has begun.
- Ensure that the building, pitch, track, court or pool is thoroughly examined and approved by the governing body (National Federation) and/or the local authority inspectors before hiring, using or buying such facilities. In the case of multiple-use or shared facilities, which are a common trend today, check everything before using it. The previous users may have not observed your own high standards of safety. They may have left the facility in a condition that could turn out to be hazardous. Unsafe grounds should not be used, and activities should be postponed until they are safe to use again. In extreme cases, where the hazardous condition cannot be remedied, it is prudent to be conservative and the activity should rather be cancelled.
- Coaches and administrators should always be aware of the current health and safety regulations applicable to the facility they use. These could be National Laws (e.g. Occupational Health and Safety Act), Local Laws (e.g. Local Authority by-laws), or internal regulations of their club/ organisation

(e.g. replacing weights after use; or not diving into the shallow end of the pool). They should ensure that they and their participants are aware of basic emergency procedures in case of evacuations or accidents.

- Indoor halls and gymnasiums should not have any low windows or ordinary plate glass if the users are going to play a wide variety of games.
- The Safety at Sports and Recreational Events Bill (2008) has come about because of the Government's intent to ensure that spectators are not exposed to safety and security risks when they attend sport or recreational events. This is especially crucial to avoid situations like the Ellis Park Disaster of April 2001, when 43 soccer fans died in the crush at a derby match between Kaiser Chiefs and Orlando Pirates. It is also a proactive step in planning for the 2010 FIFA World Cup.
- This Act requires a revolutionary change to the way in which soccer, cricket, and rugby matches as well as other major events are staged in the country. It provides a new approach to create a culture of safety and security at sports events that will ensure the physical well-being and safety of all persons attending sports and recreational events at stadiums in South Africa.
- The Bill requires that all sports and recreational governing bodies and their management must have proper safety and security measures in place. They must place the broader sport and recreational interests above their own, with a focus on the promotion and maintenance of the safety, security and convenience of all persons who attend stadiums. If they do not comply, sport federations, stadium owners, and event promoters will be liable for prosecution and for jail sentences of up to ten years and huge fines.

12. ASSET REGISTERS

12.1 AN ASSET MANAGEMENT GUIDE

This guide aims to provide users and managers of sporting and recreational facilities with a series of practical tools to ensure the sustainability of assets. It is intended to provide the framework within which sport and recreation asset owners, managers and users gain an appreciation of tools required to ensure performance related to the longevity and sustainability of assets. The guide is also intended to demystify asset management.

12.2 FREQUENTLY ASKED QUESTIONS

12.2.1 What is an asset?

- An asset is an item on which we rely that performs a specific service at an acceptable level

12.2.2 What is the difference between an asset and equipment?

- Equipment operates on the same principles as assets but generally the difference is the cost to replace an asset is greater than that of equipment.

12.2.3 What is asset management?

- Asset management is a series of processes that ensures that we can continue to rely on those assets or plant with a degree of surety. Additionally, effective asset management plans for eventualities that will affect the future of the asset on which we can rely and factors for changes of future need.

Put simply, it is about steps we take to make sure that what we need is available and what we will do when it breaks to get back working in the shortest period of time. It also includes whether the asset is meeting current demand or project future demand and the plans to address these.

12.3 INTEGRATED PLANNING

- Asset management does not mean additional reports can be incorporated into existing processes.
- Future demand and asset gap can be determined by
 - Customer feedback
 - Staff meetings and
 - Manufacturer guidelines
- Critical Success Factors
 - Is something working the way it should be. If not, why not and how can it be fixed?

12.4 ASSET PLANNING

- Can be done in many ways and many forms
- Essentially relates to the “How”
 - Have alternatives been considered
 - What is the true cost of the asset “whole of life”
 - The basis for the decision

12.5 ACCOUNTABILITY FOR ASSETS

Three components

- Maintaining and reporting on the asset
 - Financial accountability
 - Depreciation
 - Asset Register
 - Risk Management

12.6 INTERNAL CONTROLS

- Service Level Agreements
 - Provide something to an agreed level
 - Contractor, supplier and or management contract
- Training
- Maintaining the Asset register

12.7 DISPOSAL STRATEGIES

- As an industry it is something we need to improve
- Disposal plan
 - Why is the asset being disposed?
 - What is going to replace the disposed asset?
 - How much is the alternative going to cost?
 - If the asset is not being replaced how is the service or community expectation going to be fulfilled?
 - How is the asset to be disposed of?

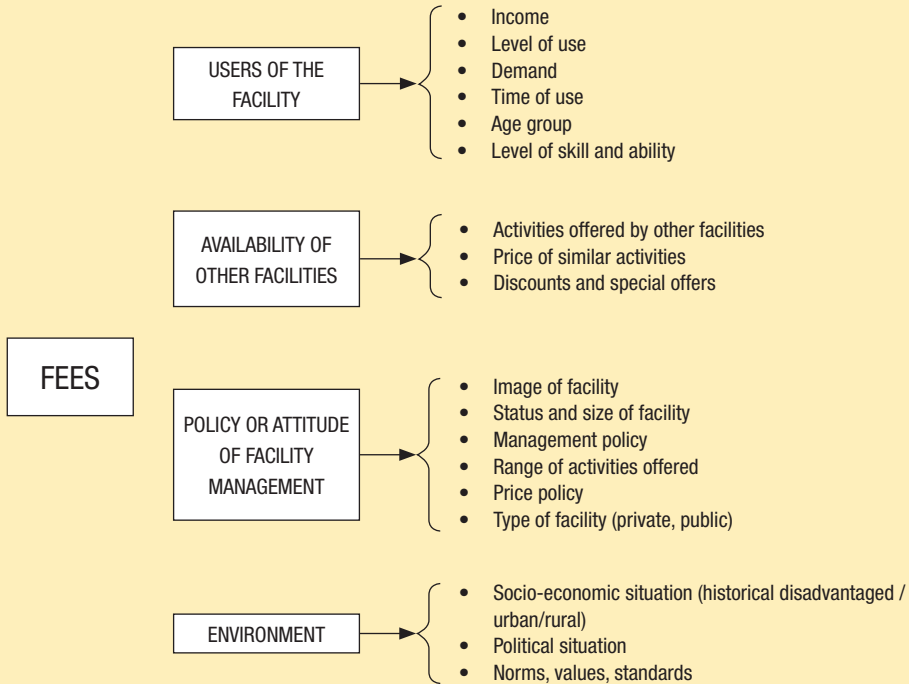
12.8 LIFE CYCLE COSTS

- Essentially there are four components for facilities-
 - Capital,
 - Operation and
 - Replacement/Disposal/ Upgrade
 - Residual Value.
- All of these costs need to be taken into account over the life of the asset.
- There are different methods of calculating it.

12.9 PRICING SPORT AND RECREATION ACTIVITIES

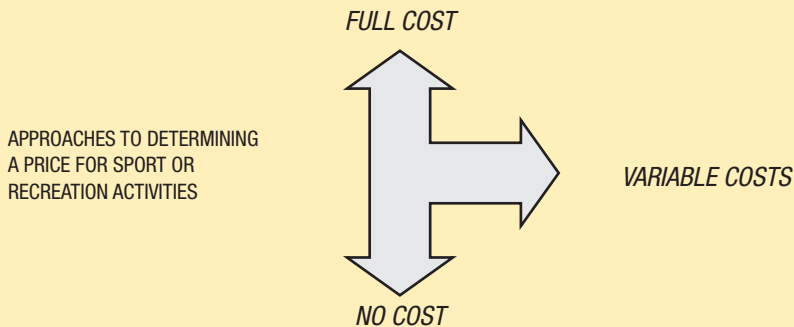
Pricing is part of marketing. The price (fee) for an activity is an important part of the user's view of the image of the facility and the value of the activity or programme. Paying to use (fees) public facilities has become a problem at many sport and recreation facilities. People argue that sport and recreation are labeled as important ways to build solidarity and redress the inequities of the past. Furthermore, the right to participate in sport and recreation is regarded as a fundamental human right. Using sport and recreation facilities, at least at grass roots level, should therefore be free to reflect the principles of equity and accessibility. Deciding whether the use of facilities should be free or not, is not a simple matter.

A facility manager has to take a number of factors into account before putting a price to a sport or recreation activity. The mind map below illustrates the point:



Different approaches to pricing

Although there are many approaches to pricing, the following are three basic approaches:



Planning and presenting activities at facilities involve costs. Costs could be incurred for:

- Salaries or honorariums of e.g. coaches, leaders, managers, administrators;
- Administration costs (e.g. telephone, water, electricity, stationary, postage, insurance, faxes, photocopies);
- Buying and maintaining equipment (office, sport and recreation equipment);
- Maintenance costs;
- Rent and taxes;
- Capital improvements (e.g. building new facilities, renovations, upgrading);
- Training and development of staff and volunteers (training courses);
- Transport costs (e.g. transporting teams, equipment)

Costs need to be recovered and the proportion of costs to be paid by the user of the facility will influence the price of the activity. The proportion of costs to be recovered is affected by the type of sport or recreation facility. Facilities can be classified as either public or private facilities. If a facility is considered a public facility, no costs or only the variable costs are recovered from the users. In general, private facilities recover full costs from their users.

Full cost approach

All the costs incurred to provide the activity are recovered from the users. The price of the activity is high enough to cover all the costs. This approach is implemented in private or commercial facilities (e.g. private sport clubs, Virgin Active Health clubs, and country clubs) and then only the members of such a facility have access to the services and activities and benefit from it. Users who cannot afford the membership fee are excluded from the use of the facility.

Variable cost approach

Costs which vary with the number of participants or users are variable costs, for example:

- Number of manuals to be printed for a training course
- Amount of equipment needed
- Refreshments to be purchased
- Number of brochures needed.

Public facilities such as facilities owned and operated by local governments, usually only recover the variable costs from their users. The remaining costs (fixed costs) are covered (subsidized) by the operating budget of the facility. All members of a community could benefit from the activities of such a facility.

No-cost approach

When all costs to provide a sport or recreation activity are carried by the facility, a no-cost approach is followed. This is generally only possible when a comprehensive sponsorship, development aid or national government grant are applicable. The sport and recreation facilities provided to historically disadvantaged communities by national government from RDP funds, are usually operated at a no-cost approach. The total community benefits from the facility but do not carry any of the operating costs.

Note: There will always be costs involved to produce activities at sport and recreation facilities. The users who are able and willing to carry the costs determine the cost approach to be followed.

Selecting a cost approach

The cost approach to be implemented at a facility is determined by the:

- Type of facility (e.g. private, public, development, formal, informal, commercial)
- Economic ability of the users (e.g. unemployed, seniors, school pupils, high income)
- Geographic location of the facility (e.g. rural, urban)
- Target group (e.g. senior citizens, toddlers, working adults, pupils)
- Owner of the facility (e.g. government, benefactor, sponsor)
- Users going to benefit from the facility (e.g. members only, broad community)

Determining the price

To guide the facility manager through the stages of deciding on an appropriate price or fee for a sport or recreation activity, the logical pricing strategy is suggested:

<p>STEP ONE</p> <p>Determine the lowest price/fee (floor price) for the activity. (cost of the activity + profit)</p>	<ol style="list-style-type: none"> 1 What does it cost to present the activity? 2 For whom is it? 3 At what type of facility is it offered? 4 Take all the price variables into account.
<p>STEP TWO</p> <p>What is the fee for similar activities at other facilities? (market price)</p>	<ol style="list-style-type: none"> 1 Test the fee determined in step one against the user's ability and willingness to pay. 2 The fee is tested against the average of other fees for similar activities offered in the community. 3 Calculate an average fee for similar activities (add the fees and divide by the number of people to calculate the average fee).
<p>STEP THREE</p> <p>What is the highest fee/price the user will be willing to pay? (ceiling price)</p>	<ol style="list-style-type: none"> 1 The highest fee is generally in a PRICE BAND ranging between the floor price and the ceiling price. 2 Add the profit margin to the floor price and compare with the market price.
<p>STEP FOUR</p> <p>Determine the final price / fee.</p>	<ol style="list-style-type: none"> 1 The final price /fee is usually just below or above the market price for similar activities at similar facilities.

NOTE:

- Compare fees asked for similar activities offered at similar facilities and communities.
- Do not compare fees of public facilities to fees of private facilities.
- Do not compare fees asked in rural communities to fees asked in urban communities.

12.10 CONSIDERATIONS FOR LAND OWNERSHIP

(In relation to the construction of facilities)

When acquiring land for the construction of sporting facilities, whether it is via freehold purchase, lease or it terms with a developmental agreement between the parties, the following factors should be borne in mind:

12.10.1 Size of the land required

The size of the land required will be determined by the following:

a. Nature of facility

The envisaged nature of the sporting complex will directly influence the size of the land required. The nature of the facility will have a direct bearing on the size and type of accommodation required for the seating and related facilities for spectators, players, administrators, media and the like. The nature of the facility may be briefly characterised as follows:

- International Competition
- Provincial Competition
- Local or Club Level Competition
- Recreational Competition
- Parks and Multiple Use Facilities as Part of Open Space township requirements.

b. Type of facility

In addition to the above the type of facility provided will have a direct bearing on the size of the land that will have to be acquired. The type of facility may be briefly summed up as follows:

- Type of sporting codes that the facility is intended for such as football, rugby, cricket, etc.
- The number of different sporting codes that are being provided for and the multi-functionality of the facilities.
- The amount of space required for future expansion of the facility relative to the type of sporting codes.
- The anticipated respective numbers of people that will attend the sporting codes on offer at the facility.
- The physical nature of the buildings and structures that the various sports types require and the arrangement of the buildings that are required. The open spaces required for

the movement of people and vehicular traffic will further influence the size of the land required.

- Lighting masts and related facilities that may be required.
- The nature of secondary facilities that may be required by the complex such as food outlets and other related spectator facilities.
- Landscaping and the beautification of the spaces surrounding the facility will affect the size of the land to be acquired.

c. Town planning and statutory requirements

The size of the land may also be affected by the town planning and statutory requirements. The various aspects that need to be considered may be summed up as follows:

- Zoning applicable to the available land; Municipal regulations relating to parking requirements, coverage of buildings to be constructed, bulk factors relating to the size and shapes of buildings that need to be constructed.
- Access to the land.
- The National Building Regulations will have a direct bearing on the sizes of buildings and structures that may be required by the various sporting types and thus on the size of the land required.
- Availability of infra structure in the area specifically relating to the anticipated flow of pedestrian and vehicular traffic.
- The availability of public transport to the facility; additional land may be required for taxi ranks, bus terminals and the like.
- Health and safety regulations relating to the construction of buildings and the movement of people and traffic around the buildings. For example escape routes that need to be correctly sized for the successful evacuation of the buildings.
- Architectural, Structural, Civil and other Engineering Service Design requirements may further affect the size of land that may be required.

12.10.2 Cost of acquiring land

The cost of the land will have a direct affect on the feasibility of the sporting complex. In addition to the size of the land required for the facilities the cost of acquiring the land may be affected by the following factors:

- Location; whether in a highly priced urban area or lesser priced rural areas.
- Current Zoning: Market related prices applicable to the current zoning of the land need to be taken into account when deciding on the acquisition of the land.
- Changes to the zoning may be required. The costs of altering the zoning together with the time that it would take need to be carefully considered when acquiring the land. The costs of conducting environmental impact assessments could be applicable.
- The availability of bulk infra structure and the cost of providing the necessary bulk infra structure need to be taken into account when deciding on the purchase of a portion of land for the sporting complex.
- The nature of the soils may affect the foundations of the structures and need to be considered prior to the acquisition of the land.
- The topography of the land may adversely affect the size of the land required or the work that may be required to provide the necessary building platforms thus affecting the cost of the land.

12.10.3 Availability of suitable land

When considering the acquisition of land for a sporting complex, the availability of suitable land will be dependent on all of the above factors. Since compromises may need to be made it is important that the decision is a well balanced one that will ensure the viability of the complex.

13. REFERENCE

NOTE: References are contained in the Volume 2 of the Norms and Standards.

The image features a solid dark green background. A horizontal white band runs across the middle. Below this band, there are several overlapping geometric shapes in shades of green and yellow, creating a dynamic, layered effect. The text "An Active and Winning Nation" is written in a white, italicized serif font, positioned within the white band.

An Active and Winning Nation