
**Bombay
Community
Multisport
Development**

Community Plan



“A family focused facility that enhances the quality of sport, recreation and cultural opportunities for Bombay and the wider communities”

Contents

Contents.....	2
1.0 Introduction	3
1.1 Scene Setting.....	3
1.2 Rationale	3
1.3 Potential Facility Components within the Proposed Bombay Community Multisport Facility	4
1.4 Purpose of the Community Plan	4
2.0 Multisport Facility Partnerships	5
2.1 Background	5
2.2 Partners' Identified Benefits	6
3.0 Community Plan.....	7
3.1 Introduction	7
Who is the Community Plan for?	7
What is the expected outcome of the document?	7
3.2 Partners of the Community Plan:.....	7
3.3 Potential additional stakeholders:	8
3.4 Vision.....	8
3.5 Objectives.....	9
4.0 Issues Requiring Attention in the Future	10
4.1 Concerns of a multisport Facility	10
4.2 Preliminary Non-Negotiables	13
5.0 Road Map.....	14
6.0 Club Responsibilities	15
6.1 Guiding Principles:	15
6.2 Terms of Reference.....	15
7.0 Structure of the Bombay Community Project Group	17
8.0 Confirmation of Preliminary Agreement	18

1.0 Introduction

1.1 Scene Setting

The Bombay community have been working together to progress a series of development opportunities that are focused on the Bombay War Memorial Recreation Ground, Bombay School and its surrounds.

The need to rectify the aging facilities on the Bombay War Memorial Recreation Ground and plan with the future in mind initiated community discussion that identified a range of related opportunities connected with the site. These were:

- The potential to purchase additional greenfields surrounding the Bombay War Memorial Recreation Ground (given that the land owner has offered to sell a portion of land adjoining the site to the community). This would add to the existing recreation precinct and help future proof the site.
- Support the Bombay Primary school which is losing green space to classes as student growth continues.
- The opportunity to plan for a sports and recreation precinct which includes both the facilities and sites of the Bombay school and Bombay War Memorial Recreation Ground.
- The ability to provide for better traffic management and safer access to and from the Bombay school and Bombay War Memorial Recreation Ground and associated facilities.

1.2 Rationale

The sporting and community organisations of Bombay identified, as a priority, the need for more effective coordination in the planning and provision of sport, recreation and cultural facilities in their local area. This was seen as essential for reasons such as the aging and limited sporting facilities, increased community and school demand and the need to make better utilisation of each club's limited resources.

As a result a working group was established this has led to the development of the BOMBAY COMMUNITY PROJECT GROUP. In order to progress planning for the proposed Bombay Community Multisport Facility the BOMBAY COMMUNITY PROJECT GROUP requested the development of this Community Plan to provide a foundation for collaboration.

The key reasons for developing the Community Plan are to:

- Establish a foundation document to enable partner clubs and organisations to work together and to co-operate more efficiently as they investigate the potential of establishing and developing a community multisport facility.
- Establish an overarching entity that represents the interests of all the member clubs and organisations in order to provide a coordinated 'Bombay voice' to key decision makers and funders.

The BOMBAY COMMUNITY PROJECT GROUP is not intended to usurp the authority of its individual participant clubs / organisations. Member clubs and organisations will continue to have autonomy. However, the BOMBAY COMMUNITY PROJECT GROUP will be the vehicle for planning the site's redevelopment options.

1.3 Potential Facility Components within the Proposed Bombay Community Multisport Facility

There have been some initial discussions between the sporting and community groups of Bombay to understand the potential future facility needs.

As a result a potential list of facility components have been identified that will be reviewed during the feasibility stage of the Bombay Community Multisport Facility development.

The potential facility components that have been identified are:

- Provision of a safer school drop off / pick up and parking zone
- Additional sports fields and courts
- New clubrooms
- New Changing facilities
- Potential for indoor sports and recreation space

It is acknowledged from the Bombay Community Project Group that this community project will be a staged development.

1.4 Purpose of the Community Plan

The purpose of the Community Plan is to:

- Provide a formal foundation for partner collaboration during the planning and potential development of a Bombay Community Multisport Facility.
- Articulate a shared vision and objectives for the proposed Bombay Community Multisport Facility.
- Articulate and document partners' requirements and concerns regarding the Bombay Community Multisport Facility so they can be addressed in future stages.
- Set out an agreed project 'road map'.

2.0 Multisport Facility Partnerships

2.1 Background

Multisport facility partnerships (which include key stakeholders such as schools, sporting and community based organisations) are increasingly being considered throughout New Zealand to meet the sporting and leisure needs of the wider community. Research from New Zealand and internationally demonstrates that they can be extraordinarily successful. However, this success in the vast majority of cases comes about from careful planning rather than by luck. Multisport partnerships are not like other development propositions and must be treated differently in terms of planning, design, development and operation.

The most commonly cited reasons for organisations entering into multisport facility partnerships are:

- Better co-ordination between school and club sports
- Ability to leverage additional capital.
- Developing larger more complex facilities.
- Gaining access to strategic sites.
- Generating better operational synergies.

The key considerations for multisport facility partnerships are identified in the below box.

Key Considerations of Multisport Facility Partnerships

The majority of multisport partnerships can be envisaged as having four general phases. These are:

1. Preliminary strategic planning and needs analysis.
2. Project planning and needs analysis.
3. Negotiated detailed project planning and design.
4. Operation.

Each of these general phases will cover a range of important research, planning, design and operational steps such as:

- Preliminary Feasibility and Capital Development Funding (“Capx”) Considerations
- Operational Costs (“Opex”) Considerations
- Revenue Considerations
- Governance and Management Considerations
- Negotiation, Agreements and Documentation Considerations
- Full Feasibility
- Project Management and Consultant Appointments
- Project Planning and Design
- Governance Considerations
- Management Considerations
- Monitoring Considerations

It is important that consideration be given to all phases.

2.2 Partners' Identified Benefits

The partners have identified the key benefits which could be generated by a multisport facility development as:

- 'Getting more people into sport'.
- 'Generating more opportunities for members of the community – sport, cultural, youth opportunities'.
- 'Individual clubs gain identity and club culture'.
- 'Enhanced access and use of facilities by the local school'.
- 'Sustainability for the clubs and organisations'.
- 'The multisport facility becomes a focal point for the community'.
- 'Meeting the future growth needs of Bombay and surrounding areas'.
- 'Further developing the recreation precinct which includes the Bombay Primary School and Bombay War Memorial Recreation Ground'.

3.0 Community Plan

3.1 Introduction

Who is the Community Plan for?

The Community Plan has been developed for the BOMBAY COMMUNITY PROJECT GROUP, its member clubs / organisations and the wider Bombay community.

What is the expected outcome of the document?

1. Building a commitment and outlining processes to enable a successful collaboration between the partners which will assist in the development of a community multisport facility.

This in turn will provide the best opportunity to ensure the project delivers:

- a) Increased participation and a growing membership for the clubs involved
- b) The opportunity for new clubs and organisations to be established within the Bombay Community Multisport Facility
- c) Improved sustainability and quality of sporting, recreational and community organisations
- d) The development of quality local facilities
- e) The securing of valuable open space for the local community
- f) The development of a multisport and recreation precinct which includes the school and their related facilities

3.2 Partners of the Community Plan:

The partners to the community plan are:

Type of Organisation	Organisation
Sport	Tennis
	Netball
	Rugby
	Basketball
	Indoor Bowls
Community Group	Bombay School
	Guides / Scouts
	Lions
	Playcentre

In addition there have been expressions of interest from local sporting and recreational groups such as Music, Dance, Martial Arts, Fitness Classes, Football, Swimming, Athletics, Wrestling, Multisport and Orienteering.

3.3 Potential additional stakeholders:

Type of Organisation	Organisation
Central Government Agency	Ministry of Education (regional)
	Police
	New Zealand Transport Agency
Auckland Council	Auckland Council representative
Regional Sports Trust	Counties Manukau Sport

3.4 Vision

As part of the process in developing the Community Plan the partners have identified the following statements as being key to their ‘vision’ of the multisport facility. These are:

- Serves the wider community.
- Quality sporting opportunities.
- Caters for a range of activities.
- Providing for the needs of Bombay community and surrounding areas.
- A meeting place for the Bombay community.
- Includes cultural and recreational components.
- Is family orientated.
- Has Bombay School as a focal point.
- Is future proofed to meet the future needs of the community.
- Enhances the community and the school through the provision of sporting, cultural and recreational facilities.

From the partners’ key statements the BOMBAY COMMUNITY PROJECT GROUP developed a ‘vision’ for the Bombay Multisport facility which is:

“A family focused facility that enhances the quality of sport, recreation and cultural opportunities for Bombay and the wider communities”

3.5 Objectives

The partners have identified a range of 'gains' or outcomes they would like to generate through being involved in a community multisport facility. These are:

- Safer access to the sporting and recreational facilities for the School
- Better traffic management for the School, in particular the pickup / drop off and parking facilities
- Potential growth in new members – both clubs and individuals.
- No (or lower) maintenance, overheads or Capx costs.
- Access to a wider range of facilities.
- The involvement of more clubs/community groups.
- Improved facilities.
- Ability for the clubs to concentrate on running their sport, and not on running buildings.
- Gain an even stronger identity in the community.

A range of objectives have been developed from the vision and outcomes. These are:

1. Provide a range of quality indoor and outdoor facilities that foster sport, recreation and cultural activities in order to better serve the future needs of Bombay and surrounding communities.
2. The school becomes a key part of the multisport facility development precinct with enhanced (and safer) access between the school and multisport site and improved pickup / drop off and parking services being achieved.
3. The multi sport facility becomes a community hub which enables individual clubs and organisations to gain a stronger identity within the community.
4. The sporting and community organisations associated with the multisport development attract and grow their memberships.
5. Provides for a financially sustainable, operational facility model, which in turn supports the sustainability of member organisations.

4.0 Issues Requiring Attention in the Future

Member clubs / organisations have outlined a range of issues that the BOMBAY COMMUNITY PROJECT GROUP has agreed will be recorded and addressed at the appropriate time in the planning and development process. The issues are outlined below with the member clubs / organisations identifying their priority concerns.

4.1 Concerns of a multisport Facility

Issue	Key concerns	Examples of Potential Solutions	Stage of Project to Resolve Issue
<p>Priority 1</p> <p>The requirement for the right governance models</p>	<ul style="list-style-type: none"> - Getting the right structure in place. - Identifying the key roles/responsibilities. - Right mix of expertise and experience. - Ensuring a governance model that reflects a balance of commercial viability as well as community accessibility. - Consideration of representation based on membership and usage. - Independence for centralised body, but governance of individual clubs should still be the club's business. 	<ul style="list-style-type: none"> • Review effective governance and management models - Review working multisport facilities and learn from their experience - Take time to design and agree on the most appropriate model 	<p>1,4,5</p>
<p>Priority 2</p> <p>Cost of maintaining the multisport facilities</p>	<ul style="list-style-type: none"> - Cost of use to our club for the facility – will it cost too much? 	<ul style="list-style-type: none"> • Build in sustainability features into the design - Make sure the model is operationally viable pre starting - Share costs between the multiple users 	<p>2,4,9</p>
<p>Priority 3</p> <p>Loss of Control over club issues to overseeing body</p>	<ul style="list-style-type: none"> - The ability for clubs to still make their own decisions. - Will individual clubs still run themselves? - Will clubs still maintain their own 	<ul style="list-style-type: none"> • Build in safe guards to protect autonomy of clubs in all management and governance documents 	<p>1,5,8</p>

	<p>memberships?</p> <ul style="list-style-type: none"> - Who decides on facility priority and what gets done? 		
Loss of Ownership	<ul style="list-style-type: none"> - Foundation clubs have most to lose i.e. buildings, land, infrastructure, sponsorship. - How is this reflected fairly in the governance of the facility? - Ensuring opening and closing of grounds remains under the control of the 'clubs'. 	<ul style="list-style-type: none"> • As above 	1,5,8,9
Loss of Identify	<ul style="list-style-type: none"> - Not losing our heritage / identity. 	<ul style="list-style-type: none"> • Acknowledge the importance of history and identify in founding documents • Incorporate into interior design and technology within the facility 	3,3,4
Loss of Income	<ul style="list-style-type: none"> - Where does the bar income go? - How will sponsorship for individual clubs be affected by the need for facility sponsorship? - Will there still be the rights for shirt naming, hoardings etc. - Priority to understand this early on in the project development. 	<ul style="list-style-type: none"> • Set up revenue/profit distribution systems that are based on user group spend. 	1,4,9
Individual club issues won't be a priority	<ul style="list-style-type: none"> - Will the smaller clubs become less important? 	<ul style="list-style-type: none"> • Build in safe guards to protect autonomy of clubs in all management and governance documents 	1,2,4,9
Fair and workable Financial Model – Sustainable and Successful.	<ul style="list-style-type: none"> - How do we get a fair model? 	<ul style="list-style-type: none"> • Undertake effective business and feasibility planning during the early stages of the process. • Peer review of the business plans undertaken 	2,3,8

<p>Ensuring appropriate due diligence and planning throughout the planning and development phase</p>	<ul style="list-style-type: none"> - Ensuring the land is fit for purpose - Ensuring the development is well planned, resourced and achievable 	<ul style="list-style-type: none"> • Undertake effective planning during all stages of the process. • Appropriate skills and experience are included within the 'Development Entity' and 'Operational Multisport Entity' 	<p>All stages from 1 - 15</p>
--	--	--	-------------------------------

4.2 Preliminary Non-Negotiables

The clubs / organisations have outlined a series of non-negotiables that they desire to be taken into consideration in the planning and operational phases. These non negotiables fell into three priority areas which were raised by the majority of clubs / organisations:

1. Continued ease of access to facilities for meetings and social events.
2. That the heritage of the site to be included as part of the new development.
3. Safe access from the school to the multisport complex

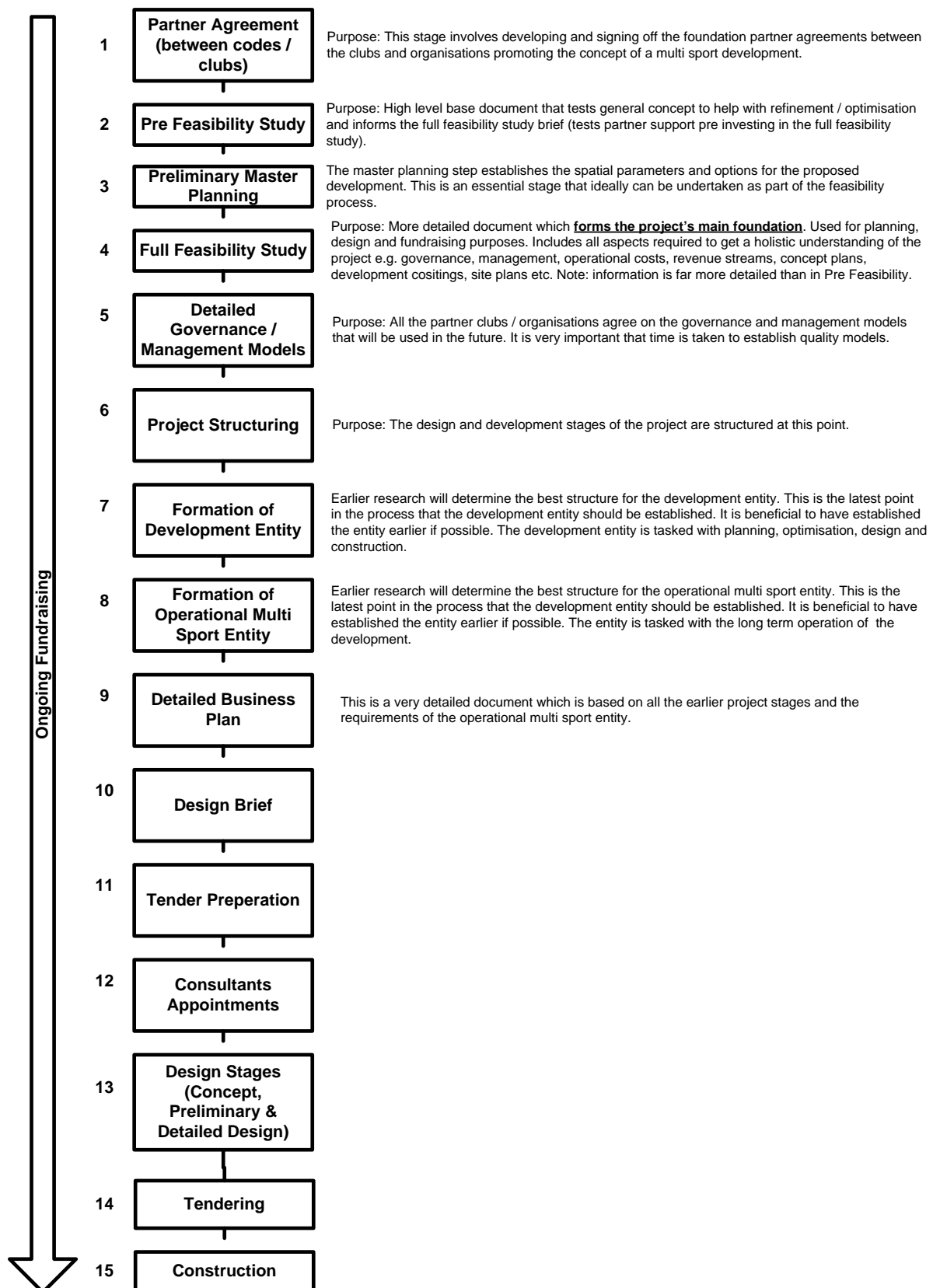
A range of other non negotiables were also raised by a smaller number of clubs / organisations:

- Access to kitchen and bar facilities.
- No cost levied to the clubs for use of fields they currently own or use for free.
- Day to day control over use of the grounds.
- Specific facility requirements
- The ability for the clubs to continue with their operations and to be housed at the Park throughout the project development where possible.
- Club history and memorabilia to be retained and displayed.
- All contributing stakeholders are involved in annual calendar of events.
- It has to happen and it has to work.

The non-negotiables above will be taken into consideration during future planning and development stages. Should at any time these non-negotiables need to be discussed the BOMBAY COMMUNITY PROJECT GROUP will return to the member clubs with a clear rationale as to why the issue needs to be discussed and present a series of options with associated pros and cons.

5.0 Road Map

General Project Road Map



6.0 Club Responsibilities

The clubs and community organisations of the proposed Bombay Community Multisport Facility development will have roles and responsibilities (to the BOMBAY COMMUNITY PROJECT GROUP) that will help enhance the planning and development process.

It is proposed that the following principles and terms of reference be adopted as a starting point for membership of the BOMBAY COMMUNITY PROJECT GROUP.

6.1 Guiding Principles:

The following guiding principles are considered to reflect the intended 'Spirit' in which the parties wish to work together.

The guiding principles have been identified as:

- Develop a sincere and honest sharing of information between all partners.
- Develop a shared commitment to the progress of the Bombay Community Multisport Facility for the benefit of the community.
- Foster positive, collaborative relationships (internally and externally).
- Co-operate fairly, openly, honestly and in good faith at all times.
- Mutually respect the needs of all parties.
- Recognise and respect the legal rights of all parties.
- Listen to what others have to say with an open mind and never interject during meetings.
- Make a genuine effort to work through issues in accordance with BOMBAY COMMUNITY PROJECT GROUP adopted project 'road map'.
- Wherever possible decisions will be made by consensus. If consensus is not possible then partners will be asked to vote.
- Only representatives from partner clubs / organisations who are mandated can vote at meetings.
- Recognition and acknowledgement will be made to the individuality of each organisation and the communities they serve.
- Communication is undertaken in an open manner.
- Should certain material be deemed confidential all members will respect this confidentiality.

6.2 Terms of Reference

The terms of reference will outline in detail how the parties and their members will operate as part of the BOMBAY COMMUNITY PROJECT GROUP.

Engagement

- The BOMBAY COMMUNITY PROJECT GROUP is the entity which has been established to investigate and progress the proposed Bombay Multisport facility.
- The BOMBAY COMMUNITY PROJECT GROUP will be the 'One Point of Contact' for external agencies to discuss the development of the Bombay Community Multisport Facility.

Information Sharing

- When ready, relevant information on the project will be released to the partner clubs in a timely manner.
- Partner clubs will undertake to return feedback and additional information in a timely manner.

Participation

- All parties and members will participate fully in the discussion, decision making process, and meet agreed project timeframes.
- All clubs and members will support the agreed decisions once they are made democratically.
- Member clubs remain able to withdraw from the process at any time, after first having met with the BOMBAY COMMUNITY PROJECT GROUP, and after a majority vote of their club's membership.

Annual Reviews

- This document can be reviewed annually, and with consensus agreement of all member clubs, be varied.
- Modifications to this document will be in writing and will need to be confirmed by all member clubs.

Communication

- All decisions agreed to by the BOMBAY COMMUNITY PROJECT GROUP will be fully communicated back to the individual clubs and organisations.
- The rationale behind decisions will be fully communicated back to the individual clubs and organisations.

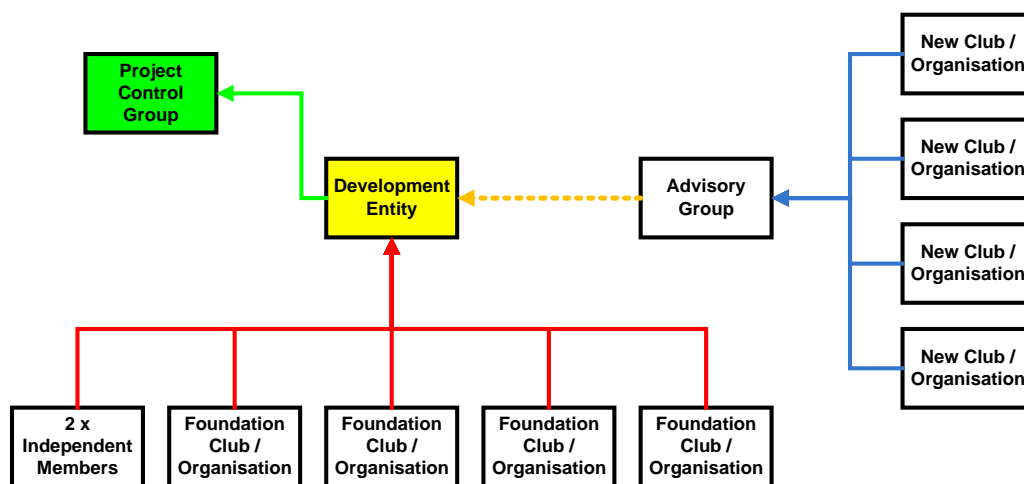
7.0 Structure of the Bombay Community Project Group

The first stage of the project requires the formation of a development entity to drive the planning, optimisation and development process. This entity will be called the 'Bombay Community Project Group'. A preliminary structure for this group has been set out below.


The Bombay Community Project Group (development entity) is made up of representatives of the projects core or foundation clubs / organisations. New or noncore clubs and organisations are involved via an advisory group which can offer advice to the development entity. There should be the ability to bring on two independent members to the Development Entity, as nominated and voted on by the foundation members. The advisory group should have the potential to elect two members to the Development Entity also.


A smaller project control group (PCG) comprising four or five individuals drawn from the development entity is also established. This PCG is tasked by the development entity to work with consultants and potential partners to move the project forwards. The PCG responds to instructions from the development entity.

Draft Development Entity Structure



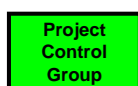
Key:

-  - One vote per organisation
 - One nominated rep
 - One proxy rep
 - One observer (non speaking)

-  - Non voting
 - One nominated rep
 - One observer

-  - Advice provided

-  - Instruction given



- One vote per rep
- Ideally 5 reps drawn from development entity.
- Additional professional appointments.



- One vote per member organisation
- Ideally no more than 10 members.

