

Draft Waitakere City Leisure Facility Partnership Policy

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### **1.0 Introduction**

The Leisure Facility Partnership Policy is a mechanism to enable Waitakere City to strategically direct capital development assistance to community leisure and sporting projects. In order to qualify for assistance, community projects must meet a series of evaluation criteria. These criteria are aligned with the objectives of core Council strategies and policies such as the Waitakere City Council Leisure Strategy, Waitakere Parks and Open Space Strategy and the Draft Policy and Guidelines for Council Investment in Significant New Formal Relationships.

Waitakere City has a diversity of community organisations which provide a wide range of leisure and sporting opportunities to the community. Many of these organisations depend on built facilities to assist their operations. Increasingly organisations have turned to Council seeking support for either new building initiatives or refurbishment projects.

Traditionally Council responded to such capital development requests on an ad hoc basis. This raised the potential risk that worthy projects may have gone unsupported for the simple reason that they were presented before Council at an inopportune time.

By establishing the Leisure Facility Partnership Policy and moving away from the historic ad hoc approach to funding projects Council is able to compare potential projects and support those that are most strategically beneficial to the community.

### **2.0 Strategic Context**

When developing new partnerships or relationships, Council needs to ensure that its requirements under the Local Government Act 2002 and best practice relating to good decision making and governance are followed. This means reflecting the Office of the Auditor General's (OAG) principles of good governance. These principles involve establishing:

- A clearly defined purpose.
- An effective governing body or agreement.
- Clear roles and responsibilities for all parties.
- An accountable entity.
- An accountable Council.

All Leisure Facility Partnership proposals must also align with Council's strategic platforms and priorities. Partnership proposals which do not align with Council's strategic direction will not be supported.

### 3.0 Policy Objectives

Council has six main objectives it wishes to achieve through the development and implementation of the Leisure Facility Partnership Policy. These objectives are to:

- Standardise the process by which capital development grants are made to community organisations to ensure transparency.
- Ensure the community leisure benefits derived from every facility partnership grant are maximised.
- Utilise the Leisure Facility Partnership Policy to support the implementation of core strategic actions from Council strategies, policies and plans such as:
  - Waitakere City Council's Long Term Council Community Plan,
  - Waitakere City Council's Parks and Open Space Strategy,
  - Waitakere City Council's Leisure Strategy.
- Utilise the Leisure Facility Partnership Policy to support local, regional and national strategies and plans such as:
  - Auckland Regional Physical Activity and Sport Strategy,
  - Sports and Recreation New Zealand's (SPARC's) 'Push Play' initiative.
  - Sport Waitakere Strategic Plan.
- Improve the sustainability of community leisure organisations.
- Form lasting holistic ongoing partnerships with community organisations.

### 4.0 Policy Scope

The Leisure Facility Partnership Policy is specifically targeted towards assisting community organisations involved in creating leisure and sporting opportunities. Facility partnership funding is only available for capital development projects (new facilities and expanding / refurbishing existing facilities) and specifically excludes debt servicing, annual maintenance and operational funding. The fit out of facilities is not generally eligible however a single chattel costing more than \$100,000 will be considered, for example floodlighting of sports pitches.

In any given year a total funding pool of \$500,000 dollars is available under the policy. The total funding pool will be shared amongst successful applicants. This funding is contested with final allocation resting solely at Council's discretion. Council may chose not to fund any of the proposed projects in a given year or alternatively may forward fund in another year.

Organisations seeking grants exceeding \$500,000 from Council will be required to adhere to Council's Policy and Guidelines for Council Engagement in Significant New Formal Relationships.

The Policy will be reviewed annually.

## 5.0 Dates for Submitting a Facility Partnership Proposal

Community organisations wishing to submit a facility partnership proposal must do so no later than the 28<sup>th</sup> of February each year. The proposal evaluation process has three stages. The exact timing of the second and third evaluation stages will be communicated to the proponents of those proposals successful in stage one.

The final stage of the evaluation process will be concluded no later than the first week of November each year. Successful organisations will receive their grants in instalments upon the completion of agreed key project milestones (or stages). These milestones will be negotiated as part of the contract between successful organisations and Council.

## 6.0 Timeline

28 <sup>th</sup> February	Stage 1 proposals due
March/April	Council officers evaluate proposals against criteria
April	City Development Committee evaluates proposals
Mid April	Stage 1 applicants advised of outcome
Last Friday in May	Stage 2 proposals due
June/July	Council officers evaluate stage 2 proposals against criteria
July	City Development Committee evaluates stage 2 proposals
Mid July	Stage 2 applicants advised of outcome
First Friday in September	Stage 3 proposals due
October/November	Council officers evaluate stage 3 proposals against criteria
November	City Development Committee evaluates stage 3 proposals
Mid November	Stage 3 applicants advised of outcome

## 7.0 Important Facts

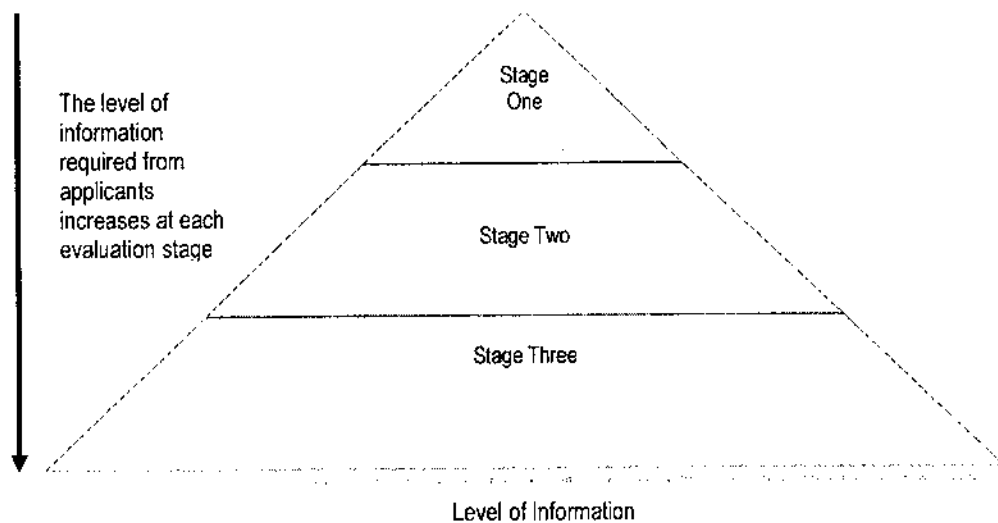
- Council is likely to receive many quality proposals each year. As a result not all projects can be accepted for funding.
- Council will seek to form an active partnership with those organisations whose proposals are successful at stage three. This means Council reserves the right to:
  - Have representatives with voting rights on the development's Project Control Group (PCG).
  - Have an active input into the decision making process (particularly in regard to subsequent tendering processes).
- Final funding will be conditional on the successful negotiation of a contract between Council and the community organisation making the proposal.
- Full funding will not be released until such time as Council is satisfied all aspects of the contract have been met.
- Council does not require any form of detailed architectural design at the initial stage of lodging a proposal.
- Council would encourage organisations to have carried out some form of feasibility analysis on their project prior to lodging a proposal. Council's Club Development Fund may assist with this process.

## 8.0 The Evaluation Process and Criteria

Proposals to the Leisure Facility Partnership Policy will be analysed in three distinct stages, each with their own evaluation criteria. The policy has been set out this way so as to minimise the level of work community organisations are required to undertake when making an initial proposal (Figure 1).

At the conclusion of the first stage proposals will be evaluated against the stage one criteria and prioritised. After evaluation by a Council Committee certain proposals will be excluded from proceeding to the next stage. Unsuccessful organisations will be informed their proposal will not proceed to the future evaluation stages and be provided with reasons for this decision. Unsuccessful proponents can resubmit their proposals again for stage 1 evaluation in subsequent years. However, even with alterations Council can not guarantee a more successful outcome for the proponent.

Figure 1: Levels of Information Required at each Evaluation Stage.



Organisations with proposals that were accepted through to the second stage of evaluation will be contacted and asked to submit additional information. Council officers will work with organisations to assist with preparation for stage three.

At the conclusion of the second stage updated proposals will be evaluated against the stage two criteria and prioritised. After evaluation by a Council Committee certain proposals will be excluded from proceeding to stage three. Unsuccessful organisations will be informed their proposal will not proceed to the future evaluation stage at this time.

Proposals that reach stage three will be processed in the same way as stage two although the more rigorous stage three criteria will be used. After ratification by a Council Committee the proponents of successful proposals will be informed and asked to enter into a contract with Council. Contracts must be signed within ninety days of that Council Committee meeting. Council is not committed financially to a project until the terms of the contract are agreed by both parties. All successful proponents are expected to meet their obligations under the Construction Contract Act 2002. Council will not be a signatory to any construction contracts and will hold no liability.

The evaluation criteria used in each stage are outlined in the following sections.

## 8.1 Stage One Criteria

This section sets out the Leisure Facility Partnership Policy's stage one criteria. The boxes below each of the criteria set out a series of 'tips' that will assist organisations in writing their proposals. Note in particular the level of information that is being requested. Council recommends that organisations considering a leisure facility partnership should contact the Policy's coordinator prior to submitting a proposal. The coordinator's details are outlined at the end of the policy.

1. Projects must demonstrate community active or passive leisure or sports benefits. Projects for core or primary healthcare, welfare, or worship are excluded.

**Tips:**

- Provide a one paragraph description of your proposed project.
- Outline in bullet point form the community leisure and / or sports outcomes that the proposed project would deliver.
- Provide a written one paragraph statement that the proposed project is not for core or primary healthcare, welfare, or worship.
- Your statement, project description and bullet points when combined should be no more than one page long.

2. Potential partners must be 'not for profit' organisations such as community groups, iwi, schools or educational providers.

**Tips:**

- Provide a short written description of your organisation which illustrates that it is clearly a 'not for profit' entity.
- Your description should be no more than two paragraphs long.
- Charitable organisations (Trusts and Incorporated Societies) must be listed on the New Zealand Charities Commission's 'Charities Register' (In accordance with the Charities Act 2005).

Note: Council will not support any proposal where the proponent is liable to pay income tax on a potential grant or donors are liable to pay gift duty.

- Potential partners must be legally constituted (e.g. school, incorporated society or charitable trust).

Tip:

- Provide a photocopy of documentation outlining the legal status of your organisation such as a trust deed or the like.

- The proposed facility must be within Waitakere City or on the periphery of Waitakere City and demonstrate a clear benefit to and usage by the ratepayers of Waitakere City.

Tips:

- Provide a map which clearly indicates where the facility is proposed to be developed.
- A photocopy of a page from a road map with the location clearly marked in colour pen is sufficient.

- The proposal will be reviewed by Council officers against Council's strategic objectives as set out in documents such as the Long Term Council Community Plan (LTCCP), 'Waitakere Leisure Strategy' and 'Waitakere Parks and Open Space Strategy'.

Tip:

- Your organisation may like to be aware of these documents. Copies of which can be obtained from Waitakere City Council or on Council's website ([www.waitakere.govt.nz](http://www.waitakere.govt.nz))

- The extent to which the proposed site supports the development of a quality community facility (e.g. location and quality of public access).

Tip:

- Provide a preliminary site plan or free hand sketch which indicates where the proposed facility sits on the site in relation to existing or proposed features.

- The governance, management of the organisation(s) putting forward the proposal.

Tips:

- Provide a short two paragraph statement indicating how your organisation is structured. A simple diagram may assist with your description.

8. The financial viability of the proposal.

Tips:

- Provide preliminary information on the size of the proposed facility and its estimated capital development cost.
- Provide preliminary information on how the facility will be funded. State:
  1. how much money your organisation is putting into the project.
  2. approximately how much you will be asking for from other funding organisations (charitable trusts etc)
  3. how much money your organisation is asking for from Waitakere City Council.
- Provide preliminary information on how you will fund the operation of the proposed facility once it is constructed.

## 8.2 Stage Two Criteria

- The information required at stage two is of a slightly higher level of detail than that required in stage one.

Council will provide organisations which proceed onto stage two with guidance on what is required. The following section provides an overview of the stage two criteria.

1. The extent to which the proposal would support increased community participation in particular leisure or sporting activities.
2. The extent of community support for and involvement in the project.

Tip:

- Provide letters of support from relevant stakeholders and / or community groups. For example, the Ministry of education, local businesses, Regional or National Sporting bodies, parents and local residents.

3. The likely community use levels within the facility and the degree to which these levels align with the size of capital grant being sought.

Tip:

- Provide details about the amount of the capital grant being sought from Council, the estimated cost of building (per m<sup>2</sup>) and the estimated number of users.

4. The potential of the project to resolve existing community facility or capacity building problems.
5. A description of how the group proposes to fund the project, what funding agents have signalled support for the project and the funds the organisation intend to provide.
6. The degree to which partner organisations have shown the ability and willingness to develop and share in a joint vision in a facility (e.g. has the potential partner shown a willingness to enter into a partnership with Council).
7. The extent to which the organisation has demonstrated the ability to develop and then operate the proposed facility.

### 8.3 Stage Three Criteria

The most detailed level of information on a proposal will be required at stage three.

1. A feasibility study undertaken on a proposed facility should provide an organisation with sufficient information to complete stage three. A basic feasibility study would include:
  - A schedule of spaces (list and size of rooms);
  - A demand analysis for the facility;
  - Demographic analysis;
  - Preliminary costings;
  - A bulk and location plan;
  - A status report on the proponent organisation;
  - Estimated operational costs;
  - Estimated revenue;
  - Estimated timeframe; and
  - Potential capital funding approaches.
2. The extent to which the proposed facility allows for future changes in use or expansion.
3. The level of value for money the proposed facility represents to Council.
4. The track record and health of the potential partners involved in the proposal.
5. The potential partners' own resources and ability to access resources. Those organisations with significant revenue streams, large business operations, the ability to access loan monies or sponsorship assistance will receive lower priority.
6. Stage two criteria can be re-evaluated if additional information is available / required.

**Council officers** will also evaluate proposals at stage three against the following:

- 6 The level of alignment between the potential partners' vision for the facility and Council's vision.
- 7 The degree to which the proposal aligns with Council's strategic planning as outlined in Council Long Term Community Plan.
- 8 The degree to which the proposed facility meets the needs of key community target groups such as youth, Pacific Islanders, Maori and new migrants.
- 9 The likelihood of the proposal proceeding within the Council's preferred timeframe.

Note:

- At Council's discretion further cost benefit or feasibility analysis can be undertaken.
- Council will provide a key account manager to assist groups/organisations at stage three.

## **9.0 Contact Details**

The Leisure Facility Partnership Policy is overseen by Waitakere City's Leisure Services Section. The coordinator of the policy is The Leisure Projects and Contracts Officer:

Contact:  
The Leisure Projects and Contracts Officer  
Ph 836-8000 ext 8558