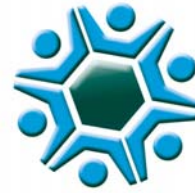


**ALEX MOORE
PARK**
SPORT AND COMMUNITY INC



Alex Moore Park Sport and Community Incorporated Society

**Strategic Management Plan
2010 – 2013**

(Version 1 – 26 August 2010)

TABLE OF CONTENTS

	Page
Introduction	3
Executive Summary	4
Board Authorisation of Strategic Plan	5
Background	6
Vision, Purpose and Values	9
Setting the scene	12
Goals and Actions	13
Appendices	
Appendix 1 – Indicative budget	16
Appendix 2 – Strategic Plan Process	17
Appendix 3 – Strategic analysis data	18

Alex Moore Park – building a quality sport and recreational experience for the whole community

Introduction

Someone much wiser than me, once said: “if you don’t know where you’re going, how will you know when you arrive?”

This plan is the Alex Moore Park Sport and Community (AMPSC) road map. It shows our destination, and it lists the major issues we have to resolve along the way.

The AMPSC 2010 to 2013 Strategic Management Plan has had a longish gestation. Its foundation was put in place by a working party made up of five clubs who set about attempting to offer this community a vision for the future. That vision is now in writing.

The Strategic Management Plan is aspirational. It does not attempt to forecast every issue that might arise and what our response will be as an organisation. What it attempts to do is look at key issues and ensure that they are on the radar and there will be a focus as is appropriate to the needs.

It is also slightly different to many plans in that the Board has to not only lead from a governance perspective but must also do from a management perspective as this project will not have any paid operational staff within the foreseeable future. All of the Board are non-paid volunteers and as such are sharply focused on our vision and the best possible spread of the huge workload contained in this document.

This document has been designed to be brief and clear in its language and its intent. Our community helped to define these goals, the AMPSC Board put them into writing and we need you now to help to realise them.



Hadyn Smith
Chairman
Alex Moore Park Sport and Community

Executive Summary

The Alex Moore Park Sport and Community Incorporated Society has been created to lead a Sportville project that brought together five founding clubs in the Johnsonville area. Its initial 'raison d'être' is to design and construct a building on Alex Moore Park that will meet sporting, recreational and other needs for the five founding clubs and the wider community and then to develop a programme of activities to fulfil their needs.

To ensure that the Society's board is acting in accordance with these aims a Strategic Management Plan needs to be put into place that maps out the key vision, mission, values and goals required to ensure sustainable and viable long term outcomes. This document is that Strategic Management Plan.

The Incorporated Society and its board are newly formed and have developed this inaugural plan over a three year period. This is seen as a crucial time period but also an essential start to what is considered a much longer term aim. The bedding in of sound principles at this stage will serve us well into the future.

It is intended to review this plan annually so as to maintain currency in a rapidly changing environment.

The Vision has been identified as; "Alex Moore Park – the vibrant heart of North Wellington's community and sporting experience".

Our mission is; "Building a quality sport and recreational experience for the whole community".

Our values are;

- Putting the best in and getting the best out of the northern suburbs
- Developing a key community resource with the environment as a true partner
- Building pride around Johnsonville's Alex Moore Park
- Make it right, make it good, and make it what our neighbours need

Our four priority areas for the next three years are;

- Good governance
- Quality facilities
- Economic viability
- Quality community relationships

Board Authorisation

We the undersigned acknowledge and support the vision, mission, values and goals outlined in this strategic management plan for Alex Moore Park Sport and Community Incorporated Society.

Board Member: Hadyn Smith, (Chairman) _____ Date __/__/____ Signed: _____

Board Member: Lynda James _____ Date __/__/____ Signed: _____

Board Member: Mel Smalley _____ Date __/__/____ Signed: _____

Board Member: Leigh Halstead _____ Date __/__/____ Signed: _____

Board Member: Guy Callender _____ Date __/__/____ Signed: _____

Board Member: Ian Hutchison _____ Date __/__/____ Signed: _____

Board Member: Alister Watt _____ Date __/__/____ Signed: _____

Background

Johnsonville and the surrounding suburbs are experiencing a growth in population and as a direct result the demand for good quality sporting and community facilities continues to increase. Wellington City Council's Northern Reserves Management Plan, suggested implementation of high density housing and the Johnsonville Mall redevelopment are all tangible examples of this growth. This increase in housing density is likely to exacerbate these community recreation needs.

The Northern Suburbs community has limited provision of facilities that support active residents in general, and young people in particular, and there is a demonstrable need for modern, quality, sport related facilities.

Five sporting clubs (Olympic Harriers, Johnsonville Cricket, Johnsonville Softball, North Wellington Junior Football and North Wellington Senior Football) and their membership base of over 2,000 persons plus parents and supporters have worked together for more than three years with a view to combining resources and being based together in one common facility. As with many other sporting organisations in New Zealand, these clubs have experienced a common theme of rising costs, (Affiliation fees, utility bills, maintenance and repairs) inefficient building utilisation (one to two days per week and sometimes only used for part of the year as well) and generally being forced into devoting too much attention to maintaining a physical asset rather than administering the actual sport itself.

With the generous assistance from Wellington City Council in the form of two sports development grants, the 5 founding clubs have been able to carry out detailed feasibility work about how they could work towards a common, shared facility while still maintaining a level of independence over operational decision making at a club level.

The preferred concept of shared sport and community partnerships is an established New Zealand and international model, commonly referred to as "Sportville". Wellington City Council commissioned Peter Burley of Christchurch to undertake a Sportville review of this particular project and it is because of this work that the clubs were able to unite and overcome many obstacles (Refer to <http://www.sportguidance.co.nz> for background information and to view a SPARC sponsored study of eight other organisations around the country).

The Alex Moore Park project is one of at least five Sportville projects underway in the Wellington region at the present time.

Detailed building concept plans have been drawn up and Wellington City Council has also indicated its conditional support of the intention to build a community facility on Alex Moore Park.

The clubs also used money from the sports development grant to create a new legal entity (Alex Moore Park Sport and Community Inc.) which acts as the umbrella organisation for the clubs and will be responsible for completing the project, managing the complex and expanding on development initiatives for the benefit of the five founding clubs as well as additional clubs and community organisations who may like to join the society or use its facilities.

The Challenge

There is much work to be done to ensure that the proposed facility and any alterations to the Alex Moore Park in general will meet this community and greater Wellington's needs, including adequate parking and traffic management. Further consultation with residents is crucial, along with ensuring that other local sporting and community groups are made aware of the potential for the new facility. Although the five clubs previously mentioned are the founding members, the new facility is intended for far wider community use.

The 5 clubs are very much aware that for the project to succeed and result in one new multi purpose building, it will require removal/sale of existing club facilities and additional fundraising. The clubs have proven over the last three years that they can work cohesively as a team for the benefit of all club members and the community at large

Demographics

Alex Moore Park will serve the local community. The 2006 census tells us that Johnsonville has a population of 6717. The surrounding suburbs of Churton Park, Newlands, Grenada Village and Raroa collectively add 18,458 and the wider northern suburbs from Linden in the north to Wadestown in the south add a further 31,851 making a total of 57,026.

Alex Moore Park Sport and Community Inc. (The Society)

The society was created to allow the sporting facility to be developed to serve, primarily, the needs of the five founding clubs but also the needs of the wider community. The project's Advisory Committee is made up of representatives from the 5 clubs. The Society now has a board consisting of three elected and five appointed members.

The two elected members are:

- **Hadyn Smith.** Hadyn is the CEO of Land Search and Rescue (LandSAR) with 10 years in the Sport sector (as the CEO of Softball New Zealand and Manawatu "Turbos" Rugby). He also worked for the police and is a current member of the Softball New Zealand Board. He has a long background in the voluntary sector and the reengineering of operational structures to meet organisational challenges. He lives in the Northern suburbs and is passionate around the delivery of community and recreational support to our young people.
- **Mel Smalley.** Mel works as an Area Recreation Manager with Wellington City Council. He has more than 20 years experience in public sector recreation management and was the Head of Leisure Services for the Arun District Council in the UK.

The five appointed board members are:

- **Guy Callender.** Guy is a Director of Churton Homes Limited, Best Farm Limited and Hunters Hill Limited and is involved in the development of the Churton Park and Grenada subdivisions. He brings experience in construction design and management and a good working knowledge of the resource consent and building consent process.

- **Lynda James.** Lynda is General Manager - Corporate Services for Sport & Recreation New Zealand (SPARC). She is a chartered accountant with an auditing and financial management background in central government. Lynda has a long history of volunteering, and over the years has filled a number of Treasurer or Honorary Auditor roles in not for profit organisations. Lynda lives in the Northern Suburbs and is keen to support the delivery of sport and recreational opportunities in the local community.
- **Ian Hutchison.** Ian works for the Foodstuffs (Pak n Save and New World Supermarkets) Group as Property Manager for the lower North Island.

He has lived in Johnsonville for over 30 years, has played and coached sport locally, and is keen to see Alex Moore Park developed into a quality sport and recreation location. A location that will be the envy of all Wellingtonians.

- **Leigh Halstead.** Leigh owns and runs the niche consulting business Halstead Consulting. He consults primarily to state agencies on property, business processes, specialist IT and interaction with local government. Leigh is a Registered Valuer and former Council Chief Executive. He grew up in Johnsonville and played a variety of sports on Alex Moore Park and is keen for future generations to enjoy the park with great facilities.
- **Alister Watt.** Alister Watt is a Director of BPX Consulting Ltd and certified Project Manager Professional with over 10 years of experience managing projects in the Government, Corporate and not for profit sectors. He has also worked for Inland Revenue. A strength is his drive, energy and skills to make plans a reality. He is a keen competitive sports person and is excited about being involved in a project that will deliver a purpose built sports facility hub for the Northern suburbs community.

Note: *One elected board vacancy exists at the time of writing this document.*



Vision, mission and values

VISION:

Alex Moore Park – the vibrant heart of North Wellington’s community and sporting experience

MISSION:

Building a quality sport and recreational experience for the whole community

VALUES

- *Putting the best in and getting the best out of the northern suburbs*
- *Developing a key community resource with the environment as a true partner*
- *Building pride around Johnsonville’s Alex Moore Park*
- *Make it right, make it good, and make it what our neighbours need*

Priority Areas			
Good Governance	Quality Facilities	Economic Viability	Quality Community Relationships
<p>Goal</p> <p>1. Operate Alex Moore Park Sport & Community Incorporated in accordance with best governance and management practice.</p>	<p>Goal</p> <p>1. Design, develop and build a recreational facility with associated landscaping at Alex Moore Park.</p>	<p>Goals</p> <p>1. Raise sufficient funds to complete the capital build of the Alex Moore Park Sport and Community Facility</p> <p>2. Run the completed Facility on an financially self sustaining basis</p>	<p>Goal</p> <p>1. Enhance and increase the awareness, understanding and support of the Alex Moore Park Sport and Community Facility project.</p>
<p>Action:</p> <p>Year 1</p>	<p>Actions:</p> <p>Year 1</p>	<p>Actions:</p> <p>Year 1</p>	<p>Actions:</p> <p>Year 1</p>
<ul style="list-style-type: none"> Establish Board and management policies and systems in accordance with best practice guidelines by 30 September 2010. 	<ul style="list-style-type: none"> Establish board working group with agreed terms of reference 	<ul style="list-style-type: none"> Open bank facilities by July 2010 Establish finance policies, procedures and reporting mechanisms by July 2010. 	<ul style="list-style-type: none"> Ensure key messages are delivered and understood by all partners and members of our community or sectors of influence in a timely fashion.
<ul style="list-style-type: none"> Successfully register with the Charities Commission as a charitable trust by 30 September 2010. 	<ul style="list-style-type: none"> Working group to establish sound working relationships with relevant Wellington City Council staff and develop a plan to utilize those relationships to best advantage 	<ul style="list-style-type: none"> Develop fund raising plan by 30 September 2010 	<ul style="list-style-type: none"> Complete a communication plan that: <ul style="list-style-type: none"> Identifies key messages. Prioritises our partners Uses technology to inform Manages and IDs risk from a communication perspective.

Priority Areas			
Good Governance	Quality Facilities	Economic Viability	Quality Community Relationships
<ul style="list-style-type: none"> Develop a Strategic Plan for Alex Moore Park Sport & Community Incorporated by 30 September 2010. 	<ul style="list-style-type: none"> Establish Project Management approach to delivering the proposed facility 		<ul style="list-style-type: none"> Identify and involve key “events” and “people” that will support the flow of quality information.
	<ul style="list-style-type: none"> Develop existing drawings and plans into agreed designs 		
	<ul style="list-style-type: none"> Obtain necessary resource constraints 		
Actions: Years 1 and beyond	Actions: Year 2	Actions: Year 2	Actions: Year 2
<ul style="list-style-type: none"> Operate accountability processes which meet legislative requirements and the needs of members, the local community and funders. 	<ul style="list-style-type: none"> Create and agree Asset Maintenance Plan including both routine and planned 	<ul style="list-style-type: none"> Access sufficient funding to complete the capital development of the facility. 	<ul style="list-style-type: none"> Review the Communication Plan on an annual basis.
<ul style="list-style-type: none"> Review strategic plan on an annual basis. 			<ul style="list-style-type: none"> Update key messages in a timely fashion.
Actions: Year 3	Actions: Year 3	Actions: Year 3	Actions: Year 3
<ul style="list-style-type: none"> Establish appropriate employment policies and procedures Appoint a Facility Manager 	<ul style="list-style-type: none"> Establish ongoing processes and procedures for building maintenance in the short, medium and long term. 	<ul style="list-style-type: none"> Develop a sustainable funding model for the ongoing operation of the Facility 	<ul style="list-style-type: none"> Review the Communication Plan on an annual basis.
			<ul style="list-style-type: none"> Update key messages in a timely fashion.

Setting the scene

The board has identified four priority areas for their efforts over the next three years. They are:

1. Good Governance and Management

There is a need for the board to focus on governing and managing the Incorporated Society well and in line with the needs of the founding clubs as well as the local community. The board will need to develop, agree and regularly review appropriate strategies, policies, plans and processes that help to deliver the agreed vision. This will be achieved through the board as a whole and through established working groups.

2. Development of Alex Moore Park

Especially in the first two years the society will need to design and develop a 'fit for purpose' building together with associated landscaping for the site. There will be a strong requirement to work very closely with the community and officers from Wellington City Council.

3. Economic Viability

To ensure ongoing long term success the society needs to be financially secure and well managed. Grant funding and sponsorship will need to be secured.

4. Quality Community Relationships

This Society exists to serve the interests of the founding member clubs and the wider community. In order to achieve that aim it will be essential to foster and develop sound working relationships with all stakeholders.

Goals and Actions

Within each of the priority areas, goals and actions have been determined to help plan the way ahead.

1. Good Governance and Management

a. Goal

- Operate Alex Moore Park Sport & Community Incorporated in accordance with best governance and management practice

b. Actions

Year 1

- Establish Board and management policies and systems in accordance with best practice guidelines by 30 September 2010
- Successfully register with the Charities Commission as a charitable trust by 30 September 2010
- Develop a Strategic Plan for Alex Moore Park Sport & Community Incorporated by 30 September 2010

Year 2 and beyond

- Operate accountability processes which meet legislative requirements and the needs of members, the local community and funders
- Review strategic plan on an annual basis

Year 3

- Establish appropriate employment policies and procedures
- Appoint a Facility Manager

2. Development of Alex Moore Park

a. Goal

- Design, develop and build a recreational facility with associated landscaping at Alex Moore Park

b. Actions

Year 1

- Establish board working group with agreed terms of reference
- Working group to establish sound working relationships with relevant Wellington City Council staff and develop a plan to utilize those relationships to best advantage
- Establish Project Management approach to delivering the proposed facility
- Develop existing drawings and plans into agreed designs
- Obtain necessary resource consents

Year 2

- Create and agree Asset Maintenance Plan including both routine and planned

Year 3

- Establish ongoing processes and procedures for building maintenance in the short, medium and long term

3. Economic Viability

a. Goals

- Raise sufficient funds to complete the capital build of the Alex Moore Park Sport and Community Facility
- Run the completed Facility on an financially self sustaining basis

b. Actions

Year 1

- Open bank facilities by July 2010
- Establish finance policies, procedures and reporting mechanisms by July 2010.
- Develop fund raising plan by 30 September 2010

Year 2

- Access sufficient funding to complete the capital development of the facility

Year 3

- Develop a sustainable funding model for the ongoing operation of the Facility

4. Quality Community Relationships

a. Goal

- Enhance and increase the awareness, understanding and support of the Alex Moore Park Sport and Community Facility project

b. Actions

Year 1

- Ensure key messages are delivered and understood by all partners and members of our community or sectors of influence in a timely fashion
- Complete a communication plan that:
 - ✓ Identifies key messages.
 - ✓ Prioritises our partners
 - ✓ Uses technology to inform
 - ✓ Manages and IDs risk from a communication perspective
- Identify and involve key “events” and “people” that will support the flow of quality information

Year 2

- Review the Communication Plan on an annual basis
- Update key messages in a timely fashion.

Year 3

- Review the Communication Plan on an annual basis
- Update key messages in a timely fashion.

Alex Moore Park Sport and Community Facility Budget

As at 16 August 2010

Design and Build Cost Estimate \$4 million

The capital cost of the facility has been estimated based on the following assumptions:

Estimated floor area (m ² based on preliminary plans)	1610
Cost per m ²	\$2,000
	\$3,220,000
Plus 15% contingency	\$483,000
	\$3,703,000

- * The 15% contingency covers any inflationary impact over the period of the build and any costs unforeseen at this preliminary stage.
- * An additional \$300,000 has been allowed for carparking and landscaping.
- * The physical build is unlikely to start until the 2011/12 year.

The cost of the design and build is to be funded over a 3.5 year period. The following table outlines sources of funding, and proposed timing of receipt of that funding (financial years run from April to March).

Funding Source	Total	Financial Years			
		2010/11	2011/12	2012/13	2013/14
Grants from Community and other Trusts ¹	\$1,700,000	\$50,000	\$500,000	\$950,000	\$200,000
Sale of existing facilities ²	\$1,100,000		\$1,100,000		
Commercial/sponsorship ³	\$600,000		\$150,000	\$250,000	\$200,000
Contribution to public amenities	\$300,000			\$300,000	
Community fundraising/events ³	\$200,000		\$66,000	\$67,000	\$67,000
Contra support	\$100,000				\$100,000
	\$4,000,000	\$50,000	\$1,816,000	\$1,567,000	\$567,000

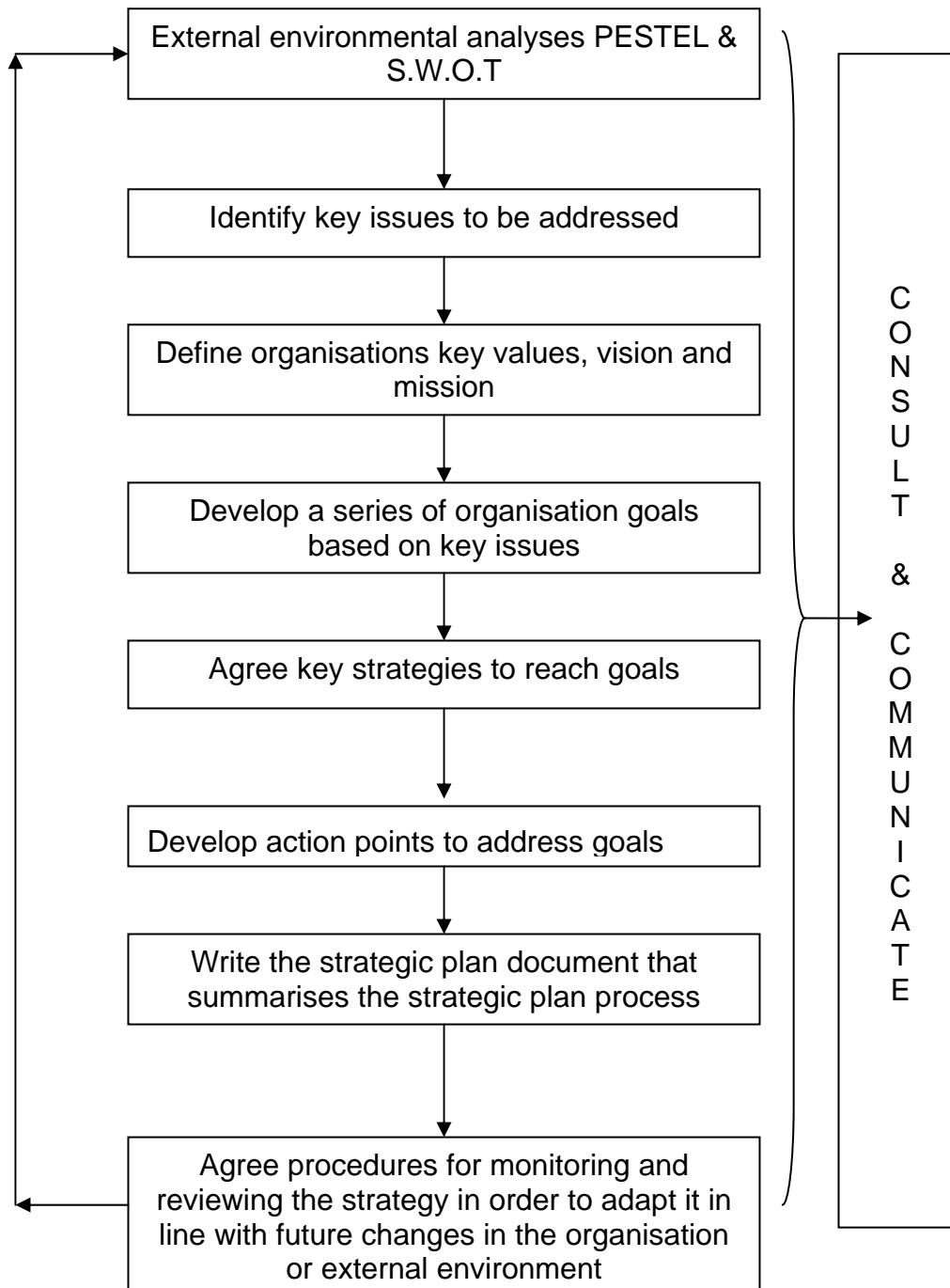
¹ Indications of support in principle have already been received from two major community funders.

² Member clubs have already agreed that the sale proceeds from existing facilities will be applied to the new facility. The value of the existing Phillips St facilities is estimated at between \$1.1 - \$1.5 million. The more conservative estimate has been used given the currently depressed property market.

³ The Northern Suburbs are growing and affluent. The Board believes this sport and community project will appeal to

commercial supporters and a number of affluent members of the local community.

Appendix 2 - Description of Strategic Planning Process Used



Appendix 3 - Strategic Analysis Data - External Analysis

	LOCAL	NATIONAL
POLITICAL	<p>Political issues</p> <ul style="list-style-type: none"> - Council elections 2010 - Area Councillors - Potential impact of changes in councillors as a result of elections 	<p>Support for area services by local members of parliament.</p> <p>Is a National or Labour government better for our organisation?</p>
ECONOMIC	<p>Funding providers</p> <ul style="list-style-type: none"> - knowing their individual focus - current verse potential verse required - capital verse revenue verse fund raising <p>Local economy House Prices Costs of development Greater use of VISA/MASTERCARD</p>	<p>National sources of income</p> <ul style="list-style-type: none"> - knowing their individual focus <p>Interest rate changes Banks and Accounts</p>
SOCIAL	<p>Residents concerns/consultation</p> <ul style="list-style-type: none"> - Demographics - Our target audience <p>School connections Community clubs Sporting codes</p> <ul style="list-style-type: none"> - issues/intelligence - Artificial turf - RST/SPARC <p>Employment Market demand</p>	<p>Demographic change (e.g. ageing population)</p>
TECHNOLOGICAL	<p>Technology – new thinking/stuff that could be applied to our complex</p> <p>New technology and its effects on activities/sports or running the business e.g. EFTPOS</p>	<p>NZ wide technology e.g. online services</p> <p>Changes in what's available for the building</p> <p>Future proofing</p>
ENVIRONMENTAL	<p>Regional developments:</p> <ul style="list-style-type: none"> - Churton Park - Newlands complex (effect on us – funding in same area) - Johnsonville Mall - Johnsonville Town plan <p>Council strategies and plans</p> <ul style="list-style-type: none"> - Parking - LTCCP - Northern Reserves plan - Recreation Facilities Plan - Other plans that we can connect with e.g. Wellbeing <p>Green considerations:</p> <ul style="list-style-type: none"> - Solar heating 	<p>National policy on insulation subsidy</p>

APPENDIX 3

	<ul style="list-style-type: none"> - Reticulated water - Movement sensors for lighting - Green - Recycling 	
LEGAL	Local licences/planning permission Resource consent <ul style="list-style-type: none"> - Objections - Liquor licensing 	NZ law Monitoring and reacting to changes in laws relating to our business

Opportunities	Threats
Something new and sought after New function facility New users to be involved Schools connections (productions) Attract new people (volunteers, etc) Less travel for the community New community relationships Development of field use (new surfaces) Employment opportunities Celebrate the area Media	Not reaching cash targets Media Legal process Loss of key project personal Industrial action Recession
Strengths	Weaknesses
Strong “founding” support Local connections Connected Location (central to Johnsonville and close to State Highway 1) Design plans close to completion Plans provide potential resolve parking issues Communication (to date) Long term community presence Board skill set Sensible venue size Play area idea Visual aspects of development Volunteer driven Three years in the making – to date Council relationships Media contacts Passion	Cash No paid management Project cost (once targets are known) Neighbour relations (park houses) Johnsonville Community Centre Other developments (Churton Park)