



# PAVILION FUNDING POLICY 2018 (Interim)

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Version:	2.0
Approved by Council:	<Date>
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## Yarra Ranges Vision for the municipality

The following vision statement has been developed by Council to describe Council's aspirations for the future of the municipality - how we would like Yarra Ranges to be in 2036. It is based on the ideas of more than 1,000 members of our community, captured in late 2016.

***Whether you live here or visit, you will see how much we value our natural beauty, how connected our communities are, and how balanced growth makes this the best place in the world.***

## Our Strategic Objectives

Council has identified five strategic objectives to describe what we are working towards – how we want Yarra Ranges to be in the future. These objectives, and the activities we will complete over the coming four years, have been developed in response to our community's priorities and the big issues facing Yarra Ranges. All activities completed by the organisation contribute to one or more of these objectives.



### **Connected and Healthy Communities**

Communities are safe, resilient, healthy, inclusive and socially well connected. Quality services are accessible to everyone.



### **Quality Infrastructure and Liveable Places**

Quality facilities and infrastructure meets current and future needs. Places are well planned and are hubs of activity that foster wellbeing, creativity and innovation.



### **Protected and Enhanced Natural Environment**

A healthier environment for future generations.



### **Vibrant Economy, Agriculture and Tourism**

Our tourism, agriculture, health, manufacturing and other industries are leading and dynamic. Strong investment and attraction underpins sustainable economic growth and job creation.



### **High Performing Organisation**

An innovative, responsive organisation that listens and delivers quality, value for money services to our community.

We respectfully acknowledge the Traditional Owners, the Wurundjeri People, as the Custodians of this land. We also pay respect to all Aboriginal community Elders, past and present, who have resided in the area and have been an integral part of the history of this region.

## **Introduction**

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Council plays a leading role in the development of sporting infrastructure to meet the requirements of local community sport. This infrastructure includes pavilions, playing surfaces and other supporting infrastructure. With the continued increases in participation, specifically in the junior and female winter field sports, and changes in community expectations, it is important to continue to review and upgrade this sporting infrastructure to support the growth.

The Yarra Ranges Council Pavilion Funding Policy (The Policy) was developed in 2014 to guide Council in its funding of sporting pavilion renewals, upgrades and new developments. Historically the Policy has included a partnership approach to funding pavilions to try to manage the impact of increasing building costs and increased competition for external funding.

The Policy limits the amount of Council funding that is contributed to any single project in order to encourage partnership contributions from external sources such as other levels of government and the community. The Policy is reviewed on a regular basis to ensure the Council contribution is adequate to effectively deliver the redevelopment of pavilions to standards required whilst meeting the expectations of sporting clubs, the broader community and State Sporting Associations specific standards.

This Policy will be incorporated within the upcoming Recreation and Open Space Strategy review (2018).

### **Purpose of the policy**

This funding policy applies to community sports pavilion projects.

The high cost of these projects demands a partnership approach to funding with contributions from Yarra Ranges Council, State and/or Federal Government and the community.

This funding policy proposes indicative Council contributions to three levels of pavilion projects:

- *Full upgrade or total rebuild / new community sports pavilion*
  - *Construction Cost \$2.0m - \$4.0m*
  - *Council contribution of up to \$1.5m (New) plus up to \$1m (Renewal)*
- *Major renovation or extension to community sports pavilion*
  - *Construction Cost \$1m- \$2.0m*
  - *Council contribution of up to \$1.0m (New) plus up to \$500k (Renewal)*
- *Minor renovation or upgrade to community sports pavilion*
  - *Construction Cost \$200k - \$1m*
  - *Council contribution of up to \$500k (New) plus up to \$200k (Renewal)*

The policy will inform the community of Council's likely contribution towards a pavilion redevelopment project and will assist in scoping the scale of proposed developments.

The funding policy supports a partnership approach with community and aligns with Council's Major Building Project Management Process.

### **Support materials**

There are supporting materials which are referred to within this policy. These include:

- 2017 Pavilion Review
- 2018 Recreation and Open Space Strategy

### **Definitions**

ARR	Asset Renewal Reserve Fund
CEP	Capital Expenditure Program
CRV	Current Residual Value
CSP	Community Sports Pavilion
RAL	Recreation and Active Living Team
ROSS	Recreation and Open Space Strategy

### **Revision history**

Version	Date	Summary of revisions
V1	2014	Pavilion Funding Policy - Original

## 1. Funding levels

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Council's major sports pavilions have been assessed as falling into three categories, with an indicative project cost range allocated to each category. The project cost estimates are based on 2018 prices and experiences from similar projects recently undertaken by Council.

The Pavilion Funding Policy 2018 establishes a structured approach to Council's financial contribution to community sports pavilion redevelopments. Council funding toward these redevelopments will be drawn from two sources:

1. A contribution through council's Capital Expenditure Program (CEP) from the Recreation Facilities Program, plus;
2. An agreed contribution from the Asset Renewal Fund (ARR), based on:
  - the Current Residual Value (CRV) of the existing structure;
  - the proposed scope of works for the redevelopment (e.g. renovation or rebuild); and
  - other reserve facilities that will be incorporated into the new development. NB. The Pavilion Assets Working Group is currently working through this process for each venue.

Under this policy the total council contribution from each category would generally be limited to the thresholds outlined below however projects may attract both new and renewal contributory funding from Council. There is scope for council to review this limit where particular redevelopment proposals can demonstrate exceptional broader community benefits.

<b>Pavilion Category</b>	<b>Total Project Cost</b>	<b>Council Contribution (New)</b>	<b>Council Contribution (Renewal)</b>	<b>External Grants and Community Contribution</b>
1. Full upgrade / rebuild	\$2.0M - \$4.0M	Up to \$1.5M	Up to \$1M	Up to \$1.5M
2. Major renovation / extension	\$800K - \$2.0M	Up to \$1.0M	Up to \$500k	Up to \$600K
3. Minor upgrade / renovation	\$200K - \$1M	Up to \$500K	Up to \$200k	Up to \$300K

## **2. Pavilion Partnership Process**

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### **2.1. A partnership approach to pavilion redevelopment proposals, the Yarra Ranges way**

Two key objectives guide our approach to pavilion redevelopments in Yarra Ranges. These are:

- All projects are strategically supported and follow a sound strategic planning process; and
- A partnership approach is adopted in terms of planning, design, funding and development.

The redevelopment of pavilions in Yarra Ranges Council is strategically supported by the Recreation and Open Space Strategy 2013, the 2017 pavilion review and master plans for major recreation reserves. The review and master plans identify a need for redevelopment of pavilions in poor condition or lacking the functionality required to meet current needs. It is important that pavilion redevelopment projects address the legitimate needs of all existing and potential user groups as well as the broader community. This will be reflected in the establishment of a representative Project Reference Group to participate in scoping and planning the proposed development.

Funding support from the community is an important feature of the partnership approach. It is often a requirement of external funding programs and demonstrates commitment to the project outcomes.

This partnership approach involves the following steps:

- User Groups will be requested to document the need for the project by profiling their membership, players, programs frequency of use and identify facility needs, current service gaps and synergies with other potential community / user groups;
- Council officers will then verify and challenge the information, conduct a site survey and site analysis including reviewing the building review and ensuring the scope of the project complements other community buildings;
- A functional design brief is developed to support the project scope which informs the engagement of consultants to develop a preliminary feasibility study / concept plan and preliminary project cost plan;
- The preliminary concept plan and cost plan will be presented to Council seeking approval to proceed to the detailed design stage and seeking an “in principle” funding commitment in line with this policy; and
- The concept plan and other planning documents will be used by user groups and council officers to pursue potential external funding providers to assist in delivery of the project until the project budget aligns with the latest project cost plan. This process can take 6 months to 2 years. At the end of this, a well thought out proposal is developed which is agreed across all user groups and funding providers. At this point council approval will be sought to progress to tender for construction.

### **3. Potential Funding Sources**

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#### **3.1. Yarra Ranges Council**

Funding from Council is important because this funding is critical in leveraging contributions from external funding partners, e.g. State and Federal Government.

The source of funding for pavilions is via Council's 10 Year Capital Expenditure Program (CEP) under the following programs:

- Recreation Facilities Fund; and
- Asset Renewal Reserve Fund.

Council provides funding to the core features that are intended to facilitate basic and equitable playing needs. The core features are:

- Change facilities – sufficient for surfaces (oval/pitch) being serviced and suitable for both male and females;
- Umpires/Referees facilities – sufficient for the number of ovals/pitches being serviced and for male and female umpires/Referees;
- Separate first aid room – that can be accessed directly from the playing oval/pitch with ease of access for ambulance/paramedics;
- Timekeeper's room;
- Accessible and sufficient public toilets;
- Sufficient storage; and
- Functional requirements to accommodate the growing and broader community use of these facilities.

#### **3.2. State and Federal Government**

The Federal and State Governments have funding programs periodically available for community sports pavilions. Applications are submitted as grants programs and opportunities become available. These applications require confirmation of Council and community contributory funding.

Occasionally a one off State or Federal Government funding contribution is made outside of the standard grant process.

#### **3.3. Clubs / Community**

Club and/or community funding is critical to the success of recent major community sports pavilion projects and will need to be an on-going source of support. These funds can be directly raised by the club, by way of fundraising, a community bank loan or by direct community bank support.

Consideration will be given to those clubs that have minimal capacity to raise significant funds toward pavilion redevelopment projects to ensure these communities are not disadvantaged relative to larger more financially viable clubs.



#### **4. Pavilion Priorities**

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Pavilion project priorities are identified in Council's 2017 Pavilion Review:

#### **5. Review Cycle**

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A review of this policy will be conducted every 3 years.