

# Bay of Plenty Badminton Facilities Trust

## Strategic Funding Plan



October 2025

**funding**<sup>HQ</sup>

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Report prepared by Christine Ennis

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## Executive Summary

The Bay of Plenty Badminton Facilities Trust is seeking to raise \$16.5 million in external funding to build a new multi-sport indoor facility at Tatua Reserve, Mount Maunganui. This project responds to a long-standing and well-documented shortage of appropriate indoor court space in Tauranga and the wider region. Badminton is one of the Bay of Plenty's fastest-growing sports, yet the region has no dedicated badminton facility, limiting participation, development pathways, and the ability to host major tournaments. Existing venues are over-subscribed, not fit-for-purpose, and restrict opportunities for growth.

The proposed purpose-built venue will deliver significant community, social and economic benefits, functioning as both the home of Bay of Plenty Badminton and a multi-use hub for basketball, netball, futsal, pickleball, volleyball and other indoor codes. The facility will provide 16 courts (or 8 dedicated badminton courts plus 2 multi-use courts), high-performance standard flooring and lighting, and improved storage and social spaces. This investment will free up existing venues, support the city's expanding population, and create a sports precinct capable of hosting regional and national events that support local business and tourism.

A charitable trust structure has been formally established to lead the fundraising campaign, providing funders with confidence in governance, accountability, and long-term stewardship. Tauranga City Council has already approved the Tatua Reserve site and committed **\$5 million**, signalling strong civic backing and helping to leverage further support from other funders.

The Strategic Funding Plan outlines a staged and strategic capital campaign that draws on five key revenue streams:

- Local government investment
- Lottery Grants Board funding
- Community, private and gaming trusts
- Corporate and philanthropic partnerships
- Community fundraising and engagement

Together, these streams represent more than **\$16.7 million** in potential funding opportunities, providing an appropriate buffer in today's highly competitive funding environment. Major prospects include **TECT (\$5M)**, targeted gaming trust applications, Lottery Community Facilities Fund support, and a tiered partnership programme offering naming rights for the facility, courts, and other assets.

The Plan recommends early and proactive engagement with funders, strong collateral to support tailored approaches, and deliberate cultivation of long-term partner relationships. A community engagement programme supported by local ambassadors, will build visibility, social licence, and public ownership of the campaign.

While the fundraising environment remains challenging, the project is well positioned for success. It offers a compelling community impact story, strong alignment with funder priorities, a clear governance model, and broad regional benefit. With disciplined implementation, relationship-driven partnerships, and coordinated funding approaches, the Bay of Plenty "Home of Badminton" facility is a realistic and achievable investment that will deliver lasting value for current and future generations.

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## 1.0 Objective and Scope of the Report

The purpose of this Strategic Funding Plan is to identify external funding options available to Bay of Plenty Badminton Facilities Trust (The Trust) for the construction of a new badminton and multi-sport facility at Mount Maunganui. The Plan will support The Trust to realise \$16.5 million of external funding.

The Strategic Funding Plan outlines potential funding sources and provides indicative funding estimates for each source. These estimates are informed by market research and comparable sports facility projects but are indicative only. We recommend further analysis and direct engagement with funders before submitting applications and approaches to confirm eligibility, timing, and realistic “ask” amounts.

The Strategic Funding Plan includes recommendations for next steps towards implementation and has been developed based on Funding HQ’s experience with capital campaigns, current sector trends, and a strong understanding of the Trust’s facility construction project and its strategic context.

## 2.0 Background

Bay of Plenty Badminton Association (BOPBA) first approached Tauranga District Council (TCC) in 2008/09 seeking the allocation of land for a purpose-built badminton facility for the Bay of Plenty region. Tauranga, which is the fifth largest city in New Zealand, does not have a dedicated badminton facility for club and community use. The closest purpose-built existing facilities are in Rotorua and Hamilton.

BOPBA currently uses a range of venues in the Tauranga, Mt Maunganui, Papamoa area which include public sports venues and school facilities but many of these are multi-use and do not meet the requirements for badminton such as wall colour, lighting, floor surface, height and space around the courts. BOPBA also faces restricted access and lack of availability of facilities, particularly during peak times, and restricted opportunities to offer casual play in these hired facilities. Because of the limits on access and suitability of the courts currently, BOPBA is unable to grow the sport and offer new programmes nor promote their clubs/sport as they cannot accommodate additional players.

Furthermore, a lack of storage space means equipment must be moved regularly and a lack of social space means there is no opportunity for meeting and making connections outside the court environment. These circumstances add limits to what can be achieved by the BOP badminton clubs and the Regional Badminton Association.

Badminton is one of the Bay of Plenty’s fastest-growing sports. A new facility is necessary to accommodate the current demand to play badminton and provide players with better training options to improve player development and open up pathways for advancement and success in the game.

Tauranga City Council is a key supporter of the project and has approved a site at Tatua Reserve in Mount Maunganui for the development of a multi-use facility plus a funding contribution of \$5M towards its construction.

The proposed new facility will be “home” for the Bay of Plenty Badminton Association and offer a multi-sport facility that will contribute to community health and wellbeing, opening up opportunities to participate in active sport and recreation. With 16 badminton courts (or 8 purpose built badminton

courts and 2 multi-sports courts) and timber sprung flooring accredited by FIBA and BWF, it will also offer court space for basketball, netball, futsal, pickleball, and volleyball, ensuring versatility and inclusivity.

The project is more than new courts however; it's an investment in community wellbeing and regional growth. The centre will be a social anchor for Tauranga and the wider Bay of Plenty, a place where whānau gather, connect, and share experiences. Its scale and quality will also position the city to host regional and national tournaments, attracting visitors, boosting local business, and building civic pride.

The facility is also an investment for generations to come. It will represent a legacy for sports and community health and development in the Bay of Plenty. In the short-term it will free up existing space in the court network for other uses as BOPBA will no longer need to use the venues it currently occupies.

A new charitable Trust has been established – the Bay of Plenty Badminton Facilities Trust – to lead the fundraising for the project. This leaves the Association to concentrate on the operational side of the badminton programme, while The Trust focuses on raising the capital funds required for the new facility.

This Funding Plan sets out a clear and actionable path for The Trust to raise \$16.5 million in capital to bring this vision to life. It outlines a staged, multi-stream fundraising strategy that includes corporate and philanthropic partnerships as well as local government, lottery grants, trust funding and community fundraising activities.

The Funding Plan sets out a clear, actionable roadmap to secure the investment needed to build the facility and provide the Bay of Plenty Region with a first-class Badminton venue, able to cater for the needs of a growing local population, increased interest in the sport and community benefits.

### **3.0 Recommendations**

To ensure the campaign's success, the Funding Plan recommends:

- Securing a confirmed partnership with TCC as the facility is not only for badminton but a shared community facility replacing the Mount Sports Centre (MSC).
- Appointing dedicated internal resources to fundraising and managing donor and sponsor relationships.
- Developing and maintaining strong mutually beneficial relationships with the corporate and philanthropic communities locally and nationally.
- Continuing to build a donor prospect pipeline through strategic relationship development and introductions via Board and stakeholder networks.
- To support any fundraising campaign, develop fundraising collateral for approaches to potential business and donor partners.
- Speaking to fund administrators prior to lodging any applications such as community, private and gaming trust funding sources identified in this report.
- Developing a community engagement/awareness plan to support fundraising activity and keep the BOP community informed of progress.

The Funding Plan also identifies potential risks such as increased competition for funding and potential broader economic volatility, and proposes mitigation strategies including diversification of revenue streams, early engagement with funders, and building strong community support.

## **4.0 Summary of Funding Potential**

There is a strong case for external investment, secured through a mix of council, corporate partnerships, philanthropic gifts, trust funding and community fundraising initiatives to complete the Badminton and Multi-use Sports facility project. Funders are likely to support this project as it will deliver significant social, health and economic benefits to the Bay of Plenty. There are also a range of high priority funding themes to which this project aligns, namely community well-being, legacy commitment to Tauranga's sporting future, economic benefits through holding national events, opportunities for collaboration and partnership.

### **4.1 Governance**

Governance is a critical component of a successful capital raising campaign. Funders want to be sure that the project in which they invest has a stable governance structure, that stakeholders are united in their vision and objectives for the project and that they have agreed on the outcomes they wish to see.

The Trust is a registered charitable trust, Charity number CC62251, which brings advantages in both applying for grant funding and in receiving donations. As a charitable entity, donors may claim back a third of their donation as a tax rebate, which may make giving to this project more appealing to some donors.

Given the above factors, Funding HQ considers the external funding sought for the project of \$16.5M should be able to be secured as outlined in Section 5. In the current financial climate, fundraising for this amount will not be easy. However, having a foundation funder in Tauranga City Council, which has made a public commitment of both land and funding to the project, will hopefully allow the Facilities Trust to leverage this contribution to attract funding from other sources.

### **4.2 Funding Strategy**

The fundamental strategy for any capital raising campaign remains the same, carving up the total project cost into smaller parts and systematically making approaches in a coordinated, strategic manner. As such, this Funding Plan is built on five key components, each has a place in contributing to the overall success of the fundraising campaign. These are:

1. Local and central government funding (Lottery Grants funding).
2. Funding organisations (Community, Private and Gaming Trusts).
3. Business/corporate partnerships.
4. Philanthropic donations.
5. Community engagement and community fundraising. (This could include income-generating events and crowdfunding campaigns.)

A comprehensive and all-inclusive approach is the most effective mechanism for maximising the connections between the different revenue streams. Each layer and level of fundraising is reliant on

the value that the project can provide for the community, funding partners and key stakeholders. As such, a fundamental aspect of any capital raising campaign is community awareness and engagement.

This Funding Plan sets out how to approach the various funders and amounts that should be asked for subject to in-person discussions with each funder.

### 4.3 Methodology

Funding HQ uses a proven methodology to secure significant funds for capital projects (see Figure 1 below).

**Figure 1: Capital Raising Campaign Process**



This Funding Plan is part of the **Strategic Phase** of capital raising. Creating a sound strategic foundation is vital to attracting significant funds to a project.

The **Development Phase** of a capital raising campaign typically includes the development of marketing material, funding collateral (currently developed for early conversations) and tailored pitch documents to support the project. This is an important stage to ensure that approaches to funders are given the best chance of success.

The **Implementation Phase** is where pre-planning and development of information, material and campaigns align to achieve a cohesive and compelling case (that outlines stakeholder/community support and need) to attract funding. Approaches should be executed by capable resources that have an intimate knowledge of the project and the funder’s objectives and can act flexibly in the negotiation process.

Adopting a phased approach to implementation will maximise both credibility and momentum.

## 5.0 Potential Funding

The following table summarises the recommended funding targets per funding stream.

The funding sector is ever changing and is heavily dependent on the economic and political climate at both a local and national level. The values estimated in this Funding Plan are made on current conditions and knowledge that Funding HQ has of funders, the current economic climate and from feedback from BOP Badminton trustees and management as a result of conversations they have had with potential funders.

A key to the success of this project is to establish a strong funding partnership between key funders. TCC has already committed funding to the project. If one or two other key funders could be secured, this would give a strong foundation for securing the required funding.

**Table 1: Funding Summary Overview**

Potential external funding sources	Timeframe	Amount	Comments
<b>Local Government</b> (Section 6.0)			
Tauranga City Council	Has already committed in LTP/Annual Plan	\$5,000,000	Committed funding
	Additional request	\$3,000,000	Proposing a joint venture arrangement as facility includes community multi-use court spaces at TCC's request
Western Bay of Plenty District Council	Initial approach during November 2025	\$ 50,000	Approach based on regional benefits of a large scale sports hub.
<b>TOTAL</b>		<b>\$8,050,000</b>	
<b>Lottery Grants Board</b> (Section 7.0)			
Lottery Community Facilities Fund	Always open from 1 June 2025 Closing dates: Requests received by 12 November 2025, Decision 18 February 2026 Requests received by 25 February 2026, Decision 20 May 2026	\$500,000	Application should be for specific elements, e.g. roofing, court surfacing, aircon system.  The most this fund gives is up to \$500k for facility development.  Application will need to demonstrate that the space will support multi-purpose activities and is

			<p>accessible to the community.</p> <p>One third of the total cost must have been secured as partnership funding and a Feasibility Study is also required.</p>
<b>TOTAL</b>		<b>\$500,000</b>	
<b>Community Trusts (Section 8.1)</b>			
TECT	<p>Online application.</p> <p>Community Facilities Fund application dates 1<sup>st</sup> April and 1<sup>st</sup> September.</p> <p>Should be submitted at least three months prior to when the funding is required</p>	\$5,000,000	<p>TECT, a community-focused trust, provides support for local initiatives, facilities and events that bring vibrancy, connectedness, growth and economic benefits to the region.</p> <p>Need to align with TECT's strategic plan and focus areas</p>
BayTrust	<p>Quarterly Strategic Funding for applications over \$50,000.</p> <p>To apply to this fund, applicants should get in touch with advisors at least three to six months before the funds are needed.</p> <p>Applications for the Strategic Partnership Funding, are run through a staged EOI, shortlist, business case and presentation</p>	\$150,000	<p>BayTrust is looking to make a meaningful and measurable difference in the BOP through funding strategic projects utilising a collaborative Partnership Approach.</p> <p>Projects that deliver in multiple priority areas will be given greater weight.</p> <p>BayTrust primarily funds operational and programme costs, not capital costs.</p>
<b>TOTAL</b>		<b>\$5,150,000</b>	
<b>Gaming Trusts (Section 8.2)</b>			
Pub Charity Inc	Have monthly funding rounds except in January	\$400,000	Some initial conversations have been held with the larger gaming trusts.
The Lion Foundation	National Fund (for HVAC)	\$500,000	

NZCT	National Fund	\$400,000	
Grassroots Trust		\$50,000	Gaming trusts listed have outlets in the BOP District
One Foundation Ltd		\$50,000	Will need quotes or QS costings
Four Winds Foundation Ltd		\$30,000	Gaming Trusts prefer to fund specific items
TAB New Zealand		\$5,000	It's better to wait closer to construction starting to apply to gaming trusts
The Akarana Community Trust Ltd (Grants heavily directed towards the Sikh community)		\$15,000	
Tauranga/Mount Maunganui RSA (Application form on website)		\$5,000	
Rano Community Trust Ltd - \$5,000		\$5,000	
<b>TOTAL</b>		<b>\$1,460,000</b>	
<b>Private Trusts (Section 8.3)</b>			
Kiwanis Club of Tauranga Legacy Trust (Legacy Funerals Tauranga)	Check Perpetual Guardian and Public Trust websites for actual dates of funds administered	\$50,000	Often administered by lawyers and accountants. Make enquiries through word of mouth. Also, Perpetual Guardian <sup>2</sup> and Public Trust <sup>3</sup>
Transpower Community Care	EOIs accepted for Summer Funding Round by 31 October and Winter Funding Round by 30 April <sup>1</sup> . You may then be invited to submit a full application	\$15,000	For projects that promote energy efficiency within 2.0kms of overhead lines or other Transpower assets. Has a site at Mt Maunganui

<sup>1</sup> <https://www.transpower.co.nz/communitycare-fund>

<sup>2</sup> <https://www.perpetualguardian.co.nz/philanthropy/grant-seekers/>

<sup>3</sup> <https://www.publictrust.co.nz/grants?query=&type=individual>

<b>TOTAL</b>		<b>\$65,000</b>	
<b>Business and Philanthropic Partnerships (Section 9.0)</b>			
Businesses and Philanthropic Donors See Proposed Sponsorship Tiers (Section 9.4.2)	Research on local business partners should commence immediately along with conversations to “sound out’ interest  Consider various business sectors	\$1,150,000	Proposed Partnership Framework with sponsorship tiers  Consider what may be offered to sponsor/donor partner in terms of benefits including naming rights to building and individual courts
<b>TOTAL</b>		<b>\$1,330,000</b> 4	
<b>Community Fundraising Activities (Section 12.0)</b>			
Regular Giving Public fundraising events, e.g. sponsored badminton tournament Selling of branded merchandise Crowdfunding & online promotions Retail “Add a Donation to your purchase”	Leave fundraising events until at least 70% of the larger funds are committed	\$200,000	Promotion of the project to the community  This activity is important not only for the financial contribution but also for the ‘community buy in’ to the project  Should be low cost/high yield models
<b>TOTAL</b>		<b>\$200,000</b>	
<b>TOTAL IDENTIFIED</b>		<b>\$16,755,000</b>	
<b>TOTAL REQUIRED</b>		<b>\$16,500,000</b>	
<b>SURPLUS/SHORTFALL</b>		<b>\$255,000</b>	

NOTE: Not all applications and approaches will be successful, so it pays to have a “buffer” in the fundraising budget.

<sup>4</sup> Refer Table 3 in Section 9.4.2. The figure in Table 2 does not include the Principal Partner sponsorship amount or the Friends of Badminton regular giving fundraising programme.

## **6.0 Local Government**

### **6.1 Tauranga City Council (TCC)**

TCC has been supportive of BOPBA for more than a decade in its efforts to establish a dedicated badminton facility in the Tauranga City area. TCC's involvement since 2010<sup>5</sup> includes undertaking an evaluation of 18 Reserve land sites to assess suitability for a badminton facility. Various options have been considered over time with Tatua Reserve confirmed in 2020 as the most appropriate location for a new multi-purpose facility as a home for badminton and accommodating other court sports as well.

TCC has committed \$5M towards the facility development at this point, with the proviso that the remaining funding for the facility is secured by June 2026. The Trust hopes to have further conversations with TCC to propose a joint venture agreement around the indoor facility development.

### **6.2 Western Bay of Plenty District Council (WBOPDC)**

WBOPDC has a strong track record of partnering with neighbouring local authorities to deliver projects that enhance community sport and recreation opportunities across the wider region.

Participation data confirms that a significant proportion of facility users will come from within the Western Bay of Plenty District. The demand for indoor sporting facilities in the Bay of Plenty is already exceeding available capacity, and this shortfall is projected to increase as the population continues to grow.

Given the regional benefits of the proposed facility a financial contribution from WBOPDC would represent a strategic investment in the wellbeing of its residents.

Based on previous collaborative funding support for sport and recreation initiatives, an initial contribution of \$50,000 is considered a realistic and appropriate proposal. This investment would demonstrate WBOPDC's ongoing commitment to regional partnership and to supporting healthy, active communities across the region.

## **7.0 Lottery Grants**

### **7.1 Lottery Community Facilities Grant**

The project presents a strong case to seek funding from a Lottery Grants Board fund administered by the Department of Internal Affairs; the Lottery Community Facilities Fund (LCF).

Lottery Committees expect to see strong governance and financial management, and applicants need to have robust planning documentation to evidence the need and affordability of the project.

The LCF will require an independent Feasibility Study to be submitted as supporting documentation with an application.

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<sup>5</sup> Timeline from Tatua Reserve Sports Hub Business Case, RSL 2022

A resource consent (if applicable) will need to be approved, and letters of support will be needed to demonstrate community support for the project (at least two support letters but as many as possible are recommended). A detailed project budget and quotes will be needed.

It is important to establish contact with the funding advisor to discuss the project application before proceeding. This should start early and carry on right through the application process. Lottery Grants Advisors will peer review applications prior to submission.

It is also important to have the support of the local Sports Trust as Lottery advisors consult Sport NZ on any sports' facility applications received to understand whether the proposed facility is needed in the region and what support there is for it from regional sports authorities.

The best approach for funding is to tag specific fundable items within the project. This approach will assist with highlighting specific parts of the project that best align to the fund.

Ongoing consultation with iwi and other key stakeholders will be vital to create a compelling case for investment from any Lottery Grants fund.

The LCF provides grants to build new or improve existing community facilities that support participation in community activities and social interaction and foster community cohesion ensuring that:

- Community facilities are safe, comfortable and accessible, contributing to the well-being of community, hapū and iwi;
- People are engaged with the facility through activities that increasingly improve community relationships and connections;
- Investment in facilities enables community, hapū and iwi groups to achieve their goals and aspirations.

Organisations receiving grants are expected to demonstrate how their projects will contribute to one or more of the following outcomes:

- Capability, Capacity and Self-Reliance
- Locally led Sports and Recreation
- Cultural Wellbeing
- Connection, Collaboration and Inclusion

In the case of locally led Sports and Recreation facilities, these must demonstrate:

- Increasing equitable access to a diverse range of locally led recreation activities;
- Increasing equitable access to a diverse range of locally led sports;
- Increasing accessible sports and recreation opportunities for people with disabilities;
- Increasing people in rainbow communities' equitable access to sports and recreation;
- Supporting multipurpose sports and recreation facilities for community, hapū and iwi to connect;
- Increasing women's equitable access to sports and recreation;
- Increasing people in rural communities' equitable access to sports and recreation.

The benefits of multi-use of the proposed facility by a variety of organisations and any events intended to be held at the venue should be emphasised, along with how the project will amplify these for a broad spectrum of the community generally.

It will be important that the application also demonstrates that the project has:

- Strong governance and financial management
- Involves tradespeople who are qualified or experienced to do the work
- Meets all regulations and requirements for building and health and safety
- Provides access for disabled people
- Provides essential services, such as plumbing, wastewater and sewerage systems, and electricity and fire protection
- Support from your community, such as people ready to work as volunteers.

Similar facilities available to the community in the district will also be considered. It will be necessary to show how the existing indoor sports spaces differ in their offering or are at capacity or are otherwise not suitable at meeting the needs of badminton and other indoor sports communities.

Some examples of larger successful applications to sports organisations in the past few years are:

- Taniwharau Rugby League Sports and Culture Club - \$500,000 (2024/25)
- Hobsonville Point Marine Sports Recreation Centre - \$550,000 (2023/24)
- Katikati Sport and Recreation Centre - \$300,000 (2023/24)

## 8.0 Trusts – Community, Private and Gaming

The project aligns with the criteria and mandate of several community, private and gaming trusts, and foundations. Utilising contributions from these types of funding organisations is a well-established method for supporting community projects.

We suggest the following targets for trust funding:

- Community Trusts: \$ 5,150,000
- Gaming Trusts: \$1,460,000
- Private Trusts: Up to \$65,000

### 8.1 Community Trusts

#### 8.1.1 TECT

The focus for community trust funding is TECT, a community-focused trust, providing support for local initiatives, facilities and events that bring vibrancy, connectedness, growth and economic benefits to the region. With a fund of approximately \$1 billion, the TECT fund is one of the largest in the country, significantly contributing to the creation of a region from which, not only current residents will benefit, but future generations.

TECT's vision is *"A thriving, caring and connected community here in Western Bay of Plenty."*

TECT's purpose is *"To make a significant impact on shaping the quality of life and wellbeing of current and future generations in the Western Bay of Plenty. We are part of the fabric of this region and are ambitious for the future of our community."*

The Trust has had some initial conversations with TECT, who have indicated support for the project. They would like to see a robust funding strategy before making a commitment.

Some examples of sports facilities that TECT has supported with funding are:

- The Devoy Squash and Fitness Centre, a new build completed 2021 - \$333,250
- Mount Maunganui Lifeguard Service – A grant of \$400,000 initially to upgrade their building, then a further grant of \$300,000 towards a rebuild, which was required when the foundations were found to need replacing (\$3M project)
- Papamoa Surf Lifesaving Club - \$1 million towards rebuild (\$5.2M project)
- Tauranga Hockey Association - \$370,453 towards turf upgrade

TECT is also the naming rights partner for TECT Park, a large outdoor forest park in the Western Bay of Plenty, which hosts a wide range of sports and recreation activities. Funding from TECT to the park is around \$5,000,000.

***It is recommended that The Trust applies to TECT for \$5,000,000.***

### **8.1.2 BayTrust**

The vision of BayTrust is “*Flourishing BOP communities and environment*”, and its purpose is “*To accelerate bold and meaningful change, assisting BOP communities and the environment to flourish*”.

BayTrust’s priorities are:

- Kaitiakitanga
- Community wellbeing
- Healthy, secure and affordable housing
- Tū Māori Mai

Under the “Community wellbeing” priority, BayTrust has a sub-heading of “Safe and Active Communities” and states they support Sport BOP and its Coachforce programme plus other sports and recreational activities that are not supported by Sport BOP where the activity is an integral and important part of the community and is accessible to all.

BayTrust has Quarterly Strategic Funding for applications over \$50,000. This is for projects where BayTrust is looking to make a meaningful and measurable difference in the BOP through funding strategic projects utilising a collaborative Partnership Approach. Projects that deliver in multiple priority areas will be given greater weight. To apply to this fund, applicants should get in touch with advisors at least three to six months before the funds are needed. Applications for the Strategic Partnership Funding, are run through a staged EOI, shortlist, business case and presentation.

BayTrust primarily supports operational funding and programme costs. It is recommended that the Trust has a conversation with BayTrust funding advisors about its need for capital funding.

***It is recommended that The Trust applies to Baytrust for \$150,000.***

### **8.2 Gaming Trusts**

Gaming trusts are not the easy source of funding that they were once perceived to be. “Sinking lid” policies by local councils, increased compliance, increased pressure on funds and recovery from the impact of COVID-19 and the “cost of living crisis” has meant smaller returns from gaming trust funders.

Gaming trust funding is normally “tagged” towards particular goods or services within a project, requiring multiple quotes.

Gaming trusts generally have a monthly funding round except in January. In discussions with the trust advisors, it is recommended BOPBA determines whether there is a better time of year to apply in terms of the number of applications and the funding available.

Gaming trusts generally only fund projects in communities where they have venues located. There are many gaming trusts represented in Tauranga District, some of which work out of more than one venue. BOPBA applies to some of these gaming trusts for operational funding.

- Pub Charity Limited - \$400,000<sup>6</sup>
- New Zealand Community Trust (NZCT) – \$400,000<sup>7</sup>
- The Lion Foundation 2008 - \$500,000<sup>8</sup>
- Grassroots Trust - \$50,000
- One Foundation Ltd - \$50,000
- Four Winds Foundation Ltd - \$30,000
- TAB New Zealand - \$5,000
- The Akarana Community Trust Ltd - \$15,000 (Grants heavily directed towards the Sikh community)
- Tauranga/Mount Maunganui RSA - \$5,000 (Application form on website)
- Rano Community Trust Ltd - \$5,000

BOPBA has had conversations with some of the larger gaming trust representatives, who have appeared to show support for the project. Any gaming trust applications should be made once construction has begun and be for specific items, e.g. the HVAC system, roofing, etc.

***Application amounts to gaming trusts are as recommended above. These are based on grant amounts handed out in recent rounds.***

### **8.3 Private Trusts**

Philanthropic Trusts are private trusts, which may have been established by the estate of a deceased philanthropist. Other have been established by philanthropists who are still living and wish to support a particular area of the community. They are often administered by a family trust or through accountant’s or lawyer’s offices. It would be worthwhile making enquiries locally with any contacts trustees may have in law or accountancy firms to see if there is trust funding available for sports projects.

Some private trusts are widely known and have a high profile with a clear online presence (such as the Tindall Foundation) and others are ‘hidden’, and do not promote themselves. Most will have a particular focus, which may change from year to year, for example youth, health and well-being, the

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<sup>6</sup> Pub Charity gave a grant of \$400,000 to the Outward Bound Trust in September 2025  
[https://www.pubcharitylimited.org.nz/assets/application\\_approval\\_report-9.pdf](https://www.pubcharitylimited.org.nz/assets/application_approval_report-9.pdf)

<sup>7</sup> NZCT gave \$400,000 to Canterbury Softball in October 2025 for a new facility  
<https://community.scoop.co.nz/2025/10/400k-nzct-grant-helps-build-huge-new-training-facility-for-canterbury-softball/>

<sup>8</sup> This figure is following talks Delwyn has had with the The Lion Foundation

environment. It is not usual for private trusts to support sporting projects per se, so applications should be framed to emphasise the community health and wellbeing aspects of the project.

Unlike gaming trusts, philanthropic trusts will not usually tag their funding to a particular item, rather they “fund for outcomes” and how you use the funding to achieve the outcome is up to you. They usually do not require the same accountabilities as gaming or community trusts request.

Perpetual Guardian Trust<sup>9</sup> administers private trusts and Public Trust<sup>10</sup> also administers a number of smaller private trusts.

A subscription to the Funding HQ database would allow access to the names and contact details of private trusts.

Private Trusts do not necessarily have a formal application or reporting process. They may just require a letter with your request for funding.

## **9.0 Corporate and Philanthropic Partnerships**

Whilst competition for sponsorship dollars is fierce in the current economic environment, there is opportunity for The Trust to establish strategic partnerships where there is strong alignment to businesses and donors, who support sporting activities.

Establishing business and donor partnerships is one of the most time-consuming of all the funding streams. It requires a more in-depth and relationship-based approach but if done well, the rewards can be immense and long-lasting. It is also considered that business and donor partnerships offer a good opportunity for long-term funding to support BOPBA.

### **9.1 Corporate Partnerships and Activation Opportunities**

In more recent times there has been a move away from the traditional transactional model of business sponsorship where promotional benefits such as logo placement and naming rights are given in exchange for sponsorship dollars. While this approach is still upheld by many organisations, there is a move toward collaborative transformational sponsorship relationships. The current best-practice approach is for the business to leverage sponsorship investment to connect with new audiences through events and initiatives hosted by BOPBA and displaying the business partner’s branding. These types of benefits are potentially more valuable to a partner but conversely take more planning from the outset.

It’s important to take the time to ensure strong alignment prior to making any formal approach and allowing time for the potential partner to work through their own internal process around decision-making. These approaches do not generally result in decisions made on the spot so being cognisant of timing is important, particularly for the larger donations.

In-kind sponsorship such as donations of time or materials and reductions in quotes for services may also be given in exchange for association with a project. Cost savings could be made through an in-kind sponsorship approach.

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<sup>9</sup> <https://www.perpetualguardian.co.nz/philanthropy/grants-and-scholarships>

<sup>10</sup> <https://www.publictrust.co.nz/grants/how-do-i-find-one>

## 9.2 Donor Partnerships

The strategy for approaching philanthropists/donors is essentially the same as corporate/business sponsors. It is about establishing a good relationship, nurturing it over time and ensuring donors feel valued and appreciated and they can see their donations working for good.

As the approaches to sponsors/donors are similar, the following sections relate equally to both and will be referred to as “partnerships”.

## 9.3 Partnership Benefits

### 9.3.1 Properties/Assets

There are multiple “saleable” assets within the proposed facility. Naming rights could be assigned to the facility itself, and sponsorship could be associated with each of the courts.

Once properties/assets are identified, a “value” can be put on them for the partnership. Any naming rights should be for a maximum of 5 years. Partnership payments could be broken down into annual smaller payments to reach the total. See Section 9.4.2 for a proposed Partnership Framework.

### 9.3.2 Benefits

There are a range of benefits that can be offered back to partners as outlined in Table 2 below. The benefits offered need to be commensurate with the value of the different partnership contributions, at this stage they are a guide only and will depend on what other activations and activities partners may wish to undertake.

For the majority of partners, just a name association with the project will be enough for them to leverage an association and to feel proud to be part of a special community project.

**Table 2: Benefits List**

Potential Benefits for Business Partners and Donors
<ul style="list-style-type: none"><li>• Named on building or courts if principal or major partners</li><li>• Signage around the courts</li><li>• Named on partners’ list on website</li><li>• Use of BOPBA’s photos of badminton tournaments, etc. to place on their own website to promote their involvement in the project</li><li>• Social media content</li><li>• Media coverage</li><li>• Invitation to fundraising events</li><li>• Invitation to key events in the badminton programme, e.g. regional or national tournaments</li><li>• Meetings with NZ top badminton players</li><li>• Speaking slot or high profile at public badminton events or where the facility is being promoted for other sports’ use</li><li>• Annual partner’s event (e.g. dinner and update on project and in the long term on badminton’s progress)</li><li>• Annual opportunity for partners’ staff and families to (or learn to) play badminton</li><li>• Co-branded merchandise or memorabilia</li></ul>

### **During the ‘ask’ process, The Trust should ascertain from the potential partner:**

- Their objectives, priorities, and plans for the coming year.
- What their customers/target market values.
- What their past experiences have been with sponsorship/partnerships.
- What has worked/hasn’t worked.
- What they value most from partnerships and what outcomes they are seeking to achieve (e.g. corporate social responsibility, new audiences, elevated profile in community activities, etc).

The best activations are creative solutions, which create what is referred to as the “triple-win”; a win for Badminton, the Tauranga sports and wider communities, and the donor or business partner. Activations which don’t consider the experience of the wider community, and rather only focus on what the partner or BOPBA is getting out of it, will likely have little or no cut-through.

### **9.4 Partnership Framework**

We recommend that the partnership programme adopted by The Trust has sponsorship tiers. This approach would encompass the following:

- One principal naming rights partner for the facility overall;
- Naming rights partners for each court within the facility;
- Naming rights associated with any other assets within the facility, e.g. scoreboards, seating.
- A cohort of partners supporting the facility development and construction.

Regardless of what structure is adopted, an important component of a successful partnership portfolio will be consistency; the value and recognition a partner receives should appropriately reflect their contribution. Given sponsorship will likely involve a mix of cash and in-kind contributions, this will need to be assessed subjectively by The Trust on a case-by-case basis.

Furthermore, we believe there would be benefit in developing a “*family of sponsors*”. The Trust has the opportunity to create a network of like-minded, community-focused sponsors who can cross-promote and leverage their association together with badminton and the other sports represented at the facility. This would return both the partner and The Trust more value than a limited number of sponsors can achieve.

This concept places The Trust and BOPBA as “the connector”, bringing mutually aligned brands together with stakeholders and the community wellbeing tie-in. The new badminton facility will be at the centre of multiple mutually beneficial relationships. Relationships with a network of partners could open doors, build credibility and increase BOP Badminton’s profile.

Outlined below are proposed sponsorship tiers which could be used as guidelines to assist The Trust with developing sponsorship proposals.

#### **9.4.1 Strategic Opportunity**

For the most significant partners, this will not just be a donation — it will be an opportunity to contribute to a legacy project for badminton in the Bay of Plenty and support of community health and wellbeing.

The Trust’s commitment to co-designing partnerships means that potential supporters - whether corporate entities, philanthropists, or trusts and foundations, can engage in a way that reflects their values and aspirations.

This approach moves away from traditional, transactional sponsorship models. Instead, it focuses on deep, mutually beneficial relationships that contribute financially and reputationally to the BOP Badminton building project's success.

Each tier is designed to offer tailored benefits that reflect the level of investment and depth of engagement. The programme aims to secure \$16.5 million over two years and will require a relationship-driven, tailored approach.

Supporters may contribute through business entities, personal philanthropy, or family foundations. The benefits and recognition offered will be consistent across all forms of giving, providing flexibility and fairness.

In today's climate, the most effective partnerships go beyond financial contribution. While naming rights and visibility still offer value, opportunities lie in co-created activations, such as specific programmes for young people and digital storytelling of the achievements made by participants, that align with a shared vision for BOPBA and the partner.

### 9.4.2 Proposed Sponsorship Tiers

A successful partner structure should resemble a pyramid, with many low-touch partners forming the foundation and fewer high-investment partners at the top. Recognition for all partners would be for 5 years.

Our recommendations for structuring the programme are as follows.

**Table 3: Proposed Sponsorship Tiers<sup>11</sup>**

Sponsor Tier	Value/Term	No. of partners	Income
<b>Principal Partner</b> (Building naming rights)	\$400,000	1	\$400,000
<b>Major Partners</b> (naming rights to courts)	(\$50,000 each)	8	\$400,000
<b>Gold Supporter</b> (Name association with other equipment e.g. scoreboard, lighting)	(\$20,000 each)	10	\$200,000
<b>Silver Supporter</b>	(\$8,000 each)	20	\$160,000
<b>Bronze Supporter</b>	(\$4,000 each)	30	\$120,000
<b>Friends of BOP Badminton<sup>12</sup></b>	(\$1,000 each)	50	\$50,000
<b>Total</b>		119	\$1,330,000

<sup>11</sup> This table is indicative only. As The Trust gets a feel for its sponsor/partner options, the tiers and levels of funding will become clearer.

<sup>12</sup> This group could be part of regular giving – see Community Fundraising, Section 12.

We would recommend that the Friends of BOP Badminton would receive more standardised (albeit still meaningful) benefits as a collective to make this category easier to manage. Whereas the Principal Partner and Major Partners would have more bespoke benefits and relationships that require a higher degree of engagement and communication.

Once relationships with the right partners are well established, we believe more ambitious targets will be achievable in renewal periods. Also, multi-year partnership contracts should be sought whereby a partner can make regular contributions over a set period.

## **9.5 Key Considerations**

It will be important to be purposeful about managing and retaining partners. If not done well, this often leads to partnerships being underdeveloped and creating a negative reputation between the project stakeholders and the business or donor community.

A sustainable partnership will require investment of time and resource. Multiple smaller partners take a large amount of resource, and this model is not necessarily more profitable. Achievable milestones are required, and The Trust needs to be clear about what can be delivered in view of other demands they need to respond to.

Our overarching recommendations to mitigate the risks and enhance the opportunities for partnerships are to:

- Develop a plan around sourcing, management and retention of partners and resource this activity appropriately.
- Ensure additional support/resource is recruited to help with partner management when targets are reached or exceeded. The additional cost to do this will be well worth the benefit sponsors will derive and will help with retaining and re-signing them as partners.

## **9.6 Identifying Potential Partners**

We use a triple match alignment methodology to prioritise potential partners. Businesses and donors will be more likely to support (and continue to support) a project where there is a strong connection. This is particularly true for a community-based project such as the establishment of a sports facility.

Alignment consists of the following:

- Passion for what the project is going to deliver, (i.e. a community facility/indoor court space).
- Connection with either sport generally, badminton directly and/or the other sports represented in this facility, or for the place, e.g. Tauranga/Mount Maunganui.
- Capacity to make a financial contribution.

A broad overview of a partner identification framework is outlined below which we utilise to identify and assess potential partners to approach.

### **9.6.1 Passion match**

The purpose of assessing a potential partner's passion for the project is vital. This is a project where a business or donor can be seen to be supporting the development of a community asset. The Trust should look for partners, who have a passion for sport generally or for badminton, basketball, netball, futsal, pickleball, volleyball – the sports that will use the new facility.

It may also be helpful to consider communities that are notably represented in their support of badminton, i.e. badminton traditionally has strong participation from Asian communities.

### **9.6.2 History/connection match**

The purpose of identifying potential partners who, even if not active now, have a history or connection with the sport or with the location is also important. Gone are the days of looking at the NZ Rich List to identify partners for projects, there really must be a genuine affinity either to sport or to the BOP/Tauranga/Mount Maunganui community prior to making an approach.

There may also be regular annual visitors or holiday homeowners, particularly in the Mount Maunganui/Papamoa area, who are in a position to make a donation as they have a strong and warm connection to this area of Aotearoa New Zealand, and the facility will offer them an opportunity for sport and recreation while they're on holiday.

### **9.6.3 Financial capacity match**

It is helpful to have some feel for the ability of a potential partner to contribute. This can be the hardest to gauge and often the people who may initially look like the most generous partners may indeed not be and vice versa.

Not all prospective partners will 100% align to the match criteria, however when they do, we have reached the "sweet spot", and the focus should be on approaching these people first.

An implementation plan has been attached as *Appendix 1*, which lists a number of potential business and donor partners and a funding tracker. Research will need to be undertaken to establish alignments with the "BOP Home of Badminton" project. Current sponsors of the other sports that will use the facility are also included in the list.

## **9.7 Approaching Potential Partners**

### Establish a relationship first.

Generally, a first meeting is not about making a pitch or proceeding with the ask. The initial meeting is your chance to build on your knowledge about what might draw a potential donor towards the badminton facility project. Find out what success looks like for them when it comes to sponsorship/philanthropy. What has worked, and what hasn't worked with past experiences? Show that the Trust has their interests at heart and understands them. The purpose of the initial meeting should be to leave with insights on how and when to make the ask and for what.

As a general rule, any conversation around asking for sponsorship or donations should be done face-to-face, not over email or zoom. The following can be an effective sequence:

1. Start the meeting by thanking them for meeting with you. Provide a short introduction and your fundraising requirements, explaining that The Trust has commenced a "Funding Partner Programme".
2. Move into acknowledging what they do, their community support, and commend them on their generosity. Give them praise.
3. Find out more about them. This is where the bulk of your time with a potential partner should be spent.

When meeting with a potential partner, find out what is going on in their life, what do they care about or need from an organisation that they support, what's previously worked well and what hasn't with

sponsorship or philanthropy they have been involved in? Conclude by asking the person if they would be happy for you to send them information about “BOP Home of Badminton’s” partner programme.

Alternatively, a potential partner may ask you on the spot what level of donations or sponsorship you are seeking, so having your partner framework top of mind will help to guide the conversation.

### Know your audience

Before making an approach, it will be imperative to understand a bit of history about that person or business.

Philanthropy can be broader than just the person you are having the conversation with. Family trusts mean that wider considerations will need to be factored in around how contributions are made.

Business sponsorship decisions may also involve more than one person, especially if it’s a family business or there are partners in the firm.

### Be transparent

When setting up a meeting, let a person know that you would like to speak about your funding partner programme.

When discussing the funding partner programme, it is also important to be very clear about where the money will go and how it will contribute to the outcome. Be upfront about the total amount to be raised and any individual “asks” within this.

Be clear about how their contribution will help achieve the Trust’s vision or objectives.

### Be aware of timing

Timing is also important for when you approach a potential partner. Take the time to try and find out what is happening for them. Be aware of what is going on in their world. Where is that person at? What’s going on in their life that will take their focus, such as family or work? This is where speaking to your networks during the partner identification phase will be important.

It helps to think like a funding partner. Try and think about what it would be like to be in their shoes. For example, are they going through a tough time in their business or personally?

If the timing is not right, you may need to hold back for a few months. The risk of approaching an individual when the time isn’t right to engage, poses a risk that a much lower contribution, or worse, no contribution is secured.

### The art of the ask

A healthy mindset to have with the ask is to remember to take the personal element away; the ask is about BOP Badminton, about the project and its funding needs. Also, the process is not solely focused on asking for money, it is about inspiring a person to contribute. Frame the conversation from the perspective that you are giving them an opportunity to be part of something special and providing a unique opportunity to contribute/add value to their community.

Make sure you have a partnership approach; demonstrate how the donor/sponsor, in partnership with The Trust and BOPBA, can deliver so much more to the community through the project. Outline how the project aligns with the individual and what difference their contribution would make in the

community. Tailor the pitch as much to show that the Trust has taken the time to understand them and that you are genuine in your request.

While you need to be bold and direct, be sensitive and avoid intruding or putting people on the spot.

The following example questions can be useful:

***“Would you consider a gift of X?”***, as opposed to a general *‘will you support our cause?’*

*“Would you consider a gift of \_\_\_\_\_?”* accomplishes two things. First, it takes the pressure off the asker. This feels like something that anyone can naturally say. Second, this phrase encourages askers to use a specific dollar amount.

*“Will you support our cause?”* is not an effective way to ask for money. One person’s idea of “support” may be \$500 when you’d rated them as a \$5,000 prospect.

Pay the prospective partner the courtesy of plainly telling them what number you’re thinking about.

A non-confrontational question like *“Would you consider a gift of \$5,000?”* accomplishes just that.

Another good option is:

***“Honestly, I have no idea how much to ask you for, but here are our partner categories for your consideration.”***

Despite our best research, and calculated guessing, there are times we really don’t know how much to ask someone for. It’s hard to know where people sit... so it’s ok to let them know!

Another consideration is that if you don’t give them a number, they may come in really low. Your partner tiers can help to guide this conversation. You may ask, ***“Where do you see yourself sitting?”*** which enables people to determine where they would sit.

Honesty is disarming. Most people respond well to requests for help and that’s what you’re doing. It will help you to know how much to ask for. If you’re in the ballpark, they’ll tell you. And if you’re too high, they’ll tell you too.

Here are some other tips for making the ask:

- Make the most of the opportunity. Always make the ask.
- Keep to the point – don’t waffle on. Before the meeting, be clear in your own mind about what you want to say.
- Be transparent on how much you are trying to fundraise overall, what the money will be used for and how it will contribute to the desired outcomes.
- Always follow up when you say you will – this builds credibility and trust.

## **10.0 Partner Management and Retention**

### **10.1 Partner Management Principles**

We recommend that a Partner Retention Plan is compiled to ensure that partners are kept informed and engaged in a meaningful and genuine manner. This plan would ideally include formally allocated roles and responsibilities (for example in terms of delivery, relationship management, reporting back) and protocols that can be integrated into The Trust’s and BOPBA’s annual planning.

The Trust will be best placed to develop this plan in the context of specific sponsors, however some general principles to consider are:

- The easiest way to look after a funder is to be clear on what the partner will consider as success from the partnership. This will inform the best course of action for effectively maintaining a relationship with each partner. You can do this by onboarding them and letting them know how you will be engaging with them.
- Formalise roles in the organisation – who does what, who owns which relationships.
- Have a calendar of engagements (you don't need too many – less is best) to be clear when and how you are interacting.
- Looking after partners should not require a lot of expense. It is more about making them feel like their contribution has mattered, that they are part of the badminton community and are helping to create something special.
- 10% of the value of the sponsorship should be used to service the relationship. This can be used to promote the sponsor, for example co-branded advertising, signage etc.
- Ask a partner what they need to measure and capture it for them in your reporting back; make their job easy.
- Keep the relationship active all year round by considering what else and who else can contribute to your partnership and benefit the partner.
- Always try to deliver more to the partner than you promised.

With a robust retention plan, The Trust's chance of achieving sustainable funding will be greatly advantaged. With this, you will be better placed to develop meaningful longer-term partnerships, retain their financial support and even extend a partner's contribution over time. Furthermore, where a partner has a good experience, they can become an advocate for the project and encourage others to come onboard as supporters.

A formalised plan also mitigates the risk of The Trust inadvertently overlooking a partner due to competing demands within the organisation. An effective plan should spread the workload of looking after partners across the organisation, which will enable The Trust to reach more broadly into the funding community.

## **10.2 Communication and Engagement with Partners and Donors**

There is a need to engage with partners in a consistent, personalised and genuine way to provide The Trust with a valuable opportunity to deepen the relationship.

The more that communication sets expectations and builds anticipation, the more likely partners will continue to support the project. This requires an understanding of the partner in terms of their needs, expectations and motivations.

Striking the balance between regular engagement, without annoying a partner, is important. The most appropriate engagement will depend on the partner. With some, it may be best to maintain regular contact. Others may only want to hear from you at certain points.

Some initiatives to consider:

- The type and frequency of communications a specific partner would like and test your ideas with them to be clear on their preferences.
- Initiatives that provide the opportunity for The Trust to seek genuine feedback.

- Using a customer relationship management (CRM) system that records sponsor/partner details, benefits and interactions helps with achieving effective communication.

### **10.3 Reporting**

Organisations have a much higher chance of retaining their funders when they are focused and consistent in showing their impact and relevance to a funder's priorities and desired outcomes. Reporting back on what's been delivered, what's occurred, and any results (if applicable) is an effective way to demonstrate that The Trust values their support. It also provides a forum to seek feedback and, where appropriate discuss renewal opportunities.

This process helps funders feel more connected to the causes they support. Ultimately it builds trust and credibility and fosters a genuine, mutually beneficial partnership.

Some funders, such as TECT and gaming trusts, require official reporting and The Trust will need to be transparent, systematic and process-driven to ensure reporting obligations are met. Some partners may not need official reporting but either way, it is important to clarify their expectations. Ask them what information they need and capture it for them.

It is beneficial to be able to demonstrate the role a funder's contribution has played in effecting positive change in the community. As such, developing a funding impact assessment and reporting frameworks would be useful.

## **11.0 Community Engagement**

The partner campaign should be top-of-mind, which everyone is enthused about, following, and ideally even contributing to. To achieve this, we recommend that a community engagement plan is developed which outlines initiatives to promote, educate and connect all members of the community to the partner campaign.

The following community engagement objectives are recommended to be included in a communications plan for the campaign:

- Ensure the Bay of Plenty community remains informed on the progress of the building project programme and any external funding successes.
- Provide opportunities for the community to connect with the fundraising.
- Ensure the community understands the full extent of the benefits the project will provide.
- Generate co-ordinated media coverage and publicity.
- Community ownership of the project and public satisfaction of contributing to the project.
- Nurture a sense of community amongst your current funders/supporters.
- Support positive and accurate public dialogue about the project.

Generally speaking, the outcome of this activity is to elicit five broad responses:

- To raise awareness;
- To build understanding;
- To create a belief;
- To create behaviour change; and
- To generate advocacy.

**Table 4: Stages of Community Engagement**

	Awareness	Understanding	Belief	Behaviour Change	Advocacy
<b>Response</b>	“Never heard of the project.”	“I get it – I can see this as important/ relevant to me.”	“I can relate to this - I want to get involved.”	“I will do something about this - and I know what to do.”	“Everyone needs to understand this and get involved.”
<b>Action</b>	Build knowledge and consciousness.	Education, engagement/ involvement.	What’s the proposition for me? How is this relevant to me?	What’s the call to action? What do you want me to do about it?	Support and systems to facilitate systemic change.

As part of promoting the need to fundraise for the project, it would be helpful to bring on board a few influential individuals such as well-known sportspeople or community leaders as ambassadors to motivate the community to support the campaign. Their endorsements would be powerful in encouraging support from others and would add further credibility to the project.

Project updates and call to action messages could be made via BOPBA’s or TCC’s websites or Facebook pages.

## 12.0 Community Fundraising

Community fundraising initiatives are a key form of engagement and an important component in a funding strategy, not necessarily because of their ability to raise significant revenue, but because an effective community fundraising campaign will achieve the following:

- Educate the community on the need for the project.
- Raise community awareness and build community ownership of the project; and
- Engage supporters in personally championing the project and also in making a financial contribution.

In order to encourage corporate and philanthropic contributions, grants and trust funding, the project needs to demonstrate the support it has from the wider community. Community fundraising activities can also be used as leverage for other funders and partners; these events and activities have a high profile, which can be included as part of a fundable inventory and on-sold as opportunities for corporate and donor partners.

Funders want to see an organisation actively fundraising and community fundraising provides that profile.

### 12.1 Community Fundraising Activities

Community fundraising is the fundraising you do directly with and for your community of supporters. It includes activities such as:

- Regular giving.
- Public fundraising events.

- Selling of merchandise – tee-shirts, postcards etc.
- Events, e.g. badminton tournament to raise funds.
- Donations through retail partner, e.g. supermarket or other retailer asks for a donation from customers when they purchase something. Could be a month of doing this.
- Crowd funding and online promotions.

Regular giving opportunities are an effective way for all members of the community to get in behind a fundraising campaign. The opportunity to make a regular small donation weekly or monthly can contribute a sizable sum over time.

Events are a good way to involve and engage the community. An open day to promote the project once construction is underway could ask all attending to make a gold coin donation for the project. A community badminton tournament to promote the sport and the project could likewise be used as a fundraiser with those participating being encouraged to get sponsorship from family, friends and neighbours.

Any community fundraising initiatives should be low cost/high yield models that involve low levels of financial investment but higher levels of people resource. The selling of merchandise such as tee-shirts can drive in both revenue and also awareness of the project. They can also be used as a way to gift something back to those who donate thanking them on the tee-shirt for their generous support of the project.

A crowdfunding campaign is a way in which the community can be involved in fundraising. A Givealittle or BoostedSport campaign could gain good traction for the “Home of BOP Badminton” project. It would be best to have something specific and visible to raise funds for, e.g. the spectator seating, nets or even shuttles. This would also draw attention to the project across the wider community and raise awareness of the project and give it a visible “face”.

Crowdfunding is an important fundraising tool, not because of the amount it can raise but because it allows the public ownership of a project; therefore, it is as much an engagement tool as a fundraising tool. It is becoming an increasingly important part of the fundraising mix. Crowdfunding can also be playful and needs to have a fun tone; creating a gamified approach, which allows people to get excited about contributing, can significantly boost donations. By incorporating challenges, rewards and competition into your crowdfunding campaign, you are tapping into people’s natural desire for achievement and recognition. It also helps build a sense of community around your campaign.<sup>13</sup>

It is recommended that any major community fundraising events are left until at least 70% of the larger funds are committed and when people can see that there is support for the project and success is being achieved.

Having said that, because of the importance of having community support to leverage other larger funding opportunities, the commencement of any community fundraising should be closely monitored as the project moves ahead, as it may be an advantage to commence some activities sooner rather than later.

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<sup>13</sup> <https://www.smartico.ai/blog-post/gamification-in-crowdfunding>

## 12.2 Campaign Enablers: Ambassadors, Collateral, CRM & Administration

In order to reach the funding target of \$16.5 million, people, tools and processes are required to give the campaign visibility, discipline and back-office rigour required for success.

### 12.2.1 Ambassador Programme

External ambassadors provide independent credibility to a fundraising campaign. The table below outlines key actions and timing. Well-known sportspeople or local “characters” can help raise the profile of the fundraising, appearing at events and “spreading the word” about this worthwhile cause.

**Table 5: Ambassador programme**

Element	Key Actions	Timing	Success Indicators
<b>Purpose &amp; Role</b>	Harness respected public figures to amplify credibility, open doors to high-value prospects, and keep the five-year narrative fresh	Launch cohort in New Year 2026	3-4 ambassadors secured, each generating ≥ 2 warm introductions
<b>Selection Criteria</b>	<ul style="list-style-type: none"> <li>National, regional or local sports stature or NZ tikanga leadership</li> <li>Media fluency and brand-safe reputation</li> </ul>	Nov-Dec 2025	Diversity across various community sectors, e.g. iwi, business, sport, civic
<b>Structure &amp; Expectations</b>	<ul style="list-style-type: none"> <li>One-year renewable agreements – may be informal</li> <li>Six monthly KPI briefing and content calendar</li> <li>Light-touch reporting via CRM ambassador module</li> </ul>	Ongoing	70 % + retention; ambassador referrals convert at >25 %
<b>Support &amp; Recognition</b>	<ul style="list-style-type: none"> <li>Dedicated Comms Liaison</li> <li>Quarterly virtual field updates</li> <li>Public acknowledgement in collateral, at events &amp; on website</li> </ul>	Continuous	Positive sentiment in media monitoring; ambassador satisfaction

### 12.2.2 Funding Collateral

Funding collateral – a brochure or handout will be helpful to support the campaign. Table 6 below outlines the key tasks and timeline for delivery.

**Table 6: Funding Collateral<sup>14</sup>**

<sup>14</sup> Dates are not fixed and need to be confirmed as part of a Communications Plan

Deliverable	Audience	Format	Due	Owner
Collateral 'ask brochure'	All prospects	12-page PDF	Nov 2025	BOPBA
Interactive Impact Dashboard	All prospects	Web based and hard copy	Dec 2025	BOPBA
Ambassador Media Kit	Journalists and influencers	Quotes, photos	Rolling	Comms Lead

### 12.2.3 CRM & Data Management

Utilising a high-quality CRM system such as Hubspot or Salesforce NPSP can also be very helpful for data management for a fundraising project. Core modules may be set up for:

- Prospect pipeline with tier tagging.
- Grant application tracker.
- Ambassador and influencer module.
- Task automation and approval workflows.

The CRM system may also be integrated with other applications such as Xero, Mailchimp, Hubspot Marketing and website donation applications, e.g. POLi.

## 13.0 Funding Risks and Challenges

The proposed project has a number of strengths that provide an excellent foundation for fundraising.

There are still however some potential challenges in funding a project of this kind. The table below identifies and assesses key project risks related to capital raising and provides possible mitigation strategies.

**Table 7: Risks and Mitigations**

Risk	Mitigation Strategy
<b>Highly subscribed funds (e.g. TECT, gaming trust funding)</b>	<p>Focus on aligning the project to the fund's purpose or priorities in order for applications to be successful.</p> <p>Establish relationships with funders early on and keep them updated on progress well before applications are made.</p>
<p><b>Unforeseen external factors unrelated to the project</b> such as regulatory changes, natural disasters, weather events and the current economic downturn and cost of living crisis could change the funds available or put pressure on existing funding sources.</p> <p>Any change will put pressure on an already tight funding environment.</p>	<p>Diversified approach to fundraising – no stone left unturned.</p> <p>The range of funds available for this project reduces this risk to some degree, plus having some key funding supporters, but a funding buffer should still be built into funding targets for the project.</p>

	Ask funding partners once they have contributed to help bring other partners on board.
<p><b>Unsuccessful applications</b></p> <p>Despite the best efforts of all involved, there is no guarantee that applications/approaches will be successful.</p>	<p>Develop a timetable for applications/approaches and commence implementation as soon as possible.</p> <p>Focus applications on project eligibility. Align the project to the fund's purpose or priorities.</p> <p>Give sufficient time to prepare applications and supporting documentation as required for each application.</p> <p>Pursue all available funding options to demonstrate that available funding avenues have been exhausted.</p> <p>Build relationships with key funding advisors in advance of submitting an application.</p>
<p><b>Under-resourcing the implementation of the fundraising campaign.</b></p> <p>Applications and approaches take research, planning and time to execute.</p> <p>Relationship management of funding partners also takes time.</p>	<p>Define roles and responsibilities for fundraising.</p> <p>Adequate ongoing resources committed to funding applications and approaches as well as relationship management.</p> <p>Ensure relationships are managed and retained and all reporting and accountability requirements are fulfilled.</p>
<p><b>Community and stakeholder support</b> are critical to attracting investment from government funds, trusts, philanthropists and corporates.</p>	<p>Develop a Community Engagement and Communications Plan to promote the project, regularly keep people informed and engaged and apprised of the achievement of milestones.</p> <p>Demonstrating community support through letters of support from stakeholders and community groups</p>
<p><b>Negative media on the project</b> leading to potential funders being put off on committing funding.</p>	<p>Keep the media updated with project developments to ensure circulation of the correct information.</p> <p>Prepare and implement a Communications Plan.</p>

## 14.0 Conclusion

The Bay of Plenty “Home of Badminton” building project will be a transformative community asset, promoting physical activity, social connection, and lifelong skills. It will create opportunities for children, young people and adults to participate in sport, build resilience, and strengthen community ties. As a multi-sport hub, it will cater to diverse codes, including badminton, basketball, netball, futsal, pickleball, and volleyball, ensuring maximum use and collaboration across the sporting community.

This Funding Plan demonstrates that a \$16.5 million target is both challenging and attainable, provided the campaign follows the recommendations described in this document.

Key success factors are already in motion: a governance structure has been established with the set-up of the Facilities Trust and a tiered partner framework aligns with donor motivations from contributing to a transformational legacy project to public participation in support of a fantastic community asset. An ambassador programme and high-quality collateral will sustain the storytelling and impact reporting.

With strong support and funding secured from TCC, the immediate priority is to **finalise collateral, research possible funding partners (sponsors and donors), start making applications to community trust and lottery grant funds, and begin conversations with other potential funders.**

The path ahead is clear: disciplined execution, values-aligned partnerships, and thoughtfully managed relationships will ensure the realisation and success of this much needed and long-awaited community facility.