

Waimakariri District Council

Community and Recreation Committee

Agenda

Tuesday 12 December 2023

3pm

Council Chambers
215 High Street
Rangiora

Members:

Cr Robbie Brine (Chairperson)

Cr Brent Cairns

Cr Al Blackie

Cr Niki Mealings

Cr Philip Redmond

Mayor Dan Gordon (ex officio)

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**A MEETING OF THE COMMUNITY AND RECREATION COMMITTEE WILL BE HELD
IN THE COUNCIL CHAMBER, 215 HIGH STREET, RANGIORA ON TUESDAY
12 DECEMBER 2023 AT 3PM.**

Recommendations in reports are not to be construed as
Council policy until adopted by the Council

BUSINESS

Page No

1 APOLOGIES

2 CONFLICTS OF INTEREST

Conflicts of interest (if any) to be reported for minuting.

3 CONFIRMATION OF MINUTES

**3.1 Minutes of the meeting of the Community and Recreation Committee
held on 17 October 2023**

9 – 22

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Confirms** the circulated Minutes of the meeting of the Community and Recreation Committee, held on 17 October 2023 as a true and accurate record.

3.2 Matters arising (From Minutes)

4 DEPUTATIONS

4.1 Redevelopment of Rangiora High School – David Lows

D Lows will be in attendance to discuss the redevelopment of Rangiora High School.

4.2 Rangiora Bowling Club – Norman Hewett

N Hewett will be address the Committee about the Rangiora Bowling Club.

4.3 North Canterbury Sport and Recreation Trust – Don Robertson

D Robertson will be in attendance on behalf of the North Canterbury Sport and Recreation Trust.

5 REPORTS

5.1 Oxford Health and Fitness Trust Loan Request – Ken Howat (Team Leader Parks and Facilities)

23 – 48

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 231130192636.

AND

THAT the Community and Recreation Committee recommends:

THAT the Council:

- (b) **Receives** Report No. 231130192636.
- (c) **Approves** in principle a loan of \$200,000 to the Oxford Health & Fitness Trust for the cost of building extensions subject to the outcome of a Rata Foundation community loan application.
- (d) **Notes** that, should the loan be required, a later report will be brought to Council at the time which will include the specific details around this loan.
- (e) **Notes** that the Pearson Park Advisory Group have been consulted and support the proposed building extension.

5.2 Draft Community and Recreation Activity Management Plan 2024 – Grant MacLeod (Greenspace Manager) and Justine Rae (Greenspace Asset and Capital Project Advisor)

49 – 269

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** report No. TRIM 231116185475.

AND

THAT the Community and Recreation Committee recommends:

THAT the Council:

- (b) **Receives** report No. TRIM 231116185475.
- (c) **Adopts** the Draft Community and Recreation Activity Management Plan for the purposes of Long Term Plan (LTP) consultation (TRIM 231116185502).
- (d) **Notes** the Activity Management Plan has been peer reviewed by a specialist consultant with changes made to reflect this prior to coming to the Community and Recreation Committee for adoption.
- (e) **Notes** that the previous score from the consultant for the 2021 Activity Management Plan was 68%. The score for the draft 2024 Activity Management Plan is sitting at 73%, the industry benchmark sits at 70%.
- (f) **Notes** that the final Activity Management Plan will be adopted by Council in conjunction with the adoption of the final LTP in June 2024.

5.3 **Community Facilities Network Plan (Draft 2023) – Grant MacLeod (Greenspace Manager) and Martin McGregor (Senior Advisor Community and Recreation)**

270 – 340

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No: 231115183576.

AND

THAT the Community and Recreation Committee recommends:

THAT the Council:

- (b) **Receives** Report No: 231115183576.
- (c) **Receives** the Community Facilities Network Plan as presented by RSL consulting.
- (d) **Considers** the action implementation plan as part of the 2024 draft Long Term Plan (LTP).
- (e) **Notes** that staff have not proposed all recommendations for input into the LTP due to limited resources and prioritisation of funding.
- (f) **Accepts** the draft as it is presented and approves the action implementation plan as part of the draft 2024 Long Term Plan document.

5.4 **Application to the Biodiversity Contestable Fund – Bex Dollery (Ecologist – Biodiversity)**

341 – 362

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 231124189477.
- (b) **Approves** a grant of \$8,459 towards the work of James and Angelina Stephens' to enhance and protect this newly mapped SNA.
- (c) **Notes** the amount available in the Biodiversity Contestable Fund totals \$98,370.
- (d) **Notes** that successful application will be subject to an accountability agreement between the applicant and Council.

5.5 **Mainpower Stadium Management Agreement – Martin McGregor (Senior Advisor Community and Recreation)**

363 – 389

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** report No: 231107178453.
- (b) **Notes** that staff are recommending a change in agreement for the operation of Mainpower Stadium indoor courts, administration area, and the function room from a lease agreement to a management agreement.

- (c) **Notes** the Fitness Centre, Café and Active Health areas will remain under a commercial lease agreement.
- (d) **Notes** that staff are estimating that an additional \$100,000 will be required per year in operational funding to ensure the operational sustainability and upkeep of the facility, this has been included in the Greenspace Long-Term Plan budget for Council consideration.
- (e) **Notes** that there is an opportunity to install solar panels at the stadium to offset a portion the power costs associated the operating of the facility. Once the business case is completed a full proposal for the installation of solar panels at Mainpower Stadium will be tabled in a separate report.
- (f) **Notes** should Council agree to the additional funding, staff will bring a report on the management agreement (including relevant performance measures) back for Council approval.

5.6 **Waimakariri Sports Facilities Plan Review – Grant MacLeod (Greenspace Manager) and Martin McGregor (Senior Advisor Community and Recreation)**

390 – 430

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 231115183586.
- (b) **Receives** the Waimakariri Sports Facilities Plan Review (TRIM: 231130192819).
- (c) **Notes** that staff have reviewed the recommendations in the Sports Facilities Plan Review, and included the following for consideration by Council as part of the draft 2024 Long Term Plan:
 - A third part contribution towards Southbrook Sports Pavilion rebuild (\$1,300,000.00).
 - A 50% contribution towards the cost of the second cricket oval at 154 Eastbelt (\$500,000.00).
- (d) **Notes** that all other funding reflected in this report is included in the Long-Term Plan unless otherwise noted.

5.7 **Aquatics December Report and Aquatics Plan Updates – Matthew Greenwood (Aquatics Manger)**

431 – 470

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 231004157525.
- (b) **Notes** Aquatic Facilities progress against key performance indicators including facility Attendance and Financial results.
- (c) **Notes** that development of Hydrotherapy and Leisure facilities would align with current community demand as detailed in the District Aquatic Plan.

- (d) **Notes** integration of the Dudley Pavilion and Dudley Pool facilities would see higher activation and engagement with efficient use of spaces aligning with recommendations in the District Aquatics and Community Facilities Network Plans.
- (e) **Notes** that the development of a hydro-slide would best be considered again in the future planning following the construction of Parakiore in Christchurch.
- (f) **Notes** that the development of new services will be considered by Council as part of its Long Term Plan process.
- (g) **Circulates** this report to the Community Boards for information.

5.8 **Libraries Update to November 15, 2023 – Paul Eskett (Libraries Manager)**

471 – 477

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 231123188350.
- (b) **Notes** a significant increase in total physical (book) loans with an additional 60,000 loans over the previous year. This includes an increase of 27,328 issues in children and young adult and 33,618 in adult. The total number of issues for the previous year was 638,477 items, a record for Waimakariri Libraries.
- (c) **Notes** Growth of Instagram and Facebook to engage with hapori (community), particularly Rangatahi (youth) which has resulted in increased engagement around library services in our physical spaces.
- (d) **Circulates** the report to the Community Boards for information.

6 CORRESPONDENCE

Nil.

7 PORTFOLIO UPDATES

- 7.1 **Greenspace (Parks, Reserves and Sports Grounds) – Councillor AI Blackie.**
- 7.2 **Community Facilities (including Aquatic Centres, Multi-use Sports Stadium, Libraries/Service Centres, Town Halls and Museums) – Councillor Robbie Brine.**
- 7.3 **Community Development and Wellbeing – Councillor Brent Cairns.**
- 7.4 **Waimakariri Arts and Culture – Councillor AI Blackie.**

8 QUESTIONS

9 URGENT GENERAL BUSINESS

NEXT MEETING

The next meeting of the Community and Recreation Committee will be held on Tuesday 20 February 2024 at 3.30pm.

MINUTES OF A MEETING OF THE COMMUNITY AND RECREATION COMMITTEE HELD IN THE COUNCIL CHAMBER, 215 HIGH STREET, RANGIORA ON TUESDAY 17 OCTOBER 2023 AT 3:30PM.

PRESENT

Councillors P Redmond (Chairperson), A Blackie, R Brine, B Cairns (via Teams), N Mealings and Mayor D Gordon.

IN ATTENDANCE

Councillors T Fulton and J Goldsworthy.

J Millward (Chief Executive), C Brown (General Manager Community and Recreation), G MacLeod (Greenspace Manager), T Sturley (Community Team Manager), M Greenwood (Aquatics Manager) and C Fowler-Jenkins (Governance Support Officer).

There were three members of the public present.

1 APOLOGIES

There were no apologies.

2 CONFLICTS OF INTEREST

Item 5.3 – Councillor Redmond declared a conflict as he was a member of the District Licensing Committee.

3 CONFIRMATION OF MINUTES

3.1 Minutes of the meeting of the Community and Recreation Committee held on 22 August 2023

Moved: Councillor Blackie Seconded: Councillor Brine

THAT the Community and Recreation Committee:

- (a) **Confirms** the circulated Minutes of the meeting of the Community and Recreation Committee, held on 22 August 2023 as a true and accurate record.

CARRIED

3.2 Matters arising (From Minutes)

There were no matters arising.

3.3 Notes of the workshop of the Community and Recreation Committee held on 22 August 2023

Moved: Councillor Blackie Seconded: Councillor Redmond

THAT the Community and Recreation Committee:

- (a) **Receives** the circulated notes of the workshop of the Community and Recreation Committee, held on 22 August 2023.

CARRIED

4 **DEPUTATIONS**

4.1 **Redevelopment of Rangiora High School – David Lows**

D Lows was not present to speak to the Committee.

4.2 **Community Led Housing – N Carter and M Sparrow**

N Carter spoke to the Committee noting that she was the Social Services Waimakariri Facilitator. The Waimakariri district had a long history of working collaboratively together within the community but also across territorial local authority and through into the Hurunui district. The two main collaborations were with the Social Services Waimakariri and the Waimakariri Health Advisory Group, which had been running for at least 20 years. Since Covid some new collaborations that had come online and included in those were Food Secure North Canterbury, the Covid Community Response, while the Next Steps Website project was initiated, all of which extended into the Hurunui District.

This project dealt with the lack of housing space in our community. There was a disproportionate lack of emergency and transitional housing and our most vulnerable people are being sent to the city for accommodation separating them from family, schools, workplaces, faith communities. There is also a lack of relevant data to support funding provisions for the district as data was being skewed by people from the Waimakariri district being housed in Christchurch. There are also those housed at campgrounds, in particular Pineacres Campground which was what happened when there was inadequate wrap around support and mismanagement of spaces for the most vulnerable. There was also an increasing number of people living in cars and an increase in people begging on the streets. Mental health and addiction services were severely lacking locally and regionally with a lack of beds and secure facilities.

It was now widely understood that housing played a significant role in health outcomes especially for those on limited incomes. In addition, stable housing also contributed strongly to the social and ultimately cultural wellbeing of communities and to the sense of identity communities forged over time. Dry, warm, safe, secure and affordable housing was fundamental to all individuals. Housing was a complex issue and the only way to get change was to work in collaboration with each other towards a common goal for the most vulnerable in the community. The goal would be getting people out of social housing and into affordable rentals and ownership.

Three key responses had been devised, the first of which was for Social Services Waimakariri to continue to host regular related housing forums to ensure that local service providers could share their information about housing related entitlements, services and thoughts so that they could best support their clients with housing needs. The second one was to continue to build relationships with housing providers with a view to affecting a collaborative response to address key housing issues for the district. The third was to establish a small working group which was the current housing response working group to progress the preparation of a case via collection of data for the support for adequate provision of local emergency and transitional housing to be presented to the Ministry of Housing and Urban Development. The housing response working group was established in mid-2022 with representation from Social Services Waimakariri, Ministry of Social Development, Waimakariri District Council Community Team, Comcare and Vision West.

Councillor Redmond asked for clarity on why it seemed that the figures for the Waimakariri went up while the Huruni went down in the housing register graph. He queried if people were moving from the Hurunui into the Waimakariri district. T Robinson noted that the register was fluid and depended on if someone in the Hurunui district was housed somewhere else therefore were removed from the register. It did not mean that they were necessarily housed in Hurunui or in Waimakariri.

Councillor Fulton asked what impact lack of access to health care and GP services and if these should be included at the start. If you were unable see a doctor your mental health, physical health and wellbeing declined. N Carter replied that the relationship to Te Whatu Ora and Te Manu Ora was via the Waimakariri Health Advisory Group and acknowledged

those concerns were being widely discussed alongside Waitaha and Pegasus. T Robinson stated if you did not have suitable sustainable housing it impacted your ability to work, your income and your health and vice versa.

5 REPORTS

5.1 Aquatics October Update – M Greenwood (Aquatics Manager)

M Greenwood spoke to the report which provided the Committee with an update on the aquatic facilities progress to date. Attendance numbers were up on a month by month comparison for the last few years which was promising. A had case been noted at the end of September 2023 by Te Whatu Ora that an individual with cryptosporidium had visited the facilities. He had detailed the process in the report which was largely treated through the standard procedures and had subsequently heard that there was no further follow up required from Te Whatu Ora.

Moved: Councillor Blackie

Seconded: Councillor Redmond

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 231004157525.
- (b) **Notes** Aquatic Facilities progress against key performance indicators including facility Attendance and Financial results.
- (c) **Notes** that Te Whatu Ora notified Council staff that an individual with Cryptosporidiosis visited Dudley pool on the 8th of September 2023 during an infectious period.
- (d) **Notes** staff were advised that no further action was required following an investigation by Te Whatu Ora into our water treatment standards.
- (e) **Notes** that further increases in community count with cases directly linked to a pool may require a significant closure, testing, drain down and cleaning of the facility before it was cleared to reopen.
- (f) **Circulates** this report to the Community Boards for their information.

CARRIED

Councillor Redmond thanked M Greenwood for the report.

5.2 Community-Led Housing Response Working Group Report – T Sturley (Community Team Manager)

T Sturley spoke to the report which presented an overview of the Joint Community Working Party paper that had been presented as part of the deputation in item 5.2. It sought Council endorsement for support with the Ministry of Health and Urban Development towards local provision on emergency and transitional housing. She highlighted that were two distinct current priorities one which was presented by N Carter, and the second was to work towards local provision of appropriately supported transitional housing for young people in the district.

Moved: Mayor Gordon

Seconded: Councillor Mealings

THAT the Community and Recreation Committee:

- (a) **Receives** report No. 231004157359
- (b) **Endorses** the Joint Community Working Party paper, to be submitted to Ministry of Housing and Urban Development (MHUD) to evidence pressing housing need in the Waimakariri District.
- (c) **Notes** that members of the Housing Response Working group would present an overview of the paper.

- (d) **Notes** that the draft paper was used as supporting evidence in Waimakariri District Council's Request for Support submission to MHUD for older persons housing funding.
- (e) **Notes** that, given the local agencies that have a stake in addressing the issues highlighted in the Housing Response Working Group paper operated across wider North Canterbury, the Group had made a request to present it to Hurunui District Council, seeking their endorsement also.

CARRIED

Mayor Gordon thanked T Sturley for the report, noting there was clear there was a good evidence base and that a lot of work had gone into the report. The paper brought together all of the issues that the district was experiencing in relation to lack of suitable housing. It also connected the work that the Council's Property Portfolio Working Group was doing. He commented that most weeks he would come see someone in his office who was homeless or had a situation that was desperate through a range of circumstances. You saw the situation at Pineacres campground which was pretty desperate and distressing to see some of the conditions they were forced to live under. Mayor Gordon stated he would like a North Canterbury perspective with a more coordinated response when addressing housing challenges and working together across boundaries. He believed that the election had given a brighter prospect where Council would retain ownership of land to enable the Council to find a suitable location for the likes of an Abbyfields community housing model however he acknowledged there were other housing providers and other options, such as the Peterborough which was impressive. He saw the work of the Joint Working Group as connected and had no hesitation in supporting this paper and endorsing it as a Council which would help the district in other forums.

Councillor Mealings thanked T Sturley for the report. She was really thankful for this paper. M Sparrow had done an exquisite job in getting the information together with all the people that had helped to make this a reality. The Social and Affordable Housing Group had known that there was a need, however they could not quantify it as they had no data or the information that was pertinent to the Waimakariri District. Thanks to this report we now have a more concrete baseline to work from and it gave the district a stronger position to advocate for the community. She unreservedly supported the paper.

Councillor Redmond thanked staff for keeping this in front of Council, so they did not forget or overlook it. It was an especially important issue and Council were not the total solution to the problem however could assist in achieving a better outcome.

5.3 **Alcohol and Drug Harm Update – T Sturley (Community Team Manager)**

Councillor Remond declared a conflict of interest and stepped back from the table and Councillor Blackie assumed the Chair.

T Sturley spoke to the report which gave an overview of the current condition paper that was prepared by an intern that Council had recently engaged within the Community Team. The paper explored alcohol harm in the community. It was often difficult to get good data as related to community issues and due of privacy issues there often was a delay with margins of error and unwillingness to provide data. Whilst quantitative data had always been seen as the ultimate, it was particularly important when looking at issues effecting wellbeing in the community that you painted a qualitative picture as quite often there were various contributing factors in relation to community issues. Data analysis was a key priority of the newly reconvened Alcohol Harm Steering Group.

A Bright noted that some data for New Zealand being analysed was for the 18-24 year old age group with two in five of these considered as hazardous drinkers. In 45-50 year olds the figure was one in four. Men were twice as likely to drink in a hazardous way and within the Māori community those number rose. Within the Pacifica and Asian communities, were the least likely groups to drink however if there were individuals in the community that did drink that hazardous drinking levels were reasonably high.

The review of the 2009-2012 action plan identified six key objectives. It was identified within the Steering Group that the priority was to frame a quality localised formative evaluation story telling project and to this end the Steering Group decided to employ an intern to undertake a qualitative research project among the communities' key stakeholders. This involved interviewing thirteen participant groups consisting of fifty-two individuals. For each discussion, the same core questions were presented to the participants. The first was what did alcohol and drug harm look like in your space, the second question was what were the factors that contributed towards positive outcomes, and the third question was what the contributing factors were observed hindering the positive outcomes. Lastly the participants were asked if everyone had a part to play in the prevention of alcohol and drug harm what did that look like. These discussions encouraged open conversation. The intern found that better source providers across Waimakariri were interested and enthusiastic about sharing their thoughts. Throughout the gathering and analysing of this information there was key to focus on best practice models. When used together these models really allowed us to approach the issues we saw in the community in a holistic way. T Sturley gave an overview of the key themes and noted that across all discussions every provider mentioned the need for well resourced locally relevant solutions to addressing this issue. Vaping was an area of concern across the community however new legislation introduced in August 2023 tightened regulations on vaping.

Councillor Fulton sought clarification on the comment about the drug peddlers in the gyms. A Bright noted that due to the nature of the collation of the report and the way discussions were run she did not have access to that information which she could share. Councillor Fulton also asked if this was new trend or if there had been indications that this had happened previously. A Bright replied that it was not surprising in as one of the most vulnerable demographics were new parents.

Councillor Blackie commented that the presentation noted that of Māori men who drank one out of two had a problem. He asked if the study had interaction with the Rūnanga and what their reaction had been to the questions. T Sturley replied that, as was the case with a number of things currently, the Rūnanga had limited capacity to engage. Council staff had kept them informed on the issues were in the community.

Moved: Councillor Mealings

Seconded: Councillor Blackie

THAT the Community and Recreation Committee:

- (a) **Receives** report No. 231005158446.
- (b) **Endorses** the Draft paper, "Current Condition 2023 Alcohol and Drug Harm Informative Report." (Trim: 231005158007).
- (c) **Notes** the broad community engagement approach applied to the preparation of the 'Current Condition' report.
- (d) **Notes** that the paper details 'best practice models' around which to frame local activity related to addressing alcohol and drug harm.
- (e) **Notes** the intention to apply a holistic approach to addressing the priority issues identified in the 'Current Condition' study, including the impact of alcohol and drug use on relationship harm, mental health and suicide.
- (f) **Notes** that the recommendations in the report will inform community-led responses to alcohol and drug harm in the Waimakariri District, led by the Alcohol and Drug Harm Prevention Steering Group, supported by the Community Development Facilitator – Safe Communities; and in line with the objectives of the Waimakariri Community Action Plan on Alcohol and Drug Harm 2021.

CARRIED

Councillor Mealings thanked staff for the report. She commented having a front seat watching this report unfold and the research that was done she could see how valuable it was going to be to the Steering Group in giving direction to what came next. They would be able to target effort to where it was needed most. Having a qualitative report and being

able to talk about the real life impacts on people and understanding their stories behind them was invaluable. She thanked staff for the work in that space.

Councillor Redmond resumed the Chair.

5.4 **Arts Strategy Development Report – T Sturley (Community Team Manager)**

T Sturley spoke to the report noting that the attachment to the report was the draft Ngā Toi o Waimakariri – Waimakariri Arts Strategy content. She apologised for being unable to produce a hardcopy however noted that it was shaping up to be an attractive looking document. She highlighted the broad community engagement that had been applied to the development of this draft. Two surveys had been undertaken and two community forums to gather perspectives from both residents as a whole and those practicing in various disciplines of the arts. The feedback from those surveys and forums formed the development and the actions that were detailed in the strategy. She highlighted that there was a recommendation and further detail in the report regarding the aspiration that this would potentially be an arts and culture strategy. Ngai Tuahuriri they were not currently in a position to be actively involved in the strategy however the first goal and a priority for the strategy was working with Ngai Tuahuriri to develop a more bicultural partnership approach.

C Brown noted that recommendation (c) identified funding for a full time position would be requested through the Council's Long Term Plan 2024/34. All funding bids that staff submitted to the Long Term Plan were considered by the Council and a decision made as to whether or not the arts and the facilitation of implementing the strategy was a priority. If the Committee approved the strategy, there was the option of not publicly releasing the strategy until the Council had made a decision on the funding for the Long Term Plan.

Councillor Redmond noted that staff referred to a bicultural approach and wondered how that incorporated migrants and multicultural aspects which were referred to on page 115 and 116 of the agenda. He queried if staff could clarify what sort of inclusivity this involved. T Sturley replied that the overall aim of the strategy was for the arts to be a mechanism to reflect the broad culture of the community which included bicultural and multicultural aspects and general inclusion and the various demographics across the community who might be marginalised. It was an inclusive strategy, the reference to bicultural referred to an intention to be able to facilitate a more active relationship with Ngai Tuahuriri and the intent around that was so that the Māori culture of our district and the local Māori arts scene was reflected across the district.

Councillor Fulton drew attention to the observations on the origins of the Arts Strategy which noted went back to the 1970s. There was a drive for further gallery funding and for these institutions to be developed and supported. He noted that a lot of our art installations in Waimakariri were in galleries and institutions and queried if we had the mix right. T Sturley believed that the strategy itself acknowledged the need for arts to be a lot more broadly displayed other than on the walls of institutions. Staff had highlighted space as there were possible opportunities to be gained from a report that was commissioned by an independent provider around facilities across the district. One of the ideas discussed in the report dealt with a lack of larger scale performance space.

The Chairperson called for a brief adjournment from 4:35pm to 4:37pm to discuss the recommendation in more detail.

Moved: Mayor Gordon

Seconded: Councillor Blackie

THAT the Community and Recreation Committee:

- (a) **Receives** report No. 231003155688.
- (b) **Approves** the Ngā Toi o Waimakariri – Waimakariri Arts Strategy.

- (c) **Notes** the collaborative, broad scope engagement approach applied to the development of the draft strategy.
- (d) **Notes** that funding, to facilitate the implementation of the strategy, would be considered as part of the Councils Long Term Plan 2024-2034.
- (e) **Notes** that the strategy would not be finalised for public dissemination until after the Council considered options for implementation as part of the Council's Long Term Plan 2024-2034.
- (f) **Notes** that Councillor Al Blackie was the appointed portfolio holder for this project.
- (g) **Notes** that staff approached both Mahaanui Kurataiao (MKT) and Ngai Tuahuriri leadership to identify the most appropriate way forward in ensuring a partnership approach could be applied to the development of the strategy.
- (h) **Notes** the intent to actively pursue a multicultural approach to the potential evolving of the strategy.

CARRIED

Mayor Gordon noted that the request for an arts strategy was why he had appointed a new portfolio last term. He thanked Councillor Blackie for his leadership in this area and working with the arts community. He commented that the wording of the recommendation reflected the fact that it had been through an extensive consultation with the arts community. Mayor Gordon believed that rather than re-consulting, the Council was in a position to determine funding through the Long Term Plan 2024-2034 process before raising expectations. The arts strategy acknowledged the unrealised potential, talent and ambition in a number of different art forms and related projects. He would like to see the Council give Ngau Tuahuriri the opportunity to be involved with this initiative and to recognise that we did live in a multicultural society. He would like to see the ambitions of all of our community realised but recognising with Manu Whenua in our community. The funding aspect of facilitation or otherwise was the purview for the Council to consider as part of the Long Term Plan acknowledging that the Council was approaching difficult time and a need to careful of raising expectations was advised. He did not want to see the arts strategy not achieved due to a lack of funding as funding could come from a range of different sources and did not need to rely on the Council alone.

Councillor Blackie thanked T Sturley and commented that it had been a long 18 months getting the strategy together. He was pleased that it was not going out for further consultation.

Councillor Fulton concurred with the idea that this was a well-developed strategy. He believed it was important that we did not expose anything to do with the arts to needless criticism.

Councillor Cairns commented that there were a huge number of people that were artists in the district, and he looked at the success of the Kaiapoi Arts Expo and the volume of people that it brought to the district. An excellent arts strategy like this would bring more and more people to the district and would have a greater impact not only on the arts industry but our whole economic sector of the district.

Councillor Redmond noted that he was in favour of the recommendations.

6 CORRESPONDENCE

Nil.

7 **PORTFOLIO UPDATES**

7.1 **Greenspace (Parks, Reserves and Sports Grounds) – Councillor Al Blackie.**

- Te Kohaka o Tuhaitara Trust – 19 October 2023 their Lincoln University students, who were doing a project on the Mahinga Kai, were coming to report to the Trust.
- Wind damage in the Coastal park was minimal.
- 18 October 2023 – Te Kohaka o Tuhaitara – some of the Trustees were meeting the Property Management Group that they had allocated to get the lease of the Kairaki sections onto the market. They had done a lot of work on the resilience and the adaption that would be needed.
- There was another big yacht coming into the Marina. The Marina was now full.
- Pegasus Bay Bylaw Review work continuing.
- Natural Environment Strategy – Councillor Mealings and himself had been working with staff on the NES and on the finances of the upcoming climate change commitments, there were some major finance commitments. Not in the immediate years but in year five there would be \$1,000,000 required.
- Wind damage – Silverstream had a lot of damage in the reserve which staff were assessing. Ashley Gorge got away lightly.

7.2 **Community Facilities (including Aquatic Centres, Multi-use Sports Stadium, Libraries/Service Centres, Town Halls and Museums) – Councillor Robbie Brine.**

- There were 18 related service requests after the wind event. Community facilities managed very well. There was one exterior panel dislodged at the Mainpower Stadium which had been replaced quickly.
- The Community Facilities Network Plan was progressing well. It was expected to be presented as a draft to the November meeting of the Committee.
- The Aquatics Strategy Update would be presented to the November Committee meeting. It was only a light review to look at what was recommended at the last Long Term Plan to see whether those recommendations were still relevant. Early indications suggested that hydro therapy and leisure facilities were the two main requirements. Staff were looking at the feasibility and economic viability of a hydro slide.
- Staff had held the first meeting of the Library and Civic Precinct Steering Group. This meeting set the direction for staff to proceed with review of the assumptions made to determine the original recommendation at the last Long Term Plan. Staff were looking at what was possible for the library building and had employed an architect and library expert to assist. This was using Better Off funding.

7.3 **Community Development and Wellbeing – Councillor Brent Cairns.**

- Kaiapoi Museum – the Committee were also communicating with P Eskett and Council staff with regard to library closures due to staff illness and public holidays. As to the issues that the library closures were causing for the museum and patronage.
- Pegasus Residents Association were holding a community meeting on 22 November 2023.
- During the wind event Neighbourhood Support staff were called in by Civil Defence to assist with the door knocking and targeting vulnerable residents without power doing welfare checks.
- Compliments to T Sturley and the work she did bringing together some individuals and groups in relation to people who were living in cars.
- Oxford Dark Sky Observatory – the tourism numbers in the Waimakariri were currently around 50 million per year. The Oxford Dark Sky initiative would potentially bring in a further five to six million dollars of extra spend in the district which would be important to the district. It would bring in more people and more jobs.
- Homelessness – Riverside church have provided intel and we are working with the Councils Environmental Services Unit, with the intent to develop an information

resource that their inspectors can use, to support their statutory obligations, whilst informing and supporting people into alternative accommodation, as required. A stakeholder group (Police, Ministry of Social Development, Social Services Waimakariri, Faith Sector agencies) are working on better support for Pine Acres, alongside the work that the Housing Response Working group are undertaking around Emergency and Transitional Housing.

- Civil Defence Welfare Response – Team assisted with outreach visits in affected communities and were actively involved in the Emergency Operations Centre. Heartening to see outlying rural communities largely self-supporting.
- Relationship Safety – Facilitated delivery of local Professional Development Workshop for teachers, community, health, and social services workers. Planning underway for White Ribbon events in November.
- Suicide Prevention and Mental Health – Over 700 locals, predominantly men, reached with four events facilitated and/or supported by Nicola Trolove from Community Team. Ensured strengths-based approach with practical tools to address stress and anxiety and the enabling of strong local referral paths, where Counselling needed.
 - Sports Sector Workshop, featuring Crusaders Manager.
 - Education sector workshop.
 - Tradie Breakfast.
 - Council staff workshop.
- On Track Capacity and Capability Building – Suite continued with sessions on the new Incorporated Societies Act, Marketing and promotion, Strategic Planning, and support for managers in the volunteer sector. Full suite also includes financial planning and monitoring, funding, and funding plans, Health and Safety and good marketing.
- Community Development Strategy Review – engagement surveys developed, with the Councils Communications Team working on the ‘Let’s Talk’ engagement, to begin shortly. Community Forum planned for 29 November 2023.
- Welcoming Communities – New Facilitator started this week. Building relationships and beginning to consider framing of a plan.
- National Safe Community Model – Tessa on small working group to establish a membership model. We are delighted to have received agreement from Public Health Association to umbrella, whilst keeping the Kaupapa of Safe Communities Aotearoa (holding name) separate. We are hosting a national hui, in Kaiapoi on December 8th 2023 to:
 - Celebrate Successes.
 - Rebrand Safe Communities- given that resilience and wellbeing are key priorities, over Injury Prevention.
 - Bicultural partnership approach.
 - Preliminary Strategic Planning – Vision, Purpose, Goals.
- Down the Back Paddock Rural Safety Programme continues to build strong rural safety culture, through local schools. We continue to hear from teachers that the feedback from parents is that children pass on ‘safe practice’ advice to parents. Staff are considering a broad evaluation of this in the coming year.
- Youth Development.
 - Disability sporting event a huge success.
 - Good environmental planning and River Clean-up had 200 people attend.
 - Dudley Mural almost ready to install, thank to Kaiapoi High students and design from young people from across the District.
 - Employment Expo, planned by Youth Futures, led my Emily, a success.
- Mayor’s Taskforce for Jobs – Over half of deliverables achieved in the first three months. Continue to fill work-readiness gaps across the District.
- Next Steps Website – Admin supported by Community team Admin (updates and monitoring). Some very positive feedback from community partners and strong push on marketing across the district. External funding had meant that we can do radio ads, fridge magnets, bookmarks, etc.
- Oxford Dark Sky Group, which encompasses 15-20 local organisations that benefit, are impacted, or are responsible for lighting policy. These include the Council, the Community Board, the local medical clinic, the Department of

Conservation, the Schools, the first people Ngāi Tūāhuriri Rūnanga, business and sports clubs, the police, the Observatory, and others including OPAC.

- First instance would like to seek International Dark Sky Park accreditation for the Oxford Forest Conservation Area “Park”, a 13,308 hectare/133 km² publicly owned land under the Department of Conservation’s jurisdiction. This Park lies in the outskirts of Oxford and has no lighting within its boundaries or power supply into the Park.
- In a second step, would enlarge the geographic area, and redesignate the Park as a ‘core’. We would then look to accredit the entire Oxford Subdivision of the Oxford-Ohoka Ward of the District as an International Dark Sky Reserve encompassing approximately 130,000 hectares/1,300 km². The Oxford Forest Conservation Area would serve as the ‘core’ and the remaining land in the District as the ‘periphery’. The periphery would include the Oxford township that has a census-projected 2023 population at 2,390.
- Oxford Dark Sky Initiative
 - “Better Living Through Better Lighting”.
 - Protect human health.
 - Preserve ecosystems and nocturnal habitats –air, land/stock, water!
 - Use our energy resources responsibly.
 - Support the connection with our stories, songs, dances, identity, cultural and celestial heritage.
 - Underpin Observatory activity (enhanced community outreach).
 - Oxford Dark Sky Initiative.
 - Knock-on effect: regional pride, visitor traffic, economic boost, use of logo.
 - Reduce associated costs .
 - Improve lighting for safety & security, quality of life, sports & recreation
 - Generates 50,600 EXTRA visitor days & \$5.2M EXTRA spend /year in Waimakariri.
 - Creates 24 new full-time jobs in Oxford (510 jobs in 2022 or +4.7% equivalent), spill into wider Waimak.
- Kaiapoi Promotions are working with FunHQ to run a “Spooktacular” event on 31st October. A Halloween Concept Event. This would, in future years, be grown into a three-part event: FUNHQ – Provide all the gear required to run this event in Children’s Entertainment.
- This event has taken up an event gap left by the “Light party” which is not able to run due to issues with funding etc.
- The Sovereign Palms community group that are behind the CCTV camera project have set a target of having enough money raised by December to install the first camera.
- Two Brown Girls Ltd are organising a 'Party at the Poi' event in November 2024 at Norman Kirk Park in Kaiapoi.
- The Emergency Community Hub launch is being celebrated at The Sterling (Community Room) Saturday 07 October between 11.00-12.30 BBQ.
- Kaiapoi Museum. Re Accessing the storage area.
- Owen has been making enquiries regarding getting a Stair Lift, or a Wheelchair Platform installed to access the stairs. Approximate cost would be up to \$52,000. Another suggestion was to build a Dumb Waiter to move items up to the storage area but this would be limited to small items only.
- Pines Kairaki Beach are planning a Christmas event for the 26th November.
- A Rangiora Residents group are organising an OP shop fashion show at Good Street on the 2nd December from 12-2pm.
- Rangiora Promotions had to cancel their fireworks event, due to lack of funding.
- Pegasus Residents are to have a community meeting next week to get resident buy in to raise money for their own cameras.
- Together as a team we did a lot of soul search over our 2023 Christmas event and sadly concluded we needed to cancel it for this year. The event has grown over the years as has its budget. Last year’s event was in the region of \$8K and this year was looking like being closer to \$9K for what is essentially a 3 hour event. Last year we had the luxury of accumulated funds held over from the COVID

cancellation of the prior year. In addition, we had very generous support from Templeton Group. This year we have had a hard job receiving funding for our core operations (e.g., Community Patrol, Community Centre operations, etc) let alone events; COGS only gave us 50% of what we sought, and we got turned down by Rata who have helped in the past.

- We looked at the ENC event fund but felt we did not meet their “regional event” criteria. Similarly, we are aware that the Community Board could assist up to \$500 this is generous, but the remaining gap is huge.
- Student ambassadors from Pegasus School, presented to the community board a presentation on SDG’s noting that the 17 goals had been developed by the UN in 2015 to end all poverty, protect the planet and improve the lives of everyone, everywhere.
- They were taking the initiative to make the planet more sustainable by looking at bike riding. Asking the board to consider bike racks at the local beach.

7.4 **Waimakariri Arts and Culture – Councillor Al Blackie.**

- Waimakariri Public Arts Trust – the Karo installation on the Kaiapoi Riverbank was making squeaking noises. Andrew Drummond the sculptor had come and fixed it.
- Waimakariri Public Arts Trust were running an exhibition called Braided which involved handing out 200 canvases to be painted and would be displayed in the Council foyer in November 2023.
- Waimakariri Art Collection Trust did a roundup of the artwork in storage. There were 12-14 artworks that would be displayed around the Council building.

8 **MATTERS REFERRED FROM COMMUNITY BOARDS**

8.1 **Woodend Town Centre Public Toilet Upgrade – C Taylor-Claude (Parks Officer) and J Rae (Senior Adviser Community and Recreation - Assets and Capital)**

(Report No. 230928153573 to the Woodend-Sefton Community Board meeting of 9 October 2023).

G MacLeod spoke to the report and noted that it had been referred from the Woodend-Sefton Community Board. The successful Tourism Infrastructure Funding bid had resulted in the renewal of the toilet in the central Woodend area. He noted that the Board were very supportive of staff bringing this project forward. These toilets were a high generator for service requests due to the state of the toilet and the high usage. He noted that staff would be working with Woodend School as students had paint a mural on the toilet a few years ago.

Councillor Redmond noted that the key for the was the Tourism Infrastructure Fund and the money received. He was amazed that the upgrade was originally scheduled for 2037. This was a busy toilet block adjacent to a state highway. The Woodend Bypass would be some years away, so the upgrade was needed.

Moved: Councillor Mealings

Seconded: Councillor Blackie

THAT the Community and Recreation Committee:

- Approves** the recommendation that the upgrade of the Woodend Town Centre toilets be bought forward from 2037 and is undertaken in the 23/24 Financial Year.
- Notes** the impact of bringing the Woodend Town Centre toilets forward in the plan is that other scheduled public toilet projects will be pushed out 1 additional year to accommodate this project.

CARRIED

Councillor Mealings commented that it made sense. She congratulated staff for getting funding for the project.

Councillor Redmond thought it was a worthwhile project. It came highly recommended by the Woodend-Sefton Community Board.

The meeting adjourned from 5pm to 5:06pm.

Moved: Councillor Redmond

Seconded: Mayor Gordon

THAT the Community and Recreation Committee:

(a) **Accepts** the late agenda item.

CARRIED

Unconfirmed

8.2 **Pines Oval Playground Relocation – T Stableford (Landscape Architect)**

(Report No. 230907139033 to the Kaiapoi-Tuahiwi Community Board meeting of 18 September 2023).

G MacLeod took the report as read.

Moved: Councillor Blackie Seconded: Mayor Gordon

THAT the Community and Recreation Committee:

- (a) **Reallocate** the remaining Reid Memorial Reserve project budget of \$28,350 (2023/24) to the Pines Beach Playground Relocation project in 2023/24.

CARRIED

Councillor Blackie noted that the Kaiapoi-Tuahiwi Community Board had discussed all the options, and this was the best option. He was happy to recommend it.

Councillor Redmond commented that the area that the playground would be relocated was slightly higher which would mitigate flooding issues.

9 **QUESTIONS**

Nil.

10 **URGENT GENERAL BUSINESS**

Nil.

11 **MATTERS TO BE CONSIDERED WITH THE PUBLIC EXCLUDED**

In accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act (or sections 6, 7 or 9 of the Official Information Act 1982, as the case may be), it is moved:

Moved: Councillor Redmond Seconded: Councillor Mealings

1. That the public be excluded from the following parts of the proceedings of this meeting:

Item 11.1 Confirmation of Public Excluded Community and Recreation Minutes of 22 August 2023.

Item 11.2 Report from management Team Meeting of 25 September 2023.

CARRIED

The general subject of the matters to be considered while the public are excluded, the reason for passing this resolution in relation to the matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

Meeting Item No. and subject	Reason for excluding the public	Grounds for excluding the public-
11.1 Confirmation of Public Excluded Community Recreation Committee Meeting of 22 August 2023	Good reason to withhold exists under section 7	To enable the local authority to carry on without prejudice or disadvantage, negotiations (including commercial and industrial) negotiations as per LGOIMA Section 7 (2) (i).

11.2 Report from management Team Meeting of 25 September 2023	Good reason to withhold exists under section 7	To carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) (s 7(2)(i)).
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CLOSED MEETING

The public excluded portion of the meeting commenced at 5:09pm And concluded at 5.11pm.

OPEN MEETING

Moved: Councillor Redmond

Seconded: Councillor Blackie

THAT open meeting resumes and the business discussed with the public excluded remains public excluded.

CARRIED

NEXT MEETING

The next meeting of the Community and Recreation Committee will be held on Tuesday 12 December 2023 at 3.30pm.

Briefing 5:11pm to 5:44pm

Maintain the effective conduct of public affairs through the protection of such members, officers, employees, and persons from improper pressure or harassment (s 7(f)(ii) of LGIOMA).

- Kaiapoi Community Hub Update – Tessa Sturley (Community Team Manager) and Martin McGregor (Senior Advisor Community and Recreation) – 20mins.

THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 5:44pm.

CONFIRMED

Chairperson

Date

WAIMAKARIRI DISTRICT COUNCIL**REPORT FOR DECISION**

FILE NO and TRIM NO: GOV-01-04 / 231130192636

REPORT TO: COMMUNITY AND RECREATION SUB-COMMITTEE

DATE OF MEETING: 12 December 2023

AUTHOR(S): Ken Howat (Team Leader Parks & Facilities, Greenspace)

SUBJECT: Oxford Health and Fitness Trust Loan Request

ENDORSED BY:
(for Reports to Council,
Committees or Boards)


General Manager


Chief Executive

1. SUMMARY

- 1.1. The purpose of this report is to seek the recommendation of the Community and Recreation Sub-Committee to Council to approve a loan of \$200,000 to the Oxford Health and Fitness Trust (OHF Trust), subject to the outcome of a loan application currently sitting with the Rata Foundation.
- 1.2. The OHF Trust have submitted a loan application to the Rata Foundation and are awaiting the outcome. The requested loan from Council would only be required should the Rata Foundation application be declined. The purpose of the loan is for the OHF Trust to build a 153 square metre extension on to the existing gym facility located on Pearson Park, Oxford. Staff believe that a loan is the most appropriate option as this would mean cost recovery from the OHF Trust as they would be expected to pay this back. They were amenable to this instead of a grant.
- 1.3. In August 2021 the Oxford-Ohoka Community Board approved a variation of the lease agreement to allow for the proposed building extension. The OHF Trust has a lease over the site until 2040.
- 1.4. In July 2011 when the OHF Trust was establishing the fitness centre, Council agreed to act as guarantor for a loan of up to \$150,000 from the Canterbury Community Trust subject to the condition that the OHF Trust amended the OHF Trust Deed to the effect that if the OHF Trust was wound up, the ownership of facility and assets would pass to Council. The loan from the Canterbury Community Trust was \$300,000 which was paid off within six years.
- 1.5. Staff have recommended that Council does approve in principle a loan up to \$200,000 for OHF Trust to assist with funding to deliver the proposed extension subject to the outcome of the Rata Foundation application. This would meet a variety of community outcomes for the Oxford community, especially around health and wellbeing.

Attachments:

- i. Concept and Design Plan *TRM – 231130192569*
- ii. Oxford Health and Fitness Trust Community Loan Term Options – *TRM - 231204194899*

2. RECOMMENDATION

THAT the Community and Recreation Sub-Committee:

- (a) **Receives** Report No. 231130192636.

AND/OR

THAT the Community and Recreation Committee recommends:

THAT the Council:

- (b) **Receives** Report No. 231130192636.
- (c) **Approves** in principle a loan of \$200,000 to the Oxford Health & Fitness Trust for the cost of building extensions subject to the outcome of a Rata Foundation community loan application.
- (d) **Notes** that, should the loan be required, a later report will be brought to Council at the time which will include the specific details around this loan.
- (e) **Notes** that the Pearson Park Advisory Group have been consulted and support the proposed building extension.

3. **BACKGROUND**

- 3.1. The Oxford Health and Fitness Centre was built in 2011 in Pearson Park and has been a popular facility for the local community since opening.
- 3.2. The Oxford Health and Fitness Trust (OHF Trust) own the facility and rent it to the North Canterbury Sport and Recreation Trust (NCSRT) who manage and staff the centre. This relationship between the two entities is a key element to the success of the gym. NCSRT have the experience and expertise in managing fitness centres and the rental income received by the OHF Trust allows them to service debt and maintain the facility.
- 3.3. The proposed extension will allow additional room for fitness equipment, group exercise classes and personal training areas and is in response to the increasing demand for fitness space in the centre.
- 3.4. The fitness centre currently has 362 members and is anticipating a significant increase in membership numbers with the proposed extension. Having a group exercise area will allow for a range of classes which are currently not on offer due to space constraints. Increasing the capacity of the fitness centre will have a positive impact on the community, enabling more people to access quality fitness and exercise programmes.
- 3.5. The proposed extension will be to the south of the existing footprint, adjacent to the swimming pool as shown in Figures 1 and 2. Note the Aquatics Strategy does not identify Oxford Pool for future development. Note the Aquatics Strategy does not identify Oxford Pool for future development.



Figure 1 – Fitness Centre with proposed extension as shaded

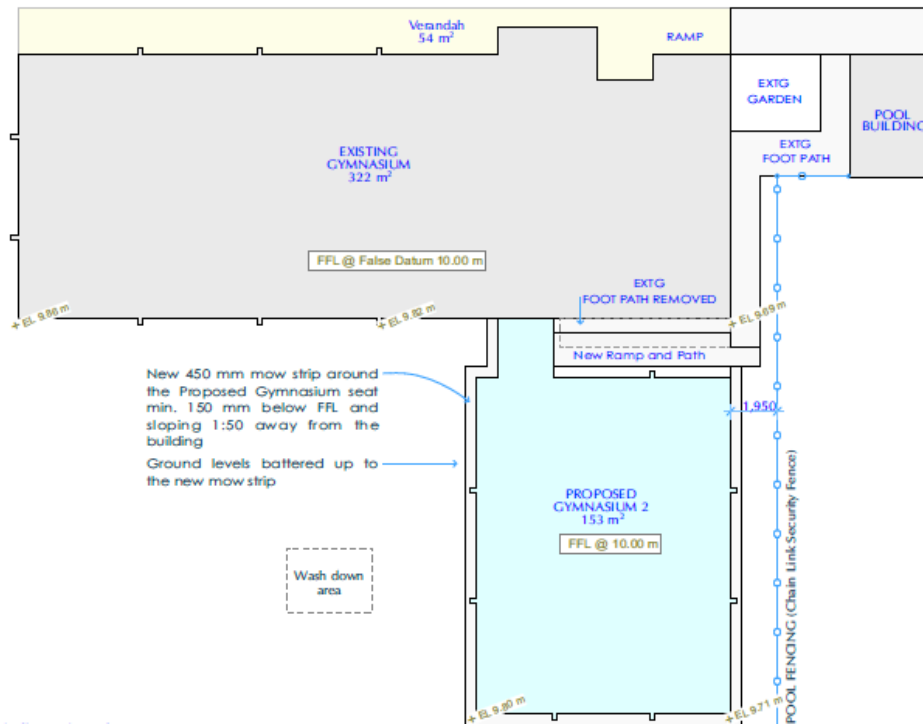


Figure 2 - Plan of Proposed Extension.

4. ISSUES AND OPTIONS

4.1. The OHF Trust is in the process of engaging a Geotech consultant to provide a Geotech report which is a requirement for the building consent. This is expected to be received by January 2024. They currently have \$30,000 funds on hand to contribute to the project, plus a further \$20,000 in revenue is expected from new lifetime memberships. The outcome of the Rata Foundation application will be known mid-February, however, the OHF Trust are aware that as a contestable fund, there is no guarantee the application will be successful and have approached Council regarding the possibility of a loan for the required \$200,000 should their Rata application is declined.

4.2. Council staff have identified the following two options for Council to consider;

4.3. **Option 1: Approve a loan of \$200,000 to the Oxford Health and Fitness Trust subject to the outcome of the Rata Foundation loan application.**

The Community and Recreation Committee could recommend Council approves the loan which would give certainty to the OHF Trust that the project can proceed and will allow them to commence with the building planning in the first quarter of 2024. The requested loan (if required) would not be needed until the start of the 2024/25 financial year. Staff recommend this option.

4.4. **Option 2: Decline Approval of the Loan**

The Community and Recreation Committee could recommend Council decline the approval of the loan and request that the Oxford Health and Fitness Trust seek a loan from other funding agencies should the Rata Foundation application be declined. This is a viable option, however, would delay the project indefinitely while loan funding is sought.

Implications for Community Wellbeing

There are implications on community wellbeing by the issues and options that are the subject matter of this report. The proposed extension of the fitness centre will increase levels of service for the community and provide more opportunities for residents to access fitness and exercise programmes.

4.4. The Management Team has reviewed this report and support the recommendations.

5. COMMUNITY VIEWS

5.1. **Mana whenua**

Te Ngāi Tūāhuriri hapū are not likely to be affected by, or have an interest in the subject matter of this report.

5.2. **Groups and Organisations**

There are groups and organisations likely to be affected by, or to have an interest in the subject matter of this report. The Pearson Park Advisory Group has been consulted on this project and are in support of the proposed extension project.

5.3. **Wider Community**

The wider community is likely to be affected by, or to have an interest in the subject matter of this report. The increased capacity of the fitness centre will be of interest to some members of the wider community.

6. OTHER IMPLICATIONS AND RISK MANAGEMENT

6.1. **Financial Implications**

There are financial implications of the decisions sought by this report. Should the Trust default on loan repayments, the assets would then transfer to Council where costs could be recovered. The OHF Trusts net assets are valued at \$344,387. The total cost of the project is \$283,000 including GST. The requested loan amount is \$200,000 and OHF Trust is contributing \$50,000 and are GST registered.

Council community loans have an interest rate of 4.8% which is the Council average weighted cost of funds. Finance recommends either a 10 or 15 year term. Refer to attachment ii - Oxford Health and Fitness Trust Community Loan Term Options – TRM – 231204194899. The OHF Trust is able to service debt through rental income from the NCSRT which would be adjusted commensurate to the anticipated increase in membership with the proposed extension.

This budget is not (included in the Annual Plan/Long Term Plan.

6.2. **Sustainability and Climate Change Impacts**

The recommendations in this report do not have sustainability and/or climate change impacts.

6.3 **Risk Management**

There are risks arising from the adoption/implementation of the recommendations in this report. Should the OHF Trust fold, ownership of the facility and assets would pass to Council as per the OHF Trust Deed. However, in this instance NCSRT would continue as facility managers which insuring continuation of service delivery.

6.3 **Health and Safety**

There are health and safety risks arising from the adoption/implementation of the recommendations in this report in relation to the construction of the proposed extension. Contractors will be required to supply Site Specific Safety Plans and the OHF Trust will also be required to supply safety plans on how the build will be managed whilst the current gym area is in use.

7. **CONTEXT**

7.1. **Consistency with Policy**

This is not a matter of significance in terms of the Council's Significance and Engagement Policy. However, in terms of Councils Sport and Recreation Reserves Management Plan, the scale, materials used, and colours should contribute to the amenity value and character of the reserve.

7.2. **Authorising Legislation**

- Reserves Act 1977
- Resource Management Act 1991

7.3. **Consistency with Community Outcomes**

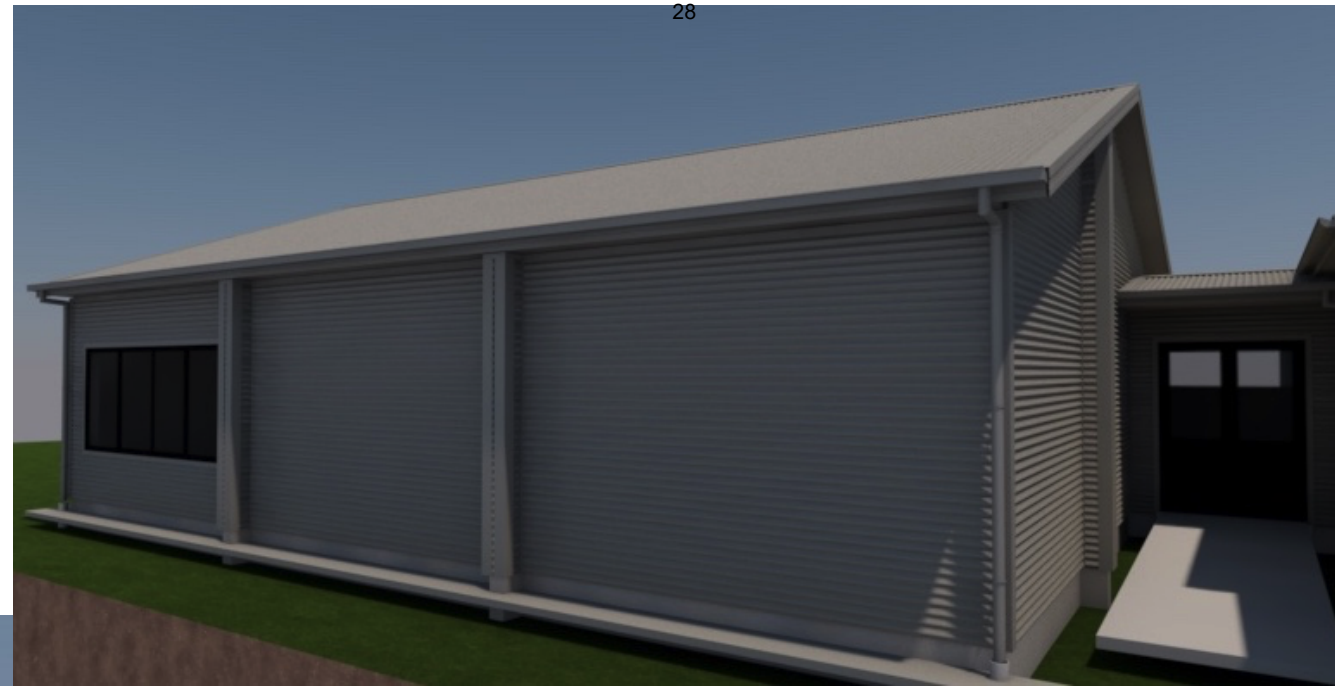
The Council's community outcomes are relevant to the actions arising from recommendations in this report.

Social:

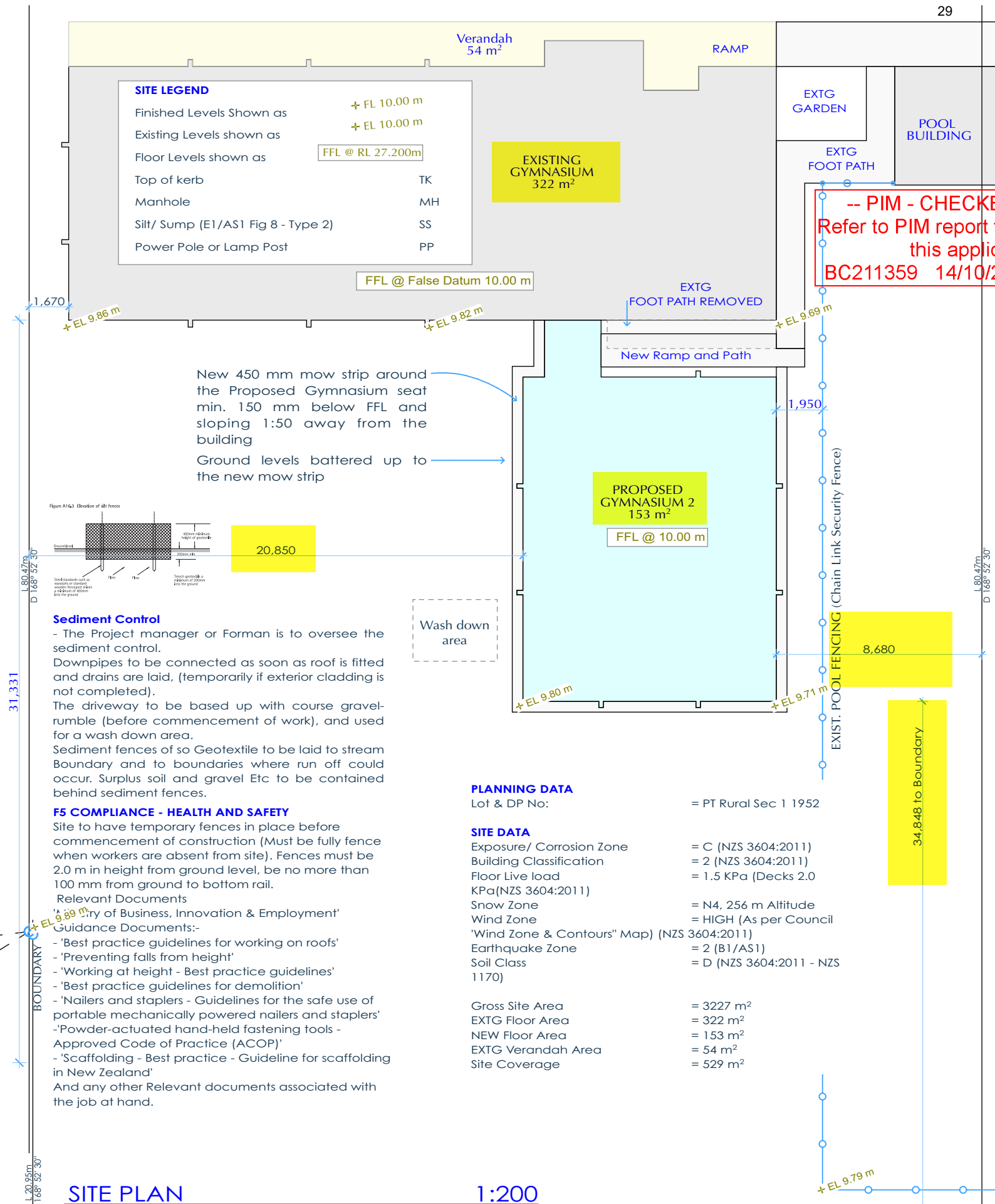
- Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.
- Our community groups are sustainable and able to get the support they need to succeed.
- Our community has equitable access to the essential infrastructure and services required to support community wellbeing.

7.4. **Authorising Delegations**

The Community and Recreation Committee has delegation to recommend funding requests to Council as per the recommendations within this report.



OXFORD HEALTH & FITNESS CENTRE EXTENSIONS



-- PIM - CHECKED PLANS --
Refer to PIM report for conditions of
this application
BC211359 14/10/2021 Joannae



SITE LOCATION PLAN 1:1000

SITE PLAN 1:200

BRAY DESIGN LTD ACCEPTS NO LIABILITY SHOULD THE CONTRACTOR MAKE CONSTRUCTION DECISIONS WITHOUT FIRST SEEKING ADVICE FROM BRAY DESIGN LTD AS TO HOW TO PROCEED WHERE THERE ARE INCONSISTANCIES, DISCREPANCY, OR OMISSIONS IN DOCUMENTAION OR WERE CLARIFICATION IS REQUIRED.

OXFORD HEALTH & FITNESS CENTRE

7 Burnett Street
Oxford, 7430
10/09/21

SITE PLAN

IT IS THE MAIN CONTRACTORS RESPONSIBILITY TO CHECK AND VERIFY ALL DIMENSIONS AND LEVELS ONSITE.

ALL PROPRIETARY MATERIALS AND COMPONENTS MUST BE INSTALLED IN ACCORDANCE WITH THE MANUFACTURERS AND OR SUPPLIERS INSTRUCTIONS. ALL CONSTRUCTION IS TO COMPLY WITH THE RELEVANT N.Z. STANDARDS, NZS 3604, N.Z.B.C AND LOCAL AUTHORITY BY LAWS.

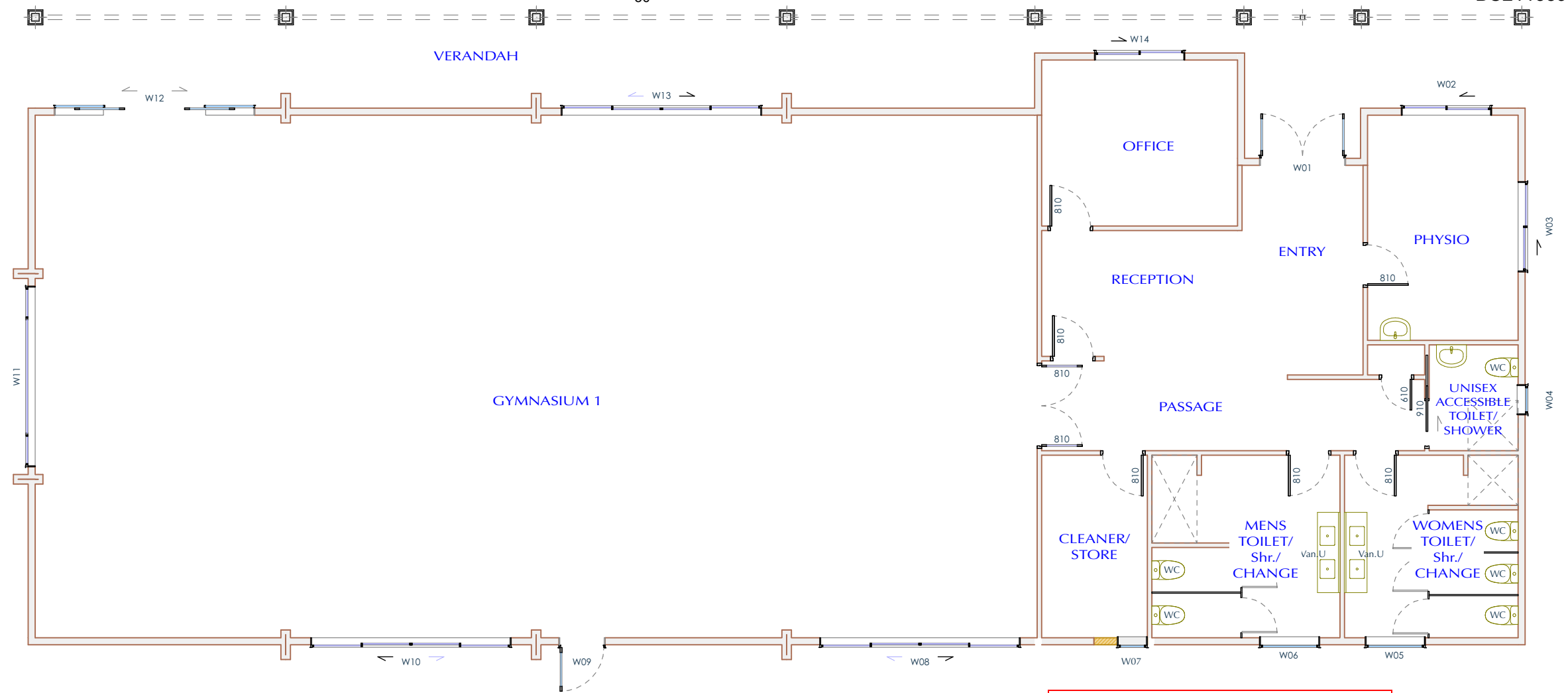
Drawn	Mr Adrian Bray	SHEET NO 101
Job #	2020	
Scale	1:200, 1:1000(A3)	

of 18

COUNCIL APPROVAL
FOR CONSTRUCTION
SUBJECT TO BUILDING CONSENT APPROVAL



ARCHITECTURE



DEMOLITION NOTES

SURVEY EXISTING BUILDING - Carry out a thorough survey and examination of the building to ensure the extent, sequence, technique and method of demolition proposed can be safely and efficiently carried out.

HEALTH AND SAFETY - Conform with The Health and Safety at Work Act 2015 and Worksafe, Best Practice Guidelines for Demolition in NZ

NUISANCE - Take all precautions necessary to minimise nuisance caused by dust, dirt, rubbish and water.

PROTECTION - Protect retained parts of existing buildings, site and site structures, trees and shrubs. Cover work if rain threatens so there is no water damage to existing structure, furnishings, fittings or decorations. Allow to carefully remove all the existing partitions and make good the areas affected by the demolition.

DISCONNECT SERVICES - Before commencing demolition, disconnect services and remove associated fittings and equipment.

SUPPORT - Support and brace the existing structure during the cutting of new openings or the replacement of structural parts. Prevent debris from overloading any part of the structure. Do not remove supports until the new work is strong enough to support the existing structure. Ensure all work remains structurally stable and sound.

ASBESTOS - Where demolition work includes contact with or removal of material containing asbestos, conform with OSH Guidelines for the Management and Removal of Asbestos.

SALVAGE ITEMS - Carefully dismantle and safely store salvage items where directed; for removal, use on the site, or until completion of the works.

ELECTRICAL - Disconnect all redundant power/voice/data outlets present in the existing walls back to the distribution board. Existing distribution board is to remain in current location. DB board is to be checked to make sure there is sufficient power for new lighting and power as detailed.

GRAPHIC LEGEND

- Existing Walls
- Demolition Walls

-- PIM - CHECKED PLANS --
 Refer to PIM report for conditions of
 this application
 BC211359 14/10/2021 Joannae

EXISTING/ DEMOLITION PLAN 1:100

BRAY DESIGN LTD ACCEPTS NO LIABILITY SHOULD THE CONTRACTOR MAKE CONSTRUCTION DECISIONS WITHOUT FIRST SEEKING ADVICE FROM BRAY DESIGN LTD AS TO HOW TO PROCEED WHERE THERE ARE INCONSISTANCIES, DISCREPANCY, OR OMISSIONS IN DOCUMENTAION OR WERE CLARIFICATION IS REQUIRED.



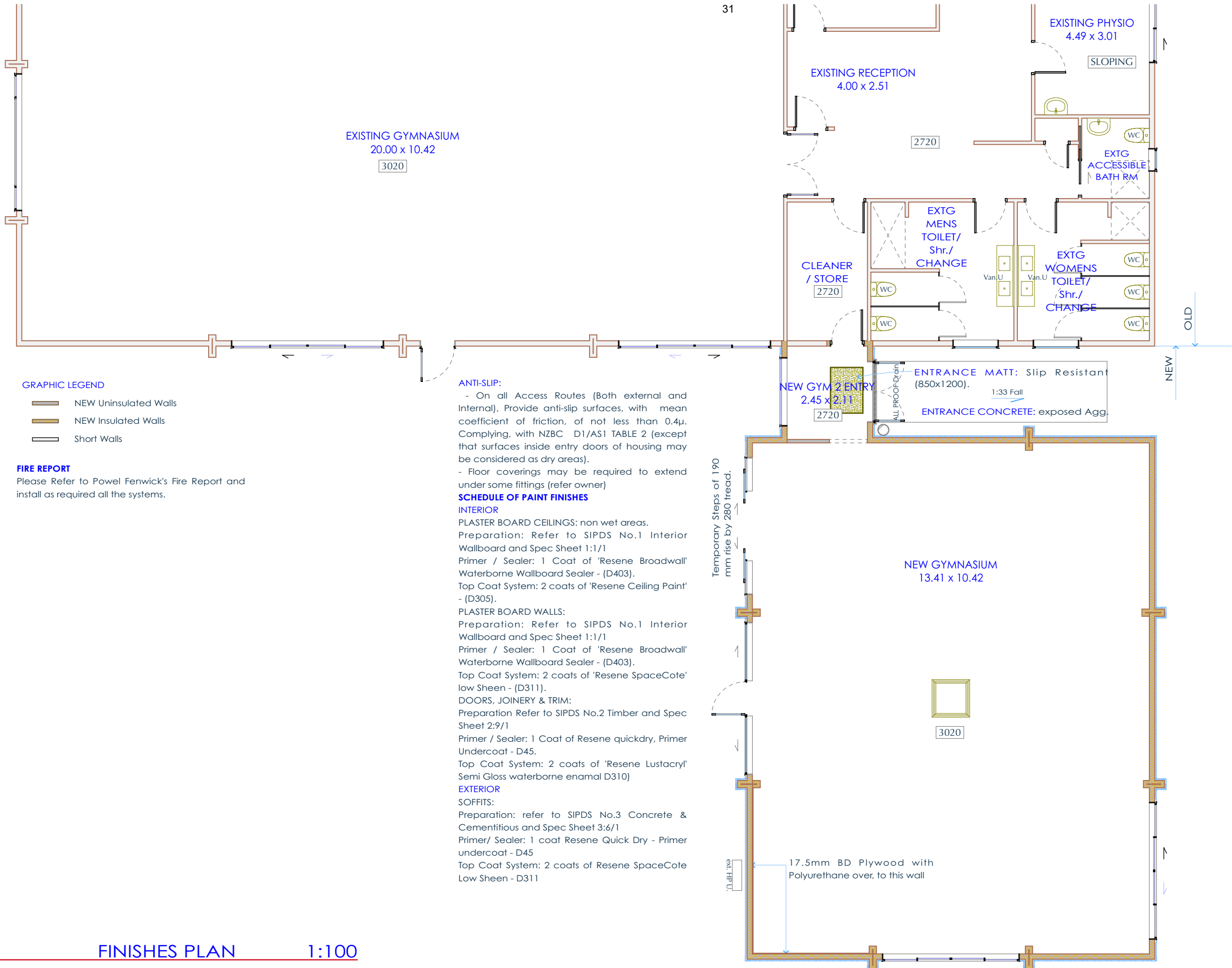
OXFORD HEALTH & FITNESS CENTRE
 7 Burnett Street
 Oxford, 7430
 9/09/21

EXISTING/ DEMOLITION PLAN



IT IS THE MAIN CONTRACTORS RESPONSIBILITY TO CHECK AND VERIFY ALL DIMENSIONS AND LEVELS ONSITE.
 ALL PROPRIETARY MATERIALS AND COMPONENTS MUST BE INSTALLED IN ACCORDANCE WITH THE MANUFACTURERS AND OR SUPPLIERS INSTRUCTIONS. ALL CONSTRUCTION IS TO COMPLY WITH THE RELEVANT N.Z. STANDARDS, NZS 3604, N.Z.B.C AND LOCAL AUTHORITY BY LAWS.

Drawn	Mr Adrian Bray	SHEET NO	102
Job #	2020		
Scale	1:100(A3)		



GRAPHIC LEGEND

- NEW Uninsulated Walls
- NEW Insulated Walls
- Short Walls

FIRE REPORT

Please Refer to Powel Fenwick's Fire Report and install as required all the systems.

ANTI-SLIP:

- On all Access Routes (Both external and Internal), Provide anti-slip surfaces, with mean coefficient of friction, of not less than 0.4µ. Complying, with NZBC D1/AS1 TABLE 2 (except that surfaces inside entry doors of housing may be considered as dry areas).
- Floor coverings may be required to extend under some fittings (refer owner)

SCHEDULE OF PAINT FINISHES

INTERIOR

PLASTER BOARD CEILINGS: non wet areas.
Preparation: Refer to SIPDS No.1 Interior Wallboard and Spec Sheet 1:1/1
Primer / Sealer: 1 Coat of 'Resene Broadwall' Waterborne Wallboard Sealer - (D403).
Top Coat System: 2 coats of 'Resene Ceiling Paint' - (D305).

PLASTER BOARD WALLS:
Preparation: Refer to SIPDS No.1 Interior Wallboard and Spec Sheet 1:1/1
Primer / Sealer: 1 Coat of 'Resene Broadwall' Waterborne Wallboard Sealer - (D403).
Top Coat System: 2 coats of 'Resene SpaceCote' low Sheen - (D311).

DOORS, JOINERY & TRIM:
Preparation Refer to SIPDS No.2 Timber and Spec Sheet 2:9/1
Primer / Sealer: 1 Coat of Resene quickdry, Primer Undercoat - D45.
Top Coat System: 2 coats of 'Resene Lustacryl' Semi Gloss waterborne enamel D310)

EXTERIOR

SOFFITS:

Preparation: refer to SIPDS No.3 Concrete & Cementitious and Spec Sheet 3:6/1
Primer/ Sealer: 1 coat Resene Quick Dry - Primer undercoat - D45
Top Coat System: 2 coats of Resene SpaceCote Low Sheen - D311

FINISHES PLAN 1:100

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OXFORD HEALTH & FITNESS CENTRE
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FINISHES PLAN



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REVISION

NO.	DESCRIPTION

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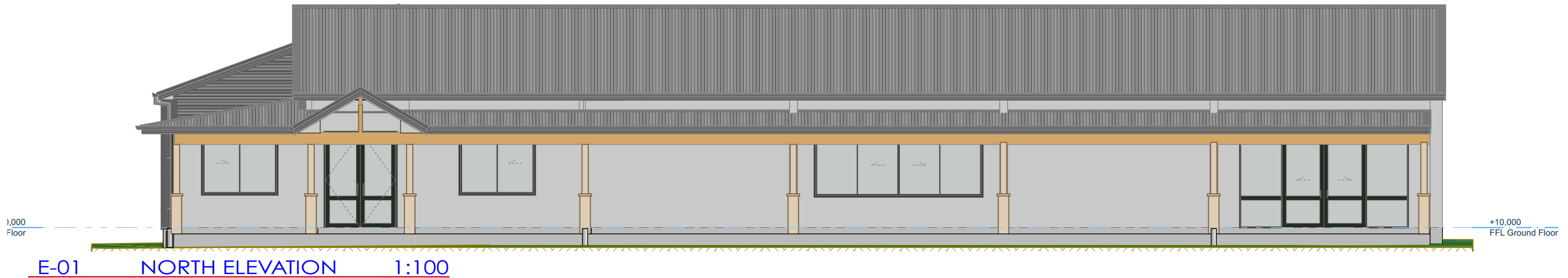
COUNCIL APPROVAL
FOR CONSTRUCTION
SUBJECT TO BUILDING CONSENT APPROVAL



-- PIM - CHECKED PLANS --
 Refer to PIM report for conditions of
 this application
 BC211359 14/10/2021 Joannae

KEY - EXTERIOR FINISHES

1. Selected Corrugated Long-run 0.4 g roofing, with 0.55 g flashings to match.
2. Matching Colorsteel Fascia & '175mm Box' Gutter with snow straps, on concealed brackets @ 900 mm crs., with 4.5 mm cement fibre board lining (with PVC jointers)(Confirm Soffit Height with Truss Manufacturer).
3. Horizontal 0.55g Colorsteel endura wall cladding with flashing to match.
4. Selected Powder coated Aluminium window and door joinery, on 25 mm H3.1 Reveals (Glazed to NZS 4223 (all parts)) (Garage single glazed house double glazed) (SG= Grade A Safety Glass, Ob.G = Obscure Glass).
5. Solid Core entry doors in powder-coated aluminium Joinery.



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ELEVATIONS - North & East

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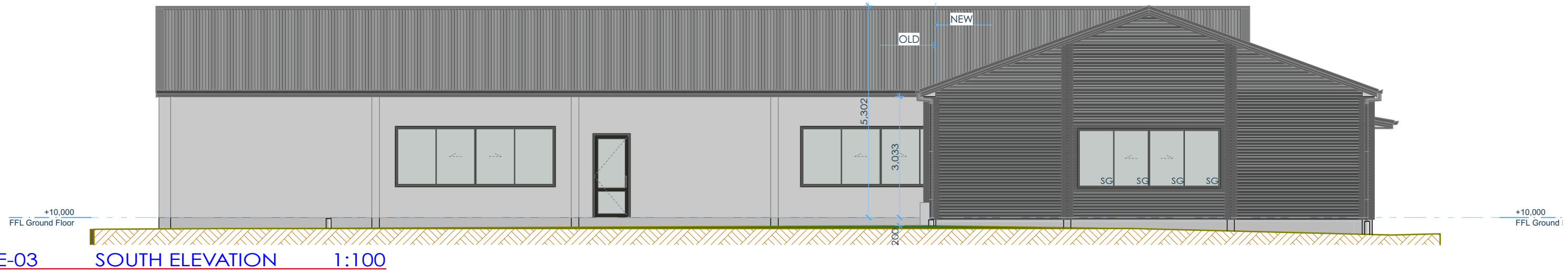
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-- PIM - CHECKED PLANS --
 Refer to PIM report for conditions of
 this application
 BC211359 14/10/2021 Joannae

BUILDING ENVELOPE RISK MATRIX		
ALL ELEVATIONS		
Risk Factor	Risk Severity	Risk Score
Wind zone (per NZS 3604)	High risk	1
Number of storeys	Low risk	0
Roof/wall intersection design	Medium risk	1
Eaves width	High risk	2
Envelope complexity	Low risk	0
Deck design	Low	0
Total Risk Score:		4



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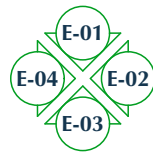


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ELEVATIONS - South & West

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EXTERIOR WINDOW & DOOR NOTES:

- All units are viewed from the exterior
- Site measure all windows and doors before fabrication (Rough opening sizes shown),(Confirm soffit height with Frame & Truss manufacturer).
- Install safety stays to opening windows where there is a risk of falling more than 1.0m in accordance with NZBC F4.
- All external doors' locks to be openable without keys from the inside.
- Toilet, Bathroom and ensuite windows are to have restrictor stays fixed.
- All glazing to be in accordance with NZS 4223.1-4: 1999-2016 and includes All Supplements and Amendments. (safety glazings according to NZS4223 part 3).
- Ob.G = Obscured, to be confirmed by the homeowner
- SG = Safety Glass Grade A laminated.
- All Exterior Windows and Doors to be fixed with 75x3.15 Galv, JH HDG nails or 65 mm x 8g S/S Screws, through reveals into framing (Max. 450 mm crs and max. 150 mm from reveal ends).

-- PIM - CHECKED PLANS --
Refer to PIM report for conditions of
this application
BC211359 14/10/2021 Joannae

WALL FRAMING

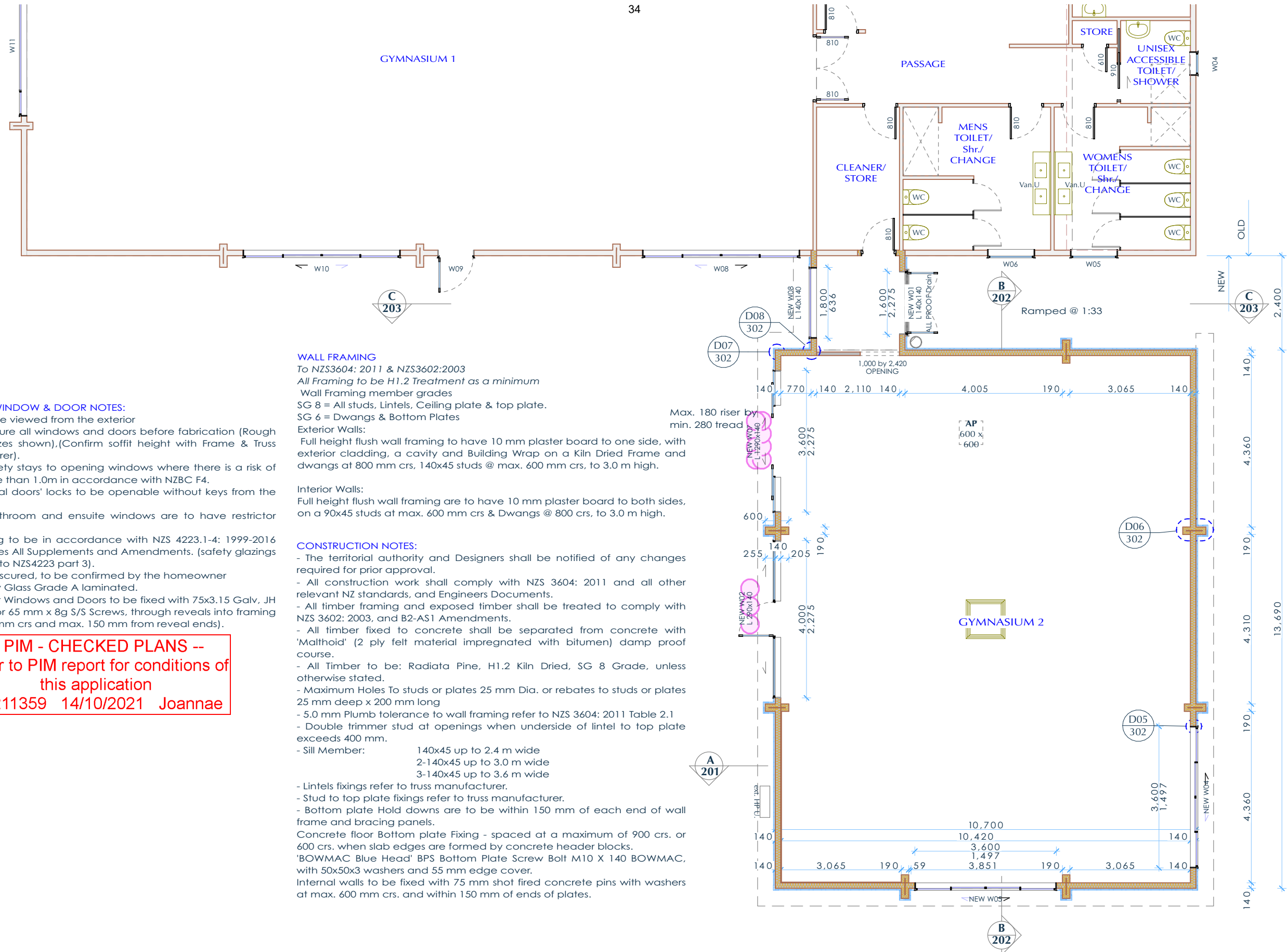
To NZS3604: 2011 & NZS3602:2003
 All Framing to be H1.2 Treatment as a minimum
 Wall Framing member grades
 SG 8 = All studs, Lintels, Ceiling plate & top plate.
 SG 6 = Dwargs & Bottom Plates
 Exterior Walls:
 Full height flush wall framing to have 10 mm plaster board to one side, with exterior cladding, a cavity and Building Wrap on a Kiln Dried Frame and dwargs at 800 mm crs, 140x45 studs @ max. 600 mm crs, to 3.0 m high.

Interior Walls:

Full height flush wall framing are to have 10 mm plaster board to both sides, on a 90x45 studs at max. 600 mm crs & Dwargs @ 800 crs, to 3.0 m high.

CONSTRUCTION NOTES:

- The territorial authority and Designers shall be notified of any changes required for prior approval.
- All construction work shall comply with NZS 3604: 2011 and all other relevant NZ standards, and Engineers Documents.
- All timber framing and exposed timber shall be treated to comply with NZS 3602: 2003, and B2-AS1 Amendments.
- All timber fixed to concrete shall be separated from concrete with 'Malthoid' (2 ply felt material impregnated with bitumen) damp proof course.
- All Timber to be: Radiata Pine, H1.2 Kiln Dried, SG 8 Grade, unless otherwise stated.
- Maximum Holes To studs or plates 25 mm Dia. or rebates to studs or plates 25 mm deep x 200 mm long
- 5.0 mm Plumb tolerance to wall framing refer to NZS 3604: 2011 Table 2.1
- Double trimmer stud at openings when underside of lintel to top plate exceeds 400 mm.
- Sill Member:
 - 140x45 up to 2.4 m wide
 - 2-140x45 up to 3.0 m wide
 - 3-140x45 up to 3.6 m wide
- Lintels fixings refer to truss manufacturer.
- Stud to top plate fixings refer to truss manufacturer.
- Bottom plate Hold downs are to be within 150 mm of each end of wall frame and bracing panels.
- Concrete floor Bottom plate Fixing - spaced at a maximum of 900 crs. or 600 crs. when slab edges are formed by concrete header blocks.
- 'BOWMAC Blue Head' BPS Bottom Plate Screw Bolt M10 X 140 BOWMAC, with 50x50x3 washers and 55 mm edge cover.
- Internal walls to be fixed with 75 mm shot fired concrete pins with washers at max. 600 mm crs. and within 150 mm of ends of plates.



FLOOR PLAN 1:100

COUNCIL APPROVAL
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FLOOR PLAN

IT IS THE MAIN CONTRACTORS RESPONSIBILITY TO CHECK AND VERIFY ALL DIMENSIONS AND LEVELS ONSITE.

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REVISION		

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NEW FOUNDATION TO EXISTING FOUNDATION:
 Use 'Ramset Epcon C6 plus' to epoxy D12 Starters, 100 mm into existing footing, with D12 Bars where horizontal new foundation bars meet the Existing foundation.
NEW SLAB TO EXISTING SLAB: Use 'Ramset Epcon C6 plus' to epoxy D12 Starters, 100 mm into existing slab @ 600 mm crs, with 400 mm mesh lap to slab.

WASTE PIPE SCHEDULE

Fixture	PipeØ	Min. Fall
Storm-water Drain	uPVC 90	1:90

All workmanship and materials shall be in accordance with NZBC G13. Pipes Brackets, clips and hangers on all PVC-U DN 40-50 pipework to be supported at 2.0 m vertically and 1.0 m on grade, And PVC-U DN 65-150 pipework to be supported at 2.5 m vertically and 1.2 m on grade.

GROUND LEVEL NOTES:

- Finished Ground levels adjoining the concrete slab on ground shall be formed so as to carry water away from the building, at a slope of 1 in 25, for a distance of at least 1.0 m from the building.
- Ground levels not less than 225 mm below floor level for any cladding other than masonry to unprotected ground or alternatively 150 mm to protected ground.

DRAINAGE AND PLUMBING LEGEND:

	PVC-U pipe (DN 85-110) Storm pipe
dp	Down Pipe Collector.
SSC	Stormwater soakage Chamber.
	Shrinkage control joint.

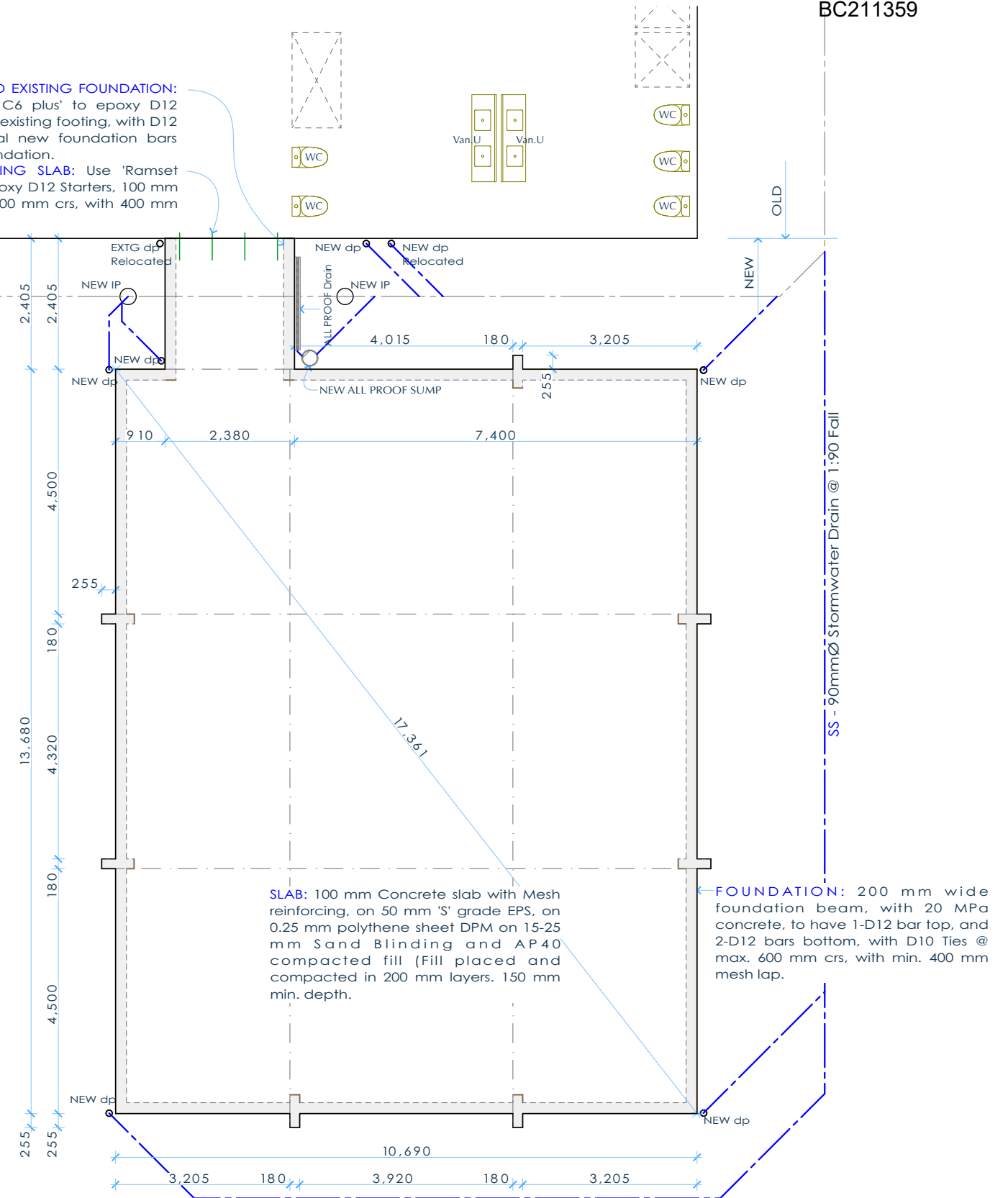
NOTE: Drain-layer to remove all excess soil from excavations from site.

FOUNDATION NOTES:

- It is the main contractors or surveyors responsibility to check and verify all dimensions and levels on site before commencement of work.
- The territorial authority shall be notified of any changes made during the construction.
- Generally footings shall be taken down to solid, sound undisturbed soil of 300 KPa Ultimate Bearing Capacity. Excessive amounts of soil shall be reported to the structural engineer.
- All reinforcing is to be Ductility Class E, in accordance with NZS 4671.
- Minimum slab reinforcing is to be 2.27kg/m² welded reinforcing mesh sheets (1.15kg/m² in each direction) lapped 250 mm Mesh to be 500E.
- Concrete strength for foundations, footings and slabs shall be 20MPa after 28days. Concrete shall be cured for a minimum of 3 days.
- All construction work shall comply with NZS 3604: 2011, all other relevant NZ standards and Engineering Documents.
- Slab shall have 70 mm mesh edge cover.
- Slab Granular Fill - shall be compacted in 200 mm layers to a maximum depth of 600 mm (granular base not less than 75 mm).
- DPM - is to be laid on a surface that is unlikely to damage the DPM, with all penetrations sealed by taping (The DPM is to be repaired or replaced as necessary, immediately before concrete is placed).
- Fill Bearing - Bearing of granular fill for the ground floor slab need not be on good ground except where the following is encountered at formation level: Organic topsoil; Soft or very soft Peat; Loose uncompacted sand; Fill without a statement of suitability; and Expansive clays. If discover refer to the designer and or engineer.

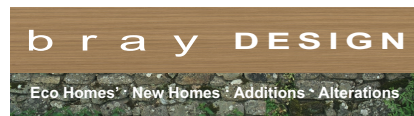
SLAB TOLERANCES

- Maximum deviation for a level bearing surface = +/-5.0 mm (As NZS3109: 1997 - Table 5.2)
- Maximum slab gradual deviation from vertical 5.0 mm over 3.0 m for carpet (garage floor also), and all other areas 3.0 mm over 3.0 m (As NZS 3114:1987 - Table 3).
- The Maximum Slab Abrupt deviation from vertical 5.0 mm over 200 mm (As NZS 3114:1987 - Table 3).
- Concrete Surface Finishes (As NZS 3114:1987 - Table 2):
 - Foundation = F3
 - Slab = U2



FOUNDATION & DRAINAGE PLAN 1:100

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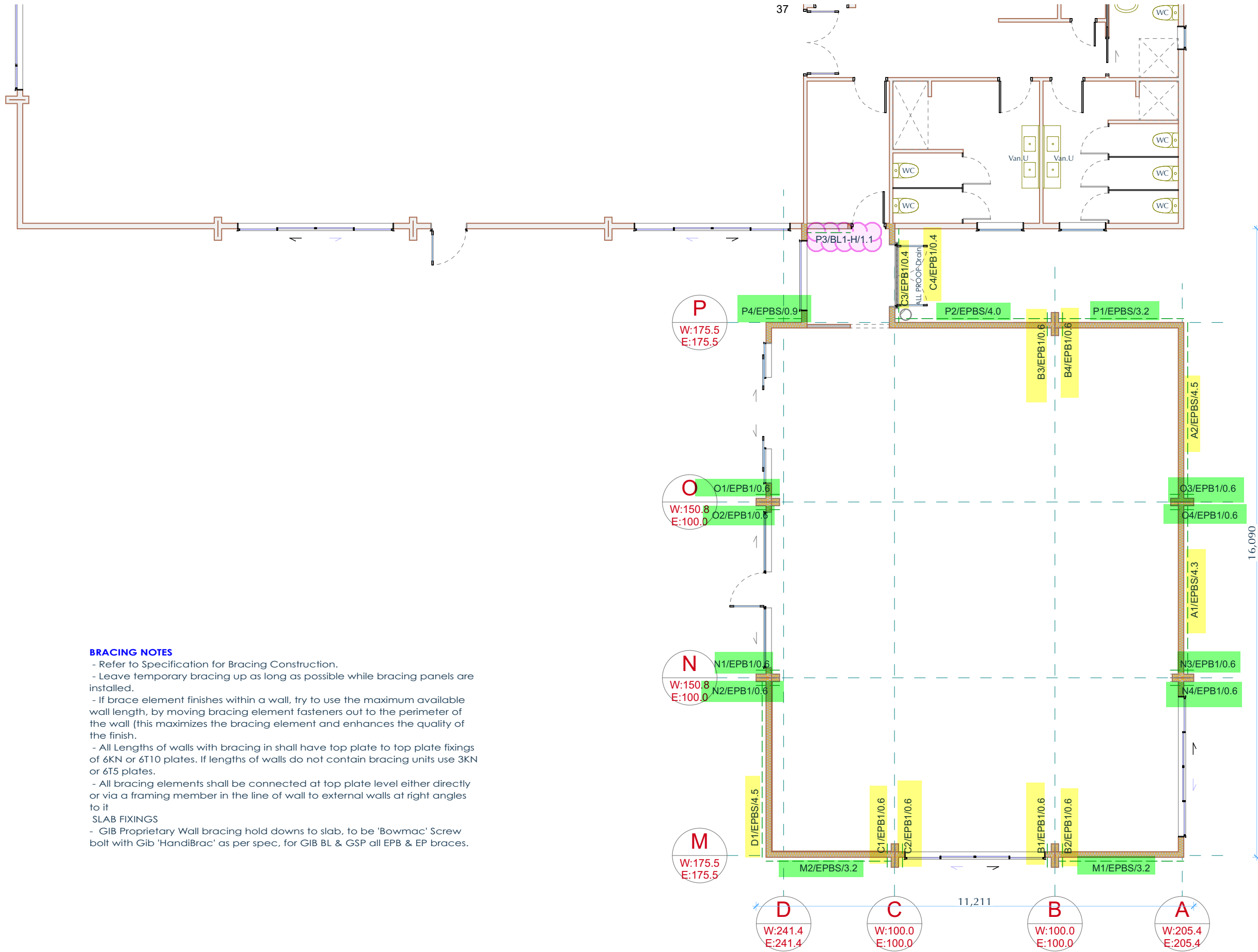
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BRACING NOTES

- Refer to Specification for Bracing Construction.
 - Leave temporary bracing up as long as possible while bracing panels are installed.
 - If brace element finishes within a wall, try to use the maximum available wall length, by moving bracing element fasteners out to the perimeter of the wall (this maximizes the bracing element and enhances the quality of the finish).
 - All Lengths of walls with bracing in shall have top plate to top plate fixings of 6KN or 6T10 plates. If lengths of walls do not contain bracing units use 3KN or 6T5 plates.
 - All bracing elements shall be connected at top plate level either directly or via a framing member in the line of wall to external walls at right angles to it
- SLAB FIXINGS**
- GIB Proprietary Wall bracing hold downs to slab, to be 'Bowmac' Screw bolt with Gib 'HandiBrac' as per spec, for GIB BL & GSP all EPB & EP braces.

BRACING PLAN 1:100

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BRACING PLAN



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BRACING CALCULATIONS

Location of Storey	Single	Wind Zone	High
Room in Roof Space	No	Earthquake Zone	2
Building Width (BW)	11.2m	Soil Class	D - Deep or Soft
Building Length (BL)	16.1m		
Gross Floor Area (GFA)	153.00m ²	W along	65.0BU/m
Floor Height to Apex	6m	W along x BW	728.7BU
Roof Height Above Eaves	3m	W across	75.0BU/m
Roof Pitch	0 - 25°	W across x BL	1,206.8BU
Roof Style	Gable		
Double Top Plate	Yes	EQ	4.8BU/m ²
Floor Load	2kPa	EQ x GFA	734.4BU
Cladding Weights:			
- Subfloor	Concrete Floor		
- Wall	Light	Calculations based on	
- Roof	Light	NZS3604:2011	

TABLE: Default

BRACING ALONG

38

Required Line	Required		Provided					Achieved		
	W BU	EQ BU	Brace Type	W BU/m	EQ BU/m	Length m	Height m	Angle	W BU	EQ BU
A	205.4	205.4	A-1 EPBS	80.0	90.0	4.3	3.0	-	275.8	310.3
			A-2 EPBS	80.0	90.0	4.5	3.0	-	288.0	324.0
									563.8	634.3
B	100.0	100.0	B-1 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
			B-2 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
			B-3 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
			B-4 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
									182.5	201.7
C	100.0	100.0	C-1 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
			C-2 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
			C-3 EPB1	80.0	95.0	0.4	3.0	-	25.6	30.4
			C-4 EPB1	80.0	95.0	0.4	3.0	-	25.6	30.4
									142.4	161.6
D	241.4	241.4	D-1 EPBS	80.0	90.0	4.5	3.0	-	288.0	324.0
									288.0	324.0
Total									Achieved	Required
									1,176.8	1,321.6
									728.7	734.4

BRACING ACROSS

Required Line	Required		Provided					Achieved		
	W BU	EQ BU	Brace Type	W BU/m	EQ BU/m	Length m	Height m	Angle	W BU	EQ BU
M	175.5	175.5	M-1 EPBS	80.0	90.0	3.2	3.0	-	205.1	230.8
			M-2 EPBS	80.0	90.0	3.2	3.0	-	205.1	230.8
									410.2	461.5
N	150.8	100.0	N-1 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
			N-2 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
			N-3 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
			N-4 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
									182.5	201.7
O	150.8	100.0	O-1 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
			O-2 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
			O-3 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
			O-4 EPB1	95.0	105.0	0.6	3.0	-	45.6	50.4
									182.5	201.7
P	175.5	175.5	P-1 EPBS	80.0	90.0	3.2	3.0	-	205.1	230.8
			P-2 EPBS	80.0	90.0	4.0	3.0	-	256.3	288.4
			P-3 BL1-H	90.0	100.0	1.1	2.7	-	88.1	97.9
			P-4 EPBS	60.0	65.0	0.9	3.0	-	43.7	47.3
									593.3	664.4
Total									Achieved	Required
									1,368.5	1,529.3
									1,206.8	734.4



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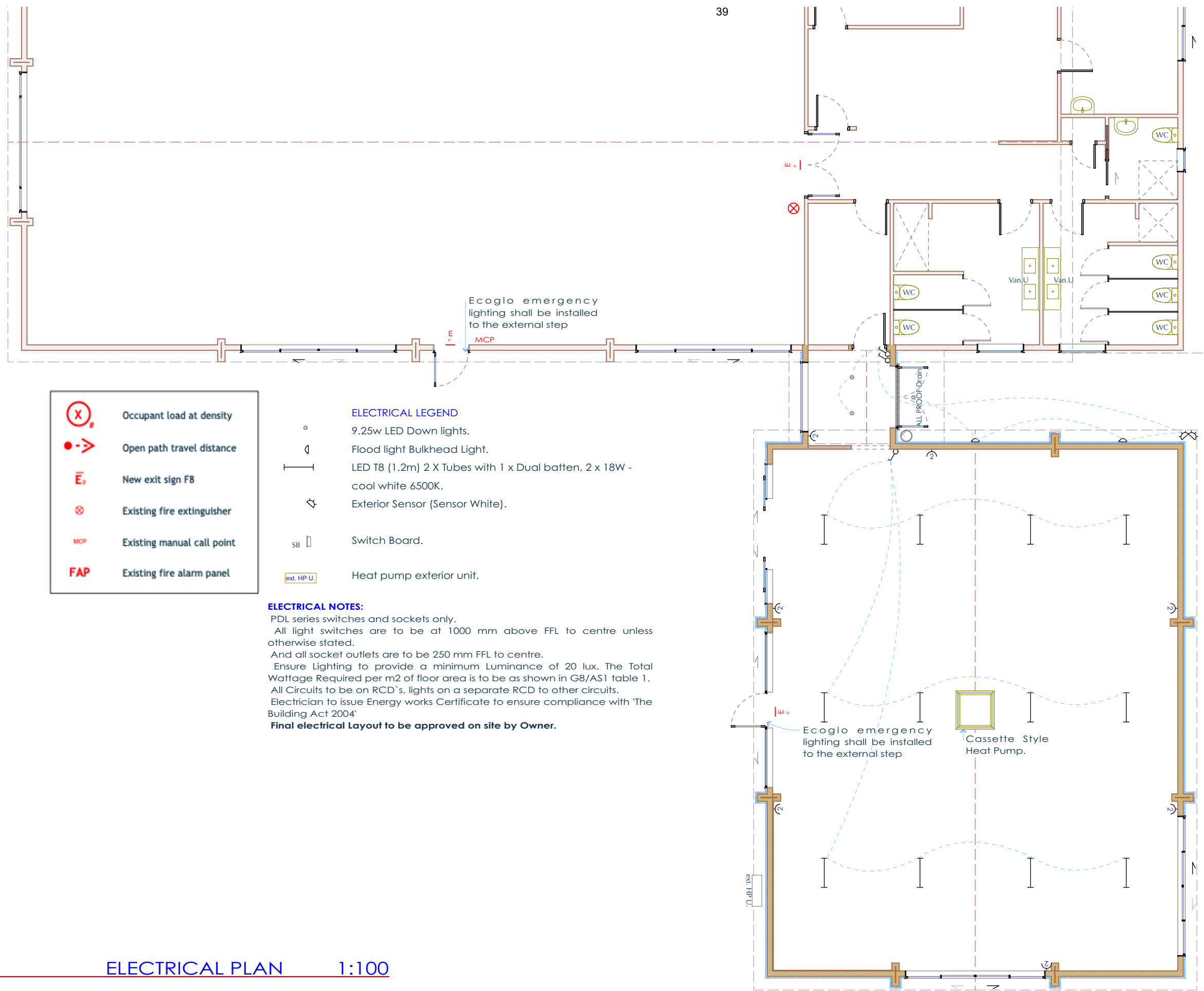
BRACING CLACULATIONS

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REVISION	NO	DESCRIPTION

Drawn	Mr Adrian Bray	SHEET NO	110
Job #	2020		
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COUNCIL APPROVAL
 FOR CONSTRUCTION
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- Occupant load at density
- Open path travel distance
- New exit sign F8
- Existing fire extinguisher
- Existing manual call point
- Existing fire alarm panel

- ELECTRICAL LEGEND**
- 9.25w LED Down lights.
 - Flood light Bulkhead Light.
 - LED T8 (1.2m) 2 X Tubes with 1 x Dual batten, 2 x 18W - cool white 6500K.
 - Exterior Sensor (Sensor White).
 - Switch Board.
 - Heat pump exterior unit.

ELECTRICAL NOTES:
 PDL series switches and sockets only.
 All light switches are to be at 1000 mm above FFL to centre unless otherwise stated.
 And all socket outlets are to be 250 mm FFL to centre.
 Ensure Lighting to provide a minimum Luminance of 20 lux. The Total Wattage Required per m2 of floor area is to be as shown in G8/AS1 table 1.
 All Circuits to be on RCD's, lights on a separate RCD to other circuits.
 Electrician to issue Energy works Certificate to ensure compliance with 'The Building Act 2004'
Final electrical Layout to be approved on site by Owner.

ELECTRICAL PLAN 1:100

COUNCIL APPROVAL
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ELECTRICAL PLAN

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REVISION	DATE	BY

Drawn	Mr Adrian Bray	SHEET NO	111
Job #	2020		
Scale	1:100(A3)		

TIMBER TREATMENT SCHEDULE

- H1.2 - All Structural Timber framing (Except Cantilevered Decks Framing H3.2).
- H3.1 - Sheet material Providing Exterior cladding and wall bracing Plywood (Paint Finish).
 - Weatherboards, Base Boards, Fascia, Barge and Cover Boards.
 - Exposed framing and finishing timber.
 - Painted Glulam & LVL Beams and posts Exposed to the exterior.
 - Timber reveals
- H3.2 - Sheet Bracing providing Bracing
 - Valley board and Boards Supporting Flashings
 - Deck Framing (Joists and Bearers)
- H4 - Retaining Wall Horizontal Members: Structural Grades.
- H5 - Piles and other timber components in ground.

DURABILITY

All fixings and fittings to comply with Zone C (CHCH) B (Rang) Zone D (500 m of coastline or 100 m from tidal Estuaries and sheltered inlets) Durability of NZS 3604: 2011 section 4

EXPOSED STEEL TREATMENT - 900g/m² hot dip galvanised, as per AS/NZS2312.

ENCLOSED STEEL TREATMENT - Wire Brushed and Primed

H1/AS1 Calculation method:
H1 Energy Efficiency Calculations

Building Data:
 Climate Zone: Zone 3

A_{Roof} (Total Roof Area): 153.00 m²

Total Wall Area (including glazing): 144.04 m²
 30% of Total Wall Area: 43.21 m²
 70% of Total Wall Area: 100.83 m²

A_{Wall} (Total Wall Area - Total Glazing Area): 114.83 m²
 $A_{Glazing}$ (Total Glazing Area): 29.21 m²
 Glazing Ratio: 20.28 %

A_{Floor} (Total Floor Area): 153.00 m²

Reference Building Heat Loss:

$$HL_{REF} = \frac{A_{Roof}}{3.3} + \frac{A_{70\% \text{ Total Wall Area}}}{2.0} + \frac{A_{30\% \text{ Total Wall Area}}}{0.26} + \frac{A_{Floor}}{1.3}$$

$$= \frac{153.00}{3.3} + \frac{100.83}{2.0} + \frac{43.21}{0.26} + \frac{153.00}{1.3}$$

$$= 46.36 + 50.41 + 166.20 + 117.69$$

$$= 380.7 \text{ W/}^\circ\text{C}$$

40
Proposed Building Heat Loss:

Building Element	R (m ² °C/W)	A (m ²)	HL
Roof	4.60	153.0	33.3
Wall	2.80	114.8	41.0
Glazing	0.26	29.2	112.4
Floor	1.30	153.0	117.7
Total Heat Loss =			304.3 W/°C

TABLE OF FIXINGS

All nail fixings are as per NZS 3604: 2011 unless otherwise stated.
FIXING OF TOP PLATE OF WALL TO SUPPORTING MEMBERS, such as Studs and Lintels (NZS3604:2011, Table 8.18) (Loaded Dimension Span/2)
 Wind Zone: HIGH
 Loaded Dim. (M): 0 - 6.0 m
 Fixing type: B

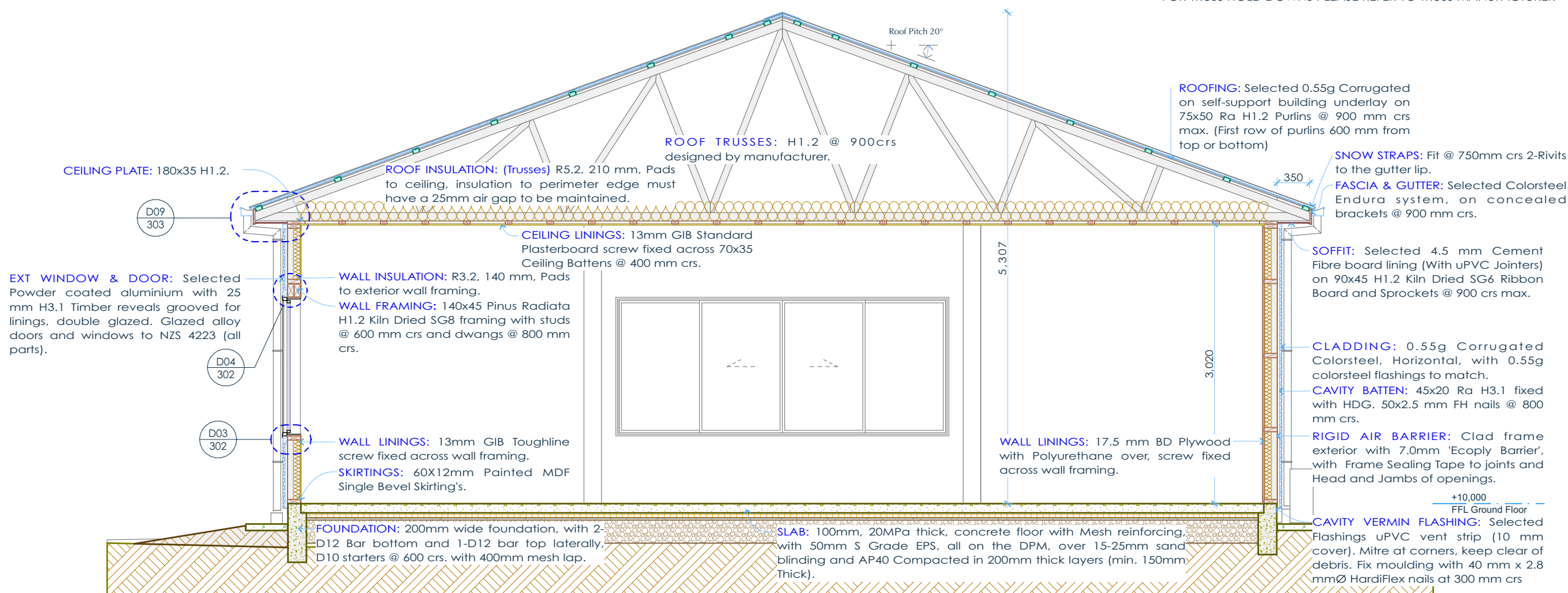
FIXING TYPE
 A = 2-90x3.15 mm Skew Nails (0.7 Kn).
 B = 2-90x3.15 mm Skew Nails and 2 - Wire Dogs (OR 'LumberLok'-'Stud Strap' OR 'CPC80' in place of wire dogs (4.7 kn)). Or RAB Top Plate Nailing Method, Or Bowmac STUD-LOK SL125.

LINTEL FIXINGS (NZS3604:2011, Table 8.14) (Loaded Dimension Span/2)
 Wind Zone: HIGH
 Loaded Dim.: 2
 Lintel Spans: Std fixings to 1.5 m (3-90x3.15 end nail). Use diagram
 D02.1 from 1.5 m to 5.0 m
 D02.1: 3 All spans up to 4.3 m, use diagram
 D02.1: 4 All spans up to 3.4 m, use diagram
 D02.1: 6 All spans up to 2.4 m, use diagram

PURLIN FIXINGS
 Long Run Roofing Purlins
 - 75x50 Ra H1.2 Purlins @ 900 mm crs max.
 WIND ZONE: HIGH
 FIXING TYPE: Fixing type T
 FASTENERS: 1-10g self-drilling screw, 80 mm long.

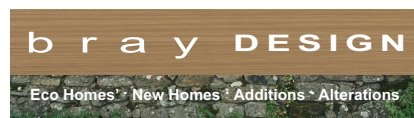
FIXING TYPE
 E = 2-90x3.15 mm Skew Nails and 2 - Wire Dogs (4.7 Kn).
 F = 2-90x3.15 mm Skew Nails and 'LumberLok'- CT200 fully nailed with 30 x 3.15 mm (7.0 kn).

FOR TRUSS HOLD DOWNS PLEASE REFER TO TRUSS MANUFACTURER



SECTION A-A 1:50

COUNCIL APPROVAL
 FOR CONSTRUCTION
 SUBJECT TO BUILDING CONSENT APPROVAL



BRAY DESIGN LTD ACCEPTS NO LIABILITY SHOULD THE CONTRACTOR MAKE CONSTRUCTION DECISIONS WITHOUT FIRST SEEKING ADVICE FROM BRAY DESIGN LTD AS TO HOW TO PROCEED WHERE THERE ARE INCONSISTANCIES, DISCREPANCY, OR OMISSIONS IN DOCUMENTAION OR WERE CLARIFICATION IS REQUIRED.

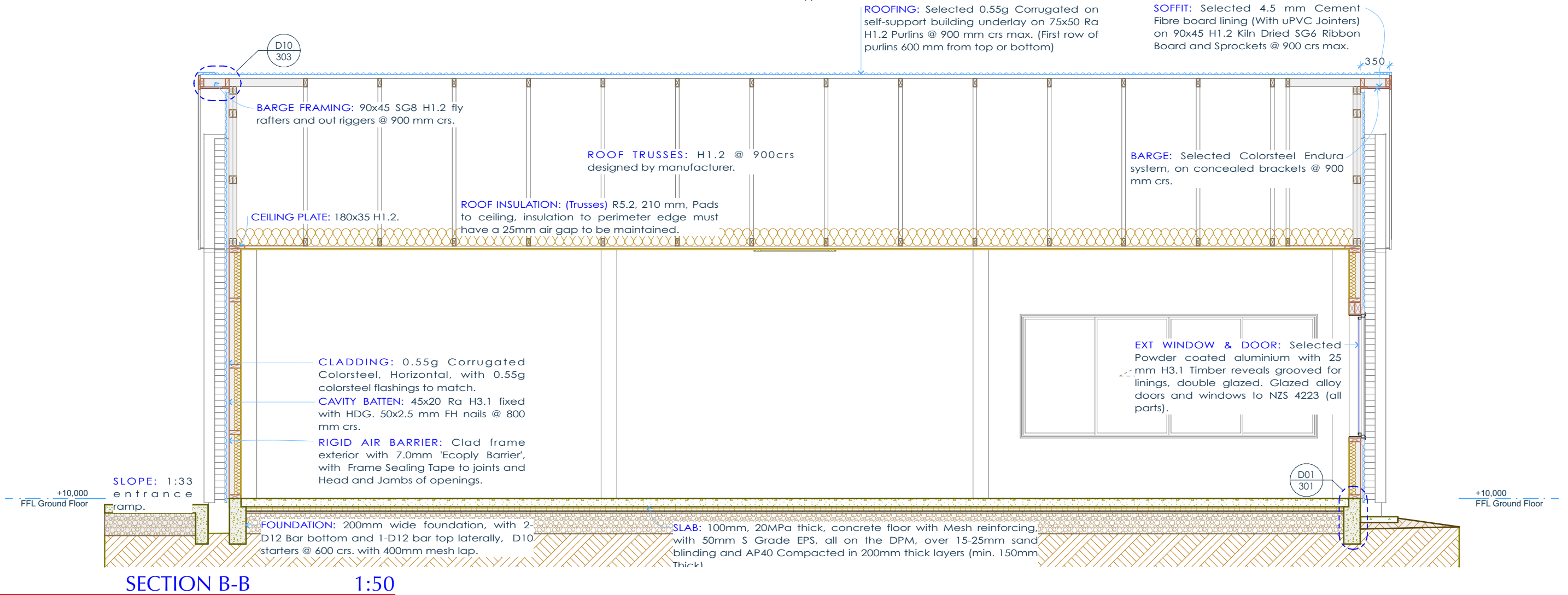
OXFORD HEALTH & FITNESS CENTRE
 7 Burnett Street
 Oxford, 7430
 9/09/21

SECTION A-A

IT IS THE MAIN CONTRACTORS RESPONSIBILITY TO CHECK AND VERIFY ALL DIMENSIONS AND LEVELS ONSITE.

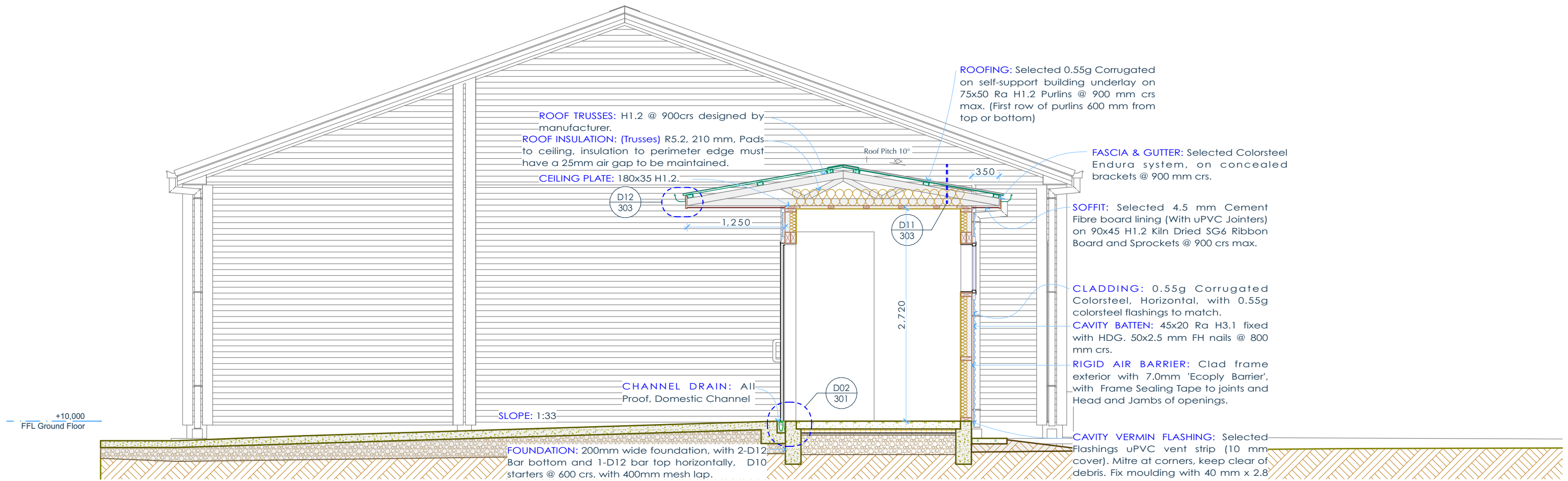
ALL PROPRIETARY MATERIALS AND COMPONENTS MUST BE INSTALLED IN ACCORDANCE WITH THE MANUFACTURERS AND OR SUPPLIERS INSTRUCTIONS. ALL CONSTRUCTION IS TO COMPLY WITH THE RELEVANT N.Z. STANDARDS, NZS 3604, N.Z.B.C AND LOCAL AUTHORITY BY LAWS.

Drawn	Mr Adrian Bray	SHEET NO	201
Job #	2020		
Scale	1:50(A3)		
REVISION			of 18



REVISION	DATE	DESCRIPTION

Drawn	Mr Adrian Bray	SHEET NO 202 of 18
Job #	2020	
Scale	1:50(A3)	



SECTION C-C 1:50

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 7 Burnett Street
 Oxford, 7430
 9/09/21

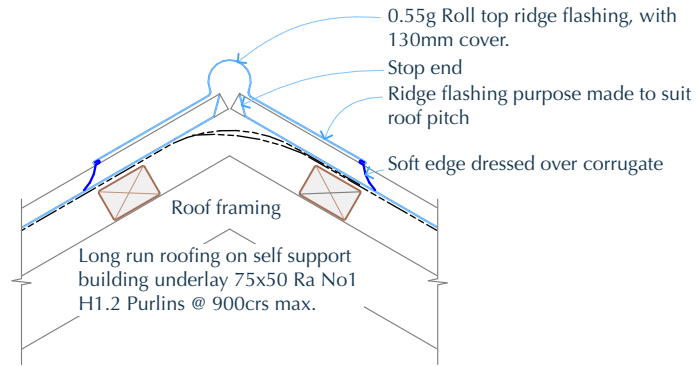
SECTION C-C



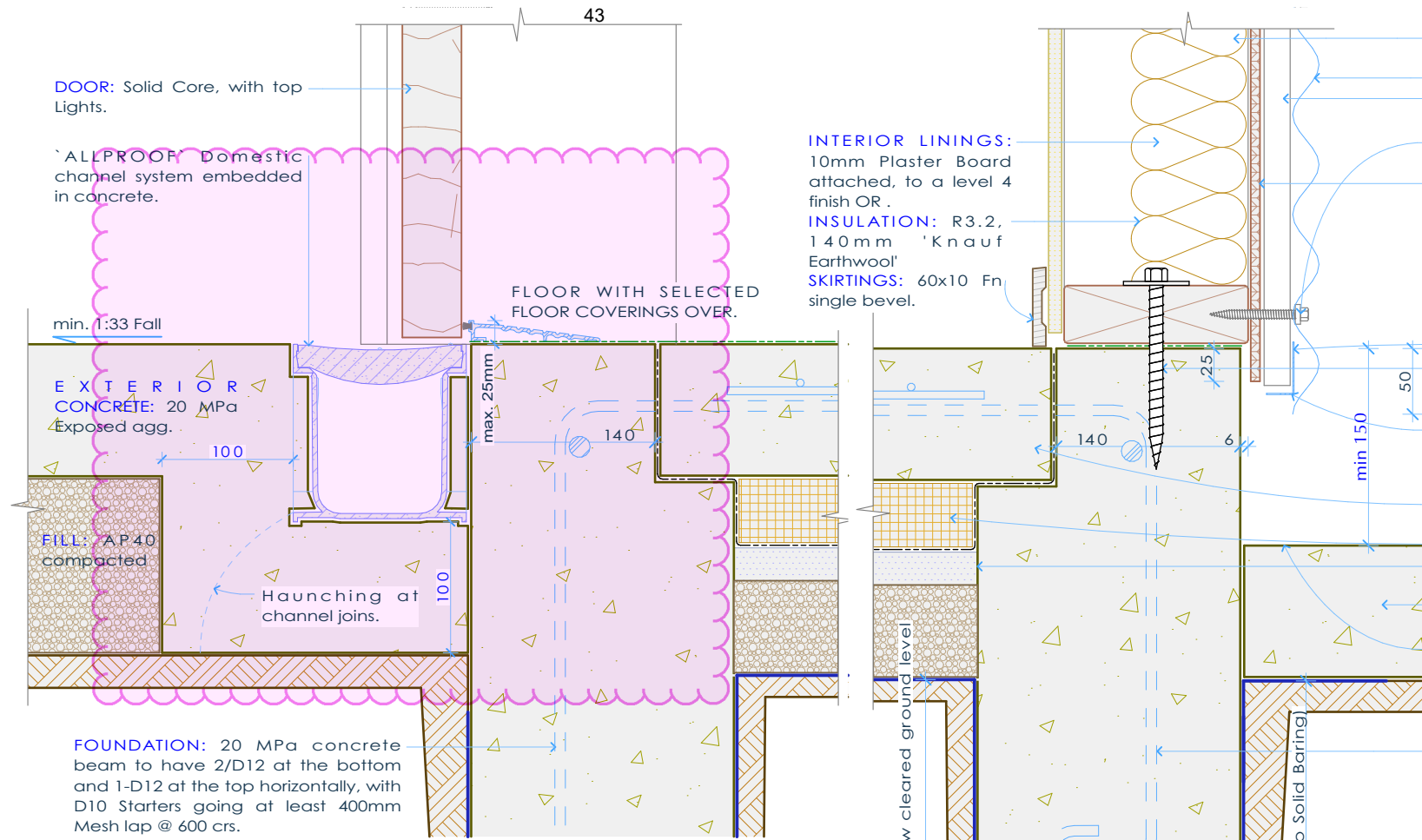
IT IS THE MAIN CONTRACTORS RESPONSIBILITY TO CHECK AND VERIFY ALL DIMENSIONS AND LEVELS ONSITE.
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Drawn	Mr Adrian Bray	SHEET NO 203
Job #	2020	
Scale	1:50(A3)	
REVISION		of 18

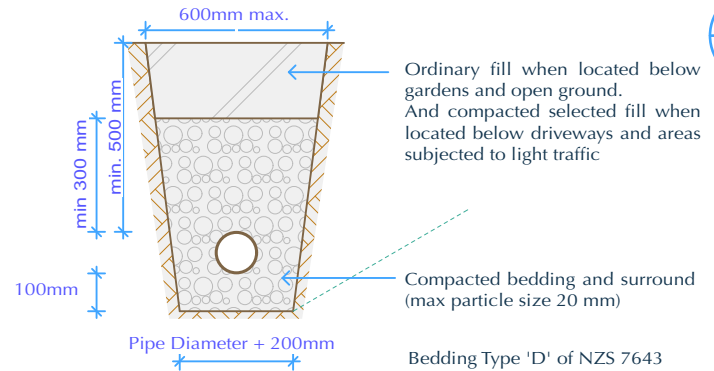
COUNCIL APPROVAL
 FOR CONSTRUCTION
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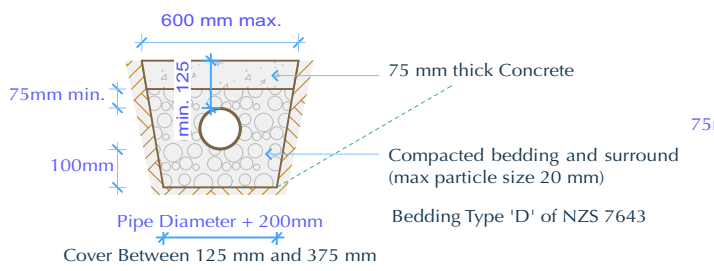
Misc. **LONGRUN RIDGE/HIP DETAIL**
 Scale 1:10



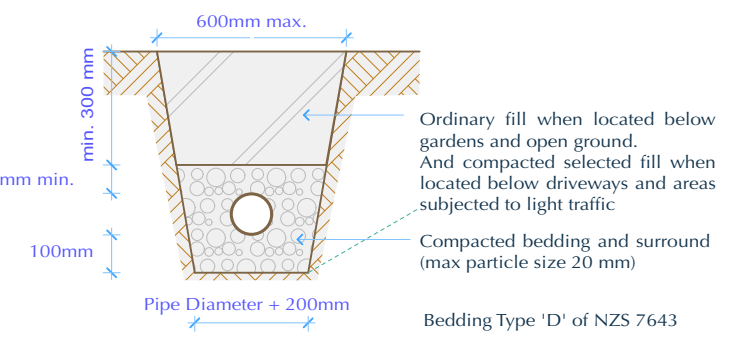
DO2 203 **THRESHOLD DETAIL**
 Scale 1:5



Misc. **BEDDING TYPE 'B' OF NZS 7643 COVER GREATER THAN 500MM**
 Scale 1:20

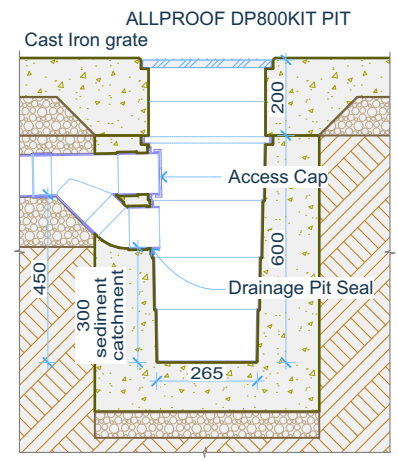


Misc. **BEDDING & BACKFILLING DETAIL COVER BETWEEN 125-375MM**
 Scale 1:20



Misc. **BEDDING TYPE 'B' OF NZS 7643 COVER GREATER THAN 375MM**
 Scale 1:20

DO1 202 **FOUNDATION DETAIL**
 Scale 1:5



Misc. **SILT/ SUMP**
 Scale 1:20

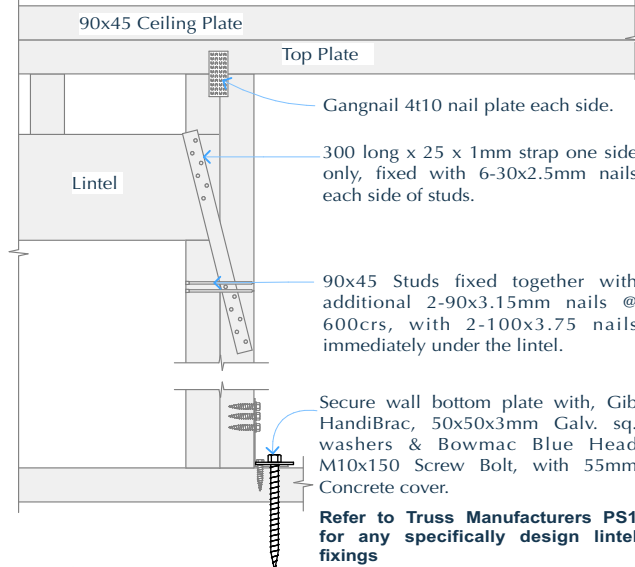
COUNCIL APPROVAL
 FOR CONSTRUCTION
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REVISION			

Drawn	Mr Adrian Bray	SHEET NO	301
Job #	2020		
Scale	1:20, 1:10, 1:5(A3)		of 18

LINTEL FIXINGS (NZS3604:2011, Table 8.14) (Loaded Dimension Span/2)

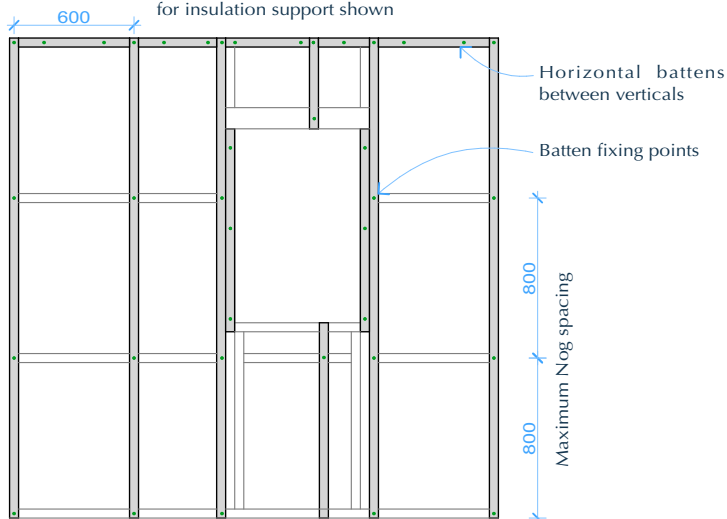
Wind Zone	Loaded Dim.	Lintel Spans
HIGH	2	Std fixings to 1.5 m (3-90x3.15 end nail). Use diagram from 1.5 m to 5.0 m
	3	All spans up to 4.3 m, use diagram D02.1
	4	All spans up to 3.4 m, use diagram D02.1
	6	All spans up to 2.4 m, use diagram D02.1



D02.1 LINTEL FIXING DETAIL

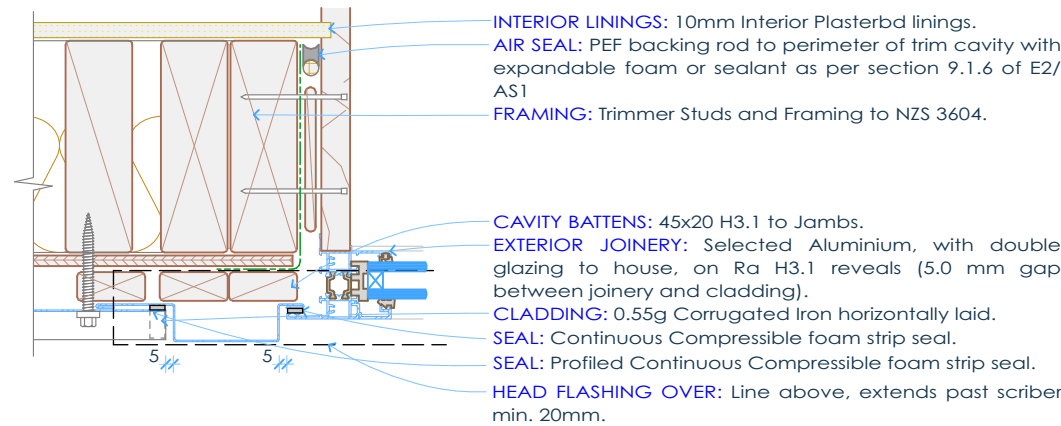
Scale 1:10

Cavity battens at 300mm max. centres for insulation support shown



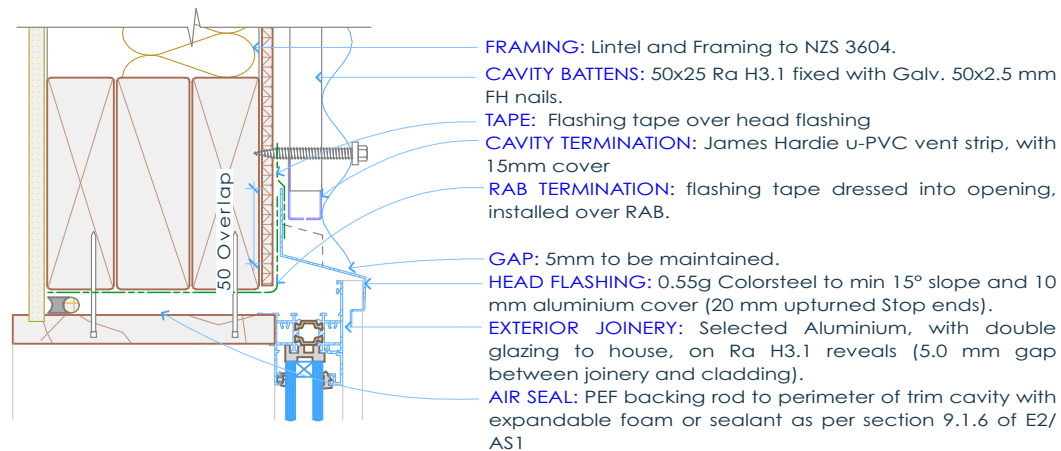
Misc. CAVITY BATTEN LAYOUT

Scale 1:5



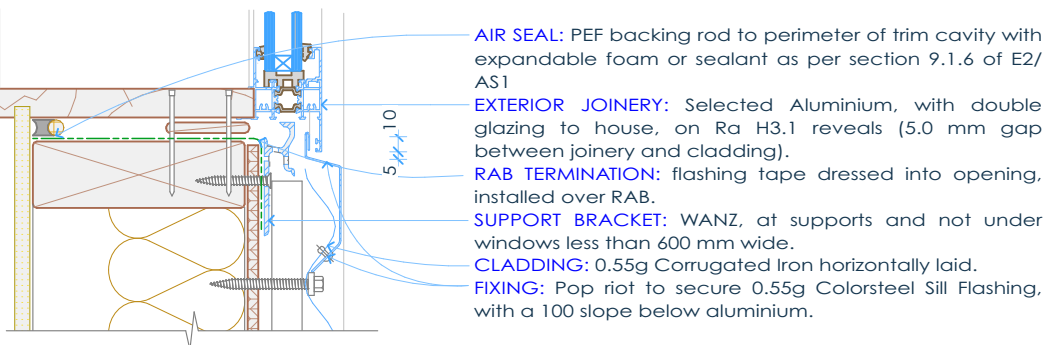
D05 WINDOW JAMB DETAIL

106 Scale 1:5



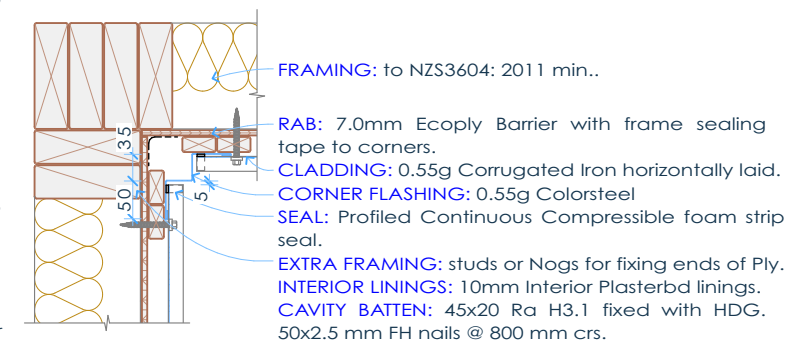
D04 WINDOW HEAD DETAIL

201 Scale 1:5



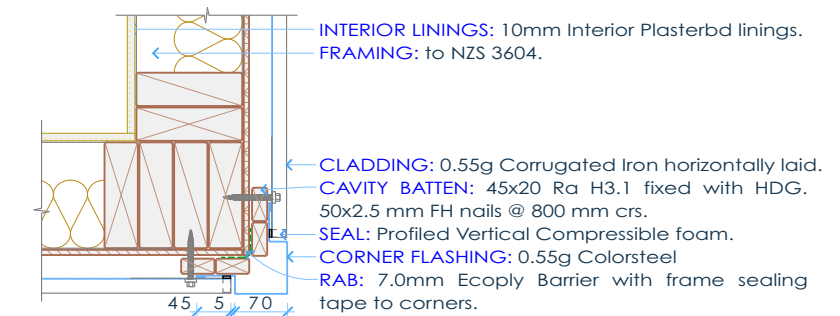
D03 WINDOW SILL DETAIL

201 Scale 1:5



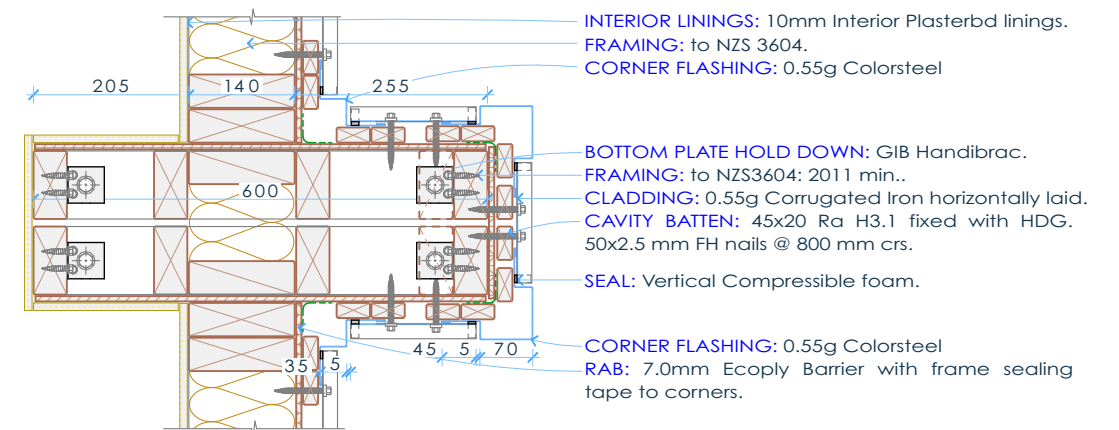
D08 INTERIOR WALL CORNER DETAIL

106 Scale 1:10



D07 EXTERIOR WALL CORNER DETAIL

106 Scale 1:10



D06 BRACED WING WALL DETAIL

106 Scale 1:10



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Oxford, 7430
9/09/21

WINDOW DETAILS

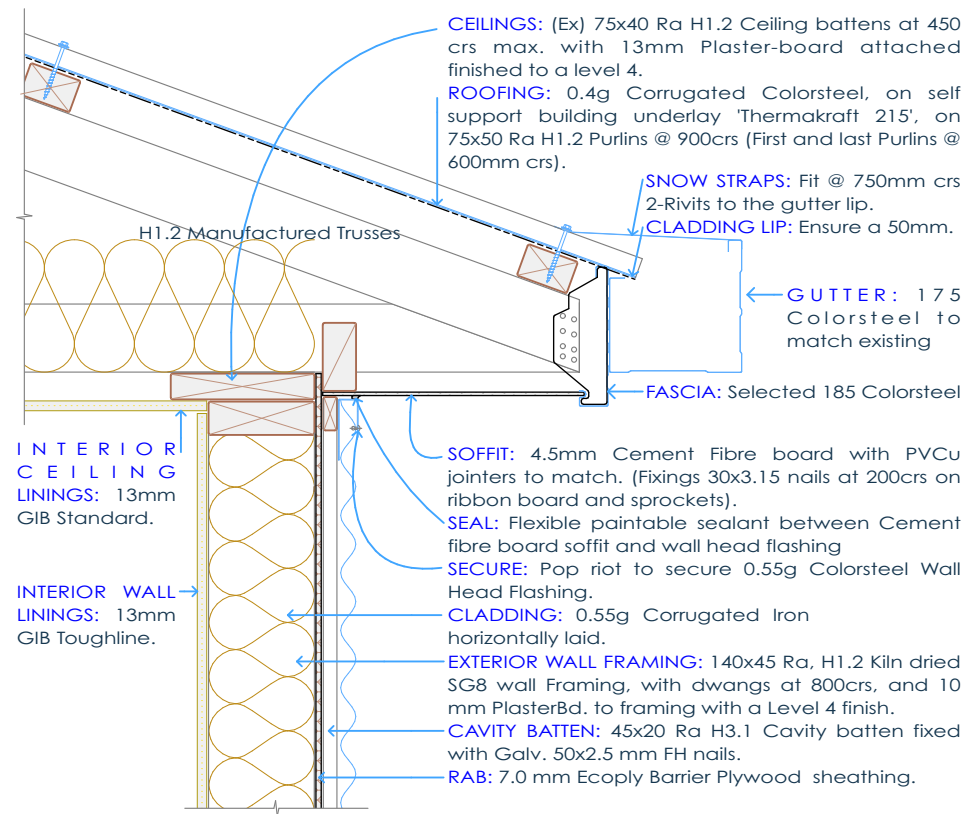


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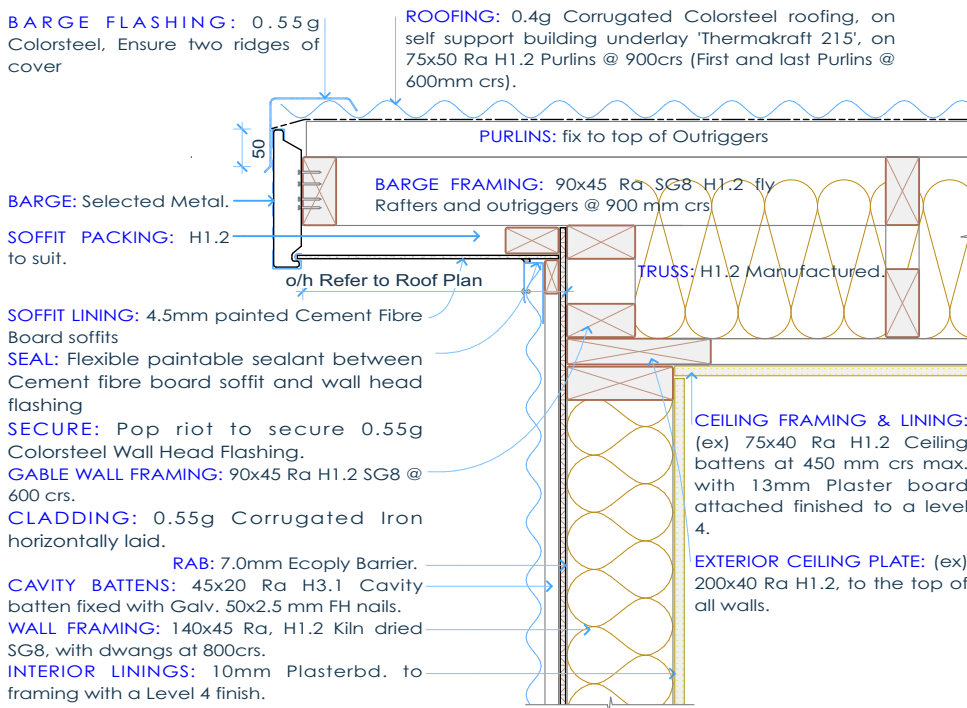
REVISION		

Drawn	Mr Adrian Bray	SHEET NO	302
Job #	2020		
Scale	1:5, 1:10(A3)		

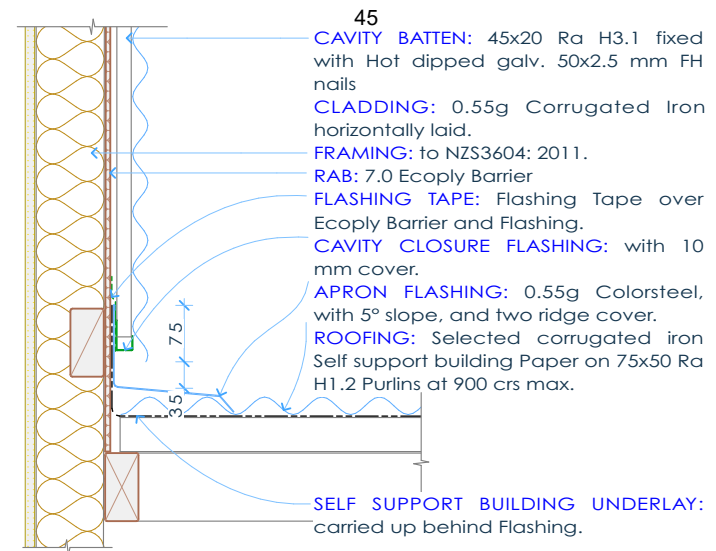
COUNCIL APPROVAL
FOR CONSTRUCTION
SUBJECT TO BUILDING CONSENT APPROVAL



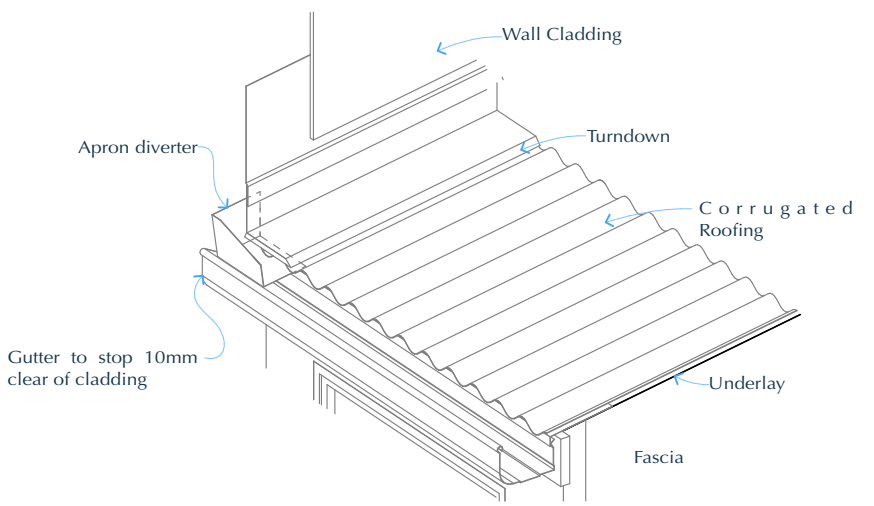
D09 EAVE DETAIL
201 Scale 1:10



D10 BARGE DETAIL
202 Scale 1:10

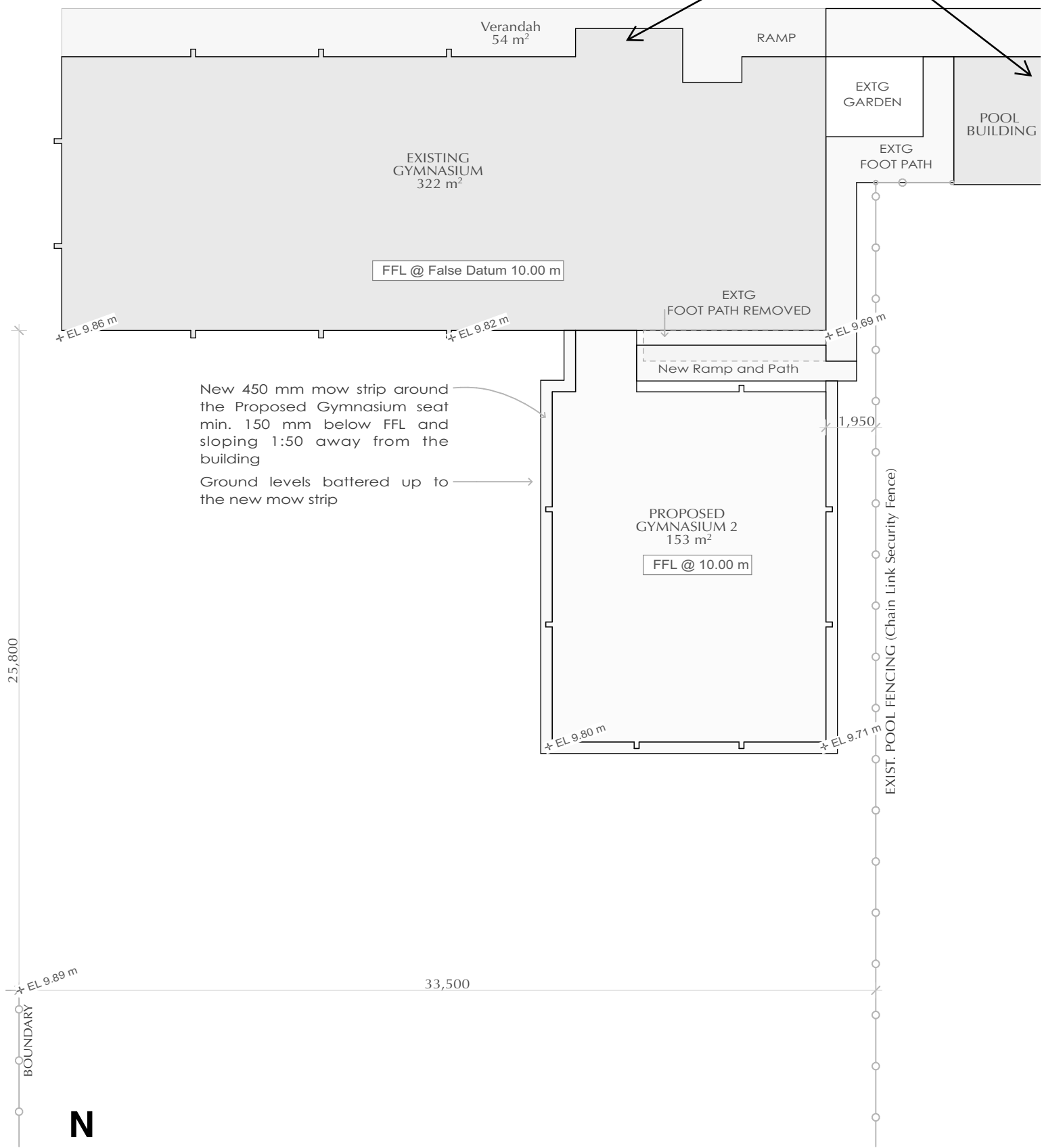


D11 ENTRY APRON DETAIL
203 Scale 1:10



D12 ENTRY APRON/ GUTTER DETAIL
203 Scale 1:10

Both buildings are owned by Waimakariri District Council

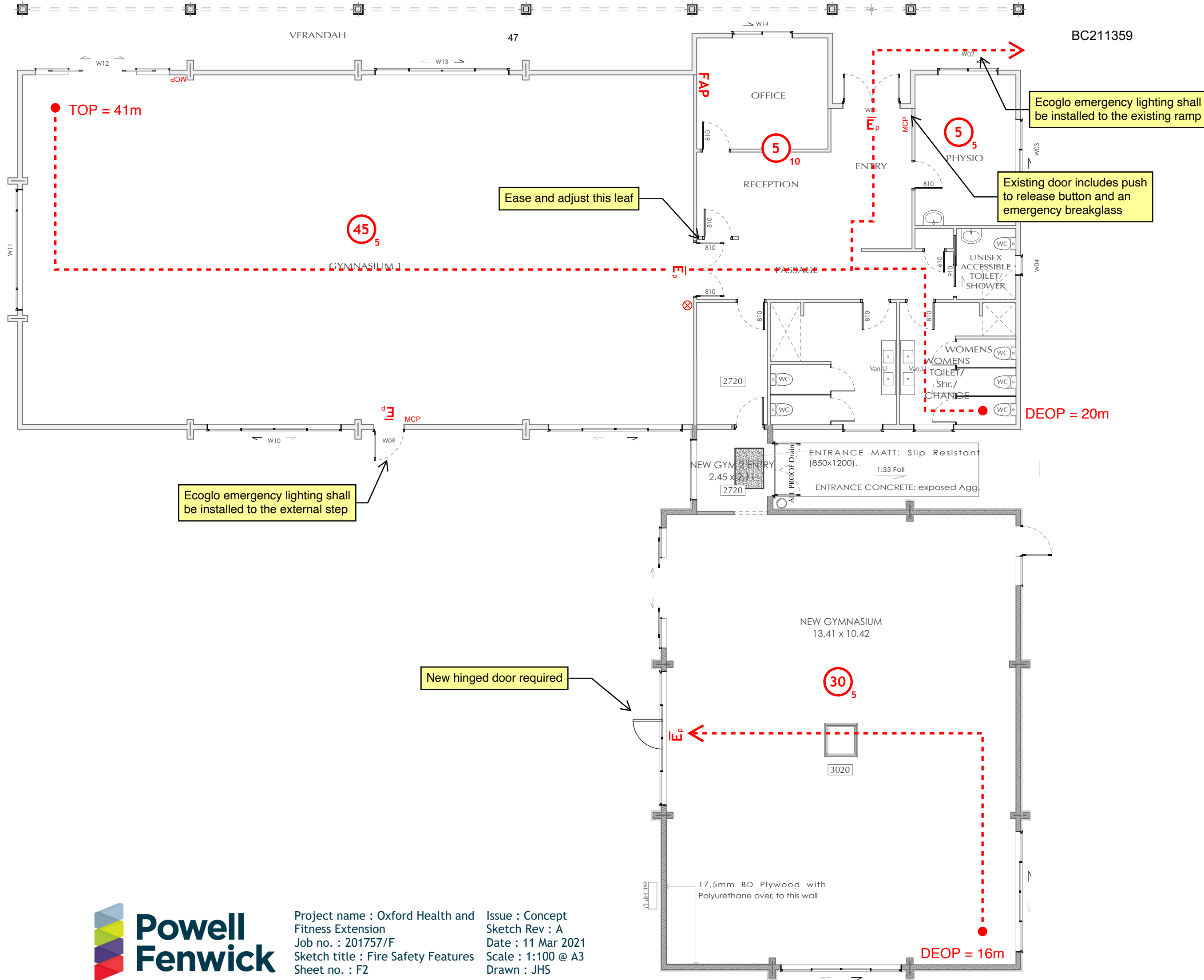


	Occupant load at density
	Open path travel distance
	New exit sign F8
	Existing fire extinguisher
	Existing manual call point
	Existing fire alarm panel



Project name : Oxford Health and Fitness Extension
 Job no. : 201757/F
 Sketch title : Fire Safety Features
 Sheet no. : F1

Issue : Concept
 Sketch Rev : A
 Date : 11 Mar 2021
 Scale : 1:200 @ A3
 Drawn : JHS



Ecoglo emergency lighting shall be installed to the existing ramp

Existing door includes push to release button and an emergency breakglass

Ease and adjust this leaf

Ecoglo emergency lighting shall be installed to the external step

New hinged door required



WAIMAKARIRI DISTRICT COUNCIL**REPORT FOR DECISION**

FILE NO and TRIM NO: RES-20: TRIM 231116185475

REPORT TO: Community and Recreation Committee

DATE OF MEETING: 12 December 2023

FROM: Grant MacLeod, Greenspace Manager
Justine Rae, Greenspace Asset and Capital Project Advisor

SUBJECT: Draft Community and Recreation Activity Management Plan 2024

SIGNED BY:
(for Reports to Council,
Committees or Boards)


Department Manager


Chief Executive

1. SUMMARY

- 1.1 The purpose of this report is to present to Council the Draft Community and Recreation Activity Management Plan 2023.
- 1.2 During 2023, in preparation for the 2024-2034 Long Term Plan (LTP), the Community and Recreation Activity Management Plan was reviewed and updated. This work formed the basis for the draft 2024-2034 LTP budgets for Greenspace and Aquatics.
- 1.3 Activity Management Plans (AMPs) are important documents that state how the Council manages its assets and activities currently and in the future. It provides the supporting information for the LTP and the 30 Year Infrastructure Strategy. This plan outlines the significant issues associated with Greenspace and Aquatic activities and assets. They identify future funding requirements and upgrades to maintain levels of service, manage growth and the renewals of existing assets.

Attachments:

- i. 2024 Community and Recreation Draft Activity Management Plan (TRIM 231116185502)

2. RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** report No. TRIM 231116185475.

AND

THAT the Community and Recreation Committee recommends:

THAT the Council:

- (b) **Receives** report No. TRIM 231116185475.
- (c) **Adopts** the Draft Community and Recreation Activity Management Plan for the purposes of Long Term Plan (LTP) consultation (TRIM 231116185502).

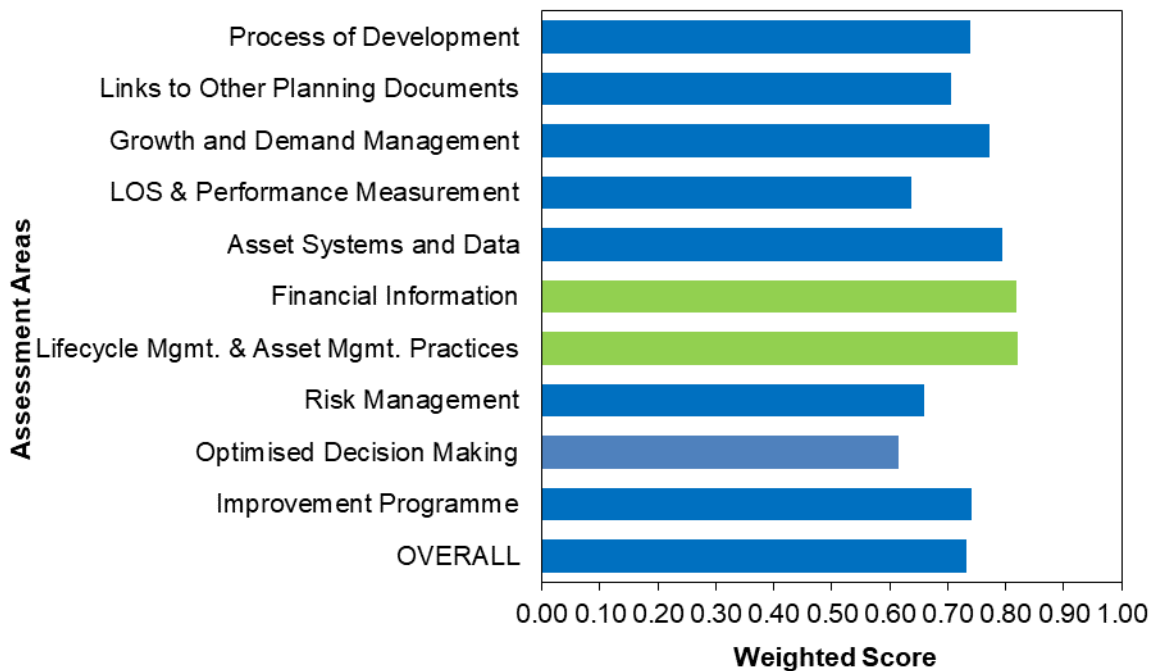
- (d) **Notes** the Activity Management Plan has been peer reviewed by a specialist consultant with changes made to reflect this prior to coming to the Community and Recreation Committee for adoption.
- (e) **Notes** that the previous score from the consultant for the 2021 Activity Management Plan was 68%. The score for the draft 2024 Activity Management Plan is sitting at 73%, the industry benchmark sits at 70%.
- (f) **Notes** that the final Activity Management Plan will be adopted by Council in conjunction with the adoption of the final LTP in June 2024.

3. BACKGROUND

3.1 Activity Management Plans (AMPs) are important documents that state how the Council manages its assets and activities currently and in the future. It provides the supporting information for the LTP and the 30 Year Infrastructure Strategy. This plan outlines the significant issues associated with Greenspace and Aquatic activities and assets. They identify future funding requirements and upgrades to maintain levels of service, manage growth and the renewals of existing assets.

3.2 A peer review was completed by Infrastructure Associates on the Community and Recreation Activity Management Plan (AMP) 2024. Ten assessment areas were reviewed to assess the overall completeness and depth of the Community and Recreation AMP. The overall score was 0.73 out of a maximum score of 1.00 which is at the intermediate level of AMP development and is an improvement on the 2021 score of 0.64. Key findings of the review included:

For an infrastructure-based organisation such as WDC, it would be reasonable to aim for an AMP for the Community and Recreation activity of a score level of 0.70 (intermediate level) or better. The quality of analysis appears robust and supports the LTP. The review states the AMP is a well written and comprehensive document. Which is reflected in score for this review. There is evidence of many of the improvement recommendations from 2021 having been implemented. The review score of 0.73 is above the target level of 0.70 for similar type AMPs.



Recommendations from the review that have been updated within the AMP are as follows:

- Updated information relating to the Waimakariri Sports Facilities Plan and Aquatic Strategy Review and Update 2023.
- Increased use of GIS mapping showing the network of community and greenspace assets.
- Extent of deferred renewals and sweating of assets addressed.

The following issues have not been addressed this time around but have been noted for completion prior to the Long Term Plan in 2027.

- Sensitivity analysis. This is linked to growth on funding requirements.
 - Incorporate a discussion on increasing or decreasing service levels and associated costs and risk with this.
 - Develop a process for optimising development spend, this is lifecycle management.
- 3.3 The Community and Recreation Activity Management Plan 2024 is an update rather than a complete refresh from the 2021 Activity Management Plan and covers the following activities:
- Parks and Reserves (including Biodiversity, public Toilets, Play Spaces and Sports Facilities)
 - Aquatic Facilities
 - Community Facilities
 - Rangiora Airfield
- 3.4 The previous AMP had limited detail on the Biodiversity activity. Following improvements implemented from the previous AMP, additional information has been captured on Biodiversity (including the creation of the draft Natural Environment Strategy) allowing greater detail and planning for these activities.
- 3.5 Climate change has also been captured specifically in the Activity Management Plan which covers how Greenspace caters for this through its normal day to day operation and delivery of our Levels of Service.

4. ISSUES AND OPTIONS

- 4.1. While the Local Government Act 2002 does not specifically require Councils to produce Activity or Asset Management Plans for the Community and Recreation activity, it does require Councils to provide robust and well documented planning for their assets including defining levels of service, demand management and life cycle strategies. To meet the requirements of sound asset management and of Audit NZ, there is no workable alternative than to produce an Activity Management Plan.
- 4.2. The levels of service contained within the draft plan are much the same as the previous 2021 plan. The update of strategies for Aquatic, Community and Sport Facilities has identified that to continue to meet agreed levels of service that additional investment is necessary in the district, in particular in the Ravenswood, Pegasus and Woodend area following current and forecast population growth in this space.

- 4.3. A Community Facilities Network Plan has also been developed and continues to show support for the Pegasus/Ravenswood projects as well as the inclusion of a project for Southbrook sports hub.
- 4.4. Audit New Zealand recommend that all Activity Management Plans are peer reviewed and the Greenspace AMP has been peer reviewed regularly since 2009. The document was last peer reviewed in 2021 by David Jeffrey of Infrastructure Associates and the draft document was reviewed again by David Jeffries.
- 4.5. Waimakariri District Council's AMPs have been developing and improving over a number of LTP cycles. The document has grown to include the Aquatic and Community Facility activities alongside Reserves. As noted previously the score for the document has risen to 73% which is above the industry benchmark of 70%.
- 4.6. The Draft Community and Recreation Activity Management Plan 2024 does not cover the Te Kohaka O Tuhaitara Trust land. This is managed separately from the other reserve assets managed by Council.
- 4.7. The Management Team have reviewed this report and support the recommendations.

5. COMMUNITY VIEWS

5.1. Groups and Organisations

- 5.1.1. No community views have been specifically sought while developing the Draft Community and Recreation Activity Management Plan 2024. The Plan does, however, refer to and reference a number of strategies which have been developed as a direct result of consultation with users of these activities. The key strategies where community consultation was undertaken are the Sports Facilities, Community Facilities and Aquatic Facilities strategies.

5.2. Wider Community

- 5.2.1. As noted above no community consultation was undertaken as part of the development of this activity management plan, however community feedback was received as part of the development of the key strategies (excluding the Natural Environment Strategy which is yet to have wider community consultation, it has only had specialist group involvement to date).

6. IMPLICATIONS AND RISKS

6.1. Financial Implications

- 6.1.1. The Activity Management Plan allows for long term operations, renewal and capital works planning in line with specified levels of service. Having this level of long term planning allows the Council to be able to provide assets to the community that are fit for purpose and affordable.
- 6.1.2. The Activity Management Plan also identifies the key risks and trends that are likely to impact on these activities and how Council are proposing to deal with these such as population growth, changes in recreation trends and demand for new types of recreation.
- 6.1.3. The Draft Community and Recreation Activity Management Plan identifies both capital and renewal funding required to meet agreed levels of service over the next ten year period

6.2. Community Implication

6.2.1. The development of AMP’s defines how the Aquatic, Community Facilities and Reserves activities are provided is significant to the community in the impact that mismanagement of these assets will have on their ability to recreate in these spaces.

6.3. **Risk Management**

6.3.1. The Activity Management Plan identifies the key risks associated with these activities and how staff are proposing to manage or eliminate these risks.

6.4. **Health and Safety**

6.4.1. There is no specific health and safety implications relating to the Activity Management Plan. The activities covered within the document will have their own specific health and safety management plans that sit outside this document.

7. **CONTEXT**

7.1. **Policy**

This matter is a matter of significance in terms of the Council's Significance and Engagement Policy.

7.2. **Legislation**

Local Government Act 2002

7.3. **Community Outcomes**

This report relates to a number of community outcomes in each of the four values of Social, Environmental, Economic and Cultural. The community outcomes can be viewed at TRIM: 230620091148. The table below shows a synopsis of how Community and Recreation ties into each of the four values:

Community and Recreation	Community outcome value
<p>How we tie into this outcome</p> <p>The activity provides public space through pools, facilities, bumping spaces and general public or open space.</p> <p>Our activities provide programs around social enterprise, both support and coordination.</p> <p>Property is now part of Community and Recreation, although sits within its own activity.</p> <p>Specific example:</p> <p>Dudley Park, Mainpower Stadium, Ruataniwha</p>	<p>Social</p> <p>A place where everyone can have a sense of belonging...</p> <ul style="list-style-type: none"> • Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation. • Council commits to promoting health and wellbeing and minimizing the risk of social harm to its communities. • Housing is available to match the changing needs and aspirations of our community. • Our community groups are sustainable and able to get the support they need to succeed. • Our community has access to the knowledge and skills needed to participate fully in society and to exercise choice about how to live their lives. • People are able to enjoy meaningful relationships with others in their

	<p>families, whanau, communities, iwi and workplaces.</p> <ul style="list-style-type: none"> • Our community has equitable access to the essential infrastructure and services required to support community wellbeing.
<p>How we tie into this outcome</p> <p>We provide the Arts strategy and spaces for both cultural and public artworks, indoor and outdoor.</p> <p>We provide access to places and spaces that celebrate and enable cultural and artistic values.</p> <p>Specific example:</p> <p>Mahinga Kai Kaiapoi</p> <p>Oxford arts trust grants</p>	<p>Cultural where our people are enabled to thrive and give creative expression to their identity and heritage...</p> <ul style="list-style-type: none"> • Public spaces express our cultural identities and help to foster an inclusive society. • The distinctive character of our takiwā / district, arts and heritage are preserved and enhanced. • All members of our community are able to engage in arts, culture and heritage events and activities as participants, consumers, creators or providers. • Waimakariri's diversity is freely expressed, respected and valued. • There is an environment that supports creativity and innovation for all. • Local arts, culture and heritage are able to make a growing contribution to the community and economy.
<p>How we tie into this outcome</p> <p>We provide natural areas and ability for volunteer groups to work on reserves to help with restoration and pest control.</p> <p>We provide the biodiversity contestable fund.</p> <p>Ecologists sit within the Greenspace team.</p> <p>Specific examples:</p> <p>Matawai Park</p> <p>Northern Pegasus Bay Bylaw</p> <p>Silverstream Reserve and volunteer group</p>	<p>Environmental that values and restores our environment...</p> <ul style="list-style-type: none"> • People are supported to participate in improving the health and sustainability of our environment. • Land use is sustainable; biodiversity is protected and restored. • Our district is resilient and able to quickly respond to and recover from natural disasters and the effects of climate change. • Our district transitions towards a reduced carbon and waste district. • The natural and built environment in which people live is clean, healthy and safe. • Our communities are able to access and enjoy natural areas and public spaces.
<p>How we tie into this outcome</p> <p>We provide commercial opportunities through leases such as the Rangiora Town Hall, Farmers Markets in places like Ohoka and activation programs that</p>	<p>Economic and is supported by a resilient and innovative economy.</p> <ul style="list-style-type: none"> • Enterprises are supported and enabled to succeed. • There is access to meaningful, rewarding, and safe employment within the district. • Our district recognizes the value of both

<p>support life in the central retail/hospitality areas (Good Street).</p> <p>Specific examples:</p> <p>Ohoka Farmers Market</p> <p>Town Hall cinemas</p> <p>Christmas activation during retail period</p>	<p>paid and unpaid work.</p> <ul style="list-style-type: none"> • Infrastructure and services are sustainable, resilient, and affordable. • Our district readily adapts to innovation and emerging technologies that support its transition to a circular economy. • There are sufficient and appropriate locations where businesses can set up in our District. • There are sufficient skills and education opportunities available to support the economy.
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Delegations

The Community and Recreation Committee has the appropriate delegation to recommend that the Draft Activity Management Plan is adopted by Council.



Activity Management Plan 2024

Community and Recreation

Community and Recreation | 2024



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<i>Revision N^o</i>	<i>Description</i>	<i>TRIM</i>	<i>Date</i>
1	Draft for Adoption by C&R and Council		

Document Acceptance


<i>Action</i>	<i>Name</i>		<i>Signed</i>	<i>Date</i>
Prepared by	Justine Rae	Senior Advisor Community & Recreation- Assets & Capital		15/11/2023
Reviewed by	Grant MacLeod	Greenspace Manager		
Approved by	Chris Brown	Manager Community Greenspace		
Adopted by	Council			

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1 Executive Summary

1.1 Introduction to the Plan

The purpose of this Activity Management Plan (AMP) is to demonstrate responsive asset management (and services delivered from assets), regulatory compliance, and communication of the funding required to deliver the agreed level of services. The Community and Recreation Activity Management Plan comprises of Greenspace, Aquatics and Community Facilities activities. This AMP describes the strategies and work programmes for the Council's activities to provide the necessary levels of service effectively and efficiently to both current and future customers.

This plan is intended to be a living document under continuous review. A continuous improvement approach is considered appropriate by the Council as the most effective way of progressing improvements to planning across the range of the activities covered by the Plan rather than relying on major rewrites with this approach also supported by Audit NZ. Included in the Plan is a section that identifies the improvements planned before the next review.

The executive summary of the Community and Recreation Activity Management Plan is intended to provide a brief overview of activities, outline key issues for consideration and solutions to be implemented.

1.2 Overview of the Activity

Council has a long history of providing recreation facilities, such as parks and reserves, sports grounds, aquatic facilities, and community facilities. These are accessible and beneficial to both residents and visitors to the District, which in turn supports community health and wellbeing. As with all areas of Council, this activity must both maintain understanding of changing needs of the community as well as review trends locally and internationally to forecast future expectations.

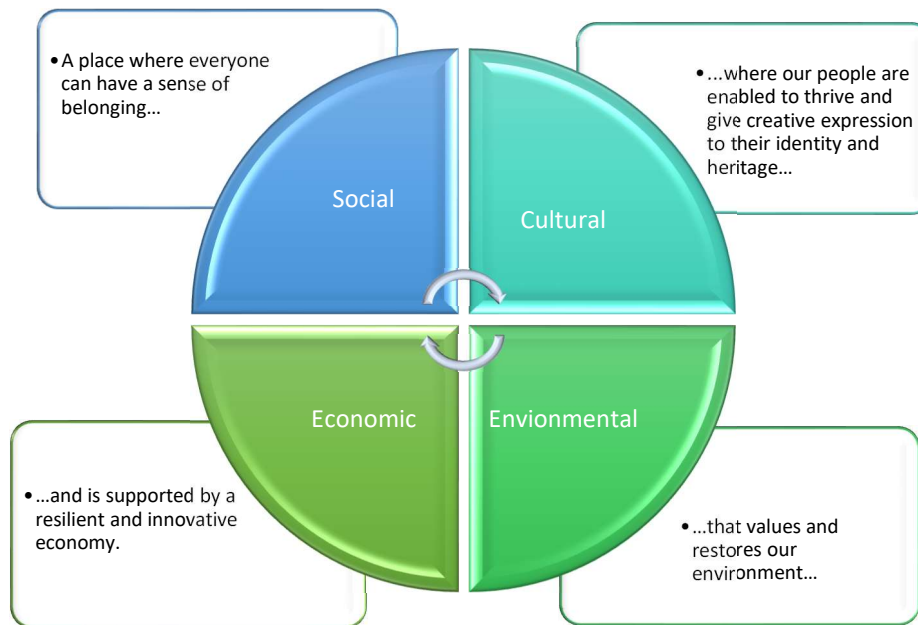
The assets within the Plan are diverse and provide opportunities for recreation, sporting, health and wellbeing and biodiversity.

1.3 Why is Community and Recreation Important?

The planning and management of a diverse and accessible range of open spaces and facilities is considered important by the community as they contribute to the social, cultural and environmental wellbeing of Waimakariri. The network of open spaces support and enhance the natural cultural values of the district, creating opportunities for the local community and visitors to experience a wide range of recreational activities. The Aquatic Facilities provide important centres for recreation as well as supporting educational, sporting and rehabilitation needs for the District.

Community Outcomes play a critical role in our strategic planning processes. They provide an understanding of what the community wants for the future. Community outcomes are identified in the table below.

Figure 1.0 WDC Community Outcomes



Some of the key activities from Community and Recreation that support community outcomes are identified below.

Facilities, Opens Spaces and Streetscapes

- Enables recreation and sporting activities to be undertaken, and natural and cultural heritage values to be protected and restored. Contributes to and supports community health and wellbeing.

Aquatic Facilities

- Provides for recreation opportunities and supports the wellbeing of the community as well as providing facilities for children to learn to swim.

Parks and Reserves

- Provide visual amenity and opportunities for relaxation, health and social interaction.

Airfield and Kaiapoi Marina

- Provides for recreation and commercial opportunities, building a sense of community.

Cemeteries

- Cemeteries play an important role in our society. They support our sense of community and reflect the history of local people and cultures that founded and influenced our District.

1.4 Assets Included in the Plan/ what we do

Waimakariri District Council manages and operates a broad range of community facilities, cemeteries, parks and reserves across the District, and related services to the community. The Council's extensive network of community and recreation activities provide a range of experiences and functional services to our community and visitors to the District.

To provide this activity, the Council has developed and maintains the following assets:

- The provision of 882.23ha (as of June 2023) hectares of extensive park and reserve space in the form of neighbourhood parks, sports and recreation reserves, natural parks, public gardens, cultural and heritage parks and features (including cemeteries), recreation and ecological linkages, civic spaces, streetscapes.
- Twenty-seven community buildings in the form of halls, community centres, pavilions, and meeting rooms.
- Main power Stadium – Indoor Court Facility containing four courts, a gym and sports house.
- Rangiora Airfield.
- Kaiapoi Marine Precinct including pontoons.
- A total of 63 public toilet facilities are located throughout the district, of which two are located in privately owned buildings and one is privately managed.
- Three 25 metre lane pools at Dudley (8 lanes), Kaiapoi (6 lanes) and Oxford (4 lanes), three Learn to Swim pools at Dudley, Kaiapoi and Oxford, a leisure pool and spa at the Dudley Aquatic Centre and a seasonal paddling pool at Waikuku.

See Section 5 for a more detailed description of the assets of Community and Recreation activities.

In general terms the assets covered by this plan are performing adequately and no immediate performance issues need to be addressed in the short term.

Going forward investment will be required to update / modernise many facilities and should be timed when renewals are planned, the facilities include:

- Changes to playground equipment will inevitably be needed as new types of equipment become available and will be required to respond to latest trends and desires, it will be important that these trends can be anticipated to ensure that they can be delivered in a timely manner.
- Community Buildings will inevitably require modernisation, updating and compliance with new standards so that they can continue to provide for the community needs, it will be important to monitor and track usage of the buildings and anticipate the changing needs of the community. It may well be that some facilities will need to be replaced in the longer term.
- New community facilities have been identified from the updated Community Facilities strategy within the Pegasus and Ravenswood areas. These facilities are required in response to the adopted levels of service for provision and the continued growth forecast in these areas necessitating the construction of additional community facility space. Staff intend to develop a network facilities plan by the next LTP.

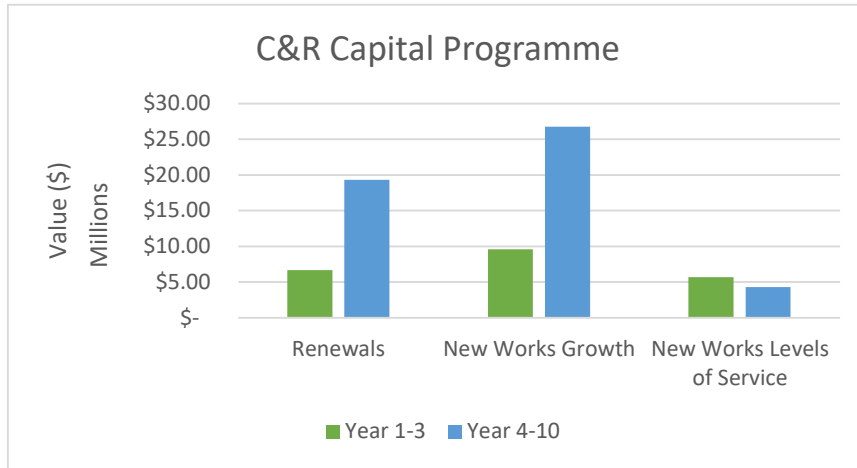
- The Council provides three main aquatic facilities, and these will require significant modernisation and updating to cater for changes in lifestyle and recreational demands of the local communities. This has been identified within the recently completed Aquatic Facilities Strategy around future improvement required for these spaces. Such improvements can be planned to coincide with expected renewal programmes however they are likely to incur additional costs over and above simple renewal of an asset.
- The Aquatics Facilities Strategy has also identified the need to develop a new facility in the east of the district, likely in Ravenswood, following continued population growth in line the that identified as part of the Community Facilities Strategy.
- The improvements to the asset capture of both Community and Aquatic Facilities has identified a more accurate renewal programme for these facilities to update and maintain existing Levels of Service. This will be managed in conjunction with the development of additional spaces for the community.
- The provision of sports parks is very much driven by the demands of the local community and the types of sports fields required is likely to change over time as population trends change. This has been identified within the updated Sports Facility Strategy around the changing demographics and sporting patterns which will drive the development of sporting spaces including provision for more non-traditional spaces in addition to existing types of recreation.
- The recent completion of the designation process for the Rangiora Airfield in December 2020 has confirmed the future of the airfield. Now that this process is complete this will allow the development and implementation of the overall master plan for the entire airfield site.
- The council has a very diverse range of tree species that enhance the landscapes of both parks and open spaces but also streetscapes. It will be important to anticipate trends in climate changes where it is expected that the weather will be warmer and drier, this will require a review of the types of trees that will withstand this change in weather patterns.
- A focus of Council has been around the implementation and consideration of biodiversity throughout the district both on Council and private property. The two major projects that have fallen out of this is Arohatia te Awa and providing funding opportunities for the community for Significant Natural Areas (SNAs)

1.5 How much does it cost?

Operational expenditure (Opex) is funded according to the Revenue and Financing Policy through the collection of rates (both general and targeted) and through user fees and charges.

Capital expenditure (Capex) is funded in accordance with the Revenue and Financing Policy through two main mechanisms: debt and development contributions. Debt is used because Council recognises that the benefit of the asset is experienced over extended periods. Development contributions are only used to aid funding of growth-related projects.

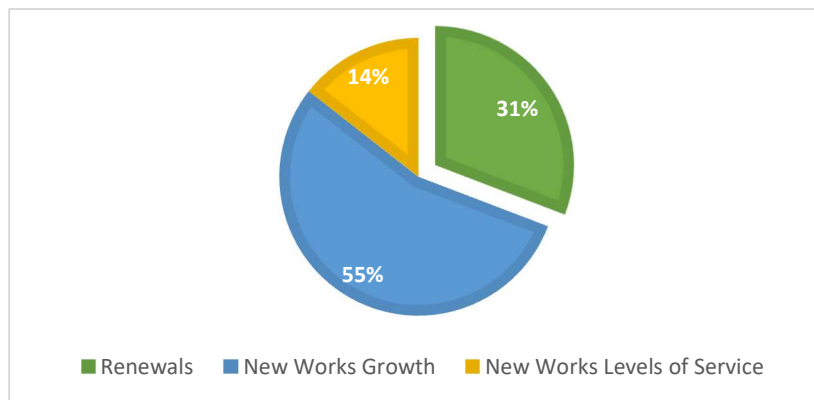
Figure 1.1 Community and recreation Capital Programme 10 years.



1.6 Key Capital Project Planned for the next 10 Years

The proposed investment for Greenspace is shown in the Figure 1.2 below which forecast the capital expenditure for the next 10 years as a percentage. The graph shows new works growth make up over half of the capital expenditure associated to Greenspace assets.

Figure 1.2 Percentage of Greenspace



New Capital Projects Growth and Level of Service

Table 1.0 highlights the key capital projects and major programmes planned in the short-term 2024/25-2026/27 where the planned expenditure is more than \$200k or of other importance to the Community & Recreation programme. The proposed budget is indicative only and shows uninflated amounts. It will be updated through the LTP 2024-34 prioritisation process.

Table 1.0 C & R Key Capital Projects Year 1-3

Description	1	2	3	Year 1-3
Item	24/25	25/26	26/27	
General Reserve Renewals	\$ 369,020.00	\$ 369,020.00	\$ 369,020.00	\$ 1,107,060.00
Future Replacement works	\$ 410,920.00	\$ 410,920.00	\$ 410,920.00	\$ 1,232,760.00
Roads & carparks	\$ 343,290.00	\$ 343,290.00	\$ 343,290.00	\$ 1,029,870.00
Playgrounds/Park Furniture	\$ 284,580.00	\$ 284,580.00	\$ 284,580.00	\$ 853,740.00
Non-specified Reserve Enhancement	\$ 255,225.00	\$ 255,225.00	\$ 255,225.00	\$ 765,675.00
Future Sports Ground Development	\$ 479,230.00	\$ -	\$ 436,228.00	\$ 915,458.00

Arohatia te Awa (Cam River Walkway)	\$ 109,057.00	\$ 109,057.00	\$ 109,057.00	\$ 327,171.00
Land Purchase - Neighbourhood	\$ 1,883,700.00	\$ 1,883,700.00	\$ 1,883,700.00	\$ 5,651,100.00
Land Development - Neighbourhood	\$ 355,400.00	\$ 355,400.00	\$ 355,400.00	\$ 1,066,200.00
North Eastern Rangiora Playground	\$ 136,820.00			\$ 136,820.00
Kaiapoi Lakes (last gravel pit development)	\$ -	\$ 194,299.52	\$ -	\$ 194,299.52
Kaiapoi Railway Heritage Precinct	\$ 53,302.50	\$ 373,117.50		\$ 426,420.00
East Mixed Business Use Development			\$ 533,025.00	\$ 533,025.00
Support for MUBA (Area directly adjacent to KTC)	\$ 746,235.00	\$ 667,833.75		\$ 1,414,068.75
Building Renewals	\$ 381,430.00	\$ 388,680.00	\$ 396,080.00	\$ 1,166,190.00
Pegasus Community Centre Building (Growth)	\$ 910,800.00			\$ 910,800.00
Pegasus Community Centre Building (Level of Service)	\$ 1,366,200.00			\$ 1,366,200.00

The capital programme also includes a range of projects under \$200,000 across the District for ongoing development of community facilities, parks, Street trees, and reserves, including track renewal, landscaping, revegetation, heritage precinct work and playgrounds. The key projects or major programmes planned over the Longer Term 2027/28 to 2033/34 where planned expenditure is greater than \$200,000 per annum or are of significance to Community & Recreation are highlighted in the table 1.1 below.

Table 1.1 C & R Key Capital Projects Year 1-3

Description	4	5	6	7	8	9	10	Year 4-10
Item	27/28	28/29	29/30	30/31	31/32	32/33	33/34	
Future Sports Ground Development	\$ -	\$ 381,700.00	\$ -	\$ 381,700.00	\$ -	\$ 381,700.00		\$ 1,145,100.00
East Eyreton Domain	\$ -	\$ 159,738.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 159,738.00
Toilet Renewals	\$ -	\$ 369,510.00	\$ -	\$ 383,310.00	\$ -	\$ 397,240.00		\$ 1,150,060.00
Arohatia te Awa (Cam River Walkway)	\$ 109,057.00	\$ 109,057.00	\$ 109,057.00	\$ 109,057.00	\$ 109,057.00	\$ 109,057.00	\$ 109,057.00	\$ 763,399.00
Non-specified Reserve Enhancement	\$ 255,225.00	\$ 255,225.00	\$ 255,225.00	\$ 255,225.00	\$ 255,225.00	\$ 255,225.00	\$ 255,225.00	\$ 1,786,575.00
Playgrounds/Park Furniture	\$ 284,580.00	\$ 284,580.00	\$ 284,580.00	\$ 284,580.00	\$ 284,580.00	\$ 284,580.00	\$ 284,580.00	\$ 1,992,060.00
Roads & carparks	\$ 343,290.00	\$ 343,290.00	\$ 343,290.00	\$ 343,290.00	\$ 343,290.00	\$ 343,290.00	\$ 343,290.00	\$ 2,403,030.00
Land Development - Neighbourhood	\$ 355,400.00	\$ 355,400.00	\$ 355,400.00	\$ 355,400.00	\$ 355,400.00	\$ 355,400.00	\$ 355,400.00	\$ 2,487,800.00
General Reserve Renewals	\$ 369,020.00	\$ 369,020.00	\$ 369,020.00	\$ 369,020.00	\$ 369,020.00	\$ 369,020.00	\$ 369,020.00	\$ 2,583,140.00
Building Renewals	\$ 403,590.00	\$ 411,260.00	\$ 418,660.00	\$ 426,210.00	\$ 433,880.00	\$ 441,700.00	\$ 449,210.00	\$ 2,984,510.00
Future Replacement works	\$ 410,920.00	\$ 410,920.00	\$ 410,920.00	\$ 410,920.00	\$ 410,920.00	\$ 410,920.00	\$ 410,920.00	\$ 2,876,440.00
Land Purchase - Neighbourhood	\$ 1,883,700.00	\$ 1,883,700.00	\$ 1,883,700.00	\$ 1,883,700.00	\$ 1,883,700.00	\$ 1,883,700.00	\$ 1,883,700.00	\$ 13,185,900.00
Dudley Netball Court Surface Renewal			\$ 175,100.00					\$ 175,100.00
Coldstream Astroturf Renewal		\$ 772,500.00						\$ 772,500.00
Kendall Park Astroturf Renewal				\$ 772,500.00				\$ 772,500.00
Kaiapoi Stopbank Recreational Walkway			\$ 272,642.81					\$ 272,642.81
Cycle Training Track				\$ 266,512.50				\$ 266,512.50
Rangiora Town Hall Projection					\$ 250,000.00			\$ 250,000.00
Ravenswood Community Centre Building (Level of Service)			\$ 538,410.00					\$ 538,410.00
Ravenswood Community Centre Building (Growth)			\$ 4,845,720.00					\$ 4,845,720.00
Cust Community Centre Forecourt Upgrade							\$ 124,000.00	\$ 124,000.00

Capital Renewals

Considerable effort has been made over recent years to improve the Council’s understanding and knowledge of its asset base this in turn enables more robust and accurate predictions to be made when planning and forecasting renewals programmes.

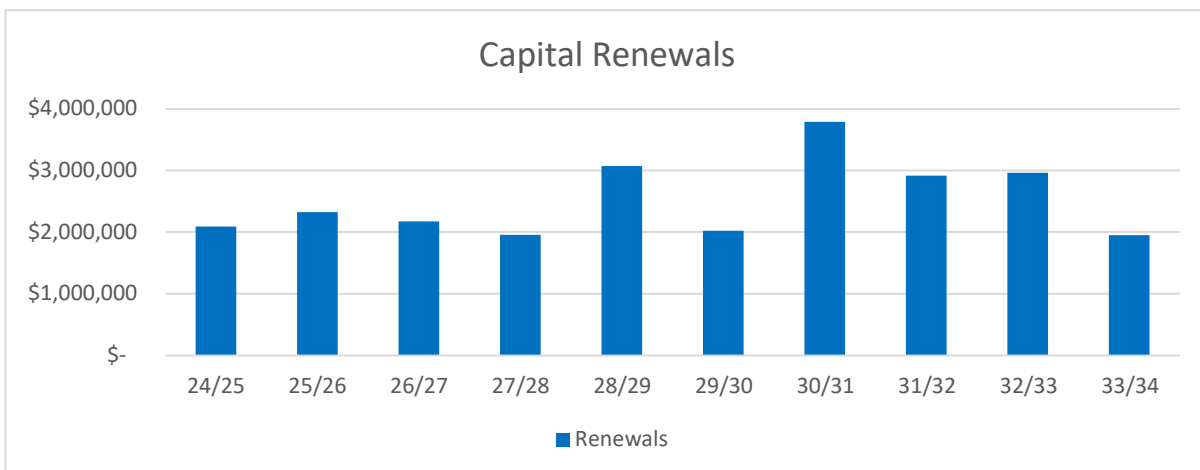
The major renewals programmes are shown in table 1.2:

Table 1.2 Renewal Programme

Renewal Programme	Description
Play Spaces	Renewal of playgrounds and other play equipment.
General Reserve Renewals	Renewal of other assets located within Parks and Reserves such as benches, bins and signage.
Community Facilities	Renewal of assets located within Community Facilities.
Aquatic Facilities	Renewal of assets located with Aquatic Facilities
Reserve Roads & Carparks	Renewal of roads, carparks and footpaths located with Parks and Reserves
Hard Surfaces	Renewal of hard playing surfaces such as basketball half courts located within Parks and Reserves
Trees and Gardens	Renewal of trees and gardens throughout the district as part of both planned renewal and response to additional renewals required through service requests.
Public Toilets	Renewal of public toilets as per the Public Toilet Strategy.

New facilities included in the 2024/34 long-term plan will also increase renewals programmes over the longer period, this will need to be factored into future long term renewals programmes. Planning for future operational budgets has taken this into consideration. Table 1.3 summarises the renewal programme of the 10-year period of this Plan.

Figure 1.3 10-year Capital Renewals Programme



1.7 Levels of Service, Performance Measures and Linkages to Community Outcomes

The Local Government Act 2002 (Amended 2017) identifies under section 11A the core services council must consider in performing its role and requires local authorities to identify how they will achieve this purpose. Community outcomes are established by the Council to show how the activities it undertakes contribute to performing its role. Section 11A of the LGA states: - In performing its role, a local authority must have particular regard to the contribution that the following core services make to the community:

- a) network infrastructure
- b) public transport
- c) solid waste collection and disposal
- d) the avoidance and mitigation of hazards
- e) libraries, museums, reserves and other recreational facilities and community amenities.

This Plan focuses on some of the services covered under section (e) above. The Council Community Outcomes that this Plan contributes to are:

- Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.
- Public spaces express our cultural identities and help to foster an inclusive society.
- Land use is sustainable; biodiversity is protected and restored.
- Our communities are able to access and enjoy natural areas and public spaces.
- People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.
- People participate in improving the health and sustainability of our environment.
- There are sufficient and appropriate locations where businesses can set up in our District.
- Infrastructure and services are sustainable, resilient, and affordable.

In interpreting these community outcomes, the Council has identified that this Activity Management Plan contributes by the following items listed in Table 1.3 below.

Table 1.3 Community and Recreation Contributions

Community and Recreation Contributions	
Reserves provide recreational opportunities for communities	Maintaining and developing Rangiora Airfield enabling additional recreation as well as business opportunities
Providing and managing cemeteries to provide for community health	Providing reserves that respect local character
Providing buildings and halls as community focal points and meeting places for events, gatherings and recreational activities	Maintaining and developing Kaiapoi Marine precinct for additional recreational and commercial opportunities.
Provision of community facilities or meeting / office space in community buildings	Providing public swimming facilities
To improve public safety by encouraging involvement in learn to swim programs	To assist public health by enabling injury rehabilitation access and mobility enhancement
Providing sports fields and other sports facilities to support and encourage the health and wellbeing of the community	

In seeking to meet the communities' desires and expectations the Council has set its Level of Service. The Council in its Long-Term Plan has made the following commitments to the community through the setting of performance measures and the associated performance targets, these are audited annually by Audit NZ and the results shared with the community through the Council's Annual Report.

Table 1.4 Greenspace Level of Service Measure and Targets

Asset Type	Performance measure	Targets
Parks and Reserves	Provision of reserves	Provision of 8 hectares of park land per 1000 residents. Provision of 1 hectare of neighbourhood reserve per 1000 residents.
Parks and Reserves	Customer Satisfaction	90% satisfaction with sports grounds required. 90% satisfaction with meeting and performance spaces
Aquatic Facilities	Meeting quality management criteria as set by the Pool safe Accreditation scheme	100% compliance
Aquatic Facilities	Customer satisfaction	At least 90%

In order to make sure that all facets of a service are covered, the Council believes it is critical to evaluate service provision from a variety of angles. To do this several additional non-audited performance measures have also been developed. These are generic and designed to be used internally to measure and monitor operational performance and guide recreation planning. They relate to the following aspects of service:

Customer satisfaction	Accessibility	Safety
Reliability / responsiveness	Management	Sustainability

There are several documents which prescribe service levels for the development of open space in the district.

Table 1.5 Service Level Strategies and Plans

Service Level Strategies and Plans	Description
Public Toilet Strategy 2017	This Strategy is intended to provide direction to Council on enhancing the fit for purpose, safe and attractive public toilet network.
District Play Space Strategy 2017	Help to provide well-designed and well- maintained play spaces for participants of all ages and levels of ability.
Sports Facilities Plan 2020	Identifies issues, considerations, and priorities for the network of sporting facilities.
Sports Facilities Plan Sports Strategy- Fields Capacity	Provide direction to the Council with the prioritisation of investment in future sports fields and sport facility developments.
Aquatics Facilities Strategy 2021	10-year strategy outlining aquatic facility provisions in the district
Reserve Management Plans Neighbourhood Reserve Management Plan 2015 Sports Park Reserve Management Plan 2015	Current and future uses of parks and associated management considerations.
WDC Long Term Plan	10-year plan outlining priorities, projects and financial implications
WDC Infrastructure Strategy	Describing the key infrastructure issues the Council needs to face over the next thirty years, relationship to LTP
Waimakariri Cemetery Strategy Action Plan 2020 – 2039	Plan describing the objectives of Council for cemeteries level of services
Community Facilities Network Plan	
Financial Strategy	Outlines the key financial parameters and limits within which the Council will operate over the next ten years.
Natural Environment Strategy	Council's local response to the degradation of important natural ecosystems and species being reported across the world, including within our District.
Cemetery Strategy	Provides council with objectives to meet growth, ensure compliance and clear use and management directions.
Climate Change Policy 2020	To Support climate change mitigation and adaptation

The documents investigate in depth how external factors may affect assets both now and, in the future, and offer recommendations for how development may be carried out to meet community expectations in an economical manner. It has been identified within some of these strategies the need to move away from provision-based Levels of Service towards a usage or capacity focused approach. As such Levels of Service for both Sports Fields and Toilets have been updated to reflect this change in approach and is further detailed in the respective strategies.

1.8 Future Demand and Growth

Waimakariri is a growing community that has increasing urbanisation of its main centres. As the urban areas continue to develop the rural space between these areas will diminish on the outskirts of the main centres. This is a change from the previous urban and rural character of the district

being balanced within these spaces. Greater urbanisation will likely result in higher expectation for open space experiences to align with larger centres and towns. This will also include capacity and function of our district's cemetery spaces.

An aging population with greater numbers of people over the age of 65 years will change the demands on existing services. Passive recreational activities such as walking and cycling are likely to increase with these trends being accentuated by new technologies like e-bikes.

Community expectations regarding Greenspace quality needs to be monitored because there is a national trend for Communities to seek less quantity but higher quality assets. The result of this and the other pressures will change the asset mix required of Greenspace, Community and Aquatic Facilities over time. The Greenspace, Aquatics and Community Facilities Activity Management Plan has included a number of initiatives to support growth which include:

- Council has increased its provision of parkland and local neighbourhood parks with associated purpose-built infrastructure where the level of service is directly tied to increases in population. It currently exceeds its level of service requirements in this area and therefore is well placed to accommodate the anticipated increases in population over the next ten years. It must continue this approach to ensure it stays ahead of demand into the future.
- Identification of areas of growth where provision of community and aquatic facilities will be required such as Pegasus and Ravenswood. These areas have been identified following development of strategies for the provision of these assets. These assets need to be planned as part of the overall network of facilities that are provided as part of the district for both community, libraries and aquatic provision.
- Expectations and population growth are increasing the need to improve sports ground quality so that existing facilities can be more heavily utilised. The Sports Facilities Strategy has identified that Council should upgrade and improve existing surfaces and facilities before considering additional provision in this space.
- Growth and trends in sports participation are influencing the need for Council to provide more indoor court space. This has led to the construction of MainPower Stadium which provides four new indoor courts. Based on population growth forecast for the district over the next 30 years it is anticipated that the need for expansion of this space.
- Growth of the individual communities may lead to a larger urban centre with little or no rural areas in between. As this occurs, Council must take an integrated approach with development of corridors for walking and cycling, while also providing migration corridors for the natural ecosystem.
- Council's plans also ensure that the development of cemeteries is managed in line with demand which indirectly is linked to population growth. There are plans for the creation of a new cemetery in the Rangiora area.

1.8.1 Trends

The following table outlines the key trends along with the impact and action taken or planned to be taken for the Greenspace and Aquatic Activities.

Table 1.6 Community and Recreation Trends

Trend	Impact	Action
Biodiversity	Priority of Council to consider biodiversity across the district	Several initiatives in place including development of environmental strategy, Arohata te Awa project and a biodiversity fund. Significant Natural Areas (SNAs) increasing in the District Plan as well as accountability from Central Government. This is also a mechanism to address Climate Change.
Technology	Changes in technology change how users of reserves can access and recreate in these spaces. It provides additional options that can supplement or replace more traditional options.	Consider as part of any redevelopments the ability for changes in technology such as e-bikes, e-scooters etc. to be provided for within these spaces.
Climate Change	Climate change impacts on the suitability of plants and assets to be provided in the district with particular focus on the coastal areas.	Consider appropriateness of plants and assets being installed within these areas to ensure that these will last based on forecast climatic change in this area. Consideration also needs to be given on location of these assets as the landscape may change across the coastal environment.
Global Impacts (Covid-19)	Global events such as Covid-19 have impacted on ability for staff to source overseas products on occasion leading to delays or longer lead times.	Consider local or New Zealand based products or equipment where possible to minimise risk of delay or issues with replacement parts etc. Where not possible consider as part of the planning phase the risks around overseas procurement when choosing products. Clearly communicate any delays through updated forecasting of projects.
Sporting Trends / Participation	Changes to sporting trends and participation rates impact on the development of new and existing sports facilities. Focus on certain types of recreation will change based on the continued change in these areas. Sports and activities that are more willing to offer products or opportunities that suit the consumer are noted as more likely to flourish while others are struggling to increase numbers and, in some areas, retain current levels alongside growth.	Focused development of existing sporting space alongside targeted development of indoor court space to serve the growing demand for this activity (MainPower Stadium). Reassessment of trends and participation across sporting codes will be considered as part of the refresh of the sports facility strategy planned every three years to ensure that focus remains on key areas. Capacity building and linking clubs with the likes of Sport Canterbury will be essential. Staff within Community and Recreation will need to continue to work with sporting codes to consolidate numbers and ensure the community needs are met as best as they can be.
Sustainability	Focus by Council around sustainability of Council, contractors and how we operate to ensure the ongoing health and wellbeing of the environment and the people within the district for the future.	Focus has been placed on local sourcing for contractors and supplies to minimise environmental impact. Where possible alternative options are being considered for new or replacement assets. Council has begun considering social procurement outcomes as part of the procurement process. This also relates to the work we can achieve with the resources available to us both from a market and human perspective.
Growth Patterns / Accessibility	Continued development of new subdivisions across the district increasing number of residents accessing services and recreational opportunities. This coincides with government projects such as the new motorways into Christchurch Central.	Consider overall provision of facilities (Community and Aquatic) as part of new developments as population increases in these areas. This will also need to include how residents are able to access these assets to ensure that levels of service are maintained. This is currently focussed on the forecast population growth in Pegasus/Ravenswood in the coming years.
Demographics	Shift of demographics within the district with subsequent change in recreation and social needs. This isn't only age but an expected change in cultural values as well.	Consideration of alternative or additional opportunities for different demographics such as youth or elderly across both reserves and aquatics. The Community and Recreation team will need to forecast likely trends that could see changes in new community expectations.
Expectations	Expectations of quality over quantity for assets and reserves	Consideration as part of the development process for new/replacement assets and new developments to focus on high quality assets.

1.9 Lifecycle Management

The assets included in this Plan that support services to the community are diverse and varied. For all of them it is important that robust and accurate asset analysis carried out to optimise life of an asset. While ensure assets are fit for purpose, are able to deliver the performance expected over their lifetime and have the capacity to provide the service expected both now and in the future.

This is influenced by:

- Design standards
- Procurement strategies
- Construction standards and specifications
- Operating and maintenance strategies
- Planned maintenance regimes
- Operator training
- Decommissioning plans
- Operating environment
- Investment

In addition, the level and frequency of maintenance and repair of an asset will also determine the life of an asset. Many of the assets covered by this plan are “natural” or “living” assets that have a finite life expectancy, the council through its appropriate design standards and specifications endeavour to provide the most appropriate asset which is supported through its day to day operational and maintenance activities to ensure that these assets support the services of the council. The disposal of these asset is also important as they need to be disposed in a safe and environmentally sustainable way. Natural living material is able to be composted and then returned to the ground.

For other man made or built assets the council has appropriate standards and specifications that influence and guide the design of assets. The Council has operational and maintenance contracts in place that endeavours to ensure that these assets deliver services over their expected useful lives. The successful lifecycle management of assets endeavours to minimise the total cost of ownership, balancing the initial capital cost with that of the ongoing operational and maintenance expenditure.

The major renewals programmes being planned by Council are the following:

- Upgrade its sports grounds to meet the changing expectations of the community.
- Toilet renewals.
- Playgrounds and play space renewals.
- Aquatic Facilities plant and equipment renewals.
- Community Facilities plant and equipment renewals.
- Roads and Carpark located with reserves.

The balance of renewals are undertaken on a programmed basis with individual capital expenditure being less significant:

- Play/safety equipment as required.
- Reserve landscapes.
- Street trees/gardens.
- Hardcourts.

The renewal programme is developed as follows:

Table 1.7 Renewal Programme Development

Activity	Approach Used	Criteria
Renewal forecasts 1-30 years	Combination of: strategies, historical expenditure, consultant reports, age / remaining life based on calculating remaining life expiries and converting information into a programme of replacements based on valuation replacement costs and internal staff knowledge and experience.	Converting data into a priority list of asset renewals in the short term. Year expected to be renewal estimated cost of the renewal. Nearing or past asset remaining useful life.
Renewal scheduling	Proposed shutdown cycles for community and aquatic facilities. Based on criticality and prioritisation of service users.	Renewal programme scheduled on cyclical basis and based on component consumption. Condition rating of 4 & 5.

1.10 Risk Management Assumptions

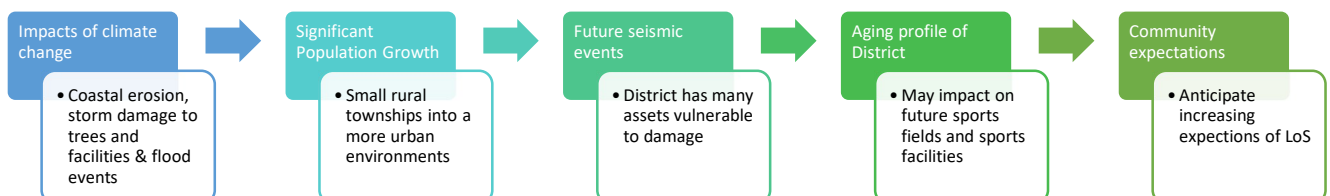
Through the diversity of services it offers, the Council is aware that it is crucial to understand the risks involved in service provision so that strategies, investments, and decisions may be made to either decrease or completely eliminate such risks.

The provision of services covered by this Plan are largely supported or delivered by the provision and operation of a wide variety of assets. It is important that the council is able to understand what contribution those assets make and should they fail what are the consequences.

There are three levels of risk assessment that are considered for each activity within Council:

- Level 1 - Organisational Risk Assessment
- Level 2 - Activity Management Risk Assessment
- Level 3 - Critical Asset Risk Assessment.

The last risk assessment carried out for Greenspace Activity identified the key risks which may affect the activity are described below:



- Over the longer period changes in climatic conditions could have a major impact on Greenspace assets. If as predicted weather patterns are likely to become warmer and drier, many existing species of trees and plants may deteriorate quicker than anticipated leading to an accelerated renewals program. This will also mean that many of the existing species will no longer be practical option to replant and the current look and feel of many open spaces and parks is likely to change over time.
- Climate change and associated sea level rise is also likely to change the coastal landscape of the District, this could lead to the loss of coastal margins enjoyed by both the local community and visitors.
- The Council has experienced a recent period of significant growth particularly in the towns of Rangiora, Woodend and Kaiapoi. This increase in population has changed what were small rural townships into a more urban environment and this can place different expectations on the provision of open spaces.
- The expected increasing age profile of the District will also bring about changing needs of the local communities, this in particular may impact on future sports fields and sports facilities, whereby the current level of provision will in due course need to be reviewed.
- Future seismic events are also likely to have a serious impact on the District with many assets vulnerable to damage, experience of the earthquake events in 2010 and 2011 should be used to forecast the likely impact.
- Local community expectations also change over time for instance the council has sufficient capacity with regard to sports parks and facilities however there is increasing expectations that these facilities should provide better or improved levels of service, this can be difficult to manage as many of the assets have relatively long-life cycles. It will be important that community expectations can be anticipated.

1.11 Asset Management Systems, Practices

The Council manages its assets in line with national and international guidelines and standards, it has also invested in systems and processes that enables it to gather and record asset data.

The Council has a variety of systems and tools that support effective asset data recording, operation, and maintenance, and enable that data to be analysed to support optimised life-cycle management. Council's enterprise system, Technology One is in the process of being replaced, Council is moving to an entirely cloud based platform. The new system will take effect from 2025. There is continued persistence to incorporate all asset data into the council enterprise system which will be implemented in the development of the new system. Having the system and processes to manage evaluate and report on assets is important to support sound, accurate and timely decisions on investment and levels of intervention.

1.12 Sustainability and Climate Change

The activities covered by this Plan can have a significant impact on the well-being of the community and it is important that these services are delivered in ways that promote and support sustainability and improve the quality of life for its community. This is done by considering the needs of current and future communities through overseeing and maintaining physical assets in a manner that is ecologically and socially responsible in future proofing assets.

1.12.1 Sustainability and Climate Change within Greenspace activities:

- Greenspace is linked closely to the environment it is important that these spaces are well managed and that maintenance practices are sustainable; however, the spaces also provide a vital role in people’s wellbeing as places to relax and enjoy or to exercise and meet.
- Community Facilities provide formal and informal places for the community to meet, that helps foster a feeling of belonging.
- Trees provide a vital role in the sustainability of the planet, they also create and contribute to the landscape, make places and the environment enjoyable.

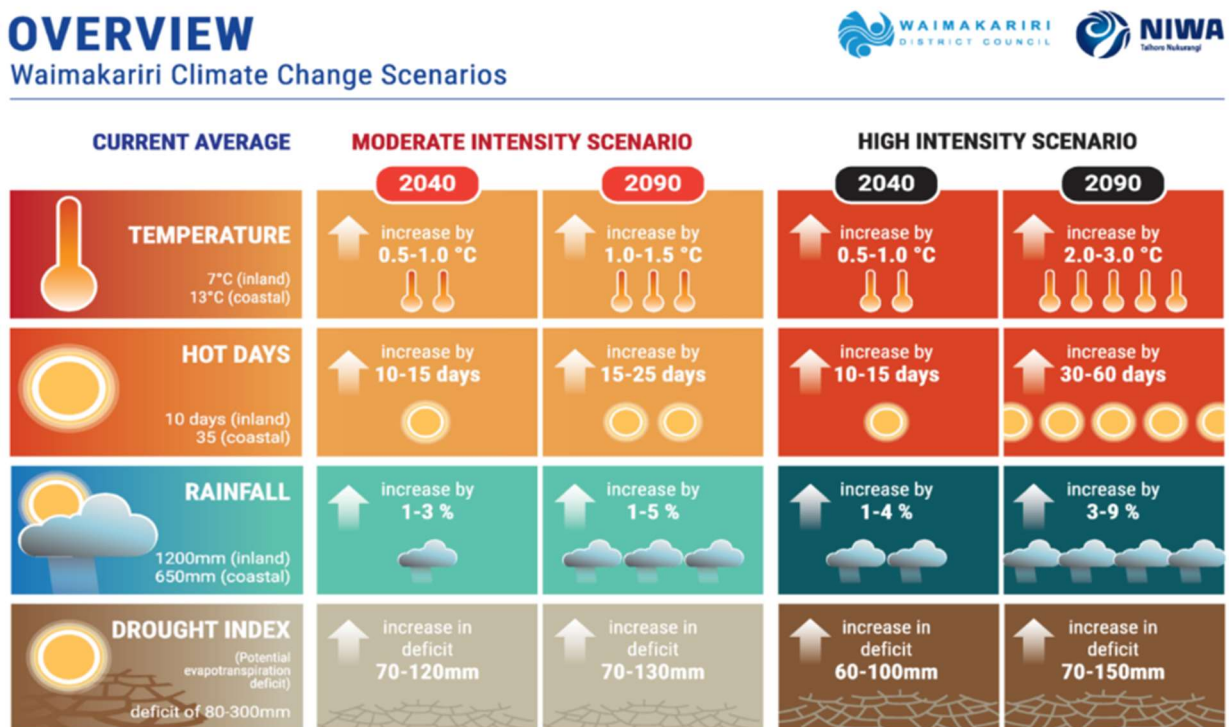
Climate change affects everyone, but the most vulnerable people and communities have the most exposure. Waimakariri District Council acknowledges concerted action is required by all levels of government, and by all people, to act responsibly and address climate change for current and future generations. The Council sets to work with the community in creating a resilient and low emissions future through being more sustainable, supporting vulnerable people, improving the quality of the environment, mitigating our impact on the world’s climate, and adapting to the effects of climate change that are already underway.

Council has taken a precautionary approach and adopted a high intensity scenario for its planning purposes. The District climate change scenarios are represented in Figure 1.4 below. The impacts on Greenspace assets will vary as will responses. Greenspace activities will be seeking to implement two key strategies:

Vulnerability Assessment Strategies- Greenspace assets risk assessment project to assess the vulnerability and risk (potential likelihood and consequences) to assets, this is currently in the early stages of development.

Adaptation Strategies- Developing adaptation plans, including options, timeframes, funding sources and responsibilities.

Figure 1.4 Waimakariri Climate Change Scenarios



The Community and Recreation unit are actively looking for ways to mitigate emissions and adapt to climate change to activities within this Plan. Greenspace is implementing a natural based solution to address the mitigation of climate change through the planting of streets and urban pocket forests. Trees can store large amounts of carbon and therefore help to mitigate the effects of climate change. Protecting and restoring wetlands as blue carbon sinks will also support the mitigation of climate change.

1.13 Improvement Plan

The Activity Management Plan process has identified areas where improvements are possible to the current systems and processes within Greenspace and Aquatics. These improvements have been evaluated and priority assigned to ensure that these are included in the work programmes over the next several years. The key improvements identified within this document for Greenspace and Aquatics to address are as follows:

- Demand monitoring for community facilities to provide additional information to assist with planning and decision making.
- Ongoing information capture is required on the construction and condition of the Community Facilities buildings to create a detailed building register to allow more accurate forecasting for renewals budgeting. This process is currently underway.
- To move towards demand and usage levels of service rather than provision-based measures where appropriate to more accurately respond to growth.

2 Introduction

2.1 Purpose of plan

The purpose of this Activity Management Plan (AMP) is to outline significant assets and issues associated with Community and Recreation assets and to show how the Council proposes to manage services and assets in the future. The goal of this plan is to communicate the funds required to deliver the agreed-upon level of service and to demonstrate responsive management of assets and services provided from assets. The key output of this AMP is to provide information for the 2024-2034 LTP process, which will be the subject of a public consultative procedure.

Key purposes of this plan are to:

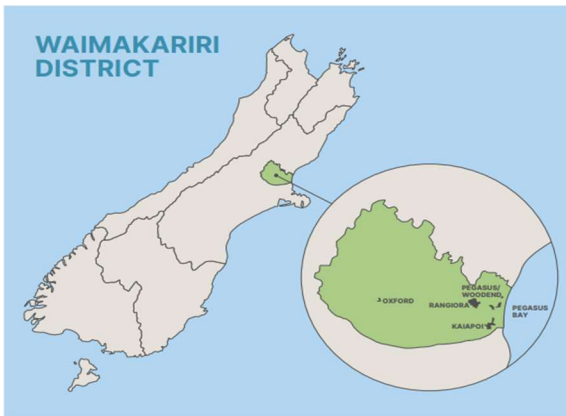
- Demonstrate responsible management of the assets covered by this Plan on behalf of the community
- Comply with Council's statutory obligations
- Inform the Council's Long-Term Plan
- Demonstrating its support in achieving community outcomes
- Ensure the provision of open space, streetscapes and other parks and reserve at a level and quality that meets the identified needs of the community.
- Describe how the strategies, policies and plans of the Council come together in order to deliver the agreed levels of service (LOS)

By optimising and delivering the operating and capital requirements unique to each asset type administered by the Community and Recreation Unit, the AMP chooses asset and non-asset strategies to support and achieve the objectives outlined in the Long-term plan.

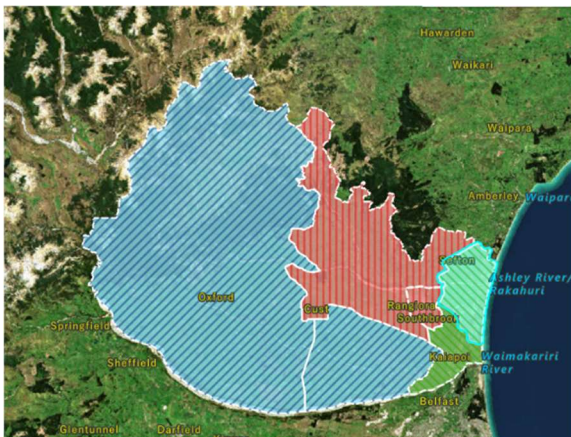
The assets covered by this activity management plan represent significant investment by the community and are important to the quality of life of the Waimakariri District's residents. These assets represent a wide range of asset types and must be managed and maintained in order to ensure that they continue to provide service and benefits for the community now and for future generations.

It is intended that this plan will be a continuously improved and updated document that will guide, and influence decision making and form the basis of future financial programmes.

2.2 Our District



The Waimakariri District lies to the north of Christchurch on the Canterbury Plains, and covers some 225,000 hectares, extending from Pegasus Bay in the east to the Puketeraki Range in the west. It is bounded to the north by Hurunui District. Descendants of Ngāi Tūāhuriri (along with other Ngāi Tahu whanui) have resided in the area now known as the Waimakariri District for over 40 generations.



The district is broken into 4 wards:

- Rangiora-Ashley
- Oxford-Ohoka
- Kaiapoi-Tuahiwi
- Woodend-Sefton

2.3 Greenspace Activity

The Council is a significant provider of public open space within the District managing over 882ha. The main aim of Greenspace is to provide sports grounds and reserves to enable many recreational opportunities for communities as well as protect and enhance areas of indigenous vegetation. To provide buildings and halls as community focal points, and meeting spaces for events, gatherings, and recreational activities. Along with to provide aquatic facilities to enable recreational and educational opportunities for communities to support community health, fitness, and quality of life.

To deliver upon the above goals, Council manages:

Table 2.1 Greenspace Asset Categories

Category	Number
Civic Space	8
Cultural Heritage	19
Natural	16
Neighbourhood	75
Open Adventure	1
Public Gardens	3
Rec and Ecological Linkages	248
Sports & Recreation	28
Streetscapes	356

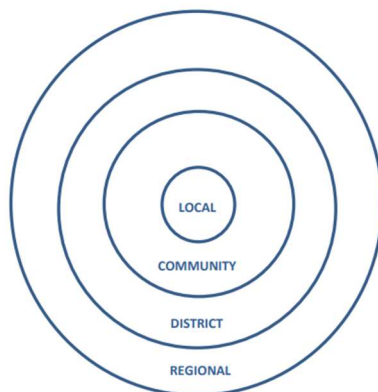
Category	Number
Rangiora Airfield	1
Public Toilets	63
Community Facilities	27
Aquatic Facilities	4
Cemeteries	8
Trees	23800

Within the above asset categories there are significant Greenspace assets identified within the Significance and Engagement Policy that are classed as strategic critical assets. These are as follows:

- Libraries.
- Aquatic centres.
- Oxford and Rangiora town halls.
- MainPower Stadium.
- Reserves and sports grounds.
- Rangiora Airfield.

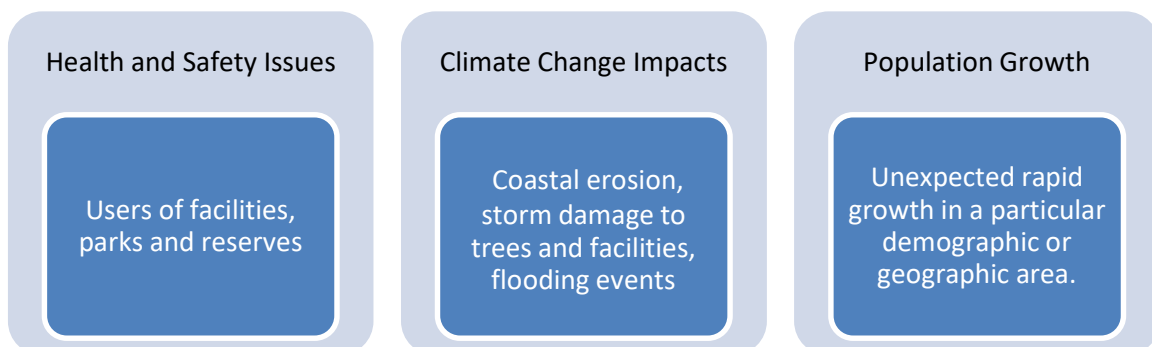
The above assets can be located within different catchment areas such as seen in figure 2.1. A detailed description can be found within Section 5 of the Plan.

Figure 2.1 Greenspace Catchment Hierarchy



2.4 Key Risks / Challenges

It is possible for circumstances beyond Council's control to affect its ability to carry out its plans. The effect can occasionally be very strong. Making specific assumptions to assist handle any related uncertainty is the key to good quality planning because uncertainty is a constant in any planning process. These include:



2.4.1 Negative effects of Greenspace activities

The Local Government Act 2002 (Amended 2017) requires every local authority to outline any significant negative effects that any activity may have on the social, economic, environmental, or cultural well-being of the local community.

In general terms, the effects generated by the Community and Recreation activities are likely to have limited negative impact and are not considered to have a high degree of significance in terms of the Council's Significance and Engagement Policy.

A table outlining the possible negative effects of the activities included in this plan and ways of monitoring and mitigating these can be found on the TRIM link [231023168549](https://www.trim.govt.nz/record/231023168549).

2.5 Strategic Direction

Strategic direction for the Greenspace activity is set using a combination of District-wide and local issues and priorities. The Council's infrastructure vision is 'To provide well maintained infrastructure that meets the needs of today's community and caters for the projected growth in the District's population in a manner that is sustainable and anticipates a changing environment.'

Activity Management Plans both shape and are shaped by the Long-Term Plan. Every three years, the Council's ten-year spending programme is reviewed, and the activity management plans have a key role to play in this process. The strategic direction set in each Long-Term Plan provides the context for activity management plans when they are reviewed. The AMP is a tactical plan that enables alignment of operational delivery with the Council's strategic objectives (as defined in strategic plans). It also shows how the delivery of services will contribute to meeting the community outcomes and delivering the agreed levels of service identified in the Long-Term Plan.

The following diagram depicts the relationship between the various processes and levels of planning within the Council required to support the achievement of identified community outcomes.

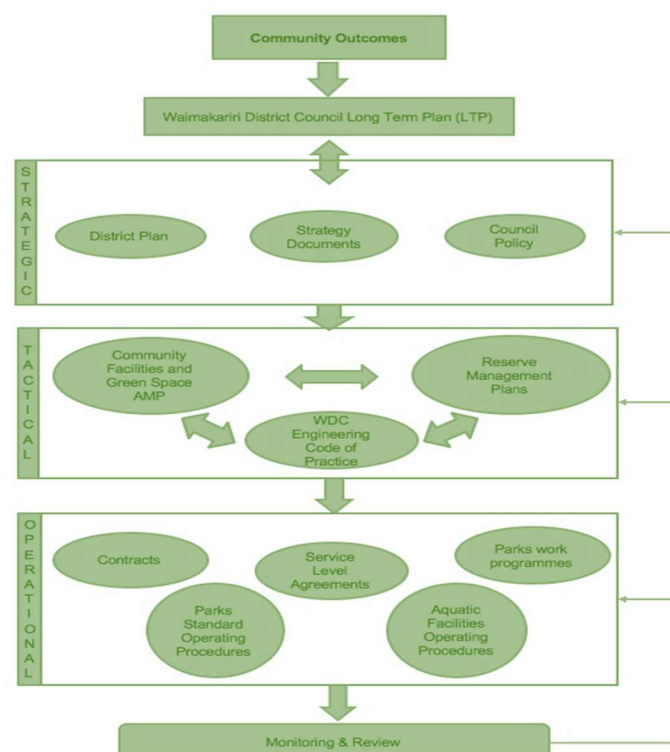


Figure 2-2: Planning within Council to achieve the Community Outcomes

Strategic, tactical and operational levels of planning feed into the Long-Term Plan and Community Outcomes. For details on how the levels of services for Greenspace support the strategic development see Section 3. The various Council planning frameworks can be found in Section 6.

2.5.1 District Plan

The Council's District Plan is one of the overarching documents that dictates how the district is administered including Community and Recreation assets. The District Plan is currently under review and Community and Recreation staff are contributing to this review around zoning and management of Greenspace areas within this plan.

The District Plan sets out how Greenspace zones (Natural, Open Space and Sports and Recreation) are managed. These zones dictate at a high level what is able to be developed within these spaces and needs to be considered alongside levels of service and reserve management plans. Public consultation occurs after each development.

If adopted this will formalise the management of these spaces and provide additional guidance on what activities are permitted within these spaces.

2.5.2 Our Goal

Community and Recreation activities aim to provide:

Table 2.2 Community and Recreation goal through contributions

Community and Recreation Contributions	
Reserves provide recreational opportunities for communities to promote the physical, psychological, environmental, and social well-being of the community	Maintaining and developing Rangiora Airfield enabling additional recreation as well as business opportunities
Providing and managing cemeteries to provide for community health through a peaceful environment for the burial, memorial, and remembrance of the deceased	Providing reserves that respect local character
Providing buildings and halls as community focal points and meeting places for events, gatherings and recreational activities	Maintaining and developing Kaiapoi Marine precinct for additional recreational and commercial opportunities.
Provision of community facilities or meeting / office space in community buildings for indoor activities and recreation spaces	Provide community grant funding and environmental education to build a sense of community
Providing public swimming facilities, to improve public safety by encouraging involvement in learn to swim programs	To assist public health by enabling injury rehabilitation access and mobility enhancement

Providing sports fields and other sports facilities to support and encourage the health and wellbeing of the community

Clean public toilet facilities to meet community and visitor needs, in appropriate locations

2.5.3 Approach to Sustainability

Sustainability remains an ongoing part of how Greenspace and Aquatics are delivered both now and into the future. Sustainability has been considered as part of existing contracts such as measures put in place to ensure sustainable practises such as using mulch from the Tree Maintenance Contract as part of the Parks & Reserves Maintenance Contract and the development of infrastructure located at the Aquatic Facilities to allow the creation of bleach onsite rather than importing this.

The development of a targeted sustainability strategy has also begun to further guide sustainable practices within both Council and the Community & Recreation department.

2.6 Why is Community and Recreation important?

The planning and management of a diverse and accessible range of open spaces and facilities is considered important by the community as they contribute to the social, cultural and environmental wellbeing of Waimakariri. The network of open spaces support and enhance the natural cultural values of the district, creating opportunities for the local community and visitors to experience a wide range of recreational activities. The Aquatic Facilities provide important centres for recreation as well as supporting educational, sporting and rehabilitation needs for the District.

Community Outcomes play a critical role in our strategic planning processes. They provide an understanding of what the community wants for the future. Some of the key activities from Community and Recreation that support community outcomes are identified below. Details of significant outcomes identified for Community and Recreation can be found in Section 3, 3.2.

Table 2.3 Community and Recreation Community Outcome Contributions

Key activities from Community and Recreation that support community outcomes	
Facilities, Opens Spaces and Streetscapes-	Enables recreation and sporting activities to be undertaken, and natural and cultural heritage values to be protected and restored. Contributes to and supports community health and wellbeing
Aquatic Facilities-	Provides for recreation opportunities and supports the wellbeing of the community as well as providing facilities for children to learn to swim.
Parks and Reserves-	Provide visual amenity and opportunities for relaxation, health and social interaction
Airfield and Kaiapoi Marina-	Provides for recreation and commercial opportunities, building a sense of community.
Cemeteries	Cemeteries play an important role in our society. They support our sense of community and reflect the history of local people and cultures that founded and influenced our District.

Community and Recreation activities can provide a number of both at an individual and community level. These are listed below.

Table 2-4 Benefits of Recreational Activities

Individual	Community
Psychological benefits	Social/cultural benefits
<ul style="list-style-type: none"> • Combat the mental health pandemic • Personal development and growth • Personal appreciation and satisfaction • Friendships made • Reduction in social isolation • Increases ones personal worth (move from participant to volunteer) 	<ul style="list-style-type: none"> • Community satisfaction and opportunity to participate • Pride in community • Strengthen sense of place/identity • Creates and sustains social interactions • Community cohesion/bonding/involvement • Shared celebration • People know their neighbours and community (crucial in times of crisis)
Physiological benefits	Economic benefits
<ul style="list-style-type: none"> • Better physical health • Reduced incidence of sedentary lifestyle disease • Maintenance of mobility and flexibility 	<ul style="list-style-type: none"> • Reduced health costs • Increased productivity • Increased economic activity and growth • Increased demand to live and recreate in our district
	Environmental benefits
	<ul style="list-style-type: none"> • Protection and preservation of natural places • Water quality protection • Provision and protection of Greenspace in urban settings

The benefits identified above were recognised in the Waimakariri District Recreation Plan – Strategic Directions for Recreation document, adopted by the Council in 2003, which stated that recreation activities, facilities and open spaces contribute to the health and vitality of the District by:

- Enhancing individual health and wellbeing, including personal development and quality of life.
- Increasing social cohesion and people’s sense of belonging and healthy communities.
- Attracting visitors and therefore providing economic benefits to the District.
- Enhancing the District’s environment.

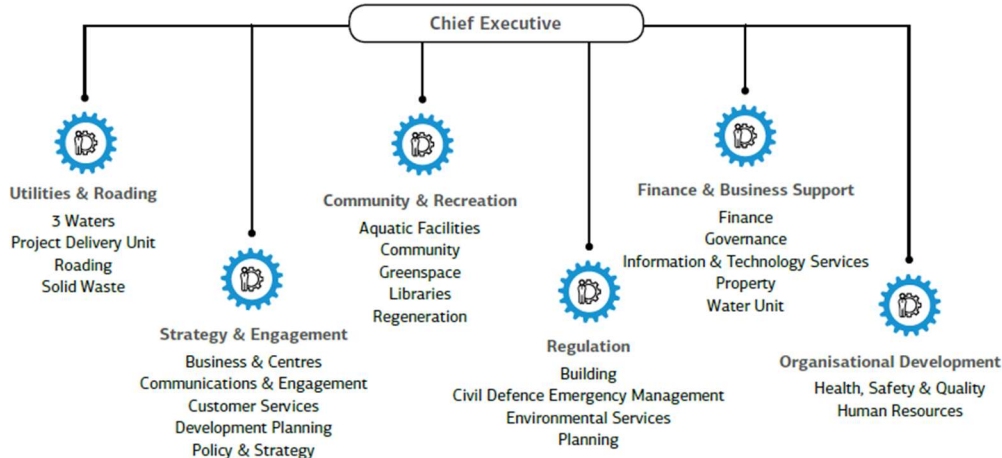
To contribute to a healthy district through the provision and support of a co-ordinated network of recreation opportunities that:

- *Meet the needs and preferences of Waimakariri District residents*
- *Contribute to a sense of community*
- *Promote the district as a visitor destination*
- *Maintain and enhance the quality of the environment*
- *Are efficiently used and economically sustainable*

2.7 Organisational structure / context

The Council’s operations are divided into six key areas: Community and Recreation, Strategy and Engagement, Utilities and Roading, Regulation, Finance and Business Support and Organisational Development.

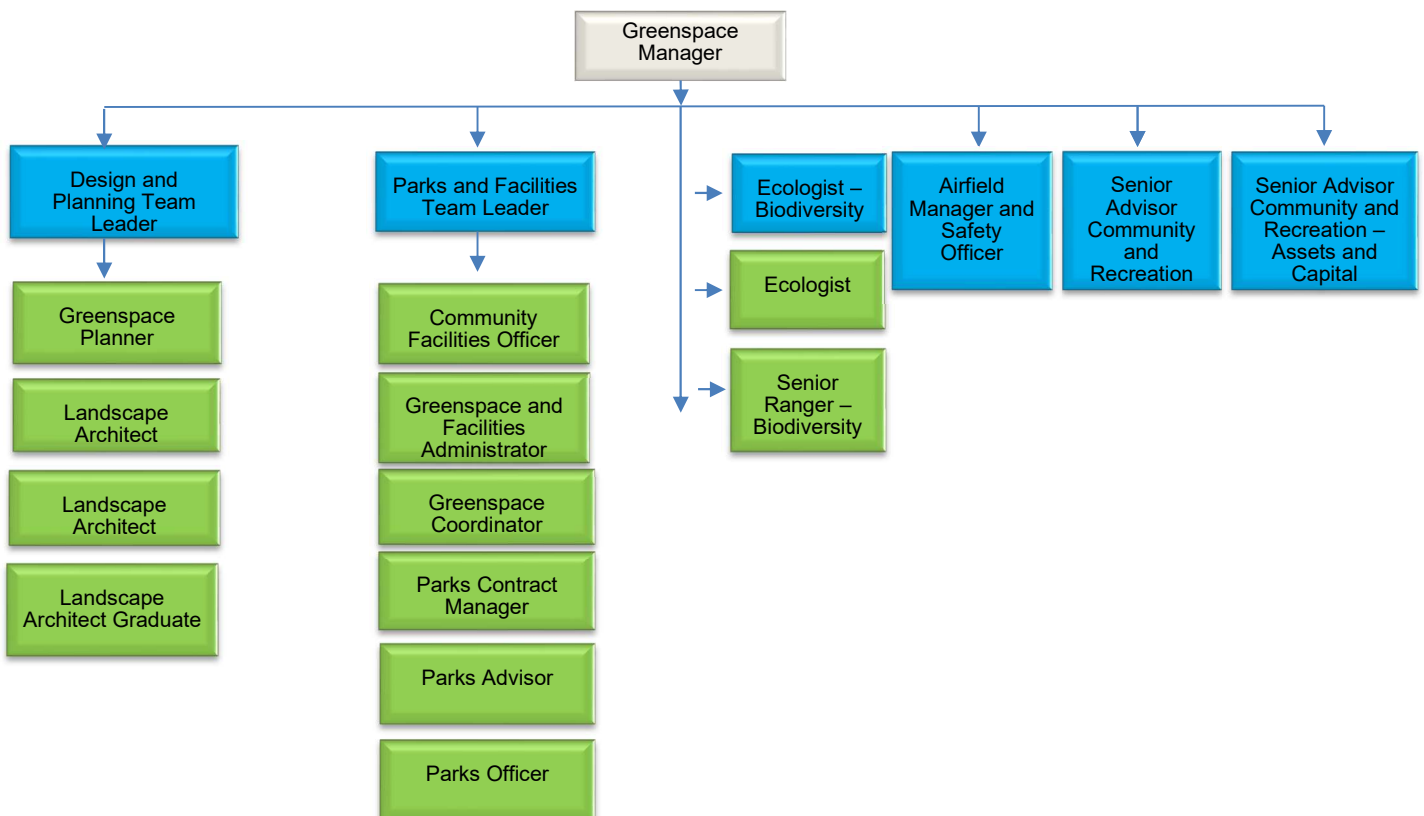
Figure 2-3 Waimakariri District Council Organisational Structure



The senior management level is responsible for integrated and consistent delivery of services across all activities.

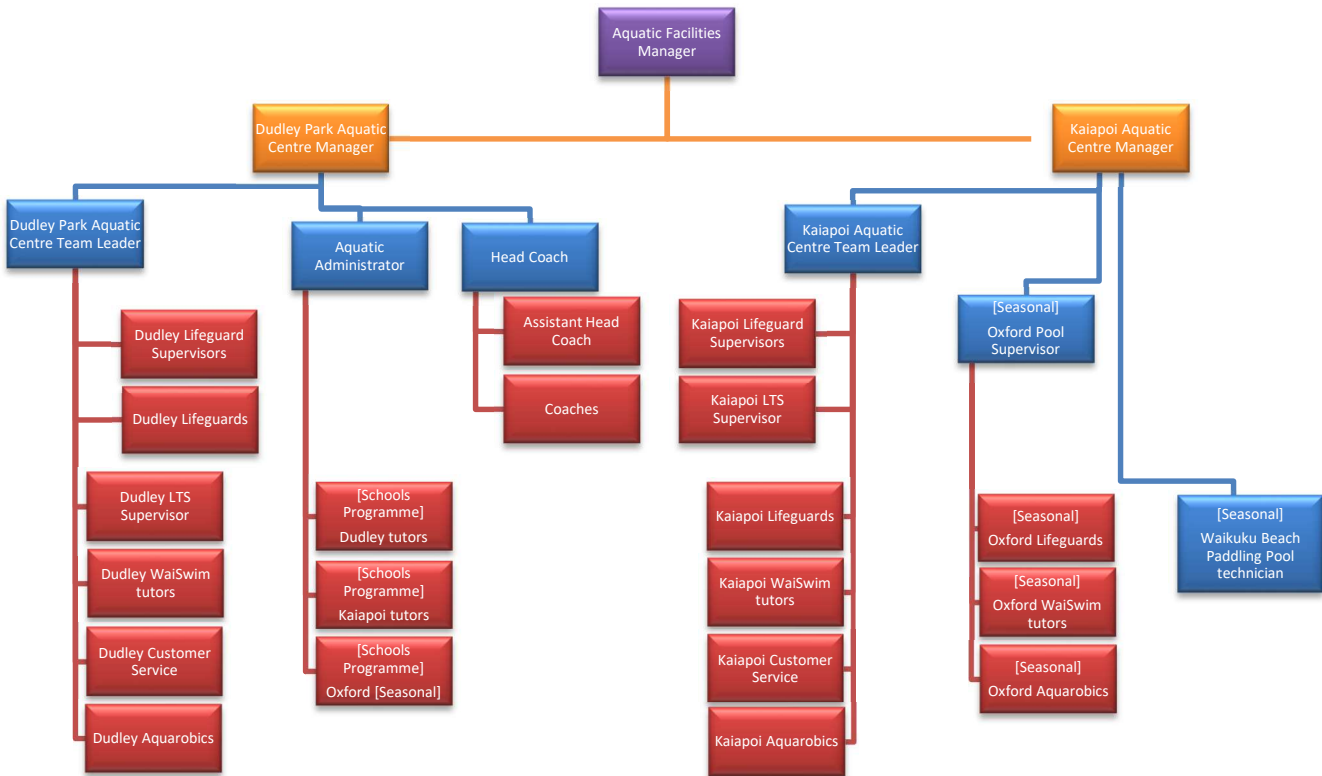
The Council has dedicated teams in Greenspace and Aquatics that manage the services provided by this Activity Management Plan. The General Manager of Community and Recreation has the overall responsibility for managing the services covered by this Plan. The structure for Greenspace as well as Aquatic Facilities is shown below:

Figure 2-4 Community Greenspace Organisational Structure



The Aquatics Facilities staff structure is shown below:

Figure 2-5 Aquatic Facilities Organisational Structure



2.7.1 WDC guiding principles, strategies, policies and plans

In 2016 the Council focused on business improvement and the organisation began a strategic Organisational Development with its key focus being leadership and culture. All levels of staff within the organisation have been engaged in helping to shape this strategy and tell the story. The strategy – Te Mātou Mauri provides clear direction to outline the Council’s areas of focus and priorities for investment. The principles incorporated in Te Mātou Mauri are:

Table 2-5 Ta Mātou Mauri Principles

Tā mātou mauri Our principles			
Our purpose	To make Waimakariri a great place to be, in partnership with our communities.		
Our vision	We are a respectful, progressive team delivering value for our customers.		
Our values	We will...		
	Act with integrity, honesty and trust	Keep you informed	
	Do better every day	Take responsibility	Work with you and each other
Our customer promise	We will be professional, approachable and solutions-focused.		

Within Te Mātou Mauri the following organisational objectives have been set:

- We have a values-driven culture.
- It is fair and easy for customers to do business with us.
- Systems and management processes are integrated, effective and reflect best practice.
- We demonstrate value to today's customers and tomorrow's communities.
- We have empowered and valued people and teams.
- We are known as a trusted partner.

2.7.2 Cross Council relationships

In order for Greenspace activities to achieve community outcomes it is important that the unit works with other business units within council. The following table identifies areas of interaction between Greenspace and other areas.

Table 2-6 Inter-Relationships across Council

Department	Relationships
Community & Recreation	<ul style="list-style-type: none"> • The Aquatic Facilities team manages the paddling pools/splash pads located on Council reserves. • The Community Greenspace team provides design and project management support for aquatic landscaping projects. • The Regeneration team develop and implement the strategy for the red-zone recovery areas including greenspace assets. • The Greenspace Operations team manage the maintenance of some of the drainage assets located on reserves within the Greenspace contracts.
Regulation	<ul style="list-style-type: none"> • The Community and Recreation Department provide support as required to inform, process, and respond and advise on planning issues as they arise.
Utilities & Roading	<ul style="list-style-type: none"> • The two departments have internal agreements for the ongoing development and maintenance of assets, whereby the department with the most appropriate skills and expertise takes the lead role and where existing maintenance contracts provide the best value for money. • The Project Delivery Unit provides technical assistance, project managers for capital works projects and assists with the development of assets associated with this activity. • The Asset Information Management (AIM) Team manages on behalf of the Community and Recreation Department.
Finance & Business Support	<ul style="list-style-type: none"> • The Finance and Business Department provides financial systems and regular reporting across the Community and Recreation department activities.

Department	Relationships
Strategy & Engagement	<ul style="list-style-type: none"> • The Policy and Strategy Unit prepares policy documents on behalf of the Community and Recreation Department. • The Policy and Strategy Unit carries out customer satisfaction surveys. • The Policy and Strategy Unit analyses census data and prepares demographic profiles that assist the Community and Recreation Department with its forward planning. • The Customer Services Unit runs a service request system for the Community and Recreation Department, they also handle community facility and reserve bookings and manages the plots and burial records.
Organisational Development	<ul style="list-style-type: none"> • The Health & Safety team are responsible for the overall H&S for Council and coordinate with Community and Recreation as required to address issues. • Human Resources are responsible for the organisational requirements around staffing and resourcing.

2.8 AMP Approval Process

The Council processes require that the following approval process is followed in the adoption of this updated Plan:

- Sign off by Activity Manager
- Consideration and recommendation to Council by the Community and Recreation Committee
- Approval by Council

2.9 Linkage to Other Planning Documents

Many of the asset planning activities undertaken by Council are applied to all infrastructure assets. This Plan follows the Community Outcomes framework and then feeds into the Long-Term Plan (10-year planning framework), the 30 Year Infrastructure Strategy and the Financial Strategy, all of which are a requirement of the Local Government Act 2002.

The Community and Recreation activities covered by this Plan are impacted or influenced to a lesser or greater to a number of internal and external documents and policies. In preparing this Activity Management Plan, we examined external national drivers that influence Community and Recreation activity including legislation, national policies, regulations, strategies, standards, and guidelines. Local or internal drivers that influence the Activity Management Plan include Council’s bylaws, policies, plans, strategies, and standards. These plans set the strategic direction for Council. An overview of standards can be found in Section 6, 6.4.3. All AMP’s within Council are linked as they all support Community Outcomes and Infrastructure Strategy.

The Revenue and Financial Policy provides the framework for funding of Community and Recreation activities. Council funds Greenspace, Community Facility and Aquatic activities to provide agreed levels of service as documented elsewhere in this plan and consider activities which are broad in nature and provide a range of benefits to subsections of the community. It will

Section	Subject Area	Description of Contents
Three	Current demand and levels of service	This section reviews how the current levels of service are managed and achieved identifying the key challengers in meeting those targets and the initiatives or actions needed to maintain them.
Four	Future demand and growth	This section outlines the key trends that are likely to influence demand for assets and services covered by this Plan to ensure that the agreed levels of service can be maintained and, in some cases, where agreed with the community, can be improved, or enhanced.
Five	Asset Description	This section contains an explanation as to what assets are managed within Greenspace and Aquatics
Six	Lifecycle Management	This section covers how the lifecycle of assets is managed within Greenspace and Aquatics
Seven	Financial Management	This section covers the framework within which the assets covered by the Plan are funded through capital investment, how the financial strategies and policies support the maintenance and operational lives and how the funding provides for the ultimate disposal.
Eight	Risk Management and Assumptions	This section provides an analysis of the risk identified associated with the provision of services covered by the plan and how those risks are managed or mitigated
Nine	Asset Management systems and practices and sustainability	This section provides details of the assets used to provide the services covered by this Plan, how they are managed and who is responsible within the council. The chapter also describes the systems and processes used to ensure that the asset information is managed to industry recognised standards, particularly ensuring that the practices are sustainable both now and for the future
Ten	Improvement Plan & Monitoring	This section is a key part of the plan as it pulls together all the actions, identified in different parts of the plan, that need to be considered to ensure the plan meets its objectives both now and, in the future.

3 Current Demand and Levels of Service

3.1 Introduction to the section

Levels of Service (LoS) are a measure of the standard of service being provided. International standards state “level of service describes attributes if the service from a customer point of view” (source IIMM, International Edition 2015). The target levels of service are a significant factor in determining the size, capacity, and cost of operating each scheme.

This section reviews how the current levels of service are managed and achieved identifying the key challengers in meeting those targets and the initiatives or actions needed to maintain them.

A key objective of this plan is to define the level of services for the Greenspace and Aquatics and then compare customer expectation and willingness to pay through rates with the delivery of the activity. This plan sets out to identify strategic, tactical, and operational level of services through cost projections, renewal, and maintenance programmes. This is required to deliver assets that meet a customer desired level of service. Level of service targets are created through council converting customer expectations and preferences into relevant levels of service.

Key objectives of this Activity Management Plan include:

- informing customers of the current level of service provided and any proposed changes to levels of service and the associated cost.
- measuring performance against defined levels of service
- identifying and quantifying the gaps
- developing Asset Management strategies to deliver the required level of service.
- identifying the costs and benefits of the services offered.
- enabling assessment of suitability, affordability and equity of the services offered.

Information regarding performance against Customer Levels of Service can be found in the appropriate section throughout this section. Technical Levels of Service are incorporated in this AMP against the relevant section in this document, primarily against the Lifecycle Management Plan. These levels of service must accommodate a wide range of wants and needs, sometimes conflicting, and help to deliver in a manner which best meets the needs and desires of the wider community.

Community outcomes are the outcomes that a local authority aims to achieve in order to promote the social, economic, environmental, and cultural well-being of its district or

region, in the present and for the future. Community outcomes describe the aspirations and priorities of communities and therefore provide a guide for the service to communities.

Community outcomes and level of services targets provide a basis for strategies and works programmes as identified within this plan and other council documents. Such as the long-term plan.

The Levels of Service are based on the following key input areas:



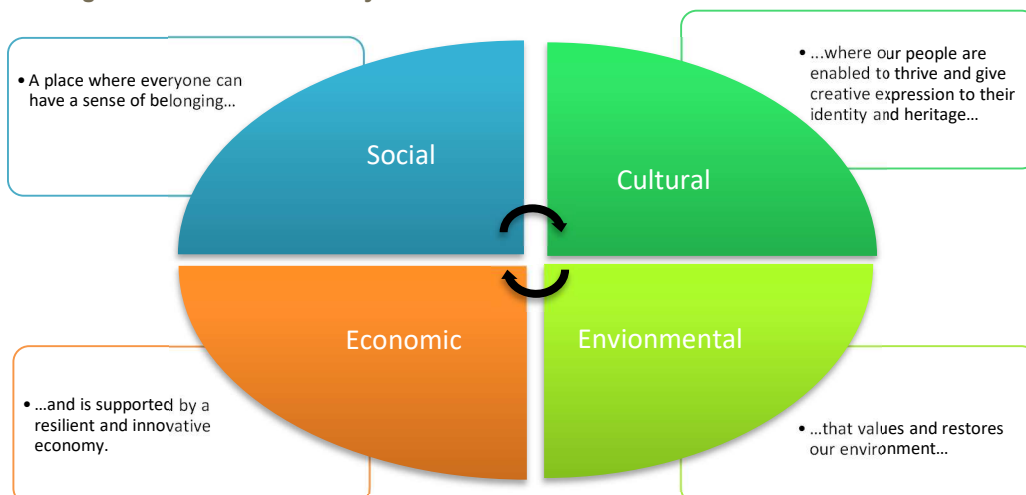
3.2 Community Outcomes and benefits

Community outcomes are a high-level set of desired goals and describe the aspirations and priorities that a local authority aims to achieve to promote the social, economic, environmental, and cultural well-being of its district or region, in the present and for the future. They also help Council align efforts and resources to meeting these community needs, wants and priorities. Waimakariri District Council's Community Outcomes were revised in preparation for the coming 2024-2034 Long Term Plan (LTP) and as such feed into this AMP. The LTP is the key planning tool for council and one of its purposes is to describe the activities and the community outcomes it aims to achieve.

In 2010, the Local Government Act 2002 was amended (Section 261B) to include new rules specifying non-financial performance measures for local authorities. The measures are intended to help members of the public compare the level of service provided by different councils at District or City level. Performance measures of activities undertaken by the council must be incorporated into its long-term plan and report against them in their annual reports. This is a formal process for consultation with its community.

A key focus of the adopted Community Outcomes is to seek to improve the social, economic, environmental, and cultural well-being of the district, now and for the future. Community Outcomes play a critical role in our strategic planning processes. They provide an understanding of what the community wants for the future. Community outcomes are identified in Figure 3.1 below.

Figure 3-1 WDC Community Outcomes



Significant outcomes identified for Community and Recreation are as follows:

- Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.
- Public spaces express our cultural identities and help to foster an inclusive society.
- Land use is sustainable; biodiversity is protected and restored.
- Our communities are able to access and enjoy natural areas and public spaces.
- People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.
- People participate in improving the health and sustainability of our environment.
- There are sufficient and appropriate locations where businesses can set up in our District.
- Infrastructure and services are sustainable, resilient, and affordable.

For a full list of the community outcomes and the measure for each that Council seeks to meet see TRIM [230620091148](#).

Council has a range of measures by which it can determine how well the community's needs and desires are being met. These range from customer service outcomes to technical measures used to evaluate contractor delivery. The table below identifies mandatory and elective performance measures.

Table 3.1: Summary of Performance Measure Types and Reporting

	Mandatory Performance Measures	Elective Performance Measures
Set By:	These measures are set by the Department of Internal Affairs (DIA), but the targets set by individual local authorities.	These measures are set by individual local authorities.
Reporting Systems:	Long Term Plan and Annual Report. Quarterly reports to Council	Activity Management Plans Annual report to Council (future improvement). Some measures are also included within the Long-Term Plan and Annual Report.

3.3 WDC partners, customers, and stakeholders

Expectations in the community are very important in determining future levels of service and in assessing how well the Council is performing with respect to current levels of service. The plan is to clarify and define the level of services for the service of activities under the Community and Recreation unit. Property and Libraries are defined under another AMP. Community and Recreation has both internal and external customers and stakeholders. This plan recognises stakeholder interests in ensuring legislative and elective requirements are met with sound

management and operational practices are in place. The Council also aims that public effect is given to the spirit of the Te Tiriti o Waitangi.

Māori are tangata whenua of Aotearoa / New Zealand therefore, a meaningful, open and trusting relationship based on the principles of Te Tiriti with Ngāi Tūāhuri are important as partners in customer and stakeholder engagement.

The territorial area governed by the Waimakariri District Council sits within the takiwā (territory) of Ngāi Tūāhuriri which is one of eighteen Ngāi Tahu regional papatipu rūnanga, constituted under the Te Rūnanga o Ngāi Tahu Act 1996 to represent mana whenua interests.

A Memorandum of Understanding (MOU) between the Council and Te Ngāi Tūāhuriri Rūnanga was first developed in 2003 and renewed in 2012. It responds to the spirit and intent of the provisions of the Local Government Act passed in 2002. The purpose of the MOU is to develop a mutually beneficial relationship between the Waimakariri District Council and Te Ngāi Tūāhuriri Rūnanga based upon the core values of the parties.

In 2019 the Council established the Mahi Tahi Joint Development Committee. This was seen as a considerable step progressing the relationship and business between the Council and the Rūnanga.

3.3.1 Internal partners, customers, and stakeholders

Internal stakeholders are where Greenspace provides services on behalf of another area within Council, when it is more efficient to do so. Where Greenspace provide such services, there are internal recoveries so that the costs settle appropriately within the financial accounts. For example, Greenspace landscape architects are charged at a cost recovery model similar to the Project Delivery Unit engineers for consultant work. This work is undertaken by Greenspace staff for other departments within Council. The Greenspace maintenance contractor is used by:

- Roading Unit – for street cleaning activities
- Drainage Unit– for maintenance of urban storm water open drains and storm water retention areas.

3.3.2 External partners, customers, and stakeholders

Community and Recreation has a diverse range of external partners, customers, and stakeholders because of the wide range of services offered.

Council, Mahaanui Kurataiao Limited (MKL) and Te Ngāi Tūāhuriri Rūnanga meet monthly to consult, discuss matters and operational implementations of the sustainable management of resources. Activities within this Plan meet the principles of Te Tiriti o Waitangi through ensuring and continuing to engage Māori to contribute to decision making and decision-making processes. The Community and Recreation unit have the opportunity to engage directly with Rūnanga representatives through the monthly meeting korero around projects.

Other external partners, customers and stakeholders range from Environment Canterbury to individual community members. Table 3.2 shows examples of the services where different customer needs are met.

Table 3-2: Facility User Groups

Facility	Customer and Stakeholders
Sport & Recreation	Sports teams, social sport, public community events, Sporting Bodies
Neighbourhood Parks	Local community for play, walking and general recreation
Public Gardens	Students, Community Groups, Families and Small Businesses
Nature reserves	Wider community for walking and cycling. Special Interest Groups
Outdoor Adventure	Currently Airfield is identified as Outdoor Adventure Park (see below)
Recreation and Ecological Linkages	Links for Walking and cycling. Ecological interest groups (e.g., Forest & Bird)
Civic Spaces	Local businesses that serve shoppers and workers
Streetscapes	Local Community, Businesses
Cemeteries	Wider community
Community Halls & Buildings	Local community groups and business, educational use for training purposes, Clubs and Churches.
Aquatic Centres	General Community, Businesses (swimming lessons), other Councils, Sporting Bodies
Kaiapoi Marine Precinct	Local community, Businesses
Airfield	Businesses, Recreational Flying

3.4 Understanding customer needs/expectations

The council gains a better understanding of customer needs, wants and priorities through public consultation.

Public engagement and consultation into significant decisions, policies or programmes undertaken by Council is essential to ensure they reflect the aspirations and priorities of our community. Consultation aids in reaching a common understanding of issues. While the relationships and dialogue between decision-makers, partners, communities, and stakeholders for the purpose of making better decisions, policies or programmes is an integral part decision making within the Community and Recreation business unit. This is reinforced by the Council's Significance and Engagement Policy (2023, TRIM 230614088040) that guides expectations of relationships.

Tā mātou mauri (Our principles) state our values are to "keep you informed" and "work with you and each other" enforcing the Council's importance of partner, customer and stakeholder engagement.

Community Engagement

In 2006, the Recreation Activity Management Plan including level of services were consulted upon comprehensively as part of a 2006-2007 review. Consultation was sort through the Community and Recreation Committee, community boards, ward advisory boards and key affected groups and communities, then it went out for public consultation in 2007.

Included in the review were levels of service relating to:

- *Parks provision
- *Sports grounds
- *Community Buildings
- *Playgrounds

Weightings formulas were approved by the Community and Recreation Committee.

While a comprehensive public review has not been carried out since then Greenspace utilises a number of methods to test levels of service, understand stakeholder and customer needs and expectations. This process included mailing information to ratepayers, public meetings within different locations in the District, publication consultation documents, and receiving, hearing and considering submissions. The Council’s understanding of different requirements of customer group expectations and preferences has traditionally been based on areas presented in the table below.

Table 3.3: Methods to Determine Customer Expectations

Service Requests	Customer satisfaction is identified through the number of service requests received around each asset within the Greenspace and Aquatic business units. Feedback is provided by the community through the central call centre and recorded in the business system allowing easy analysis for trends both at a district level and a scheme level.
Advisory Groups	Council has a number of special advisory groups that provide feedback for certain types of reserve.
Feedback Channels	Feedback from elected members and Community Boards. Feedback and submissions to specific projects such as playground developments and community consultations around greenspace projects.
Customer Satisfaction Surveys	Council conducts annual surveys for several of its facilities and undertakes a three yearly customer satisfaction surveys. Specific surveys are also undertaken as part of the development of asset specific strategies. The last customer satisfaction survey was completed by Council in 2022.
Long Term and Annual Plan Planning Process	Council seeks feedback from the community during the long terms and Annual Planning process after draft documents are released. Proposed level of services is communicated to customers is through the LTP process. During the preparation of the LTP mandatory performance measures form part of the LTP documentation that goes out for public consultation.
Development Consultation	Targeted consultation is carried out on all new developments or significant replacements.

These methods of communication show the link between customer expectations and technical level of services being provided by council. As key example is where upgrades to schemes have been completed, the positive impacts can be seen to flow through to complaint levels, which provides a useful measure of success of projects. The council supports communities to contribute towards climate change through the Council’s biodiversity contestable fund. This fund provides grants to private landowners to protect and enhance areas of ecological significance.

3.5 Current customer levels of service

Level of services are important for council as they help to identify any shortfalls, ensure long term cost control and to align service delivery with corporate goals. Consistent measurement and reporting outcomes provide transparency and accountability to ensure high efficiency of service to stakeholders. In turn this creates positive relationships.

The current customer levels of service have been developed for a number of areas of the Greenspace and Aquatic activities. These levels of service have been set based on several different approaches.

3.5.1 Council Targets

Where staff have identified that satisfaction of users is an appropriate level of service to measure for these activities the level has been set based on internal discussions. These levels identify that achieving 100% satisfaction is extremely difficult to maintain given the active nature of the assets maintained and managed by Aquatics, Community Facilities and Reserves. These include:

- 90% satisfaction with Community Facilities
- 90% satisfaction with Aquatic Facilities
- 90% satisfaction with Sports Facilities

3.5.2 External and Internal Levels of Service performance Measures

External level of services within this plan is classified as legislative and industry standard requirement on Greenspace and Aquatic activities. The measures are intended to help members of the public compare the level of service provided by different councils at District or City level. As part of the review of Greenspace activities the current levels of service are reviewed to ensure that they remain relevant. Non-financial KPI's are audited by Audit NZ.

The Greenspace Unit has also developed a number of internal performance measures. These are not specific to any particular asset but rather manage internal operational performance.

3.5.3 Legal or Health and Safety requirements

Where there is a set legal of health and safety requirements in place that must be met to ensure community and users remain safe. This includes the following:

- 100% compliance with Pool safe Accreditation
- 100% compliance with general aviation requirements

3.5.4 Industry Standards

A number of these have been set based on industry standards across New Zealand through Yardstick. These provide a baseline target that should be achieved for items such as provision of neighbourhood land. Council has taken these targets and adjusted these for our district and in some cases set the target above the guide from Yardstick:

- 8 hectares of parkland per 1000 residents
- 1 hectare of neighbourhood reserve per 1000 residents

3.6 Levels of service and Performance Measures for Greenspace and Aquatic Provision

The Council reviews its levels of service every three years, as part of the Long-Term Plan development. Options for increasing and decreasing service levels were under review at the writing of this plan. As part of the development of the Natural Environment Strategy performance measures and targets for biodiversity have been considered. Implementing new performance measures has risks associated with delivering levels of investment as these will come at a cost both as capital expenditure and operational for the future ongoing maintenance of new assets.

Table 3-4 Levels of Service and Performance measures for Greenspace and Aquatic assets:

The following tables summarise the identified Levels of Service and Performance measures for Greenspace and Aquatic assets:

Parks & reserves											
Community Outcome (activity contributes to)	Council Response (How this activity contributes to outcomes)	Level of Service (what council provides)	Measure	Targets	Achieved			Future Performance Targets			
					2020	2021	2023	Year 1 2024/2025	Year 2 2025/2026	Year 3 2026/2027	Year 4-10 2027/2034
Social- A place where everyone can have a sense of belonging...	Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.	Providing sports grounds, neighbourhood reserves and natural reserves for the community to use.	The number of hectares of parkland per 1000 residents.	8 hectares per 1000 residents.	16.18	15.93	12.7 hectares	At least 8 hectares per 1000 residents.	At least 8 hectares per 1000 residents.	At least 8 hectares per 1000 residents.	At least 8 hectares per 1000 residents.
		Public Gardens Provision of high-quality public gardens in key locations which provide the opportunity for horticultural displays, education and contemplative leisure experiences.	NZRA yardstick benchmark of 0.1 to 0.2 hectares per 1,000 residents. Number of hectares maintained.	No less than 0.03 hectares of public gardens per 1,000 residents is maintained across the District.	2017 0.05 hectares	2020 0.044 hectares	2023 0.04 hectares	No less than 0.03 hectares of public gardens per 1,000 residents	No less than 0.03 hectares of public gardens per 1,000 residents	No less than 0.03 hectares of public gardens per 1,000 residents	No less than 0.03 hectares of public gardens per 1,000 residents
		Neighbourhood Parks Provision of neighbourhood parks within easy reach of home, providing open space, amenity value and play opportunities for all ages.	NZRA Yardstick benchmark of 1.0 to 1.75 hectares neighbourhood reserve provision per 1,000 residents. Number of hectares maintained.	1 hectare per 1000 residents.	2017 2.14 hectares	2020 2.03 hectares	2023 1.3 hectares	No less than 1.0 hectares of neighbourhood reserve per 1000	No less than 1.0 hectares of neighbourhood reserve per 1000	No less than 1.0 hectares of neighbourhood reserve per 1000	No less than 1.0 hectares of neighbourhood reserve per 1000
		Neighbourhood Parks Neighbourhood parks are large enough to cater for a wide cross section of users living within specified catchment areas.	WDC Parks Categories & Levels of Service Guidelines – ideally neighbourhood parks (local) to be no smaller than 5000m ² , (community) no smaller than 1.5 hectares.	No more than 51% of neighbourhood parks are smaller than 5000m ² .	2017 48%	2020 48% (34 out of 71)	2023 45.33% (34 out of 75)	No more than 51% of neighbourhood parks are smaller than 5000m ² .	No more than 51% of neighbourhood parks are smaller than 5000m ² .	No more than 51% of neighbourhood parks are smaller than 5000m ² .	No more than 51% of neighbourhood parks are smaller than 5000m ² .

Parks & reserves											
Community Outcome (activity contributes to)	Council Response (How this activity contributes to outcomes)	Level of Service (what council provides)	Measure	Targets	Achieved			Future Performance Targets			
					2020	2021	2023	Year 1 2024/2025	Year 2 2025/2026	Year 3 2026/2027	Year 4-10 2027/2034
			Percentage of neighbourhood parks smaller than 5,000m2.								
		Sports & Recreation Parks Provide and maintain sports field capacity to meet reasonable demand. Recreation facilities will be managed to meet the recreation needs of the community or sports code.	NZRA Yardstick benchmark of 1.5 to 3.0 hectares per 1,000 residents. Number of hectares.	No less than 2.51 hectares of sport and recreation park per 1,000 residents is maintained across the District.	2017 4.83 hectares	2020 4.71 hectares	2023 4.0 hectares	No less than 2.51 hectares of sport and recreation park per 1,000 residents is maintained across the District.	No less than 2.51 hectares of sport and recreation park per 1,000 residents is maintained across the District.	No less than 2.51 hectares of sport and recreation park per 1,000 residents is maintained across the District.	No less than 2.51 hectares of sport and recreation park per 1,000 residents is maintained across the District.
		Our community has reliable access to the essential infrastructure and services required to support community wellbeing.	Council parks are well used by district residents.	WDC Customer Satisfaction Survey results (3 yearly).	At least 90% of customer satisfaction for parks and reserves	2016 84%	2019 82%	2022 91%	At least 90% of customer satisfaction	At least 90% of customer satisfaction	At least 90% of customer satisfaction
		Natural Parks Provision and protection of natural environments to provide opportunities for people to experience nature through recreation activities appropriate to the particular park.	NZRA yardstick benchmark of 5.0 to 15.0 hectares per 1,000 residents. Number of hectares.	No less than 2 hectares of natural parks per 1,000 residents is maintained across the District.	2017 2.72 hectares <small>(Figure excludes coastal land managed by Te Kohaka o Tuhaitara Trust).</small>	2020 2.69 hectares <small>(Figure excludes coastal land managed by Te Kohaka o Tuhaitara Trust which is approximately 700 hectares).</small>	2023 3.1 hectares <small>(Figure excludes coastal land managed by Te Kohaka o Tuhaitara Trust which is approximately 700 hectares).</small>	No less than 2 hectares of natural parks per 1,000 residents is maintained across the District.	No less than 2 hectares of natural parks per 1,000 residents is maintained across the District.	No less than 2 hectares of natural parks per 1,000 residents is maintained across the District.	No less than 2 hectares of natural parks per 1,000 residents is maintained across the District.

Parks & reserves											
Community Outcome (activity contributes to)	Council Response (How this activity contributes to outcomes)	Level of Service (what council provides)	Measure	Targets	Achieved			Future Performance Targets			
					2020	2021	2023	Year 1 2024/2025	Year 2 2025/2026	Year 3 2026/2027	Year 4-10 2027/2034
	People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.	Civic Spaces Provision of open space within business/retail areas. These spaces have a high level of amenity development and maintenance designed to attract and cater for periodic high levels of use.	Yet to be determined. Provision in existing CBD's will be largely dependent on historic design but consideration should be given to the creation of civic spaces in all new business/retail centre developments.	Yet to be determined.	Redeveloped civic space	Redeveloped civic space	Redeveloped civic space	Redeveloped civic space	Redeveloped civic space	Redeveloped civic space	Redeveloped civic space
	Our community has reliable access to the essential infrastructure and services required to support community wellbeing.	Council parks are well used by district residents.	Customer Satisfaction with sports grounds as measured by an annual survey of users	No less than 50 % of respondents use parks.	2013- Customer Survey Results 60.05% of respondents are using the parks.	2019- Customer Survey Results 74.7% of respondents are using the parks.	2022- Customer Survey Results This question was not within the 2022 survey	question no longer requiring a target	question no longer requiring a target	question no longer requiring a target	question no longer requiring a target
		Service requests and failures are responded to promptly.	Response to WDC Service Request System; Urgent SR's (health & safety) 1 to 2 days Normal (day to day maintenance) up to 5 days Non urgent (programmed maintenance & improvement suggestions) within 14 days.	80 % compliance with agreed timeframes.	77.89%	86.41%	2022 79.95%	80%	82%	84%	86-90%

Parks & reserves											
Community Outcome (activity contributes to)	Council Response (How this activity contributes to outcomes)	Level of Service (what council provides)	Measure	Targets	Achieved			Future Performance Targets			
					2020	2021	2023	Year 1 2024/2025	Year 2 2025/2026	Year 3 2026/2027	Year 4-10 2027/2034
Cultural ...where our people are enabled to thrive and give creative expression to their identity and heritage...	Public spaces express our cultural identities and help to foster an inclusive society.	Council reserves are managed consistently and in a way that meets community expectations and statutory requirements.	Reserves are managed in accordance with the Reserves Act 1977, any Reserve Management Plans, and the Activity Management Plan.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.
Environmental ...that values and restores our environment...	Our communities are able to access and enjoy natural areas and public spaces.	Reserves are safe to use.	CPTED guidelines are applied to reserves.	CPTED audits are completed for all reserve development proposals and landscape plans as part of the approval process.	Undertaken for new reserve developments.	Undertaken for new reserve developments.	Undertaken for new reserve developments.	CPTED audits are completed for all reserve development proposals and landscape plans	CPTED audits are completed for all reserve development proposals and landscape plans	CPTED audits are completed for all reserve development proposals and landscape plans	CPTED audits are completed for all reserve development proposals and landscape plans
			Compliance with the NZ Playground Safety Standards 5828.	Playgrounds meet the NZ Standard 5828 as assessed by monthly inspection.	Compliance met	Compliance met	Compliance met	All compliance measures are met	All compliance measures are met	All compliance measures are met	All compliance measures are met
	Land use is sustainable; biodiversity is protected and restored.	Areas of significant indigenous vegetation and habitats for indigenous fauna will be protected, enhanced, and maintained in accordance with reserve management plans	Meeting the objectives of the reserve management plan.	100% compliance with reserve management plans.	100% compliance with reserve management plans.	100% compliance with reserve management plans.	100% compliance with reserve management plans.	100% compliance with reserve management plans.	100% compliance with reserve management plans.	100% compliance with reserve management plans.	100% compliance with reserve management plans.

Community Buildings and Facilities											
Community Outcome (activity contributes to)	Council Response (How this activity contributes to outcomes)	Level of Service (what council provides)	Measure	Targets	Achieved			Future Performance Targets			
					2021	2022	2023	Year 1 2024/2025	Year 2 2025/2026	Year 3 2026/2027	Year 4-10 2027/2034
Social A place where everyone can have a sense of belonging...	Public spaces express our cultural identities and help to foster an inclusive society.	Provision of two town halls, 19 community facilities that comprise meeting spaces and indoor court facilities across the district for the community to use.	Customer satisfaction with meeting and performance spaces as measured by an annual survey of facility users.	90% of survey respondents being satisfied with the facilities.	87.23%	89.88%	93.67%	It has been identified that the forecast populations in Ravenswood and Pegasus will require community facility space. This has been planned for the period of the 2024 – 2034 Long Term Plan.			
Environmental ...that values and restores our environment...	People participate in improving the health and sustainability of our environment.										
Economic ...and is supported by a resilient and innovative economy.	There are sufficient and appropriate locations where businesses can set up in our District.	Within 10-15 minute walk from local centre, or 5-10 minute drive	Community facilities (Neighbourhood) Number of meeting spaces available	Provision of a meeting space approximately 260-330m ² for every 2500 population	Target met	Target met	Target met	Provision of a meeting space approximately 260-330m ² for every 2500 population	Provision of a meeting space approximately 260-330m ² for every 2500 population	Provision of a meeting space approximately 260-330m ² for every 2500 population	Provision of a meeting space approximately 260-330m ² for every 2500 population
Social A place where everyone can have a sense of belonging...	People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.	Provision of larger and more developed Community Facilities to cater for the needs of the Community	Within 10-15 minute drive from anywhere in the catchment population Within 30 minute drive from rural dwellings	Community Facilities (Town Centre) yet to be determined.	Targets were not determined	Targets were not determined	Targets were not determined	Community Facilities (Town Centre) yet to be determined.	Community Facilities (Town Centre) yet to be determined.	Community Facilities (Town Centre) yet to be determined.	Community Facilities (Town Centre) yet to be determined.

Community Outcome (activity contributes to)	Council Response (How this activity contributes to outcomes)	Level of Service (what council provides)	Measure	Targets	Achieved			Future Performance Targets			
					2021	2022	2023	Year 1 2024/2025	Year 2 2025/2026	Year 3 2026/2027	Year 4-10 2027/2034
Airfield											
Economic...and is supported by a resilient and innovative economy.	There are sufficient and appropriate locations where businesses can set up in our District.	Maintaining and developing Rangiora Airfield to provide greater opportunities for recreation and general aviation by enabling additional recreation as well as business opportunities.	Compliance with general aviation requirements.Designation of land	100% compliance with general aviation requirements.	Compliance met	Compliance met	Compliance met	All compliance measures are met	All compliance measures are met	All compliance measures are met	All compliance measures are met
Cemeteries											
Social A place where everyone can have a sense of belonging...	People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.	Cemetery provision will meet the future interment needs of District residents for accessible and appropriate burial sites. Providing and maintaining cemeteries to provide for community health.	Amount of berm development undertaken and forecasting that against the anticipated future requirement. Provision is population dependent, so no yard stick figure is available.	Providing berm capacity for at least 3 years.	Currently meeting target. Amount of berm development undertaken.	Currently meeting target. Amount of berm development undertaken.	Currently meeting target. Amount of berm development undertaken.	Providing berm capacity for at least 3 years.	Providing berm capacity for at least 3 years.	Providing berm capacity for at least 3 years.	Providing berm capacity for at least 3 years.
Aquatic Facilities											
Economic ...and is supported by a resilient and innovative economy.	Infrastructure and services are sustainable, resilient, and affordable.	Providing 2 indoor year-round aquatic centres and an outdoor pool at Oxford as well as a paddling pool/splash pad at Waikuku.	Meeting quality management criteria and standards as set by the NZ Recreation Association under the Pool Safe Accreditation Scheme.	100% compliance with annual Pool Safe Accreditation.	Compliance met	Compliance met	Compliance met	100% compliance with annual Pool Safe Accreditation.	100% compliance with annual Pool Safe Accreditation.	100% compliance with annual Pool Safe Accreditation.	100% compliance with annual Pool Safe Accreditation.
Social A place where everyone can have a sense of belonging...	Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.		Customer Satisfaction with Aquatic facilities, as measured by a biannual survey of facility users.	At least 90%				90% satisfaction	90% satisfaction	90% satisfaction	90% satisfaction
	Our communities can access and enjoy natural areas and public spaces.										

There was no level of services for biodiversity at the time of the last AMP. The following are proposed:

Table 3-5 Levels of Service Biodiversity

Performance Measure	Description	Targets
The number of hectares of reserve planted in indigenous plants	The intention of this target is to ensure the amount of indigenous vegetation on Council reserves is increased over time in line with the National Policy Statement for Indigenous Biodiversity requirement for at least 10% indigenous cover.	2.7% of all existing land or more per quarter.
The number of specimen trees in reserves/streetscapes	This level of service recognises the important role tree canopies have in mitigating the effects of climate change.	1 additional specimen tree stock per resident (to be measured every 3 years in line with LTP)

The Level of Service identified above are guidelines for provision and development. Some significant assets require more comprehensive Levels of Service which reflect the needs of the community. These have been developed for; Play Spaces and Public Toilets. The detailed Level of Service for these assets can be found in the corresponding strategies which have been developed for each. These are as follows:

- Play Spaces Strategy (Trim # 171114123637)
- Public Toilets Strategy (Trim # 171114123588)
- Community Facilities Strategy (Trim # 210210022061)
- Sports Facilities Strategy (Trim # 210210022057)

3.6.1 Neighbourhood Parks LOS Guidelines

A benchmark that can be applied to the assessment of levels of provision is the WDC Levels of Service Guideline of 1 hectare per 1,000 residents. The Council's level of provision at 2.03 (December 2020) hectares per 1,000 residents is above this nationally recognised Yardstick standard.

The WDC Parks Categories and Levels of Service Guidelines 2011 state that neighbourhood parks with a local catchment should be a minimum size of 3000m² with a preferred size of 5,000m² of usable flat or gently undulating land. Currently 54.67% of neighbourhood reserves are larger than 5,000m².

Land in addition to this may be taken if planning to include junior/small scale sports field provision, community buildings, storm water treatment areas, or areas of steep topography. The above facilities are generally found on neighbourhood parks with a community catchment, which should be approximately 1.5 hectares.

The recommended sizes are intended to provide for a reasonable mix of activities such as ball play, basketball half court, junior and senior playgrounds, gardens and 'quiet' spaces. It also allows a wide range of activity to be carried out, active pursuits to be separated from quieter activities, a buffer zone to be provided between the reserve and adjoining properties and space for amenity purposes and substantial trees to be grown.

Table 3-6 Neighbourhood Parks Levels of Service Guidelines

Facilities	LOS Guideline
Topography	Regular shape that promotes visibility into and throughout the reserve and that provides maximum usable space for a wide range of uses, including sufficient flat, free draining, open land for ball games to be played
Visibility	These parks should be highly visible to maximise visual amenity, safety, and open space benefits for the surrounding community. This is generally achieved through the provision of at least one wide, open park frontage facing onto a through road rather than a cul-de-sac and encouraging neighbouring properties to maintain views into the reserve
Accessibility & Connection to Surrounding Environment	Reserves should be centrally located within their intended catchment area, with access to more than one road, to maximise linkages to as many parts of the neighbourhood as possible. Consideration should also be given to how the reserve will link to the surrounding landscape, including existing areas of open space, walkways, and other public areas such as schools, town centres, community facilities or public transport routes. Connecting a neighbourhood park to walkways will add value to accessibility and the goal of a linked system of parks.
Orientation	The site should be orientated to a north-facing position to maximise sunlight hours and developed to reduce drafts, winter shading and cold.
Safety	Parks should be safe and inviting to the local community otherwise they will not be well used. Hazards generally arise from the development of the site/physical features or improper use of the reserve, or they occur outside of the site, for example, a user may have to cross a busy road to visit a reserve. CPTED assessments, particularly when they are carried out with input from residents, allow any potential hazards to be identified. Action can then be taken to eliminate, isolate or minimise the hazard.
Standard & Appropriateness of Development	Well designed and developed reserves are more likely to attract higher levels of use.
Maintenance Standards	Well maintained parks look cared for which can help to promote community pride, increase levels of use, and decrease vandalism. The maintenance standards set by the Council for neighbourhood reserves recognise that this type of reserve is generally expected by the community to have high amenity value. They are also consistent with NZ industry standards.

3.6.2 Sport and Recreation Parks LOS Guidelines

A benchmark that can be applied to the assessment of levels of provision is the WDC Levels of Service Guideline of 1.5 to 3.0 hectares per 1,000 residents. The Council's level of provision at 4.0 hectares per 1,000 residents falls at the high end of this nationally recognised Yardstick standard. This is due to the large sports parks that have been developed previously such as Pearson Park, Mandeville Domain and Gladstone Park.

Sports & recreation park provision is intended to meet specific and local needs (subject to purpose, community size, and predicted levels of use). It is recommended that the minimum future provision for sports and recreation parks containing playing fields be of a size that accommodates three full size winter fields (approximately 130 x 80 metres each; or approximately one hectare per field), with suitable additional space for on-site car parking, facility development and off-field training areas.

Usable flat land to meet the above requirement will equate to a minimum land parcel of 5 hectares and ideally up to 20 hectares to cater for multi-use activities and the sharing of facilities. The relatively large areas of land required for future parks will enable the land, if demand requires, to accommodate a number of sports and facilitate the creation of a centralised 'sports hub'.

Sports and recreation parks may also be designed and located to meet local neighbourhood needs, with additional space of at least 1,000m² if this multi-use intention is intended. Alternatively, parcels of land from 5,000m² upwards may be appropriate for sports and recreation activities such as tennis, bowls, indoor facilities, etc.

Table 3-7 Sports and Recreation Levels of Service Guidelines

Facilities	LOS Guideline
Playing surface	Level, even, no deformations, free draining and predominantly weed and stone free with a continuous turf cover. Premier, high, medium, or low standards could be specified depending on catchment hierarchy and intended grade of use.
Transport provision	Developed off-street car parking where possible. Parks with a Regional or District catchment will aim to provide some level of sealed on site car parking. Size of car park will be dependent on-site usage (or as determined by District Plan requirements). Paved access to clubrooms for use and maintenance purposes, etc.
Public toilets	Standard quality toilets to be provided on site - either stand alone or as part of clubrooms or changing facilities. Some may only be accessible during times of sports play. May be combined with changing rooms.
Changing rooms	Provision for changing rooms to be provided as part of clubrooms and pavilions where required.
Tracks and paths	Provided for access to all buildings. Tracks and paths may also be provided around the perimeter of the park to provide all-weather walking opportunities or linkage routes. Paths will be designed to cater for accessible use. Paving type will depend on usage level and/or park character.
Furniture & structures	Standard quality furniture, fencing and structures provided. Litter bins may be provided for general public use. Lighting may be provided around car park/clubroom areas.
Floodlighting	Provision of floodlighting by sports clubs permitted (subject to resource consent requirements). Council may be responsible for provision of floodlighting at parks with a Regional or District catchment.
Visitor information	Standard name and control signage. Sports field layout and location maps may be provided for parks of Regional or District significance.
Tree planting	Opportunities to establish specimen trees as appropriate to the site and location will be maximised to provide shelter and shade. Typically, these will be on the boundary, to create a sense of enclosure and shelter while minimising constraints on sports field provision.

Facilities	LOS Guideline
Gardens	Generally limited garden development, except where more extensive planting contributes significantly to amenity e.g., parks serving a wider local/community recreation function, premier grounds of high status and/or natural character.
Recreation facilities	Other recreation facilities such as playgrounds, youth facilities and fitness trails may be provided, particularly if the park serves a wider local or community recreation function. Dog parks could be provided at suitable sites where there is significant demand.
Buildings	Provision for the development of buildings (e.g., clubrooms) to be minimised through joint ventures and shared use. However, some specific sites may be intensively utilised to meet demand for recreation facility buildings.
Drainage & irrigation	Field drainage and irrigation will be provided on sports fields where conditions and intensity of use require this. Generally Regional or District wide parks will include these assets, to ensure a high standard of turf quality is maintained.
Artificial surfaces	Artificial playing surfaces may be provided to meet specific sports code demand and/or cater for intensive levels of use. Priority provision for approved parks with a Regional or District wide catchment.

3.6.3 Recreation and Ecological Linkages LOS Guidelines

There is no nationally recognised benchmark available for the provision of recreation and ecological linkages. Current Council provides 173.35ha of land designated as recreation and ecological linkages.

Recreation and Ecological Linkages can be areas that might not be fully accessible, but which may provide community benefit through the visual amenity provided, such as incorporating a stand of trees, or protecting biodiversity. Land need not be flat, but the cost-benefit of maintaining difficult gullies, steep sites, or other non-developable land, should be carefully considered prior to any land acquisitions.

Minimum land parcel size is not a critical factor, although in terms of general planning, a minimum of 3,000m² should be seen as an effective area which will provide visual impact.

Location of Greenspace will generally be related to geographic features and dispersed throughout the district, providing corridors of “green” which possibly link parks or open spaces via walkway systems. They may often be based on, or take advantage of, water or drainage courses.

Table 3-8 Recreation and Ecological Linkages Levels of Service Guidelines

Facilities	LOS Guideline
Roads & car parking	Not likely to be required.
Toilets	Not generally required. Toilets may be provided at gathering points on significant cycle or walkway systems
Tracks and paths	Formed paths and tracks provided to enhance walking/cycling opportunities for recreation and transport purposes.

	NZS HB 8630:2004 category system should be utilised.
Furniture & structures	Seating and picnic tables may be supplied where appropriate. Standard quality furniture, fencing and structures provided.
Visitor information	Directional signage as appropriate, particularly if part of a walkway/linked park system.
Trees and other planting	Planting objectives will utilise appropriate plants to achieve desired outcomes. Use of specific plant types may be required e.g., N.Z. native species to enhance biodiversity.

3.6.4 Natural Parks LOS Guidelines

The common Yardstick benchmark result for overall provision of Natural Heritage Parks is very wide, ranging from 5.0 - 15.0 hectares per 1,000 residents. Current Waimakariri District Council provision is 3.1 hectares per 1,000 residents. While this is below the national standard it doesn't include the extensive network of land managed by both Te Kohaka o Tuhaitara Trust and the Department of Conservation throughout the district which are available for the public to use.

Natural parks will generally be large scale. For planning purposes no minimum size is identified, although it is expected natural sites will be no smaller than 1 hectare. All of the Council's natural parks are larger than the minimum standard.

Natural parks are likely to contain natural features that are being restored or conserved. Typically, they will be adjacent to water bodies such as coastal areas, estuaries, and river margins, or will be areas of native bush or another native ecological habitat. They can significantly add to visual and open space landscape values.

Some sites may be acquired and managed as natural parks that do not have existing strong values, but where their management as natural areas is considered the most appropriate land use. These are typically gully areas adjoining waterways or around urban areas where secondary values including access to the water and walking tracks will provide additional benefits.

Other natural parks may be highly modified and managed.

Table 3-9 Natural Parks Levels of Service Guidelines

Facilities	LOS Guideline
Transport provision	Off streetcar parking provided at high use sites only. Metalled surface most likely provided, with sealed car parks and roads at high use areas.
Public Toilets	Standard toilets to be provided at entrance/car park area, or other gathering points throughout the park for high use sites, or where user stays of over 1 hour are envisaged.
Tracks and paths	Walking and mountain bike tracks provided as appropriate. Higher use walking tracks metalled and graded appropriate to usage. Apply NZS HB 8630:2004 category system.

Facilities	LOS Guideline
Furniture & structures	Limited furniture such as picnic tables provided at car parks/picnic areas. Seats provided at key viewing or rest points. Where it is appropriate to provide litter bins, they should ideally be recycling bins. Shelters, etc. for higher use sites.
Visitor information	Signage to be provided to identify the park and provide directional/control information. Additional signage and visitor information as appropriate. For large sites with multiple tracks: map sign provided at entrance and directional signage/ markers at path junctions (preferably with times/distances). Visitor Centres for high use Regional or District wide parks
Revegetation	If revegetation is required, a native planting and weed control programme will be undertaken. This will aim to re-create ecosystems characteristic of original ecology. Eco-sourcing of all plant materials used.

3.6.5 Outdoor Adventure Parks LOS Guidelines

Provision will usually be based on utilising existing public land which may have been acquired for reasons other than nature-based recreation e.g., water catchment, coastal or river protection areas, erosion control, quarries, open space protection; or where direct acquisition of land for the primary purpose of nature based recreation is justified.

Sites will generally be large (20 hectares plus) and located either on the outskirts of urban areas or further afield. The council has one outdoor adventure park with a land area of 50.79ha.

Outdoor adventure parks are developed in a way that is compatible with the management and use of the park for active outdoor recreation. This means the levels of service for outdoor adventure parks can vary widely depending on the type of park provided and level of use it receives. The level of service may also vary from one area of the park to another, e.g., entry points may be developed to a high standard with extensive facilities, while more remote areas may have minimal services.

The Council has adopted the following level of service guidelines for facility development within outdoor adventure parks.

Table 3-10 Outdoor Adventure Parks Levels of Service Guidelines

Facilities	LOS Guideline
Transport provision	Sealed entry road and car parks at high use sites. Metalled secondary roads and car parks at low use sites.
Tracks and paths	Metalled or natural walking paths dependent on category and level of use. MTB tracks to be graded to a standard dependent on intended use. Apply NZS HB 8630:2004 category system. Apply recognised MTB grading system e.g., Kennett Brothers.
Public toilets	Standard toilets to be provided at entranceway/car park area and at gathering points throughout the park as required

Facilities	LOS Guideline
Furniture & structures	Seats provided at key viewing or rest points on walking tracks. Vehicle barriers along roads to control vehicle access as required. Shelters, picnic facilities.
Recreation facilities	Dependent on intended purpose and use. Development of recreation facilities such as adventure playgrounds, rope challenge courses, climbing walls, etc.
Visitor information	High quality signage at entrance to identify the park. Interpretation & map signs provided at major entry areas. Control and safety signage provided as required. Directional signage at path entries/junctions.
Amenity grass and landscaping	Mown amenity grass and landscaping may be provided at picnic areas and site entrances.
Biodiversity	If additional re-vegetation is required, a native planting and weed/pest control programme will be undertaken to protect and add to existing values. Emphasis will be given to walking tracks or existing areas with high biodiversity values e.g., wetlands, river margins and forest remnants.
Exotic forestry	Managed primarily for soil/river protection, or production forestry with recreation use.
Farm park	Managed primarily for recreation use and/or restoration of natural ecosystem with farming secondary.
Buildings	Buildings provided for maintenance and services.

3.6.6 Civic Spaces LOS Guidelines

The size of civic spaces can vary widely from a few hundred square metres up to a hectare or more for large squares and plazas. Provision in existing business districts will largely be dependent on historic design, but consideration should be given to the creation of civic spaces in all new business/retail centre developments.

Civic spaces must be placed in central locations that are easily accessible, or where a natural point of congregation will occur. The council has 8 sites with the total land area of 3.47 ha, these spaces range from 0.03ha-1.6ha.

Table 3-11 Civic Spaces Levels of Service Guidelines

Facilities	LOS Guideline
Paving	High quality paved surfaces that are both functional and decorative.
Toilets	High quality toilets provided on site or nearby.
Furniture & structures	High quality furniture, fencing, lighting and structures provided. Seats, bins, tables, lights etc. to be of a consistent brand, style or theme. Quality is likely to exceed the standard level of service normally provided at other parks.
Tree planting	Opportunities to establish specimen trees for shelter, shade and amenity will be maximised as appropriate to the site. Use of raised tree plots if required.

Facilities	LOS Guideline
Gardens and landscaping	Dependent on size and design, development of high quality gardens and grassed areas will be included. May include raised planting plots and annual beds.
Services	Outlets for power, water, etc. for civic and other events.
Staging	Provision of a performance stage/setting and viewing area for events.

3.6.7 Streetscapes LOS Guidelines

Urban centres, rural towns, residential suburbs, semi-rural settlements and rural areas all receive varying levels of streetscape service provision due to their differing physical characteristics, population densities, community needs and patterns of use.

Features provided range from a roadside grassed verge in rural areas, to sites with trees, landscape planting, paved surfaces, street furniture and other structures in urban town centres.

Traditional streetscape elements such as street trees and garden beds are not normally provided in rural locations. Rural areas are less intensively developed and already contain natural surroundings associated with farmland and country living.

Grassed berms remain part of the formed road network and are generally maintained by adjacent landowners. Primary street assets such as roads, footpaths, cycle lanes, traffic signs, utility services and public transport facilities and are not covered by the Greenspace Unit streetscape levels of service.

The following table shows the likely distribution of streetscape assets within the various geographical catchment areas.

Table 3-12 Distribution of Streetscapes

Streetscape Asset Type	Catchment Area				
	Urban Town Centres**	Rural Town Centres/Main Streets	Urban & Suburban Residential	Rural Residential	Rural
Street Trees					
Landscape Planting/Gardens					
Annual Garden Beds					
Street Furniture					
Paved Social Spaces					
Public Toilets					
Unique Features (monuments, art works, fountains, ornamental walls etc.)					
Feature Lighting					
Litter Bins					
Recycling Bins					
Key:					
	May be provided				
	Not generally provided except for a defined unmet community need				
	Not provided unless exceptional circumstances apply				

** Rangiora, Kaiapoi, Oxford, Woodend, Pegasus

There is some variation in the level of provision between different areas within the towns. Historically only street trees were provided in the streetscape and most older areas of the towns have few street gardens. A number, particularly in Kaiapoi, also have no street trees. Exception to this is where the roading or utility network in the older streets has been upgraded and new street gardens/trees have been incorporated as part of this redevelopment. Seddon Street in Rangiora is a good example of this.

Street gardens became more common within the streetscape as more subdivision occurred and the increased visual amenity of these new areas started to be seen by developers as a selling point.

Rules relating to the mandatory provision of street trees were included in the Waimakariri District Plan which became operative in 2005 and led to an increase in the number of street trees provided in the streetscape.

Some of the more recent subdivisions catering for the high end of the housing market, such as the Oakwood subdivision in Rangiora have been landscaped with numerous street gardens and street trees, ornamental walls etc. The Moorcroft subdivision included a fountain at the entrance to the subdivision. These subdivisions represented a marked increase in the levels of service previously associated with the streetscape asset.

Concern about the rapidly rising maintenance and renewal costs associated with the large number of street gardens coming into Council ownership.

At this time the Council adopted the following level of service for street gardens:

- The Council will only approve new street gardens in subdivisions as entrance features and on internal roundabouts and limit the development of new gardens in other places to reduce costs.
- Street gardens on corners of road intersections, traffic islands, outside residential or commercial properties on road reserves, cul-de-sac car parks or as part of off road car parks will not be approved.

Negative feedback from developers about the loss of visual amenity in the increasingly built up urban environment promoted a rethink on levels of service for street gardens during the preparation of this Activity Management Plan. As a result, levels of provision have been increased from the basic level adopted by the Council in 2007 but is now much more targeted towards achieving a desired outcome for a particular type of environment.

The level of provision for street trees in Pegasus Town is above the standard level accepted by the Council and a special rating area for the maintenance of these has been adopted by the Council as a result.

Table 3-13 Streetscapes Levels of Service Guidelines

Facilities	LOS Guideline
Street trees	<p>Street tree provision is driven by site suitability (the ability to accommodate healthy, long-lived trees), street hierarchy (town centres/main streets, character streets and collector roads), street redevelopments and amenity enhancement needs. Council will also consider requests from residents for the planting of street trees.</p> <p>Specimen trees are acceptable in urban town centres, primarily to provide visual impact, shelter, shade, and amenity. Purpose-built tree pits may be provided along with tree grates and guards. These trees may also be planted at other focal sites within built-up areas.</p> <p>Amenity street trees are generally provided within urban centres, rural town centres/main streets and suitable urban or suburban residential areas. They are commonly cited within a roadside grassed verge. New residential developments may have trees sited at subdivision entrances, collector roads and/or approved character streets. Levels of provision (numbers and placement) may vary.</p> <p>Tree planting in association with road intersections, median strips or traffic islands is not always approved, due to road safety requirements affecting use and maintenance.</p> <p>Street trees are not generally provided within rural residential areas but may be considered where intensity of development and site characteristics require tree provision in excess of that provided by landowners. Provision will only be considered at key locations, such as subdivision entrances and sites where extra trees can be shown to add significant value. Tree species used will be appropriate to the setting and its rural character.</p> <p>Street trees will not be provided in rural areas; unless associated with a site of exceptional significance e.g., cultural, historical.</p> <p>Street trees will not be planted under overhead power lines.</p> <p>Street trees are selected from a Council approved list of suitable tree species, or from nominated species meeting the same requirements. This helps promote successful tree establishment, health, and longevity.</p>
Street Gardens / Planting	<p>Street garden and other streetscape planting is developed to enhance the urban environment and reinstate natural elements and attractiveness. These features will generally be provided in town centres, main streets and other high-profile sites in need of amenity enhancement.</p> <p>Annual beds are not generally provided within the streetscape due to the high levels of service required. Exceptions may be high profile sites of civic importance, such as town centres, main streets, and town entrance locations.</p> <p>Streetscape planting may be provided in urban and suburban residential areas. New subdivisions may have planting areas or street gardens sited at subdivision entrances and key locations along collector roads and/or approved character streets. Due to high maintenance requirements, planting beds will be site-specific and limited in number, rather than continuous and extensive. Levels of provision may vary.</p> <p>Planting associated with road intersections, median strips or traffic islands may not always be approved, due to road safety requirements affecting use and ongoing maintenance.</p> <p>Street gardens are not generally provided in rural residential areas. Simple, low maintenance landscape planting may be considered where intensity of development and site characteristics require roadside planting provision in excess of that supplied by property owner frontages. Planting will only be considered at key locations such as subdivision entrances, and at specific sites (nodes) where amenity value will be significantly increased. Plant combinations used will be appropriate to the setting and its rural character.</p> <p>Street gardens or informal planting will not be provided in rural areas; unless associated with a roadside feature of exceptional significance (e.g., cultural, historical).</p>

Facilities	LOS Guideline
Furniture and Structures	<p>High quality furniture, fencing, lighting and other structures of a consistent style are generally provided in urban town centres; and possibly rural towns, or other built-up areas where specific sites have special amenity value or significance. Assets may include seats, litter bins, planter boxes, fencing, feature lighting, bicycle parking facilities and information panels or shelters.</p> <p>Standard quality seats and/or other assets may also be provided in established residential areas or new subdivisions, where there is a proven community need or benefit.</p> <p>Provision of unique features, such as monuments, art works, ornamental walls, water and drinking fountains, is generally only considered for urban town centres. Other sites of special significance could be exceptions.</p>
Paving	High quality paved surfaces may be provided for functional and decorative purposes within urban centres; and possibly rural town centres or main streets.
Public toilets	Public toilets will not generally be provided unless there is no provision (or scope for provision) at other sites within an area of high demand.
Information signs	Information or interpretation signs may be provided where appropriate to a setting and its intended use.

3.6.8 Cemetery LOS Guidelines

Cemeteries are important to our community; they reflect the history of local people and cultures that founded and influenced the District. Cemeteries provide a place where family and friends can mourn the loss of loved ones consistent with their culture and beliefs.

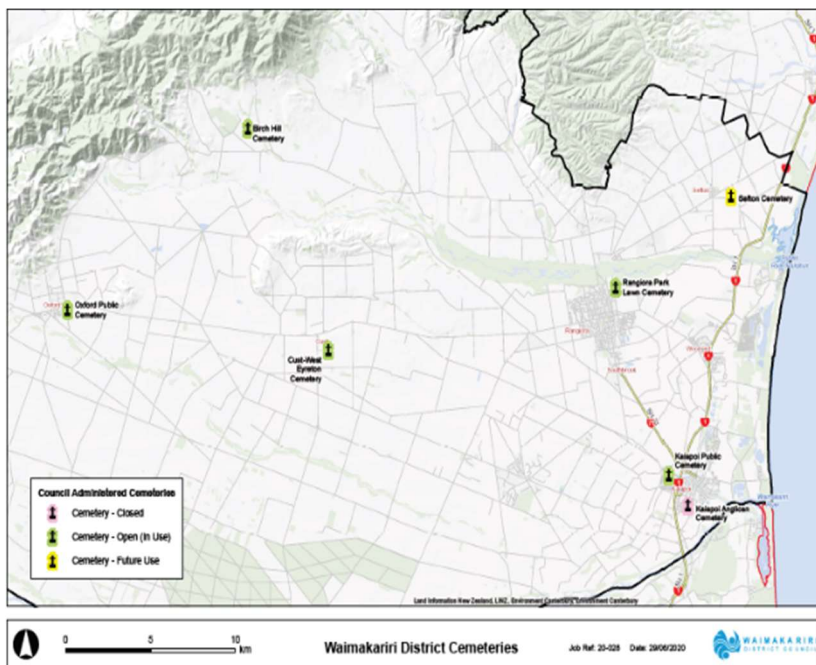


Figure 3-2 WDC Cemetery Locations

- The Waimakariri District Council is responsible for eight cemeteries in the District.
- The level of cemetery provision will meet the future interment needs of District residents for accessible and appropriate burial sites. Providing and maintaining cemeteries to provide for community health.
- Council will need to measure the amount of berm development undertaken and forecasting that against the anticipated future requirement. The Council’s elective level of service requires berm capacity for at least 3 years.

- Provision is population dependent, so no yard stick figure is available. The map below shows locations of cemeteries within the District.

- Urupā reservations have special status in legal terms as well as having family, spiritual, cultural, and historical importance. The Burial and Cremation Act 1964 does not apply to urupā, s338 of Te Ture Whenua Māori Act 1993 continues as the legislative control.

Related documents:

- Cemetery strategy- TRIM 200702081921
- Draft Cemetery Action Plan (TRIM: 200708084305)

3.6.9 Reserve Management Plans

All reserves vested under the Reserves Act 1977 are required to have a management plan in place. Reserve Management Plans identify what activities can and cannot be undertaken on the corresponding reserve type. They may be prepared for a single reserve or a group of reserves and provide detailed information on specific reserve development and management.

The Council has chosen to develop composite Reserve Management Plans for each reserve category including:

- Neighbourhood Parks
- Sports & Recreation Parks
- Recreation and Ecological Linkages
- Natural Parks
- Outdoor Adventure Parks
- Cultural Heritage Parks and Features
- Public Gardens
- Civic Spaces
- Streetscapes

To date the Neighbourhood Parks and the Sport and Recreation Reserve Management Plans have been completed. They can be located below:

- Neighbourhood Parks Reserve Management Plan (Trim # 150204016546)
- Sport and Recreation Reserve Management Plan (Trim # 150204016346)

The Greenspace unit have identified the need to develop the remaining Reserve Management Plans as well as update the existing plans and this has been included in the improvement plan for this section.

3.7 Current demand

Demand is concerning who is using the District's parks, reserves and community facilities, and who wants to use them. Historically, the primary measure of demand used by Community and Recreation is tied to level of service is population size. This remains the case today but more

recently, Community and Recreation has started to move towards more sophisticated measures such as asset carrying capacity, so that it better understands where its requirements are. This becomes more critical due to the earthquakes and as the wider Council asset base puts increasing pressure on the funding envelope. Key factors influencing demand are seen in Table 3.14.

Table 3-14 Key factors influencing demand.

Current Demand	Future Demand
The types, quantity and quality of existing reserves and facilities	Population trends or increases in population
The services and activities provided	Changes in legislation
Accessibility, including distance to where people live	Land use change
Awareness of our reserves, facilities, and services	Increasing expectations for high quality facilities
Time available to the community for recreation and other activities	Trends towards less structured pay for play and shorter forms of organised sports.
Facility affordability	Urbanisation
Social trends towards recreation	Climate change

Figure 3-3 WDC Greenspace Reserves Locations



This map contains Greenspace reserves within the Waimakariri District area, that are owned or managed by the Waimakariri District Council.

Council uses New Zealand Recreation Association Yardstick measures to assist with determining its provision targets for some park categories. Council can then compare its performance against those targets.

Community and Recreation has developed several strategies of its larger key asset types. Strategies have been developed for Community Facilities, Sports Facilities and Aquatic Facilities. The strategies each hold extensive demand, performance, and utilisation data, which is summarised in this plan. For full details please refer to the relevant strategies in the level of service section above.

3.7.1 Sports Facilities

Demand is measured using the number of hours use per week during the winter. Capacity is a measure of both sports ground size and quality because higher quality facilities can be used more regularly without detrimental impacts. Current demand for sports fields has recently been measured using sports club membership throughout the district and considering the usage requirements for playing and training hours.

Table 3-5 Sport Facility Demand

Facility	Club(s)	Sport	Demand	Capacity	Surplus Deficit
Ashgrove Park (Rangiora)	No Clubs - general training		0	4	4
Dudley Park (Rangiora)	Waimakariri Football Club	Football	6	14	8
Southbrook Park (Rangiora)	Saracens Rugby Club	Rugby	20	21	1
Maria Andrews Park (Rangiora)	Waimakariri Football Club	Football	21	16	-5
Rangiora A&P Showgrounds (Rangiora)	Waimakariri Football Club	Football	23	27	4
Kaiapoi Park	Kaiapoi Rugby Club	Rugby	19	31.5	12.5
Wylie Park	overflow park adjacent to Kaiapoi Rugby Club	Rugby		6	6
Kendall Park (Grass)	Waimakariri Football Club	Football	35	32	-3
Kendall Park (Artificial)	Waimakariri Football Club	Football	35	40	5
Murphy Park	Northern Bulldogs Rugby League Club	Rugby League	18	17.5	-0.5
Gladstone Park (Woodend)	Woodend Rugby Football Club	Rugby	14	49	35
Loburn Domain (Loburn/Ashley)	Ashley Rugby Club (Loburn Domain)	Rugby	22	29.25	7.25
Sefton Domain (Loburn/Ashley)	Ashley Rugby overflow	Rugby	2	9.75	7.75
Mandeville Domain (Ohoka/Oxford)	Ohoka Rugby Club	Rugby	27	45	18
Pearson Park (Ohoka/Oxford)	Oxford Football Club	Football	20	16.25	-3.75
Pearson Park (Ohoka/Oxford)	Oxford Rugby Club	Rugby	17	19.5	2.5

In order to determine demand for sports facilities a survey of all sports facility users was undertaken as part of the preparation of the Sports Facilities Strategy 2020. This strategy has been updated in 2023 as part of the Waimakariri Sports Facilities Plan Review and Update.

The 2023 Sports Facilities Plan identified there are enough sports fields to meet current and projected future demand. In recent years there have been additional fields developed at Norman Kirk Park and Gladstone Park, and floodlights installed at Dudley Park.

As well as the above demand information, the strategy has also identified the need for additional indoor court space (Table 3.16) to cater for increased participation rates in indoor-based sports and the trend towards more high-quality assets that need to cater for less structured pay for play and shorter forms of organised sports. This has been addressed in the short term with the construction of the MainPower Stadium with four indoor courts, however feedback from sports groups has indicated that this is likely only sufficient in the short term.

Table 3-16 Waimakariri District Indoor Court Projections 2023 - 2053

Year	2023	2033	2043	2053
Projected Population	69,789	81,742	92,178	101,791
Number of Courts at ratio of 1:7,800 residents	8.9	10.5	11.8	13.1
Surplus / Deficit of Courts	-1.9	-3.5	-4.8	-6.1

3.7.2 Play Spaces

Play Space demand is established using population and distance guidelines. Local play spaces should be within 500m or 10 minutes walking distance of most residential properties while larger community play spaces within 1km or 15 minutes walking distance. A minimum of 1 hectare provided per 1000 residents. This identified target is met throughout the district and ties in with the population provision target above.

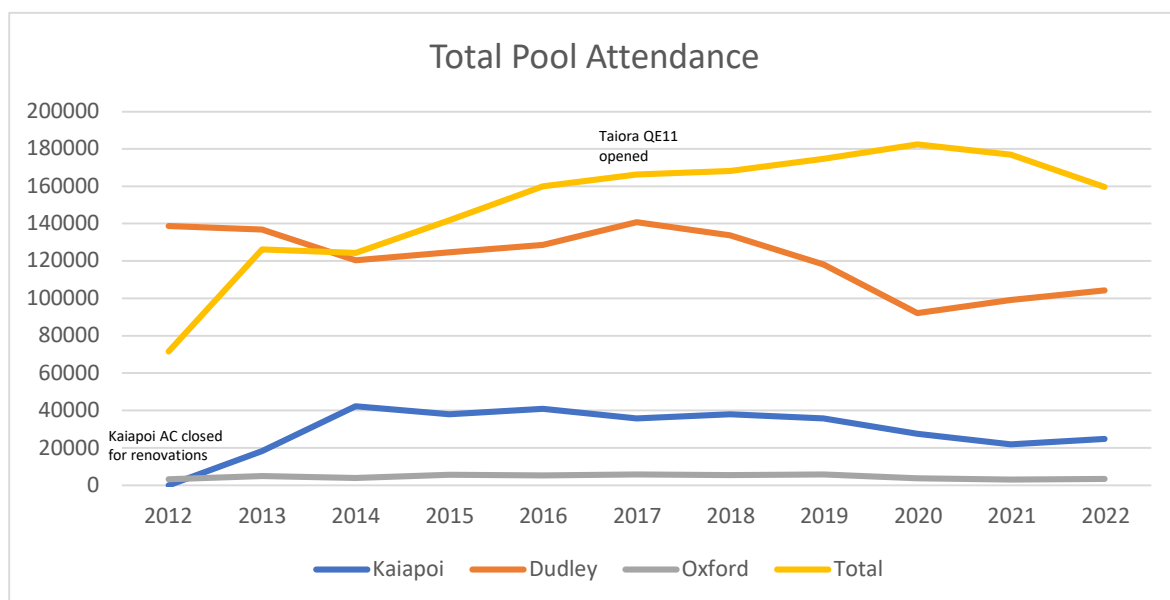
Current play spaces demand is driven by the growing population and the increasing number of subdivisions throughout the district. As part of the subdivision process, Council work with the developers to either provide play spaces as part of the development or Council purchases land for development as per the outlined population and distances guidelines. The Council currently provides 1.3 ha of play spaces per 1000 residents.

3.7.3 Aquatic Facilities

The Aquatic Facilities strategy (2020) has been reviewed and updated in 2023 as part of the Waimakariri Facilities and Aquatics Plans Update. The strategy identifies the current demand and future demand projections for this activity. This has highlighted that usage of the existing major facilities (Rangiora, Oxford and Kaiapoi) has remained steady over the last several years without the expected increase associated with population over this time period. There has also been a small decrease in usage following the opening of new aquatic facilities within the Christchurch area such as QEII which provides alternative opportunities for residents. The below table shows

the number of users across the 3 pools over the last 10 years as causal and swipe card users, programmes are not included.

Figure 3-4 Total Pool Attendance



Aquatics staff have identified that approximately 225,000 paying customers used these facilities last year. This has been significantly impacted by Covid-19 which saw the pools close for 2 months and restricted use for a further two months. Staff would normally expect approximately 300,000 customers annually and have also identified that since Taioira QEII has reopened numbers have been reducing annually with users returning to this facility. However, there is still capacity within the existing facilities to cater for additional customers.

3.7.4 Community Facilities

A new Community Facilities strategy has been developed in order to plan for demand in the future. Community Facility demand is established using population and distance guidelines. The below table identifies the guidelines set out within the strategy for the provision of community facilities. Applying these guidelines suggests that there will be need for a community facility in the Pegasus, Woodend, Ravenswood area in the next ten years.

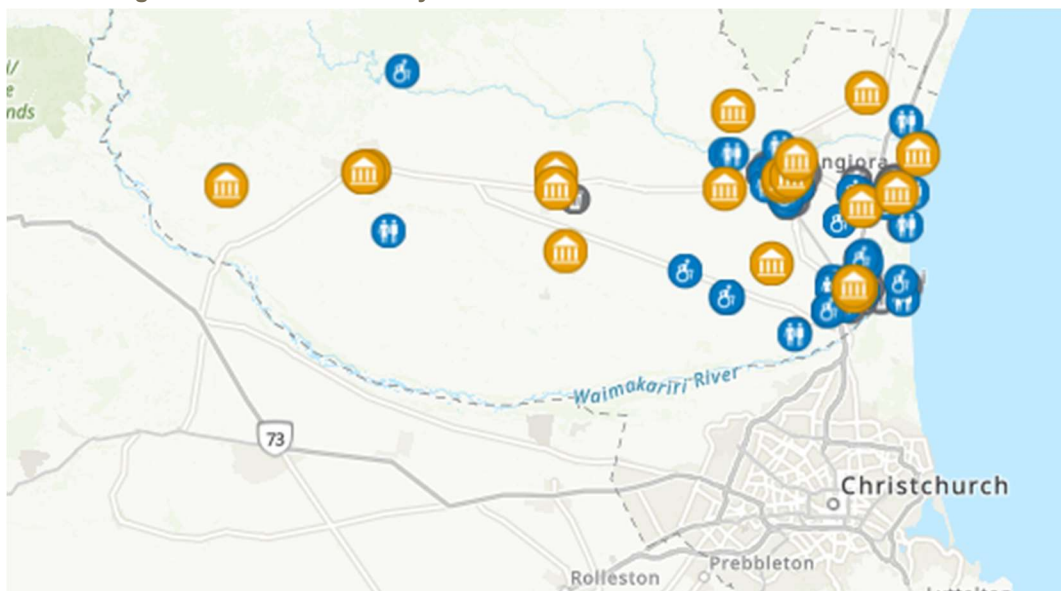
Table 3-17 Community Facilities Provision Guidelines

Community Centres	Local - small	Local – Large
Function	Community development activities including small meetings, co-located working spaces, clubs and social gatherings with activated programming and services.	Community development activities including small and large meetings, social gatherings, recreation, local arts and culture, health and wellbeing with activated programming and services.
Provision approach	Located in local neighbourhoods, walking catchment of up to 15 minutes or 30 minute drive of rural and coastal villages	Serves a catchment of up to 15 minute driving time. Located in metropolitan or town centres and satellite towns. Desirably located within the centre of town.
Identifying gaps	<ul style="list-style-type: none"> •Within 15 minute walk from local or town centres •Target population threshold 5000-10,000 	<ul style="list-style-type: none"> •Within 15 minute drive from metropolitan areas, key town centres •Target population of 20,000 plus

Rural	<ul style="list-style-type: none"> •Within 30 minute drive of rural centres •Target population threshold 5000-10,000 	<ul style="list-style-type: none"> •Within 15 minute drive from satellite towns •Target population of 20,000 plus

Greenspace staff can monitor the communities demand for the Community Facilities through the online booking system. In general, the current provision of community facilities exceeds the demand for them based on the bookings for these spaces. However, based on staff experience in some areas the community facilities provided are being used at or near capacity, for example Woodend Community Centre, highlighting the need for additional community facility space in this area. This is important given the projected population growth in the Pegasus/Ravenswood/Woodend area over the next 20 years will continue to put additional pressure on the existing community facilities provided in this area which are already at or near capacity.

Figure 3-5 WDC Community Facilities



This map contains halls and meeting venues within the Waimakariri District area that are managed by and available for booking through the Waimakariri District Council. Other community facilities such as public toilets, parks, rubbish bins are also included in this map.

In addition to this, the Council has identified that provision of bare land for community groups to build their own facility is appropriate. This recognises the need of these smaller community groups such as drama groups to have a venue that they are able to use regularly without increasing the load on existing facilities.

Council has already provided this with the Northbrook Studios development, and it has been identified within the Community Facilities Strategy that this area used for these community groups has reached capacity and that providing additional Council land for this type of development is something that should be considered further. This is being progressed further as part of the projects included in the Redzone in Kaiapoi with three community groups expressing interest to be involved with the development of this space.

3.7.5 Cemeteries

A new Cemetery Strategy and Action Plan was developed in 2020. The Cemetery Strategy provides the direction for managing and developing cemeteries in the Waimakariri District with the Cemetery Action Plan providing the vehicle for implementation. The Action Plan identifies the tasks required to meet the objectives of the strategy and will be updated on an ongoing basis.

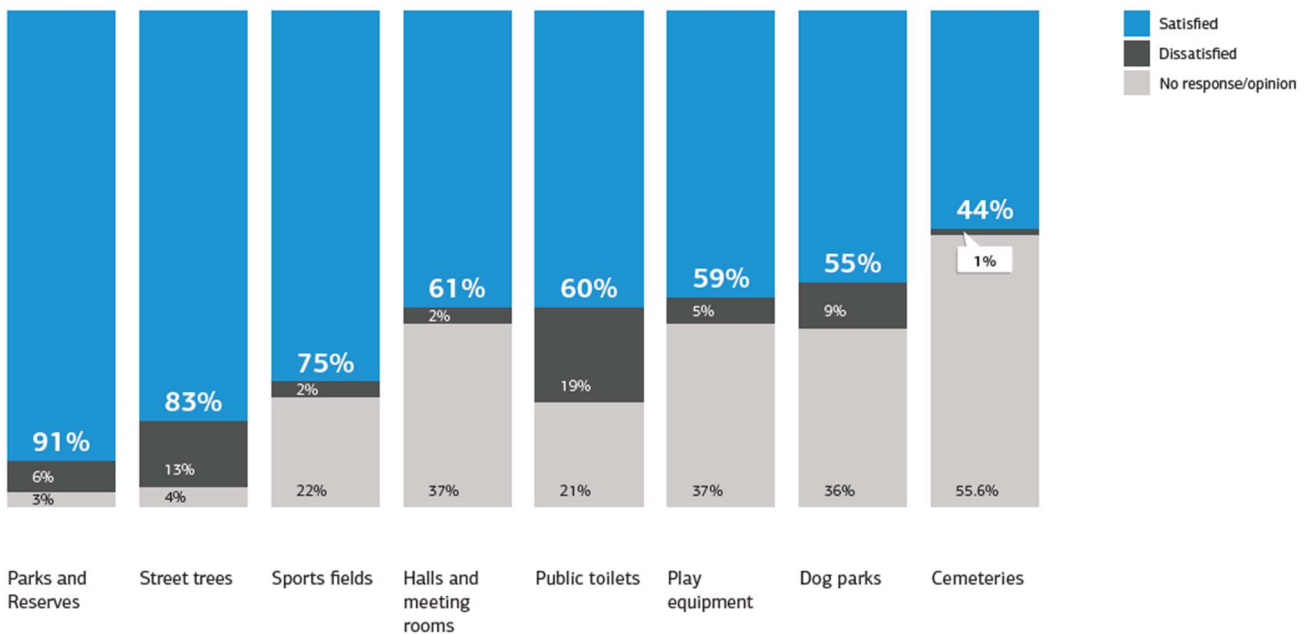
Currently demand is able to be met through the provisions available at the existing cemeteries throughout the district. Staff are continuing to ensure that 3 years' worth of burials are available through the ongoing development of these spaces.

3.8 Past and current performance consultation outcomes

The council consults with the public to gain insights into customer preferences and expectations. Customer needs can be met through enhanced level of services that have resulted from feedback, consultations, public meetings, and surveys. The most recent Customer Satisfaction Survey was in 2022. The questions focused on satisfaction, captured the use of some Council facilities/ services and reasons for satisfaction/ dissatisfaction and collected feedback on areas for improvement.

Performance of the Greenspace and Aquatics groups is trending positively using the level of service indicators. Feedback from customers and stakeholders that was obtained using surveys has been positive with suggestions on improvements that could be considered to improve the assets. Figure 3.6 shows 91% of respondents are satisfied with the district's parks and reserves. This is up 9% from 2019 where participants were 82% satisfied.

Figure 3-6 Greenspace Customer Satisfaction



The results from this survey also show for some categories such as Dog Parks even though satisfaction is 44%, dissatisfaction is only 1% due to no response/opinion being 55.6% for these

questions. Overall, the category with the highest level of dissatisfaction was public toilets with 19% dissatisfied.

3.8.1 Sportsgrounds LOS Performance

Sportsgrounds have excess capacity compared with demand but their associated quality standards across the district is generally ranked Low/Medium (6.5 hours). Capacity is highlighted in Section 3.7.1 above. Field upgrades are recommended to increase the quality of playing surfaces and therefore increase each field’s ability to host more training and/or competition time. The table below shows the difference in required sports and recreation reserves based on population and what is currently available.

Figure 3-7 Sports and Recreation reserves per 1,000 residents

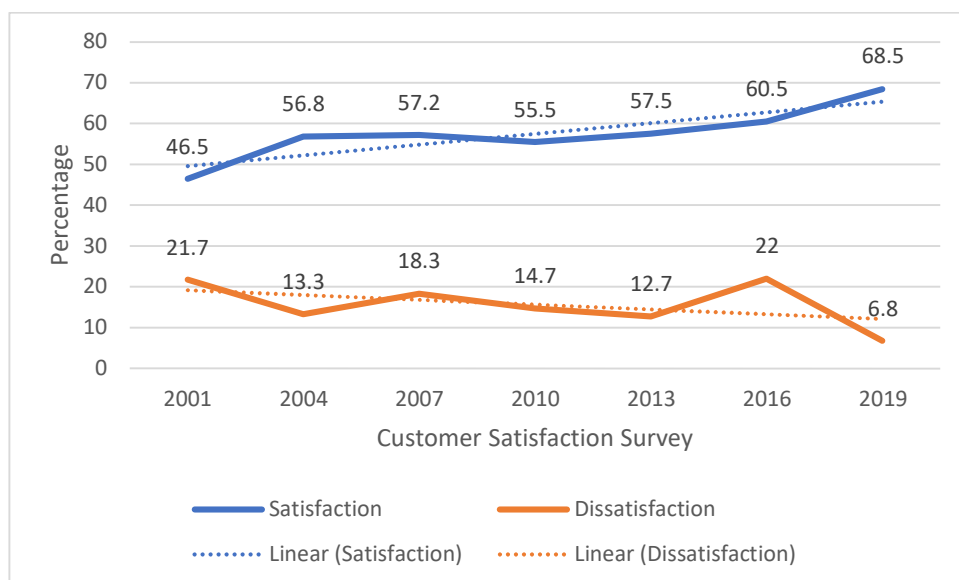
Performance measure - Reserves	Target	2023 Baseline	2023 achieved targets for population of 69,789	Additional land required by 2033 for population of 81,742**	Additional land required by 2043 for population of 92,178**	Additional land required by 2053 for population of 101,791**
The number of hectares of sports and recreation reserves per 1,000 residents	No less than 2.51ha	280.4ha	4.0ha	0 (203ha required in total)	0 (230ha required in total)	0 (253ha required in total)

Publicly reported targets (highlighted in blue) * Excludes 71.7ha of reserve land not yet categorised. ** Assumes additional land isn't acquired during this period

3.8.2 Public Toilets LOS Performance

Public toilet satisfaction feedback has improved substantially over the last 15 years, rising from 46.5% in 2001 to 68.5% in 2019 as shown in Figure 3-8 Public Toilet Satisfaction below. Aquatic facilities continue to receive positive feedback generally but there are a range of minor complaints with regard to the changing facilities and areas of availability when school groups are using the facilities.

Figure 3-8 Public Toilet Satisfaction

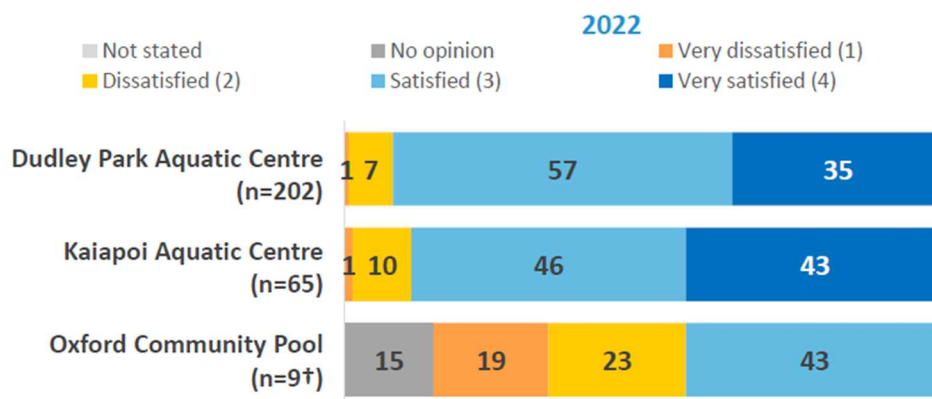


3.8.3 Aquatic Facilities LOS Performance

Aquatic facilities continue to receive positive feedback generally but there are a range of minor complaints with regard to the changing facilities and areas of availability when school groups are using the facilities.

Performance data for aquatic facilities has been gathered through a number of customer satisfaction surveys. These are carried out by staff biannually satisfaction surveys, along with a Council 3 yearly Customer Satisfaction Survey. The table below shows results from the 2022 WDC Customer Satisfaction Survey where survey respondents were asked “how satisfied are you overall with each of the following pools?” Dudley has the highest level of satisfaction with 57%.

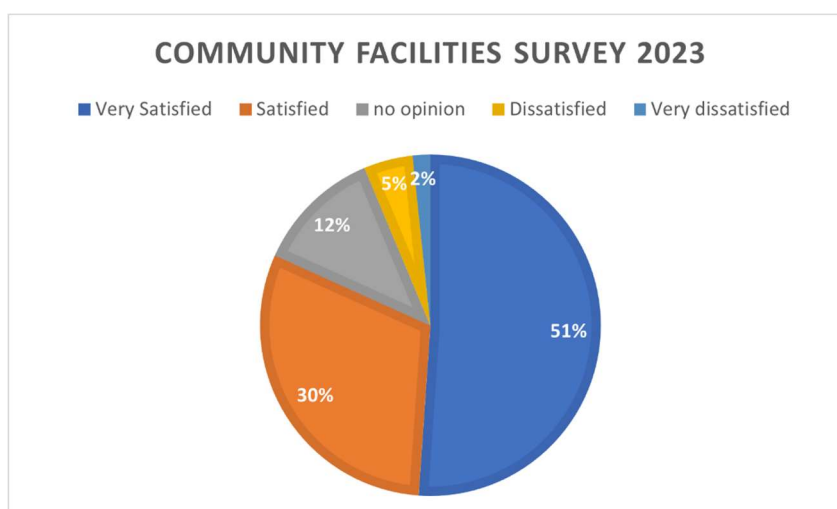
Figure 3-9 WDC Customer Satisfaction Survey Aquatics



3.8.4 Community Facilities LOS Performance

Community facility performance is measured using customer satisfaction surveys. This survey now covers all users off community facilities now that the online booking portal is online rather than just restricted to the three main facilities (Rangiora Town Hall, Oxford Town Hall and Woodend Community Facilities). The overall results from the most recent survey are shown below:

Figure 3-10 User Satisfaction of Community Facilities



3.9 Past and Current Performance (Contracts)

As part of the contract process Council staff undertake monthly audits to ensure that contractor performance is being maintained to contract specifications. These are completed for the following contracts:

- Contract 17/22 Street, Reserve and Cemetery Trees Maintenance Contract
- Contract 16/51 Parks and Reserves Maintenance Contract

3.9.1 Contract 17/22 Street, Reserve and Cemetery Trees Maintenance Contract

The Greenspace Operations team undertake an audit on a monthly basis based on the work that the contractor, Asplundh, have completed in the last month (including service requests). Asplundh have consistently scored at or close to 100% on each of the audits undertaken over the duration of the contract.

3.9.2 Contract 16/51 Parks and Reserves Maintenance Contract

The Greenspace Operations team undertake an audit of 25 random parks and reserves throughout the District. As part of this audit, each park is assessed on each service item that the contractor provides within that reserve, such as mowing, against the specified service level. Once this assessment is completed for each service type within the reserves an overall audit grade is calculated for that month with a grade of 95% or higher considered a pass. Any parks that require corrective action are brought to the contractors’ attention and will be randomly re-audited to ensure compliance.

Additional internal site audits are undertaken by Delta (4 per month, 2 per fortnight) as set out within the contract. These are reported back to the operations team as part of the monthly meetings.

The 16/51 Parks and Reserves Maintenance Contract was awarded to Delta and commenced 1 March 2017. Delta audited performance to date is shown below in Figure 3-11 Audit Performance for Parks and Reserves Maintenance Contract, note gaps in data are due to no audits during COVID.

Figure 3-11 Audit Performance for Parks and Reserves Maintenance Contract

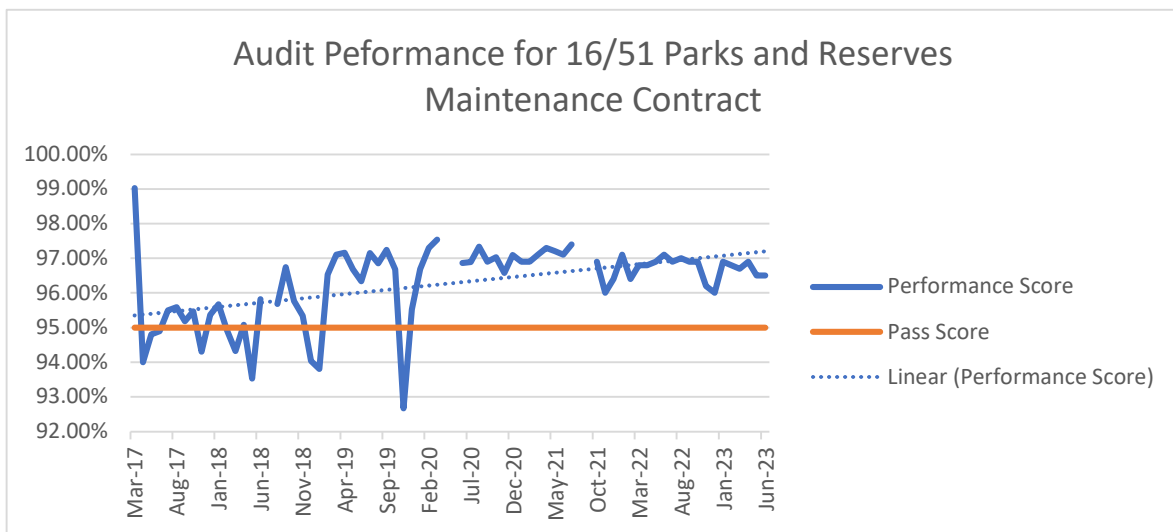


Figure 3.6 shows that when Delta have fallen below the expected 95% performance target appropriate corrective action has been undertaken within expected timeframes. Overall, the trend is for Delta to be performing above the required 95% target set out in the contract.

3.10 Gap analysis between current demand, levels of service and performance

Greenspace and Aquatics are performing well against the levels of service that have been set as shown in the table below. The two satisfaction surveys for Greenspace, Sports Fields and Community Facilities have increased since the previous surveys. However, with both surveys there are number of respondents who either had no opinion or no response which creates a small sample size which may alter the results of the survey.

There is an excess in the amount on total land held for sports and recreation reserves and hectares of parklands when compared to the level of service requirement however as identified later in this document the district is expected to grow considerably over the coming 30 years. There has been a significant increase in most types of parks and reserve per capita since 2012, showing a level of improvement against the area-based levels of service requirements. The oversupply of land is due to a number of reasons including:

- Land purchased in new subdivision where development potential and therefore population increase has not yet been realised.
- The purchase of Coldstream Road as a Sport and Recreation Reserve. This land replaces the need for Lehmans Road and was purchased due to its better location and size. Lehmans Road is still however Council owned.
- Significant amount of undeveloped recreation land especially at Mandeville, Loburn Domain and Gladstone Park. This land will be required in the long-term future.

Aquatic centres exceed the base level of service requirements and score favourably through the client feedback surveys.

Service request response rates fall just short of the performance expectations set in the Greenspace group. This however is a significant improvement since the last time this was reported (77.89% compared to 55.8%, over 2166 service requests for the 2020 calendar year), with the improvements noted from the last AMP being implemented.

Table 3-18: Gap Analysis against performance requirements

Performance measure - Reserves	Target	2023 Baseline	2023 achieved targets for population of 69,789	Additional land required by 2033 for population of 81,742**	Additional land required by 2043 for population of 92,178**	Additional land required by 2053 for population of 101,791**
The number of hectares of parkland per 1,000 residents	8ha	882.2ha*	12.7ha	0 (648ha required in total)	0 (736ha required in total)	0ha (808ha required in total)
The number of hectares of neighbourhood reserve land per 1,000 residents	1ha	95.1ha	1.3ha	10.2ha (105.3ha required in total)	24.5ha (119.6ha required in total)	36.2ha (131.3ha required in total)
The number of hectares of natural park per 1,000 residents	5–15ha	215.3ha	3.1ha	190ha (405ha required in total)	245ha (460ha required in total)	290ha (505ha required in total)
The number of hectares of sports and recreation reserves per 1,000 residents	No less than 2.51ha	280.4ha	4.0ha	0 (203ha required in total)	0 (230ha required in total)	0 (253ha required in total)
The number of hectares of public gardens per 1,000 residents	0.03ha	2.8ha	0.04ha	0 (2.43ha required in total)	0 (2.76ha required in total)	0.23ha (3.03ha required in total)

Publicly reported targets (highlighted in blue)

* Excludes 71.7ha of reserve land not yet categorised. ** Assumes additional land isn't acquired during this period

In considering the gap between the current demand, levels of service and provision as identified in the table above, Greenspace have identified that there are two aspects that need to be considered:

- Existing provision of services that do not meet levels of service or the demand placed on it by the surrounding community; and
- Areas where that service has previously not been provided.

3.10.1 Public Toilets

The Public Toilets strategy has considered the current provision of toilets throughout the district. As part of this process an audit of existing facilities was completed based on a set of criteria. This audit has identified where improvement of existing toilets is considered appropriate and where new toilets are needed. This information has reinforced comments and feedback received from members of the public and elected officials around the supply and quality of the toilets provided by Greenspace throughout the district.

In considering these results, staff have then used this information to identify a toilet improvement / replacement programme. The following areas have been identified as priority for the period of the Long-Term Plan (2024 - 2034) either through new toilet facilities or improvement of existing:

- Millton Memorial Reserve
 - Planned for 2024/25 as part of the overall development of the master plan for Millton Memorial Reserve
- Woodend Town Centre
 - Opportunity exists to access Tourism Infrastructure Fund (TIF) funding to bring this project forward. This is now planned for 2023/2024 financial year as the toilet is high use and only public toilets located on the street.

Public toilets will not generally be provided on/ or servicing sites owned by others unless one or more of the criteria in the exceptions to non-provision. Each proposal is considered on its own merits. Priority is given to the following:

- Partnerships such as with DOC
- Popular visitor destinations
- Benefits to District residents
- Where location is better than alternative Council-owned site

For further detail please refer to the Public Toilet Strategy (TRIM 171114123588)

3.10.2 Play Spaces

The Play Spaces strategy has identified areas in the district where there is insufficient provision of play spaces or where existing play spaces need to be improved to reach the outlined levels of service. These areas have been identified as priority over the next 10 year period to improve the coverage of play spaces as per the guidelines outlined above for the provision of play spaces for the community. These are as follows:

- Woodend Beach Domain
- Elm Green / Kippenberger linkage
- Swannanoa Domain
- Skate Park in Woodend/Pegasus Area

For further detail please refer to the WDC District Play Space Strategy 2017 (TRIM 171114123637)

3.10.3 Community Facilities

The Community Facilities Strategy has identified that in general the district is currently well serviced for meeting spaces and performance venues with current provision likely to be sufficient to cater for the projected population growth in the coming years. It has however identified that with the development of Pegasus over the last several years and the continued development of the Ravenswood subdivision this area of the district lacks a community facility providing meeting space.

This deficit in provision has been considered as part of this strategy and identified that based on current projected population growth for the district the level of service trigger will be hit for Pegasus/Ravenswood over the coming 20 years. From this staff have included within the budgets for the LTP for both the purchase of land and development of these facilities in Pegasus/Ravenswood. The building in Pegasus is intended to replace the current leased community facility while the Ravenswood facility is to service the new population in this area.

For further information with this please refer to the Community Facilities Strategy (Trim # 210210022061)

3.10.4 Sports Facilities

The Sports Facilities strategy considered the current provision of sports facilities against the level of usage that the associated sports clubs required to ascertain if there was a surplus or deficit of “hours” currently being provided. This survey highlighted that there was currently a deficit in usable “hours” for a large number of sports facilities throughout the district due to issues around drainage.

As such it was identified in the strategy that Council should continue to upgrade its current soil-based fields before investing in a further artificial turf. This is significant as this is a change to the previous strategy by improving the quality of existing playing surfaces rather than looking at developing additional spaces/facilities. For more information, please refer to the Sports Facilities Strategy.

The sports strategy has also identified that there is a deficiency in regard to indoor court space which is increasing with the growing numbers of participants. The provision of a four-court indoor centre would alleviate this in the short term. Council does not have specific Level of Service relating to the provision of indoor court space however the sports strategy identifies the increasing shortfall in provision of this type of recreation facility based on feedback from sporting groups that utilise these spaces.

3.10.5 Aquatics

Over the last 10 years 2012-2022 the aquatic facilities have had an average of 84% of users identified as casual and 34% as swipe card users (excluding spectators and the unmanned Waikuku Beach paddling pool). Currently this level of use does not exceed the capacity of the pools and Aquatics staff believe that the current provision of Aquatic Facilities is sufficient to meet the projected population growth over the next Long Term Plan period within the existing areas.

The Aquatics strategy has however identified two key items to address. The first is the increasing population in the northeast of the district in Woodend/Pegasus/Ravenswood over the next 10 years. This population increase will likely trigger population requirements for multiple new assets in this area including the provision of an aquatics facility. The purchase of sufficient land has been planned for the 10 years of this Long-Term Plan.

The strategy also identified gaps between the current provision at the three main aquatic facilities for several activities/facilities that users are viewing as important as part of the user experience in these facilities. These include Hydrotherapy to cater for the increasing number of people seeking therapeutic recreation outcomes via warm water activities. This is an area that will increase significantly as the population continues to age. Along with the prioritisation of a hydroslide with the primary target market for hydrosides being young people (ranging from 7 years to young adults). These options have begun to be explored by staff and are considered as part of this Long-Term Plan. Gaps in Aquatic facilities are shown within Tables 3.19 and 3.20.

Table 3.19 Recreation Activities at Aquatic Facilities

Pool	Lanes	Learn to Swim	Zero Depth/ Splash pad/ Toddlers	Leisure	Spa/ Sauna	Hydro Slide	Hydrotherapy and warm water	Other Services	Deep water and dive boards
Dudley	Mostly meets need	Mostly meets need	Mostly meets need	Mostly meets need	Partially meets need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	Specialist area - Metro
Kaiapoi	Mostly meets need	Mostly meets need	Partially meets need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	
Oxford	Mostly meets need	Mostly meets need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	

Key

	Mostly meets need
	Partially meets need
	Mostly does not meet need

Table 3.20 Total Pool Area Required in Waimakariri District 2023-2053

Year	2023	2033	2043	2053
Projected Population	69,789	81,742	92,178	101,791
Current Pool Area (m ²) Available (incl. schools)	1,525	1,525	1,525	1,525
Projected Demand (@ 27m ² / 1,000 people)	1884	2207	2489	2748
Pool Area Deficit (m ²)	-359	-682	-963	-1,223

Staff have considered and recommended that budget is allocated outside of the 10 years of the Long Term Plan towards improvements and development of both Dudley Park and Kaiapoi Aquatic Centres to accommodate users based on the gap in provision identified above.

3.11 Section improvement plan

- Council uses a land area metric that is related to population size as its level of service for Reserves. Population is not generally a good measure of usage when compared to other services, such as water and wastewater as it does not represent how much use its facilities are getting. Greenspace has some internal levels of service in its strategy documents and contracts that provide additional metrics, and some further recommendations are included in the Improvements section later in this document.
- Complete the remaining Reserve Management Plans required under the Reserves Act.

Table 3.20: Data References

Data References - Common	Trim Reference
WDC District Play Space Strategy	171114123637
Public Toilet Strategy 2017	171114123588
Sports Facilities Plan Draft 2021	21021002057
2022 Customer Satisfaction Survey	230504063243

4 Future Demand and Growth

4.1 Introduction to the section

When the need for services can be predicted, the Council can make plans and decide how to best meet that demand. This section outlines the key trends that are likely to influence demand for assets and services covered by this Plan to ensure that the agreed levels of service can be maintained and, in some cases, where agreed with the community, can be improved or enhanced.

Greenspace demand is influenced by a range of variables.

The four most critical of these variables are:

- Population size
- Demographic characteristics (particularly age cohorts and ethnicity)
- Population distribution
- Activity trends
- Other variables also play a role with lower levels of influence.

Increasing population and the way these populations are dispersed impacts on Greenspace because the Council’s current levels of service are based on population size and the distance of residents from Greenspace facilities. Population projections provide important planning data for Council because they provide the basis for demand expectations over the AMP planning horizon.

However, population projections and how residents are dispersed across the district are only part of the picture. Of equal importance are factors such as age (population cohorts), ethnicity and activity trends (what sports and recreation activities are undertaken or are projected to be undertaken). These variables assist in informing future Greenspace demand more fully.

4.2 Demand Drivers

Demand is determined by who currently uses the District's parks, reserves, and community facilities and by who wishes to utilise them in the future. We look at levels of use, trends of use, the profile of use, and the desired future level of use. Table 1.0 summaries the current and future demand drivers for Community and Recreation.

Table 4.0 Current and Future Demand Drivers

Current Demand Drivers	Future Demand Drivers
Awareness of our parks, reserves, facilities, and services	Local population trends
Services and activities provided	Local economic trends
Accessibility, including proximity (distance) of reserves and facilities from where people live	Accuracy of predicted future populations
Types, quantity and quality of existing reserves and facilities	Changing regional and District planning requirements

Current Demand Drivers	Future Demand Drivers
Changing work patterns and leisure time	Changing legislative requirements
Affordability of our facilities	Land use change
Changing social trends towards recreation and sport preferences	Changing technologies
New and emerging sport and recreation activities	Increasing environmental awareness such as Climate change

4.3 Population Demands and Growth

Recreation, sport, and environmental activities are all affected by population changes as well as the need for facilities, greenspaces, and associated resources.

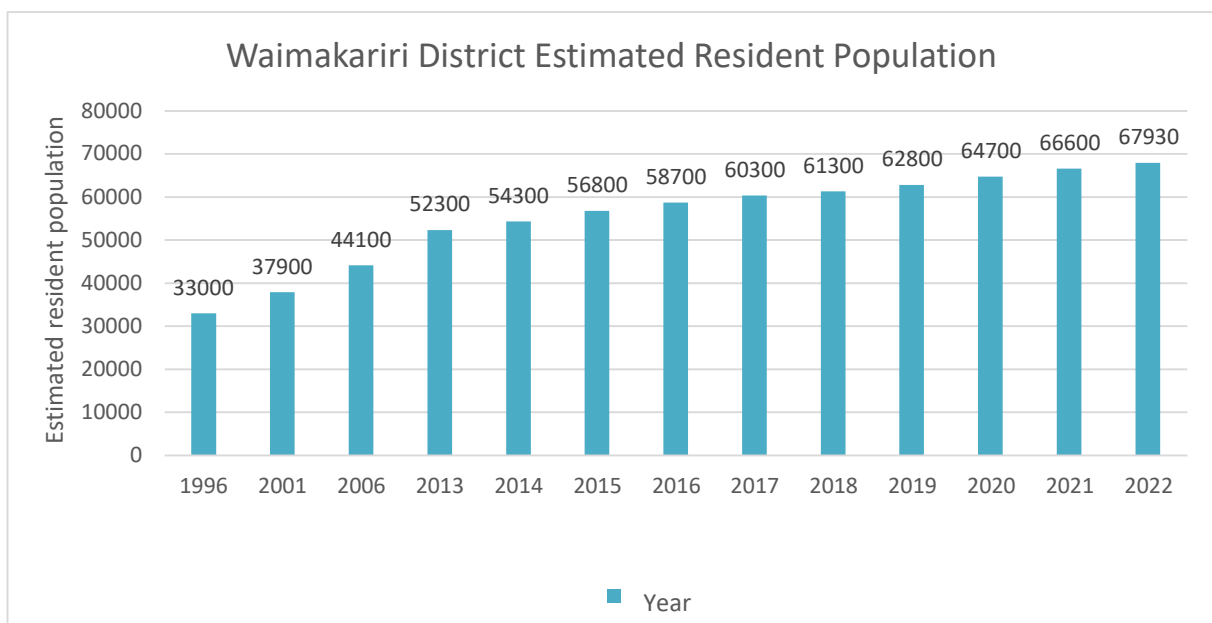
4.3.1 Population trends

Population projections are derived from an assessment of historical, current, and likely future trends in births, deaths, and migration – the three components of population change. Assumptions about future fertility (births), mortality (deaths), and migration are formulated after analysis of short-term and long-term historical trends, government policy, the information provided by local planners and other relevant information.

4.3.2 Population growth:

The population of Waimakariri grew by 2.0% between 30 June 2021 and 30 June 2022, which is well down from its peak in 2015 (4.6%) and below the percentage average of 2.5% between the years 2017-2022. Over the last 13 years the Waimakariri District has grown steadily with the following table showing the estimated resident population counts as of 30 June, with the estimated district population in 2022 being 67,930.

Figure 4.0 Waimakariri District Estimated Resident Population 1996-2022



The population increase is influenced by both natural increase/decreases and migration to the district. The following table shows the change in population for the Waimakariri District to the year ended 30 June 2021 and 2022:

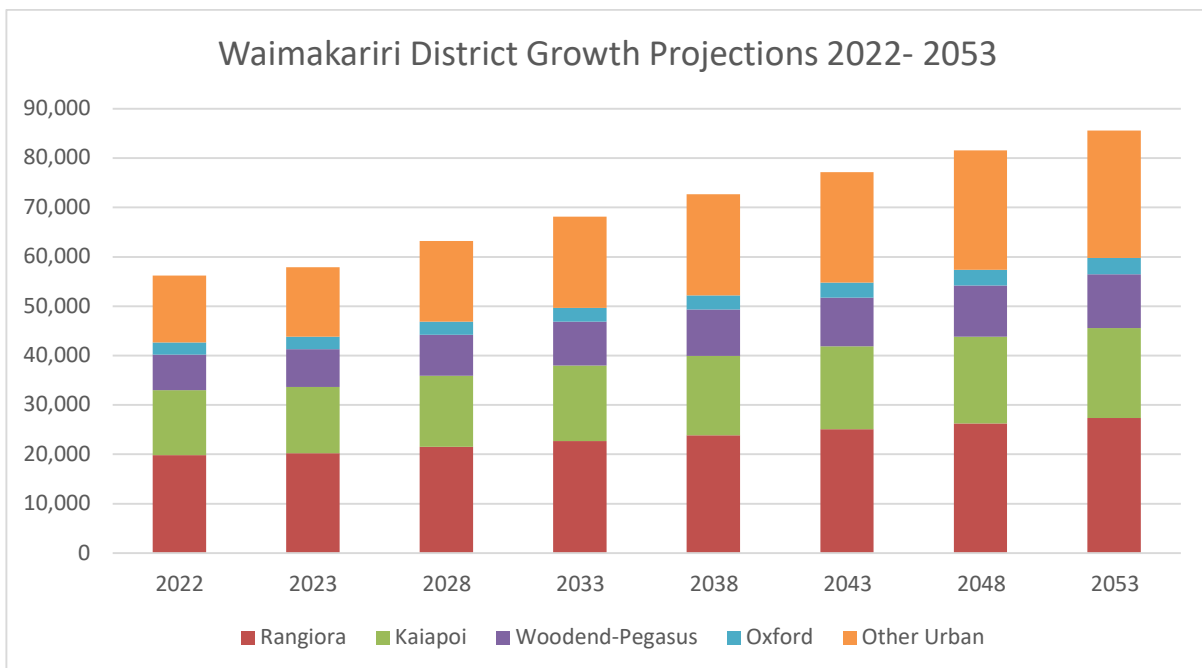
Table 4-1 Population Change in Waimakariri District 2021-22

Waimakariri District Component Changes and Median Age at 30 June				
Year	Natural increase	Net migration	Population	Median age
2021	170	1,700	66,600	44
2022	110	1,200	67,900	44.1

4.3.3 Population distribution:

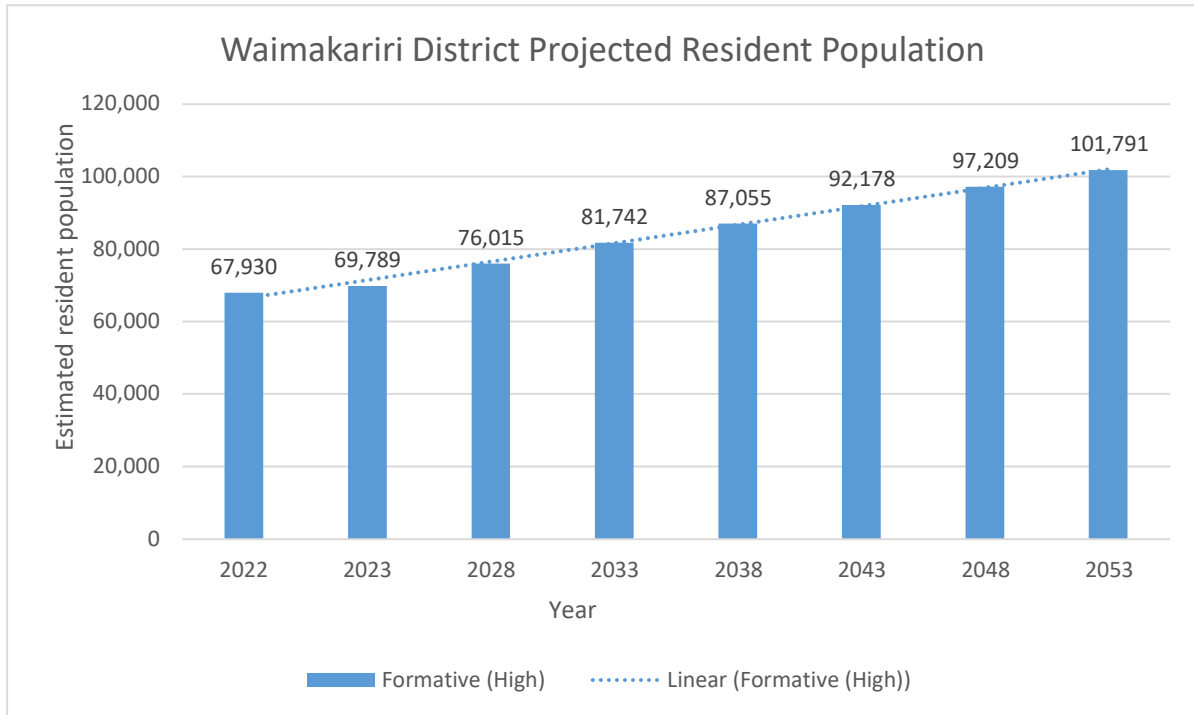
Rangiora is the largest urban centre in the district by 33.6%. Growth in Kaiapoi is likely to be high due to development of Silverstream subdivision and its proximity to Christchurch making it a desirable location for development. In 2028, it is projected that Kaiapoi's population will raise by 6.8% from 2023. Pegasus and Woodend have seen new developments such as the Ravenswood subdivision. It is projected that Woodend/Pegasus population will increase by 7.5% between 2023 and 2028. Other areas is considered to have a more organic growth over the period.

Figure 4-1 Population Growth Projections –2022-2053



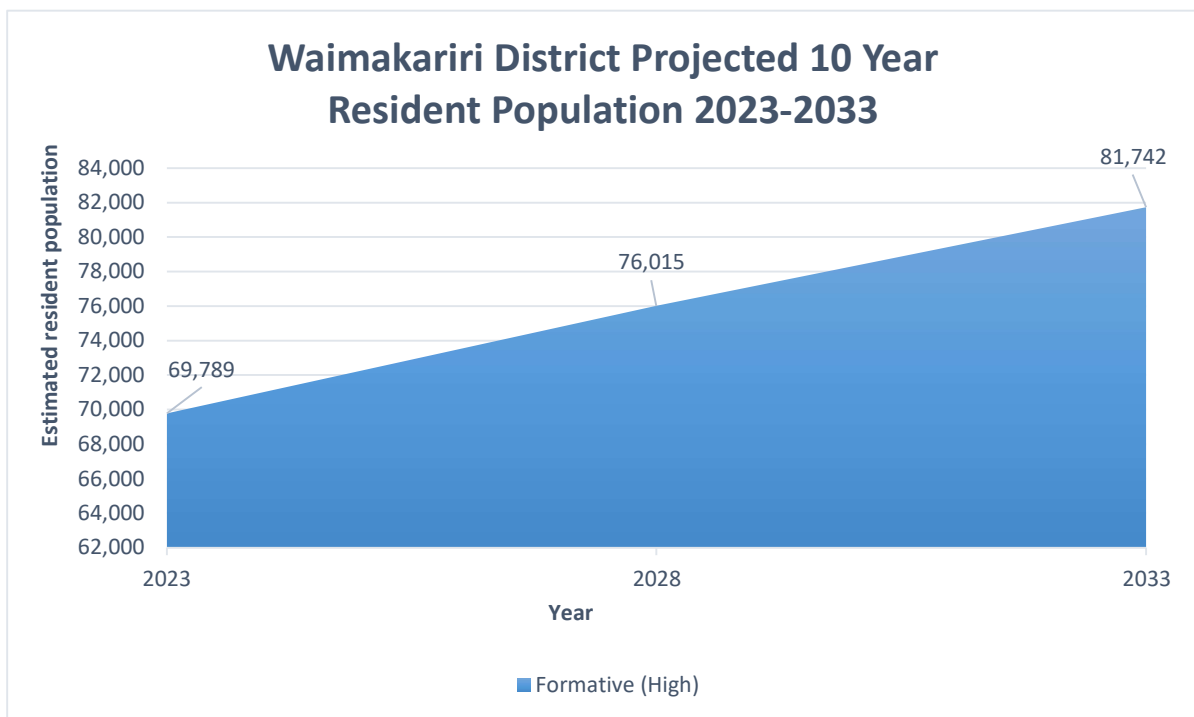
Waimakariri is expected to continue its pattern of growth through the planning horizon. The Waimakariri District Council have resolved to use the high growth scenario in applying projections as shown in Figure 4.1 above. Using the high growth scenario by 2053 the districts population is projected to be just over 100,000 residents as shown in Figure 4.2 below.

Figure 4.2 Waimakariri District Population Growth Projections 2022-2053



Over the next ten years, between 2023- 2033 the number of residents is projected to be approximately 81,742 as shown in Figure 4.3 below. Between the 10-year projected growth period (2023-2033) there is a population increase of 17%. Within the 30-year (2023-2053) period the biggest percentage increase occurs between years 2023 and 2028 at 8.9%.

Figure 4.3 Waimakariri District Projected 10 Year Resident Population 2023-2033



4.4 Demographic profile:

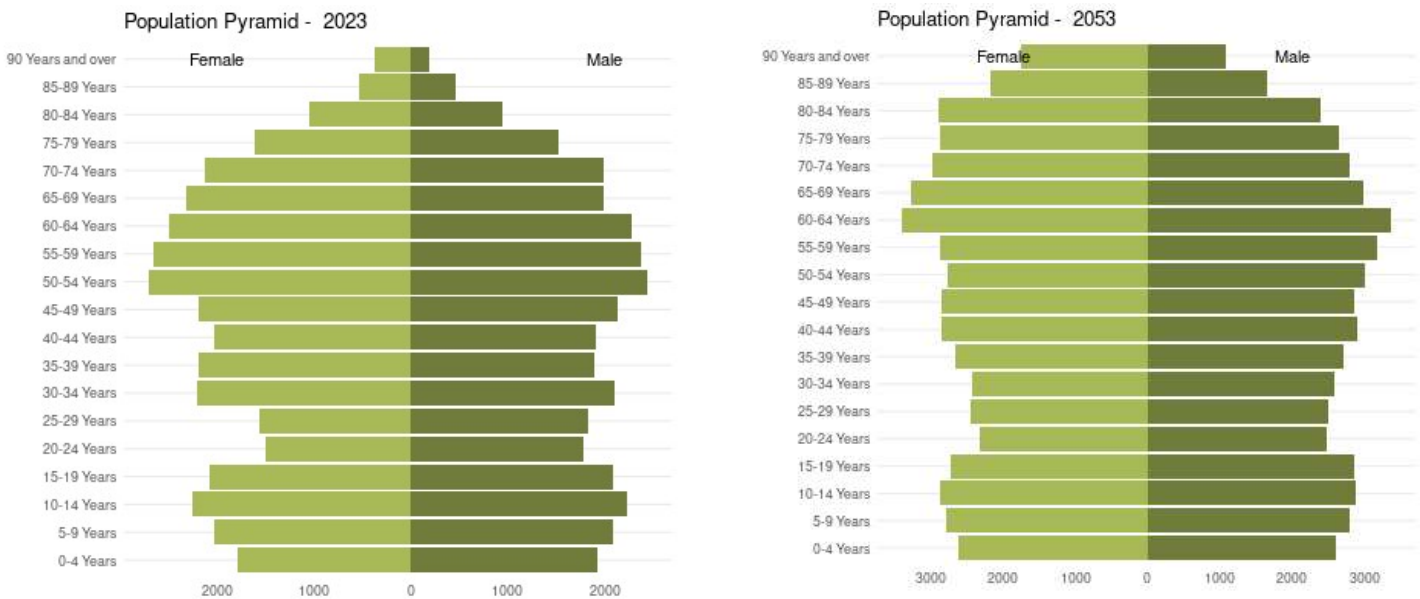
4.4.1 Age

Over time the Waimakariri population is expected to move towards an older population. Life expectancy is increasing for both men and women. The proportion of older people will increase by 49% between 2023 and 2053 (as shown in table 4.3) while the proportion of youth decreasing. This means the long-term growth primarily results from a greater number of people over 65 cohorts. As an example, this equates to a population of 18,181 residents aged over 85 years in 2028 increasing to approximately 29,000 in 2053. The following two graphs show the changing demographics in the district.

Table 4.2 Age Group Breakdown of Waimakariri District

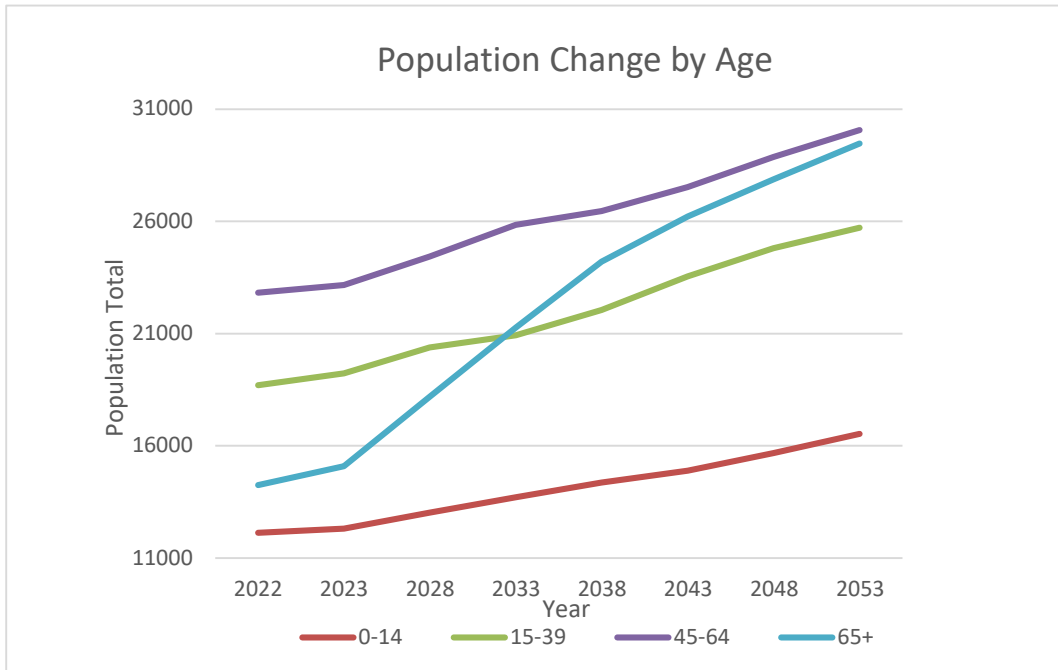
Age Range	2022	2023	2028	2033	2038	2043	2048	2053
0-14	12130	12311	13025	13706	14365	14885	15672	16534
15-39	18710	19219	20378	20928	22043	23548	24802	25722
45-64	22830	23169	24431	25843	26452	27526	28866	30067
65+	14260	15089	18181	21265	24196	26218	27870	29469

Figure 4.4 Age Group Breakdown of Waimakariri District



Although the 65+ age cohort is projected to change the most dramatically other cohorts are also projected to have increases over the planning horizon. This is illustrated by examining the cohort projections for the high population projection. Greenspace facilities will need to accommodate the needs of this changing demographic.

Figure 4.5 Age Group Breakdown of Waimakariri District



As part of the planning for the Long-Term Plan staff have identified the need for budget to be allocated for the activation of existing spaces across the district for both elderly and youth. These improvements can range from improvements to paths and seating to coordination and consultation with youth to improve usability and access to activities.

4.4.2 Ethnicity

Figure 4.7 Waimakariri Ethnic Population Projections 2018 – 2043 indicates that the largest percentage increase in ethnic groups is seen within the Asian and Pacific communities. For example, between the years 2023 and 2028 there is a 21% projected increase in population within the Waimakariri district of people of Asian descent and 18% of people of pacific decent. All other ethnic communities continue their pattern of growth over the planning horizon.

Figure 4.6 Waimakariri Ethnic Population Projections 2018 – 2043

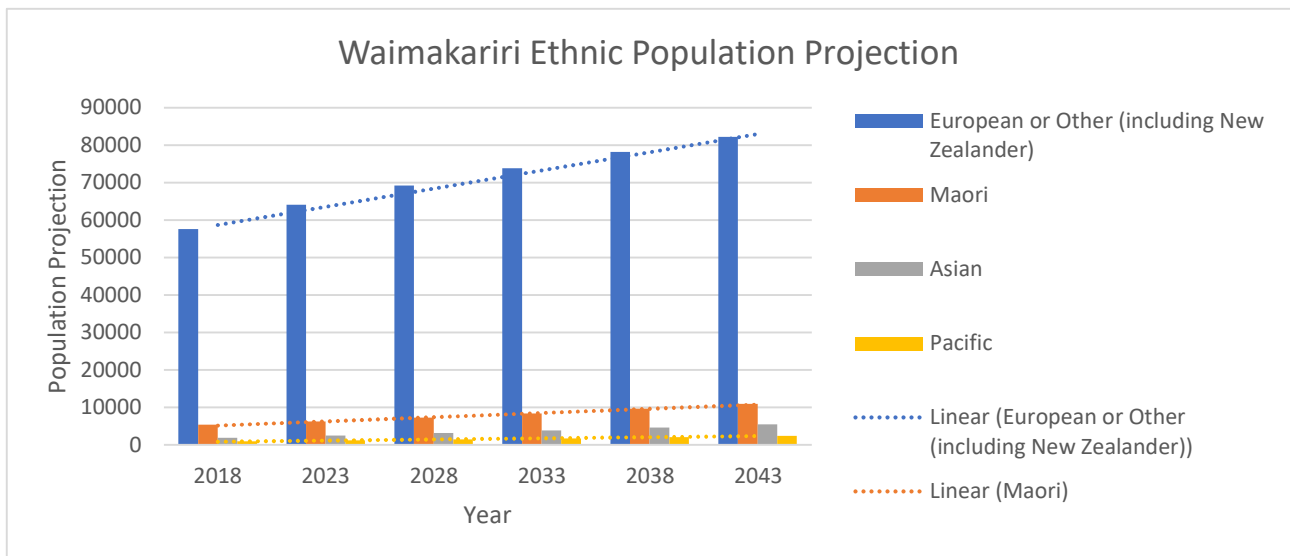
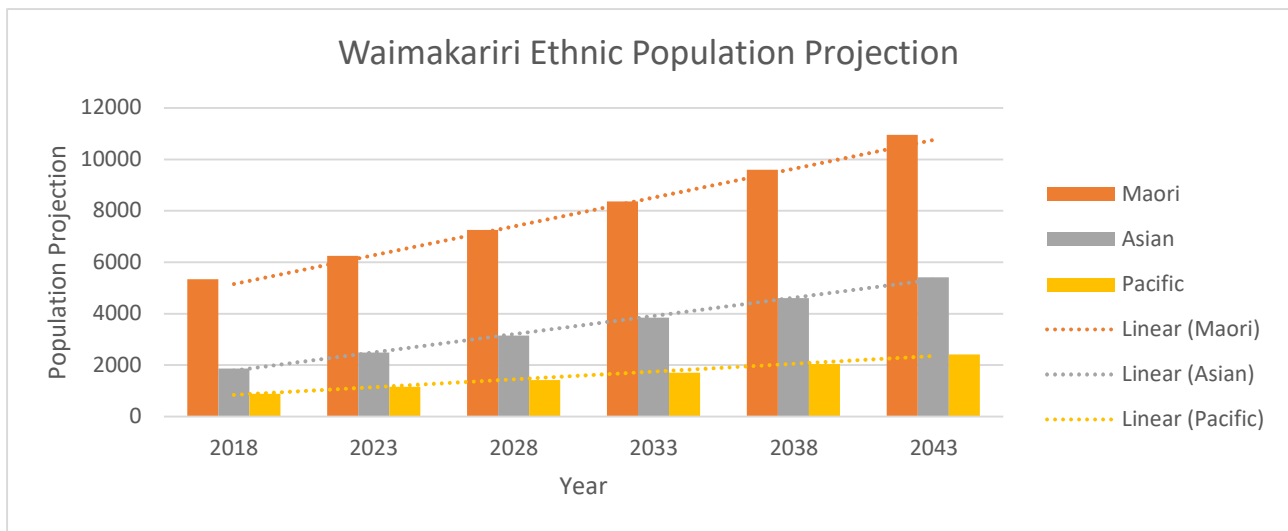


Figure 4.7 Waimakariri Ethnic Population Projections 2018 - 2043



To meet the ethnic population projected in Figure 4.7 a variety of spaces (open and facilities) is required to meet diverse community needs and activities. This includes different burial options to be accommodated in cemeteries to meet cultural needs.

1. For greater detail on the subjects summarised in this section the reader should consult the following data sources: Statistics New Zealand
2. Waimakariri Sports Fields Strategy, 2020.
3. Waimakariri Public Toilets Strategy 2017.
4. Waimakariri District Council Play Spaces Strategy
5. Waimakariri District Council Community Facilities Strategy

4.5 External influences on activity demand

Growth driven by net migration is the key external influence which has impacts far greater than just population gain. Over recent years the pressure on local housing stock has resulted in several new subdivisions. New Greenspaces have been created as part of the subdivisions by the developers with funding contributions by Council. Developers have therefore had a substantial input into new Greenspaces, influencing the quality, location and type of space provided. However, Council still retains the final say on what is done.

New residents, including those in rural areas, can also have expectations of standards commensurate with the larger town or city from which they came. The demand for improved standards has implications for future provision, design, quality and maintenance of assets.

Growth in the district is also making it progressively more urbanized, which in turn attracts residents seeking an urban lifestyle. This leads to the separation of the communities reducing as individual boundaries approach one another. Increasingly new residents from areas such as

Christchurch also travel back to larger centralised recreation facilities and spaces that they are familiar with or offer higher specification or specialised assets.

The significant development occurring to the east of the district around Woodend may result in a change in focus for the location of centralised facilities.

4.5.1 Land use changes

The district has seen a change in land use with movement from rural and agricultural purposes for land around the boundaries of the urban centres to further development of these spaces for additional housing. These changes has seen a move towards larger urban areas and reduction or shifting of the rural environment around these centres. Over time as the urban areas are developed the rural zones will be significantly reduced or removed altogether.

4.5.2 Sporting Trends / Participation

Trends in sport and recreation are also constantly changing. The most pronounced trends over recent years have been the move away from organised structured sports towards pay for play team sports and less structured social and individual recreational activities. These trends need to be considered when planning for recreation and sports.

Technology can be seen advancing throughout the country within facilities such as all-weather turf facilities. Examples can be seen within football and rugby facilities where there is demand for lower-level games and training primarily. Hockey turfs by comparison are used for higher level play. However, such assets need to be carefully considered at a network level (see Waimakariri Sports Facilities Strategy, 2020).

As part of the Sports Facility Strategy update participation of sporting codes was surveyed and saw trends in how the district is choosing to be involved in sports. This has seen a move away from the more traditional sporting codes (membership relatively stable) towards more informal sports as noted above such as basketball and futsal.

4.5.3 New technologies and systems

Sport New Zealand has been active over recent years promoting effective sports and leisure planning practices nationally. These practices are starting to be reflected in practice with approaches such as facility hubbing (multi-sport), multi-use courts, active open space designs and holistic asset plans at regional and sub-regional level. These influences are likely to accelerate.

Walking and cycling facilities have gained a lot of attention over recent years. Waimakariri has developed a walking and cycling strategy to provide a framework for development. Within the strategy there is a focus on providing connectivity in the region. Feedback about the developments have been positive with suggestions to enhance the routes with landscaping, seating facilities and rubbish bins. This is particularly pertinent given the impact of recent technologies such as e-bikes. Virtual reality games are another example of new technology impacting on the way open space is utilised.

New technologies emerge every decade that bring significant changes in recreation patterns. The most recent of these is e-bikes. These bikes are finding rapid uptake on and off road amongst all age cohorts. Older adults have been quick to embrace this technology, especially as the price of e-

bikes is declining. This has seen a rapid spike in use of open space and cycling trails across New Zealand, a pattern likely to be replicated in Waimakariri.

4.5.4 Climate change

Climate change is likely to impact on our open space areas. A broad range of impacts will be likely to be felt both directly and indirectly. The District is likely to become more drought prone, with droughts becoming more severe and lasting for longer. These dry conditions will impact on the quality of grass cover (requiring greater irrigation to maintain grass cover). Coastal areas will also experience sea level rise which in time will impact on coastal reserve areas. The impact of climate change will increasingly need to be taken into consideration in our planning for these spaces including type and location of new plantings to ensure survivability. As urban intensification increases there is less space for trees in private gardens and road corridors. If not addressed, this could result in a significant overall reduction in the amount of tree canopy in urban areas of the District. Trees provide many benefits and are a significant tool we can use to address our climate and ecological crisis. The cooling effect of trees on urban streets will become even more important as the climate warms.

4.5.5 Biodiversity / Environmental protection:

A need for better care of the environment and more sustainable management practices has a growing emphasis in the community. For Greenspace, there is a lot of opportunity to provide best practice in this area through the utilisation and provision of recycling facilities and selection of equipment and materials for maintenance (by its contractors). Council recognises that it manages a number of ecosystems within its asset base and seeks to maintain and improve such areas for future generations.

Community wellbeing and the environment are intrinsically linked, in order for people to prosper the environment must prosper.

4.5.6 Economic indicators:

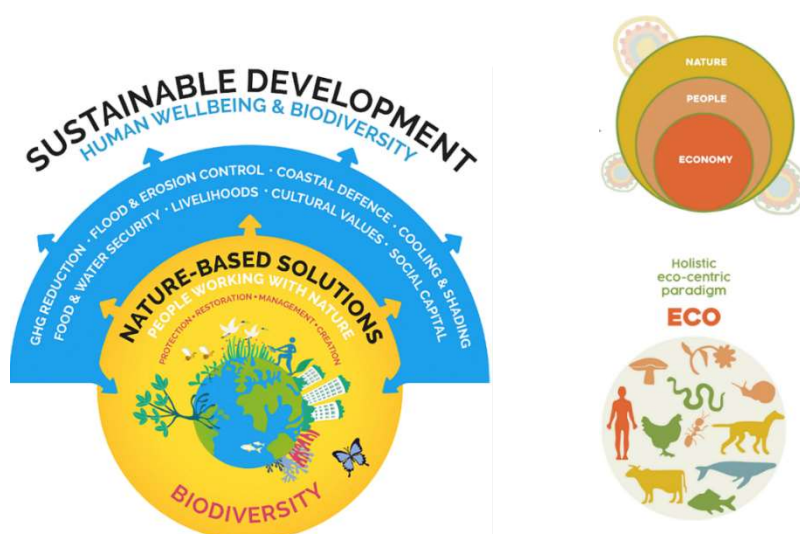
Economic indicators suggest that New Zealand's current GDP is largely being driven through net migration. In Waimakariri, the growth trend has been exasperated as a result of the earthquakes and migration into its community from Christchurch. This trend has slowed recently and is expected to largely taper off in the next five years. Moreover, public debt has increased in this timeframe and increased pressure is anticipated on how and where money is spent by Council. It is expected that greater scrutiny will be placed on Greenspace to ensure its ongoing maintenance and capital expenditure is justified.

4.5.7 Sustainability

Sustainability has become an important aspect of how Council delivers the services it provides. The focus on sustainability from both a local and global perspective has ensured that Council considers sustainability in how it delivers the services covered by this plan.

These improvements can take the form of ensuring local goods or services, specific products used to minimise impact on the environment and contractors' environmental practices and initiatives.

Figure 4.8 Sustainable Development



4.5.8 Alternative service providers

In considering the overall network of provision for Greenspace, Aquatic and Community Facilities consideration is given to the provision of district wide facilities within the Canterbury area and how the facilities being developed by Council also fall within the master plans of sporting codes.

This allows Council to identify where the gaps in provision and demand are to allow future planning of these such as indoor court facilities within the district and region. This allows targeted development within the district to support and sit alongside the provision of these facilities in other districts or through private investment.

In considering alternative providers within the Waimakariri District there is external provision of sporting or community facilities as opposed to aquatic facilities. These facilities are provided through the likes of A&P associations, trusts, schools and religious institutions.

4.5.9 Global Impacts

The Covid-19 pandemic has impacted on the ability of staff to source overseas products for new or replacement projects. This has led to staff considering more local or New Zealand based suppliers for projects or equipment where possible to minimise the risk of delay or issues with replacement parts etc. Consideration must be given to the quality of these items as the overseas products are high quality and chosen specifically for this reason such as playground equipment.

4.5.10 Other

For greater detail on the subjects summarised in this section the reader should consult the following data sources:

- 1) Waimakariri Sports Fields Strategy
- 2) Walking and Cycling Strategy
- 3) Playground strategy
- 4) Community Facilities Strategy

5) Toilet strategy

4.6 Future community expectations and demand

4.6.1 Parks and Reserves

New Greenspaces that have been created by developers have been of high quality. There has been anecdotal evidence that these developments have raised the expectations of the local community. While demand increased substantially (4% annually) after the earthquakes and continues to increase but at around the national average. For Greenspace reserves and parks demand is measured by population size, however, this will need to be reviewed as the needs of the community changes with time. The quality of space rather than the quantity is likely to become increasingly important.

Incremental rural residential development that occurs outside of the framework of Outline Development Plans makes it difficult to estimate the scale and density of future populations in these areas. There is a risk a piecemeal approach to development could result in short falls in Greenspace provision over the longer term.

The creation of smaller rural-residential lots (5000m²) in areas like Mandeville, may result in increased demand from residents for reserve provision, for example, community gathering/play space and walking/equestrian trails. There may be a need for the levels of service and associated financial contributions for rural residential areas to be reviewed to ensure appropriate provision is made at the time of subdivision. Moreover, the connectivity of these new developments to the main urban centres will be considered from the perspective of walking and cycling.

Consideration needs to be given to designing and delivering Greenspaces and infrastructure to cater to those 65 years and over. This does not necessarily mean planning for infirmity or disability; rather making the District liveable and attractive to an ageing lifestyle. In addition to facilities and infrastructure to enhance ageing lifestyles, opportunities need to be provided that enable older people to actively participate in community life. For example, shared use paths can be developed such that e-bikes, mobility scooters can use them as a transport and recreational route.

Different age groups within the community can have different expectations for how Greenspace is used and managed. Council needs to cater for all members of the community and manage Greenspace so that it is flexible and responsive to changing needs. To achieve an equitable investment of resources in terms of age and gender the development of a broad recreation strategy for the District should be considered. This would ideally align with a regional spaces and places plan.

A growth emphasis on sustainability is changing expectations in the community generally. Council will be expected to take a lead on its resource consumption and waste reduction. This will see further integration of service expectations, e.g., walking and cycling facilities being both for transport and health benefits, and consideration of sustainability in procurement practices.

4.6.2 Community Facilities

Currently a Community Facilities Strategy is underway to identify population growth across the district identifying gaps in service such as locations like Pegasus/Ravenswood centres. When combined with Woodend, these centres are expected to reach a population of 10,000 within the next 20 years. This population will trigger the provision of community facility spaces in this area.

Based on this recommendation, staff have begun the planning for land purchase and development of these community facilities over the coming 10 years. The Pegasus Community Facility will replace the existing leased facility and be a similar size and purpose. The proposed Ravenswood Facility will provide the larger facility for this area and may include provision for library services or could possibly be developed in conjunction with development of an aquatic centre in this space.

For further details on the identified projects for Community Facilities please refer to the Pegasus Ravenswood Community Facility Report (TRIM 210210022061)

4.6.3 Aquatic Facilities

The Aquatics Facilities Strategy 2021-2031 is currently under review to determine whether the recommendations are still relevant three years on. The strategy has identified that based on the population growth in the district, a gap will exist in provision in the North-east of the district in the Pegasus/Ravenswood/Woodend area. This is based on expected population in this area reaching approximately 10,000 residents and triggering a number of service provisions including the community facilities discussed above. Staff have identified that an opportunity exists to purchase land within the Ravenswood subdivision in the coming years to ensure that land is available to develop this space.

The strategy has also identified that current provision remains suitable for capacity, however, with the changes in aquatic facilities design nationally alongside the growing desire from the community for other forms of aquatic recreation in these spaces such as hydrotherapy pools, hydro slides, leisure pools and spa/sauna spaces. Redevelopment of the existing Dudley Park and Kaiapoi Aquatic Centres will be considered following the review of the strategy.

These considerations have been considered as part of the overall development of Aquatics for the district.

For further details on the community expectations and demand for Aquatics can be found in the Aquatics Facilities Strategy.

4.6.4 Cemeteries

The increase in population expected across the district over the coming 30 years is expected to put increased pressure on the provision of cemetery spaces across the district. The population trends are also signalling that the districts population is becoming increasingly elderly, and it is expected that this demographic will shift from the smallest to largest over this time period. It is inevitable that there will be increasing demand for cemetery space. Offsetting this demand to some extent is the increasing popularity of cremation. A recently completed Cemeteries strategy has been completed that updates the expectations and drivers around the provision of cemeteries throughout the district and identifies what is required to keep in line with provision.

As part of this staff are signalling that additional cemetery space is likely required to ensure that Council remains compliant with its obligations in providing sufficient burial space to the community. The development of a Cemeteries strategy will guide the development of cemeteries across the district.

4.6.5 Airfield

The process for designating the Rangiora Airfield as an airfield through the district plan has now been completed in December 2020. With this process complete and the future of the airfield secured within the district focus has now turned to the development of the overall master plan for the airfield.

Currently the existing developments at the airfield are at full capacity for leased sites to locate a hanger on. Staff continue to receive frequent enquiries into leasing sites for hangers showing the ongoing interest in the airfield from users. The master plan development is planned to include the development of the southern side of the airfield which will include a number of additional hanger sites being made available.

Council is conducting a Master Plan alongside a neighbouring developer to create a joint outlined development plan that would look to create greater capacity at the airfield.

4.7 Demand Related Investments

New assets are created to meet a changed Level of service or are acquired through new residential development and the subdivision process. New developments are funded by the Council, developments contributions and by third parties such as Environment Canterbury. Figure 4.9 identifies the percentage of works over the first three years of the Plan, while figure 4.10 summaries the growth programme over the term of the infrastructure strategy (30years).

Figure 4.9 Percent of Growth Capital Works Years 1-3

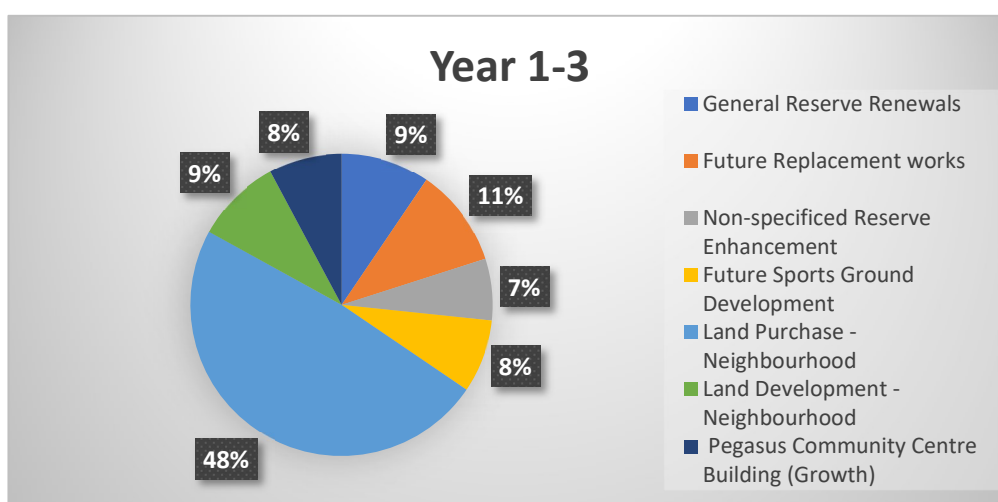
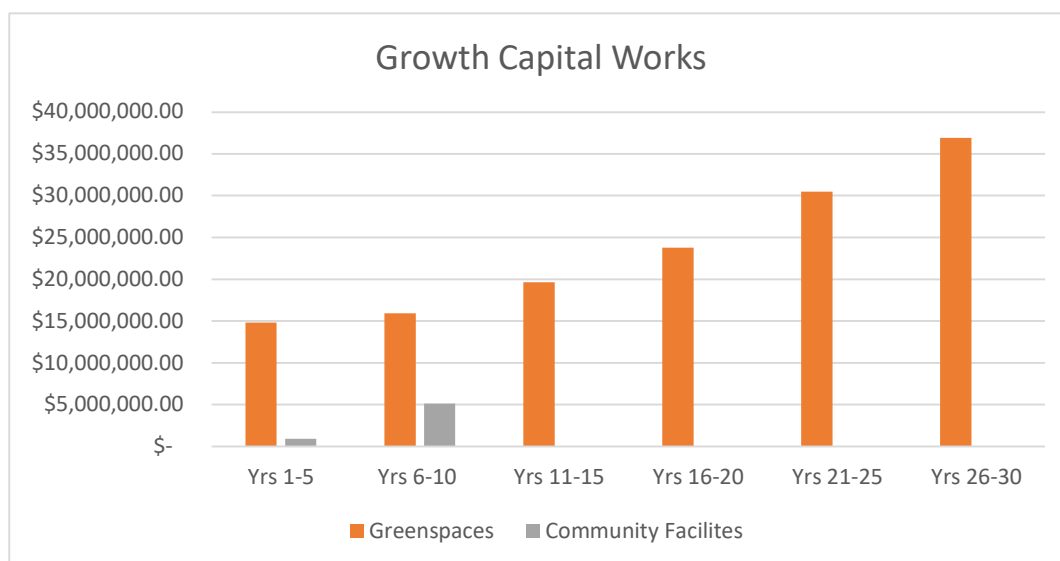


Figure 4.10 Growth Capital Works 30 years



For the life of these new assets Council will need to commit ongoing funding through operational, maintenance and renewal costs. Please refer to Section 6 table 6.12 for proposed new capital growth projects.

4.8 Summary of key issues, trends, and implications for the service

There are a series of key trends that will influence the Greenspace decisions:

- 1) An increasingly urbanised and growing population with changing expectations on sustainability. As urban areas develop the rural space between them will likely diminish. Southern areas of Waimakariri District will be more closely developed in line with Christchurch. Such changes will likely see a greater expectation for more urban open space experiences with services levels that more closely align to larger cities such as Christchurch.
- 2) An aging population with greater numbers of people aged over 65 years will place different demands on services. More passive types of recreation are likely to grow in demand, such as walking and cycling. These trends are likely to be accentuated with technological advances such as e-bikes. This is likely to translate into a greater demand for connections between open space areas with quality cycling tracks. The aging population will also increase the demand for cemetery space.
- 3) Community expectations regarding Greenspace quality will need to be monitored and managed. Nationally we are slowly seeing an increased trend in communities seeking a greater quality of assets rather than more assets of lower quality. This underscores the need to factor more than just provision ratios when planning.
- 4) The population growth of the Pegasus/Ravenswood will see a requirement for additional community facilities and aquatic services. This will require land purchase.
- 5) Over time the type of asset mix in each category will also need to adjust given the factors outlined above.

Demand management, often known as non-asset solutions (also see Section 7.5), aims to actively change customer service demand in order to:

- Reduce or defer the need for new assets
- Optimise utilisation/performance of existing assets
- Meet the Council's strategic objectives
- Respond to customer requests.
- Deliver a more sustainable service

In terms of demand for land to accommodate sufficient open space and recreation opportunities for the growing population Greenspace has a number of provision-based levels of Service that align to different Park Categories. In addition to these m2 vs population-based demand levels of service, several strategies for key assets including community facilities, sports facilities, toilets, and playgrounds have been developed which identify how demand for these assets will be managed into the future. A non-asset solution for toilets in periodic high demand locations could be the use of portable toilets supplied by others. The table below shows key issues and responses including financial.

4.9 Demand Management Plan/ Planned Improvements

Table 4.3 Demand Management Plan

Key Issues	Response	Financial Response
The need to respond to our increasing, ageing population and ensure that facilities and recreational opportunities are fit for purpose.	Look to retrofit some existing buildings to make them fit-for purpose in the longer term.	Capital building renewals- \$380,000 per year. Partnerships with government bodies such as the Tourism Infrastructure Fund. Accessibility Standards with Playgrounds- \$65,000 bi-yearly. Extension to MainPower Stadium 10mil scheduled beyond 2034.
Planning for new community and aquatic facilities.	New community and aquatic facility planned in the Pegasus/Ravenswood area.	Pegasus-1.8m land purchase 2.2m facility both with the period of this plan. Woodend community facility- 4.8m beyond the period of this plan.
Sustainability is changing expectations.	Ensuring all new capital works and renewals are designed with sustainability and have sustainable materials. Provide community funding for biodiversity enhancement and maintenance.	Biodiversity contestable fund- \$15,000 per year (fund in use already). Arohatia te Awa- 1.2mil over 10 years.

Key Issues	Response	Financial Response
Infrastructure to cater to those 65 years and over planning for infirmity or disability.	Look to retrofit some existing facilities (buildings and toilets) to make them accessible. Assessable platforms in Pegasus and Waikuku.	Pegasus and Waikuku Beach accessibility Viewing Platform- \$120,000 to be completed in year 1.
Districts population is becoming increasingly elderly additional requirements for cemetery space.	New cemetery in Rangiora to cater for aging population	Budgetary requirements to be included in the 2024/34 LTP.

4.10 Section improvement plan

- Quality of assets needs to be a greater focus in the future (quality over quantity).
- Sensitivity analysis to consider the impact of different levels of growth on funding requirements to be completed by the 2027 LTP.

5 Asset Description

5.1 Introduction to the section

The Council Enterprise System is in the process of replacement, Council is moving to a new and more modern cloud-based solution. The software is used by every department to deliver and support services to our customers. The programme is expected to complete by September 2025. The system records information from key disciplines (finance, rating, asset management, regulatory functions, and customer services information), integrating and delivering information through a common platform that informs decision-making. This section contains an explanation as to what assets are managed within Greenspace and Aquatics.

The asset register has a comprehensive list of assets that are included in this plan. The asset register helps to determine lifecycles, condition, estimated renewal, and replacement priorities of assets. This is completed by recording maintenance history, condition inspections, asset lives, valuation and financial records, in addition spatial information is provided by the Council’s GIS geo-media system. Council also has a service request system which enables feedback on performance of some assets covered by the Plan. These systems are well integrated and support management reporting by providing evidenced based asset management data to support decision makers with day-to-day operations to long-term asset planning. This reduces risk and builds operational efficiency over the entire asset lifecycle. The information allows council to plan asset renewal and replacement programmes to provide a high level of service for safety and service to the community. However, some assets outlast their expected expiry lifespan while other require renewal prior to expected expiry dates.

5.1.1 Overview of asset network

This Activity Management Plan covers the asset categories as outlined in table below:

Table 5.0 Asset Categories

Category	Number	Area (ha)
Civic Space	8	3.47
Cultural Heritage	19	38.35
Natural	16	215.34
Neighbourhood	75	95.14
Open Adventure	1	50.79
Public Gardens	3	2.82
Rec and Ecological Linkages	248	173.35
Sports & Recreation	28	280.48
Streetscapes	356	22.49

Category	Number
Rangiora Airfield	1
Public Toilets	63
Trees	23800
Community Facilities	27
Aquatic Facilities	4
Cemeteries	8
Kaiapoi Marine Precinct	1

Note: There are another 12 sites listed as undeveloped reserves that total 71.7 hectares. Eight of these are located in Kaiapoi on red zone land, two are at Pines Kairaki, one is in Rangiora and one in Oxford. Work is underway to categorise these.

Total value of assets: \$109.7m (Depreciated replacement cost - 30 June 2023)

The Council is a significant provider of public open space within the district managing over 882ha. Just under half of this land is provided primarily for sports and recreation purposes, including neighbourhood recreation. Some assets are located on reserves while others are located on roading assets.

Each asset type can be located within any of the overarching asset categories, such as footpaths can be located within Rec and Ecological Linkages, neighbourhoods and cemeteries among others.

The Significance and Engagement policy identifies which assets are classes as strategic critical assets. The following apply to Community and Recreation:

- Libraries.
- Aquatic centres.
- Oxford and Rangiora town halls.
- MainPower Stadium.
- Reserves and sports grounds.
- Rangiora Airfield.

5.2 Summary of each asset type

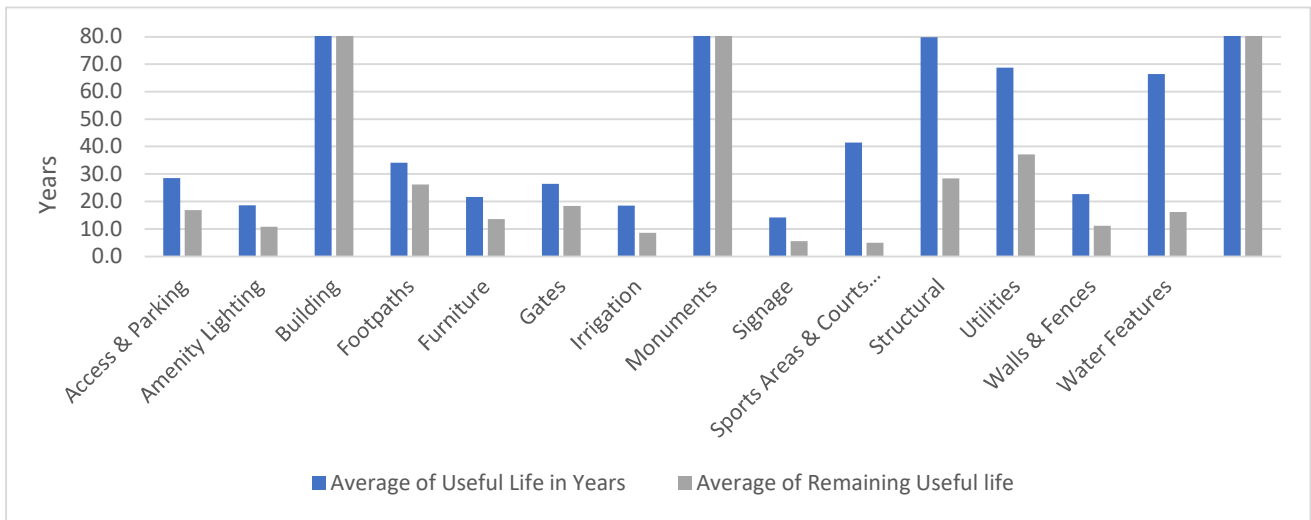
The Technology One asset data base has a comprehensive list of assets that are included in this Plan. Included in this data base are key attributes including the age and condition of the asset or the date the asset was created.

5.2.1 Asset Age

The age of an asset is one of the cohorts that can determine the renewal of an asset and provides important information to manage the range of assets. Council has a comprehensive understanding of the life span of its assets that is used to calculate the level of depreciation and the residual book value of an asset overtime. Full details of the assumptions pertaining to the remaining useful lives of each asset category are included in the Greenspace Asset Valuation 2022 (TRIM 220811138299).

Figure 5.1 provides a summary of the average remaining life of the Greenspace asset types. The chart shows that a number of asset types have a remaining life expectancy of less than 20 years, and these assets will form the bulk of the renewals for the 2024/34 period, providing the condition assessment concurs with replacement. 90% of the total Greenspace assets are between the very good and adequate condition rating. Greenspace staff have observed as part of this process that in general assets managed by Greenspace are lasting approximately 20% longer than their useful life would suggest. The condition rating of the asset has not deteriorated to the point where replacement is required when the useful life has been reached. Furthermore, there will be renewals across all asset types where the age, condition and performance clearly identify the need.

Figure 5-1 Greenspace Assets Remaining Useful Lives



There needs to be some consideration as to the operational impacts of renewing such a large amount of assets within the 20-year period.

The information available for the remaining asset lives for other assets is held in the Council’s business solutions system within the fixed assets register. An example of this is the Community facility structure and roof useful life information. Figure 5-2 Useful Lives of Community Facility structures, showing they have an average useful life of 74.62 years with an average residual life of 34.23 years.

Figure 5-2 Useful Lives of Community Facility

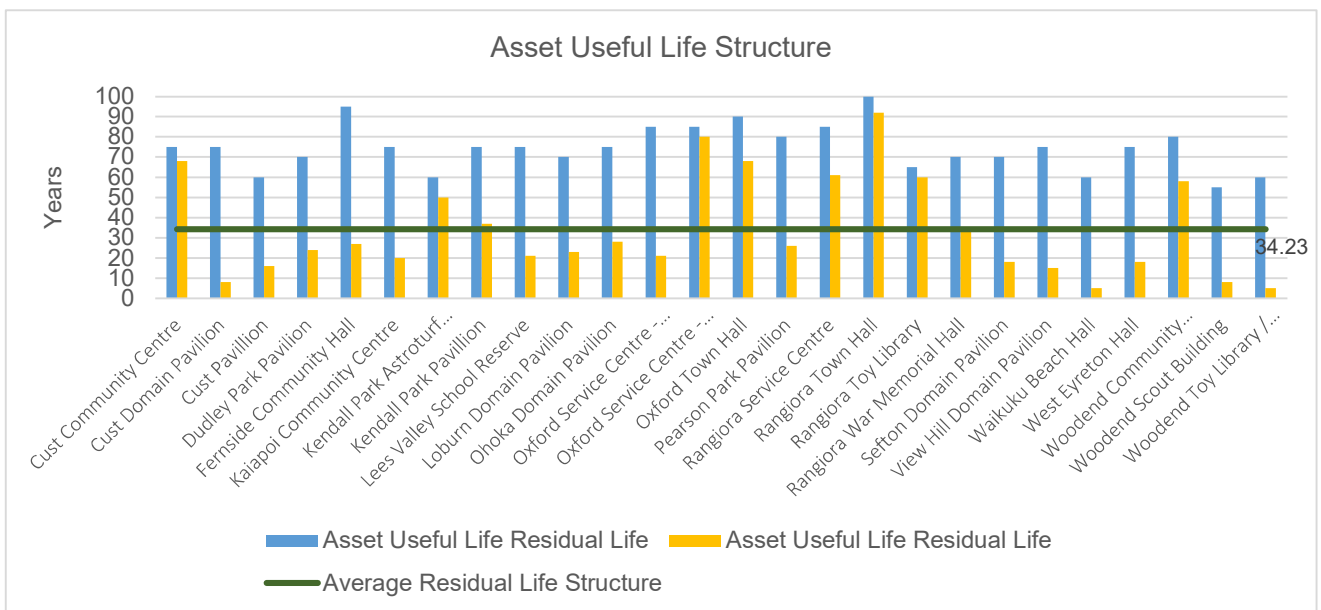
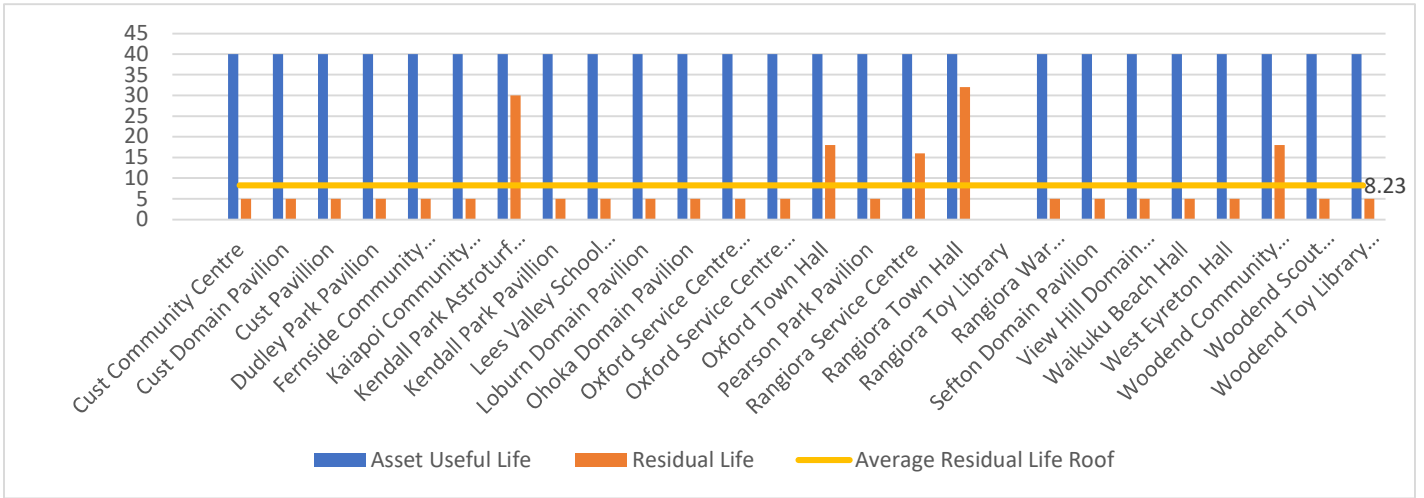


Figure 5.3 Useful Lives of Community Facility Rooves shows that roof component for community facilities have an average remaining life of 38.46 years with an average residual life of 8.23 years. Note that there is no separate roof item listed for the Rangiora Toy Library building.

Figure 5-3 Useful Lives of Community Facility Rooves



The information relating to the Aquatic Facilities as shown in Figure 5.4 The average remaining useful life of pool buildings is 43.1 years for the structures and an average residual life of 43.1 years. Note that each of the pools have several building components and these have been displayed separately due to different remaining lives.

Figure 5-4 Useful Lives of Aquatic Facilities Buildings

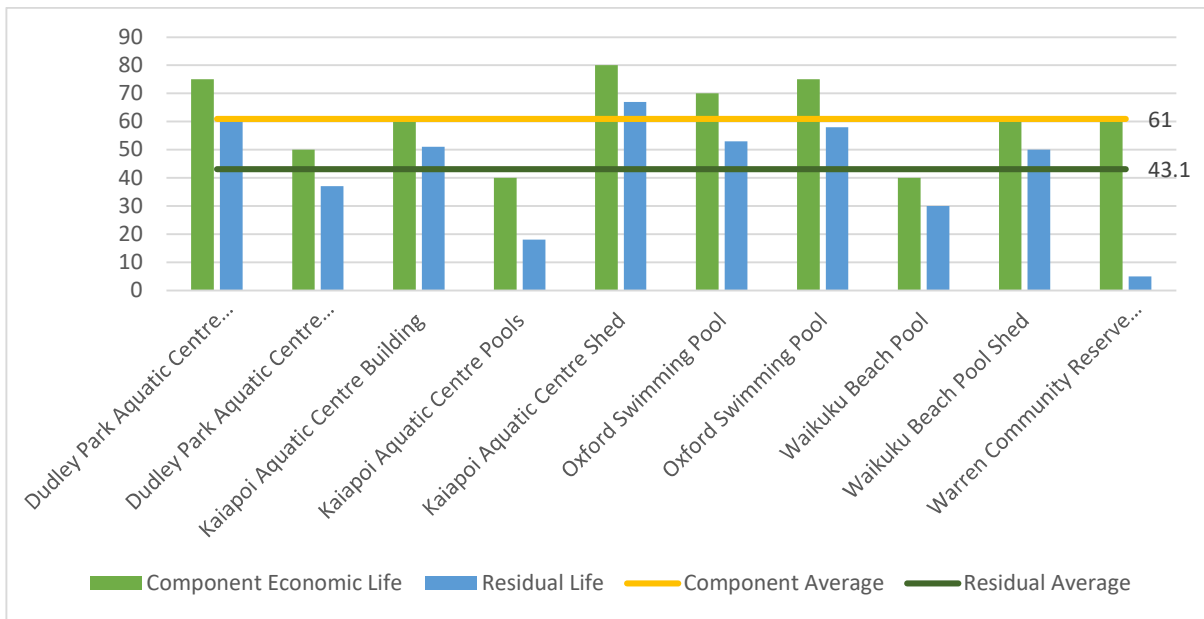
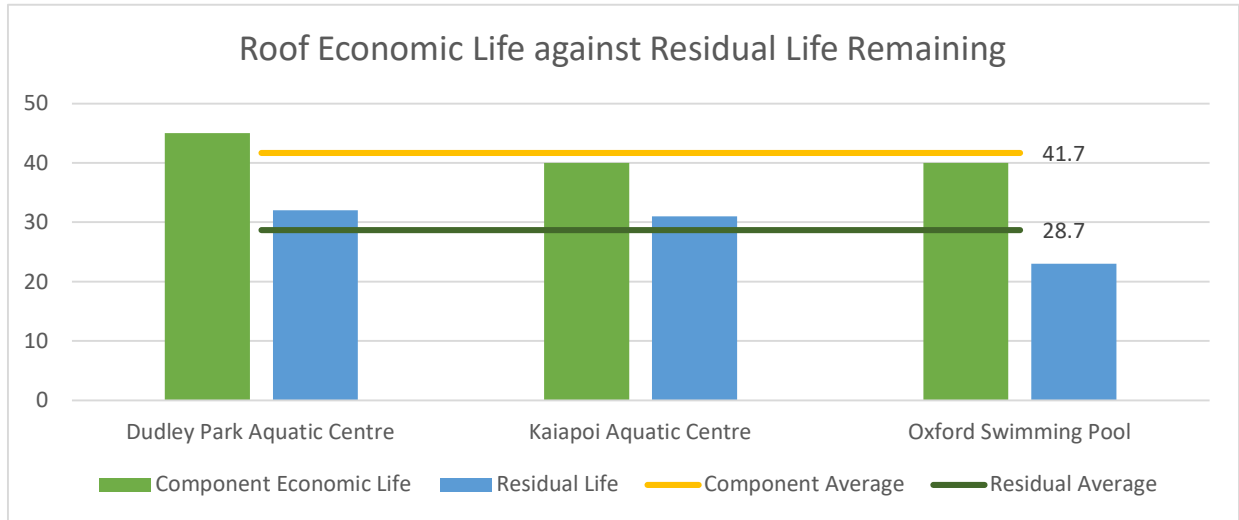


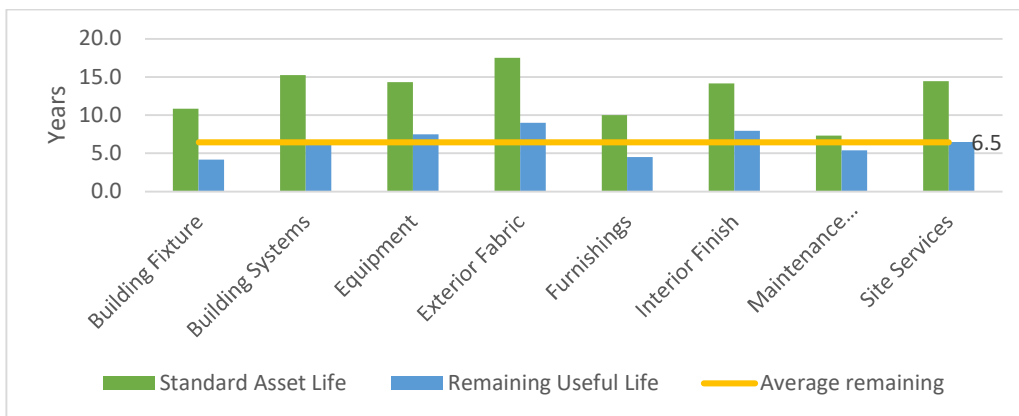
Figure 5.5 Useful Lives of Aquatic Facilities Rooves shows the roof component for aquatic facilities have an average remaining life of 41.7 years with an average residual life of 28.7 years.

Figure 5-5 Useful Lives of Aquatic Facilities Rooves



Following the development of the asset capture process for Aquatic and Community Facilities the process has begun to capture the assets located within these structures. All assets have been captured for Aquatic Facilities and the process is ongoing for Community Facilities. The information will be loaded into the new business operations system to get a more consistent approach to reporting on remaining useful life. To ensure data is as accurate as possible before entering into the new system it is recommended that a full asset capture process is undertaken. Figure 5.6 shows the average remaining useful lives for the asset categories in Aquatic Facilities. The average remaining useful lives is 6.5 years, these asset renewals will make up the renewals programme within the 10 years of this plan.

Figure 5-6 Average Asset Lives for Aquatic Facilities Assets



5.3 Asset Capacity

5.3.1 Parks and Reserves

Parks and Reserves Management Plans provide the detailed analysis on the size, capacity and facilities that should be included. Council also develops concept plans to support the planning of new parks. The capacity of parks is largely managed through the appropriate levels of service

agreed with the community supported periodically through the review and development of high-level Strategies. Parks by their nature are open for everyone to enjoy and the majority have no capacity or utilisation issues.

The performance of the parks is largely influenced by the level an appropriateness of the maintenance programmes, the performance of the maintenance contractor is audited, and customer complaints also provides feedback on performance. Sports and recreation parks, however, do have limited capacity and the council in association with clubs and other users utilise a booking system approach to manage and control the demand.

The performance of the activity is also reviewed, and feedback provided by the wider community as part of the annual Customer Satisfaction Surveys. A Sports Facilities Strategy was created in 2017 and is currently under review. The strategy explores trends and participation rates as well as the carrying capacity of the sports fields. This strategy identifies areas where there is limited capacity due to quality issues and suggests ways of improving capacity.

As part of the development of the Natural Environment Strategy (which will be completed by the end of 2023) a level of service review has been carried out. Figure 5.7 summarises the 2023 baseline and level of service targets for the performance of reserves. The table below shows the capacity of each listed item and what additional land would be required to meet future demand based on population growth.

As shown in the table Council currently owns enough reserve land in total to meet the agreed levels of service for parkland until about 2050. No more land is required during this period to meet sport and recreation reserve targets, and while neighbourhood reserve land shows up as a deficit by 2023, if it continues to be acquired through subdivision at the same rate as at present it will be in surplus by 2053. Council could consider setting aside land for a new public garden in the rapidly expanding Woodend/ Ravenswood area to meet the slight shortfall in this target expected by 2053. Of most concern is the level of service for natural parks which is not currently being achieved even at the lowest end of the 5–15ha per 1,000 residents' target, despite the recent purchase of an 85ha wetland. There is however potential to set aside surplus Council land for development as natural parks as has successfully occurred in the past with Kaiapoi Lakes and Whites Road Reserve.

Figure 5.7 Capacity against level of service

Performance measure - Reserves	Target	2023 Baseline	2023 achieved targets for population of 69,789	Additional land required by 2033 for population of 81,742**	Additional land required by 2043 for population of 92,178**	Additional land required by 2053 for population of 101,791**
The number of hectares of parkland per 1,000 residents	8ha	882.2ha*	12.7ha	0 (648ha required in total)	0 (736ha required in total)	0ha (808ha required in total)
The number of hectares of neighbourhood reserve land per 1,000 residents	1ha	95.1ha	1.3ha	10.2ha (105.3ha required in total)	24.5ha (119.6ha required in total)	36.2ha (131.3ha required in total)
The number of hectares of natural park per 1,000 residents	5–15ha	215.3ha	3.1ha	190ha (405ha required in total)	245ha (460ha required in total)	290ha (505ha required in total)
The number of hectares of sports and recreation reserves per 1,000 residents	No less than 2.51ha	280.4ha	4.0ha	0 (203ha required in total)	0 (230ha required in total)	0 (253ha required in total)
The number of hectares of public gardens per 1,000 residents	0.03ha	2.8ha	0.04ha	0 (2.43ha required in total)	0 (2.76ha required in total)	0.23ha (3.03ha required in total)

Publicly reported targets (highlighted in blue)

* Excludes 71.7ha of reserve land not yet categorised. ** Assumes additional land isn't acquired during this period

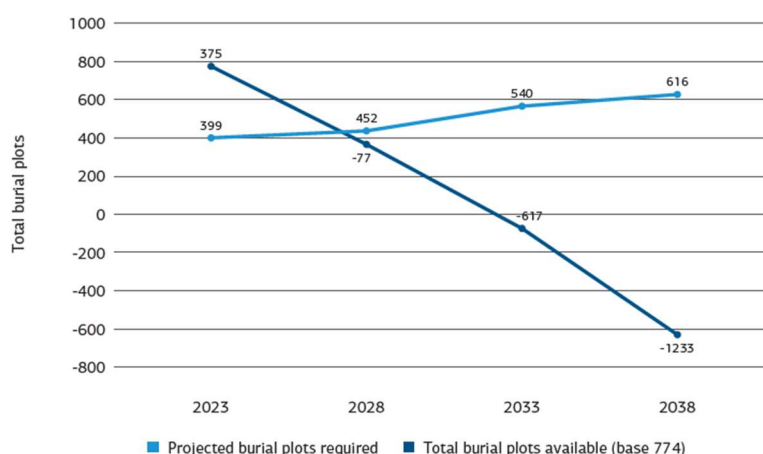
5.3.2 Cemetery Capacity

The capacity and utilisation of the district cemeteries is managed through the Customer Services team. Customer Services monitor the number of plots available within the cemeteries and aim to ensure that there is always at least three years provision available. This provision is based on the burials in the previous year to project the number plots required. This information is passed onto the Greenspace operations team to work with the Parks and Reserves Maintenance Contractor to maintain this level of provision and availability. There is limited capacity within some existing cemeteries, while others have plenty of space available.

The provision of cemetery space is currently sufficient; however, staff have identified that the combination of population increase, and the age of the existing cemeteries will result in the need for the development of an additional cemetery in the coming years. There is a proposed cemetery development in the Rangiora area which will look at the long-term provision of cemetery space in the district. The review and development of concept plans is to be created in order for funding to be sort within the 2024/2034 long term plan.

Figure 5.7 shows the projected requirements for cemetery land for casket burials and ashes interment out to the year 2038.

Figure 5.7 Projected Burial Requirements



5.3.3 Sports Facilities Capacity

The Sports Facilities Strategy is currently under review, the previous strategy reported on a user survey that identified main users of sports fields felt there was a deficit of sports fields throughout the district. This has highlighted that even though there is a sufficient number of sports fields available within the district the quality of these fields often means that during inclement weather they are unable to be used. As such this strategy has identified that rather than providing additional sports fields, the Council would be better served by improving the quality of the existing fields to ensure that they are available for use.

5.3.4 Play Spaces Capacity

In regard to capacity and utilisation of the district's Play Spaces, there is no formal booking or usage system in place. Greenspace staff manage these areas by ensuring that they have been appropriately designed as per best practice to suit both the area and the intended audience. This

is assisted by the Service Request system, where issues with the play spaces can be reported back to staff and rectified ensuring that these spaces are available for use as much as possible. Improved provision of elements that promote the core play values of *participating* and *gathering* will increase opportunities for group play and social interaction. It is achievable by providing a greater range of interconnected and multi-user play elements. This in turn will increase overall play value and capacity, allowing more users to be actively engaged in play at the same time.

5.3.5 Community Facilities Capacity

The Community facilities capacity and utilisation are generally managed through a booking system so that members of the community or community organisations are able to access the facilities provided. The performance of the facilities is managed to some degree by the maintenance undertaken and is supported by a customer service request system, the performance of the activity is also reviewed, and feedback provided by the wider community as part of the annual Customer satisfaction surveys.

The Community Facilities Strategy has documented the key issues and themes relating to the capacity, utilisation and performance of the current facilities and buildings and has been used to inform the 2024/34 long-term plan. The key recommendation from the strategy is the development of community facility space in both Pegasus and Ravenswood over the coming 10-year period.

5.3.6 Public Toilets Capacity

Detailed information relating to the capacity, the utilisation and performance of the Public Toilets is provided in the Public Toilets Strategy. The Strategy pulls together information on the current and future trends in provision, analyses feedback from customer surveys and has also extracted information from the Council's service request data base. The performance of the activity is also reviewed, and feedback provided by the wider community as part of the annual Customer satisfaction surveys.

5.3.7 Rangiora Airfield Capacity

Currently the existing developments at the airfield are at full capacity for leased sites to locate a hanger on. The Council has now completed the designation process and as part of the Long Term Plan has identified budget for the development of the master plan for this space. In terms of the airfields capacity to accommodate landing and take-off this is considered not to be an issue based in current usage rates. The Council has invested in a radio frequency-based identification system (AIMM) which allows all aircraft to be monitored. This has allowed Council to determine the amount of people using the airfield accurately. While it has identified a significantly higher number of users as previously thought capacity is still not considered an issue.

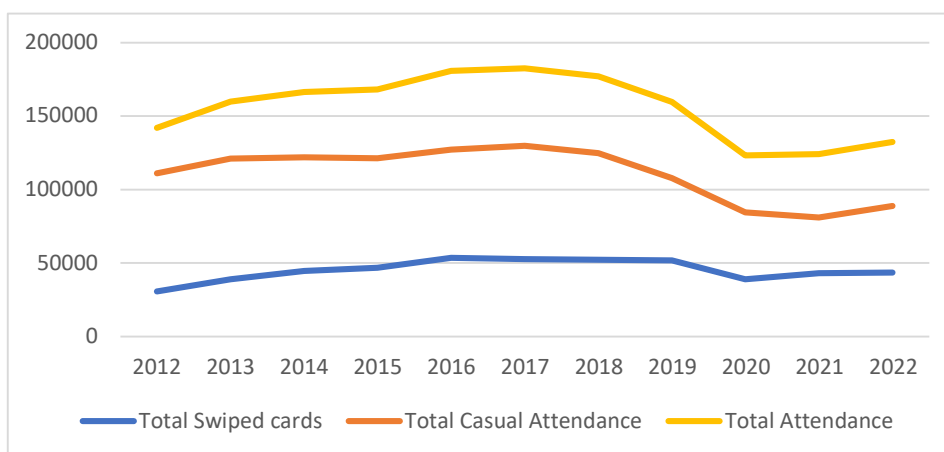
There remains significant demand for additional hanger space to be made available at the airfield. With the completion of the designation process in December 2020, Council is now able to develop a master plan for the airfield including the development of the other side of the airfield which will include provision for hanger spaces.

5.3.8 Aquatic Facilities Capacity

User information is collected at Dudley, Kaiapoi and Oxford swimming pools to determine usage of these facilities. Currently usage of these facilities sits at an average of 84% of users being casual users and an average of 34% being swipe card holders. Capacity issues and conflict for access between training/competition and community use can occur at peak times while at other times pools can remain relatively underutilised.

The Aquatic Facilities Strategy has identified that with the continued population increase in the northeast of the district (Woodend, Pegasus and Ravenswood), a new facility should be developed in this area to ensure that residents continue to be able to easily access aquatic recreation opportunities. Figure 5.8 shows the total pool attendance per category, swipe card and casual users. There is a higher level of casual attendances compared to pre-purchased swipe card users. The unpredictability of casual users has an impact on yearly service requirement predictions.

Figure 5.8 Total Pool Attendance



5.4 Asset Condition

The asset condition for the Community and Recreation unit of Council has been determined based on criteria set out in the International Infrastructure Management Manual (IIMM). The IIMM sets out criteria for converting remaining useful life as a percentage to a condition grade from 1 (Very Good) to 5 (Very Poor). A visual assessment of the condition of all assets has been undertaken as part of the Asset Validation Project utilising the standards provided in the IIMM. These inspections remain ongoing as part of the data validation and auditing process relating to the Parks and Reserves Maintenance Contract. This section deals with the specific assets located on parks and reserves, playgrounds, and aquatics, rather than the overall condition. Community facilities and Airfield, conditions are those of the overall location. Tree conditions are of individual trees. Table 5.2 condition ratings provides the list in which Community and Recreation asset conditions are assessed.

Table 5-1: Condition Ratings

Condition Grade	Definition	Condition Description
1	Very Good	More than 80% of life remaining Very Good Condition Only normal maintenance required
2	Good	Between 50% and 80% of life remaining Minor Defects Only Minor Maintenance required (5%)
3	Adequate	Between 20% and 50% of life remaining Maintenance Required to Return to Accepted Level of Service Significant maintenance required (10-20%)
4	Poor	Between 10% and 20% of life remaining Requires Renewal Significant renewal/upgrade required (20-40%)
5	Very Poor	Less than 10% of life remaining Asset Unserviceable Over 50% of asset requires replacement

The NZ Water Visual Assessment of Utility Assets Manual has also been referenced in judging the condition of the assets as it provides examples of deterioration in different material types that are also utilised in Greenspace assets.

The condition assessments are stored and updated in the Council asset management data bases. This allows for a record to be kept of how the condition of the asset changes with time. Any assets that are identified during the Asset Validation Project as being condition 5 are raised with the Contract Manager for immediate renewal if budget constraints allow. If not, an allowance is made for the renewal of the asset in the renewal schedule.

5.4.1 Asset Criticality

Asset criticality provides an indication of the importance of an individual asset and whose failure would likely result in a substantial impact in service, financial and environment, therefore merit a higher level of asset management.

The criteria used for assessing the criticality of Community and Recreation assets are as follows:

- Numbers of people adversely affected upon asset failure.
 - These assets warrant specific condition assessments.
- Significant business activity interruption upon asset failure.
 - Prioritise assets for repair following multiple failures, e.g., following an earthquake or events triggering major power failures.
- Consequential cost of failure.
 - Assets with higher criticality rating are renewed before their end of life.
- Critical lifeline / disaster recovery asset.
 - These assets have a lower threshold for action than non-critical assets.

Areas of concern to Greenspace and Aquatics are:

- Plant, Equipment and Systems - failure of these assets can lead to unplanned closures affecting desired level of services and business disruptions.
- Structural Reliability - Since the Christchurch earthquakes structural integrity and building components are highly important.

Assets that are the most compromising and have the most detrimental consequences on services are facilities within the Community and Recreation Unit. The following are considered to be the most critical and vulnerable:

- Dudley and Kaiapoi aquatic centres
- Rangiora Town Hall
- Oxford Town Hall (emergency evacuation centre)
- MainPower Stadium (emergency evacuation centre)
- Reserves and sports grounds
- Libraries
- Woodend Community Centre (emergency evacuation centre)

Closure of the above facilities would adversely affect a large number of the community and significantly disrupt service provision.

While the main critical assets have been identified there has not been a criticality assessment undertaken on most of the Community and Recreation assets and services. This is to be included in the improvement plan, budgetary allowance for the improvements will need to be taken into within the LTP.

5.4.2 Condition of Greenspace Assets

Many of the Greenspace assets are sitting within the very good to good condition grade with 74% (9111 assets out of 12345) of assets representing these condition grades. Overall, 93% of Greenspace asset conditions are within the 1-3 condition rating. There has been minimal change since the last AMP. Figure 5.9 summarises the Greenspace asset condition rating at the asset group level as abstracted from the Council’s asset data base. While Figure 5.10 breaks down the asset condition and the total value of those assets within each condition rating.

Figure 5.9 Greenspace Asset Condition Rating

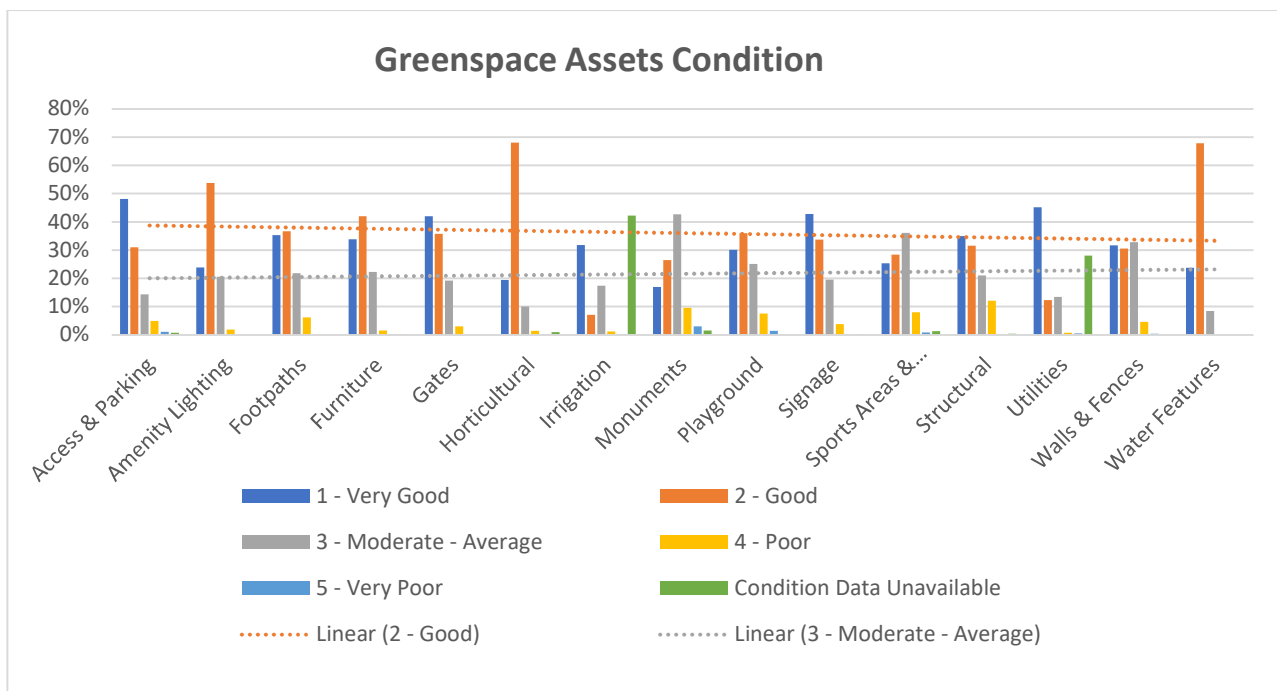
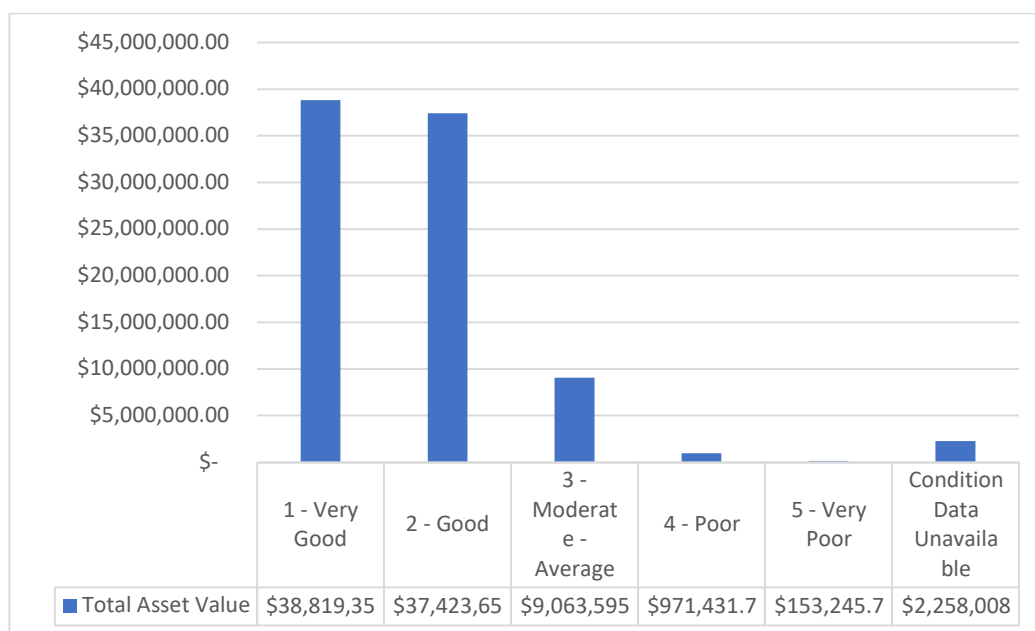


Figure 5.10 Greenspace Asset Condition Rating and Total Value



Assets that have a condition rating of 4 or 5 indicates these assets require renewal within the next LTP period. The two main assets where this is a concern of lack of data are irrigation and utilities which are generally underground assets. Table 5.3 summarises the figure above with each asset condition as a percentage.

Table 5-3: Greenspace Asset Condition Summary

Asset Group	1 - Very Good	2 - Good	3 - Moderate - Average	4 - Poor	5 - Very Poor	Condition Data Unavailable
Access & Parking	48%	31%	14%	5%	1%	1%
Amenity Lighting	24%	54%	21%	2%	0%	0%
Footpaths	35%	37%	22%	6%	0%	0%
Furniture	34%	42%	22%	1%	0%	0%
Gates	42%	36%	19%	3%	0%	0%
Horticultural	19%	68%	10%	1%	0%	1%
Irrigation	32%	7%	17%	1%	0%	42%
Monuments	17%	26%	43%	10%	3%	1%
Playground	30%	36%	25%	7%	1%	0%
Signage	43%	34%	20%	4%	0%	0%
Sports Areas & Courts & Features	25%	28%	36%	8%	1%	1%
Structural	35%	32%	21%	12%	0%	0%
Utilities	45%	12%	13%	1%	0%	28%
Walls & Fences	32%	30%	33%	5%	0%	0%
Water Features	24%	68%	8%	0%	0%	0%

5.4.3 Condition of Play Spaces

Monthly inspections are carried out by Parks & Reserves Maintenance Contract holder. Condition is assessed on playgrounds from a safety perspective using the latest playground standards allowing for the fact that any old playgrounds are deemed compliant to latest standards even though they were around when the old standards were relevant. Table 5.4 Condition of Play Spaces shows that 60% of the overall play spaces are rated 1- Very good to 2- Good. 13% of the overall play spaces are rated as being poor to very poor condition with the majority being under-surfacing.

Table 5-4: Percentage Condition of Play Spaces

Asset Group	1 - Very Good	2 - Good	3 - Moderate - Average	4 - Poor	5 - Very Poor	0 - Non-existent
Play Equipment	26%	36%	28%	9%	0%	0%
Skate Facility	0%	33%	67%	0%	0%	0%
Under-Surfacing	27%	29%	22%	15%	5%	2%
Playground Overall	26%	34%	27%	11%	2%	1%

5.4.4 Condition of Community Facilities

The quality of the community halls varies dependent on their age and past maintenance and improvement history. The condition assessment is completed on the structure. While there has been a condition assessment on assets within community buildings the data is not within the asset database and not up to date. As shown in table 5.5 Community Facility Condition Summary 48% of community facilities are in very good condition. There is 7% of assets that are poor and very poor which will be part of the renewal programme for the 2024/2034 long term plan.

Table 5-5: Community Facilities Condition Summary

Condition Grade	Definition	Total Value
1	Very Good <i>More than 80% of life remaining</i>	\$ 67,961,000 48%
2	Good <i>Between 50% and 80% of life remaining</i>	\$ 45,703,000 33%
3	Adequate <i>Between 20% and 50% of life remaining</i>	\$ 16,388,000 12%
4	Poor <i>Between 10% and 20% of life remaining</i>	\$ 7,002,000 5%
5	Very Poor <i>Less than 10% of life remaining</i>	\$ 3,414,000 2%
Total		\$ 140,468,000

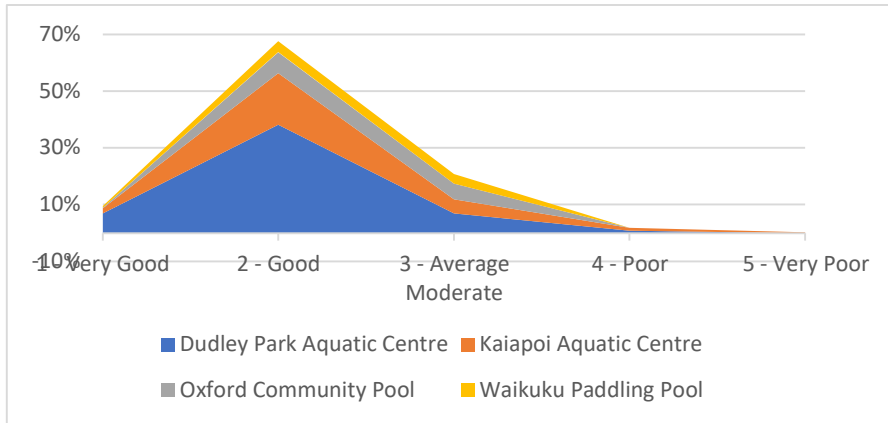
5.4.5 Condition of Rangiora Airfield

Monthly inspections are carried out by Parks & Reserves Maintenance Contract holder. An annual Airfield inspection is also carried out by the Council's RAAG Safety Officer. Any findings are reported to the Rangiora Airfield Advisory Group (RAAG) and investigated as appropriate. A report is published following the annual Airfield inspection, detailing any findings, improvements, issues, or concerns. The airfield is considered to be in reasonable condition with a programme for ongoing renewals in place.

5.4.6 Condition of Aquatic Facilities

Aquatic facilities monitor the condition of the plant on a regular basis and maintain compliance with aquatic standards. Some of the existing network's major plant is at or past its' expected service life, even so as shown in figure 5.12 the condition on these assets is graded level 3 and above with only 2% being of poor condition. Ageing plant requires more maintenance and has a higher risk of unplanned outage. Future plans will need to allow for expected renewals to a large scale.

Figure 5.12 Condition of Aquatic Facilities Assets

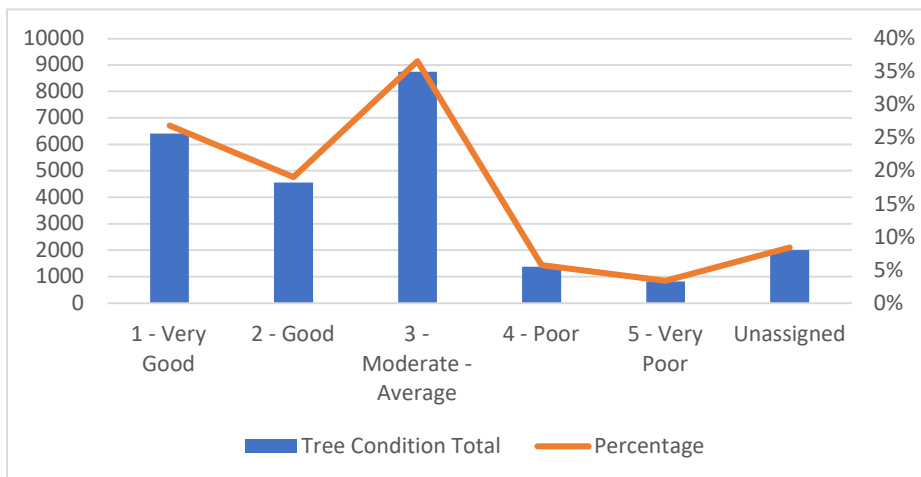


5.4.7 Condition of Trees

The data shows that the percentage of trees assigned a condition rating of poor or very poor accounts for 9% of the tree stock (down from 11.17% in 2021 AMP and from 13.2% in the prior AMP). It is estimated that those trees identified in a very poor condition will need replacing over the 2024/34 period. It is estimated that maintenance interventions to a proportion of the poor condition rated trees will enable these to remain over the 10-year period. For planning purposes, it is estimated that half of the trees with a poor condition rating will need to be replaced over the 2024/34 timeframe, the remaining will survive into the 2034/44 period.

Since the last AMP there are less unassigned trees There are several trees that have been captured since the last AMP that are currently recorded as unassigned condition, this is 2% lower than the last AMP. Staff are continually working with Asplundh to rectify this and improve the asset information held for these trees. Figure 5.13 shows the breakdown of tree assets condition by number and percentage.

Figure 5.13 Tree Condition by Number and Percentage.



5.5 Greenspace Assets Summary

The following table summarises the key characteristics and values associated with the park categories.

Table 5-6: Parks Characteristics Summary

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
Sport & Recreation Reserves	Sport and recreation activity, recreation facilities and buildings, often multiple use.	<p>Sport facilities such as grass fields and hard courts.</p> <p>Buildings such as changing rooms, clubrooms and community centres.</p> <p>Recreation facilities such as playgrounds, skate parks, half courts, picnic areas, bike tracks and dog parks.</p> <p>Seating.</p> <p>Landscaping.</p> <p>Usually large size.</p>	<p>Organised sport</p> <p>Social sports</p> <p>Active recreation</p> <p>Informal sport & recreation</p> <p>Walking</p> <p>Amenity & open space</p> <p>Events</p>	<p>A sports and recreation reserve are designed and used for sport and recreation, and is often multi use, providing for a range of community activities and facilities.</p> <p>There is likely to be a mixture of winter and summer sport use. The sports turf areas are maintained to an appropriate standard for the sports code use. A sport and recreation reserve may accommodate hard court and built recreation facilities.</p> <p>Toilets, changing facilities and car parking are likely to be available and some reserves may have resident club facilities.</p> <p>Bookable sports play facilities are the primary purpose of sport and recreation reserves. Some reserves may have recreation facilities such as playgrounds and other facilities serving a local neighbourhood or community function.</p>	<p>To provide and maintain sports field capacity to meet reasonable demand.</p> <p>Recreation facilities will be managed to meet the recreation needs of the community or sports code.</p>	<p>Recreation</p> <p>Parts possibly classified as Local Purpose</p>
Neighbourhood Parks	Local, informal recreation, play and amenity open space.	<p>Usually small areas (up to 2 ha) located in close proximity to residential areas or serving the needs of outlying communities.</p> <p>May have recreation facilities, e.g., playgrounds, skate parks, half courts,</p>	<p>Play</p> <p>Relaxation</p> <p>Recreation</p> <p>Amenity/open space</p>	<p>Smaller sites, of local or community significance, which add to the attractiveness of neighbourhoods and provide space for informal recreation, social interaction and play.</p>	<p>Accessible, safe and flexible open space that caters for some of the recreation, social, relaxation and informal sporting needs of a wide cross section of people living within a neighbourhood</p>	<p>Recreation</p> <p>Local Purpose</p>

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
		<p>picnic areas, bike tracks.</p> <p>Seating.</p> <p>Landscaping.</p> <p>May have sports field for junior or informal use (community catchment level).</p> <p>May have buildings such as toilets, community centre, crèche, kindergartens etc. (generally at community catchment level).</p>			<p>or group of neighbourhoods.</p> <p>Well designed and landscaped environments that reflect the character of the neighbourhood and are an attractive asset to built-up areas.</p> <p>A variety of play opportunities for people of different ages which are safe, creative and continuously appealing.</p> <p>Parks located in rural areas provide a focal point for the community.</p>	
Public Gardens	Horticultural collections and displays for relaxation, contemplation, education and/or amenity.	<p>Horticultural/ botanical display plantings.</p> <p>Display houses.</p> <p>High quality landscaping.</p> <p>Interpretation, e.g., plant names, historic or horticultural information, visitor centre.</p>	<p>Relaxation/ contemplation</p> <p>Education</p> <p>Amenity</p> <p>Weddings & photography</p> <p>Picnics</p> <p>Event/function venue</p> <p>Visitor centre</p> <p>Conservation</p> <p>Recreation</p>	<p>Public gardens include parks that are of significance to the district, with an emphasis on horticultural displays. The primary focus for public gardens is to create a place of beauty and tranquillity through high quality horticultural design and maintenance and other features appropriate to the park's character. They may often also contain historic heritage values. They may include, but are not limited to, botanic gardens. They will generally exhibit one or more of the following values and attributes: Peace & tranquillity. Horticultural excellence and diversity Be at tourist destination. Have a particular unique feature or character.</p>	Provision of high quality public gardens in key locations which provide the opportunity for horticultural displays, education and contemplative leisure experiences.	Recreation

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
			Cafes/restaurants	Historic, artistic or cultural values Horticultural and/or environmental education values Public gardens will be developed and maintained to the highest standard. They may also have a "Friends" organisation which supports the public gardens, including fundraising for capital development and running volunteer programmes		
Natural Parks	Experience and/or protection of the natural environment.	Native bush, coastal, forestry, farm parks, wetlands and water bodies. Developments providing for walking, biking, horse riding, picnicking and visitor information.	Conservation Ecological restoration/enhancement Access to the coast/ rivers/ natural environment Walking/cycling Information/ education/ interpretation Open space Ecosystem management Low impact recreation Picnicking	The definition of nature and natural is widely defined to include native bush areas, wetlands, coastal and lake margins, forestry, farm parks, esplanade reserves and restoration areas or other natural landscapes. Natural parks may exhibit one or more of the following values and attributes: Large scale sites Low impact recreation activity Intact or restorable natural ecosystems Unique or threatened NZ native flora and fauna. Park land adjoining the coast. Natural wetland areas Water bodies such as lakes, ponds, streams and/or riparian features Outstanding natural landscape or geological features Access to the coast and other waterways	The provision and protection of natural environments to provide opportunities for people to experience nature through recreation activities appropriate to the particular park.	Recreation Scenic Nature Scientific
Cultural Heritage Parks	Protection of built cultural and historic environment for commemoration, mourning	Cultural heritage features such as pa sites. Historic buildings or structures.	Protection, restoration, and enhancement Historical information and education	Cemeteries are provided as a location for interments and remembrance. The primary objective is to create a respectful environment that is attractive, restful and suitable for reflection and grieving. Cemeteries will require a high level of	The protection of specific cultural heritage sites and features and opportunities to	Historic Recreation

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
	and remembrance.	Memorial sites. Cemeteries.	Commemoration Burials/ mourning/ remembrance	development to meet their purpose and visitor needs. They are included within the park network to reflect the wide range of uses and values cemeteries provide. Cultural Heritage parks will generally exhibit one or more of the following values and attributes: Historic sites Historic buildings and structures Monuments and plaques Cemeteries, including both open and closed. Other sites of cultural or heritage significance	experience and learn about our history.	
Outdoor Adventure Park	Recreation activities and built facilities requiring a large scale non-urban environment.	Peri urban setting Large scale Multiple range of activities Nature/ environment based recreation activities	Managed nature such as forestry or farm parks Walking/cycling Picnics Equestrian Motor sports Camping Other recreation activities not suited to urban park environment	The Outdoor adventure park enable visitors to experience a variety of recreation activities in a wide range of open space environments. The Outdoor adventure park will generally be large sites, usually located on the outskirts of urban areas. The character and management of the parks varies widely and can include exotic forestry, farm parks, native bush, coastal and river areas. Recreation activities include those that require space and separation from urban locations and/or require particular natural features. Examples include mountain biking, equestrian, rock climbing, wind-sports, motorised recreation, camping, walking/tramping, picnicking, hunting, canoeing/kayaking etc.	Provision of opportunities for outdoor adventure-based recreation activities that require large areas of land.	Recreation Local Purpose
Civic Space	Social and community open space and events.	Business/retail area location Hard paving	Lunch/ meetings for workers/ shoppers	Open spaces within central business districts or other retail business areas which provide space for casual gatherings, meetings, and relaxation. They may also provide for large public gatherings, events and entertainment.	Provision of open space within business/retail areas High level of amenity development and	Recreation Local Purpose

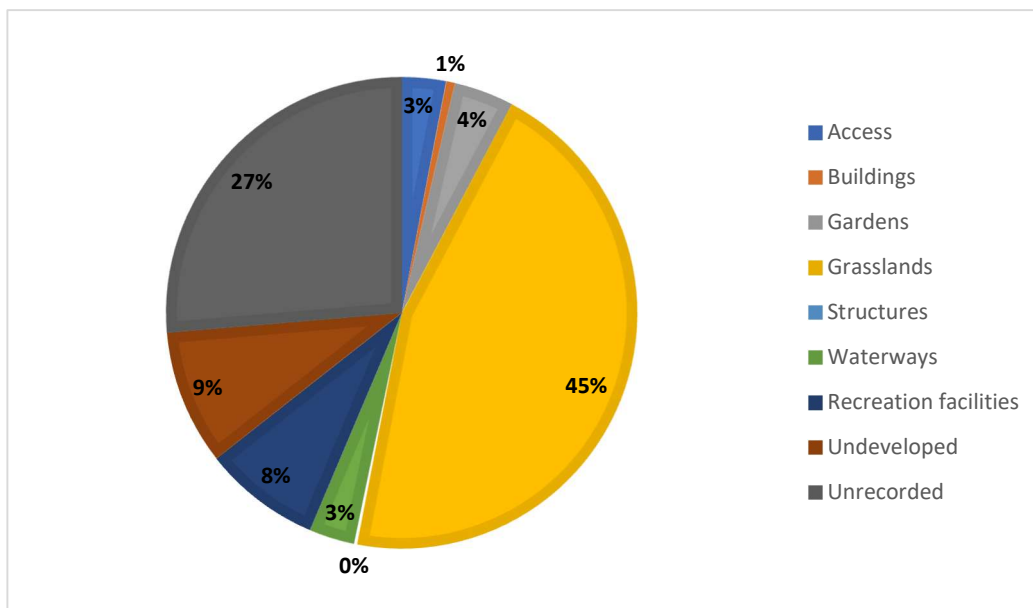
Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
		Soft landscaping Seating areas	Open space in town centre, business or industrial area Social and community gatherings Entertainment Events	Civic spaces also provide landscape/amenity enhancement and visual open space relief in a built up environment.	associated maintenance Designed to attract and cater for periodic high levels of use.	
Recreation and Ecological Linkages	Open space, linkages and corridors	Grass/tree planting Paths/tracks Possibly linear in nature Generally low level of development	Amenity/ open space Walking/ cycling/ commuting Conservation and ecological enhancement	Recreation and Ecological Linkages have a variety of characteristics; ranging from undeveloped green areas, to developed areas with mown grass, trees and other low-key facilities. They can play an important role in meeting sustainability objectives through the protection and enhancement of biodiversity, and by providing linked ecological corridors within the built environment. They enhance urban form and landscape values and provide opportunities for linked walking and cycling networks. They also perform a wide range of functions; from largely unused or inaccessible areas, through to simple amenity spaces for passive use, and areas used actively for picnics, walking, biking and other recreation. They often provide walkway/transport Linkages from one neighbourhood to another or may link park areas together. They may be based on geographic features within the urban environment where building development is not feasible e.g., stream gullies, drainage areas, steep hillsides or awkwardly shaped sites.	Provision of open space that enhances the urban environment and provides ecological and recreation linkages	Recreation Local Purpose

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
				Generally, Recreation and Ecological Linkages will have a low level of development, except where usage and demand warrant it. This may include tracks, park furniture and signage.		
Streetscapes	Street related public open space. Open space amenity & natural elements within built-up areas.	Street trees Street gardens Amenity landscape planting Street furniture	Amenity (walking, cycling, driving) Social interaction Relaxation Civic pride Botanical/wildlife	Street related public open space designed to enhance amenity values, accessibility and safety along road corridors and pedestrian avenues.	Enhancement of the street environment to provide opportunities for people to experience and enjoy open space corridors and natural elements within built-up areas.	Limited recreation Parts possibly classified as Local Purpose Road reserve

5.6 Utilisation and performance

The Council will collect utilisation data across its network of sports fields in order to monitor and understand demand. Strategies were developed to optimise utilisation and performance of existing assets and recommendations as to assets are required to meet future demand. The strategies guide decision making around key asset types. In 2020 the Community Facilities and Sports Grounds strategies were refreshed and updated based on new priorities and information. In addition to this an Aquatic Facility Strategy was also developed in 2020, this is currently being reviewed. Figure 5.14 shows the utilisation of reserve land per type, with grassland making up the highest percentage of land usage.

Figure 5.14 Use of Reserves as a % of Total Land Area (1039.2ha)



The Aquatic facilities have good data collected around utilisation and performance of the pools. This is collected by bookings data for learn to swim programmes and numbers of people through the door. Performance of the pool assets is primarily focused on the water quality which is monitored and reported to Council on an on-going basis.

Please refer to the strategies for further information.

5.7 Catchment Hierarchy for parks

Catchments are used to organise parks into subcategories, and generally indicate their significance and/ or community of interest. Different levels of service may apply to different catchments.

Table 5-8: Greenspace catchment hierarchy

Catchment Level	Name	Description
1	Local	Serves immediate local area. Generally, can be accessed by walking.
2	Community/Suburban	Serves local community or town. Access by walking, bike, or car.
3	City/District wide	Serves the whole city or district. Access by driving or public transport.
4	Region	Serves the entire region comprising several cities or districts. Access by driving or public transport

The following matrix demonstrates the typical catchment areas for different park categories.

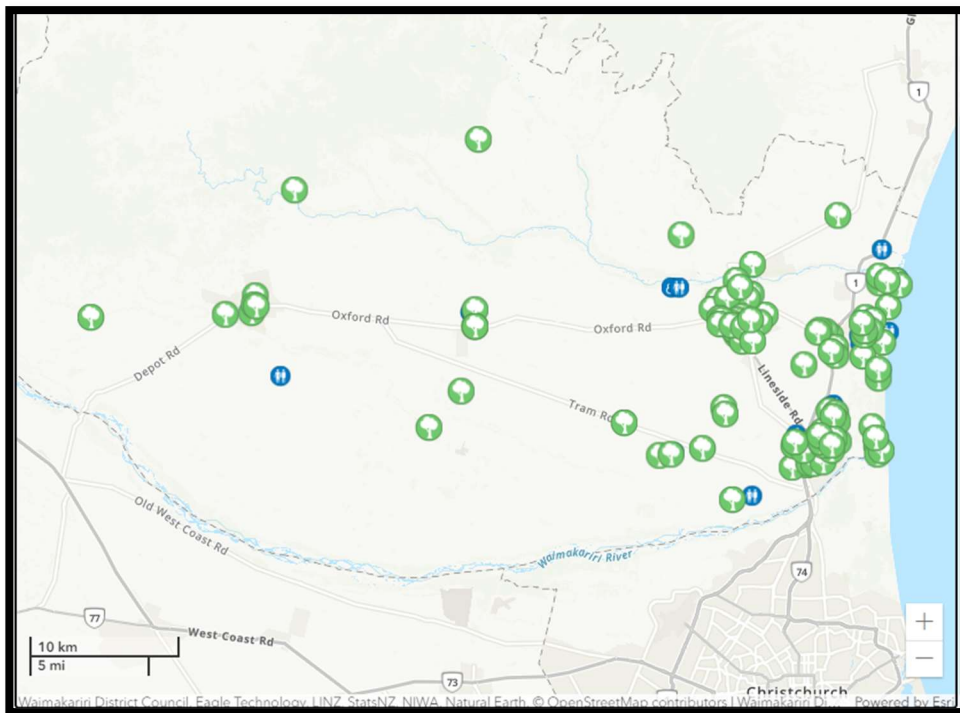
Table 5-9: Typical Greenspace category catchments

Category	Catchment			
	Local	Community/Suburban	City/District wide	Region
Sport & Recreation				
Neighbourhood				
Public Gardens				
Nature Parks				
Cultural Heritage				
Outdoor Adventure				
Civic Space				
Recreation and Ecological Linkages				

5.7.1 Assets Located on Greenspaces

Greenspace contain a wide range of assets. Figure 5.15 below contains a map of Greenspace reserves within the Waimakariri District area, that are owned or managed by the Waimakariri District Council.

Figure 5.15 Reserves in the Waimakariri District.



The table below provides a summary of the different types of assets.

Table 5-2: Summary of assets located on reserves.

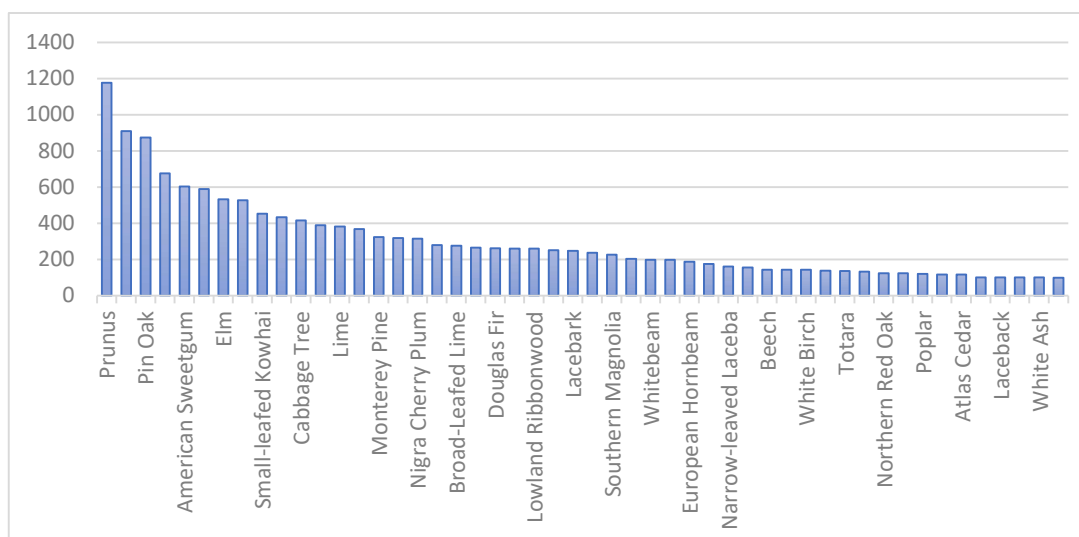
Asset Type	Units
Access and parking	212
Structural	799
Footpaths	517
Monuments	129
Furniture	1331
Walls and fences	1024
Water features	55
Gates	677
Lighting	554
Signage	727
Playground equipment	555
Sports areas, courts and features	437
Utilities	546
Irrigation	293
Horticultural	3139
TOTAL	10995

5.7.2 Tree assets

Council owned trees provide an important visual and environmental enhancement to the landscape, reserve and street trees are managed as detailed in the Council's Tree Policy document. The Tree Policy was reviewed as part of the update to the Tree Maintenance Contract to align the work completed on trees across the different categories of parks and reserves with the policy.

The asset data base shows that the Council has over 400 different species of trees, and a total number of trees being 23800 as at August 2023. Figure 5.16 shows the 50 most common species across the range of trees owned and managed by Council with the top three being Prunus (7% of top 50), Ash (5.3% of top 50), and Pin Oaks (5.1% of top 50).

Figure 5.16 Top 50 Tree Types



5.7.3 Community Facilities

The provision of community facilities aims to promote community well-being and to meet community expectations. Community facilities are meeting points, providing indoor space for community gatherings, events, and recreational, educational, and social activities. Facilities enable community-led development, with local people working together and bringing about changes in their environment. They help build neighbourhoods with strong identities.

The Council provides a range of community facilities which are categorised into three groups,

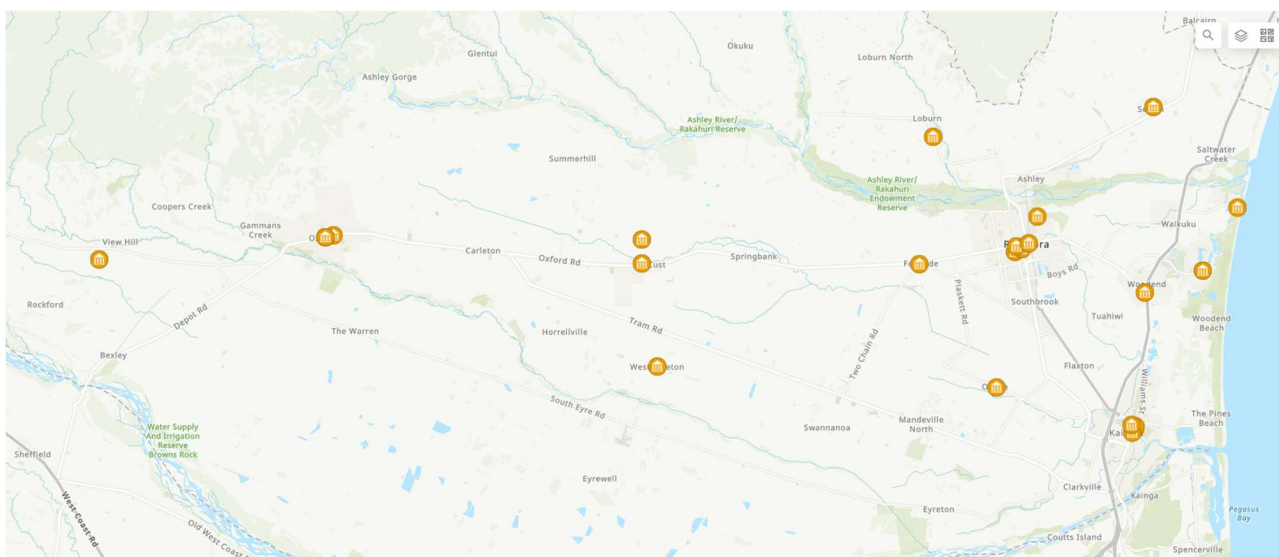
- **District Wide Facilities** are typically high quality large multi-purpose town hall, performing arts venues or indoor sports venues that cater for a wide range of activities and are capable of drawing visitors from across or outside of the District.
- **Community Meeting Facilities** are typically venues with some multi-purpose potential, some with main halls available for hire, and others with various room configurations used by either regular groups or available for casual bookings. They are used by social support network groups as office space or for passive recreation.
- **Sports Facilities** are buildings used for the purposes of active recreation. They are attached to sports grounds and used by sports ground users. Competition level sports grounds are often able to cater for multiuse by various sporting codes and are attached to premier sports grounds. Local sporting pavilions usually cater to one sporting code.

The table below shows the category that each building has been assigned in the Council's Community Facilities Policy.

Table 5-3: Community facilities categories

District Wide Facilities	Community Facilities	Sports Facilities
Cust Community Centre	Baker Park (Toy Library)	MainPower Stadium
Oxford Town Hall	Cust Domain Pavilion	Carleton Domain Pavilion
Rangiora Town Hall	Dudley Park Pavilion	Cust Domain Pavilion
West Eyreton Hall	Fernside Memorial Hall	Kendall Park Pavilion and Changing Rooms
Woodend Community Centre	Kaiapoi Community Centre	Loburn Domain Pavilion
	Lees Valley School Reserve (Old school room)	Ohoka Domain Pavilion
	Oxford Centennial Building (now community leased)	Oxford (Pearson Park) Pavilion
	Oxford Jaycee Hall	Sefton Domain Pavilion
	Rangiora War Memorial Hall and offices	View Hill Domain
	Saltwater Creek Hall (storage facility only)	Coldstream Rd Hockey Changing Rooms
	Waikuku Beach Hall	
	Woodend Recreation Ground	
	Pegasus Community Centre (leased by Council)	
Woodend Lions Building		

District Wide Facilities	Community Facilities	Sports Facilities
Rangiora Airfield		
Aquatic Facilities <ul style="list-style-type: none"> • Kaiapoi Aquatic Centre • Dudley Park Aquatic Centre • Oxford Pool • Waikuku Beach Paddling Pool 		
Kaiapoi Marine Precinct		



This map contains halls and meeting venues within the Waimakariri District area that are managed by and available for booking through the Waimakariri District Council.

Many of these facilities are provided in the main townships of Rangiora, Oxford, Kaiapoi and Woodend. Other key Council owned community facilities, such as the Rangiora Library and Ruataniwha Kaiapoi Service Centre are not managed as Greenspace assets and are not covered by this Plan. There are also a number of other community buildings and sports pavilions located on Council reserves which are not Council assets. These buildings and pavilions are owned by community or sporting organisations and are located on reserves via a lease or licence to occupy. In allowing sports or community groups access to these spaces it ensures that these users are able to have the required provision of facilities available to them.

Community buildings and the land surrounding the buildings are located on reserves categorised as neighbourhood parks, sport and recreation reserves and civic space in this Plan. The park category on which the community building is located is reflective of the primary purpose of the building and its typical usage.

The table below lists the community facilities covered by this Plan. After the earthquakes the Council adopted a policy of ensuring that all community facilities were brought up to at least 67% of New Building Standard (NBS). This table sets out the facilities, as well as the percentage of the NBS that the building is rated to. The two facilities listed with an asterisk have not yet had the strengthening work completed, once this work has been done the building will be at the listed NBS rating. Once these buildings have been strengthened all community facilities will be rated to at least 67% NBS with the exception of the Woodend Lions Building, which due to the significant cost involved and low level of use it was agreed to keep this building at 50% NBS.

Table 5.9 Community Facility NBS%

Building Name	% NBS	Building Name	% NBS
Cust Community Centre	>67%	Pearson Park Pavilion	75%
Cust Domain Pavilion	>100%	Rangiora Town Hall	70%
Cust Museum	80%	Rangiora Toy Library	>67%
Dudley Park Pavilion	70%	Rangiora War Memorial Building	90%
Fernside Hall	72%	Sefton Domain Pavilion	68%
Kaiapoi Aquatic Centre	>100%	Toilets - Pines Beach	>100%
Kaiapoi Community Centre	>67%	Trousselot Park new toilets	>100%
Kendal Park Pavilion	>100%	View Hill Pavilion	76%
Loburn Domain Pavilion	67%	Waikuku Beach Hall	>67%
Ohoka Domain Pavilion	67%	West Eyreton Hall	>100%
Oxford Centennial Building	>67%	Woodend Community Centre	67%
Oxford Jaycees Rooms and Museum	67%	Woodend Toy Library & Pavilion	100%
Oxford Pool	>67%	Woodend Lions Building	50%
Oxford Town Hall	67%		

5.7.4 Rangiora Airfield

The Airfield has no scheduled flight services but does provide opportunities for recreation and general aviation activities involving light aircraft and helicopters. The Airfield provides for airfield activities as defined under the Airport Authorities Act 1966 and specifically provides for the on-going growth and expansion of aviation activities. The Airfield has sufficient capacity to cater for general aviation, training and recreational aircraft.

The predominant use is recreational, agricultural and training operations with up to 1000 aircraft movements per week. The Airfield occupies a site of 50.7 hectares with the original site acquired early in 1960. It is situated three kilometres northwest of the Rangiora Township and is bounded by reserve land adjoining the Ashley/Rakahuri River to the north, Merton Road to the east and rural farmland to the south and west.

Significant facilities at the airfield are as follows:

- Three grass run ways
- 95 private hangers that are currently leased
- Ancillary building such as Aero Club Clubrooms and Air Cadet Training Corp Building
- Fuel pumps – Jet A1 and Avgas

In December 2020 the Council completed the designation process for the Airfield. This process ensures the future of the airfield as part of the district and its inclusion in the District Plan. In completing this process, it will now allow the development of the overall master plan for the Airfield including the development plan for the other side of the airfield which will free up additional hanger and airfield space on existing land owned by Council.

5.7.5 Aquatic Facilities

The Council owns and operates two year-round Aquatic Facilities - the Dudley Park Aquatic Centre in Rangiora, and the Kaiapoi Aquatic Centre in Kaiapoi. During the summer season, the Council also

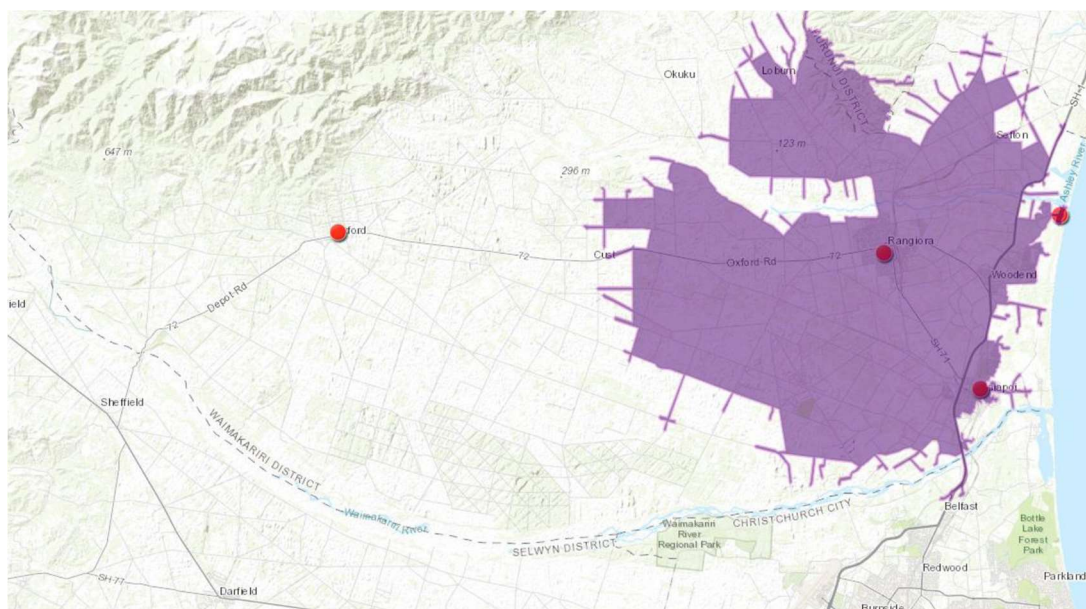
operates the Oxford Community Pool, and the Waikuku Beach Paddling Pool. Tabel 6.1 indicates the range of facilities at these locations.

Table 6.1 Facilities Available at Aquatic Locations

Dudley Park Aquatics Centre	8-lane 25 metre lane pool	19.5 metre long learners pool	Mechanical / electrical plant	Changing rooms	Children's leisure pool including toddler area	Spa pool.
Kaiapoi Aquatic Centre	6-lane 25m pool	Learn to swim pool	Mechanical / electrical plant	Changing rooms	Toddlers Pool	
Oxford Community Pool	4-lane 25 metre pool	Learners pool with toddlers stand	Mechanical / electrical plant	Changing rooms		
Waikuku Beach Paddling Pool	Shallow pool	Splash pad				

The map shows that the majority of the district's population is within 15minutes drive of a pool during summer when the Oxford Pool is open. The red dots on the map are Council pool locations.

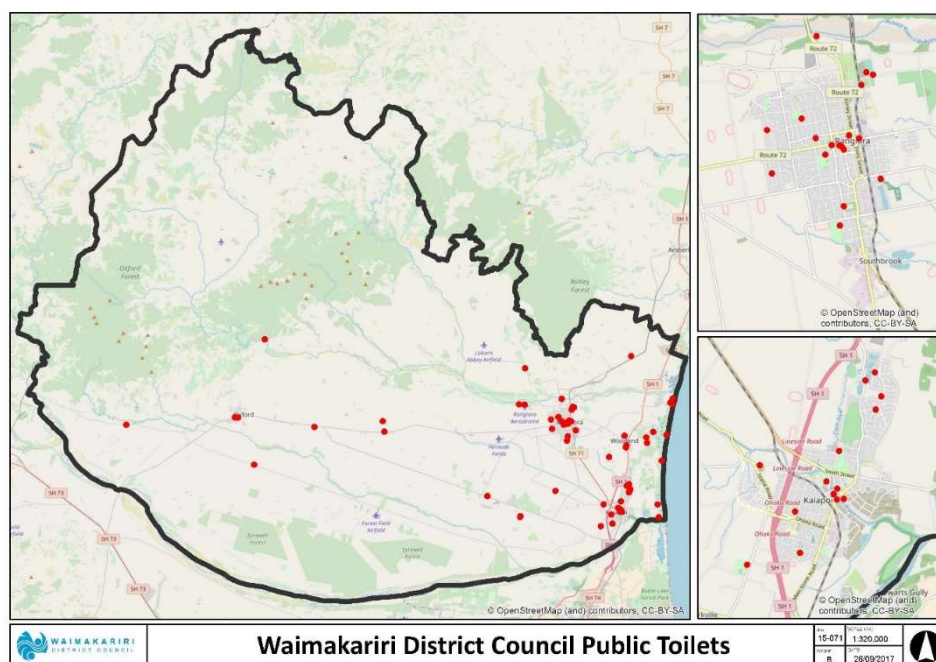
Figure 5.16 Map of 15-minute Drive Time to Dudley Park Aquatic Centre.



5.7.6 Public Toilets

Public toilets are defined as toilets that are open for use to the public. Public toilets need to be clean facilities in appropriate locations and meet level of service requirements dependant on the location. The number of toilets provided also varies according to the anticipated level of use. In low use areas (e.g., rural parks) a single unisex cubical will be sufficient. In high use areas (e.g., a town centre) up to four cubical may be required. These may be male/female separate or unisex and accessible.

Figure 5.17 Map of Council Public Toilet Locations



Previously the Council has also financially contributed to the development of two public toilet facilities in privately owned buildings. These are the redevelopment of the public toilet facilities in the North Canterbury Cricket Association pavilion at MainPower Oval and the provision of toilet facilities in the Rangiora New World Supermarket. The toilet facilities at the New World Supermarket replaced the Council's two cubicle concrete slab toilet block that was demolished when the car park was reconstructed. The Council provides the Canterbury Country Cricket Association with an annual operational grant to pay for the external doors to the public toilets to be locked and unlocked each day.

Council also provides effluent dump sites at Kaiapoi, Rangiora, and Oxford for motor caravans. The following table provides a location list of the 64 public toilet facilities located throughout the district.

Table 5-4: Public Toilets Locations

Location	Number of Public Toilets
Neighbourhood parks	21
Sports Parks	20
Natural Parks	9
Civic Spaces	7
Town Centres	4
Libraries or Service Centres	3

For further information about Public Toilets please refer to the Public Toilet Strategy (Trim # 171114123588)

5.7.7 Cemeteries

Cemeteries play an important role in our society. They support our sense of community and reflect the history of local people and cultures that founded and influenced our District. Council manages seven cemeteries and are available to all persons, not just residents of the District. The Kaiapoi Public Cemetery and Rangiora Lawn Cemetery include Services Cemeteries providing for service personnel. In the Waimakariri District there are three urupa and 15 privately owned (Church) cemeteries.

Cemeteries are provided as a location for interments and remembrance. The primary objective is to create a respectful environment that is attractive, restful and suitable for reflection and grieving.

5.7.8 Kaiapoi Marine Precinct

As part of the Redzone and Regeneration for Kaiapoi, the existing Kaiapoi pontoons/marina was redeveloped to allow better use for the private and commercial activities in this space. This space was developed as part of the overall redevelopment of this area of Kaiapoi and provides opportunities for private users through available berthing both short and long term as well as commercial through the area designated for the River Queen.

5.8 Asset Data Confidence

Data confidence has been assessed across a range of asset data and processes. The confidence grading used has been taken from the IIMM as follows:

Table 5.10 Confidence Grades

Confidence Grade	Description	Accuracy
A Highly Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly, and recognised as the best method of assessment.	Dataset accuracy \pm 5-10%
B Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation.	Data set accuracy \pm 10-15%
C Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample.	Up to 50% data is extrapolated and accuracy estimated at \pm 15-25%
D Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis, Dataset may not be fully complete, and most data is estimated or extrapolated.	Accuracy estimated at \pm 25- 40%
E Unknown	None or very little data held	

Opus' independent review found that the valuation undertaken by Council in 2022 was based on accurate and substantially complete asset registers and on appropriate replacement costs and realistic lives. Opus rated the valuation based on the International Infrastructure Management Manual (2011) to be a class B rating: Reliable $\pm 15\%$. The description of a B rating is: "Large portion of data based on sound records but has minor shortcomings (e.g., old data, some missing documentation, reliance placed on unconfirmed reports and extrapolations).

All asset information is stored within the Asset Management System this is linked directly with the financial database. Latest information was downloaded into spreadsheets for the valuation. The Council's Asset Information Management (AIM) team undertakes a regular data and validation audit and has confirmed satisfactory accuracy of the database.

5.9 Section Improvement Plan

The following improvements have been identified within this section:

- The Public Toilet asset data and condition needs to be updated and loaded into the asset management system.
- The Community Facilities asset data and condition should be collected and loaded into the asset management system.
- The Aquatic Facilities asset data and condition should be loaded into the asset management system.

6 Lifecycle Management

6.1 Introduction to the section

The successful lifecycle management of assets endeavours to minimise the total cost of ownership, balancing effective financial management with sustainable operations including identifying the need, planning, acquisition, operating, maintaining, renewal and decommission/disposal. Life cycle optimisation expectations will be applied to capital and operational expenditure considering the total cost, agreed levels of service and differing levels of asset management maturity. To mitigate climate change environmental impacts needs to be a key focus in the decision-making process through the entire lifecycle of an asset.

The assets included in this Plan that support services to the community are diverse and varied. For all of them it is important that robust and accurate asset analysis carried out to optimise life of an asset. While ensure assets are fit for purpose, are able to deliver the performance expected over their lifetime and have the capacity to provide the service expected both now and in the future. This is influenced by:

- Design standards
- Procurement strategies
- Construction standards and specifications
- Operating and maintenance strategies
- Planned maintenance regimes
- Operator training
- Decommissioning plans
- Operating environment
- Investment

This section summarises how the Council plans to manage and optimise life cycle costs for each part of the lifecycle for this activity. This section is structured to align with the lifecycle phases of an asset.

6.2 Management Strategies

6.2.1 Management Approach in Planning



The Council has dedicated teams in Greenspace and Aquatics that manage the services provided by this Activity Management Plan. For the detailed breakdown of the internal staff structure please refer to Section 2.5 Organisational Structure. Figure 6.1 Asset lifecycle management shows how Council processes Community and Recreation assets through prioritising, procurement, monitoring/reviewing and intervention.

Figure 6.1: Asset Lifecycle Management

6.2.2 Asset Management Strategy

The Council document, S-CP-0400 Asset Management Policy, has been created to provide clear direction as to the focus and level of asset management practice expected. This document sets out that Asset management is an integrated approach for informed investment decisions and effective stewardship of infrastructure assets. The objective of asset management is 'to meet a required level of service, in the most cost-effective manner, through the management of assets for present and future customers'. This creates the vision and the context in which assets are designed, delivered, and managed and the levels of service they are expected to deliver. The policy also identifies the key skills and resources needed to fully manage assets.

Table 6.1 summaries the strategies that inform decision making to enhance utilisation and performance during an asset's lifecycle.

Table 6.1: Community and Recreation Strategies list

Service Level Strategies and Plans	Description	Next Review
Public Toilet Strategy 2017	This Strategy is intended to provide direction to Council on enhancing the fit for purpose, safe and attractive public toilet network.	
District Play Space Strategy 2017	Help to provide well-designed and well-maintained play spaces for participants of all ages and levels of ability.	
Sports Facilities Plan 2020	Identifies issues, considerations and priorities for the network of sporting facilities.	
Sports Facilities Plan Sports Strategy- Fields Capacity	Provide direction to the Council with the prioritisation of investment in future sports fields and sport facility developments.	
Aquatics Facilities Strategy 2021	10 year strategy outlining aquatic facility provisions in the district	Under review
Reserve Management Plans	Current and future uses of parks and associated management considerations.	
WDC Long Term Plan	10 year plan outlining priorities, projects and financial implications	reviewed 3 yearly
WDC Infrastructure Strategy	Describing the key infrastructure issues the Council needs to face over the next thirty years, relationship to LTP	Under review
Waimakariri Cemetery Strategy Action Plan 2020 – 2039	Plan describing the objectives of Council for cemeteries level of services	

Service Level Strategies and Plans	Description	Next Review
Community Facilities Network Plan		In Development
Financial Strategy	Outlines the key financial parameters and limits within which the Council will operate over the next ten years.	
Natural Environment Strategy	Council's local response to the degradation of important natural ecosystems and species being reported across the world, including within our District.	In Development
Cemetery Strategy	Provides council with objectives to meet growth, ensure compliance and clear use and management directions.	
Climate Change Policy 2020	To Support climate change mitigation and adaptation	

Critical assets are defined within Section 5 of this Plan.

6.3 Asset Creation and Acquisition (Design and Build)

6.3.1 Identify the need

New Works are those that create an asset that did not exist or works which upgrade the asset beyond its original size or capacity. They cater to new development and growth and can be created by Council or developers which then hand over the asset on completion of the development.

As a result, these can be funded in two different ways:

- **Council funded:** works funded and constructed by WDC. Council contribution is generally funded through rates.
- **Developer funded:** works funded by developers as part of subdivision or other development or by way of development contributions that are then vested in Council.

6.3.2 Criteria and process for selection

The following process has been followed when developing the capital projects identified in the Plan:

- Staff assessment of all parks within the district. Parks are assessed against the Council's levels of service. The projects are given a priority based on health and safety or security considerations, further deterioration of asset if work is not carried out and community expectation that work is carried out.

- Advisory groups and sporting clubs as key stakeholders provide input from regular park users.
- Where a service provision shortfall or a community need is established preliminary cost estimates are produced.
- Workshops with appropriate Boards to obtain further ideas and rationalize some of those already suggested.

The selection criteria and prioritisation of projects have the following considerations:

- Health & Safety
- Legislative requirements
- LOS Alignment with community outcomes and strategic priorities
- A proven identified need
- Financial Sustainability and budgetary constraints.

The design phase is where a lot of significance can be added to the project both financially and sustainably. When considering design options upfront expenditure as well as ongoing maintenance costs need to be considered. Landscape architects within the Greenspace team create functional public parks, gardens, playgrounds, and public spaces often through community board and community consultation.

6.4 Operations and Maintenance

Day to day delivery of operations and maintenance programmes currently balance programmed, unplanned and reactive works. Condition assessments and identified maintenance works allow for prioritisation of planned work. The goal is to move toward a more predictive or condition-based approach to ensure assets are meeting their useful life.

6.4.1 Operations

Operational activity is designed to ensure efficient utilisation of the assets, and therefore the assets achieve their service potential. The Council's strategy for the delivery of operational services is to contract out physical work, with performance-based contracts that have been tendered on the open market to gain the most cost-effective option possible. Within the duration of this Plan the maintenance contracts will come up for renewal at which point Council will assess if any changes need to be made to the contract.

Prioritisation of operations and maintenance works is based on multiple factors, this includes:

- Level of service requirements
- Criticality and risk associated
- Age and condition of asset
- Budgetary constraints
- Growth

The major operational programmes for the next 10 years are shown within the four principal maintenance contracts covered within this section.

6.4.2 Maintenance

6.4.2.1 Maintenance Contracts

There are four significant contracts for the maintenance of Greenspace assets. These contracts are as follows:

Table 6.2: Reserve and Community Facility Maintenance Contracts

Contract Name	Contractor	Contract Start Date
Contract 17/22 Street, Reserve and Cemetery Trees Maintenance Contract	Asplundh	Sep-18
Contract 14/53 Community Facilities Cleaning Contract	OCS Ltd	1-Feb-15
Contract 15/42 Facilities Exterior Maintenance Contract	National Decorators	Oct-15
Contract 16/51 Parks and Reserves Maintenance Contract	Delta Utility Services Ltd	1-Mar-17

As part of the Parks and Reserves procurement process for operational and maintenance contracts, a full competitive tender process is undertaken to ensure the most appropriate contractor is appointed. This process is tracked through the Council's Procurement Management Software Vendor Panel that was implemented in 2023. The procurement management platform records tendering, tender evaluation, management of panels, risks and lists, and the contract register.

6.4.2.2 Parks and Reserves Contracts and Maintenance Standards

(i) Contract 17/22 Street, Reserve and Cemetery Trees Maintenance Contract

The Street, Reserve and Cemetery Maintenance Contract involves the maintenance and operational activities, such as tree removal and planting, involved with street, reserve and cemetery trees. This contract was let to Asplundh in September 2018 for a period of four years plus two further optional extensions of two years and one year respectively (total of seven years).

As part of the contract, Asplundh the contractor for the Street, Reserve and Cemetery Tree Maintenance Contract, all works completed on trees are managed and recorded via the contractor's mobile management system. At the close of each month the data captured during the month is updated into the asset system. The Council has a complete register, including spatial, of all trees. Greenspace staff undertake a monthly audit of Asplundh against the contract specifications to ensure that they are meeting their obligations and that levels of service provision are being maintained.

(ii) Contract 16/51 Parks and Reserves Maintenance Contract

The Parks and Reserves Maintenance Contract involves the maintenance and upkeep of parks and reserves. This work covers programmed maintenance, reactive maintenance and dayworks which covers one off work required generally in response to service requests. This contract was let to Delta Utility Services Ltd on 1 March 2017 for an initial period of three years plus two further optional extensions of two years. Staff have exercised the first of the optional extensions in 2020.

This contract is performance based for all operational works. Greenspace assets have been identified on a schedule as to the grade that the contractor is required to maintain them to. To manage the performance of the contractor against the contract specifications monthly audits are undertaken by a Greenspace Officer. Audit reports are prepared based on the inspections completed and a report is issued to the contractor outlining their performance for the previous month as well as any remedial action if required.

As part of this contract, the Contractor is required to assist the Council in updating its asset data information. To do this, the Contractor is required to provide a report detailing all assets that have been added or removed, including a drawn location plan of the asset, detailed description, and a photograph of the asset.

6.4.2.3 Community Facility Contracts and Maintenance Standards

The following two contracts are contracts that provide for multiple departments within Council (Greenspace, Property, Libraries and Aquatic Facilities). As part of these contracts there is no capturing of asset changes or maintenance history into the business enterprise solution.

(i) Contract 14/53 Community Facilities Cleaning Contract

Cleaning schedule of duties is listed within the contract in accordance with the location which is being cleaned.

(ii) Contract 15/42 Facilities Exterior Maintenance Contract

The scope of works for this contract is for the washing, cleaning, and painting of all exterior walls, windows, entrance doors and frames, soffits, gutters, down pipes and fascia.

The council aims to maintain community facilities that are suitable for public use at the least cost to rate payers. For some facilities council expects that the funds required for maintenance is recovered from fees and charges from users of the facilities. Income rarely matches the total cost of maintenance expenditure.

6.4.2.3.1 Other Contracts

(i) Security Monitoring and Response Contracts

As an organisation the Council has an ongoing contract with Code 9 for the monitoring of the alarm systems located within the Council owned buildings and facilities. In addition to this there is a contract between Council and Waimak Patrols & Security Services to cover services such as alarm responses, locking up of community facilities and parks and other security services for other departments such as after-hours excessive noise complaints.

(ii) Pest Control Services

Greenspace have an agreement with Target Pest for the control and monitoring of pests at all Community Facilities, as well as targeted pest control at some reserves.

(iii) Waikuku Beach Hall Cleaning

This contract has been in place for the cleaning of the Waikuku Beach Hall since 2002 and continues to be completed by the Waikuku Beach Campground Manager.

(iv) Ashley Gorge Reserve Maintenance

This contract was let in 2015 for the maintenance of the Ashley Gorge Reserve for a period of two years, with a further two options of twelve months each. This continues to be undertaken by the Ashley Gorge Campground Managers.

- This contract only includes mowing of the reserve, vegetation control, cleaning of one toilet block, collection of loose litter and emptying of the rubbish drums and reserve inspections. It does not include work required on the road frontage or embankment shrub gardens, inspection and maintenance of the playground located within the reserve and any tree work required.

(v) Contract 22/28 Graffiti Abatement Maintenance Contract

- This contract was let to the Kaiapoi Community Care and Employment Trust in June 2023 for a period of 3 years. The scope of the contract is for the removal of graffiti, monthly reporting with geotagged photos of problem areas.

(vi) Direct Employment of Cleaners

- The Council also directly employs cleaners for the West Eyreton Hall and Loburn Domain Pavilion which is overseen by the Greenspace Operations Team.

(vii) Minor System and Asset Monitoring Contracts

- There are a number of contracts Greenspace have as part of the management of community facilities that are required to have regular maintenance or inspections to ensure operational effectiveness as well as safety and maintenance. These are as follows:

- | | |
|---------------------------------------|-------------------------------|
| ▪ Lift inspections | * Fall arrest systems |
| ▪ Accessible doors | * Fire systems |
| ▪ Backflow Preventer | * Cable Tagging |
| ▪ Hearing Aid Loop | * HVAC system maintenance |
| ▪ Waste Management | * Cinema Projection Equipment |
| ▪ Theatre Systems (Ropes and Rigging) | |

6.4.2.4 Sustainability and Climate Change Impacts of Maintenance Contracts

The Council has developed plans and is implementing actions to improve its sustainability and in its planning for the community is seeking to embed sustainability principles into its decision making and procurement practices. Sustainability and lowering the Council's carbon footprint is evident within the Council maintenance contracts that require contractors to seek more sustainable practices. This can be seen within the Parks and Reserves Maintenance Contract where the contractor is using more electric equipment such as mowers and vehicles. Where practical mulch is used on gardens throughout the District that has been created through the mulching of Council's street tree debris. This is an example of a sustainable practice conducted where practical over the entire period of this contract. These operational practices support the impacts of climate change without impacting an assets life.

6.4.3 Maintenance Standards

Key New Zealand Standards (NZS) relevant to the provision of recreational services are included below.

Table 6.3: New Zealand Standards (NZS) relevant to the provision of recreational services

For all New Zealand Standards, refer to www.standards.co.nz

National Standards	Content / Purpose
NZS 246:2010	To enable better understanding and application of effective risk management within the sport and recreation sector.
5828:2015	Playground equipment and under surfacing
NZS 4121:2001	Design for access and mobility: buildings and associated facilities
NZS 2416:2010	Water safety signage- specifications
NZS 4441:2008	Swimming pool design standard. Minimum requirements for design and construction to meet safety and operational management standards.
NZS 5826 2010	Pool Water Quality This standard covers the essential aspects of the operation and maintenance of pools regarding pool water quality criteria including reference to methods of water treatment
NZS 4241:1999	Public Toilets- Provides design information around fittings and features, cleaning and sanitation for public toilets
BS 6465-4:2010	Sanitary Installations - code of practice design and management.
SNZ HB 8630:2004	Design, construction, maintain and manage tracks and outdoor visitor structures'
NZS 8603:2005	Design and Application of Outdoor Recreation Symbols help information and identify risk to the public

Maintenance standards for parks, reserves, street, and cemeteries are defined within the performance-based contracts listed above. The maintenance contracts identify specific requirements to meet level of services, within specified timeframes, performance criteria, working techniques and minimum disturbance to users and wide public. Standards are associated with one or more of the following priority traits:

- Public safety (condition of playground equipment, large tree limbs)
- National or local significance (heritage or unique environmental areas)
- Location (high/ low profile areas)
- High value due to maturity or quality of feature
- High use
- Specialised use, such as sport
- High capital investment.

Maintenance standards vary between different community facilities. While all facilities are compliant some of the older facilities (such as View Hill Pavilion) are maintained to a lesser degree, to reflect the age and use of these buildings. Newer facilities as MainPower Stadium are maintained to a relatively higher standard. Buildings are inspected at least annually and maintained to meeting building warrant of fitness and codes of compliance while also providing a minimum standard required for the occupiers use.

Some assets and components of assets can be allowed to reach their end of life (such as aquatic hoses) while others that have a large useful life will require maintenance periodically throughout its lifecycle.

6.4.4 Maintenance Strategies

Maintenance strategies are designed to enable existing assets to operate to their service potential over their useful life. This is necessary to meet service standards, achieve target standards and prevent premature asset failure or deterioration. There are three types of maintenance each having distinct objectives and triggering mechanisms, they are as follows:

- **Programmed maintenance** - A base level of maintenance carried out to a predetermined schedule. Its objective is to maintain the service potential of the asset system.
 - A programme of works is planned for aquatic, community facilities, public toilet, and playground assets to maintain their optimum condition. This is completed by maintenance contractors on such works as garden maintenance, mowing, playground inspections. Additional information can be found within the relevant strategies and maintenance contracts.
 - Scheduled maintenance of buildings incurs separate operating costs such as HVAC systems, fire protection services and building Warrant of Fitness assessments.
- **Condition maintenance** - Maintenance is implemented because of condition or performance evaluations of parks and reserves components. Its objective is to avoid primary system failure. This maintenance is both planned through strategies and unplanned through asset failure.
 - To ensure assets are kept in their optimum condition assessments are completed by contractors and staff on a regular basis as per contract requirements. Formal inspections are completed and reported back to the contract administrator.
- **Reactive maintenance** - Maintenance is carried out in response to reported problems, system defects or user needs. Its objective is to maintain day-to-day levels of service. Continued reactive maintenance reduces efficiency which in turn increases the cost of the asset's lifecycle.
 - Non-scheduled work is carried out through Council maintenance contracts, this could be in relation to any asset types across Greenspace. Council is notified of vandalism, asset failure or user needs through routine inspections and notification from users of buildings, reserves, or services often through service requests.

Reactive works are prioritised by the operations team in accordance with the following:

- Health and safety of service users or adjacent property owners may be compromised (trees).
- Service to the users of an asset is compromised or affected.
- It is likely that the area of distress may expand, or the method of repair may change (repair extensions the cost of renewal)
- Subsequent work may depend upon the completion of the work.

Currently there is no process for optimising the operations and maintenance spend on Greenspace assets other than what is done informally by Council staff during day-to-day work. Efficiency and value for money are considered when making expenditure decisions.

Many of the assets covered by this plan are “natural” or “living” assets that have a finite life expectancy, the council through its appropriate design standards and specifications endeavour to provide the most appropriate asset which is supported through its day to day operational and maintenance activities to ensure that these assets support the services of the council.

6.5 Renewal and Replacement

6.5.1 Renewal

Renewal expenditure is major work which does not increase the asset’s design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original or lesser required service capacity. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

6.5.1.1 *Renewal Strategies*

Renewals of Greenspace assets occur when they are no longer able to meet level of service requirements. The rate of asset renewal is intended to maintain the overall condition of the asset system at a standard, which reflects its age profile and ensures the community’s investment in the Greenspace asset is maintained.

There are several criteria that effect the generation of renewal programmes within Greenspace. The level of expenditure on asset renewals varies from year to year.

Some prominent drivers of asset renewal are as follows:

- The age profile and remaining life predictions of the assets.
- The condition profile of the assets.
- The cost of maintenance becomes uneconomical and the whole-of-life costs are less to renew the asset than keep up maintenance.
- The risk of failure of critical assets is unacceptable.
- Customer service issues and demands.

The renewal programme is developed as follows:

Table 6.4: Renewal Programme Development

Activity	Approach Used	Criteria
Renewal forecasts 1-30 years	Combination of: strategies, historical expenditure, consultant reports, age / remaining life based on calculating remaining life expiries and converting information into a programme of replacements based on valuation replacement costs and internal staff knowledge and experience.	Converting data into a priority list of asset renewals in the short term. Year expected to be renewal estimated cost of the renewal. Nearing or past asset remaining useful life.
Renewal scheduling	Proposed shutdown cycles for community and aquatic facilities. Based on criticality and prioritisation of service users.	Renewal programme scheduled on cyclical basis and based on component consumption. Condition rating of 4 & 5.

Renewal works are prioritised and programmed using the following criteria:

- Public safety risk
- Legislative requirements
- Assets recording a condition of 4 (poor)-5 (Very poor)
- Importance of the asset function
- Low customer satisfaction
- Intensity of usage
- Environmental risk
- Financial risk of deferring work

To avoid significant high and low expenditure peaks over the investment of this Plan, the renewal expenditure can be further adjusted to provide a more even expenditure from year to year.

6.5.2 Delivery of Renewals

Renewal of existing parks and reserves, aquatic and community facilities, is undertaken to ensure that service standards are achieved consistently across the District and assets are kept up to date and relevant to meet the needs of users.

6.5.2.1 Greenspace Assets

Renewals of Greenspace assets occur when they are no longer able to meet level of service requirements. The rate of asset renewal is intended to maintain the overall condition of the asset system at a standard, which reflects its age profile and ensures the community's investment in the Greenspace asset is maintained.

We plan to manage and operate Greenspace assets at the agreed levels of service outlined in Section 3, while optimising lifecycle costs. Issues that have been identified are summarised in the following table:

Table 6.5: Greenspace Issues and Prioritisation

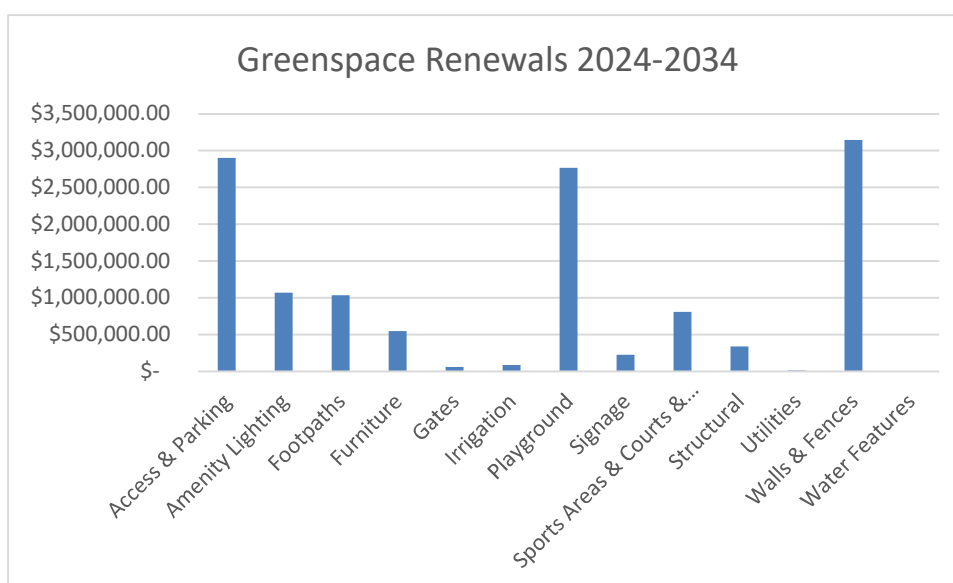
Issues	Prioritisation
Aging assets and deferred renewals	Ensuring funding is adequate to address renewal backlog.
Satisfaction levels of users	Investment in maintaining reserves and meeting expectations of users.
Lifecycle planning for existing Greenspace assets.	Ensuring no funding shortfalls occur. Ensuring all assets are captured.

Issues and prioritisation have been considered when forming the renewals schedules and budget. Staff have identified that when assets reach the end of their allocated useful lives, the condition has often not deteriorated sufficiently to justify a complete replacement of that specific asset. Observations by Greenspace staff have seen assets performing / lasting for approximately 20% longer than the recorded financial life. This can be linked back to the work undertaken by the Operations team to ensure that assets are continually maintained at an operational level and that this work may in effect increase the useful lifespan of these assets.

As such when the renewals budget is planned it must consider the assets due for renewal in each of the financial years while also balancing this against the current condition of the assets, customer expectations and staff experience of level of failure of the specific asset type. The impact of underinvestment results in longer renewal cycles and increased maintenance costs.

Figure 6.2 Profile of Predicted Renewals Expenditure for Greenspace Assets summarises the estimated renewals expenditure by Greenspace asset groups over the 2024/34 period. Assets covered have a condition rating of 3, 4 or 5 where the asset useful life has been reached therefore is due for replacement in the 10-year period of the Long-Term Plan.

Figure 6-2: Profile of Predicted Renewals Expenditure for Greenspace Assets



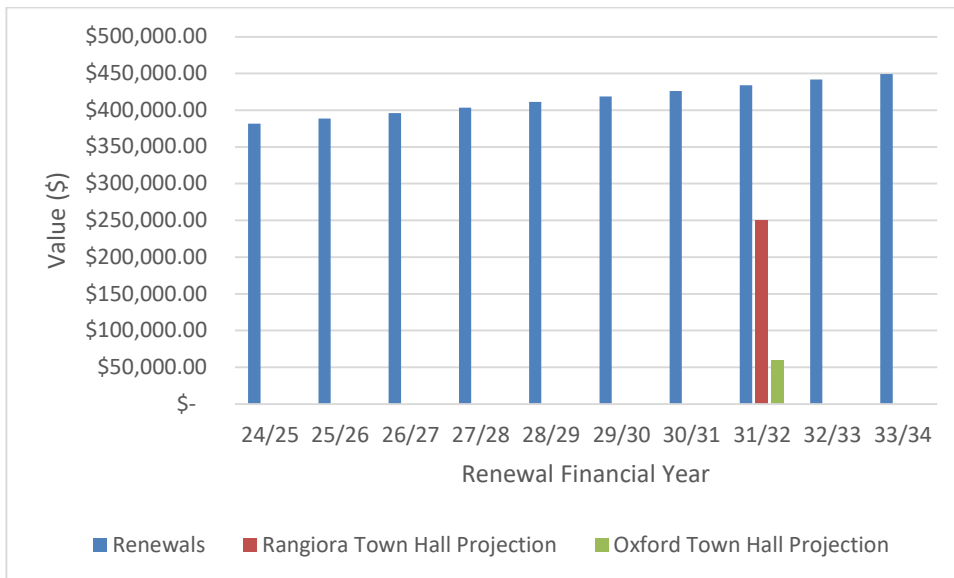
The data above indicates the total estimated cost of renewing Greenspace assets is approximately \$12,984,4100 or an average of \$1,298,441 per annum over the period of the Long-Term Plan. This is a 31.1% increase since the last AMP.

6.5.2.2 Community Facilities

Renewals of Community facilities is of high importance to Council as they promote community well-being and assist in meeting the community demand for indoor activities and recreation spaces. Community facilities are varied in form and function.

Community Facilities is part of the assets that Greenspace manage. Community Facilities buildings have a depreciated replacement cost of \$134,435,650. A total of \$4.1 million has been budgeted for community facilities renewals over the 10 years of this Plan. In addition to this renewal programme, budget has also been allocated for the renewal of the projection equipment in Rangiora and Oxford Town Halls. Figure 6.3 shows the budget for the Long-Term Plan for Community Facility Renewals.

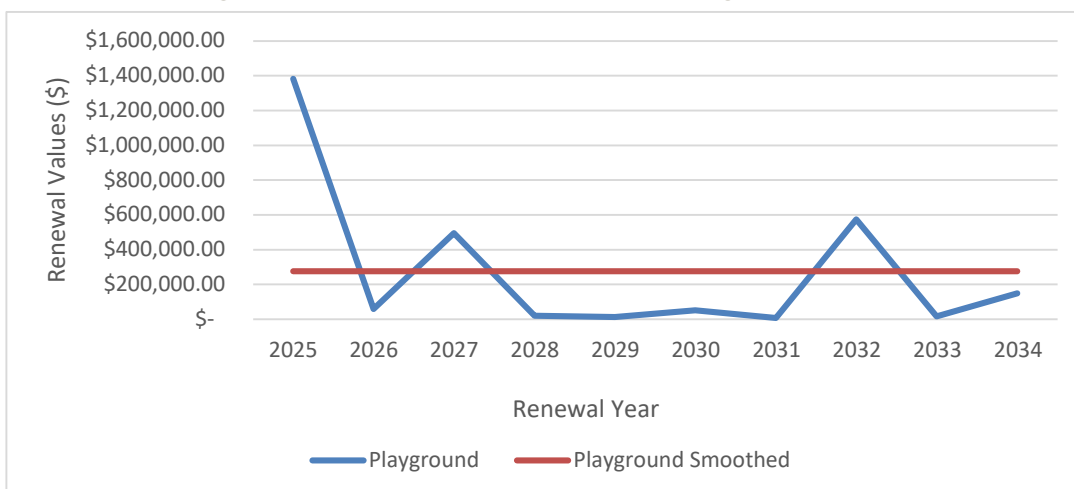
Figure 6-3 Community Facilities Renewals



6.5.2.3 Play Spaces

As part of the last AMP staff identified the need to split the Play Safety Surfaces budget into two distinct codes, Play Space and General Reserve Renewals as previously this budget covered both types of renewals. Accuracy of costs has improved allowing for ongoing budgets to be more accurate. Figure 6.4 shows the estimated replacement cost against smoothed replacement costs of Play Space assets throughout the district, over the period of this Plan.

Figure 6.4 Comparison of Replacement Cost against Smoothed Replacement Cost



In considering the estimated replacement of Play Spaces assets as identified in the above figure, it can be seen that there are peaks where the replacement needed is higher than the other years of the Long-Term Plan period. As noted above Greenspace have considered that smoothing the replacement of these assets over the 10-year period is appropriate. The smoothed replacement schedule will require a yearly budget of \$276,628.50 to undertake the required replacement work.

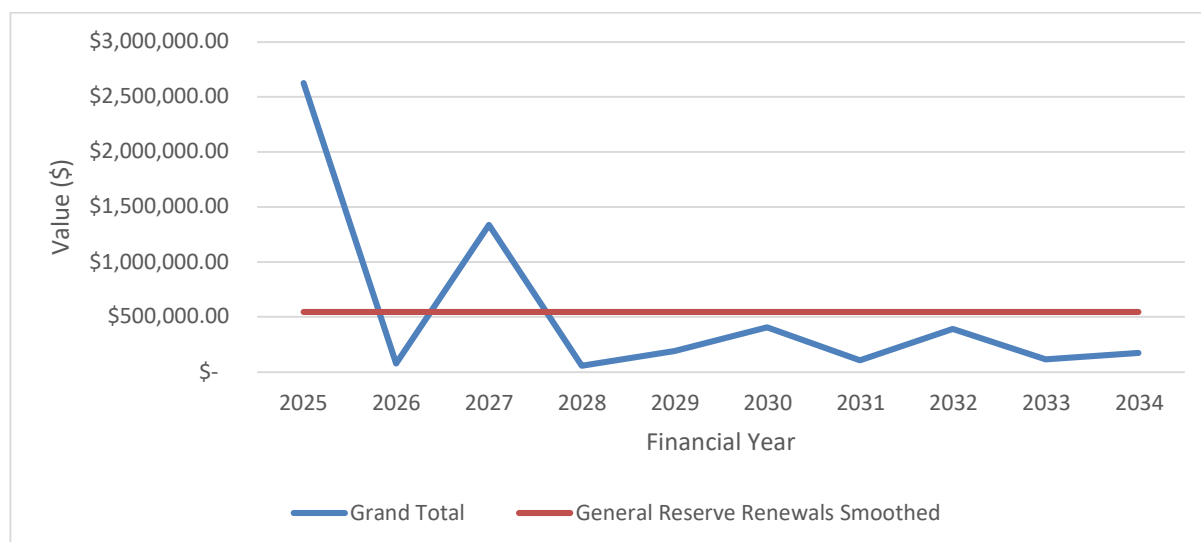
For a full capital programme of playscapes see TRIM 231020168487.

6.5.2.4 General Reserve Renewals

As noted above, have identified the need to split the Play Safety Surfaces budget into two distinct codes, Play Space and General Reserve Renewals. This is due to the need to separately identify and track specific projects against these codes. The General Reserve Renewals includes asset items that do not fit within the other identified budget lines such as: signs, amenity lighting and fences.

Figure 6.5 shows the estimated replacement cost per financial year based on the useful life of each asset.

Figure 6.1 Estimated General Reserve Renewals



The figure shows there are two significant spikes in renewals required in the 24/25 and 27/28 financial years with a total required replacement value of \$5,472,385 over the ten-year period of the Long-Term Plan. As outlined above in order to manage the overall renewal programme Greenspace have identified smoothing the replacement schedule and cost over the full ten-year period. The smoothed replacement schedule will require a yearly budget of \$547,238.50 to undertake the required replacement work. This ensures that Greenspace staff are able to appropriately manage the entire programme of replacement work given the number of assets requiring replacement during this period over all asset replacement budgets.

6.5.2.5 Remaining Greenspace Renewal Assets

The below table summarises the estimated renewals for the remaining Greenspace asset types. The total value of the categories below is \$8,068,975 over the 10 year period.

Table 6.6: Remaining Greenspace Renewals

Description	Year 1-3	Year 4-10	Grand Total
Renewal Reserve Landscape	\$ 367,090.00	\$ 940,510.00	\$ 1,307,600.00
Street Trees Renewal	\$ 298,900.00	\$ 678,720.00	\$ 977,620.00
Toilet Renewals	\$ 698,270.00	\$ 1,150,060.00	\$ 1,848,330.00
Roads & Carparks	\$ 2,078,810.00	\$ 1,856,615.00	\$ 3,935,425.00

As shown in the table above the following areas have a renewal programme:

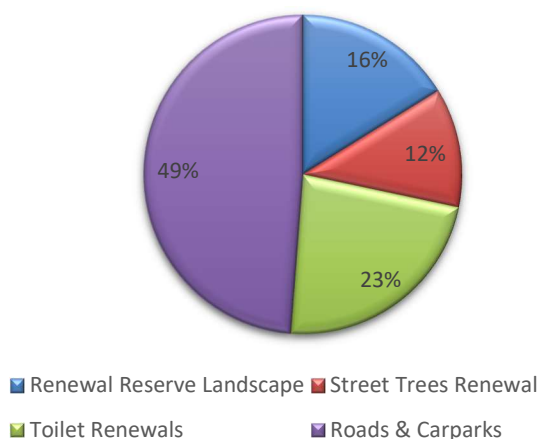
Roads and carparks- This is the annual renewal programme for the roads, carparks & footpaths located within Greenspace Parks and Reserves. This budget is set based on the expected renewal budget required over the 10 years of the Long-Term Plan. Smoothed is \$393,542.50 with a spike in years 24/25 and 2030/31.

Renewal Reserve Landscape- There are several landscape areas located within reserves or streetscapes. The operations team undertake annual renewals on these areas. Over the last several years the operations team has identified an appropriate amount per year that is required to maintain the identified levels of service. This equates to approximately \$120,000 over the four areas (Rangiora, Kaiapoi, Woodend/Ashley and Oxford) per annum.

Public Toilets- As part of the Greenspace portfolio, Greenspace manage and maintain the majority of the public toilets available throughout the district (95%). For the first 20 years of the programme, allowance for one toilet to be upgraded / renewed every two years at a cost of approximately \$250,000 per toilet. After the first 20 years, allowance for one toilet to be upgraded / renewed each year at a cost of approximately \$250,000 per toilet.

Street Trees Renewal- In calculating the level of renewals, it is estimated that 810 of trees have a very poor rating and 1367 with poor rating. The total level of renewals is therefore estimated at 2177 over the ten-year period or 217 per annum within the Rangiora, Kaiapoi, Woodend and Oxford areas. The renewals budget does not consider tree enhancement that sits outside of the tree contract such as Greenspace owned non -amenity and unmaintained trees for example willows along waterways in esplanades. This would be for both preventive maintenance where a tree may become dangerous and operational where a tree has fallen, and we need to clear it up. It is suggested that \$10,000 a year be put into the Long-Term plan to cover this. Figure 6.6 shows the percentage of renewals of each activity as described above.

Figure 6.6 Percentage of renewal of remaining Greenspace assets.

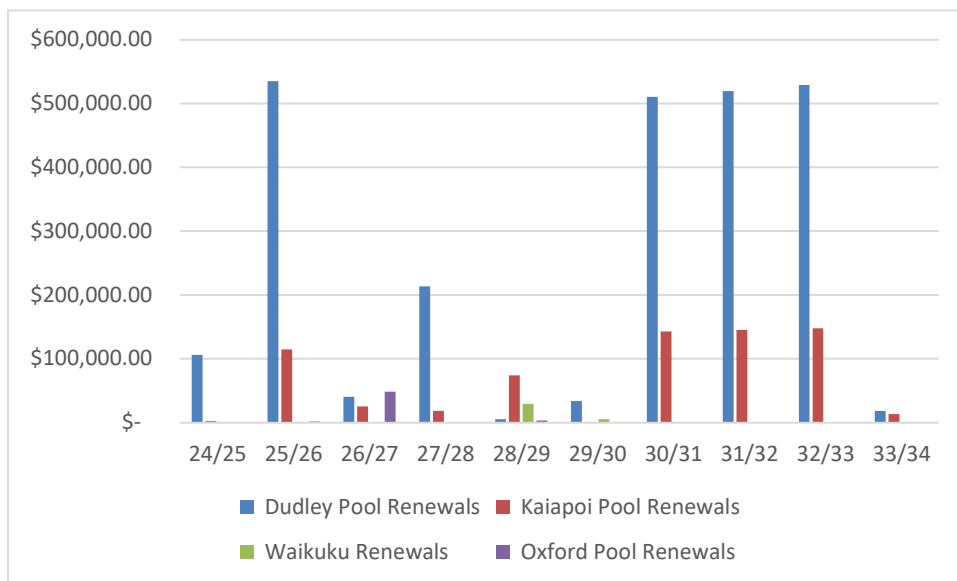


6.5.2.6 Aquatic Facilities Renewals

The total replacement value of the aquatic facilities assets is estimated at \$3,282,150 over the 10 years of this plan. Based on the expected asset lives of the various facilities the expected annual expenditure on renewals the average over 10 years amounts to \$328,215 per annum. However, many of the assets still have significant remaining useful lives and therefore it is expected that this level of expenditure will fluctuate over the 2024/34 period.

Following the capture of asset information for the assets within the facilities an update renewal programme has been designed to ensure that renewal of critical assets such as water heating and HVAC equipment. This updated renewal programme is seen below:

Figure 6-2 Estimated Aquatic Facility Asset Renewals



The renewals budget for the Aquatic facilities has not been smoothed over the period of the LTP due to the need to replace specific assets in certain years such as the HVAC and water treatment assets to ensure that the assets remain operational and that maintenance costs are minimised where possible.

6.5.2.7 Rangiora Airfield

The hanger and building facilities on the airfield are owned and maintained by other parties and therefore no renewals allowance has been made in this Plan for the 2024/34 period. The grass runway and toilet blocks are the only assets owned on the site that council maintains, runway works are covered under maintenance activities whilst the public toilets are covered under the cleaning contract.

6.5.3 Deferred Works

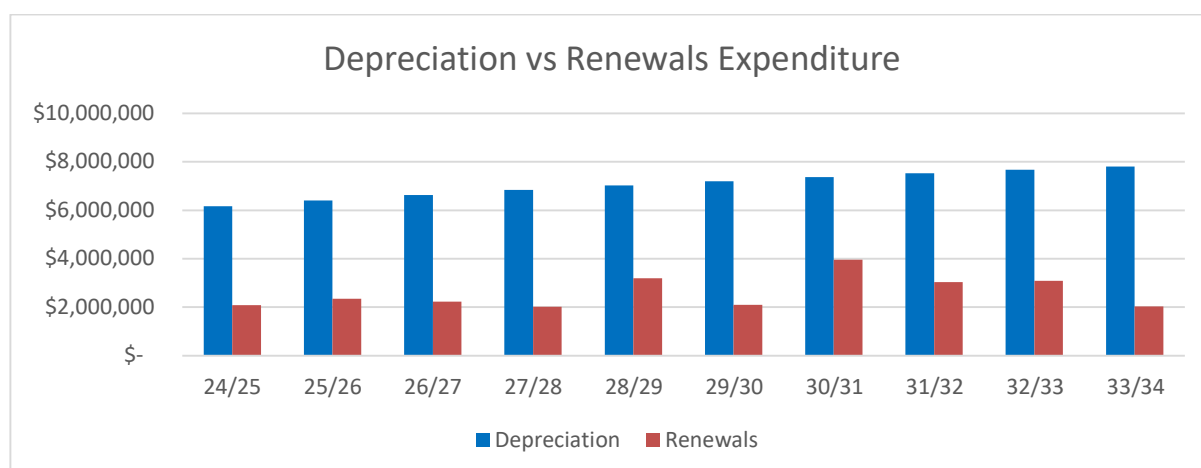
Deferred renewal is the shortfall in renewals required to maintain the service potential of the assets. Long-term deferring of asset maintenance and renewals can lead to breakdowns and service disruption, inadequate services and on the end failure of services.

This can include:

- Renewal work that is scheduled but not performed within agreed timeframe and has been delayed for a later date (this can often be due to cost and affordability reasons).
- A lack of investment in renewals that allows assets to be consumed or run-down, causing increasing maintenance and replacement expenditure for future communities.

Figure 6.11 compares Council's cumulative renewal expenditure and cumulative depreciation for this activity. The figure shows there is a shortfall in renewals required to maintain service potential of assets which can cause increasing maintenance costs to increase asset lives until the asset is replaced.

Figure 6.11 Cumulative Renewal vs Cumulative Depreciation



If the renewals expenditure starts falling behind the accumulative depreciation it can indicate that the assets may not be being replaced or renewed at the rate at which they are being consumed. If this continues unchecked for too long, future communities will inherit a run-down asset, high maintenance costs and high capital costs to renew failing infrastructure. If work is to be deferred, the impact on the assets and their ability to provide the required levels of service will be considered in the decision-making process.

Community and Recreation currently sweat assets beyond their recommended remaining life which leads to an operational cost before that gets to a capital cost for replacing. For example, playground renewals may be completed one per year instead of four a year as it is more financially viable. This also gains more life out of an asset.

All deferred works will be reconsidered and re-prioritised in the following years annual plan programme or, if urgent, undertaken immediately. The deferral of some items of work will not have a detrimental effect on the levels of service provided by the assets. Repeated deferral however may incur a liability in future years and risk asset closure in effect not meeting level of services. For a lot of our renewals, we undertake community engagement which adds time to a renewal, sweating the asset even further.

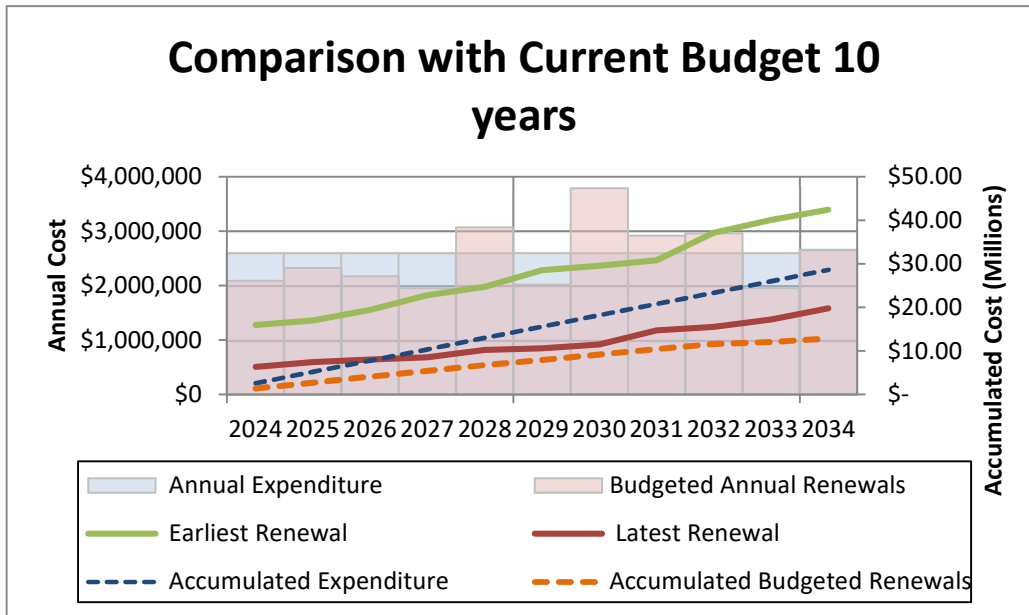
There is evidence of deferred maintenance with our assets, although it is difficult to gather the data behind this.

6.5.4 Improvement Process

As part of the improvement process, Greenspace have identified the need to capture condition upgrades that are completed through maintenance work to allow for accurate renewal and replacement forecasting. This will be linked in with the current asset validation programme in which staff are also including an asset operational life review during this process.

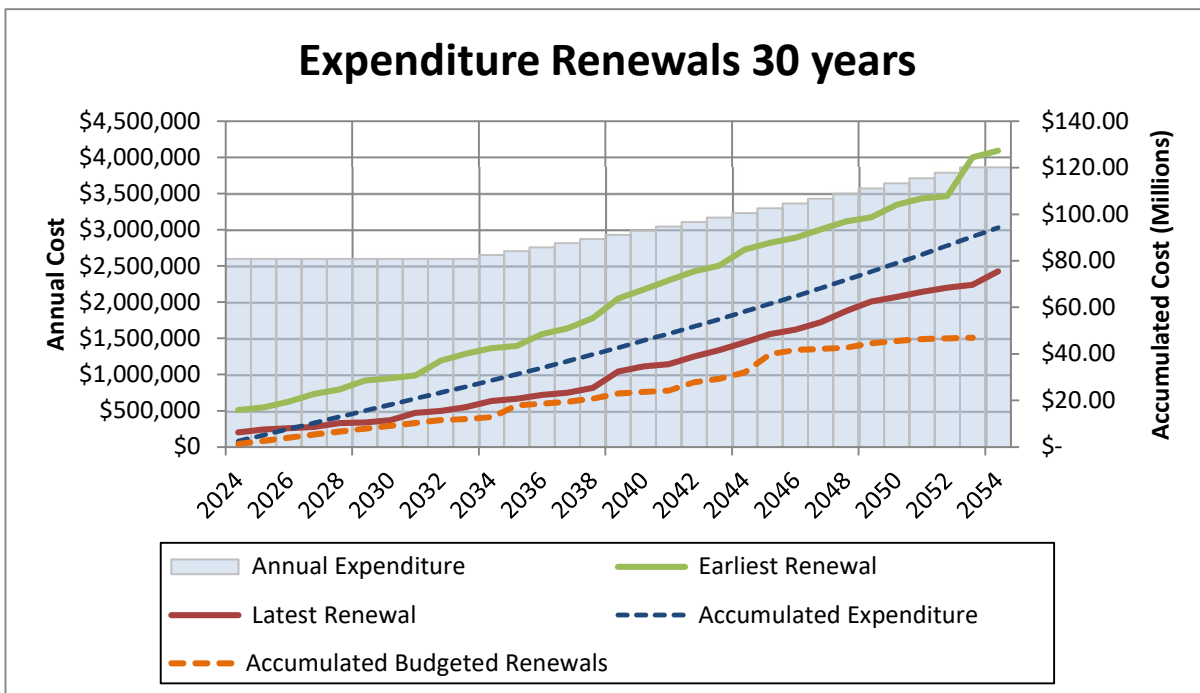
The following figure shows the forecast renewals of annual expenditure for the 10 years of this Plan. There is a short fall of budget within some years that needs to be considered within the Long-Term Plan.

Figure 6.12 Greenspace Annual Renewals Expenditure Forecast 10 years



The following figure shows the forecast renewals expenditure for the next 30 years.

Figure 6.12 Greenspace Annual Renewals Expenditure Forecast 30 years



6.6 Asset Development/ New Works

New capital expenditure is used to create new assets, expand, or upgrade existing assets, or increase the capacity of existing assets beyond their original design capacity or service potential. Planned new capital development is based on the need to meet increased demand for capacity driven by growth and the ability of the asset to meet the required levels of service. This section summarises future new capital work requirements for this activity.

6.6.1 New Works Strategies

Capital assets may be developed by Council, or by developers and then handed over to Council on completion of the development. In either case acquiring new assets will require commitment from Council to fund ongoing operations, maintenance, and renewal costs for the lifecycle of the asset. Capital programmes are approved through the LTP and Annual Plan process.

Some prominent drivers of asset new works are as follows:

- Growth and demand requirements
- Level of service requirements
- Investment in network resilience

To optimise decision making the following criteria process is applied when developing the capital projects identified in the Plan. This is summarised in table 6.8 Capital Programme Development.

Table 6.8: Capital Programme Development

Activity	Approach Used	Criteria
Staff assessment of all parks within the district	Parks are assessed by Council staff and contractors with knowledge and experience against Council level of service. The projects are given a priority based on health and safety or security considerations, further deterioration of asset if work is not carried out and community expectation that work is carried out.	Converting data into a priority list of new assets that are approved through the LTP and Annual Plan. Year expected to be created and associated costs.
Involving stakeholders	Consultation with Advisory groups and sporting clubs provide input from regular park users.	Input into Capital programme when there is a shortfall, or a community need is established. Cost estimates produced.
Reporting to the Management Team for approval.	Reports are created to the Management Team of recommendations on new capital works. These are signed off and documented within meeting minutes.	Approvals and recommendations applied to projects within and to add to the capital programme.
Workshops with appropriate Boards	Obtain further ideas and rationalise some already suggested capital projects.	Input into Capital programme from community need and expectations. This may include creative alternatives to produce cost-effective solutions.

Planned new capital development is based on the need to meet increased demand for capacity driven by growth and the ability of the asset to meet the required levels of service. Issues that have been identified are summarised in the following table:

Table 6.9: Greenspace New Works Issues

Issues	Response
High rate of population growth	Obtain additional land for additional services. Need to provide new play spaces, walkways, community facilities and public toilets to support current level of services.
Under-delivery of planned Capital Programme due to capacity.	Phase capital programme for realistic delivery timeframes within available resources. Review asset programmes for improved efficiency.
Planning for the effects of climate change on new assets.	Incorporate sustainable and climate change impact thinking when designing new assets. This may mean alternating construction materials used.

After taking into consideration the drivers and potential issues the capital programme is prioritised and programmed. There are multiple factors that affect the priority of individual projects or work streams, these include:

- Public safety risk
- Legislative requirements
- Community expectations
- Importance of the asset function
- Intensity of usage
- Environmental risk- The need to conserve and enhance the natural environment
- Further deterioration of asset if new work is not carried out.
- Readiness to implement works
- Co-funding opportunities
- District distribution
- Strategic fit

6.6.2 Key Projects to Support Increasing Levels of Service and Growth

There are several capital projects planned for the 10 years of the LTP. Planned new capital development is based on the need to meet increased demand for capacity driven by growth and the ability of the asset to meet the required levels of service.

Table 6.10 Proposed New Capital Projects - Levels of Service

Capital Programme	Year 1-3	Year 4-10
Renewals	\$ 5,784,380.00	\$ 16,901,730.00
New Works Growth	\$ 9,590,170.00	\$ 26,729,270.00
New Works Levels of Service	\$ 5,493,890.00	\$ 4,151,690.00

For a full breakdown per year refer to TRIM 231020168486.

6.6.2.1 New Works Level of Service

All new assets developed or added to support enhanced levels of service are incorporated into the asset data base system, this enables day to day operational and maintenance activities to be updated to ensure that these additional assets form part of the appropriate maintenance contracts.

The following projects are all providing increased LOS through either upgrade of existing assets or development of new assets. Project funding is grouped into years 1-3 and years 4-10.

Table 6.11 Proposed New Capital Projects - Levels of Service

Capital Programme	Year 1-3	Year 4-10
Parks & Reserves	\$ 68,370.00	\$ 159,530.00
Boundary Fencing	\$ 57,330.00	\$ 133,770.00
Roads & carparks	\$ 1,029,870.00	\$ 2,403,030.00
Play Grds/Park Furniture	\$ 853,740.00	\$ 1,992,060.00
Hard Court Renewals	\$ -	\$ 57,186.00
Dudley Netball Court Surface Renewal	\$ -	\$ 175,100.00
Cust Tennis/Netball Court Surface Renewal	\$ -	\$ 41,200.00
Oxford Tennis Court Surface Renewal	\$ -	\$ 20,600.00
BMX Track Renewal	\$ -	\$ 20,600.00
Coldstream Astro turf Renewal	\$ -	\$ 772,500.00
Kendall Park Astro turf Renewal	\$ -	\$ 772,500.00
Renewal reserve l/scape Rga	\$ 127,410.00	\$ 297,290.00
Street trees/gardens Rga	\$ 106,140.00	\$ 215,355.00
Renewal reserve l/scape Kaiapo	\$ 127,410.00	\$ 297,290.00
Street trees/gardens Kaiapo	\$ 106,140.00	\$ 215,355.00
Renewal reserve l/scape Wd/Ash	\$ 63,690.00	\$ 148,610.00
Street trees/gardens Wood/Ash	\$ 43,230.00	\$ 87,710.00
Renewal reserve l/scape Oxford	\$ 41,460.00	\$ 96,740.00
Street trees/gardens Oxford	\$ 37,590.00	\$ 87,710.00
Aroatea te Awa (Cam River Walkway)	\$ 327,171.00	\$ 763,399.00
Roads & Carpark Upgrades	\$ 66,841.00	\$ 200,523.00
Youth Activation within Greenspace	\$ 43,622.00	\$ 65,433.00
Elderly Activation within Greenspace	\$ 43,622.00	\$ 65,433.00
Accessibility Standards with Playgrounds	\$ 130,868.00	\$ 196,302.00
Coastal & Native Conservation Capital Works	\$ 66,066.99	\$ 154,156.31
North Eastern Rangiora Playground	\$ 136,820.00	\$ -
Gen Landscape Dev. Rangiora	\$ 84,990.00	\$ 198,310.00
Kaiapo Lakes (last gravel pit development)	\$ 194,299.52	\$ -
Silverstream Reserve Planting	\$ 39,729.00	\$ 92,701.00
Kaiapo Stopbank Recreational Walkway	\$ -	\$ 272,642.81
Kaiapo Railway Heritage Precinct	\$ 426,420.00	\$ -
Maritime Heritage Precinct	\$ 79,953.75	\$ -

Capital Programme	Year 1-3	Year 4-10
East Mixed Business Use Development	\$ 533,025.00	\$ -
Support for MUBA (Area directly adjacent to KTC)	\$ 1,414,068.75	\$ -
Cycle Training Track	\$ -	\$ 266,512.50
Pines Beach Playground relocation	\$ -	\$ 266,512.50
GenLandscape Dev-Kaiapoi	\$ 84,990.00	\$ 198,310.00
Sefton Domain Reserve bollards around car park	\$ 34,206.75	\$ -
Taranaki Stream Development	\$ 6,843.00	\$ 15,967.00
GenLandscape Dev Woodend/Ash	\$ 42,480.00	\$ 99,120.00
Pearson Park	\$ 36,540.00	\$ 85,260.00
East Eyreton Domain	\$ -	\$ 159,738.00
GenLandscape Dev Oxford Reserves	\$ 42,480.00	\$ 99,120.00
Building Renewals	\$ 1,166,190.00	\$ 2,984,510.00
Rangiora Town Hall Projection	\$ -	\$ 250,000.00
Oxford Town Hall Projection	\$ -	\$ 60,000.00
Carparking community buildings	\$ 5,730.00	\$ 59,720.00
Pegasus Community Centre Building (Level of Service)	\$ 1,366,200.00	\$ -
Ravenswood Community Centre Building (Level of Service)	\$ -	\$ 538,410.00
Cust Community Centre Forecourt Upgrade	\$ -	\$ 124,000.00
Toilet Renewals	\$ 698,270.00	\$ 1,150,060.00
Milton Memorial Park	\$ 165,240.00	\$ -
Northbrook Studios sewer	\$ 6,200.00	\$ -

6.6.2.2 New Works Growth

Growth related development is guided by the levels of service which prescribe what and where development of open space and associated assets will be. Growth related development is funded from Reserves Development Contributions. As noted in Section 4, Future Demand and Growth, the Waimakariri District has experienced significant growth over the past several years and it is expected that the population in the district will continue to grow. As such new assets are required to meet the increase in population throughout the district.

Table 6.12 summarises the key projects identified to meet the growth in the district over the Long-Term Plan.

Table 6.12 Proposed New Capital Projects - Growth

Capital Programme	Year 1-3	Year 4-10
General Reserve Renewals	\$ 1,107,060.00	\$ 2,583,140.00
Future Replacement works	\$ 1,232,760.00	\$ 2,876,440.00
Non-specified Reserve Enhancement	\$ 765,675.00	\$ 1,786,575.00
Future Sports Ground Development	\$ 915,458.00	\$ 1,145,100.00
Land Purchase - Neighbourhood	\$ 5,651,100.00	\$ 13,185,900.00
Land Development - neighbourhood	\$ 1,066,200.00	\$ 2,487,800.00
Pegasus Community Centre Building (Growth)	\$ 910,800.00	\$ -
Ravenswood Community Centre Building (Growth)	\$ -	\$ 4,845,720.00

6.6.2.3 *Capital Works Approval*

The Waimakariri District Council has a process for justifying any new capital works projects being submitted for inclusion in the draft Long-Term Plan or Annual Plan.

Projects in years 1-3 of the LTP with value greater than \$500,000 require a “Business Case Light” application, and projects of a greater value than \$4M in years 1-3 require a full business case to be written. Projects in years 4-10 with a value greater than \$500,000 require a slightly less robust ‘Justification Form’ application.

In general, the forms require:

- Project description and scope.
- Strategic case – LOS, growth or renewal. Contribution to Community Outcomes, national programmes and public value benefits.
- Risks and assumptions.
- Economic case – Preferred option and alternatives considered.
- Financial case – Requested budget, (components –LOS, growth, renewal), expensed component, funding sources (DC’s if relevant), effect on rates and budget confidence.
- Management Case – ability to deliver and how.

Approval consists of the following levels to sign off:

- Department Managers
- Management Team approval
- Present to Council for approval

Ultimately what is approved by the Management Team is presented to Council to review as the Draft Long-Term Plan or Annual Plan budget.

6.6.2.4 *Sustainability and Climate Change.*

When creating the capital programme some consideration needs to be made as to whether climate change will have an impact on assets useful life. Will weather conditions reduce the useful life with increased temperature.

Climate change has already had an impact on Greenspace assets such as continuous flooding of playground, car park and reserves spaces. This can be seen within Pines Beach and Woodend Beach Domain where playground assets are under water each winter period making them unusable for periods at a time. As a result, budget has been allocated to relocate these areas as capital projects. There needs to be consideration for the allocation of ongoing budget to combat requirements for maintaining level of service.

In addition to lowering its carbon footprint by offsetting emissions by planting trees, Council seeks to improve environmental outcomes by enhancing waterways through the ‘Arohatia te Awa (cherish the river)’ programme of work.

6.6.2.5 Improvements

Development of a formalised process of applying weightings and ranking scores in order to determine renewal capital expenditure prioritisation is to be undertaken and has been included as an improvement item. This will be aligned closely with network plans.

Effective lifecycle asset management relies on a holistic approach that not only considers the asset itself but also requires that the supporting resources, business processes, data and enabling technologies are all designed and used to the best effect to achieve the desired success. There are multiple methods of completing this within Greenspace. There needs to be a one source of truth system for all activities within this Plan.

This approach enables asset data to be effectively managed and supports the required level of business / organisational reporting to achieve success it is important that asset management is incorporated into daily organisational routines so that the best outcomes are achieved, that optimum performance is realised.

6.6.3 Organisational Structure and Commitment

For lifecycle asset management to succeed it is important that an organisation commits to this process at all levels - from senior management down to the staff working with the assets on a day to day basis. As such all job processes relating to lifecycle asset management have been identified and clear lines of responsibility have been put in place for the continued management of these assets including specific roles created for the management of specific asset types such as buildings. This has been undertaken within the Greenspace department with the identification and allocation of roles to staff managing specific asset types such as Community Facilities.

6.7 Proposed Investment over 10 years

The proposed investment for Greenspace (excluding aquatics) is shown in the two figures below which forecast the capital expenditure for the next 10 years. Figure 6.13 shows that new works growth makes up half of the capital expenditure associated to Greenspace assets.

Figure 6.13 Type of Capital Expenditure – Greenspace

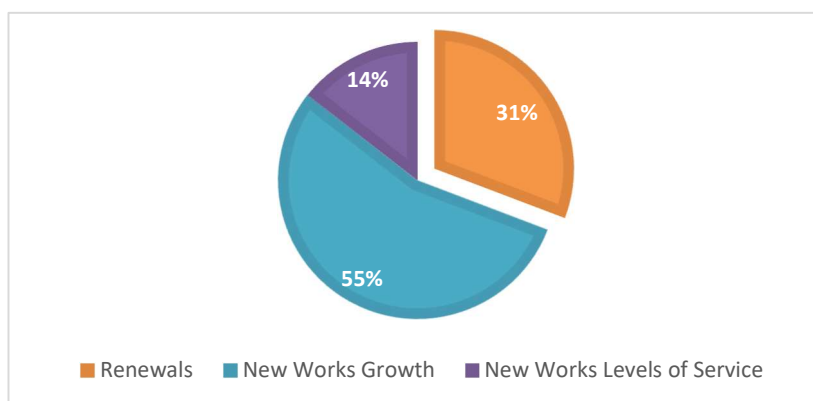
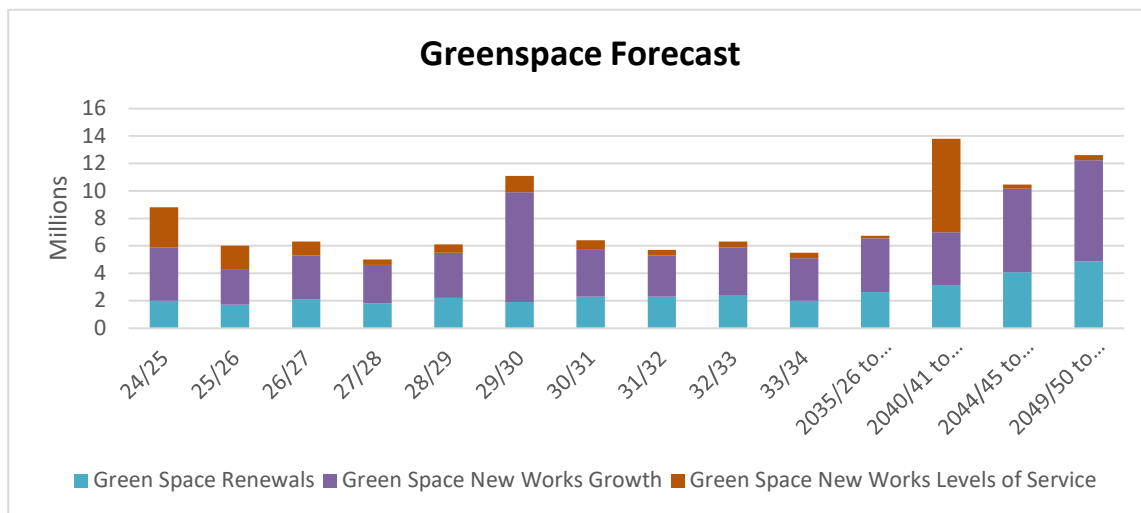


Figure 6.14 shows the projected capital expenditure for the first 10 years, followed by five-year blocks to cover the 20 years. The figures shown for each of the five-year blocks between 2035/36 and 2046/51 are the average annual expenditure over that period. All figures within this figure have had a 4.7% inflation applied. The figure shows the highest amount of capital expenditure is

expected in 2024/25 and 2029/30. This is the Pegasus Community Centre building in 2024/25 and the Ravenswood Community Centre building development in 2029/30.

Figure 6.14 Projected Capital Expenditure - Greenspace



6.8 Asset Disposal

Disposal of assets is considered where these assets are not required to meet the levels of service identified in the plan. In all cases disposal processes must comply with Council's legal obligations under the Local Government Act 2002 (Amended 2017) and the Reserves Act 1977 and meet requirements to involve the public in significant decisions.

6.8.1 Asset Disposal Strategy

Council does not have a formal strategy on asset disposals and as such will treat each asset individually on a case-by-case basis when it reaches a state that disposal needs to be considered. This could be at or before the end of an asset's useful life as a result of poor condition. Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.

Asset disposal is generally a consequence of renewal decisions that involve the replacement of assets. The following table identifies the Council's potential reasons for asset redundancy and solutions to disposal.

Table 6.13: Reasons of disposal and types of disposals

Disposal Reasons	Disposal Types
Underutilisation	Made safe and left in place
Obsolescence	Removed and disposed of
Asset exceeds required level of service	Removed and sold
Uneconomic to upgrade or operate	Ownership transferred to other stakeholders by agreement.
Potential risk of ownership (financial, environmental, legal, social)	

Disposal of assets is considered where these assets are not required to meet the levels of service identified in the plan. In all cases disposal processes must comply with Council's legal obligations under the Local Government Act 2002 (Amended 2017) and the Reserves Act 1977 and meet requirements to involve the public in significant decisions.

The sale of surplus assets can be beneficial to Council either by using proceeds to pay debt and hence reducing loan servicing costs or by improving service and facilities by investing the proceeds in new projects, which are of direct benefit to the community. Any proposals for the disposal of significant assets are referred to Council and the community for their consideration and comment and comply with the council's Significance Policy.

There are a number of assets covered by this plan are deemed "Strategic Assets" in the Significance Policy (listed in section 2.3). As such, under Section 97 of the Local Government Act 2002, any decisions to transfer the ownership or control of these assets or a decision to construct, replace or abandon these assets, can only be taken if the decision is provided for in the Long-Term.

Based on current provision of reserves throughout the District the Council currently exceeds the identified Levels of Service, in some cases the land provision is above the target range. Council has identified that this land will be required to service future population growth throughout the District. Disposal will be conducted in a safe and environmentally sustainable manner. For example, when a tree is due for disposal due to death it is mulched up and returned to the soil in other Greenspace locations. This also has a positive financial impact.

There are currently no plans to dispose of any current reserves maintained by Greenspace during the term of this Activity Management Plan.

6.9 Optimised Decision Making (ODM) in Lifecycle Management

The Optimised Decision Making (ODM) process involves the consideration of different options using models and data to solve problems, allowing for different compromises and financial outcomes.

This section outlines the Council's approach to optimised decision making, in particular relating to capital expenditure. It outlines some of the processes Council uses optimised renewal decision-making techniques to establish asset lifecycle treatment, options, and related long term financial predictions.

6.9.1 Optimisation Strategy

Council does not have the capacity to invest in all Greenspace activity projects at once, therefore the following criteria is intended to assist Council to prioritise investment. The outcome is to show the importance of investing in a specific area of the city, and the project outcomes.

The primary use in Waimakariri District of Optimised Decision Making is the utilisation of the Net Present Value process for decision making. Greenspace also uses multi-criteria analysis to define a priorities long list options for capital renewals particularly through strategies such as the Play Space Strategy that identifies the condition, year of renewal and cost associated. A short list is then prioritised alongside a cost-benefit analysis.

The activities and assets covered by this Plan are very diverse and many would not warrant detailed optimisation reporting particularly down to an asset level. However, there are different levels of optimisation that are applied to various projects from activity level, through a sub activity and down to a discreet asset level. The level of optimisation can be influenced by the importance of the level of service provided and the consequences of that being disrupted or failing. This can be seen in the toilet strategy that attempts to prioritise refurbishment of existing toilets over replacing provided the cost benefit analysis recommends this.

6.9.2 Optimisation Process

The following process gives an example of a typical process that Council would apply to a project requiring a high level of optimisation.

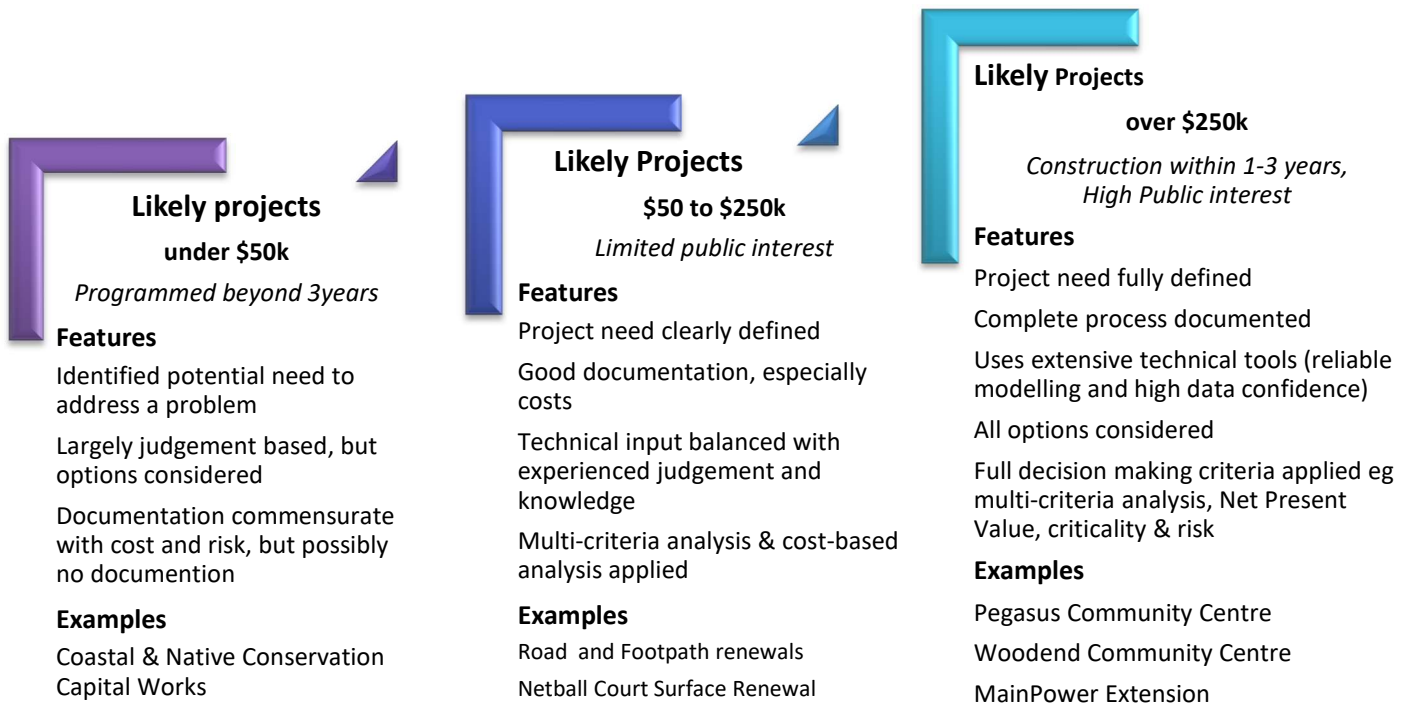


The following criteria is considered when selecting the appropriate level of optimisation to implement sustainable solutions. Each project will be assessed against these criteria and a recommendation on whether to invest or not will result. Council considers that developing a solution to a very high level of optimisation is generally only appropriate if that project is likely to be undertaken within the next three years (the life of an AMP version and the 10 Year Plan cycle).

Table 6.14: Optimisation Criteria

Criteria		
Current and desired level of service	Legislative requirements	Growth projections
Disaster resilience	Lifecycle cost	Impact on rates (short and long term)
Likely effectiveness of the solution	Environmental impact	Ease of consenting
Risks (including reliability of costs)	Political & public considerations (including workshops & public consultation)	Timing of a project

Including political and public considerations in the optimised decision-making process acknowledges that there are both technical and non-technical drivers for an optimal solution. The following approach is an example of how optimised decision-making processes are undertaken.



There is a degree that all works included in this Plan have undergone an optimisation process in the preparation of it. There have been multiple considerations for levels of service, condition, risk, growth, performance, and capacity to prioritise activities within the 10 years of this Plan. To further optimise decision making there is a Council wide requirement to present a Project Justification form for all projects of greater estimated value of \$250,000.

6.10 Section Improvements

The following improvements have been identified through this section:

- Create a process for optimising the operations and maintenance spend on Greenspace assets in conjunction with the new Council enterprise system.
- Development of a formalised process of applying weightings and ranking scores to determine renewal capital expenditure prioritisation is to be undertaken. This enables further optimisation across activity areas and greater visibility of projects before LTP prioritisation.

7 Financial Management

7.1 Introduction to the section

Part 6, Subpart 3 of the Local Government Act 2002 sets out the obligations of local authorities in relation to financial management. Financial management includes planning and management of revenue streams, operational expenses, asset development, liabilities, investments, and other financial matters that need to be considered in the ongoing servicing of the community. It is important to provide forecasts on the long-term projects of revenue and expenditure (both operational and capital) to provide certainty and manage expectation within the community.

This section covers the framework within which the assets covered by the Plan are funded through capital investment, how the financial strategies and policies support the maintenance and operational lives and how the funding provides for the ultimate disposal.

Greenspace and Aquatics use several instruments to finance its operations and development to provide value for money services that are attainable and as equitable as possible for the community as a whole. It is important for Greenspace and Aquatics to take this approach because its assets and activities provide a unique mix of individual and community benefits.

7.2 Financial Management Systems

Council uses TechnologyOne as its financial system, which is an enterprise resource planning software. This system is currently under review. TechnologyOne is a modular system that can be tailored to suit an organisation's needs. Council has a range of modules including the following:

- Finance
- Property
- Rating
- Asset Management
- Property
- Regulatory

General ledger (GL) account codes are used to allow payments being received through various payment options to settle to the appropriate account. For example, fees collected by customer services on behalf of Greenspace for Astroturf rental is collected into its own GL account. Alternatively, charges can be invoiced using the TechnologyOne finance module.

7.3 Funding strategy

The Council's funding strategy is aimed at responding to the immediate needs of the community in an affordable way. Funding of long term asset development projects that benefit future generations will be funded so that future generations pay their share. Increasing population and higher requirements of national standards increase pressure of levels of service. The key components of Council's strategic direction are:

- Restrict operating expenditure movements to the rate of Local Government Cost Inflation, excluding catering for population growth and improved levels of service.
- Maintain debt within policy limits, while maintaining headroom for significant natural disasters long term.
- Maintain the current prudent financial management resulting from the impacts of the Covid-19 global pandemic while still providing high quality levels of service to both current and future generations.

7.4 Finance policy

The Revenue and Financial Policy provides the framework for funding of Greenspace and Aquatic activities. Council fund Greenspace and Aquatic activities to provide agreed levels of service as documented elsewhere in this plan and consider activities which are broad in nature and provide a range of benefits to subsections of the community. For example, assets and facilities that provide a district wide benefit are funded in a different manner to assets that provide a localised benefit. The following is a list of the instruments that Council utilises for funding its Greenspace and Aquatic activities:

- General Rates (based on Capital Value)
- General Rates (Uniform Annual General Charges)
- Targeted Rates
- Fees and Charges
- Development Contributions

Council has adopted a number of categories for targeted rates to distinguish both between residential and commercial units, and to account for level of service differences through the region. For example, Category 1 is Town Residential and includes rating units located in the towns of Rangiora, Kaiapoi, Woodend, Oxford and Pegasus that are used for residential purposes.

Three levels of charge have also been set for reserves. Level 1 meets the cost to provide neighbourhood parks and is set on all rating units in the town vacant category. Level 2 is to meet the cost of providing community services activities and is set on Rural rating units. The level 3 rate equates to the combined cost of Level 1 and 2 and is set on non-vacant urban rating units.

Council believes that the rates for such Community Services should be more transparent; therefore, the following targeted rates have been established for Greenspace and Aquatic activities and facilities:

- Reserves
- Pegasus
- Swimming Pools
- Community Buildings
- Central Business Areas
- Community Grants

7.5 Investment and funding options

Investment in Greenspace activities considers changing Community needs over time. Consideration is given to population size and demographics, and also considers community feedback to determine appropriate investment options. Funding options are determined based on the anticipated user groups to determine whether the usage is:

- local or District-wide
- commercial or otherwise

Council recovers revenue from a number of its users of buildings and facilities. When setting the level of recovery from its assets, council considers the user groups ability to pay as outlined in section 7.6.

Council invests in the Community through Greenspace using its grants schemes, which are available for sports clubs and other Community based organisations. Provision have been made over the coming ten-year period, with the adjustments being inflationary only. Council will also consider one-off grants to be made to the community as the need arises. These grants are considered on an annual basis by Council.

7.5.1 Fees and charges

Council uses fees and charges to recover costs for use of its facilities. The charges and fees are set with consideration of the user groups' function and ability to pay. These charges are reviewed by Council annually and are published on the Council web site. Fees are payable for use of the following Greenspace facilities:

- Airfield
- Aquatic Facilities
- Cemeteries
- Community Halls
- Reserves
- Sports Facilities (Astroturf)

7.5.2 Airfield

Following the previous LTP, staff undertook a review of the existing fees and charges relating to the airfield. These fees are made up of landing fees and ground rental for hangers.

This review identified that the existing fees were significantly below the level that Council would expect to charge given the provided level of service and assets at the airfield.

The review saw the following changes:

- A staged increase of ground rental from the existing \$2.55m2 (inc GST) to \$9.42m2 (inc GST) over a period of 6 years depending on when leases were reviewed.
- Removal of existing fee agreements for landing fees and replacing this with a standard \$10 per day charge.

These changes were implemented to reduce the general rates required to manage and maintain the airfield. With these changes there is some general rates contribution to this activity, however it has reduced from the previous LTP.

7.5.3 Aquatic Facilities

Aquatic fees and charges were assessed as part of the District Aquatic Strategy development. While it identified that majority of these charges were in line with other facilities and Districts, there were some recommendations for changes. Most notable is a slight increase to the adult entry rate and the flow on effect which comes from this.

As per standard operating practise Aquatics have applied a small percentage increase of 2% to all other charges, to ensure that any price increases remain incremental to lessen the overall impact to facility users. As the majority of our fees and charges are small one off amounts, the rounding has tended to vary the individual effect between 1.5-3%.

While this increase will balance any increase in costs, there is significant ongoing uncertainty around the impact Covid-19 will have on both the national economy and employment within our District. If families are forced to prioritise spending, there is potential for activities like swimming lessons and recreational swimming to take a hit. We continue to promote our facilities and services as important for both the physical and mental wellbeing of our residents.

Barring further delay, Christchurch City Council will be opening three new pools including Metro sports facility which includes Pools, Hydrosides and other Leisure services. While this facility is unlikely to be drawing from a similar customer area as us, the opening of such a drawcard facility will undoubtedly have some limited impact when users want the opportunity to try out new experiences. As noted, due to the distance between this and our sites, while there will be some impact it is not forecast to be significant.

7.5.4 Cemetery

Following the update to the Council's cemetery policy in 2020, an update to the fees and charges has been completed to better reflect the costs associated with the provision of this service. The fees for plot purchases and internments are set by resolution of the Council and are reviewed annually.

7.5.5 Community Facilities

Staff have implemented a staged increase to the fees charged for all community facilities following a review of the previous fees and charges structure. This review and subsequent policy update set out the basis for establishing consistent and equitable charging for the use of Council owned and leased community facilities. This applies to the public buildings, and parks and reserves managed by Community and Recreation.

Fees and charges for these facilities are levied to recover a portion of the operating costs of Council facilities. These operating costs include rates, depreciation, costs of general maintenance, power and heating. Council has identified that though the usage of Council facilities is substantially subsidised by ratepayers, the significant community benefit the provision of these spaces provides to the community through the well beings and community outcomes.

As part of this review, a process was established to consider any applications for fee waivers or reductions. Waiving of fees is intended to provide affordable and equitable access to community facilities and is designed to help community groups and organisations whose goals are aligned with Council's Community Outcomes.

7.6 Development contributions

Council maintains a development contributions policy that is updated every three years in line with Long Term Planning. The policy covers the development contributions instrument used to fund capital development of Reserves associated with growth in the District in the following ways:

- District-wide reserves - applicable to all residential developments throughout the District
- Neighbourhood reserves - only applicable to residential developments in urban areas

7.7 Overview of funding and financing mechanisms used

7.7.1 Funding of operating expenditure

Operational expenditure is funded according to the Revenue and Financing Policy through the collection of rates (both general and targeted) as explained in 7.5 and through user pays methods, i.e., fees and charges see Section 7.6. Interest required to service load is an Operational expense. Debt is not used by Council to fund its operational activities.

7.7.2 Funding of capital expenditure

Capital works are undertaken to replace assets, achieve agreed levels of service and to service growth. Most projects have elements of each of these drivers and will be funded appropriately. Capital expenditure is funded in accordance with the Revenue and Financing Policy through two main mechanisms: debt and development contributions. Debt is used because Council recognises that the benefit of the asset is experienced over extended periods. Development contributions are only used to aid funding of growth related projects.

As per Council policy Greenspace and Aquatic assets (property, plant and equipment excluding land) are depreciated using straight-line basis to their estimated residual value over the specified useful life of that asset. The Council recovers the necessary funds required to fund the depreciation over the life of the assets through rating for depreciation.

Further to this, Council has modified the Depreciation funding policy from 1 July 2015 to take both inflationary and investment factors into consideration when setting the amount required to be recovered in respect of depreciation. Any funding provision is held in an interest earning special fund account and made available for asset renewals when required.

7.8 Asset disposal

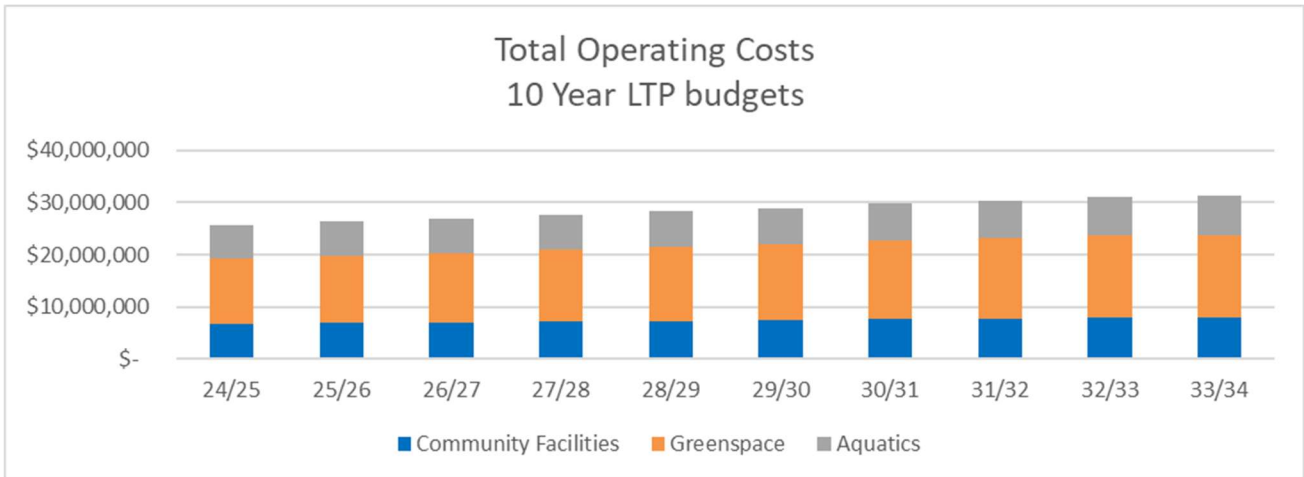
Greenspace and Aquatics are not forecasting any disposals in the long term forecasts, which is in line with Council Policy to fully depreciate assets over their life. If any disposal was planned Greenspace and Aquatic staff are required to follow Council and Local Government Policy on disposal of assets.

7.9 Overview of financial forecasts

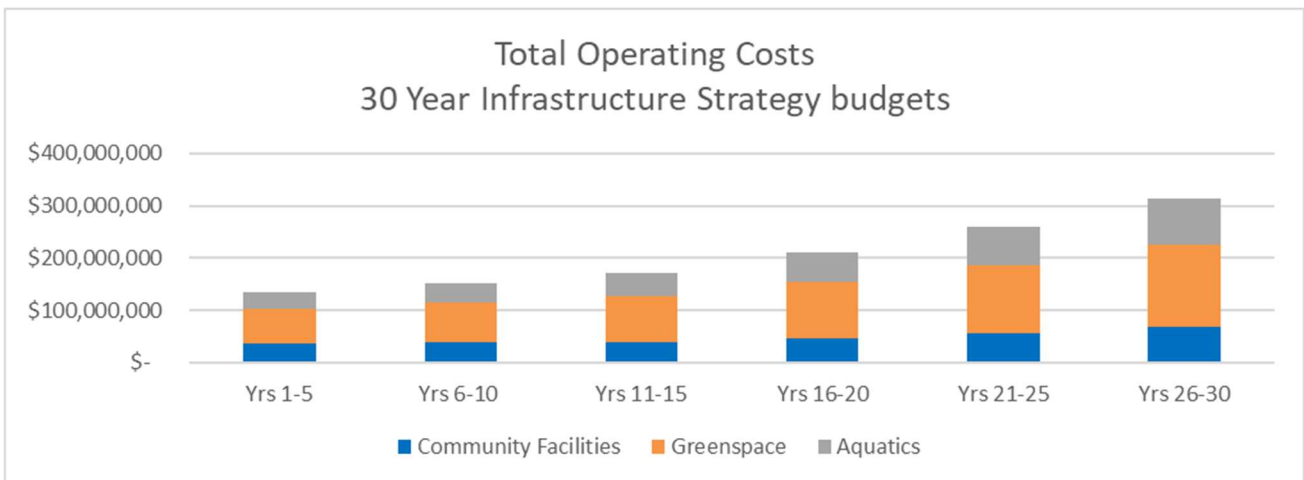
7.9.1 Operational

Forecasts of projected operational costs for the 10 years for Community Facilities, Greenspace and Aquatics are shown below. Note that all costs include inflation.

Table 7-1 Combined Operational Costs



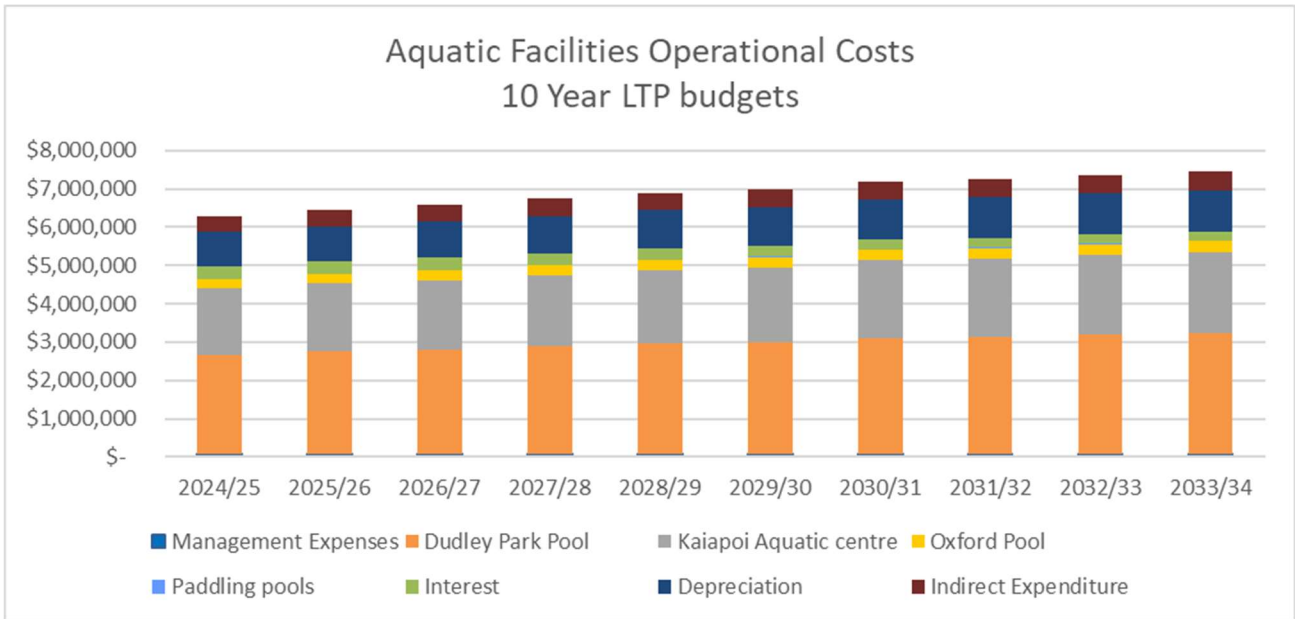
The 30 year forecast included in the Infrastructure Strategy is:



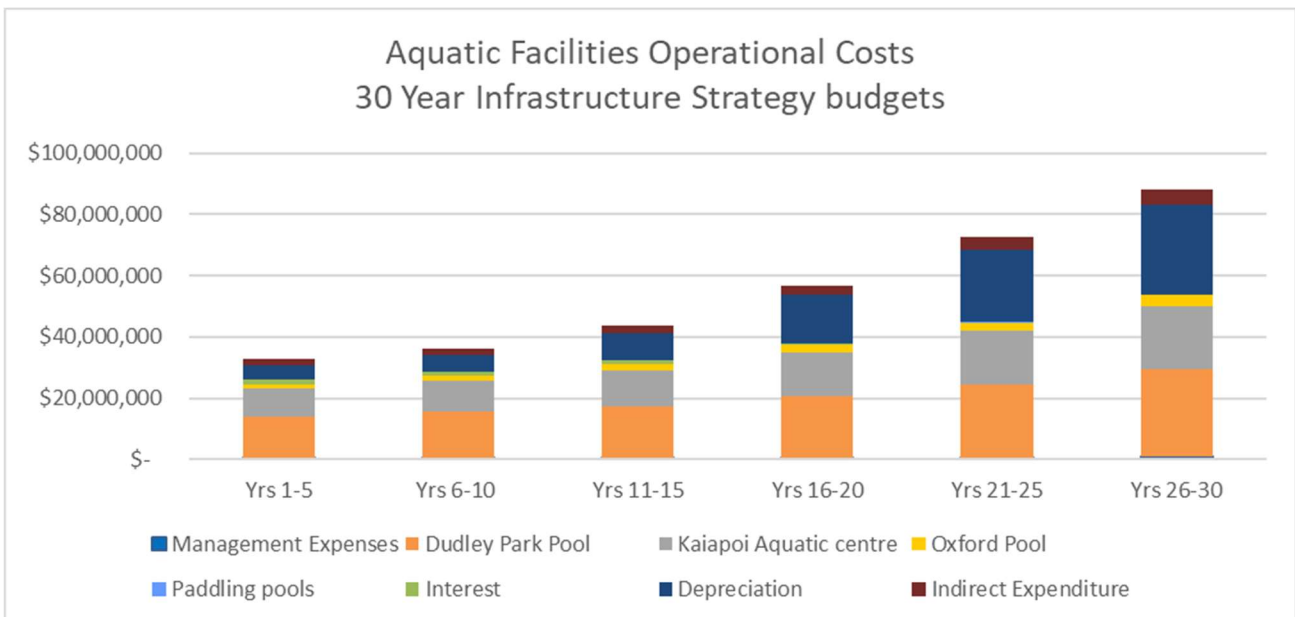
7.9.1.1 Aquatics

The below graph shows the operational costs associated with the operation of Aquatic Facilities including the specific costs for the four aquatic facilities.

Table 7-2 Aquatic Facilities Operational Costs



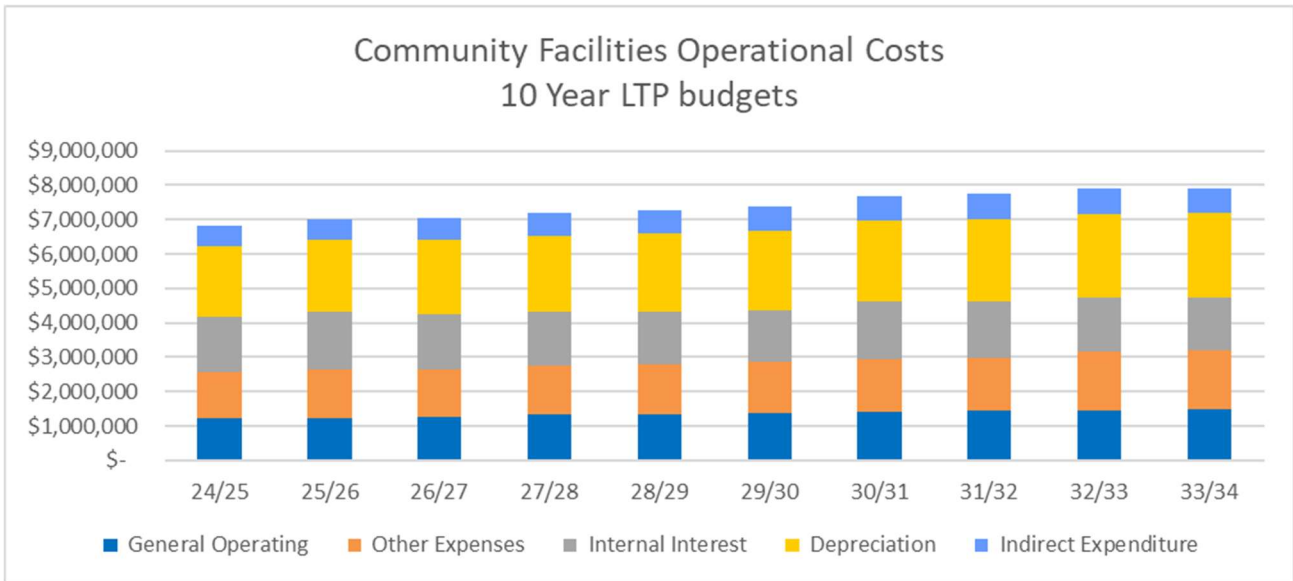
The 30 year forecast included in the Infrastructure Strategy is:



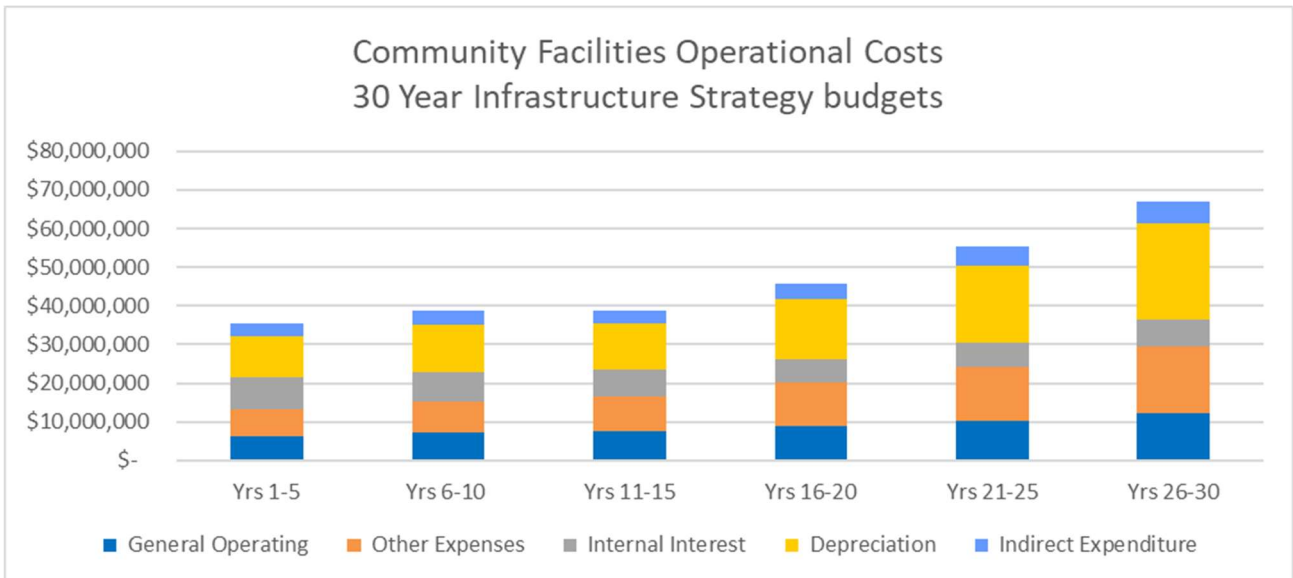
7.9.1.2 Community Facilities

The below graph shows the operating costs associated with Community Facilities. The general increase year to year is the general CPI adjustment of budgets however the impacts of land purchase and development of the community facilities in Pegasus and Ravenswood increase the costs for interest and depreciation more than CPI.

Table 7-3 Community Facilities Operational Costs



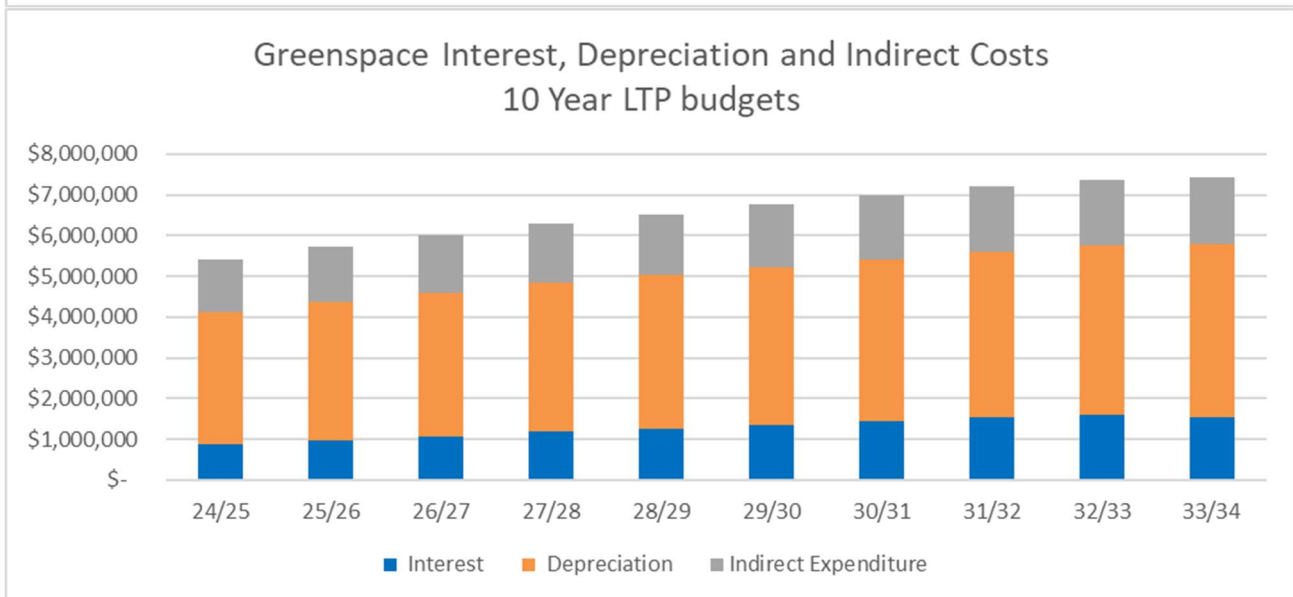
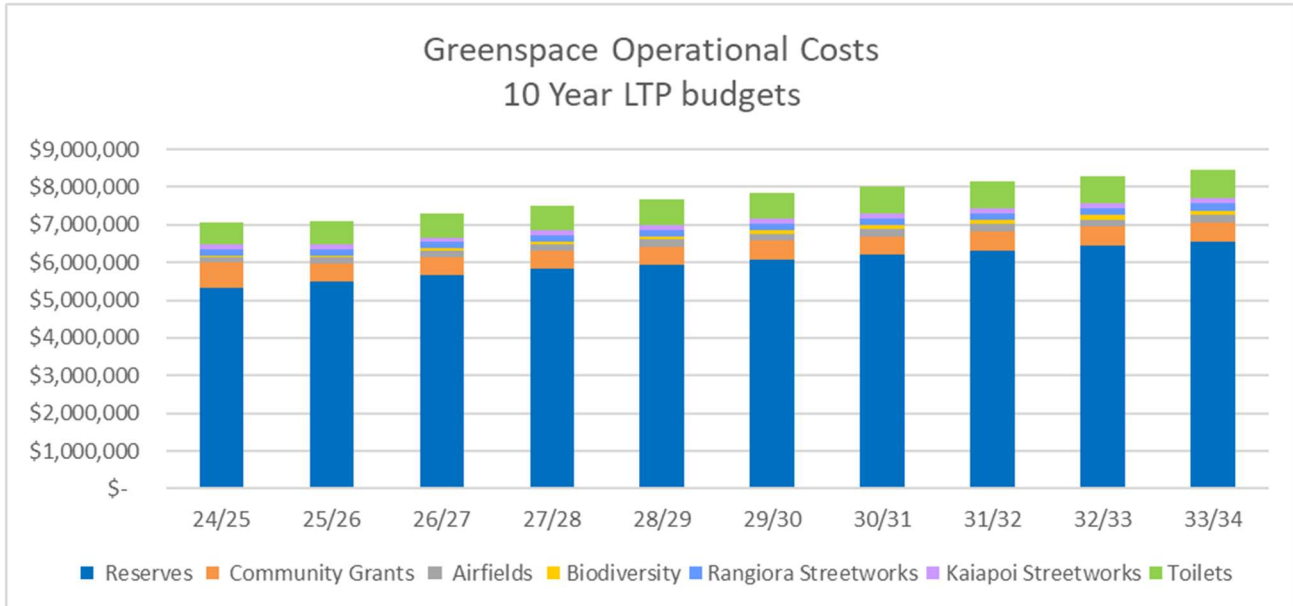
The 30 year forecast included in the Infrastructure Strategy is:



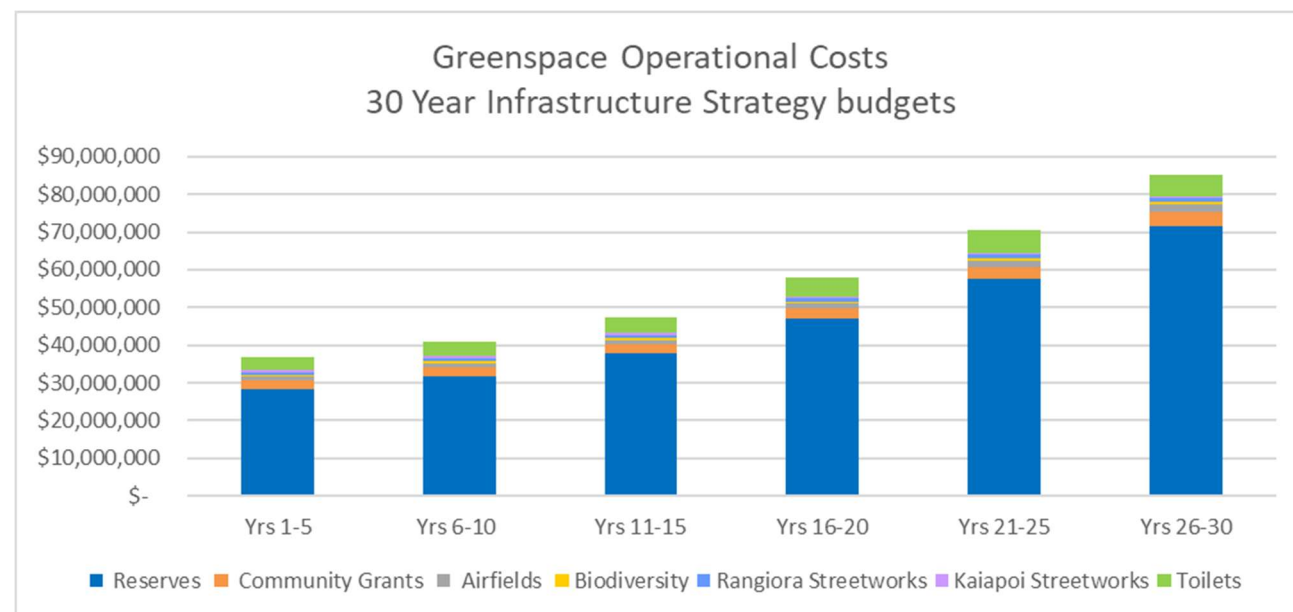
7.9.1.3 Greenspace

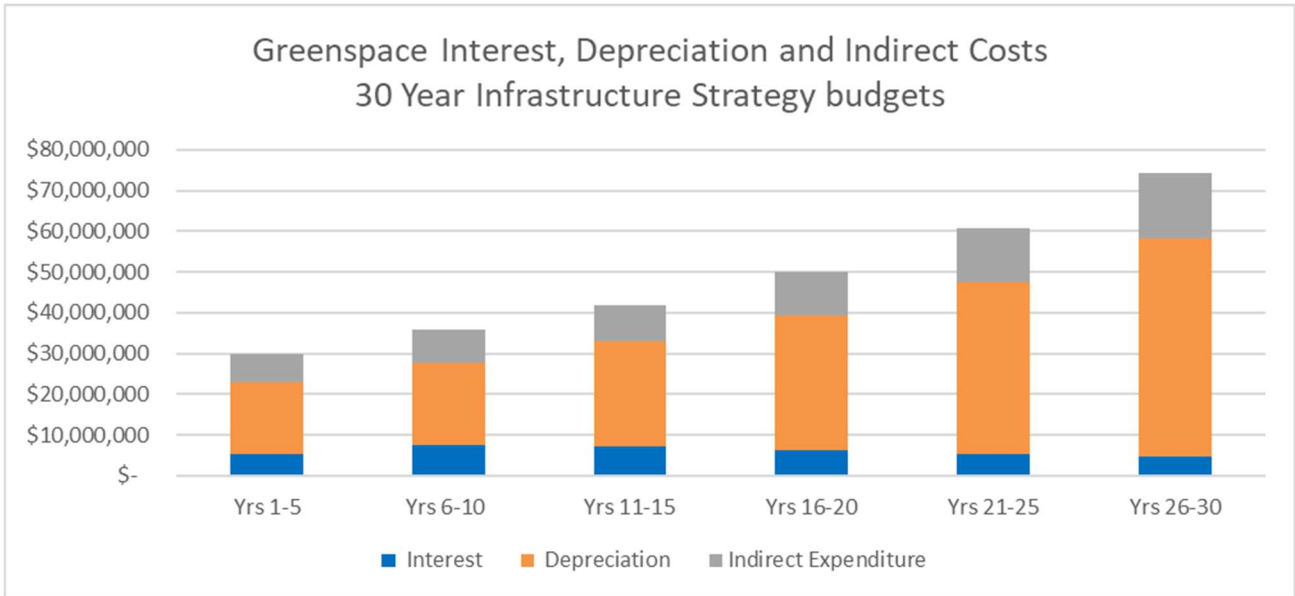
The below graph shows the operational costs associated with the Parks and Reserves Activity. The general increase in costs from year to year is the general CPI adjustment of budgets. Depreciation of assets will increase as new assets are developed or vested as part of the ongoing development of the district.

Table 7-4 Greenspace Operational Costs



The 30 year forecast included in the Infrastructure Strategy is:



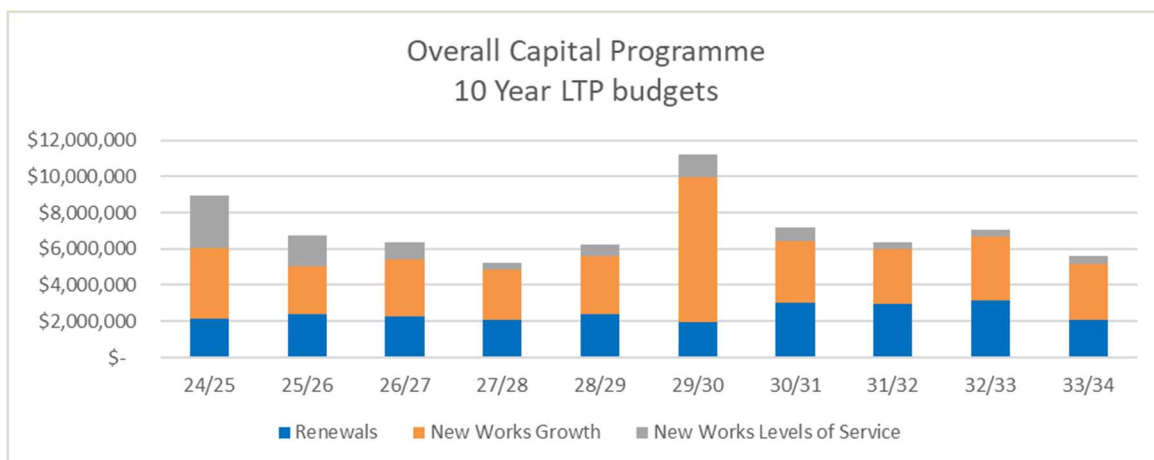


7.9.2 Capital

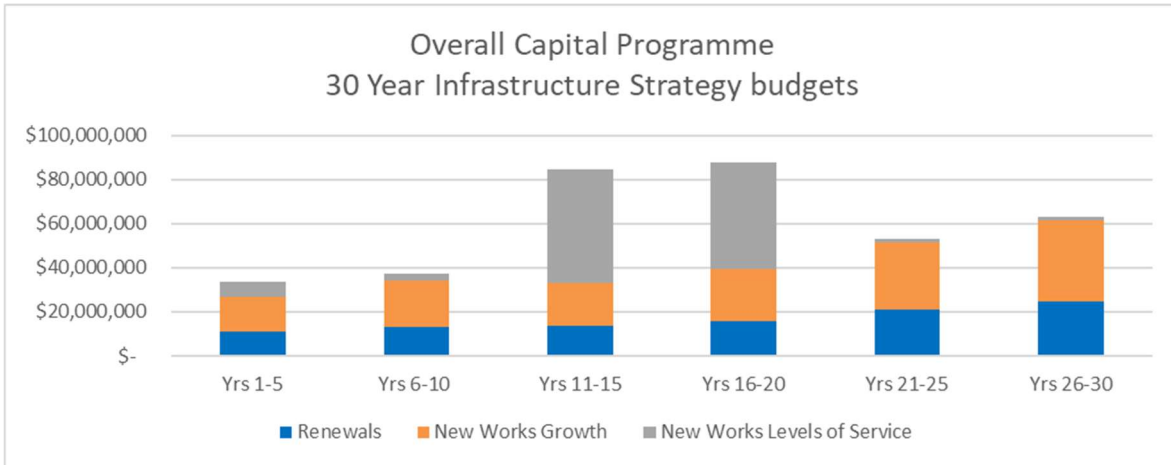
The following table has been created to show the projected capital costs (New Works and Renewals) associated with Community and Recreation for the next ten years. This graph includes provision for the following:

- Public Toilet provisions (renewals and new) from the Public Toilet Strategy
- Provision of new playgrounds from the Play Spaces Strategy
- Upgrades to sports fields throughout the district instead of provision of an additional astro turf.
- Additional capital projects identified by Greenspace operational staff.
- Land Purchase for both Aquatic and Community Facilities
- Development of Community Facilities in Pegasus and Ravenswood

Table 7-5 Overall Capital Budget

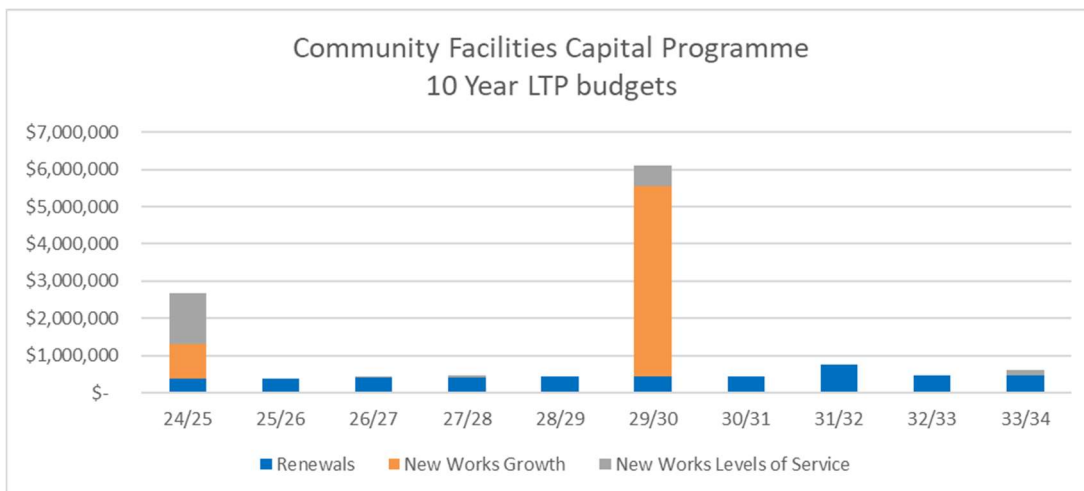


The 30 year forecast included in the Infrastructure Strategy is:



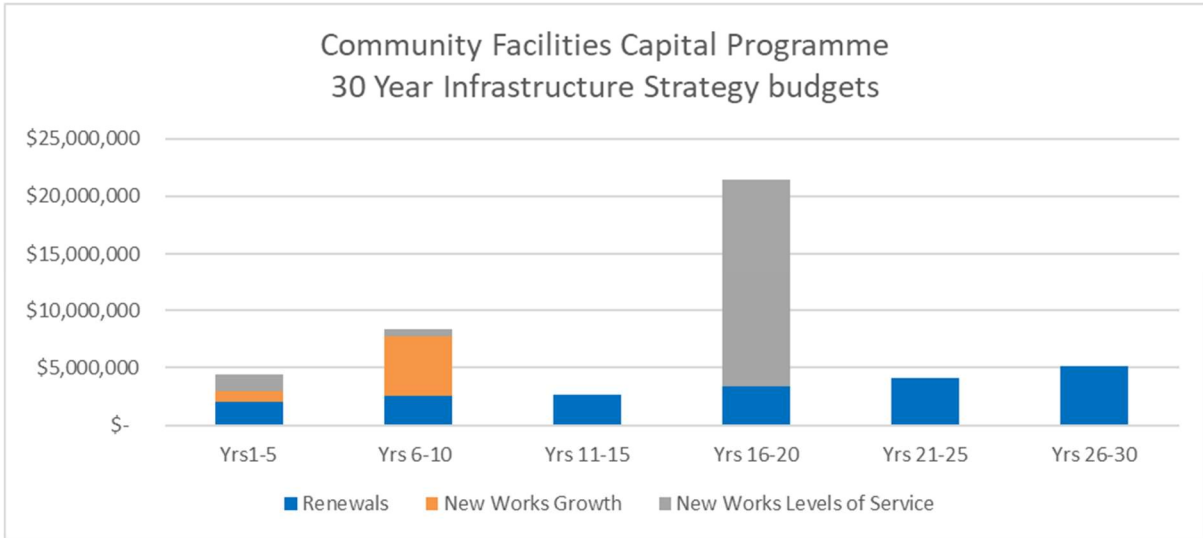
The following show the capital breakdown for the following activities – Community Facilities, Aquatics Public Toilets and Greenspaces.

Table 7-6 Community Facilities Capital Budget



The large spike in expenditure in 2024/25 is for the development of the Pegasus Community Centre (\$0.9m for growth and \$1.4m for level of service improvement). The expenditure in 2029/30 is for the Ravenswood Community Centre building (\$0.56m for growth and \$5m for level of service improvement. Renewals remain consistent over the 10 years based on the identified renewal programme for Community Facilities.

The 30 year forecast included in the Infrastructure Strategy is:



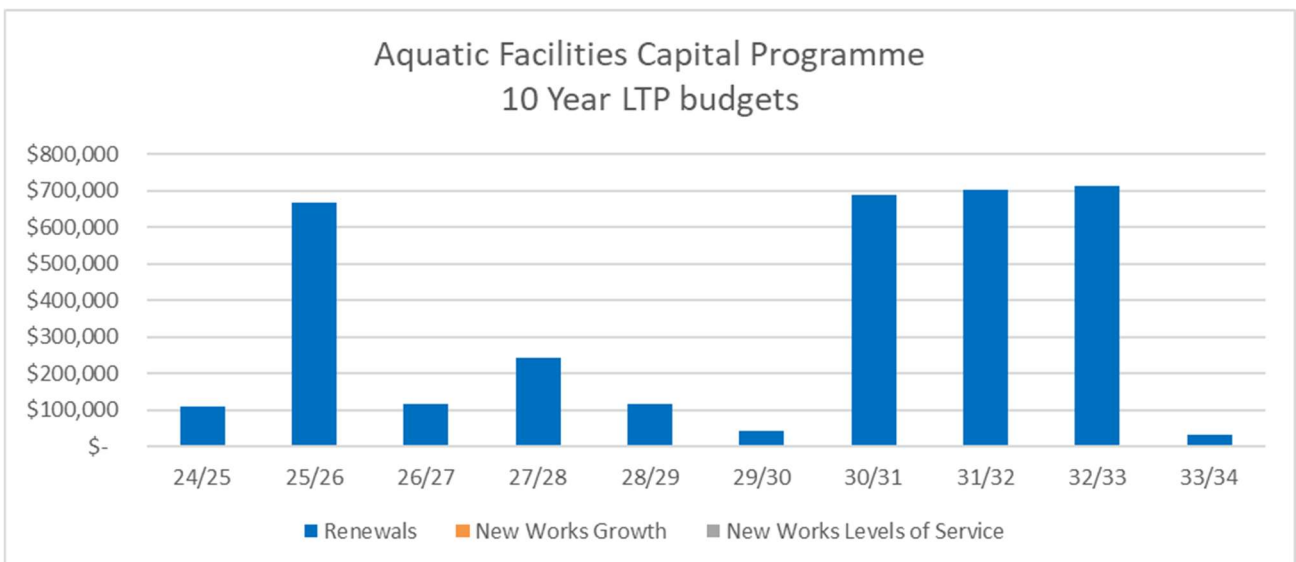
The spike in years 16-20 is for a proposed extension to the MainPower Stadium estimated to be \$17.8m in 2041/42.

7.9.2.1 Aquatics

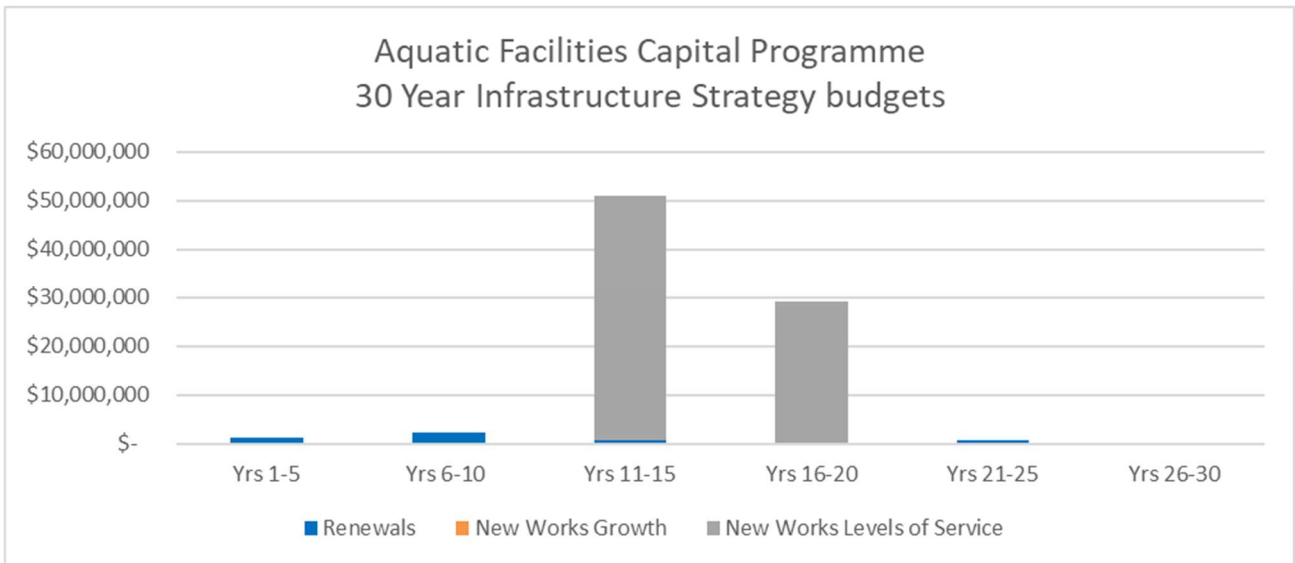
The below graph shows ongoing pool renewals with approximately \$500k required for Dudley Pool in 2025/26, and again in each of the years from 2030/31 to 2032/33. There is no growth related, or service level improvement budgets planned during the next ten year period.

The renewals budget for Aquatics is currently loan funded rather than through depreciation funds like other Community and Recreation assets.

Table 7-7 Aquatic Facilities Capital Projects



The 30 year forecast included in the Infrastructure Strategy is:

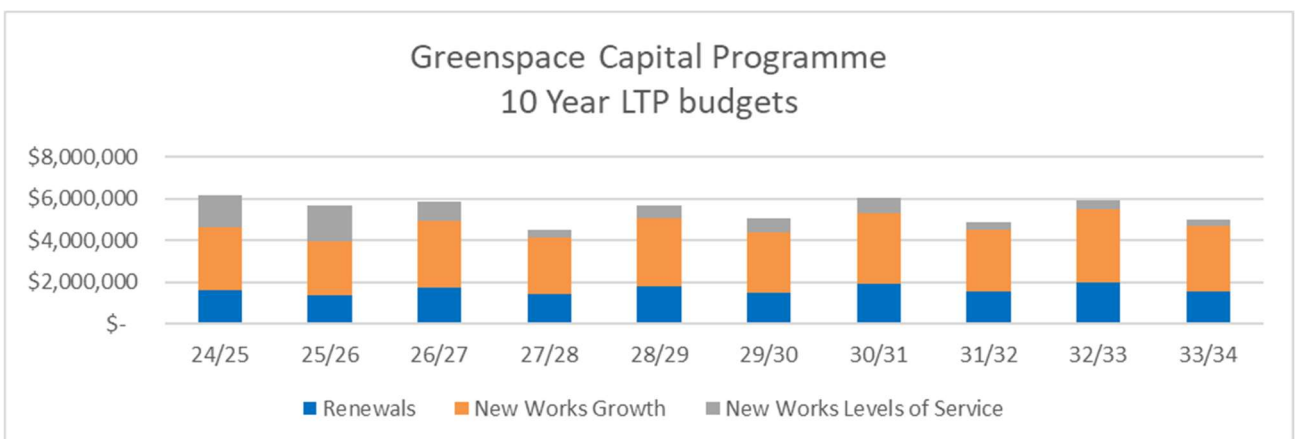


The spikes in level of service budgets in years 11-15 are for the development of the Kaiapoi Aquatic Centre (\$19.2m in 2034/35) and a new aquatic centre (\$30.6m in 2038/39). The spike in years 16-20 is for the development of the Dudley Park Aquatic Centre (\$28.6m in 2043/44).

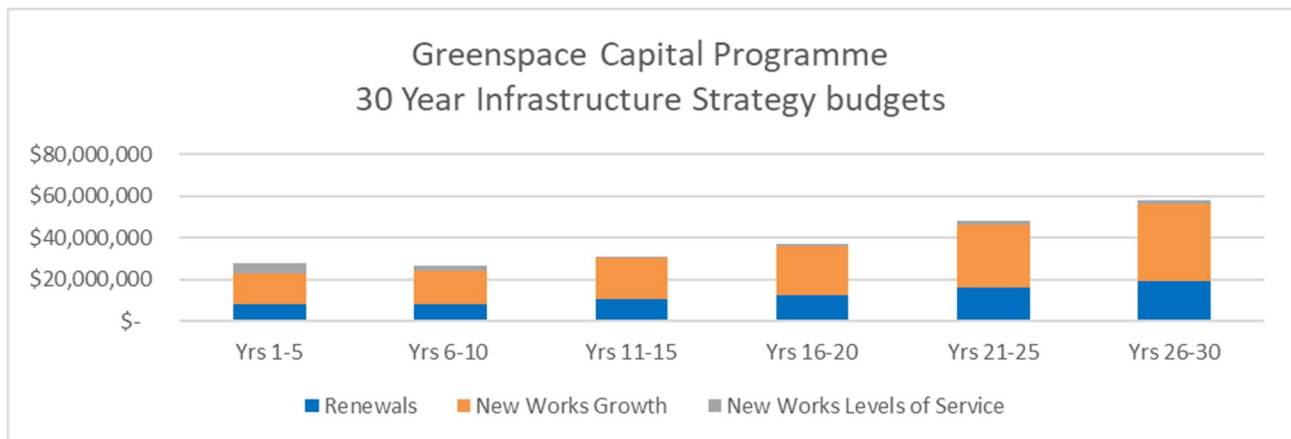
7.9.2.2 Greenspace

The Greenspace capital programme is generally consistent from year to year over the Long Term Plan. Staff have based the capital programme based on ability to deliver the project and spreading the programme over the 10 years where possible. New works include approximately \$3m per annum for land purchases, and \$0.76m per annum for level of service improvements.

Table 7-8 Greenspace Capital Projects



The 30 year forecast included in the Infrastructure Strategy is:



7.9.3 Land Purchase

As part of the provision of reserve space as part of the agreed levels of service for Greenspace Council needs to complete the purchase of new land for neighbourhood reserves. To determine the cost of land purchase the following methodology has been used:

Current Council Levels of Service prescribes provision of neighbourhood reserves as being aligned to population. A ratio of 1 Hectare per 1000 residents has been determined as an acceptable quantity. The ratio is based on Yardstick which is an international benchmarking tool which suggests that Councils should provide between 1-1.75Ha per 1000 residents. This is described in further detail in the Play Space Strategy 2017. The population over the Long-Term Plan period is expected to increase by 10,227 residents. Using the above ratio this means that 10.2 hectares of neighbourhood land will be required over the next ten years for a population of 81,742.

This is for neighbourhood land only and does not include all other categories of park. In some cases, Council will enter into an agreement with a developer of a large scale comprehensive development. The agreement will be that land will be provided and improvements to that land done in lieu of reserve development contributions being paid. It is expected that over the next ten years approximately 2.6 hectares of land will be acquired in this way. This reduces the amount of neighbourhood reserve land that requires purchasing to 7.6 Hectares.

In addition to land being required for the development of neighbourhood reserves to meet the needs of a growing population, there is also a need to purchase additional recreation and ecological linkages. Currently there is no level of service guidelines or population ratio to determine the exact amount of land required and this does change depending on the opportunities within a new development. Looking at current provision Council owns slightly more recreation and ecological linkages than it does Neighbourhood Reserves.

In December 2020, Council owned 127.62Ha of Neighbourhood Reserves and 132.4Ha of Recreation and Ecological Linkage. Using this ratio, the Council could expect to purchase an additional 12.9Ha of Recreation and Ecological Linkage over the next 10 year period. The cost of this land is much lower than Neighbourhood Reserve land. An average land cost for this land is \$70/m². This means an additional \$907,773 is required per annum.

In total based on the calculations above Council will require \$2,788,773 per annum for the purchase of land to cater for growth. (Note that land for sports grounds, natural reserves and cultural and heritage reserves is not required).

This calculation for land purchase is not linked to the proposed purchase of land in Pegasus and Ravenswood for the development of an Aquatics Facility / Community Facility in these areas.

7.10 Overview of financial forecasts (100 years) that form Council’s proposed Infrastructure Strategy budget for this activity.

7.10.1 Operational

The operational costs associated with the Greenspace activity will mirror the Levels of Service that has been adopted by Council. As the population and demographic changes throughout the district over the next 100 years the Levels of Service will evolve to meet the needs of the community as well as environmental and technological changes.

As such Greenspace are unable to provide an accurate forecast of expected operational expenditure for the next 100 years. Refer to the expected forecast for the ten years of the Long Term Plan above in 7.11.1 for expected operational expenditure.

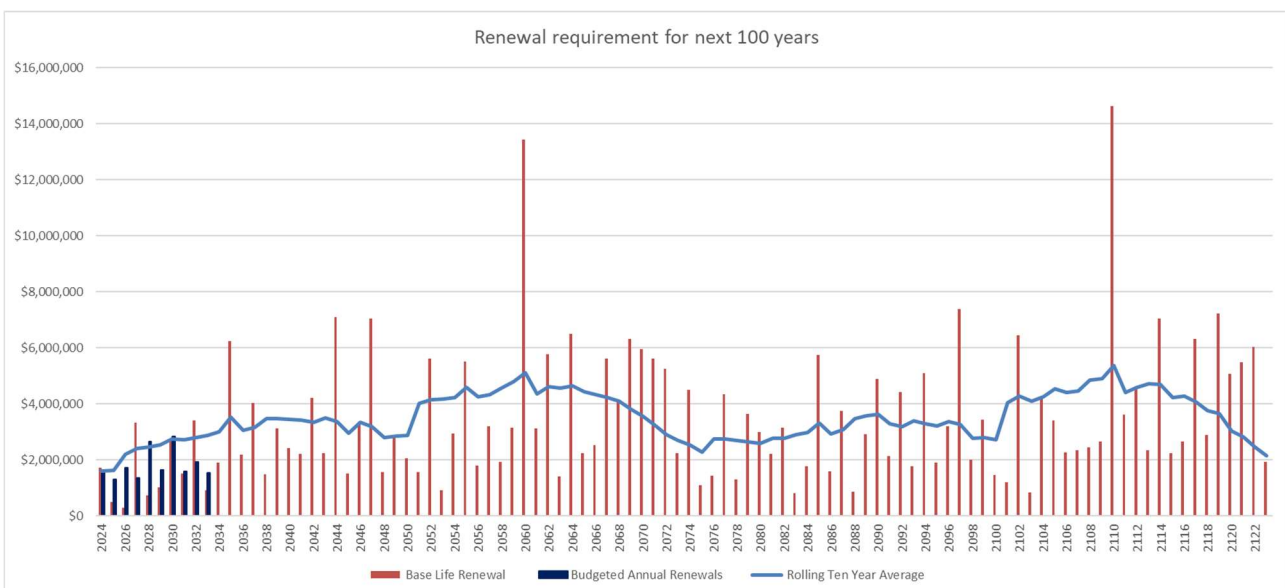
7.10.2 Capital

7.10.2.1 Greenspace Assets

Greenspace have identified that as part of the renewals process an estimated renewal schedule is required that captures the lifespan of all assets. This has been created based on the lifespan of the longest asset held by Greenspace. As such this has been developed to cover a 100 year period showing the expected renewals of assets within Greenspace, including assets being replaced multiple times if required over this period.

The below tables identify the estimated replacement cost for Greenspace assets for the next 100 years, with a rolling ten year average, compared to the proposed renewal budgets for this LTP. The renewal budget proposed in this LTP is less than the renewal model requirements.

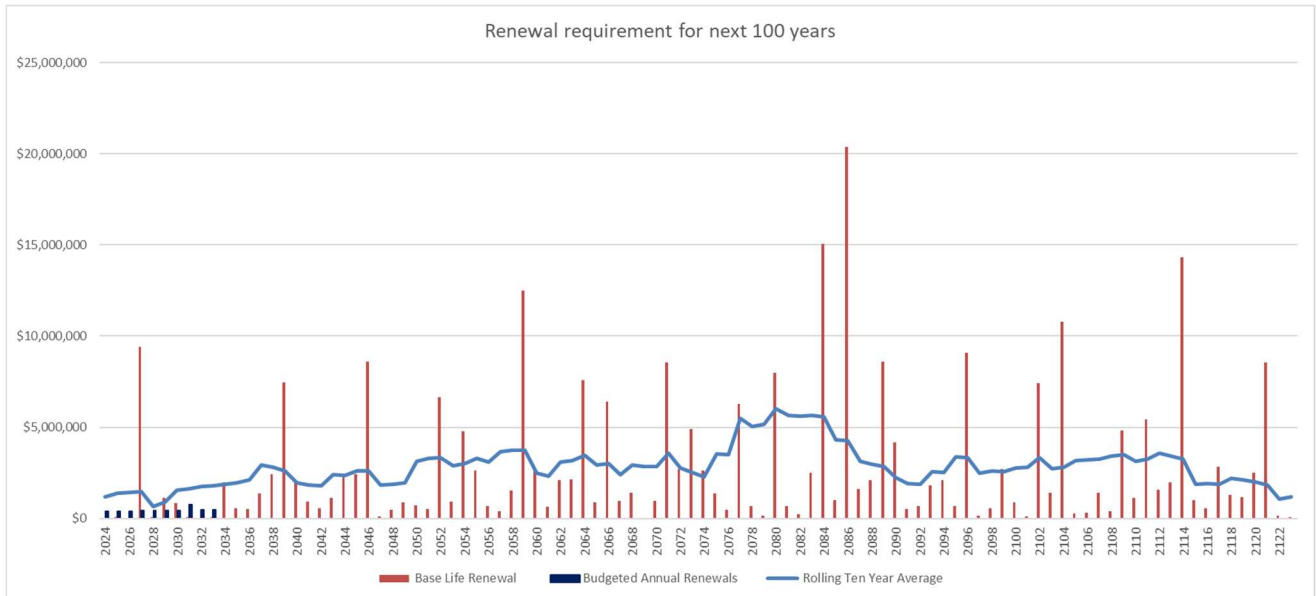
Figure 7-1 Estimated Greenspace Asset Renewal Costs



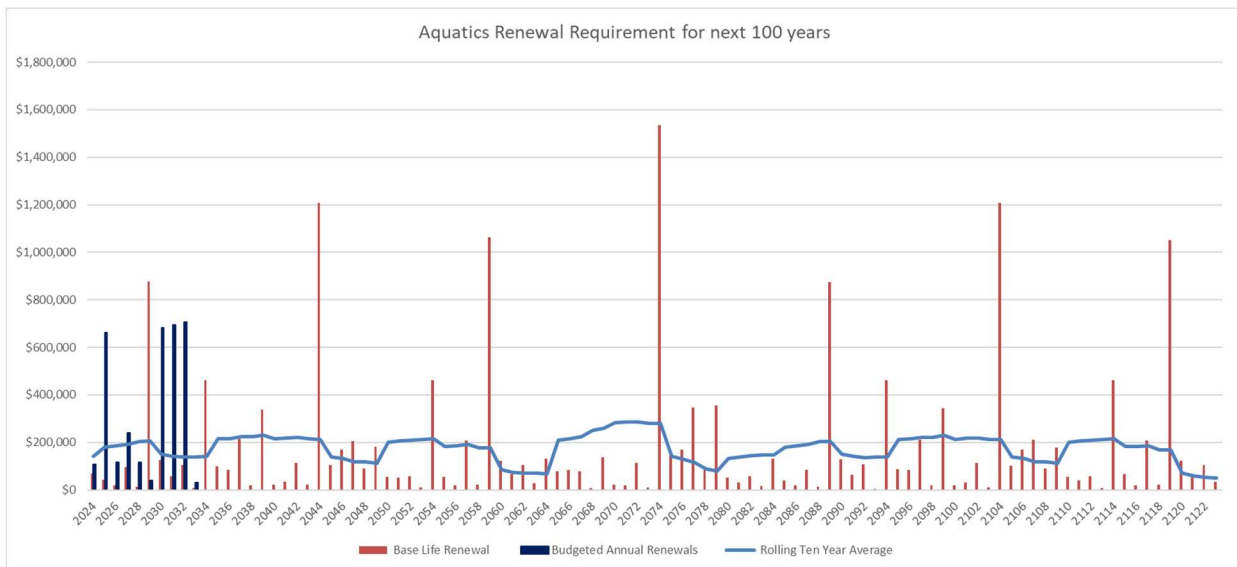
7.10.2.2 Community Facilities

Community and Recreation have undertaken the capture of asset information for community facilities since the last LTP. Based on this information, a renewal programme has been developed for all community facilities including aquatic facilities. The renewal budget proposed in this LTP is significantly less than the renewal model requirements.

Figure 7-2 Estimated Community Facilities Renewals Costs



7.10.2.3 Aquatic Facilities



The budgeted aquatic renewals are higher than the modelling, due to Dudley Pool renewals needed in the next 10 years.

Note that the replacement costs identified above for the asset types does not total the amount shown in the above graphs showing total estimated replacement cost over 100 years. This is due to the allocated lifespans for some assets being less than 100 years and as such require replacement multiple times over the 100 year period.

7.11 Debt and annual loan servicing

Council’s debt forecast is shown in for the period of the Long-Term Plan is shown in Figure7.3. The spike in the debt shown relates to the proposed new indoor court facility and other capital projects. This is reinforced with the corresponding spike in the construction of the additional facilities in the district (Ravenswood and Pegasus).

The following graph shows the total debt for Community and Recreation.

Figure 7-3 Community and Recreation Debt

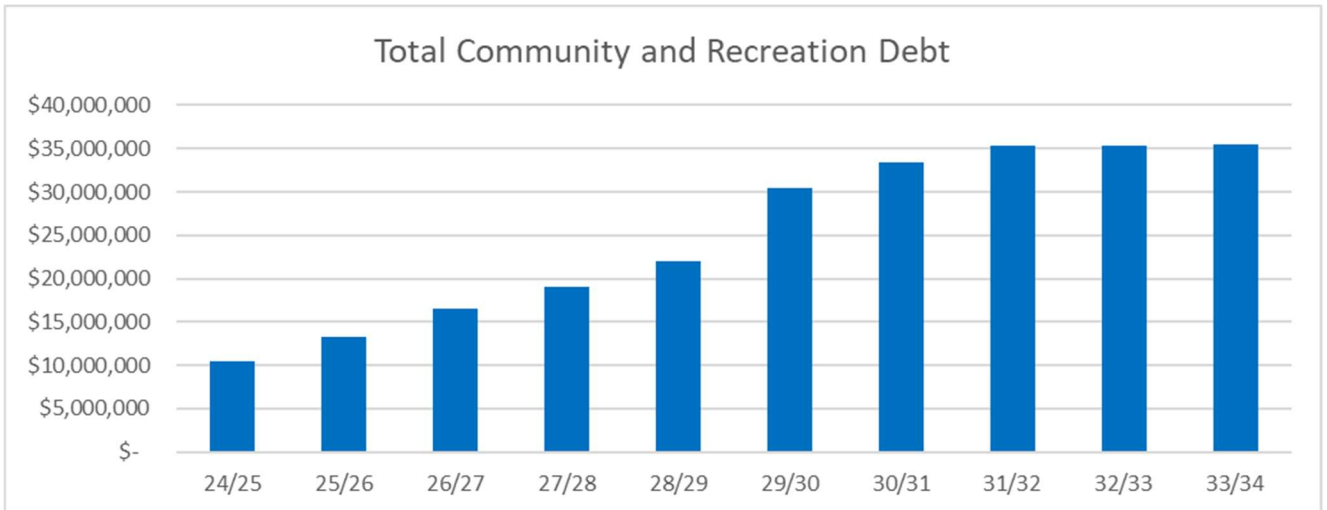


Figure 7-8 Community and Recreation Loan Repayments

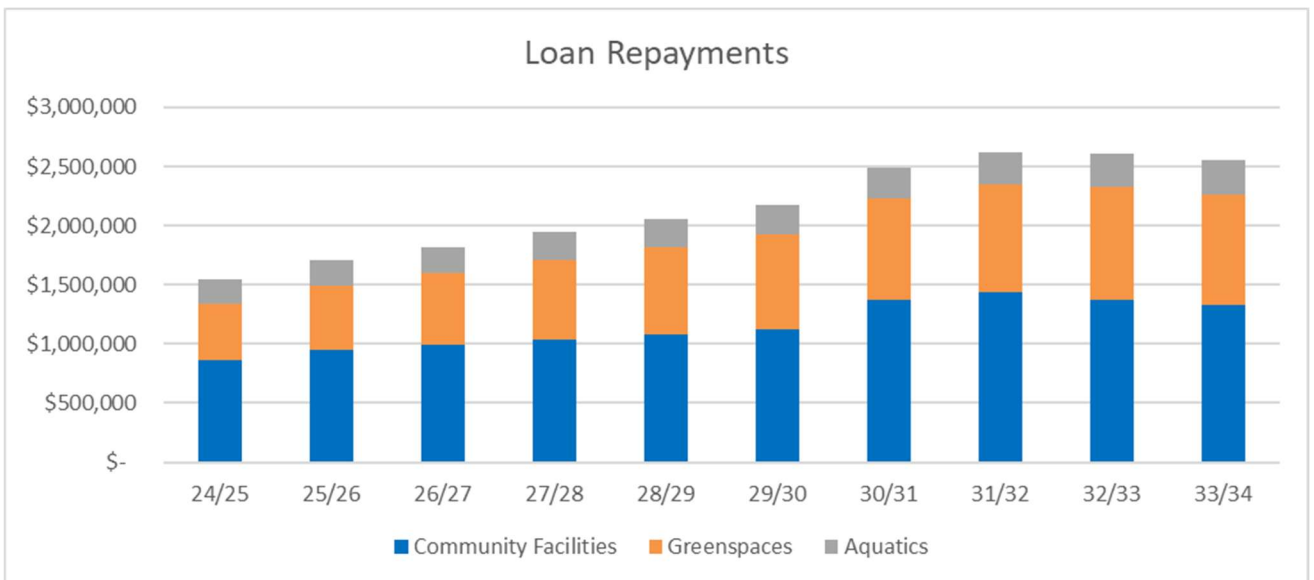
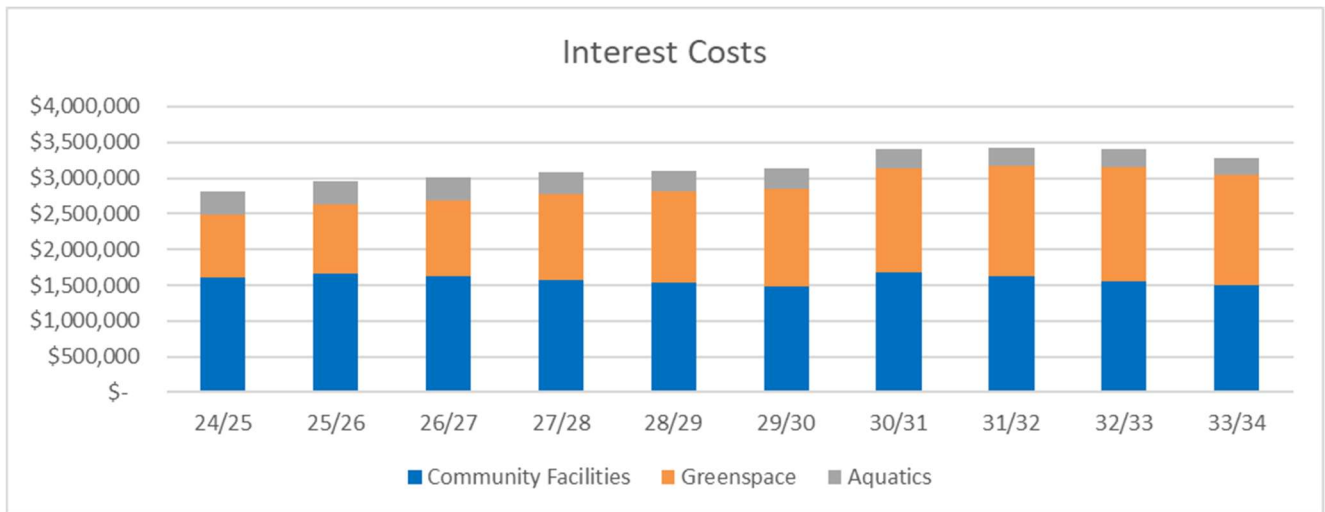


Figure 7-4 Interest Cost shows the estimated interest costs incurred over the period of the Long Term Plan for Community and Recreation activities.

Figure 7-4 Interest Cost



7.12 Projected rates

As discussed earlier in Section 7, Council has identified the way that Greenspace and Aquatic operations are funded. The impact of this funding method is that any changes in the projected projects or levels of service will impact on the rates required to fund these activities, as such Community and Recreation consider the impact of this when considering changes to budgets and additional projects. The projects and levels of service identified within this document mean that overall, the rates required to fund the recreation activities covered within the plan are required to increase by an average of 5.2% per year over the period of the Long Term Plan.

7.13 Valuation and depreciation

Greenspace

Community and Recreation completed a revaluation of all Greenspace assets. The information provided in this plan provides some summary information from the revaluation report. This valuation was independently reviewed by Opus Consultants. The scope of the asset valuation included:

Access and parking,	Reticulation
Amenity lighting	Signage
Footpaths	Sports
Furniture	Structures
Gates	Utilities
Horticultural (including trees)	Walls and fences
Irrigation systems	Water features
Monuments	Playgrounds

7.13.1 Methodology

The valuation uses the asset data that is stored in TechnologyOne. The data was verified through discussions with staff and a review to confirm that new assets had been loaded into the database. The valuation then considers the cost to replace assets based on current day unit rates and uses statistics New Zealand indices to confirm a rate of escalation.

7.13.2 Forecasts

7.13.2.1 Replacement

As part of the management of Greenspace assets, assets will require replacement as they suffer wear and tear and reach the end of their useful lives. To assist with this Community and Recreation have created forecasts for the replacement of all assets currently maintained based on asset useful lives – this covers assets within reserves as well as aquatic and community facilities. The replacement schedule for the 100 year period is shown above. The averaged replacement cost is the running average over two years.

In creating this schedule, it allows Greenspace to forecast the necessary replacements over the coming years and identify several years in advance when assets are to be replaced.

7.13.2.2 New Assets

In considering the provision of assets throughout the district Council is required to forecast what assets are required to meet factors such as population growth and demographic changes. Council generally takes a proactive approach in provision of new assets and undertake forecasting to identify locations or assets where new assets or changes to existing assets are required.

This can be seen in the Public Toilet, Community Facilities, Aquatic Facilities, Play Spaces and Sports Facilities strategies where the forecast of the needs or demand of the public through levels of service have been made and subsequently identifying what new assets such as new playgrounds and toilets in new subdivisions are required to meet levels of service. The key projects identified from this are the new community facilities in Pegasus and Ravenswood, new Aquatic Facility in Ravenswood and redevelopment of Dudley and Kaiapoi Aquatic Centres.

7.13.3 Summary of valuation

The 2022 valuation is included below. This valuation was completed in 2022 by Greenspace staff and was peer reviewed by OPUS.

Figure 7-5 Greenspace Valuation Summary

Asset Group	Replacement Cost	Depreciated Replacement Cost	Annual Depreciation
Access & Parking	\$14,223,919	\$8,319,906	\$5,904,014
Amenity Lighting	\$4,428,155	\$2,064,433	\$2,363,722
Building	\$16,564	\$16,546	\$18
Footpaths	\$13,366,708	\$8,834,606	\$4,532,102
Furniture	\$2,915,380	\$1,610,512	\$1,304,868
Gates	\$397,915	\$247,804	\$150,111

Asset Group	Replacement Cost	Depreciated Replacement Cost	Annual Depreciation
Horticultural (incl Trees)	\$36,691,585	\$36,691,585	\$0
Irrigation	\$1,528,525	\$936,839	\$591,686
Monuments	\$2,213,500	\$1,689,056	\$524,444
Playground	\$8,809,490	\$4,420,195	\$4,389,295
Signage	\$847,025	\$352,065	\$494,960
Sports Areas & Courts & Features	\$8,088,330	\$5,373,221	\$2,715,109
Structural	\$10,172,005	\$7,936,430	\$2,235,575
Utilities	\$6,196,055	\$4,911,407	\$1,284,649
Walls & Fences	\$13,654,067	\$7,494,044	\$6,160,023
Water Features	\$114,015	\$77,580	\$36,435
Chamber	\$4,500	\$4,058	\$442
Bore	\$10,000	\$9,301	\$699
Control System	\$33,000	\$31,589	\$1,411
Instrument	\$16,000	\$15,734	\$266
Grand Total	\$123,726,738	\$91,036,909	\$32,689,829

The depreciated replacement cost of the assets has increased by 27% from the 2019 valuation. The main components of change are:

- There has been a large change in asset quantities, principally from new developments and capital renewals. This has increased the valuation by close to 28%.
- Depreciation has decreased the valuation by circa 10%.
- 2019 to 2022 price movements are in the order of 17% overall.

Community Facilities and Aquatic Facilities

A separate valuation on all Council owned buildings was completed during 2022 which included all Community Facilities and Aquatic Centres. This valuation was undertaken by QV, registered valuers. The June 2022 valuation of Aquatic and Community facilities assets was:

Asset Group	Replacement Cost			Depreciated Replacement Cost			Annual Depreciation
	Land	Buildings	Total	Land	Buildings	Total	Total
Aquatic	\$1,243,000	\$10,099,985	\$11,342,985	\$1,243,000	\$6,032,600	\$7,275,600	\$210,529
Community Facilities	\$190,431,400	\$223,807,521	\$414,238,921	\$190,431,400	\$134,435,650	\$324,867,050	\$5,553,710
Grand Total	\$191,674,400	\$233,907,506	\$425,581,906	\$191,674,400	\$140,468,250	\$332,142,650	\$5,764,239

7.13.4 Confidence in valuation

Opus' independent review found that the valuation undertaken by Council was based on accurate and substantially complete asset registers and on appropriate replacement costs and realistic lives. Opus rated the valuation based on the International Infrastructure Management Manual (2011) to be a class B rating: Reliable $\pm 15\%$. The description of a B rating is: "Large portion of data based on sound records but has minor shortcomings (e.g., old data, some missing documentation, reliance placed on unconfirmed reports and extrapolations).

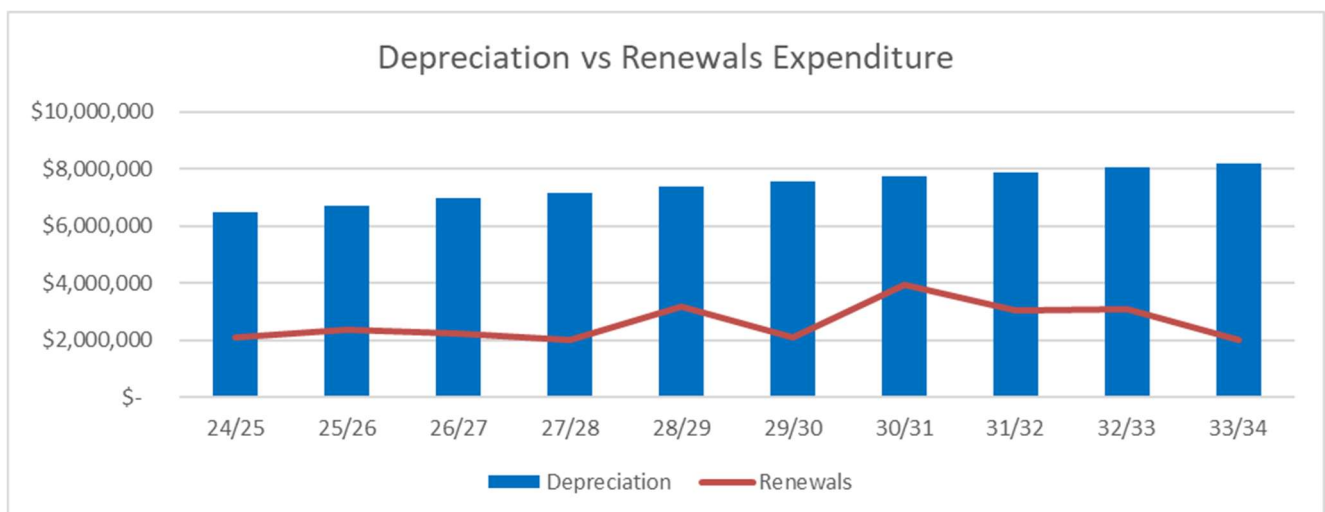
7.13.5 Asset depreciation

As per Council policy Greenspace and Aquatic assets (property, plant and equipment excluding land) are depreciated using straight-line basis to their estimated residual value over the specified useful life of that asset. As such Council recovers the necessary funds required to fund the depreciation over the life of the assets through rating for depreciation.

Further to this, Council has modified the Depreciation funding policy from 1 July 2015 to take both inflationary and investment factors into consideration when setting the amount required to be recovered in respect of depreciation. Any funding provision is held in an interest earning special fund account and made available for asset renewals. This revised approach taken by Council ensures that sufficient funds are available to fund the renewal of assets as they fall due.

Below is the estimated level of depreciation over the period of the Long Term Plan along with the expected renewals expenditure. The level of renewal expenditure is significantly below depreciation for the LTP period. If that level of underfunding continues, the average age of the asset base will increase, and the building condition will deteriorate.

Figure 7-6 Depreciation and Renewals Provision



7.14 Overall forecasting assumptions, sensitivity analysis and data confidence

7.14.1.1 Forecasting Assumptions

The most significant assumption adopted by Council for the purposes of forecasting is the projected population growth throughout the district over the next 30 years. As outlined in Section 4.2 Population Trends, the Council has developed and adopted a population forecast based on

historical data. In comparing this forecast against Statistics New Zealand growth projections, it can be seen that this projection falls in between the high and medium population forecasts for the district.

In considering this population forecast the impact on all aspects of Greenspace and Aquatic activity has been considered in the planning and forecast of capital and operational activities.

Berl has forecasted a local government cost index (LGCI) for New Zealand, and this is used along with forecasted salary and capex rates to inflate the figures published in this AMP.

The rate of salary increases, LGCI increases, and capital cost increases used by Council are outlined in the table below:

Table 7-9: Average rates used in planning

Item	Average Increase per Annum
Salaries	1.70%
LGCI	1.8%
CAPEX	1.9%

7.14.1.2 Sensitivity Analysis

As part of the overall Council forecasting consideration is given to the possibility that the assumptions made when planning do not eventuate. As such Council will consider scenarios where assumptions such as population growth not continuing at the same level as expected for the period identified and how this will affect the forward planning of Greenspace and Aquatic activities, both at an operational and capital level as well as the flow on effect of necessary funding.

7.14.1.3 Data Confidence

The revaluation of Greenspace assets completed in 2022 by the Asset Information Management Team for Greenspace was independently reviewed by Opus. Opus rated the valuation based on the International Infrastructure Management Manual (2011) to be a class B rating: Reliable $\pm 15\%$. The description of a B rating is: "Large portion of data based on sound records but has minor shortcomings (e.g., old data, some missing documentation, reliance placed on unconfirmed reports and extrapolations). Since this has been completed Greenspace have continued with the asset validation programme outlined earlier in this document to improve the accuracy of the information held on Greenspace assets.

7.15 Section Improvement plan

The continued improvements made to the amount of information that Greenspace has on record for its assets, including Community Facilities, will allow more accurate forecasting and replacement schedules to be developed. The use of more accurate information will ensure that Greenspace is delivering the most cost effective and appropriate replacement and new assets for ratepayers. This requires the following to be undertaken:

Develop more accurate replacement and renewal modelling for these assets.

8 Risk management and assumptions

8.1 Introduction to the section

Risk Management is an enabling function that adds value to the activities of the Waimakariri District Council (WDC) by increasing the probability of success in achieving our strategic objectives. Optimised decision making for Council includes risk management, where risk analysis is the combination of the sources of risk, probability of an event occurring, and the consequence of the event.

Risk analysis involves consideration of the, their consequences, and the likelihood that those consequences may occur. The objective of a Risk Management Strategy and the consequential risk analysis is to separate the low impact risks from the major risks and to provide information and data to assist in the evaluation, mitigation, and response to those risks.

This section provides an analysis of the risk identified associated with the provision of services covered by the plan and how those risks are to be managed or mitigated.

8.2 Approach

In preparation for the 2024-34 Long Term Plan and Infrastructure Strategy Council has updated both the Risk Management Policy that aligns with the Australian/New Zealand Standard AS/NZ ISO 31000: 2018, and the Risk Management Framework which provides guidance and tools for undertaking the risk management process. These documents ensure a consistent approach to analysing and managing risks across the organisation. Key definitions and criteria of risk management likelihood and consequence used in the Corporate Risk Assessment are included in the Council's Risk Framework Document [TRIM 220428064825](#).

For activities covered by this Plan, overall risks associated with asset failure are considered to be low with the exceptions of the Rangiora Airfield, Community Buildings and Facilities, playgrounds, public toilets and cemeteries which have the potential to have a greater impact on public health and safety if they fail or are not available. There are three levels of risk assessment that are considered for each activity within Council:

- Level 1 - Organisational Risk Assessment
- Level 2 - Activity Management Risk Assessment
- Level 3 - Critical Asset Risk Assessment.

8.2.1 Level 1 - Organisational Risk Assessment

Organisational Risk Assessment focuses on identification and management of significant operational risks that will have an impact beyond the activity itself and will affect the organisation as a whole. This approach allows the Integrated Risk Management framework to address risks at the organisational level, as well as at both the senior management and operational levels within the Council activities. The decision to implement the treatment measures identified will be at an organisational level, not activity level. For the activities covered by this Plan the level of risk is lower than for some other activities of council, however, failure or the unavailability of an aquatic facility or community building can impact on the council's reputation, similarly a failure of a playground element whilst in use could lead to injury.

8.2.2 Level 2 - Activity Management Risk Assessment

Activity Management Risk Assessment uses the same principal and consequence tables, but the focus is at a more detailed level. During this process, specific risk events will be identified which would affect the operational ability or management of the activities covered by this Plan as a whole. If an individual system within the activity was identified as being at a greater risk or would need to be managed in a different way to the rest of the systems, then it would be highlighted for separate consideration.

A risk summary table is generated which identifies risk management strategies to minimise risks associated with the provision of the Community Facilities and Greenspace services. The risk management plan will be designed to ensure that:

- All significant operational and organisational risks are understood and identified.
- The highest risks that should be addressed within a 10-year planning horizon are identified.
- Risk reduction treatments which best meet business needs are identified and applied.

8.2.3 Level 3 - Critical Asset Risk Assessment

Critical assets are considered to be those assets in which failure, or their unavailability would result in a major disruption to the levels of service. The criticality of an asset reflects the consequence of the asset failing (not the probability). High criticality assets are best defined as assets which have a high consequence of failure (not necessarily a high probability of failure). Critical assets covered by this plan are varied and include:

- Structures, plant and equipment operating at the Aquatic centres, where a failure could result in facility closure or water quality issues.
- Playground elements where a failure could cause injury or harm.
- Some structures on parks where a failure could cause injury or harm.
- The runway at Rangiora Airfield, which if out of action closes the airfield.

8.3 Strategy

Risk management strategies and studies are carried out in accordance with AS/NZS ISO 31000:2018. Risk Management Principles and Guidelines which covers the following items in the management of risk:

- Establishment of the context of the risk
- Identification of risks
- Evaluation of risks
- Management of risks
- Continual monitoring and review

The assessment of risks and financial forecasts is incorporated into the decision-making processes relating to the activities covered by this Plan. Prioritisation of expenditure includes balancing

expenditure on new and existing assets according to the level of risk of asset failure following the development of the Risk Management Plan. Expenditure may be in the form of operations, maintenance, renewals or new capital.

Risk Management Policy and Risk Management Framework can be found in TRIM [220428064824](#) and [220428064825](#). The most recent corporate risk assessment is available here: TRIM [230321039241](#)

8.4 Risk Assessment Process

Greenspace use the risk management process consistent with the wider Council. The following process is executed in conjunction with the above policy and framework to inform decision making.



8.5 Activity Risk and Mitigation

8.5.1 Risk identification

Risk identification can be undertaken using a Risk Framework approach as described in section 8.5 below. The framework approach enables a top down approach to be undertaken, firstly the activity as a whole and then breaking it down into its component parts.

8.5.2 Risk analysis and evaluation

Risk analysis and evaluation assessments can be carried out based on a simple qualitative assessment that involves rating the probability of failure in terms of the likelihood of occurrence and categorising the consequences in terms of their severity.

Table 8.1: Likelihood Scale

Category	Description	Probability
Almost Certain	Event is expected to occur in the next 6-12 months. Very low level of confidence/ information in our ability to reduce the risk.	80% or higher chance of the risk occurring
Likely	Event will probably occur in the next 6-12 months	60-80% chance
Possible	Event could possibly occur in the next 1-3 years. A moderate level of confidence/information.	30-60% chance
Unlikely	Event is unlikely to occur in the next 3-5 years. A high level of confidence/information.	5-30% chance
Rare	Event is only expected to occur in exceptional circumstances.	5% chance

Table 8.2: Risk Estimate

Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain	High	High	Extreme	Extreme	Extreme
Likely	Moderate	High	High	Extreme	Extreme
Possible	Low	Moderate	High	Extreme	Extreme
Unlikely	Low	Low	Moderate	High	Extreme
Rare	Low	Low	Moderate	High	High

Table 8.2 Consequence Scale

Category	Health and Safety	Financial	Legal/Compliance	Service Delivery/Infrastructure	Environmental	Reputation	Staff Performance/Engagement
Severe	<ul style="list-style-type: none"> • One or more fatalities or permanent disability • Significant impact on social, economic, environmental and cultural wellbeing 	<ul style="list-style-type: none"> • Loss to Council >\$20M • Fraud > \$1M 	<ul style="list-style-type: none"> • Extreme non-compliance with legal / regulatory requirements • Crown managerial intervention or loss of license to operate service(s) 	<ul style="list-style-type: none"> • Extended adverse impact to operations/service delivery • Multiple suburb or critical facility impact to core service delivery >36 hours 	<ul style="list-style-type: none"> • Permanent widespread environmental/ significant ecosystem damage 	<ul style="list-style-type: none"> • Sustained national and/or international media coverage • Sustained/long-term impact on stakeholder confidence 	<ul style="list-style-type: none"> • Significant and extended staff disengagement impacting staff on productivity and morale • Extended impact on CDEM response capability
Major	<ul style="list-style-type: none"> • Serious illness or permanent injury • Major impact on social, economic, environmental and cultural wellbeing 	<ul style="list-style-type: none"> • Operational funding loss/cost overrun >\$1M • Capital works/projects over/underspend 50-75% • Staff fraud >\$1K 	<ul style="list-style-type: none"> • Major non-compliance with legal / regulatory requirements • Crown advisory intervention, Judicial Review, or other intervention by a regulator • Civil action or prosecution with potential damages/fine of >\$100K 	<ul style="list-style-type: none"> • Multiple suburb or critical facility impact to core service delivery > 12 hour 	<ul style="list-style-type: none"> • Significant ecosystem impact • Serious environmental damage, costly restoration 	<ul style="list-style-type: none"> • National media coverage • Significant impact on stakeholder confidence with some long-term effect 	<ul style="list-style-type: none"> • Significant staff disengagement • Loss of multiple key persons or critical SME staff members • Major impact on staff productivity and morale
Moderate	<ul style="list-style-type: none"> • Injury or illness requiring hospital admission for <48 hours • Moderate impact on social, economic, environmental and cultural wellbeing 	<ul style="list-style-type: none"> • Operational funding loss/cost overrun \$200-\$1M • Capital works/projects over/underspend 25-50% • Staff fraud <\$1K 	<ul style="list-style-type: none"> • Moderate non-compliance with legal / regulatory requirements • Civil action or prosecution with potential damages/fine of <\$100K 	<ul style="list-style-type: none"> • Isolated, or single suburb impact to core service delivery < 12 hours 	<ul style="list-style-type: none"> • Moderate effects on biological or physical environment 	<ul style="list-style-type: none"> • District and/or some regional media coverage • Moderate impact on stakeholder confidence 	<ul style="list-style-type: none"> • Significant staff disengagement • Loss of multiple key persons or critical SME staff members • Major impact on staff productivity and morale
Minor	<ul style="list-style-type: none"> • Medical treatment not requiring hospital admission • Minor impact on social, economic, environmental and cultural wellbeing 	<ul style="list-style-type: none"> • Operational funding loss/cost overrun \$20-\$200K • Capital works/projects over/underspend 10-25% • Isolated fraud <\$100 	<ul style="list-style-type: none"> • Minor non-compliance with legal / regulatory requirements 	<ul style="list-style-type: none"> • Brief (<4hr) impact/outage to core service delivery 	<ul style="list-style-type: none"> • Minor and/or short-term environmental impact 	<ul style="list-style-type: none"> • Minor short term media coverage • Minor short-term impact on stakeholder confidence 	<ul style="list-style-type: none"> • Loss of key person, or a number of team members in short succession • Minor impact on staff productivity and morale
Routine	<ul style="list-style-type: none"> • Injury/illness requiring first-aid treatment • Negligible impact on social, economic, environmental and cultural wellbeing 	<ul style="list-style-type: none"> • Operational funding loss/cost overrun <\$20K • Capital works/projects over/underspend <10% 	<ul style="list-style-type: none"> • Insignificant non-compliance with legal / regulatory requirements 	<ul style="list-style-type: none"> • No measurable disruption to delivery • Negligible performance impact 	<ul style="list-style-type: none"> • Negligible environmental impact 	<ul style="list-style-type: none"> • Negligible impact on stakeholder confidence 	<ul style="list-style-type: none"> • Insignificant staffing issues dealt with through normal HR processes • Negligible impact on staff productivity and morale

8.5.3 Risk treatment

Having identified and established a risk then the treatment of that risk is through identifying the appropriate mitigation measures that can either prevent or minimise the risk both in terms of its impact or consequence and its likelihood.

Each risk can be documented in the table below and can first be scored as an overall risk, then as a residual risk using the risk methodology above. The residual risks are usually highlighted and refer to the risk calculated having taken into account the preventative and/or mitigating measures already in place.

Table 8.4- Risk Assessment Template

Potential Cause	Overall Risk	Preventative/Mitigating Measures	Residual Risk	Indicators & Checks	Immediate Corrective Actions	Future Preventative Measures/Improvements to be made

A risk assessment for the Greenspace Activity was completed in November 2017. The risks, which are the most critical for the Greenspace activity, are described below. The Airfield and compliance-based activities maintain Health and Safety, industry standards and risk mitigation. Financial risk is also considered in best practice of renewal management.

Over the longer period changes in climatic conditions could have a major impact on Greenspace assets. If as predicted weather patterns are likely to become warmer and drier, many existing species of trees and plants may deteriorate quicker than anticipated leading to an accelerated renewals program. This will also mean that many of the existing species will no longer be practical option to replant and the current look and feel of many open spaces and parks is likely to change over time. In managing this risk consideration of appropriate species needs to be considered as part of both new projects and existing renewals which will have a financial implication.

Climate change and associated sea level rise is also likely to change the coastal landscape of the District, this could lead to the loss of coastal margins enjoyed by both the local community and visitors.

The council has experienced a recent period of significant growth particularly in the towns of Rangiora, Woodend and Kaiapoi. This increase in population has changed what were small rural townships into a more urban environment and this can place different expectations on the provision of open spaces.

The expected increasing age profile of the District will also bring about changing needs of the local communities, this in particular may impact on future sports fields and sports facilities, whereby the current level of provision will in due course need to be reviewed.

- Future seismic events are also likely to have a serious impact on the District with many assets vulnerable to damage, experience of the earthquake events in 2010 and 2011 should be used to forecast the likely impact.

- Local community expectations also change over time for instance the council has sufficient capacity with regard to sports parks and facilities however there is increasing expectations that these facilities should provide better or improved levels of service, this can be difficult to manage as many of the assets have relatively long life-cycles. It will be important that community expectations can be anticipated.

These risks continue to be reviewed and updated by staff as part of the risk assessment process put in place across Council. These risks are now being captured in the Promapp system to ensure that these risks are appropriately recorded and monitored. A planned review of the existing risks and update to the register is currently underway Council wide, it is planned to be completed during the next financial year (2024/25). This review will further develop the how these risks are managed, treated, priorities, timelines and the costs necessary to address these risks.

The below table highlights the key risks noted above and the steps taken by Community and Recreation to address these.

Activity						
Potential Cause	Overall Risk	Preventative/ Mitigating Measures	Residual Risk	Indicators & Checks	Immediate Corrective Actions	Future Preventative Measures/Improvements to be made
Risks to reserve or facility users	High	All reserves will be maintained in a safe and healthy condition and all identified risks and hazards mitigated as far as is practical	Extreme	Contractor and staff monitoring, reports from various sources	Ensure all issues and incidents reported and acted on if necessary	Ensure contractors maintain high levels of safety maintenance and are proactive in providing safe reserves
Pandemic: Closure of some or all of Community and Greenspace facilities	Extreme	Follow all procedures recommended by health authorities. Produce signage as required to close reserves or facilities. Ensure closed facilities are locked. Provide appropriate PPE to staff who may be at risk of exposure. Ensure facilities are decontaminated if required. Ensure contractor is able to dispose of contaminated material and staff are trained to deal with it.	Extreme	Public announcements by authorities. Observations and reports from various sources	Ensure procedures are in place and contractor briefed and ready to act if required	Ongoing monitoring and checking or preparedness of staff and contractor

Activity						
Potential Cause	Overall Risk	Preventative/ Mitigating Measures	Residual Risk	Indicators & Checks	Immediate Corrective Actions	Future Preventative Measures/Improvements to be made
Climate risk - sportsfields: rising sea levels or water table and more frequent high level rain events may result in inundation of fields or inability to provide adequate drainage. Fields may become unplayable	High	New sportsfields to be built at a level to ensure sufficient drainage can be installed to maintain a safe and suitable playing surface. Additional drainage methods to be explored for existing fields as appropriate	High	Reported field flooding	Identify at risk reserves	Assess playing fields for risk and viability of installation or maintenance of infrastructure
Climate risk - community buildings" Increased adverse weather events may damage buildings and make them unsafe or unavailable for use	High	Ensure building remain weather tight and are checked after high level adverse weather events. Buildings to be checked by suitably experienced people if required. New buildings to be constructed to the appropriate standard.	High	Check buildings when appropriate	Identify at risk buildings	Ongoing
Climate risk - vegetation: Higher temperatures, decreased rain or increased wind events may put some plant species in decline	High	Ensure strategy is in place to provide sufficient water for existing plantings. Provide irrigation or watering if required. Plant drought and wind resistant species if appropriate	High	Plant dieback to be monitored and good reporting by maintenance contractors. Professional advice to be obtained where necessary.	Discussions to be held with contractors	Ensure appropriate strategies in place to deal with climate change
Climate risk - vegetation: Lower temperatures and increased rain may put some plant species in decline	High	Cold and water tolerant plants to be planted where appropriate. Climate trends to be monitored. Expert advice on plant species to be used as appropriate	High	Plant dieback to be monitored and good reporting by maintenance contractors. Professional advice to be obtained where necessary.	Discussions to be held with contractors	Ensure appropriate strategies in place to deal with climate change

Activity						
Potential Cause	Overall Risk	Preventative/ Mitigating Measures	Residual Risk	Indicators & Checks	Immediate Corrective Actions	Future Preventative Measures/Improvements to be made
Climate risk - infrastructure: rising sea levels may cause inundation of reserves and damage to infrastructure. May result in infrastructure not being available for future use.	High	Infrastructure to be installed at a level which accounts for future sea level rises. At risk reserves to be identified and this information included in future reserve planning	High	Monitor sea level rises	Identify reserves and infrastructure that may be at risk	Possible relocation of recreation reserves. All future designs to accommodate predicted sea level rises.
Climate risk - recreation: Inundation of reserves may restrict type and amount of play equipment or recreation opportunities that are available for use. Reserves may need to be abandoned	High	At risk reserves to be identified. Possible alternate reserves that will maintain levels of service to be identified. At risk reserves to be assessed prior to infrastructure installation or replacement for suitability.	High	Monitor sea level rises	Identify at risk reserves	Assess reserves for risk and viability of installation or maintenance of infrastructure
Population Growth	Moderate	Monitor projected population levels including demographics and geographical spread to ensure forward planning matched any changes in forecasts	Moderate	Base decisions on the latest accurate information available from several sources	Ensure current information is available and up to date	Monitor trends and inform relevant operational staff
Growth Distribution	Moderate	Unexpected rapid growth in a particular demographic or geographic area which results in a change to greenspace provision of recreational facilities	Moderate	Based decisions on the latest accurate information available from several sources	Ensure current information is available and up to date	Monitor trends and inform relevant operational staff

8.6 Disaster resilience assessment

8.6.1 Business Continuity

Business continuity is a progression of disaster recovery, aimed at allowing an organisation to continue functioning after (and ideally, during) a disaster, rather than simply being able to recover after a disaster. The business continuity of the Council was tested during the 2010-2011 Earthquake events. Overall, there was little impact on the continuity of the provision of the Community and Recreation activity other than in Kaiapoi where there were facilities that posed a risk to health and safety, and this was mitigated by prompt removal of these facilities. The Community Facilities, the Rangiora Airfield and the Aquatic centres were more impacted by the earthquake events. Since the earthquake events the Council in August 2017 has developed a Community and Recreation Business Continuity plan that covers all activities covered by this Plan.

8.6.2 Emergency Management

The Waimakariri District is subject to a wide range of natural hazards of varying degrees. Traditionally these hazards vary from floods, snowstorms and rural fire with the most significant now being earthquakes which has highlighted the importance of adequate emergency planning.

The Civil Defence Emergency Management (CDEM) Act 2002 requires Local Authorities to coordinate plans, programmes and activities related to CDEM across the areas of risk reduction, readiness, response and recovery. It also encourages cooperation and joint action within regional groups. Management systems for civil defence emergencies are detailed in the Council's CDEM Plan.

The Council has a Recovery Plan for the District and is also part of the wider Canterbury Civil Defence Emergency Management Group. This is a partnership of ten Canterbury local authorities which aims to provide effective and comprehensive management of major hazards and their consequences anywhere in Canterbury.

The District Recovery Plan considers recovery priorities, management, co-ordination and transition from response to recovery.

8.6.3 Insurance

The Council has insurance cover for the Community and Recreation assets which is reviewed and updated regularly following revaluation to ensure the insurance cover is appropriate for purpose. Insurance schedule is updated annually to ensure that significant new assets are captured and insured. Senior staff continue to observe the sector and re-assess risks and benefits to the Council over future years.

8.7 Section improvement plan

Complete capture of risks for Greenspace into the Promapp Risk System

9 Sustainability and Climate Change

9.1 Introduction to the section

Sustainability can mean many things to many people, but for Council it is important that the four well-beings, social, cultural, economic and environmental are properly considered and integrated as part of its sustainability approach.

Climate change refers to long-term shifts in temperatures and weather patterns. Projections of climate change depend on future greenhouse gas emissions, which are uncertain. There are four main global emissions scenarios ranging from low to high greenhouse gas concentrations.

9.2 Sustainable practice

For a local authority organisation to be recognised and acknowledged as acting sustainably it is necessary for sustainable practices to be embedded within the actions and the services provided by the Council and is actively supported by the local community.

Sustainability can impact on everything the Council does:

- That sustainability is considered when Council are making decisions
- That sustainability is considered when services are delivered to the community
- That sustainability is considered when new projects are being proposed
- That the council as an organization operates sustainably
- That the council encourages and supports its community to be sustainable

9.2.1 Current practice

The activities covered by this Plan can have a significant impact on the well-being of the community and it is important that these services are delivered in ways that promote and support sustainability and improve the quality of life for its community. This is done by considering the needs of current and future communities through overseeing and maintaining physical assets in a manner that is ecologically and socially responsible in future proofing assets.

Sustainability within Greenspace activities:

- Greenspace – linked closely to the environment it is important that these spaces are well managed and that maintenance practices are sustainable; however, the spaces also provide a vital role in people’s wellbeing as places to relax and enjoy or to exercise and meet.
- Community Facilities – provide formal and informal places for the community to meet, that helps foster a feeling of belonging.
- Trees – provide a vital role in the sustainability of the planet, they also create and contribute to the landscape, make places and the environment enjoyable.

Greenspace also utilise volunteer groups as a way to combat costs. Groups such as the Silverstream Reserve Advisory Group and volunteers who enhance the recreational and nature conservation values of the Silverstream Reserve and surrounding ecosystems. This reduces the cost spend on Ranger hours while keeping to agreed level of services.

When considering sustainability, this Plan has recognised that the activities it provides to the community which it supports should be efficient, cyclic, solar, safe and social. Table 9.2 summaries the Greenspace sustainability framework.

Table 9.1 Sustainability Framework

Criteria	Meaning	Examples	Impact for Greenspace	Current Greenspace Actions
Efficient	Do more or the same with less.	Products and services use less resources to achieve the desired outcomes, that services are energy, water, and material efficient, choose locally	Irrigation control, efficient maintenance techniques for grass and shrubs, prudent asset management, by locally sourced play equipment and plants	Use of timers on sprinklers to ensure efficient watering
				Quality plan submitted as part of the Parks and Reserves Maintenance Contract for grass and shrub maintenance.
Cyclic	That the environment is protected, and waste is minimized.	That materials and substances are reduced, reused, and recycled, organic material is returned to the earth and planting matches climatic conditions	Re-use mulch, green material to be recycled into compost, only plant local plants that are tolerant to changing conditions (drier)	Use of mulch created from tree material removed as part of the Tree Maintenance Contract and reused to suppress weed growth in shrub beds.
				As part of new or replacement plantings using plants that suit not just the current conditions but also into the future and are locally sourced where possible.
				Moving towards provision of recycling bins in some high traffic areas alongside rubbish bins.
Solar	Minimize impact on the climate.	That renewable energy sources are used first and foremost, reducing emissions, and supporting a carbon neutral community	Ensure contractors are using energy efficient vehicles.	Currently under review. Considerations are being made within multi-use sports facilities and aquatic facilities.
Safe	That people and the environment considered.	That discharges or releases to the environment are safe, and indigenous biodiversity is encouraged and protected	Continue to develop and protect natural reserves. Limit the use of chemicals where possible	Use of specified chemicals as part of the maintenance contracts that have been identified as having the least impact on the environment
Social	Decisions taken now support future generations.	That the community has all its needs both now and, in the future, they feel secure, are free to make choices, have a sense of belonging and able to enjoy life	Continuously update strategies and management plans and consult with users of greenspace assets to ensure that assets are evolving with the changing communities.	Continuing the process of updating strategies and management plans for Greenspace to include sustainable practices that are socially responsible.

9.2.2 Sustainable Improvements

As outlined above, the activities that covered by this plan have a significant impact on the well being of the community. As such the following items have been identified as possible improvements to the current approach taken by Greenspace:

- Ensure that as part of any new contracts tendered by Greenspace using the Price Quality Method include sustainability as one of the criteria that a prospective contractor is assessed on.
- Continued consideration during replacement and design of new assets as to the type of plants and other horticultural assets to be planted throughout the district, including focus on plants that can survive lack of water and changes in temperature.
- Continue the use of mulch created from trees removed / trimmed as part of the Tree Maintenance contract. To attempt to minimise the amount of additional mulch that is required to be purchased.
- Creation of a register for all sprays and herbicides used within reserves. To explore options to reduce usage or alternative methods of control.

9.3 Climate Change

The Ministry for the Environment (MFE) has stated Climate change is the biggest challenge of our time as projects of climate change depend on future greenhouse gas emissions, which are uncertain. It is already affecting our climate, agriculture, native ecosystems, taonga species, infrastructure, health, mahinga kai and biosecurity. If left unchecked it will have broad social and economic impacts.

9.3.1 Climate Change Strategies

Climate change affects everyone, but the most vulnerable people and communities have the most exposure. The scale and impact of both adaptation and mitigation on people and business has little precedent. Local authorities have a significant role to play in both climate change mitigation and adaptation as regulators of the Resource Management Act 1991.

Waimakariri District Council acknowledges concerted action is required by all levels of government, and by all people, to act responsibly and address climate change for current and future generations. The Council sets to work with the community in creating a resilient and low emissions future through being more sustainable, supporting vulnerable people, improving the quality of the environment, mitigating our impact on the world's climate, and adapting to the effects of climate change that are already underway.

In making decisions that impact on climate change matters, some principles Council will apply are:

- **Inter-generational equity** – that is, the present generation should ensure that the health, diversity, and productivity of the environment is maintained or enhanced for the benefit of future generations;

- **Kaitiakitanga/Stewardship** – Council shares in a collective duty to safeguard the natural environment. Climate change policy frameworks and decisions need to be flexible and enabling to allow for local decisions and empower organisations and individuals to reduce and mitigate emissions;
- **Informed decision-making** – Council will use the best available information to understand the potential impacts of climate change and the available options for responding to those impacts, including their costs and benefits. Council will make this information available to engage in meaningful conversations with its communities

Greenspace activities will be seeking to implement two key strategies:

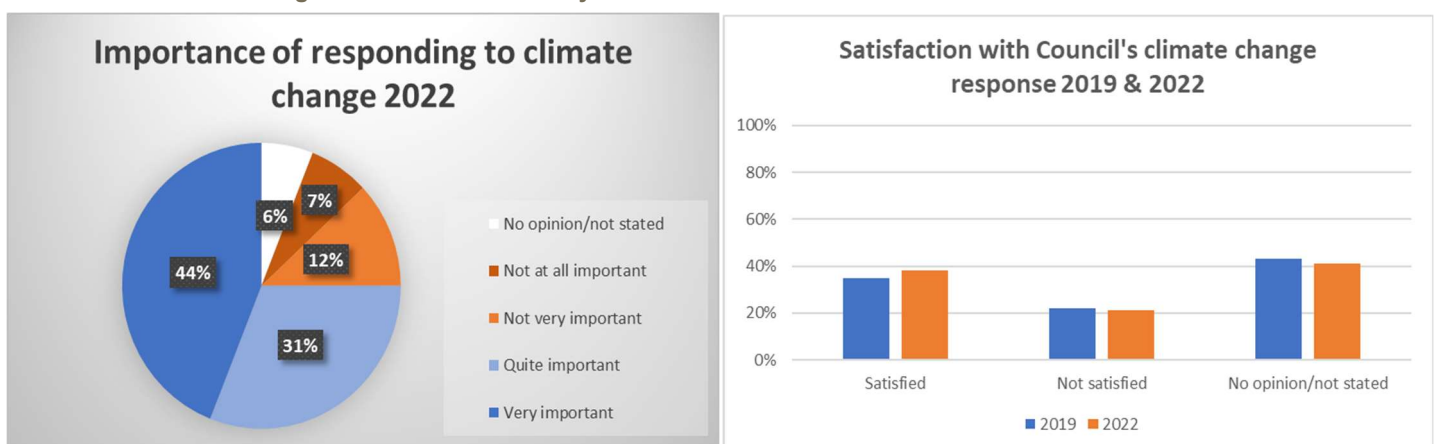
- Vulnerability Assessment Strategies
 - Greenspace assets risk assessment project to assess the vulnerability and risk (potential likelihood and consequences) to assets, this is currently in the early stages of development.
- Adaptation Strategies
 - Developing adaptation plans, including options, timeframes, funding sources and responsibilities.

9.3.2 Community Engagement

Climate change is a significant issue facing Council. The Waimakariri community were consulted during the Customer satisfaction survey 2022 as to what they thought the importance of responding to climate change was. The survey resulted in the following:

- 579 people thought it was important for Council to be involved with responding to climate change.
- 145 thought it was not important.

Figure 9.1 Customer Survey Results 2022



The Council's response to climate change was also measured within the Customer satisfaction survey 2022 with 38% saying they were very satisfied - satisfied. This is slightly above the result in 2019.

9.3.3 Current Impacts Greenspace assets

We are already experiencing the impacts of climate change in our District. Changes in our ‘normal’ climate and increased frequency and intensity of extreme weather events are impacting on our communities, our assets, and levels of service. Council contracted NIWA to prepare a climate change scenario technical report to be used as a base for Council’s future planning & community consultation. The NIWA assessment is based on two possible scenarios:

- **Moderate** intensity (RCP 4.5) which could be a realistic outcome if moderate global mitigation action is taken.
- **High** intensity (RCP 8.5) GHG concentrations increasing at the current or an elevated rate.

Council has taken a precautionary approach and adopted a high intensity scenario for its planning purposes. The impacts on Greenspace assets will vary as will responses. More frequent strong wind, increased heat and flooding may need investment in improved asset resilience. Climate change will have a large impact on building energy use for heating and cooling because of these changes in outdoor conditions. It is anticipated heating energy demand will decrease and cooling energy demand will increase. Figure 9.2 represent the Council’s climate change scenarios while table 9.2 summaries considerations, District impacts and Greenspace climate change impacts.

Figure 9.2 NIWA WDC Climate Change Scenarios

OVERVIEW

Waimakariri Climate Change Scenarios

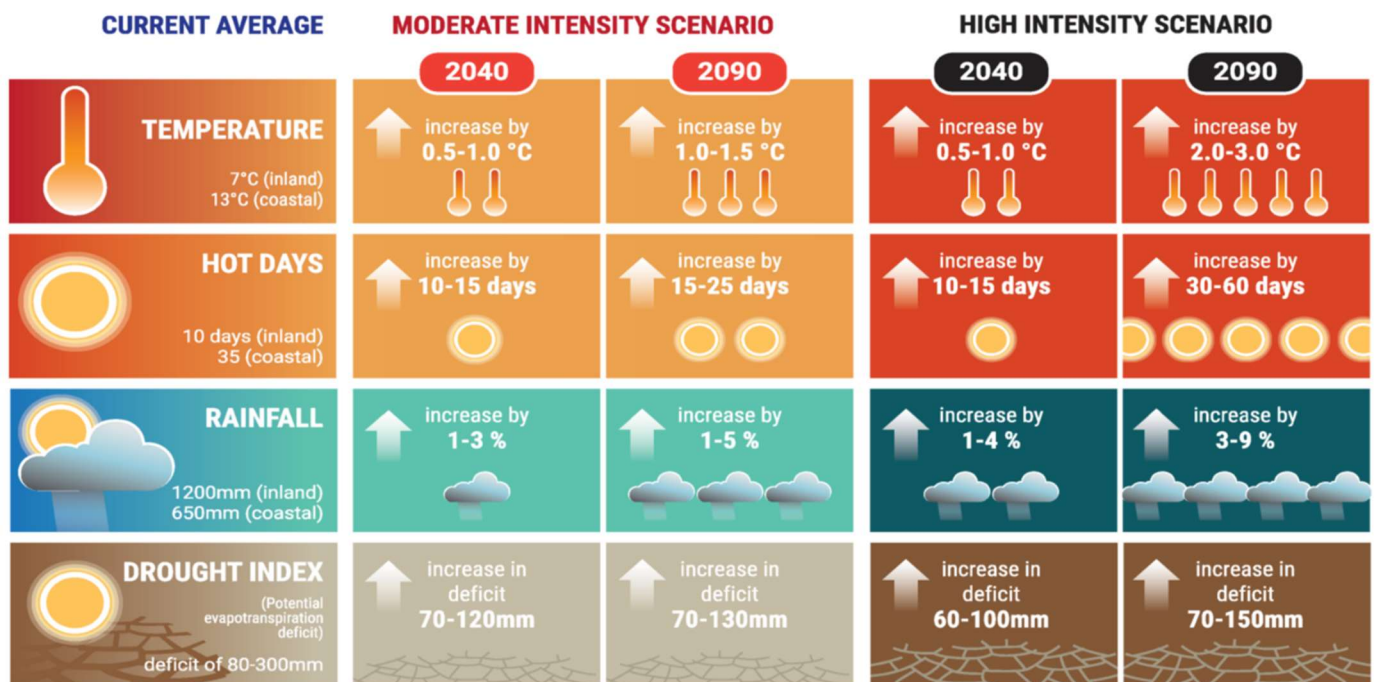
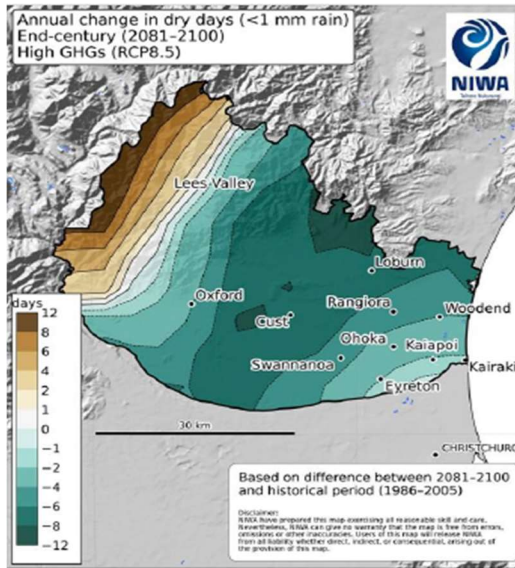


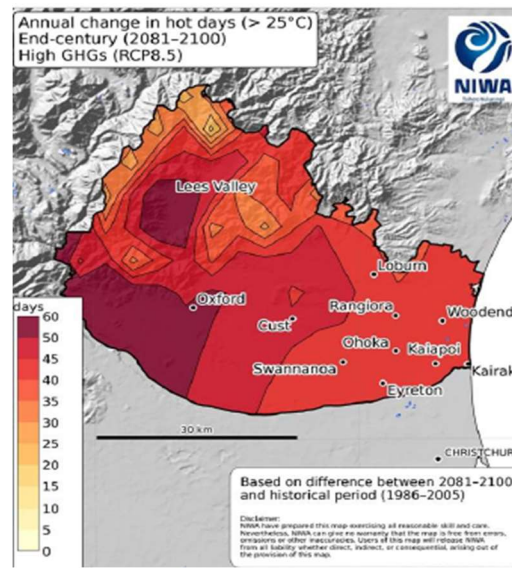
Table 9-1 Waimakariri District Climate Change Impact.

Consideration	Projected Effects	Greenspace Impacts
Temperature	<p>Mid-century mean minimum air temperature is projected to increase by 0.5 °C for both GHG concentration scenarios.</p> <ul style="list-style-type: none"> End-century mean minimum air temperature is projected to increase by 0.8 °C (RCP4.5) to 1.6 °C (RCP8.5). Changes in mean minimum air temperature are consistent for all seasons and GHG concentration scenarios across the district. 	<p>An increased likelihood of moving to water restrictions will have an impact on the ability to irrigate fields and vegetation.</p> <p>An increase in river temperature and a reduction of flow will have a negative impact on the stream health and biodiversity.</p> <p>Higher temperatures will further increase demand for shade in parks, playgrounds, and central city areas. As well as increased demand for aquatic facilities over a longer season. Increasing tree canopy coverage in urban areas to provide shade.</p>
Rainfall and Snowfall	<p>Increased rainfall is projected across the lower altitude plains and coastal areas, and no change (or slight decreases) in annual rainfall are projected in the western high-altitude zones. Seasonal trends in projected rainfall change are broadly consistent with the annual change, except spring which has inconsistencies in spatial pattern and the ± change signal.</p> <p>The largest increases in mean annual rainfall of +12% or more are projected under the end-century, high GHG scenario along the southern edge of the district (west of Swannanoa) and along the north-east edge of the district (near Loburn).</p> <p>Snow days will likely decrease substantially (upwards of 20 fewer days per year) across the higher elevation regions of the district.</p>	<p>Parks, playgrounds, roads, and carparks affected by flooding may not be accessible. Possible potential retreat of asset provision to more suitable locations.</p> <p>Snowfall will have a lesser impact than other considerations. Frost days are projected to reduce across the district but the largest reductions in total days are projected to occur in the upper high-altitude regions and Lees Valley.</p>
Wind	<p>Mid-century wind speed is projected to increase by approximately 1.8% (RCP4.5) to 2.2% (RCP8.5).</p> <ul style="list-style-type: none"> End-century wind speed is projected to increase by approximately 2.8% (RCP4.5) to 6.5% (RCP8.5). <p>Winter wind speed in the high elevation regions could increase by 16.4% by the end of the century under a high GHG concentration scenario.</p>	<p>Wind velocity impacts on trees within parks and reserves in the district which can result in closure of spaces until sites are made safe again. Any resulting limb damage and windblown trees will need to be removed and could result in some loss of mature specimen trees. Increased costs in after event clean ups.</p> <p>Planting indigenous species as a green firebreak to support wildfires.</p>
Storms	<p>It is likely that extreme events in the district will intensify by at least 7% per 1 °C of warming, but it also quite possible that damaging short duration storm events will intensify by more than 7% per 1 °C in future</p>	<p>Access to landscape and conservation reserves will need to be monitored to ensure public safety during storm events for any users within these reserves with significant numbers of large trees. Community facilities will need to be monitored if there are user bookings within events in case of power outage and safety issues caused by building damage. Replacing hard surfaces with permeable surfaces, for example, concrete with crusher dust pathways.</p>
Sea Level Rise	<p>There are several settlements situated in the Waimakariri District that are located within 5 km of the coastline, and sea-level rise could directly impact those living in the coastal zone. This sea level rise will likely increase coastal erosion and flooding, which will damage homes and infrastructure such as pipes and roads.</p>	<p>Parks in low lying areas will not be accessible.</p> <p>Coastal erosion has the potential to damage assets located in vulnerable coastal areas as well as reducing the area of esplanade parks, such as Pines Beach and Woodend Beach playgrounds.</p> <p>Vegetation in low lying areas which is not resistant to salt water will die.</p>

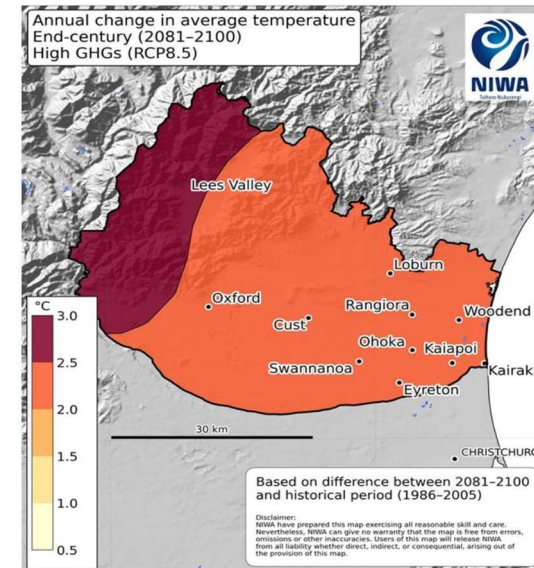
End of Century (2081-2100) Waimakariri areas of impact based on high GHGs (RCP8.5) are represented by the visual images below. Each image shows there is significant increases in the upper levels of registers.



Projected changes in dry days for Waimakariri District.



Projected changes in hot days (> 25 °C) per year for Waimakariri District.



Projected changes in average daily mean air temperature (°C) for Waimakariri District.

Climate change will also have a cultural impact. Changes to the natural environment affect Māori cultural, *ōanga* (economic) and *taha wairua* (spiritual) wellbeing. Culture and customs relating to *mahinga kai* (food gathering) and *urupā* (burial grounds) could be impacted. The loss of vulnerable ecosystems and species will also impact the relationships Māori have with these living *taonga* (treasure).

9.4 Mitigation and Adaptation

The Community and Recreation unit are actively looking for ways to mitigate emissions and adapt to climate change to activities within this Plan. Definitions are as follows:

Adaptation

- Reducing exposure and vulnerability of our natural, built, economic, social and cultural systems
- Maintaining or improving the capacity of our people/environment/systems to adapt

Mitigation

- A human intervention to reduce the sources or enhance the sinks of greenhouse gases

The council is currently creating a climate change work programme from 2023-2026 around risk assessment, emissions mitigation, sustainability, and collaboration opportunities. Leadership needs to lead by example and advocate and encourage sustainability and ensure climate change is prioritised in all Council decision making processes.

Greenspace is implementing a natural based solution to address the mitigation of climate change through the planting of streets and urban pocket forests. Trees can store large amounts of carbon and therefore help to mitigate the effects of climate change. Protecting and restoring wetlands as blue carbon sinks will also support the mitigation of climate change.

Table 9.3 summarises what activities within this Plan are taking to mitigate and adapt to the impacts of climate change.

Table 9.3 Waimakariri District Climate Change Impact.

Name of Unit (lead)	Other Units involved	Project	Description	Theme/s	Budget	Mitigation	Adaptation	Responsibility
Aquatics		Lighting upgrade	Replace lights with LED units	Sustainable practice	Within normal maintenance budgets		✓	Aquatic Facilities Manager
Aquatics		Energy audits	Ensure effective operation to reduce energy use	Sustainable practice	Within normal maintenance budgets		✓	Aquatic Facilities Manager
Aquatics		Water conservation	Monitor, manage and minimise water usage	Sustainable practice	Within normal maintenance budgets		✓	Aquatic Facilities Manager
Greenspace	SBC, DPU	Climate change biodiversity research	Natural Environment Strategy implementation project	Biodiversity	\$50K BO Funding		✓	GS Biodiversity team
Greenspace		Replacing turf trials	Trialing the replacement of grass with low growing native species which will increase the infiltration capacity of soil (reducing water pooling and runoff) and carbon storage.	Biodiversity Carbon sequestration	Within normal maintenance budgets	✓	✓	GS Biodiversity team
Greenspace		Reserve creation and restoration planting	Assessing the districts property to create more greenspace and assist in carbon storage and water management through planting schemes. Protecting and restoring wetlands as blue sinks.	Biodiversity Carbon sequestration	No Budget LTP bid	✓	✓	GS Biodiversity team
Greenspace		Plant selector tool and verification	Assessing the success or failure of plantings across the district to determine correct species for the district, now and in the future	Biodiversity Carbon sequestration	Within normal maintenance budgets		✓	GS Biodiversity team
Greenspace, Regeneration	Property Community	Kaiapoi Community Hub	Working with community groups to create a hub in Kaiapoi – including satisfy food rescue. Building resilience, community, and food security	Food security Resilience Education Community	Existing project budget	✓	✓	GS design & planning team, Regeneration Team
Greenspace	Property	Mahinga Kai/Lineside Road Projects	Large areas of native revegetation planting with a focus on cultural practices.	Biodiversity Education Sustainable practice	Existing and required additional funding	✓	✓	GS design & planning team

Name of Unit (lead)	Other Units involved	Project	Description	Theme/s	Budget	Mitigation	Adaptation	Responsibility
Greenspace	Libraries	Story walks	Using stories to highlight biodiversity/ecological features within reserve spaces	Educational	No Budget LTP bid		✓	GS design & planning team
Greenspace		Townsend Fields Reserve Development	Play space and reserve development. Utilizing natural play to educate and inspire younger generations	Education Sustainable practice	Existing Budgets	✓		GS design & planning team
Greenspace		Play space development	Designing our play spaces utilizing sustainable practice- reducing waste, local providers & durable materials	Sustainable practice	Existing Budgets (this can be a deterrent if not sufficient)	✓		GS design & planning team
Greenspace		Pines Beach Play space/Woodend Beach	Evaluating site and potential relocation of the play space into a better location which doesn't flood in winter due to high water tables	Natural hazards risk reduction/mitigation	Utilising existing budgets	✓	✓	GS design & planning team
Greenspace		Native planting areas within reserve developments	Focus on native biodiversity when planting gardens within reserves during developments/working with developers to do likewise	Biodiversity Education Sustainable practice	Existing and required additional funding	✓	✓	GS design & planning team, Biodiversity team
Greenspace	Regeneration	Upgrades to Kaiapoi Marine Precinct	Raising of pontoons piles	Infrastructure management/ forward planning	\$85k (subject to 2024/34 LTP)		✓	Greenspace Manager

9.5 Climate Change Improvements

- Include measurable targets for reducing emissions from Council operations in the Climate Change Response Strategy
- Focus on the significant impact's climate change will have on the District's natural assets and ecosystems
- The following knowledge gaps have been identified
- A comprehensive vulnerability assessment of climate change impacts on assets
- Council wide adaptation strategy identifying long term responses for each coastal area
- Comprehensive measuring of Council's emissions.

10 Asset management systems and practices

10.1 Introduction to the section

Quality data and processes are at the core of good planning. It is critical that the Council is managing its assets appropriately so that they can support the delivery of services at the required level that the community expects. With the range of assets that the council owns and manages it is important that it has appropriate systems and processes in place to support effective decision making that will seek to maintain the condition of the asset base, to provide information on performance and utilisation and support forward planning decisions. This section outlines the Council's asset management methodology, processes, and provide an overview of the data management tools and strategies that support this activity. The section also describes the systems and processes used to ensure that the asset information is managed to industry recognised standards, particular ensuring that the practices are sustainable both now and for the future.

10.2 Practice Levels

The Council's Asset Management Policy defines the principles, requirements, and responsibilities for undertaking asset management across the Waimakariri District Council. The asset management framework includes an asset management policy, asset management strategy and activity management plans. These documents drive the implementation of asset management in line with the Council's strategic objectives as outlined in the Long-Term Plan, 30 Year Infrastructure Strategy and Financial Strategy.

The appropriate level of practice is determined by an assessment tool using the 2015 International Infrastructure Management manual (IIMM) Asset Management Maturity Table. The IIMM sets out the requirements for each level against each area of the activity management system as shown in the table below. Community and Recreations maturity index assessment is discussed in Section 11.

Table 10.1: Community and Recreation Strategies list

Aware	Minimum	Core	Intermediate	Advanced
0-20	21-40	41-60	61-80	81-100

10.3 Asset Management Systems and Data

The Council has a variety of systems and tools that support effective asset data recording, operation, and maintenance, and enable that data to be analysed to support optimised life-cycle management. There is continued persistence to incorporate all asset data into the council enterprise system.

Community and Recreation asset data is held within the Council's enterprise system and is maintained on behalf by the Asset Information Management (AIM) Team. Currently, asset data for services, plant, fitout, furniture and fittings of community facilities and aquatics sits outside of the system. This data will be migrated into the new cloud system.

10.3.1 Asset register (financial/technical)

Council's enterprise system, Technology One is in the process of being replaced, Council is moving to an entirely cloud based platform. The new system will take effect from 2025.

In January 2011, a full asset validation and condition assessment project commenced to verify all Greenspace assets owned or maintained by the Council. Each site was spatially captured using a GPS and a photo was taken of each asset.

This data has been imported into the corporate geospatial system which is an ESRI ArcGIS Enterprise system which operates on site and through the iCloud. The assets attached to the GIS are linked to the asset through the Technology One data base.

In 2022, Opus International Consultants (Opus) were commissioned to undertake an independent review of Greenspace's Infrastructure Assets Valuation. The valuation schedules have been prepared by the Council using the data from the Technology One asset management system. The peer review was undertaken using an interactive approach throughout the valuation process, by reviewing the key inputs and outputs supplied by the Council.

The valuation has been prepared for financial reporting purposes. The effective date of the valuation is 30 June 2022.

The objective of the independent review was to verify that the methodology and supporting data used to prepare the valuations is in accordance with accounting standard PBE IPSAS 17, Property, Plant and Equipment, relevant Valuation and Property Standards and with NZ local authority asset valuation practices (NZ Infrastructure Valuation and Depreciation Guidelines). The review provided a statement on accuracy, correctness, and compliance with the Office of the Auditor General's guidelines for infrastructure accounting. No inspections have been carried out to independently verify asset inventories or assumptions regarding condition and remaining lives.

The review of the Greenspace Infrastructure covers the following classes of assets:

Table 10.2: Class of Greenspace Assets

Classes of Greenspace Assets			
Access and Parking	Amenity Lighting	Footpaths	Furniture
Gates	Irrigation	Playground	Signage
Horticultural (including Trees)	Monuments	Reticulation	Sports
Structural	Utilities	Walls and Fences	Water Features

(Land and buildings were excluded from the valuation)

10.3.2 Asset Data Accuracy and Completeness

The expenditure and valuation projections in this Plan are based on best available data through the Council enterprise system. Effective asset and financial management require current and accurate data. The overall asset data confidence as assessed by Opus is outlined in section 5.6 of this Plan. This section describes the data entry accuracy and completeness of data collection. The criteria for these areas are identified below in table 10.3 Asset Data Accuracy and Completeness Guide.

Table 10.3: Asset Data Accuracy and Completeness Guide

Data Accuracy Grade			Data Completeness Grade		
Grade	Description	% Accurate	Grade	Description	% Complete
1	Accurate	+/-2	1	Complete	100
2	Minor Inaccuracies	+/-10	2	Minor Gaps	90-99
3	50% Estimated	+/-25	3	Major Gaps	60-90
4	Significant Data Estimated	+/-40	4	Significant Gaps	20-60
5	All data estimated	+/-50	5	Limited Data Available	0-20

The following table summarises an internal self-assessment of asset information available for Greenspace assets. The table looks at the various data types, data source and how they are managed within the Council.

Table 10.4: Asset Data Types and Information Assessment.

Data Type	Information System	Management strategy	Data Accuracy	Data Completeness
Processes and documentation	Promapp	Promapp is process management software that provides single source of process information.	2	2
Asset condition	Technology 1	All assets' conditions are recorded in Tech1	2	2
Asset Value	Technology 1	Valuation of assets is based on data in Tech1.	2	2
Asset Age	Technology 1	Asset age is recorded in Tech 1 with Acquisition, commission, useful life and expiry dates recorded	2	2
Asset Criticality	Technology 1	Criticality is recorded on assets within Tech1. Greenspace assets require assessment as data is limited in this space.	4	4
Asset location	Geographic Information System (GIS) Technology 1	Location data is recorded in GIS and Confirm.	2	2
Contractor performance	TRIM Technology 1	Audit reports get uploaded into TRIM a document management system. They are also sent to the AIM team to upload audit sites per month into Tech1.	1	2
Resource consents and consent compliance	Excel	Recorded on a spreadsheet maintained by Utilities and Roading for each department.	1	1
Tenders	Vendor panel GETS	This system is used to advertise tenders and to conduct the complete tendering process electronically.	N/A	n/a

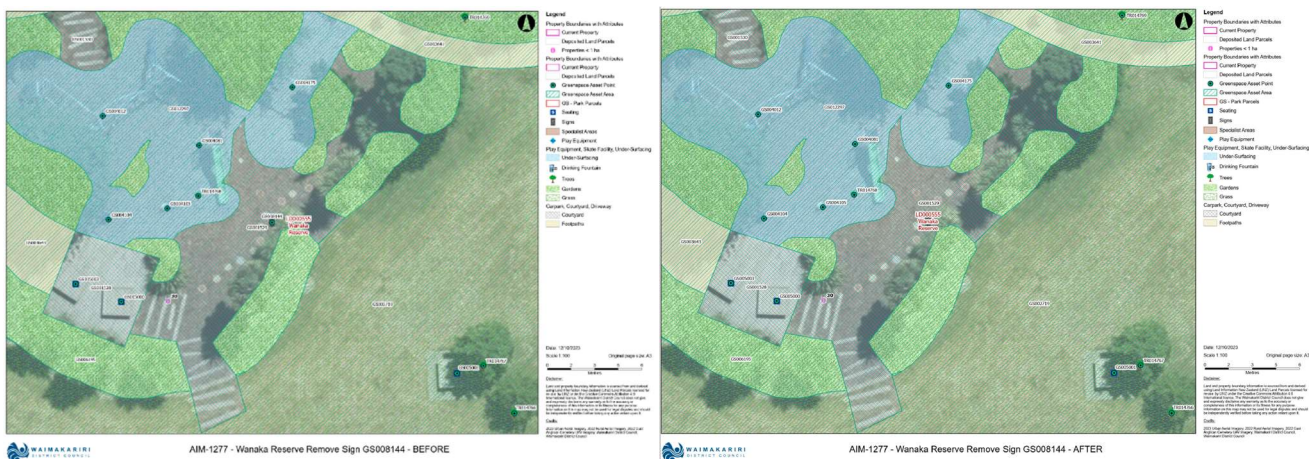
10.3.3 Asset Disposal

Asset disposal is recorded within the Council’s enterprise system with data and GIS mapping as shown in table 10.5 and figure 10.0. A report on the disposal is also saved within TRIM, the below information can be found on link [231012163033](https://www.waimakariri.govt.nz/trim/231012163033).

Table 10.5: Greenspace Disposals

AIM-1277 - Green Space 0-Condition Rated Asset Disposals until 30 September 2023											
Working Sheet											
Asset Number	Search Description	Classification	Measure Was	Measure Now	UOM	Change	TI Done	GIS Done	Disposals	Ed's Asset Notes	Asset Note
GS005995	VICKERY STREET: GARDEN - SHRUB	Green Spaces\Morticultural\Gardens\Shrub	5.00	NA	M2	REMOVE	YES	YES	YES	COLLECTOR NOTE: Disposed of. Handstanding only 04/09/2023	Asset removed and disposed of as per on AIM-1277.
GS005996	VICKERY STREET: GARDEN - SHRUB	Green Spaces\Morticultural\Gardens\Shrub	2.00	NA	M2	REMOVE	YES	YES	YES	COLLECTOR NOTE: Disposed of. Handstanding only 04/09/2023	Asset removed and disposed of as per on AIM-1277.
GS008144	Wanaka Reserve - Sign	Green Spaces\Signage\Activity - Secondary	1.00	NA	COUNT	REMOVE	YES	YES	YES	COLLECTOR NOTE: Disposed of 22/09/2023	Asset removed and disposed of as per on AIM-1277.
GS011512	Norman Kirk Park - Gate	Green Spaces\Gates\Veicular	1.00	NA	COUNT	REMOVE	YES	YES	YES	COLLECTOR NOTE: Not installed. Dispose of 21/07/2023	Asset removed and disposed of as per on AIM-1277.
GS014004	Milton Memorial Dog Park - Rubbish Bin	Green Spaces\Furniture\Rubbish Bins\Doggie Doo	1.00	NA	COUNT	REMOVE	YES	YES	YES	COLLECTOR NOTE: Not installed at time of inspection. 15/09/2023	Asset removed and disposed of as per on AIM-1277.

Figure 10.0 GIS Mapping of Asset Disposals Before and After



The AIM team collates as-built data for new assets from as-built engineering plans and incorporates this data into the GIS system and asset database. This data then feeds through into the Council’s asset valuation process and is used for reporting purposes to inform decision making.

10.3.4 Spatial (GIS) System

As described in the section above the spatial (GIS) system now utilised by the Council is the ESRI’s ArcGIS Enterprise system. The WAIMAP is a web based internal mapping system which is a collection of web applications that are built using ESRI’s web app builder technology. These apps provide integration between the GIS, the Technology One system GIS and Trim. Greenspace use this technology to view attributes of the assets, photos and maintenance history.

10.3.5 Mobile functionality

Improvements since the last review of the Plan include the ongoing use of the mobility project for the Council, which allows the capability to validate assets in-field using a mobile hand device in the form of a Tablet.

The Collector app has been downloaded onto the tablet and this allows the operator to view all captured council assets. This is linked with the AIM and GIS team's work; council officers are now able to attend a site and have a visual reference of what assets should be at that location on the tablet.

For the parks and reserves assets covered by this Plan the operator can physically check that the respective asset is present. These range from soft landscaping features such as grass and garden beds to hard landscaping and fixed assets such as benches, paths, and ornamental lights etc. The presence of the asset is confirmed, its construction material is noted and a condition score ranging from Very Good (1) to Very Poor (5) is given. Table 10.6 summaries functionality of the mobile option.

Table 10.6: Software Asset Capture Capabilities

Options	User Functions
For assets that are no longer present (could be from damage or disposal)	Field operator has the ability to note the asset as being non-existent. Prompts AIM team to remove asset from the register. Notes added to aid the AIM team around asset removal.
New assets	Discovered assets can be captured on site with photos directly uploaded into the system. Links back into the asset management software. Notes to be added for AIM team asset updates, who links asset to financial functions of the system.
On site inspections	Assets due for condition assessment present on a GIS map as a yellow box, once assessed assets turn into a purple triangle. Valid for 6 months, monthly audits completed.

All this information is viewed by the Greenspace/AIM/GIS team through the link with Technology One. Monthly meetings take place between the Greenspace and AIM Team, and this is an opportunity for any new or removed assets to be highlighted and updated accordingly. With an accurate understanding of what records are included in the Greenspace layer of assets and an up to date assessment of the asset condition, the system has the capability to run condition score reports highlighting what is effectively at the end of its useful life expectancy, needs replacing or perhaps repair.

10.3.6 Customer Service Request and Complaint System

The customer service requests and complaints in the RFS (request for service) module is captured within the council enterprise system. This is maintained by the Customer Services Unit and the system is used by all Council Departments for tracking customer requests.

10.3.7 Performance monitoring

The process around performance monitoring of the major Greenspace contracts is outlined in section 6.4.2.1 of section 6.

10.3.8 Reporting

The corporate systems are highly integrated that enables reporting across the council activities. Routine monthly reports required by Managers responsible for delivering level of services are able to be provided with bespoke specialist reports. The reports provide facts, evidence and along with data analysis lead to greater objectivity and confidence in decision making. Decisions based on the analysis and evaluation of data and information are more likely to produce desired results.

10.4 Service Delivery

The organisational structure of the Council facilitates efficient asset management planning. The many facets of activity and asset management are handled by several teams across Council. The teams' areas of attention span from a strategic focus at the level of Long-term/ Infrastructure Strategy level plans to details operational focus at the operational level. The development of activity management plans are the responsible of asset managers within each unit.

The management structure and the processes used to deliver the activities included in this Plan is outlined in section 1.5 of Section 1.

10.5 Quality Management

Council has an ongoing focus on improvement in order to maintain and enhance levels of performance. The Council's Quality Management Strategy (TRIM 180712077594) focuses on business improvement and transformation to achieve compliance with standards (ISO 9001:2015), best practice processes, and a cross-functional approach to quality management. This provides confidence that data quality requirements are fulfilled.

For WDC, Quality Management and Risk Management is intrinsically interlinked. Audits, evaluations, and checks serve to ensure quality across Council. Figure 10.2 represents the Council's quality management status. Table 10.7 summarises the Council's approach to quality management within different activities.

Figure 10.2 Quality Management Maturity Model

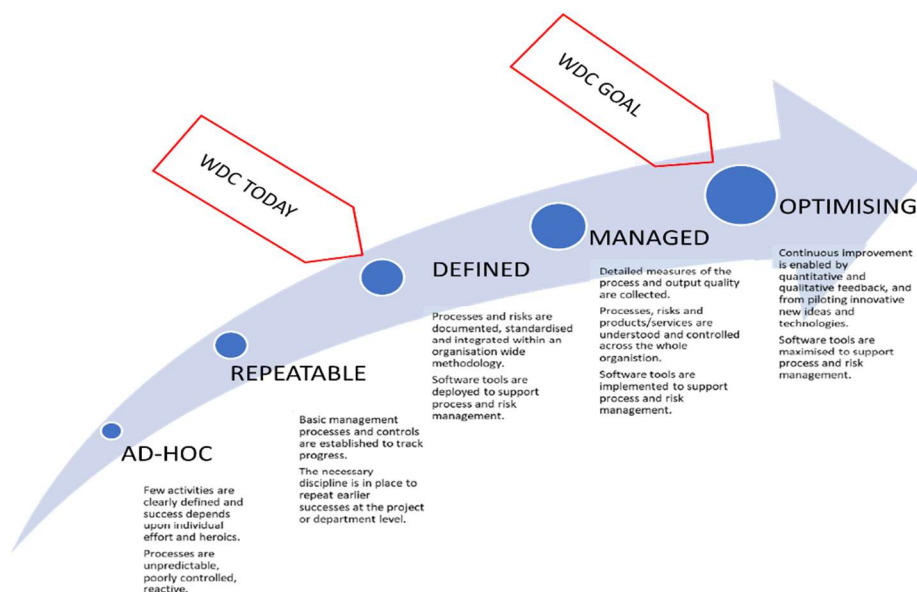


Table 10.7: Approaches to Quality Management

Activity	Description
Asset Creation	Upon receipt, as-built plans are examined for completeness and compliance with the engineering standards and policies. Anomalies that are found during data entry are looked into and fixed. Maintenance contract claims must be supported by as-built data and related paperwork.
Levels of Service	Key performance indicators are reported annually via the Council's Annual Report. Non-financial KPIs are reporting against quarterly within Opal3 reporting software. These are audited by the Office of the Auditor General.
Operation Contracts	Monthly audits of maintenance contracts are conducted to ensure performance standards are maintained
Strategic Planning	The Long-Term Plan, Annual Plan, Infrastructure Strategy and associated planning processes are formalised across the Council. Following completion of the AMPs, a peer review is completed. The outcomes are used to update the AMP improvement plans.
Processes and documentation	The Council uses Promapp software to document and store process descriptions in a central location.
Reports to the Council	All reports presented to the Council by staff are reviewed and approved by line Managers and the Management team prior to submission.

10.6 Procurement

The Council has a Procurement and Contract Management Policy (TRIM 220303030172) in place to ensure that all procurement and tendering undertaken follows a strict process for both capital and operational expenditure. This policy outlines the process and obligations that must be met throughout the procurement process to ensure that the Council's obligations to rate payers are met as defined under the Local Government Act 2002 as being "to meet the current and future needs of communities for good-quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost-effective for households and businesses."

Depending on the nature and amount of the purchase, the policy has approval requirements that may include the delegated authority, the procurement manager, the procurement PCG, and management.

Recent work reviewing our procurement processes, including the Deloitte Procurement and Contract Management audit in 2017 and the Procurement Maturity Assessment prepared by MB Associates in August 2018, identified improvements that can be made to our procurement practices.

As procurement takes place across the organisation, it is necessary to have systems and processes in place to manage procurement, monitor Council's spend, and ensure that the Procurement and Contract Management Policy is followed. As a result of the review, it was determined a new procurement software system was required. Following the procurement process, Vendor Panel were the successful vendors. The Vendor panel procurement software was implemented in 2023 to manage the tendering and contract process. Contract record information is also held within the system.

As part of the tender processes for the Parks and Reserve Maintenance Contract and the Street, Parks and Cemetery Tree Maintenance Contract staff evaluated attributes in relation to the qualification of potential contract staff to ensure that services will be delivered by well trained professionals. Both of these contracts also require a quality plan is produced and updated to identify all relevant qualifications and experience of staff undertaking work in the district.

10.6.1 Trades Panel

This panel has been established to streamline the procurement process via appoint suppliers allowing greater throughput of work and to ensure delivery of the required outcomes as approved in the Council's long-term plan. The contractors on the trades panel have been assessed on a number of criteria including experience, local contractors and social outcomes. The Trades Panel is categorised into the following areas:

- Building (less than \$20,000)
- Building (between \$20,000 and \$250,000)
- Electrical
- Plumbing
- Fencing
- Asbestos Removal

10.6.2 Prequalification List

The Council has established a prequalification list for the procurement of Civil Works. This list currently covers thirteen categories of Civil Works. The intent is for all suppliers who provide the work covered by the above categories to be prequalified to undertake the work, which will streamline the tendering process. While suppliers will have the opportunity to prequalify as part of an open tender process, it is strongly recommended that they prequalify ahead of time.

10.7 Sustainable Practice

As discussed throughout, activities covered by this Plan have a significant impact on the wellbeing of the community. From a Greenspace asset management perspective sustainability in future assets is critical. Preserving and managing physical assets in a way that is ethical in terms of being responsible both socially and ecologically. Staff have identified there could be data recording improvements within Council garden asset data. As data has not been collected with indigenous biodiversity in mind and reliability will be greatly improved once the vegetation is resurveyed. Resource consents are currently recorded on a spreadsheet this could also be improved by having the information within the Council enterprise system.

10.8 Section Improvement Plan

The following areas have been identified for improvement:

- Consider improvements to the complaints and enquiries system so that these can be more easily linked to locations and assets as part of the new council enterprise system.
- Resource Consent register allowing easy referencing of current Resource Consents held by Greenspace and Aquatics to be entered in the new Council enterprise system.
- Creation of a heritage register to ensure that all heritage assets (including trees and buildings) throughout the district are captured.
- Criticality of Greenspace assets to be assessed particularly for community facilities.

11 Improvement plan and monitoring

11.1 Introduction to the section

The Council's values statement includes a commitment to service through doing better every day, thus continuous improvement is a fundamental component of Council's day-to-day business. An improvement programme is required to be included in every Activity Management Plan to ensure the effective management of assets. This will reduce incidents of asset failure and deterioration of the services the assets support.

The aim of the organisation's asset management improvement plan, is to raise the standard of Council Activity Management Plans to an appropriate level, as measured by the NZ Treasury Asset Management Maturity Assessment Tool.

Achieving a consistent standard of asset management planning is essential in delivering continuous improvement of asset management practice across the Council. This is achieved by including planning processes, prioritise cost effective solutions and assign resources to achieve activity management planning objectives.

This section is a key part of the plan as it pulls together all the actions, identified in different parts of the plan, that need to be considered to ensure the plan meets its objectives both now and in the future.

11.2 Overview of Improvement Programme

The improvement process for the management of activities covered by this Plan operates at three different levels. These are as follows:

- At a performance level- where activities within the Plan are monitored against agreed level of services and contractual obligations.

At a business/strategic process level- where strategic document reviews are undertaken to ensure policies are up to date and match legislation. These improvements have a flow on effect in terms of improving the quality of the Activity Management Plan. For example, the completion of supporting strategy documents allows for more accurate predictive modelling in the Managing Growth and Responding to Key Trends.

- At a system level- Improvement plans are monitored and reviewed for the overall management of activities within this plan. This will include improvements needed to the Activity Management Plan to increase the reliability and effectiveness of the Plan.

The improvements to the Activity Management Plan primarily relate to the need to collect additional asset data or data that is more specific or accurate. Examples of this are the need to complete the condition assessment exercise, include asset valuation information and complete the asset descriptions for toilets, facilities and Aquatics.

Unit Managers are responsible for the development and review of Activity Management Plans. They are required to continually look for better ways of doing things, and ensure they are not just managing an asset solely inside their field of influence, keeping corporate asset management in mind to see where there are opportunities for synergies, cooperation, and integration across Council departments.

The Management Team will ensure staff responsible for managing assets are provided with ongoing training opportunities for improving asset management practice.

11.3 Current Asset Management Maturity

The assessment framework uses a scoring system developed from the framework presented in the International Infrastructure Management Manual 2015. The framework allows Council to determine its current maturity position and enable it to project to what level it wishes to improve its performance.

The appropriate level of Asset Management practice for Greenspace is 'Core'.

The result from the assessment is a measure of the Council's asset management maturity within a scale as shown in table 11.0.

Table 11.0 Scale of Maturity States

Aware 0-20	The organisation is aware of the need, but has not yet implemented, the process or practice
Minimum 21-40	Basic level processes and practices are in place
Core 41-60	Well defined and clearly linked processes and practices are in place
Intermediate 61-80	Well defined and clearly linked processes and practice are in place and well understood throughout the organisation
Advanced 81-100	Integrated processes and practices use advanced techniques and are being continually improved to deliver optimum performance

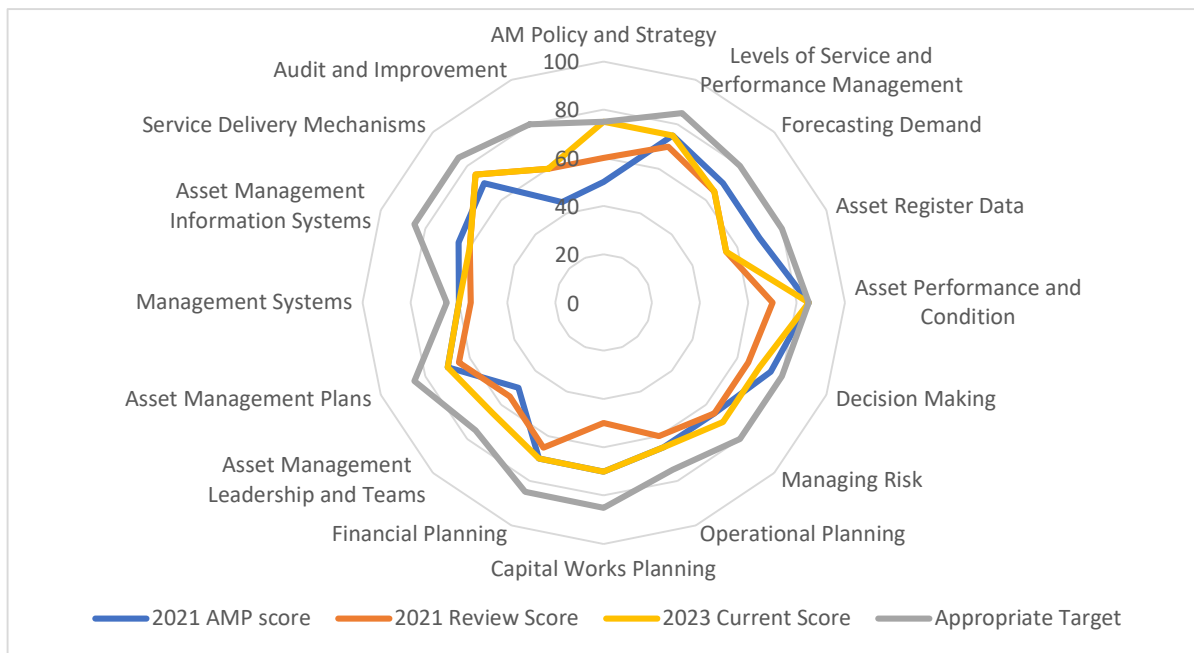
The table below is a summary of Greenspaces latest assessment. This was completed internally by Greenspace staff.

Table 11.1 Maturity Assessment

Section	Current Score	Appropriate Target	Improvement actions planned or underway
AM Policy and Strategy	75	75	Corporate AM Policy updated 2022 in place. Strategic priorities are well embedded with good alignment through to AMP and Activity Plans.
Levels of Service and Performance Management	75	85	Improved consultation process and ongoing review of strategies and management plans. The levels of service sections of the AMPs have good linkages to strategic outcomes and customer expectations. LOS and performance measures currently being reviewed.
Forecasting Demand	65	80	Ongoing review of existing strategies to ensure asset relevance is maintained. Strategies have identified feedback from consultation around increased LOS in some areas such as Aquatics. Have identified that can stray from the strategic plan and need to ensure that this is robust and stands up to further scrutiny and

Section	Current Score	Appropriate Target	Improvement actions planned or underway
			future demand. Network planning exercise is currently being carried out for Community Facilities, Play network, sports network and security cameras.
Asset Register Data	55	80	Facilities asset capture project is underway to capture Community Facilities, Aquatic Facilities and Public Toilets to the appropriate level of componentization. A review of the existing asset data structure (hierarchy) is planned to be completed to more accurately reflect asset information
Asset Performance and Condition	85	85	Facilities asset capture project is underway to capture Community Facilities, Aquatic Facilities and Public Toilets to the appropriate level of componentization. A data collection process is underway to capture remaining facility assets and their attributes. Further discussions around the AMIS project for C&R following on from 3 waters.
Decision Making	70	80	Major projects and programmes are subject to formal decision-making procedures. – project scopes are used to justify the financial and non-financial benefits of projects. Ongoing review of existing strategies. Refinements to asset information to ensure remains relevant.
Managing Risk	70	80	Complete the risk register review and maintain separation between management and governance on managing risk.
Operational Planning	65	75	Ongoing review of business continuity plan. Evidence of resource required to help catchup with growth across the district noting disparity between growth in assets and growth of resources. A focus on operational budget planning which is currently being worked on but need further improvement (forecast spend needs work).
Capital Works Planning	70	85	Implementation of project management/ capital management software to improve planning around this. Significant programme of work is underway to overhaul this for C&R including better planning and management of projects, investigation into appropriate software/resourcing for this.
Financial Planning	70	85	Implementation of project management/ capital management software to improve planning around this.
Asset Management Leadership and Teams	65	75	Ongoing internal development of improved AM practices and education within the wider team on AM.
Asset Management Plans	70	85	Greater planning for the AMP process around timeframes etc. to ensure quality delivery of the AMP. Need for a specific overall Council resource to lead the AMP/LTP process to create accountability and timeframes for delivery and synchronise the different areas of Council. See AMP for further improvements identified.
Management Systems	60	65	Ongoing review of existing processes within Promapp as well as capture of any outstanding ones. Identification of need for a central repository of planning/reporting for capital programme delivery. TechOne currently has limitations around this, and investigations are underway to explore alternative options. If changes are not made to this, we do not anticipate improvement.
Asset Management Information Systems	60	85	Review of existing asset hierarchy for consolidation/updating to ensure accuracy for assets. Further discussions around the AMIS project for C&R following on from 3 waters.
Service Delivery Mechanisms	75	85	Review of services when retendering the major C&R contracts (Parks and Reserves Maintenance and Tree Maintenance Contracts). Identification of need for a Facilities Maintenance contract to capture community and aquatic facilities.
Audit and Improvement	60	80	Greater focus on delivering the identified improvement items within the AMP as part of the 3-year cycle.

Figure 11.0 Maturity Assessment

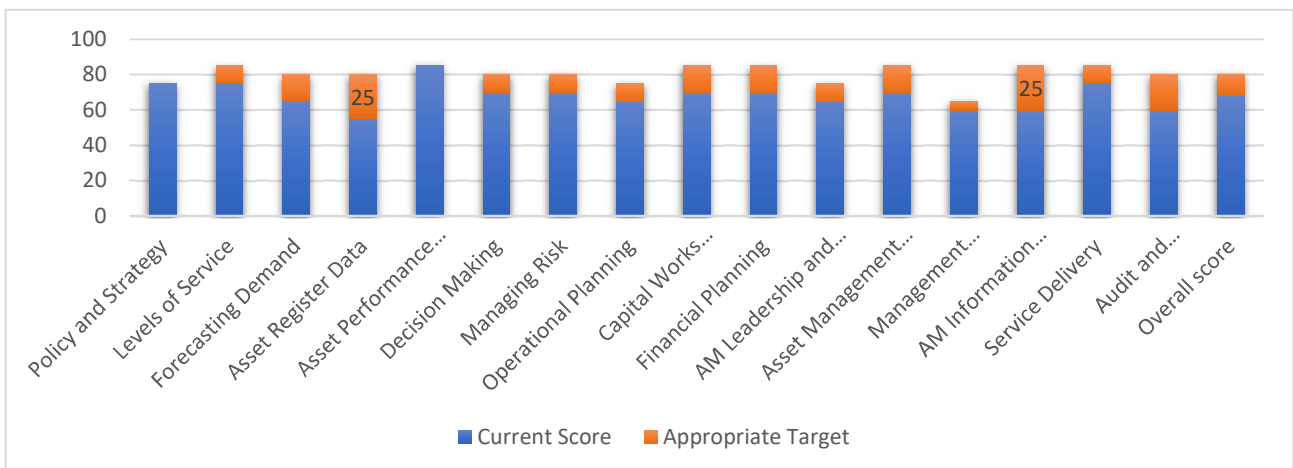


11.4 Asset Management Gap Analysis

An external assessment (peer review) was completed in 2021 on Greenspace’s Asset Management Maturity Assessment to compare the activities within this Plan against ISO55001, IIMM to implement improved effectiveness in asset management processes and practices. The baseline maturity assessment process included validating self-assessments by activity using the asset management framework, along with specific analysis and insights from onsite interviews, with a good cross-section of participants.

A gap analysis was completed identifying areas for improvement. The key areas of improvement for Greenspaces were improving quality of asset data available especially for facilities and responding to the changing and growing needs of the district. Table 11.2 identifies the gap analysis between the current score and the target score. The biggest difference can be seen within the areas of asset register data and AM information systems.

Table 11.2 Maturity Assessment Current Against Target



11.5 Review of Progress from previous Plan

Since the last assessment in 2021 there has been good progress across the activities, with notable improvements relating to current demand and levels of service and updating of strategic priorities. The term of the improvement program was three years. Table 11.3 summaries the progress and actions made on areas of improvement identified in the last AMP. There are some items that will need to be carried into the 2024 improvement plan.

Table 11.3 Progress against 2021 Improvement Plan

Area	Identified Projects	Action/Task	Progress and Action
Current Demand and Levels of Service	Reflect on current levels of provision and look to improve and optimise existing assets	Review current usage patterns for facilities and understand where utilisation is below the optimum level	Complete
Current Demand and Levels of Service	Levels of service and Performance Monitoring	Develop improved understanding around community expectations and the levels of service expected	Complete
Current Demand and Levels of Service	Complete the remaining Reserve Management Plans required under the Reserves Act	Development of Reserve Management Plans as required under Reserves Act	Not yet started
Current Demand and Levels of Service	Environmental Strategy	Development of an overarching Environmental Strategy that covers esplanade reserves, urban forests, and biodiversity.	Complete
Future Demand and Growth	Demand Monitoring	There is limited demand monitoring in place to understand utilization of facilities.	Complete
Asset Description	The Public Toilet assets and their asset condition needs to load into the asset management system	Improve asset condition information	Started (ongoing)
Asset Description	The Community Facilities asset condition should be collected and loaded into the asset management system	Finish capture of remaining community facilities and load into TechOne asset database.	In progress
Asset Description	The Aquatic Facilities asset condition needs to be loaded into the asset management system	Load asset information into TechOne asset database.	In progress
Lifecycle Management	Review and update replacement values of assets	Undertake a review of the asset replacement values currently available in the TechOne system and update to the agreed standards.	Complete
Financial Management	Develop more accurate replacement and renewal modelling for these assets	Complete asset capture for community facilities and continue to regularly reassess ongoing renewal programmes for assets.	In progress
Risk Management & Assumptions	Complete activity level risk assessment using the processes outlined above to document and understand the risks associated and the mitigation measures that can be adopted	Continue to review and update risks for the Greenspace and Aquatics activity.	Complete

Area	Identified Projects	Action/Task	Progress and Action
Risk Management & Assumptions	Commence asset criticality assessment to identify key assets so that mitigation plans can be developed	Complete asset criticality assessment.	Started (ongoing)
Asset Management Systems and Practices and Sustainability	Consider improvements to the complaints and enquiries system so that these can be more easily linked to locations and assets	Identification of tracking / linking service requests to specific assets to allow greater reporting options	Complete
Asset Management Systems and Practices and Sustainability	Resource Consent register allowing easy referencing of current Resource Consents held by Greenspace and Aquatics.	Creation of register identifying current Resource Consents.	Complete
Asset Management Systems and Practices and Sustainability	Update Standard Operating Procedures (Business Process Mapping)	Update the Standard Operating Procedures that are currently in use by Greenspace and Aquatics. To capture any new procedures that have been adopted.	Complete

11.6 Improvement Plan

Key improvement programmes and associated projects have been developed through a review of the gaps in developing this AMP and issues have been identified. Some improvements are systems based and can be made as new or improved systems are implemented. The process-based improvements that have been identified can be implemented when the process is next reviewed. Some improvements are simply obtaining better or improving information about assets or requiring people with appropriate skills.

The development of the Future Work and Improvement Plan is based on existing levels of service, the need to respond to growth issues and identified key trends, the best available current information, results of the staff survey and the knowledge of Council staff.

Table 11.4 Priority Scale for Future Improvements

Priority	Description
1	Should be addressed within 1 year
2	Should be addressed within 2 years
3	Should be addressed within 3 years or before the next LTP is prepared
4	Should be addressed within the next 5 years
5	A good idea for some time in the future

Table below 11.5 summarises the 3-year improvement programme of AMP improvements, identified as each section has been reviewed. Some of these have been carried forward from the 2021 AMP.

Table 11.5 2024 Improvement Plan

AMP Section		Project Description	AM Maturity Gaps	Priority (H,M,L)	Status	Expected Completion	Responsible	Cost/Resource
Section 3	Current Demand and LOS	Complete the remaining Reserve Management Plans required under the Reserves Act.	LoS, Planning, Decision Making, Managing Risk	L	Yet to start	2026	Greenspace	Existing staff time
Section 4	Future Demand and Growth	Quality of assets needs to be a greater focus in the future (quality over quantity).	LoS, Planning, Decision Making, Managing Risk	L	Yet to start	2026	Greenspace	Existing staff time
Section 4	Future Demand and Growth	Sensitivity analysis to consider the impact of different levels of growth on funding requirements.	LoS, Planning, Decision Making	L	Yet to start	2026	Greenspace	cost unknown
Section 5	Asset Description	The Public Toilet asset data and condition needs to be updated and loaded into the asset management system.	LoS, Planning, Decision Making	H	Yet to start	2025	AIM Team, BAS Team	Costs unknown, part of new system migration
Section 5	Asset Description	The Community Facilities asset data and condition should be collected and loaded into the asset management system.	LoS, Planning, Decision Making	H	Yet to start	2025	AIM Team, BAS Team	Costs unknown, part of new system migration
Section 5	Asset Description	The Aquatic Facilities asset data and condition should be loaded into the asset management system	LoS, Planning, Decision Making	H	Yet to start	2025	AIM Team, BAS Team	Costs unknown, part of new system migration
Section 6	Lifecycle Management	Development of a formalised process of applying weightings and ranking scores to determine renewal capital expenditure prioritisation is to be undertaken. This enables further optimisation across activity areas and greater visibility of projects before LTP prioritisation.	LoS, Planning, Decision Making, Managing Risk	L	Yet to start	2026	Greenspace	Existing staff time
Section 6	Lifecycle Management	Create a process for optimising the operations and maintenance spend on Greenspace assets.	LoS, Planning, Decision Making, Managing Risk	M	Yet to start	2026	Greenspace	Existing staff time
Section 7	Financial Management	Develop more accurate replacement and renewal modelling for these assets	Planning, Decision Making, Managing Risk	M	Yet to start	2025	AIM, Finance Team, Greenspace	Staff time, additional cost unknown

Section 8	Risk Management and Assumptions	Complete capture of risks for Greenspace into the Promapp Risk System	Managing Risk	M	Yet to start	2024	AIM, Greenspace	Existing staff time
Section 9	Sustainability and Climate Change	Include measurable targets for reducing emissions from Council operations in the Climate Change Response Strategy	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	Focus on the significant impacts' climate change will have on the District's natural assets and ecosystems	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	The following knowledge gaps have been identified	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	A comprehensive vulnerability assessment of climate change impacts on assets	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	Council wide adaptation strategy identifying long term responses for each coastal area	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	Comprehensive measuring of Council's emissions.	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	Ensure that as part of any new contracts tendered by Greenspace using the Price Quality Method include sustainability as one of the criteria that a prospective contractor is assessed on.	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	Continued consideration during replacement and design of new assets as to the type of plants and other horticultural assets to be planted throughout the district, including focus on plants that can survive lack of water and changes in temperature.	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	Continue the use of mulch created from trees removed / trimmed as part of the Tree Maintenance contract. To attempt to minimise the amount of additional mulch that is required to be purchased.	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown

Section 9	Sustainability and Climate Change	Creation of a register for all sprays and herbicides used within reserves. To explore options to reduce usage or alternative methods of control.	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 10	Asset Management Systems and Data	Consider improvements to the complaints and enquiries system so that these can be more easily linked to locations and assets as part of the new council enterprise system.	Planning, Decision Making, Managing Risk	M	Yet to start	2025	Customer Service, Greenspace, BAS Team	Staff time, additional cost unknown
Section 10	Asset Management Systems and Data	Resource Consent register allowing easy referencing of current Resource Consents held by Greenspace and Aquatics to be entered in the new Council enterprise system.	Planning, Decision Making, Managing Risk	M	Yet to start	2025	BAS Team	Staff time, additional cost unknown
Section 10	Asset Management Systems and Data	Creation of a heritage register to ensure that all heritage assets (including trees and buildings) throughout the district are captured.	Planning, Decision Making, Managing Risk	M	Yet to start	2026	AIM, Greenspace	Staff time, additional cost unknown
Section 10	Asset Management Systems and Data	Criticality of Greenspace assets to be assessed particularly for community facilities.	LoS, Planning, Decision Making, risk management	L	Yet to start	2025	AIM, Finance Team, Greenspace	Staff time, additional cost unknown

11.7 Monitoring and Review

The AMP is a living document and needs to be kept current and relevant. It is recognised that priorities will change which makes review activities even more important to ensure the plan is live.

To ensure the Plan remains useful and relevant the following on-going process of monitoring and review will be undertaken:

- Ongoing input of operations, maintenance, and renewal data to the Council enterprise system database as works are carried out.
- Annual review of the Plan to:
 - Update financial information and forecasting for operations.
 - Update capital project financial information as projects are amended and estimates are revised.
 - Update asset information relating to new land and asset acquisition.
 - Update improvement plan to reflect tasks completed, amend timeframes, and record any new improvements identified.
- Formal review and adoption of the Activity Management Plan by the Council every three years in line with the Long-Term Plan and financial policies review. This will include a review of the community outcomes pertaining to the Community and Recreation activities and the community demand for recreation spaces and facilities to ensure the activity management plan reflects community needs.

It is essential to ensure asset management systems and services are effectively managed. Council is committed to delivering appropriate level of services balanced with affordability and good industry practice.

The Council may consider undertaking an external review of the Plan every three years. An external review can be a good source of ideas for improving asset management planning as it brings an alternative perspective. It can also provide assurance about the quality of the planning and the information that underlies it.

The Activity Management Plan will be considered to be effective when:

- That the asset renewals are planned and delivered according to projections from the asset system and described in the Activity Management Plan.
- Expenditures are within the annual budget.
- There are no surprises.
- That risks are well understood able to be anticipated or mitigated.
- Specified performance measures and targets are achieved.
- Progress is made with the Improvement Plan.
- Improvements are consistent with Audit New Zealand feedback.

11.7.1 Performance Measures

The following indicators will be monitored to measure the effectiveness of this AM plan.

Table 11.5 AMP Performance Indicators

Indicators	Measure	Source of Information
Compliance with legislative requirements	Audit opinion relating to Activity Management Plan outputs.	Audit NZ reports
Quality of service delivered	100% compliance with LOS targets.	Annual Plan reporting
Level of Service delivered	Compliance with LOS targets, Climate change considered in all activities.	Non-financial KPI reporting

As an adjunct to this section the 10 key questions that Audit NZ have advised should be responded to, as a high level check on the adequacy of Asset Management Plans, has been reproduced below with responses.

Table: Audit NZ Questions and Responses

Audit NZ Question	Response
1. Have you got a strategy for the long-term sustainability of your assets?	Council has Activity Management Plans that are reviewed in house, at three yearly intervals. These include well-developed renewals assessment and funding models that ensures the long-term sustainability of its Community and Recreation assets. The Council does not have an Asset Management Strategy document however the Asset Management Policy and network plans ensure sustainability of assets.
2. Have you set an asset management policy?	Yes. Trim link to policy Record 221026186221: QD MGT Policy 013 Asset Management Policy
3. Do you have good quality up-to-date asset management plans for achieving your strategy?	Yes. These are comprehensively reviewed every three years and submitted for peer review.
4. Does your organisation have appropriate asset management skills and experience?	Yes. There is a dedicated Asset Manager for the Community and Recreation unit who is responsible for the management of the relevant assets such as Greenspace, aquatics, and community facilities.
5. Do you know the reliability of your asset information?	Reasonably well. Asset data for Greenspace is reliable and improved on through maintenance contract updates of condition assessments. Facility and Aquatic asset roof and building data is reliable however, the internal assets are not captured within the Council enterprise system. This will be update when the new system is migrated.
6. Do you have a structured approach to assessing the condition and performance of your assets?	Yes. Greenspace have a system in place to assess and validate all assets located on reserves. This is completed monthly through maintenance contract and staff audits. The intention of this process is to continue.

Audit NZ Question	Response
	<p>A facility assets condition assessment is updated on a regular basis</p> <p>Condition assessments of Aquatic assets is carried out on a regular basis to comply with industry standards.</p>
7. Have you defined a clear and comprehensive set of service levels to be delivered or supported by the assets?	Yes. These are generally reviewed and approved by Council in conjunction with the three yearly AMP review. Greenspace have reviewed the service levels provided and if these remain relevant. Greenspace have a number of levels of service that are not part of the non-financial performance measures set by Council and these are reviewed on a regular basis to ensure that customer expectations are met.
8. How well do you forecast future demand for the services that are delivered or supported by your assets?	Greenspace have recently completed network plans for the following: Community Facilities and Sports Facilities. These plans investigated and identify the focus of Greenspace over the coming years to address demand and changing focuses within these areas.
9. Do you report, and get reports, on achievement of your asset management plan(s)?	<p>Key Levels of Service are reported quarterly to Council, and other LOS are reported annually to Council.</p> <p>Greenspace gets a monthly report on new vested assets from the AIM team. Other asset reports are generated by the asset manager through the Council enterprise system.</p> <p>Community and Recreation Asset Management Plans are peer reviewed.</p>
10. Do you have a backlog of repairs, maintenance, and asset renewals? And what are you doing about it?	<p>No. Greenspace have chosen to take a proactive approach to repairs, maintenance, and asset renewals for park assets. This is done through the asset validation process as well as the service request system which identifies where repairs, maintenance and renewals are required.</p> <p>Greenspace also have several contracts for maintenance to ensure that the quality of the assets are maintained throughout the district.</p>

WAIMAKARIRI DISTRICT COUNCIL**REPORT FOR INFORMATION / DECISION**

FILE NO and TRIM NO: CPR-04-05-45/231115183576

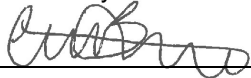
REPORT TO: COMMUNITY AND RECREATION COMMITTEE

DATE OF MEETING: 12 December 2023

AUTHOR(S): Martin McGregor (Senior Advisor Community and Recreation)
Grant MacLeod (Greenspace Manager)

SUBJECT: Community Facilities Network Plan (Draft 2023)

ENDORSED BY:
(for Reports to Council,
Committees or Boards)



General Manager



Chief Executive

1. SUMMARY

1.1. This report is to present the draft Community Facilities Network Plan (CFNP) authored by Recreation Sport and Leisure Consultancy (RSL Consultancy). The network plan identifies a list of recommendations for the Council to consider as well as outlining the key challenges and opportunities for community facilities. The CFNP also discusses the wider facility offering in the district, not just those owned or administered by Waimakariri District Council.

1.2. The CFNP also proposes a vision for our districts community facilities. This vision is proposed to be:

A network of vibrant, welcoming and accessible community facilities that enable and support active, creative and thriving communities.

It is proposed that this vision is focused on for the next 20 years with the action plan and recommendations looking to achieve this outcome.

1.3. The future trends or demands that the strategy identifies note that as a Council we can expect to see greater demand as our population ages and also grows. The plan also notes that buildings or assets need to have a focused work plan that sets to modernise or make them fit for purpose. The gap between older facilities and newer facilities is going to grow as the technology difference and legal requirements of a new build versus 50 years ago is stark.

1.4. Buildings or assets, that are in scope and have been included in the discussions points of the CFNP include, Marae, churches, schools, third party buildings on council land, halls, meeting rooms and sporting buildings such as changing rooms or pavilions. The main criteria is that these buildings be available to the public or have a community use or serve a function beyond one group or activity.

Attachments:

i. Draft Community Facilities Network Plan from RSL - 231130192831

2. RECOMMENDATION

THAT the Community and Recreation Committee recommends:

(a) **Receives** Report No: 231115183576.

AND

THAT the Community and Recreation Committee recommends

THAT the Council:

- (b) **Receives** Report No: 231115183576.
- (c) **Receives** the Community Facilities Network Plan as presented by RSL consulting.
- (d) **Considers** the action implementation plan as part of the 2024 draft Long Term Plan (LTP).
- (e) **Notes** that staff have not proposed all recommendations for input into the LTP due to limited resources and prioritisation of funding.
- (f) **Accepts** the draft as it is presented and approves the action implementation plan as part of the draft 2024 Long Term Plan document.

3. BACKGROUND

- 3.1. Community facilities are an important part of the social infrastructure within the Waimakariri District, providing places for the health and wellbeing, social, educational, spiritual, recreation and leisure and arts and cultural needs of the community. Facilities contribute to community wellbeing and vibrant communities by providing a sense of place and supporting opportunities for people to connect and interact socially.
- 3.2. Council owns and operates 27 community facilities, these facilities are utilised in varying degrees dependent on location, functionality, and condition. There are also a significant number of facilities that are available for community use that are provided by sports clubs, churches, or schools. The community facilities network plan has been developed to gain an understanding of the current capacity vs demand for these types of spaces and to inform the Council of future capital and operational spend in this area.
- 3.3. The CFNP aims to address:
 - The future demand that will arise from population growth, an aging population and community expectations of community facilities.
 - A network of facilities that are fit for purpose now and into the future.
 - Gaps or duplication in the provision of community facilities across the district.
 - Equitable, fair and transparent provision of community facilities.
- 3.4. The below table defines which community facilities were in scope and out of scope for the CFNP. Those that were out of scope either were covered under another strategy or plan or were not clearly definable as bookable public spaces.

In Scope	Out of Scope
----------	--------------

<ul style="list-style-type: none"> • Sport and Recreation Centre, pavilions, including changing rooms. • Venues for hire which include halls, community centres and meeting rooms. • Arts, creative and cultural facilities. • Marae. • Buildings owned by third parties located on Council land. • Facilities owned by a third party and widely available for community use. • Churches. • Schools. 	<ul style="list-style-type: none"> • Aquatic Facilities • Museums • Toy Libraries • Public toilets
--	--

- 3.5. In 2020 a feasibility study was undertaken by RSL Consultancy which indicated the need for a community centre in Pegasus and also Ravenswood. These two projects have been factored into the CFNP and are continuing to progress. In 2021 a feasibility study was also undertaken by RSL Consultancy on the Southbrook Pavilion which indicated a rebuilding of this facility as the recommended option, this facility is owned by the Southbrook Sports Club and has also been factored into the CFNT.
- 3.6. Council spends approximately \$1,000,000 in operational costs for the provision of 27 community facilities per year, the CFNP will allow us to make informed decisions regarding budget allocation and future capital investment. Identifying capacity that exists within third-party facilities will reduce duplication and identify opportunities for partnerships. This will ensure the most efficient use of the Council budget for the provision of community facilities.
- 3.7. The 2024-34 Waimakariri Economic Development Strategy identifies liveable places and spaces as one of its key themes. Priority 10 of this strategy identifies the importance of accessible public spaces and Priority 11 identifies the economic and lifestyle contribution of accessible public spaces and the contribution of arts, events, and recreation endeavours. Community Facilities play a key role in delivering on these priorities.

4. ISSUES AND OPTIONS

- 4.1. **Option 1** - Receives and Approves the draft plan and inclusion of the implementation action plan into the draft 2024 LTP.

The adoption of the draft plan will enable the informed operation and planning of Council investment in community facilities. The CFNP provides a vision and a community facility hierarchy that ensures provision and investment is undertaken consistently and intentionally as the district grows. The CFNP provides strategic and operational recommendations and time frames which are prioritised according to existing and future needs.

The robust analysis of population and usage data provides a sound rationale for both investment and divestment decisions. It also significantly improves the probability of decisions aligning with community needs and expectations. Taking a long-term view allows the Council to plan and spread out the capital costs ensuring that big investments are not made on a reactive basis, with short timeframes.

As part of this option, Council may wish to consider that only part of the recommendations are approved. Staff have proposed the following be included in the draft 2024 LTP for consideration by Council through its budget commentary and sheets.

The CFNP proposes a list of recommendations that have supported the Greenspace Long Term Plan bid for 2024. A table of recommendations can be seen in section 7 of the CFNP, some of the notable projects to be mentioned here include:

- An integrated approach to renewal of facilities and provision of any new through partnerships. This would ensure an integrated approach for facility outcomes.
- A greater partnership with Te Ngai Tuahuriri Runanga. This partnership to assist with how best to incorporate how hapu perspectives can be incorporated into the plan and outcomes. Specifically to work with Tuahiwi community in relation to projected growth scenarios for this area.
- Investigate and explore options for the provision of community spaces as part of the redevelopment of the Trevor Inch Memorial Library, with consideration of a sub district community centre. This is covered in an existing budget within the Library and Property budgets.
- Mention of the need for facilities in Pegasus and Ravenswood as new assets. (Existing budgets already approved in the 2021 LTP).
- A joint project between the Council and Southbrook Sports Club (SSC). This has seen a budget created in the draft 2024 LTP of \$1,300,000.00 to offer seed funding and be a third contribution from Council to the project.
- Renewal or upgrading of the Loburn Domain Pavilion to improve local community facility provision. This has seen an increase in the Community Facility Building replacement budget in year seven of the draft 2024 LTP.
- Investigate options to redevelop and incorporate Dudley Park Pavilion into the Aquatic Centre (this is also covered in the Aquatics Strategy). This is covered within the Aquatic Facilities Plan report.

The CFNP also noted a number of operational recommendations. This identifies and outlines the role that Council might look to take on alongside other providers and for its community. It also outlined projects or pieces of work in each ward area. This included:

- Review of fees and charges to create an equitable outcome for the community and other providers.
- Consider divestment of assets that may no longer be meeting the needs of the community.
- Invest in promotion of existing facilities.
- Investigate the requirements to activate existing facilities.
- Consider a program for capacity building for community groups that administer or own buildings.
- Undertake a condition assessment to enable optimisation of the network.
- Explore options with Rangiora High School on a proposed performing arts centre.
- Relitigate the need for a district wide community centre to accommodate social services.

- Continue to provide support for the Sefton Community Hall committee, noting they have a \$200,000 grant from Council as well as approval to relocate the hall onto Sefton Domain.

The above operational recommendations are not expected to increase need for further budget and should be covered through staff time and business as usual work planning.

4.2. **Option 2** - Declines the plan and requests status quo.

The continuation of the status quo would retain significant risk in the future provision of community facilities in the district. Without a clear and evidence-backed plan, it is difficult to plan long-term. The provision of community facilities requires significant investment from both a capital and operational perspective, making decisions in this area on an ad hoc basis may lead to facilities that are not fit for purpose, duplication, and/or facilities in the wrong place. This could also lead to gaps in the network and inequitable access across the district.

The CFNP also considers where a divestment in facilities may be required. By continuing with the status quo Council will risk continuing to operate and upkeep facilities that are currently underutilised and not providing value to the community.

The CFNP is informed by robust analysis of utilisation data, demographic data and engagement with other providers and current user groups. This information makes identifying the value of Council investment easier to define, without this Council risks making inconsistent decisions that may lead to dissatisfaction and frustration in the community.

Implications for Community Wellbeing

There are implications on community wellbeing by the issues and options that are the subject matter of this report.

4.3. The Management Team has reviewed this report and support the recommendations.

5. **COMMUNITY VIEWS**

5.1. **Mana whenua**

Te Ngāi Tūāhuriri hapū are likely to be affected by, or have an interest in the subject matter of this report. The CFNP identifies specifically a list of recommendations to ensure hapu are well represented through this works and also that a quality partnership is created between Council and Te Ngai Tūāhuriri.

5.2. **Groups and Organisations**

There are groups and organisations likely to be affected by, or to have an interest in the subject matter of this report. 96 groups and organisations responded to the initial survey that was sent out as part of the methodology for creating the CFNP. There will also be groups who did not respond at this stage who will be interested in the outcomes of the CFNP.

5.3. **Wider Community**

The wider community is likely to be affected by, or to have an interest in the subject matter of this report. The CFNP makes recommendations that will have impacts on both current and future users of community facilities as well as recommendations that look to improve how Council works with third party providers.

6. **OTHER IMPLICATIONS AND RISK MANAGEMENT**

6.1. **Financial Implications**

There are financial implications of the decisions sought by this report. Whilst these implications are not direct, the CFNP does create a list of recommendations that would

have financial implications for the LTP 2024. Staff have also created a list of works and put into the budget commentary and draft budgets to support this implementation.

This budget is not included in the Annual Plan/Long Term Plan. It is included in the draft bid for the 2024 LTP.

6.2. **Sustainability and Climate Change Impacts**

The recommendations in this report do have sustainability and/or climate change impacts.

The CFNP looks to ensure a sustainable approach to both building or assets as well as for the volunteers or people who administer them and the renewals.

6.3 **Risk Management**

There are risks arising from the adoption/implementation of the recommendations in this report. The CFNP does note divestment which can be a cause of concern for members of local communities that any asset within this may reside.

6.3 **Health and Safety**

There are not health and safety risks arising from the adoption/implementation of the recommendations in this report.

7. **CONTEXT**

7.1. **Consistency with Policy**

This matter is a matter of significance in terms of the Council's Significance and Engagement Policy.

It is expected that through the LTP 2024 the community will have the opportunity to submit on actions arising from the CFNP.

7.2. **Authorising Legislation**

Local Government Act

Reserves Management Act

7.3. **Consistency with Community Outcomes**

The Council's community outcomes are relevant to the actions arising from recommendations in this report.

7.4. **Authorising Delegations**

The Community and Recreation Committee has the delegated authority to receive the recommendations in this report and make endorsements to Council.



Draft Community Facilities Network Plan

Waimakariri District. November 2023.

Document Info & Acknowledgements

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Author: Robyn Steel and Richard Lindsay

Acknowledgements

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With thanks to

The community groups, individuals and third-party facility providers who have responded to surveys that informed the Community Facilities Network Plan

About RSL Consultancy

RSL Consultancy undertakes projects and offers strategic advice throughout Aotearoa to enable community well-being. We support organisations to make informed decisions when it comes to their people, facilities, places and spaces. RSL carries out a range of pre-planning work from needs assessments and feasibility reports to business cases. We also work on a range of organisational strategic and operational projects.

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Disclaimer

Information, data and general assumptions used in the compilation of this report have been obtained from sources believed to be reliable. RSL Consultancy has used this information in good faith and makes no warranties or representations, express or implied, concerning the accuracy or completeness of this information. RSL Consultancy is acting as an independent consultant. In doing so, the recommendations provided do not necessarily reflect the intentions of the client. Interested parties should perform their own investigations, analysis and projections on all issues prior to acting in any way in regard to this project.

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Executive Summary

Community facilities are an integral part of infrastructure provision within the Waimakariri District, contributing to overall community wellbeing by providing places where communities can come together, and enabling and supporting active, creative and thriving communities.

The Community Facilities Network Plan is a framework and action plan to guide decision making on the network of community facilities within the Waimakariri District over the next 20 years.

The Community Facilities Network Plan seeks to answer two questions.

1. What community facilities are needed now and into the future?
2. How Council investment is prioritised

1 Overview

1.1 What is the Community Facilities Network Plan for and why?

Community Facilities are an important part of the social infrastructure within the Waimakariri District, providing places for the health and wellbeing, social, educational, spiritual, recreation and leisure and arts and cultural needs of the community. Facilities contribute to community wellbeing and vibrant communities by providing a sense of place and supporting opportunities for people to connect and interact socially.

Waimakariri District Council (WDC) undertakes a variety of roles in the provision and investment into infrastructure and services for the community. As the Waimakariri District population continues to grow, the Community Facilities Network Plan (the Plan) has been developed to ensure that a district-wide timely and opportune approach is taken to the planning and prioritisation of community facility infrastructure over the next 20 years.

The Plan provides a framework for prioritisation and investment into new facilities, optimisation of existing facilities, an approach to partnering and supporting third-party providers who contribute to the community facility network and a pathway for divestment of facilities that no longer meet the needs of the community.

The Waimakariri Community Facility Network Plan aims to address:

- The future demand that will arise from population growth, an ageing population and community expectations of community facilities
- A network of facilities that are fit for purpose now and into the future
- Gaps or duplication in the provision of community facilities across the district
- Equitable, fair and transparent provision of community facilities

1.2 Scope – what's in and out

The Plan focuses on people and communities in the Waimakariri district having access to a wide range of facilities, that support and enable an even wider range of community activities. Community facilities included in the scope are those owned and managed by Council, a third-party provider or a combination of both.

1.2.1 In Scope

Community facilities within the scope of this plan included:

- Sport and recreation centre's and pavilions, including changing rooms.
- Venues for hire, which include halls, community centre's and meeting rooms.
- Arts, creative and cultural facilities
- Marae
- Buildings owned by third parties located on Council land
- Facilities owned by a third party widely available for community use
- Churches
- Schools

1.2.2 Out of Scope

Facilities not included in this plan are special purpose facilities, or those with a primary core function, that are typically unavailable as facilities to hire, including:

- Aquatic facilities
- Museums
- Toy Libraries
- Core Library facilities
- Public Toilets

1.3 Methodology

The Community Facilities Network Plan was informed by three surveys¹

1.3.1 User Group Survey

A survey was sent to 427 groups and individual users who hired WDC Community Facilities in 2022². 95 (22%) responses were received. The survey responders identified as the following:

- 46 community groups
- 15 private individuals
- 11 sporting groups
- 7 commercial
- 4 religious group
- 4 Schools
- 4 Council/Government
- 3 other

1.3.2 WDC Staff survey

A survey circulated to Waimakariri District Council staff, who utilised WDC community facilities in 2022, received 12 responses.

1.3.3 Third party providers of community facilities

A survey was sent to 96 providers of community facilities based in the Waimakariri district. 40 (39.6%) responses were received which included:

- 5 responses from 26 Schools
- 5 responses from 15 Churches
- 27 responses from 56 sport and recreation or community organisations.

These third-party providers described the facilities they provided as:

- 16 Meeting rooms
- 15 Sports hub/clubrooms
- 11 Event / function Centres
- 10 Halls
- 5 Community Centres
- 3 Auditoriums
- 1 Stadium

1.3.4 Council data

The following Waimakariri District Council data was also analysed.

1. WDC community facility utilisation data
2. WDC Building Asset Register data

1.3.5 Iwi and community wide Engagement

A wider general community survey was not undertaken for this Community Facilities Network Plan. It is also noted that engagement with Te Ngāi Tūāhuriri Rūnanga is paramount when talking about outcomes for community facilities and this is included as a recommendation in section 7.

¹ Surveys were undertaken in June 2023

² This survey included the WDC annual satisfaction survey questions for 2022.

2 Strategic Context

2.1 How does the Plan fit within the broader work of Council?

Waimakariri District Council is committed to the provision of community facilities as part of the overall provision of good quality community infrastructure. This supports the Council's mission statement,

'To pursue with the community a high quality physical and social environment, safe communities and a healthy economy'.

Community facilities are recognised as core infrastructure within the Waimakariri District and with a growing and increasingly diverse population, the Community Facilities Network Plan aims to support the development and delivery of a quality community facility infrastructure network by addressing;

- What community facilities are needed now and into the future?
- How Council investment is prioritised

The following diagram outlines the strategic context for the Community Facilities Network Plan, showing a clear line of sight for the provision of community facility infrastructure back to the Council's strategic priorities and community outcomes.

STRATEGIC PRIORITIES			
<ol style="list-style-type: none"> 1. Protect and enhance the resilience of our natural and built environment 2. Enhance community well-being, safety, inclusivity and connectedness 3. Advance an integrated and accessible transport network 4. Enable economic development and sustainable growth 5. Embrace partnership with Ngāi Tūāhuriri 			
COMMUNITY OUTCOMES			
Social Wellbeing	Cultural Wellbeing	Environmental Wellbeing	Economic Wellbeing
A place where everyone can have a sense of belonging (to turangawaewae)	Where our people are enabled to thrive and give creative expression to their identity and heritage (e tangata whakapuawai)	Our communities are able to access and enjoy natural areas and public spaces (hei kaitiaki)	Supported by a resilient and innovative economy (he ōhanga manawaroa)
Community facilities contribute to the following Waimakariri District Community Outcomes Indicators			
<ul style="list-style-type: none"> • Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation. • Council commits to promoting health and wellbeing and minimising the risk 	<ul style="list-style-type: none"> • Public spaces express our cultural identities and help to foster an inclusive society. • The distinctive character of our takiwā, arts and heritage are 	<ul style="list-style-type: none"> • People are supported to participate in improving the health and sustainability of our environment. • Our district is resilient and able to quickly respond to and recover 	<ul style="list-style-type: none"> • Enterprises are supported and enabled to succeed. • Infrastructure and services are sustainable, resilient, and affordable. • Our district readily adapts to

<p>of social harm to its communities.</p> <ul style="list-style-type: none"> • Our community groups are sustainable and able to get the support they need to succeed. • Our community has access to the knowledge and skills needed to participate fully in society and to exercise choice about how to live their lives. • People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces. • Our community has equitable access to the essential infrastructure and services required to support community well-being. 	<p>preserved and enhanced.</p> <ul style="list-style-type: none"> • All members of our community are able to engage in arts, culture and heritage events and activities as participants, consumers, creators or providers. • Waimakariri's diversity is freely expressed, respected, and valued. • There is an environment that supports creativity and innovation for all. • Local arts, culture and heritage are able to make a growing contribution to the community and economy. 	<p>from natural disasters and the effects of climate change.</p> <ul style="list-style-type: none"> • Our district transitions towards a reduced carbon and waste district. • The natural and built environment in which people live is clean, healthy and safe. • Our communities are able to access and enjoy natural areas and public spaces. 	<p>innovation and emerging technologies that support its transition to a circular economy.</p> <ul style="list-style-type: none"> • There are sufficient skills and education opportunities available to support the economy.
Relevant Umbrella Strategies			
Finance Strategy	Economic Development Strategy	Community Facilities and Recreation Strategy	Community Development Strategies
<ol style="list-style-type: none"> 1. Procurement Strategy 2. Finance Strategy 3. Renewals and investment strategy 	<ol style="list-style-type: none"> 1. Arts Strategy 	<ol style="list-style-type: none"> 1. Waimakariri Play Active Recreation and Sport Strategy 2. Waimakariri District Community Facilities Network Plan 3. Sports Facilities Plan 	<ol style="list-style-type: none"> 1. Accessibility Strategy 2. Age-Friendly Plan 3. Community Development Strategy 4. Youth Strategy

2.2 Who makes the decisions on community facilities?

2.2.1 Council

Decision-making for community facility infrastructure, new builds, renewals and divestment, sits with the Waimakariri District Council. Major community facilities infrastructure decisions and the associated financial investment would typically occur through the Long-term Plan or Annual Plan processes.

However, within these settings, delegated authority is given to both the Community and Recreation Committee and the four Community Boards for elements of community facility decisions, as outlined below.

2.2.2 Community and Recreation Committee

The Community and Recreation Committee has responsibility for community halls and facilities including³

- The development of goals and strategies
- Development of policies relating to halls and facilities
- Implementation of tasks identified in the Long-term Plan or Annual Plan, where financial provision has been made
- Recommendations around fees and charges
- Approval of work programmes, for works where Council has budgeted a general level of expenditure

2.2.3 Community Boards

The four Community Boards within the Waimakariri District have delegations⁴ in relation to community facilities that include;

- Representing, and acting as an advocate for, the interests of its community
- Granting of new licenses or leases on reserve land
- Approving, on behalf of the Council as landowner, proposed developments or activities on parks, reserves and waterways and within existing budgets.
- Approving consultation plans for new developments on parks, reserves or waterways which may include planting plans and play equipment.
- Making, within approved budget limits, operational and funding decisions relating to Community Facility Groups, Reserve and Domain Advisory Groups in the Community area where the Group has made a recommendation to the Community Board.

2.2.4 Geographic representation

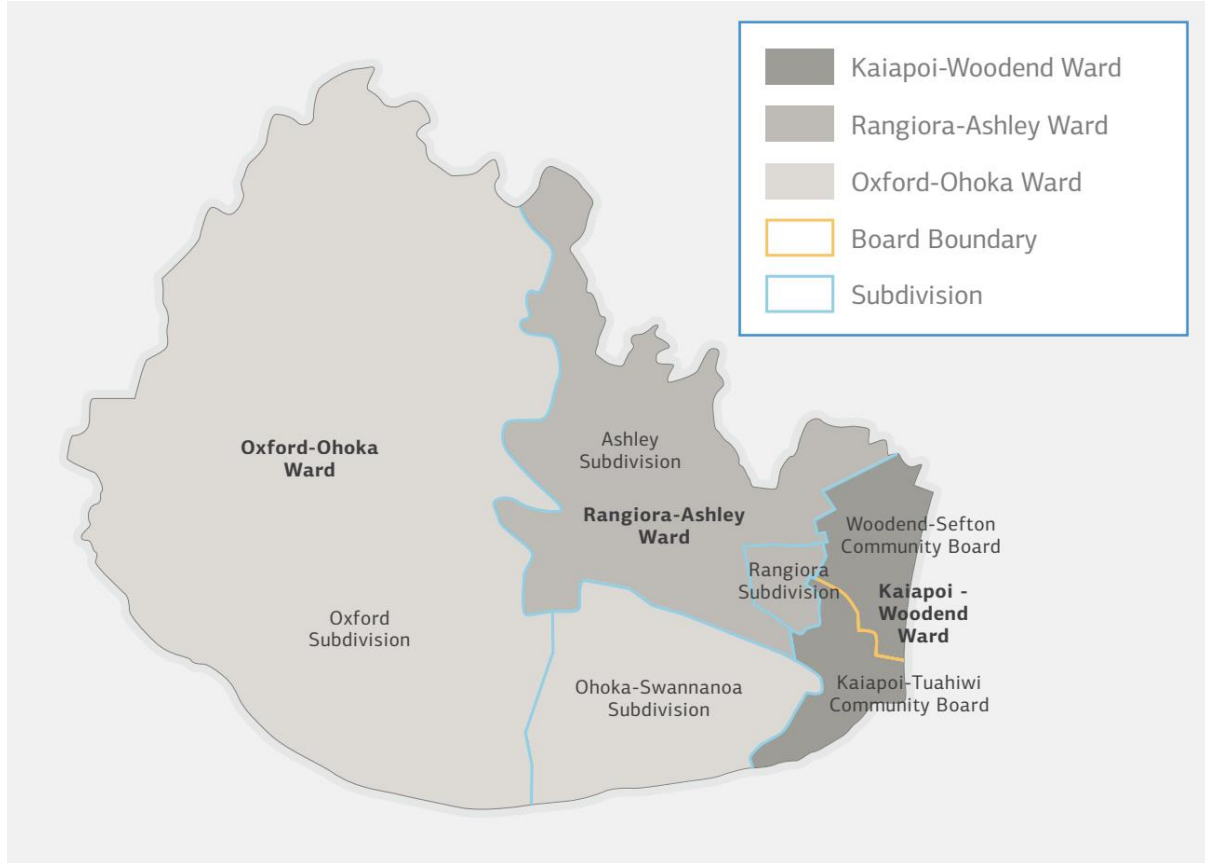
Waimakariri District is divided into three representative geographic areas (Wards) and has four elected community boards, outlined below.

1. Oxford-Ohoka Ward
 - Oxford- Ohoka Community Board
2. Rangiora- Ashley Ward
 - Rangiora- Ashley Community Board
3. Kaiapoi-Woodend Ward
 - Woodend-Sefton Community Board
 - Kaiapoi- Tuahiwi Community Board

³ Delegations to Committees September 2019

⁴ Delegations to Community Boards October 2019

Map 1: Waimakariri District Ward and Community Board Areas



Source: Waimakariri District Council

3 Waimakariri District

The Waimakariri District lies to the north of Christchurch City on the Canterbury plains, extending from the Waimakariri river to the south, Pegasus Bay in the east and the Puketeraki Range in the west. It shares a boundary with the Hurunui district to the north.

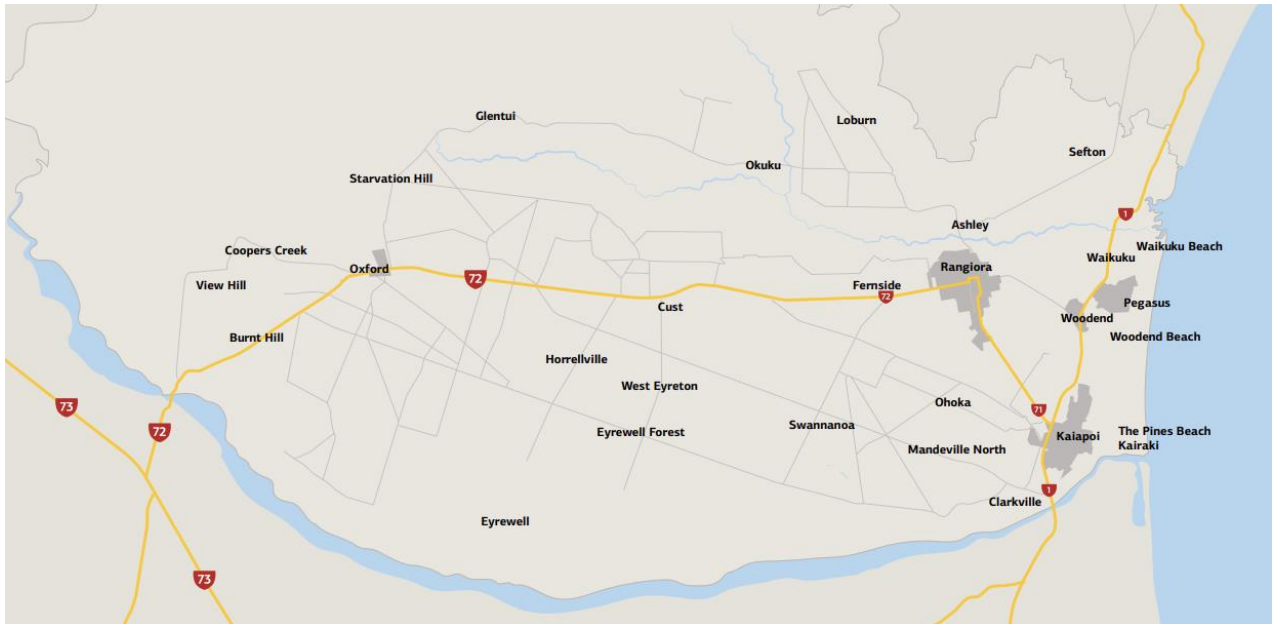
The population of the Waimakariri District was just under 70,000 (69,789) in 2023. More than 80% of the population is concentrated in the eastern part of the district in the main urban areas of Rangiora, Kaiapoi, and Woodend/Pegasus. Oxford is the largest town in the western part of the district.

The district also has a number of smaller rural villages and beach settlements and of note has approximately 3,500 households living on small holdings in the rural areas.

Most areas within the district are a 30-minute drive from one another and all of these areas are within commuting distance of Christchurch city.⁵

Main towns	Rural Villages	Beach Settlements
<ul style="list-style-type: none"> • Rangiora • Kaiapoi • Woodend / Pegasus • Oxford 	<ul style="list-style-type: none"> • Cust • Sefton • Ohoka • Ashley • Mandeville • Tuahiwi (Hapū of Te Ngāi O Tūāhuriri Rūnanga) 	<ul style="list-style-type: none"> • Waikuku • Woodend • The Pines • Kairaki

Map 2: Waimakariri District Townships, Villages and Beach Settlements



Source: WDC Long-term Plan 2021- 2031

⁵ Source: Long-term Plan 2021- 2031

3.1 Demographic Summary

The following snapshot provides an overview of key demographic data⁶ that will influence the provision of community facilities in the Waimakariri district over the next 30 years⁷.



Population growth

Waimakariri district population of 67,930 is projected to increase by 33,861 people (50%) to 102,000 people, by 2053.



Growth in 65+ year olds population

Significantly, the 65+ year olds age group is expected to grow by 14,379 people (95%) over the 30 years from 2023 – 2053.



Over 65+ age group biggest proportion of population

The 65+ age group will make up the biggest proportion of all age groupings at 29% by 2053.



Growth in the east of the district

The vast majority of growth is and will continue to occur in the east of the district.



Urban Growth

Rangiora will remain the biggest township, growing by an additional 7,176 (36%) people to 27,382 by 2053.

The biggest percentage change in population is projected to occur in Woodend/Pegasus with growth of 3,232 (42%) people to 10,899 by 2053.

83%

Semi-Rural Growth

There is an expected increase in 'other urban' areas within the district of nearly 12,000 people (83%) with the biggest growth occurring in the Mandeville area.

3.2 Waimakariri District Population Growth

The following section illustrates the population growth and changes that are expected to occur over the next 20 years through heat maps.

The maps highlight the 2018 Statistical Area 2 (SA2) areas in the Waimakariri District showing the density of population for each area. The darker the colour the greater the number of people.

The heat maps demonstrate the areas of high growth. These areas will require planning and prioritisation for future facilities and/or renewals of existing facilities as the population in the district

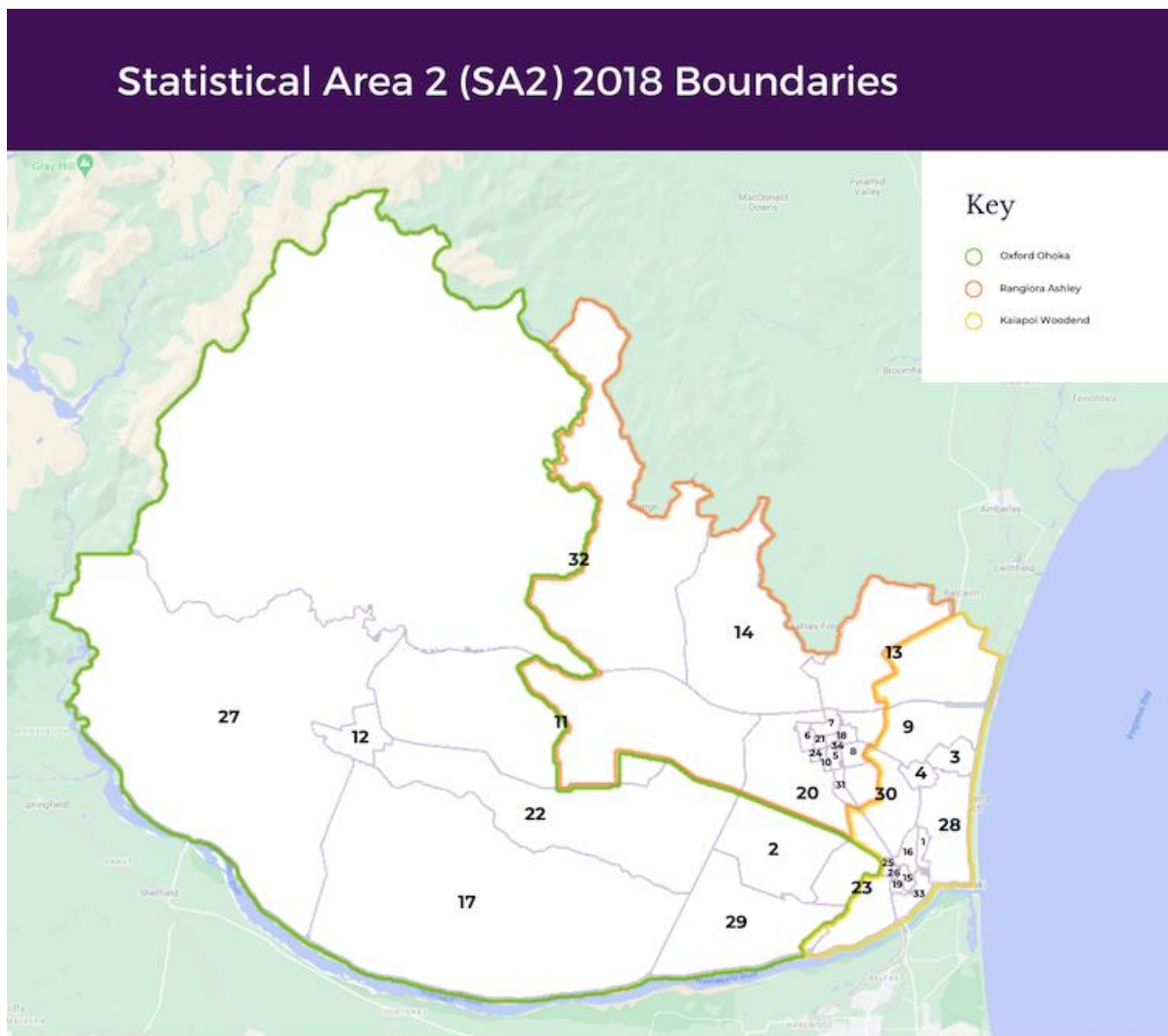
⁶ Demographic Data Source: Formative "High Scenario"

⁷ Appendix 2 provides more detail on demographic data

changes and grows. The map below shows the 2018⁸ Statistical Area 2 (SA2) boundaries for the Waimakariri District.

⁸ Note 2023 Statistical Area 2 maps have been released, however at the time of writing the plan 2023 census data has not been released, therefore 2018 maps and data have been used.

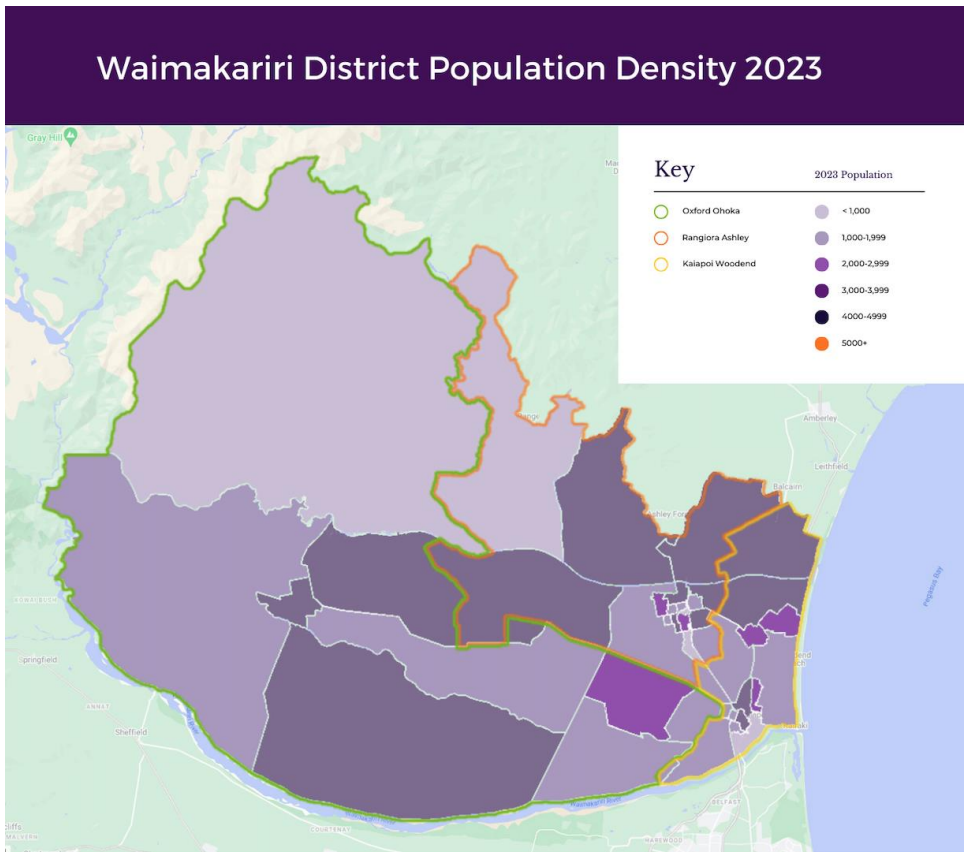
Map 1: Waimakariri District Statistical Area 2 (SA2) 2018 Boundaries



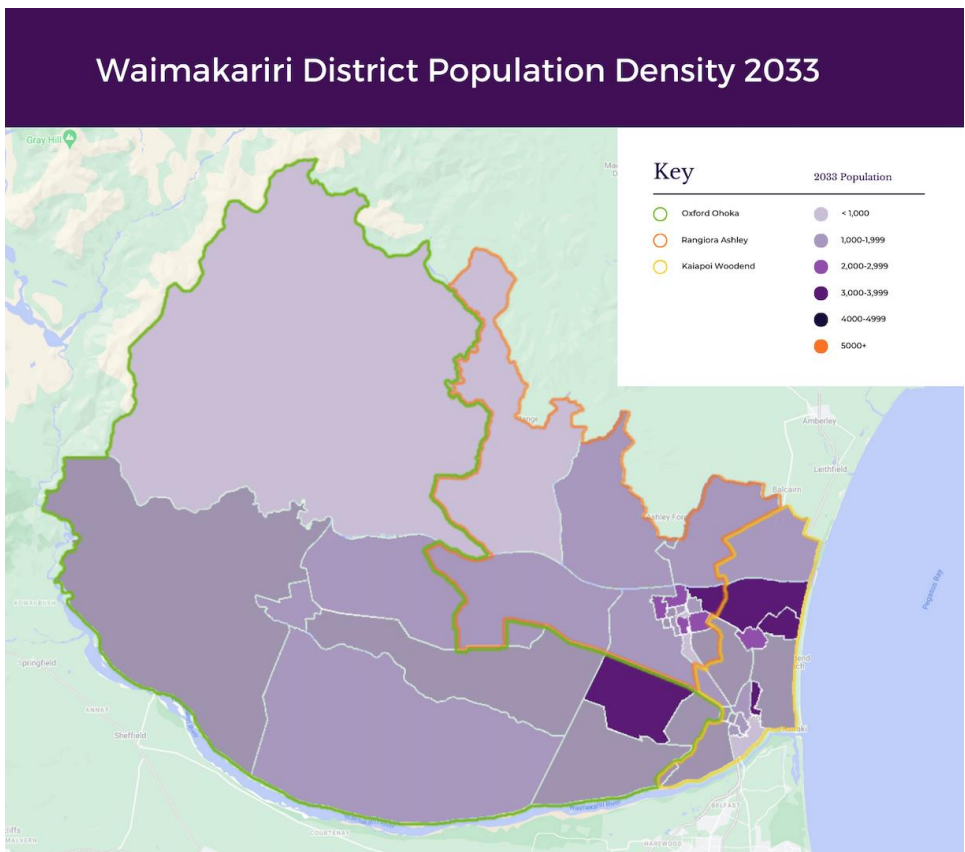
Area

- | | | |
|--------------------------|-------------------------|-----------------------|
| 1. Sovereign Palms | 13. Ashley-Sefton | 25. Silverstream |
| 2. Mandeville-Ohoka | 14. Loburn | 26. Kaiapoi West |
| 3. Pegasus | 15. Kaiapoi Central | 27. Ashley Gorge |
| 4. Woodend | 16. Kaiapoi North West | 28. Pegasus Bay |
| 5. Lilybrook | 17. Eyrewell | 29. Swannanoa-Eyreton |
| 6. Rangiora North West | 18. Rangiora North East | 30. Tuahiwi |
| 7. Kingsbury | 19. Kaiapoi South | 31. Southbrook |
| 8. Rangiora South East | 20. Fernside | 32. Okuku |
| 9. Waikuku | 21. Ashgrove | 33. Kaiapoi East |
| 10. Rangiora South West | 22. West Eyreton | 34. Rangiora Central |
| 11. Starvation Hill-Cust | 23. Clarkville | |
| 12. Oxford | 24. Oxford Estate | |

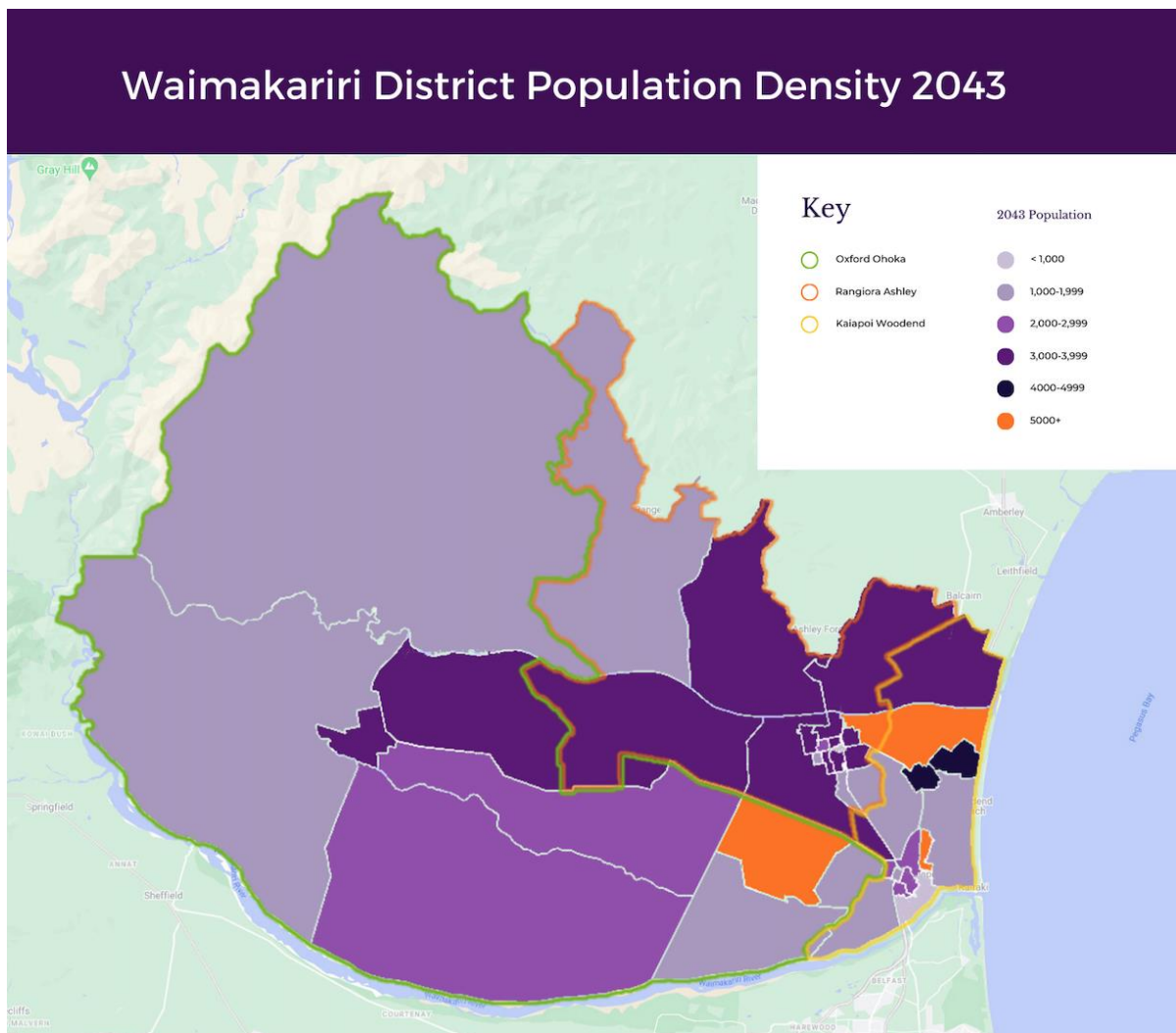
Map 2: Waimakariri District Population Density 2023 SA2 boundaries



Map 3: Waimakariri District Population Density 2023 SA2 boundaries



Map 4: Waimakariri District Population Density 2043 SA2 boundaries



3.3 Population Growth

By 2043, the three SA2 areas with over 5,000 people living in each area (highlighted in orange in map 4 above) are:

1. Sovereign Palms - Kaiapoi
2. Mandeville – Ohoka
3. Waikuku – including the new growth area of Ravenswood

By 2043, all three SA2 geographic areas will require new facilities and/or upgraded existing community facilities to meet the needs of the growing communities within each area.

Other areas of significant growth include:

- Pegasus and Woodend will both have over 4,000 people in each community by 2043.
- 7 out of the 10 SA2 areas in Rangiora will have over 3,000 people living in each. By 2043 Rangiora is expected to grow by approximately 5,000 people to have population of just over 25,000 people
- The surrounding rural SA2 areas of Rangiora, including, Ashley–Sefton, Loburn, Starvation Hill–Cust and Fernside will also all grow in population to over 3,000 people in each area.
- Oxford township is expected to increase in numbers to just over 3,000 people by 2043.

3.3.1 Implications of population growth

The areas of growth highlighted above suggest the following:

1. There is an ongoing transition occurring, from what were rural communities to bigger populations of people living in semi-rural and lifestyle areas, and
2. Community facilities that once met the needs of a rural community, with much smaller populations, may no longer meet the requirements of the growing population nor the expectations of people arriving in the district.

Both of these suggest the need to plan and prioritise a network of good quality community facility infrastructure.

3. The procurement of land for the provision of new community facilities, both in response to population growth in the east of the district and to ensure facilities in emerging new townships, such as Ravenswood will be required.

“Country facility now seeing the challenges of urbanisation and population growth”.

- Survey respondent

4 What we know about community facilities in the Waimakariri District

4.1 Community Facilities

Waimakariri district has approximately 72 buildings that make up the network of community facilities.

4.1.1 Ownership and Management

Community facilities across the Waimakariri that are widely available for community use are most commonly;

1. Owned and managed by Waimakariri District Council
2. Owned and managed by third-party (community) providers
 - o 91% indicated the facility was available for wider community use
 - o Council provides some third-party providers with operational grants or capital funding to ensure the provision of a robust network of facilities
3. A combination of the above with;
 - o 59% of community facilities owned by third parties being located on Council land through leases or licenses to occupy.

Alongside the 72 community facilities, there are 26 schools and 15 church buildings in the Waimakariri district, owned and managed by their respective bodies. These have been included in the development of this plan as it is widely recognised that both school and church facilities play a significant role in the wider network of community facilities, contributing to the provision of spaces for a range of community activity.

4.1.2 Number of Community Facilities

The following community facilities have been identified as having spaces for a large range of community activity:

28	Community facilities for hire	Town halls Meeting rooms Community halls
33	Community recreation and sport facilities with space available to hire	Stadium Sports pavilions Club rooms
9	Community service or youth facilities	Scout dens Menz Shed Social service providers
4	Arts and cultural facilities	Performance spaces Club rooms
26	Schools	Sports centres Halls
15	Churches	Auditorium Community meeting spaces

4.2 Surveys and data

The Community Facilities Network Plan has been informed by three surveys⁹ and the following Council data, being;

3. A survey to all groups and individual users who hired WDC Community Facilities in 2022¹⁰.
4. A WDC survey to staff who hired WDC Community Facilities in 2022
5. A survey to all third-party providers of community facilities
6. WDC community facility utilisation data
7. WDC Building Asset Register data

The following describes the findings from these surveys and data.

4.1 What we know about Council owned and managed facilities

4.1.1 Community Satisfaction

There is high user satisfaction with the community facility offering in the Waimakariri district. Where satisfaction issues were highlighted, they tended to be a reflection of the older age and style of the WDC community facility portfolio such as lack of storage, temperature control, access to modern equipment (both furniture and audio-visual) and cleanliness of the facility between user groups.

4.1.2 Utilisation and capacity

Utilisation data highlights that in 2022, most WDC facilities were collectively operating at 16% capacity¹¹. The quietest months were at 5% capacity. However, of significance;

- Modern, multiuse and/or special purpose facilities were the most utilised across the network, such as Rangiora Town Hall and Pegasus Community Centre.
- Standalone single-purpose facilities tended to be the most underutilised.
- Community facilities operating as school halls, such as Woodend Community Centre and Fernside Memorial Hall had higher rates of utilisation overall

4.1.3 Style and age of facility

Many WDC facilities are stand-alone and typically older, single-room/hall facilities that accommodate one user at a time. This is in comparison to multiuse modern spaces that can be configured for various types of users. Facilities that were built and fit for purpose 50-60 years ago (halls and pavilions) may no longer be fit for purpose in today's environment. This may contribute to the underutilisation of some WDC facilities.

4.1.4 Venues for hire

The WDC network of community facilities, are typically venues for hire and do not have staff based at the facility. This means that community facilities are not activated or programmed by Council. The programming offering is therefore dependent on the community groups hiring a facility and the programme being open to the general community.

4.1.5 Participation

User groups of WDC facilities noted that participation in their specific group or activity tended to be staying the same or increasing in membership or participation numbers.

4.1.6 Identified needs

WDC user groups highlighted the need for flexible, modern spaces, able to be configured for various types of user groups and sizes. Gaps identified in the current network included:

- Meeting rooms that cater for 20-50 people, noting there are a number of smaller size meeting rooms and larger community halls.

⁹ Surveys were undertaken in June 2023

¹⁰ This survey included the WDC annual satisfaction survey questions for 2022.

¹¹ Based on available minutes within the network versus minutes booked for 2022.

- Small confidential meeting spaces that accommodated small numbers of people or one on one meetings.

A small number of groups noted that special-purpose spaces or equipment to meet specific community needs were not catered for within the district. The following spaces were specifically identified:

- Spaces with mirrors for dance schools
- Youth-specific spaces
- Spaces for people with neuro-diverse needs
- An environmental education centre

4.1.7 Asset Renewals

In 2023, WDC had an allocated \$400,000 per annum operational budget for community facilities¹² asset renewal activity. The building asset register totalled \$1.7 million¹³ with several facilities identified with asset renewal costs of approximately \$250 - \$300,000 per facility.

There is no current Asset Management Plan and a limited condition assessment for WDC Community Facility infrastructure. Prioritisation of facility upgrades is currently allocated as below;

- 50% allocated for maintenance and facility issues that require attention throughout the year.
- 50% is programmed to support the replacement costs of items listed on the building asset register¹⁴.

4.1.8 Council planned new community facilities

in the WDC Long-term Plan 2021-2031, there is planning for three new community facilities including:

- a. Pegasus Community Centre. A fit-for-purpose community centre that proposes the inclusion of a youth space. A preliminary capital cost estimate for a 385m² facility has been allocated \$2.122 million.
- b. Upgrade to the Trevor Inch Memorial Library in 2028.
- c. A community facility in the Ravenswood | Woodend community, with growth forecasts indicating this facility will be required by 2035-40. A preliminary capital cost for a facility approximately 750m² in size of \$6 million has been allocated.

4.2 What we know about third-party owned and managed facilities.

90% of the community facilities owned by third-party groups responding to the survey, indicated that their facility was available for wider community use. This implies that the provision of community facilities by third parties is a significant contributor to the overall community facility network in the Waimakariri District.

Although more difficult to quantify, third-party survey responses suggested that there is capacity within this network for greater community use.

4.2.1 Funding

Nearly all survey respondents indicated an ability to manage the day-to-day operation of their facilities however significant building upgrades, renovations and larger maintenance were a financial challenge for most third-party providers.

4.2.2 Leased land

Nearly 60% of third-party community facilities are located on leased land with the majority on WDC land. The rest (41%) own the land on which their facility is located.

¹² 2023-24 financial year budget

¹³ compiled in late 2021.

¹⁴ A Building Asset Register was completed on nearly all WDC owned community facilities in December 2021

The location of third party-owned and managed buildings on Council-owned land suggests a greater interest from Council in ensuring an integrated and sustainable network. The financial management and success of community facilities holding a license to occupy or lease with Council is both important for the network and to ensure Council does not inherit failed buildings.

4.2.3 Future provision

80% of third-party community facility providers suggested that their facility will meet the needs of the community in the next 10-20 years. However, that leaves 20% who indicated that the growing population, along with an ageing building, meant community needs would not be met.

59% of third party-owned community facilities are over 26 years old, 25% of these are older than 51 years. This suggests that, subject to funding availability and the maintenance and renovations regime undertaken, a portion of buildings within the Waimakariri district will arguably be at the end of their useful life in the next 20 years.

4.2.4 Identified needs

Third-party providers indicated the following future needs for community facilities.

- Modern facilities including changing facilities
- Dedicated parking for facilities
- Meeting facilities for small to medium size groups
- Youth spaces
- Facilities that operate as a community space and provide for both formal and informal social interaction (community bumping space).

4.2.5 Third-Party Planned / Proposed Community Facilities

Third-party providers identified several community facilities in various stages of the planning or funding process. It is intended that these facilities will be available for community use.

- a. Sefton Community Hall to be built on the Sefton Domain. An indicative cost for a new facility is \$1.377m
- b. Rangiora High School has proposed a new Performing Arts Centre plus the possibility of a new sports centre.
- c. Thrive Church Rangiora expansion to the auditorium.
- d. Oxford Baptist Church enlarging the auditorium and upgrading the hall, with an emphasis on community groups and a particular focus on children and young people.
- e. Woodend Rugby Football Club is upgrading sewer infrastructure which will enable the changing facilities capacity to be increased.
- f. Mandeville Sports Club is planning to make improvements to the clubhouse, including developing new, stand-alone changing room facilities to encourage women in sport, providing more community meeting room space, improving the kitchen area to allow for the growth of food service for the local community and ensuring the upgrade enables the building to be used for emergency management.
- g. Southbrook Community Sports Club feasibility study recommends a new clubroom, including community space and gender-neutral changing rooms at a cost of \$3.88m

5 Key challenges and opportunities for community facilities

5.1 Challenges

5.1.1 Rapidly growing population

The Waimakariri district population is growing rapidly. Growth is occurring in the east of the district, particularly in the urban areas of Rangiora, Kaiapoi and Ravenswood /Woodend, which is anticipated to place an increasing demand on community facilities.

5.1.2 Ageing population

The 65+ age group is expected to see the biggest population growth. As the ageing population increasingly lives healthy active lifestyles well into older age, this will impact not only on demand for community facilities but also specific activity types.

5.1.3 New communities emerging

With significant population growth comes the development of new communities, such as Ravenswood. These communities and growth in existing urban areas will see the need for development and equitable access to community facilities that meet community expectations.

Many current community facilities in the Waimakariri district are not fit for purpose today nor geographically well located in relation to the population changes occurring across the district.

5.1.4 Network of ageing single purpose facilities

Many facilities, particularly community halls, were built 50+ years ago. The community hall of yesteryear is no longer fit for purpose for today's requirements, limiting both the activity that can occur nor meeting the multipurpose, modern (WIFI or technology) and accessible community facility standards of today.

5.1.5 WDC network operated only as bookable spaces

Community facilities across the Waimakariri District currently operate as standalone bookable venues and are not actively programmed.

Therefore, community access to programmes and activities is fully reliant on community programming and activity offered by groups and organisations hiring a facility, which may not meet all community needs.

5.1.6 Future facility development

Many committees that manage and run community facilities indicated an ability to operate the facility on a day-to-day basis.

However, access to grant funding for major facility upgrades and maintenance is increasingly difficult to obtain. This impacts the ability to undertake maintenance on an aging network of community facilities and an increasing reliance on WDC to support community facilities and the organisations managing these facilities.

5.1.7 Arts and culture and social service facilities

The district has very few arts and culture and social service-specific facilities. This could not only impacts and limits specific activity and/or arts, culture and social service activity but these activities could find themselves operating from buildings that are not fit for purpose.

5.1.8 Volunteer management of facilities

Many community facilities are managed and maintained by volunteers, who's primary role is the provision of their groups activity. Management of a community facility is secondary. This may impact on the strategic direction and investment into a building, while also running the risk of losing community volunteers with the burden of facility management.

5.1.9 Major facility upgrade funding

Providers suggest that it is increasingly difficult to source grant funding for significant building upgrades, renovations and maintenance, placing a financial challenge on most third-party providers of community facilities.

5.1.10 Reliance on WDC to prop up failing facilities

There is an increasing reliance on Council to support third-party governance bodies and

buildings when they are unable to seek funding or upgrade community facilities.

5.1.11 Deferred maintenance

Investment into facilities is not keeping pace with the demand for modern, fit for purpose community facilities. There are a number of facilities that have deferred maintenance.

5.2 Opportunities

5.2.1 Network approach

The Community Facility Network plan enables a planning and prioritisation approach of land procurement, facility planning and renovations to ensure that there is a district-wide network approach that prioritises and responds to growth and need.

5.2.2 Capacity

There is significant capacity to increase utilisation within the existing community facility network.

Current facility usage could be optimised further if planning and investment into upgrading existing facilities into modern and fit for purpose facilities was undertaken.

5.2.3 Co-location and integration

Community facilities in the long-term plan provide an opportunity for new and upgraded facilities to be co-located and integrated with other community facilities such as libraries, parks and sports centres. This has benefits for resourcing, staffing and budgets, as well as providing benefits to residents through providing co-located and multiuse spaces.

5.2.4 Future proof

To ensure that future facilities and upgraded facilities are multipurpose with flexible design so they can be adapted, redeveloped or extended in response to changing trends and community requirements over time.

5.2.5 Partnerships

Opportunity for Council to facilitate, fund and partner with third-party providers to ensure that the network is responding to community demand through a variety of provision models, prior to proposing the development of new Council owned facilities.

5.2.6 Governance models

The number of community facility providers within the Waimakariri District provides an opportunity to consider a variety of partnership options. Both in the development of new facilities and community access to third-party-owned facilities.

6 Approach for Community Facilities in the future

6.1 Why WDC provides Community Facilities

Community facilities are an integral part of infrastructure provision within the Waimakariri district, contributing to community well-being. They provide a place where communities can come together, enabling and supporting active, creative and thriving communities.

The network of community facilities within the Waimakariri district enables and supports a multitude of community activity from sport and active recreation, arts and cultural performance social services from budgeting to youth mentoring, commemorative events, friendship groups, environmental groups and garden clubs and everything in between.

As the district grows a planned approach to the provision of community facilities becomes increasingly important, to ensure that growing community needs and expectations are met. This planned approach will include;

- The optimisation of existing facilities, including activation, renovation and refurbishment
- Planning for new community facilities in high-growth areas
- Partnerships and/or funding provision with third-party providers that contribute to the community facility network, and
- When no longer required, a community facility divestment process.

6.2 What is the vision for community facilities?

The Community Facility Network Plan vision for Community Facilities within the Waimakariri district over the next 20 years is:

A network of vibrant, welcoming and accessible community facilities that enable and support active, creative and thriving communities.

6.3 Community Facility Hierarchy

In order to inform the approach for planning community facilities it is useful to understand and consider the role and levels of provision in the wider network. The following community facility hierarchy outlines three levels of community facility and provides a description of the level of service expected within each. This hierarchy and level of service should be utilised when considering the upgrade of, or new facilities within the Waimakariri district.

Community Facility Hierarchy	Description of facility	Service Level
Local facility	Facility for hire, serving local communities where people travel to their nearest facility for a mixed range of activity including meeting space, functions, active and passive recreation and community opportunities.	<ul style="list-style-type: none"> • General use community facility for hire • Flexible space adaptable for different activities • Facility does not have staff located on-site • Levels of service – 1 facility for every 5,000 people • Drive time of 15 minutes to nearest facility
Sub-district facility	Destination facilities where people travel from a wider geographic area (across ward boundaries). Facilities likely to have a unique or multipurpose function. i.e., a community centre providing social services, youth-specific facility, arts or performance facility.	<ul style="list-style-type: none"> • Multipurpose space • Staff may be based at, and activate programmes and services at the facility • Levels of service – 1 facility for every 20,000 people and/or • Drive time of 30 minutes to nearest sub-district facility
District wide facility	Specialised facilities that serve the whole of the Waimakariri district. Facilities are likely to have a unique or specialised function i.e. Rangiora Town Hall Theatre, Mainpower Stadium. These may be used primarily for large scale social, sporting, recreation or performance events and activities.	<ul style="list-style-type: none"> • Specialised spaces • Staff based at the facility • Levels of service – serves all Waimakariri district population • Drive time – N/A

6.3.1 Community Facility Category

The following categories of community facility have been identified to support and ensure a balanced and wide range of community facilities are available to facilitate and support access to a range of activities across the Waimakariri district.

Facility category	Description	Example
Venues for hire:	General community facilities available for hire	Oxford Jaycee Rooms Pegasus Community Centre
Community recreation and sport facilities	Community facilities with a specific focus on active recreation and sport and include spaces for the community to hire or access to an activity.	Loburn Pavilion Woodend Community Centre Mainpower Stadium
Community services and youth facilities	Community facilities with the primary purpose of providing youth or social service activity and include spaces for the community to hire or access services.	Rangiora Scout Den Youth Development and Opportunities Trust Kaiapoi Community Hub

Facility category	Description	Example
Arts and Culture facilities	Facilities with the primary purpose of providing arts and cultural activity and include spaces for the community to hire or to access arts and cultural activity.	Northbrook Studios Rangiora Town Hall
Schools and Churches:	Churches and schools fulfil a similar role to Council's network of community facilities providing spaces for the community to hire	School halls Church auditorium and meeting rooms

6.4 District-Wide Provision and Distribution of Community Facilities

Using the above hierarchy the following four maps show the distribution of current community facilities, across the Waimakariri district. Note these maps exclude school and church facilities.

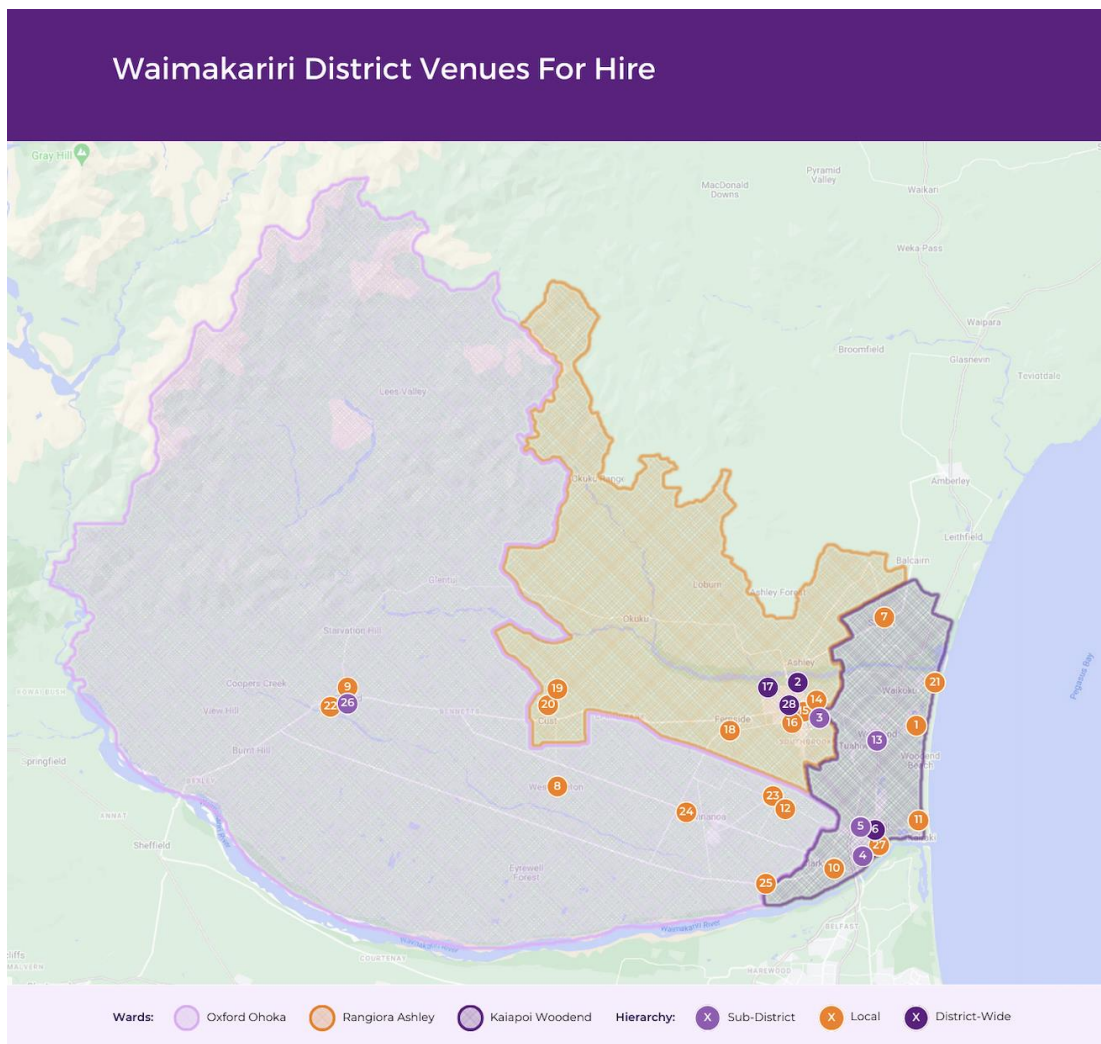
Although not a condition report nor an assessment of whether these buildings are fit for purpose, the mapping of facilities by hierarchy and category suggests that there is a good geographic spread and community access to venues for hire and community sport and recreation facilities across the district.

However, what the maps confirm is that the district has very few arts and culture and social service specific facilities.

The following link is an online map of [WDC Community Facilities](#) maps each community facility, including a description of the address, hierarchy and category, and the ownership of each facility.

A full list of current facilities is in Appendix 8.1.

Map 5: Waimakariri District Venues for Hire

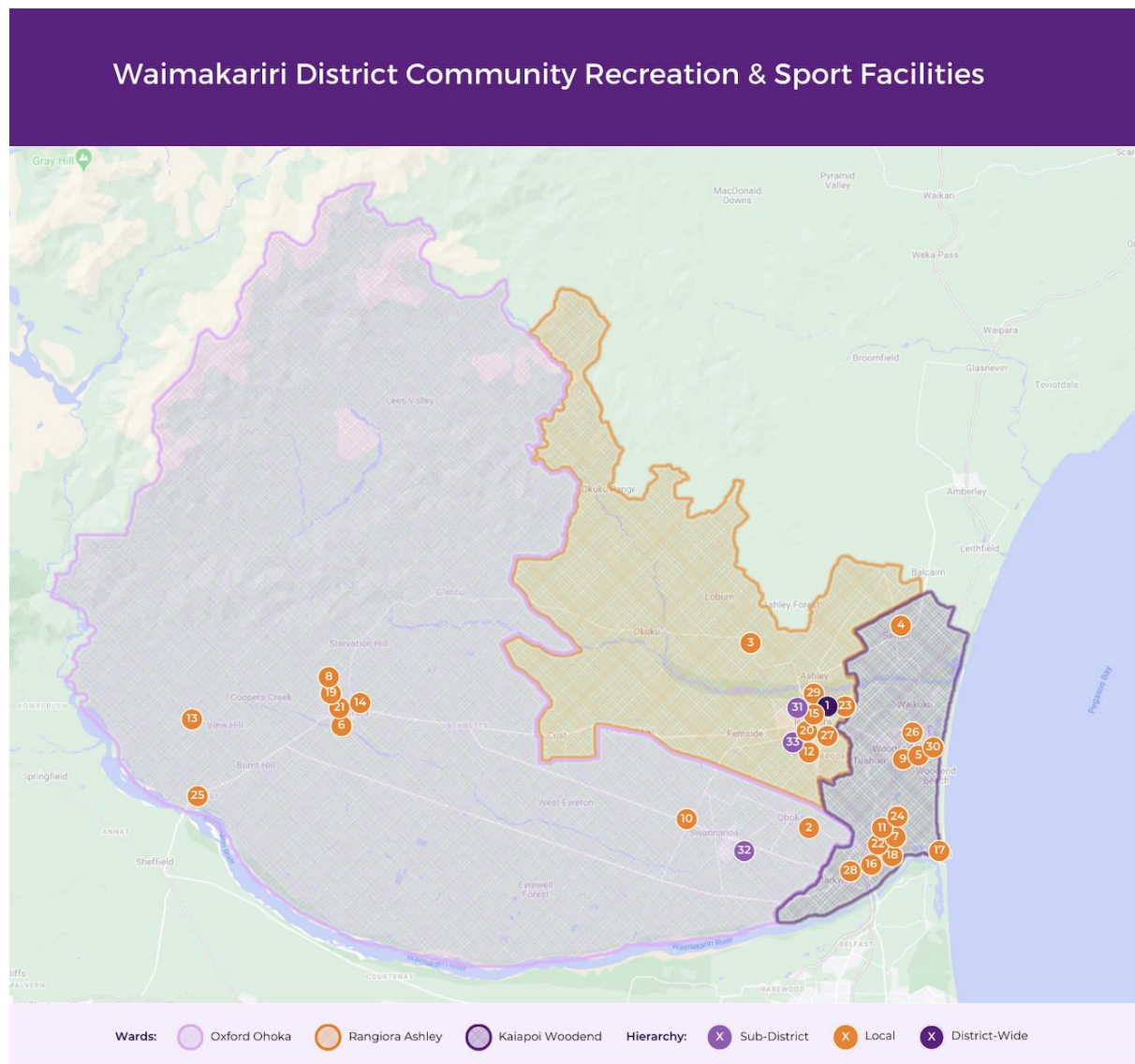


Key

- | | |
|--|--|
| 1. Pegasus Community Centre ² | 15. Trevor Inch Memorial Library Meeting Room ¹ |
| 2. Rangiora Showgrounds Function Centre | 16. Dudley Park Pavilion ¹ |
| 3. Rangiora RSA | 17. Rangiora Racecourse ⁵ |
| 4. Blue Skies Centre - Kaiapoi ⁵ | 18. Fernside Memorial Hall ¹ |
| 5. Kaiapoi Club ⁵ | 19. Cust Community Centre |
| 6. ENC Business Centre | 20. Cust Domain Pavilion ¹ |
| 7. Sefton Hall ⁴ | 21. Waikuku Beach Hall ¹ |
| 8. West Eyreton Hall ¹ | 22. Oxford Jaycee Hall ¹ |
| 9. Oxford Workingmens Club | 23. Ohoka Domain Pavilion ¹ |
| 10. Clarkville Hall ⁵ | 24. Swannanoa Hall ⁵ |
| 11. Pines Kairaki Community Centre / Hall ⁴ | 25. Eyreton Hall ⁵ |
| 12. Ohoka Hall | 26. Oxford Town Hall ¹ |
| 13. Woodend Community Centre ¹ | 27. Ruataniwha Kaiapoi Civic Centre ¹ |
| 14. The Artisan Oval Boardroom | 28. Rangiora Town Hall ¹ |

¹ Owned and managed by WDC, ² Building leased and managed by WDC, ³ Land and building owned by WDC – community managed and leased, ⁴ Land owned by WDC building owned by third party, ⁵ Land and building owned by third party, ⁶ Marae

Map 6: Waimakariri District Community Recreation and Sport Facilities

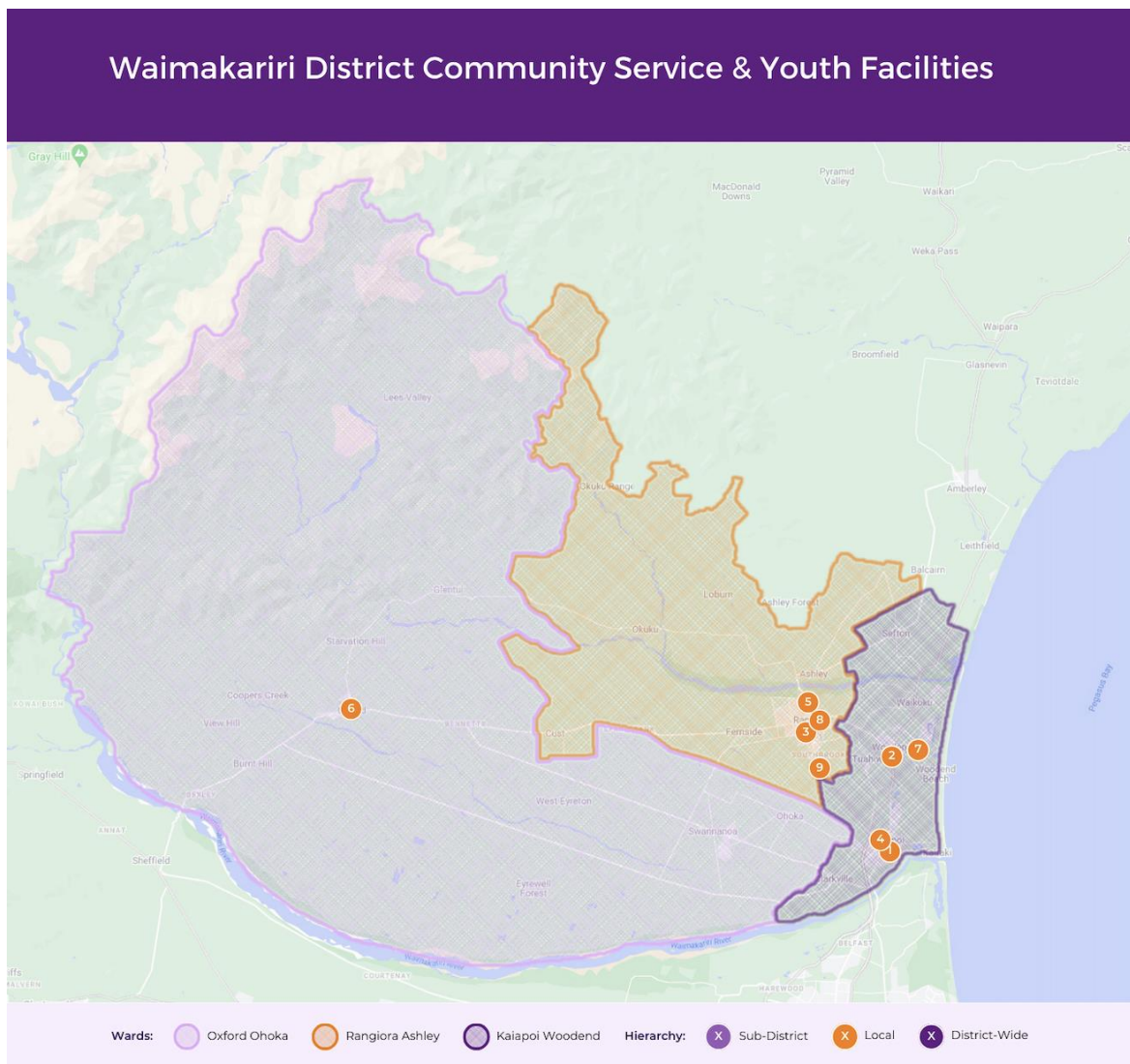


Key

- | | |
|---|--|
| 1. Mainpower Stadium ⁴ | 18. Cure Boating Club ⁴ |
| 2. Ohoka Sports and Events Centre ⁵ | 19. Oxford Table Tennis Club |
| 3. Loburn Domain Pavilion ¹ | 20. Rangiora Squash Rackets Club |
| 4. Sefton Domain Pavilion ¹ | 21. Oxford Squash Rackets Club |
| 5. Woodend Tennis and Netball Clubrooms ⁴ | 22. Kaiapoi Squash Club |
| 6. Pearson Park Pavilion ¹ | 23. Rangiora Golf Club ⁵ |
| 7. Kaiapoi Rugby Football Club ⁴ | 24. Kaiapoi Golf Club ⁵ |
| 8. Oxford Rugby Club ⁴ | 25. Waimakariri Gorge Golf Club |
| 9. Woodend Rugby Football Clubrooms ⁴ | 26. Pegasus Golf and Sports Club |
| 10. Swannanoa Cricket Club | 27. Rangiora Aikido Dojo |
| 11. Kaiapoi Cricket / Hinemoa Clubrooms | 28. Waimakariri United Football Club |
| 12. Southbrook Community Sports Club and Function Centre ⁴ | 29. Waimakariri United Football Club |
| 13. View Hill Pavilion ¹ | 30. Woodend Rugby Clubrooms ⁴ |
| 14. Oxford Bowling Club | 31. Mainpower Oval Meeting Room ⁴ |
| 15. Rangiora Bowling Club | 32. Mandeville Sports Club ⁴ |
| 16. Kaiapoi Riverside Bowling Club ⁵ | 33. North Canterbury Netball Pavilion ⁴ |
| 17. Waimakariri Sailing Club ⁴ | |

¹ Owned and managed by WDC, ² Building leased and managed by WDC, ³ Land and building owned by WDC – community managed and leased, ⁴ Land owned by WDC building owned by third party, ⁵ Land and building owned by third party, ⁶ Marae

Map 7: Waimakariri District Community Services and Youth Facilities

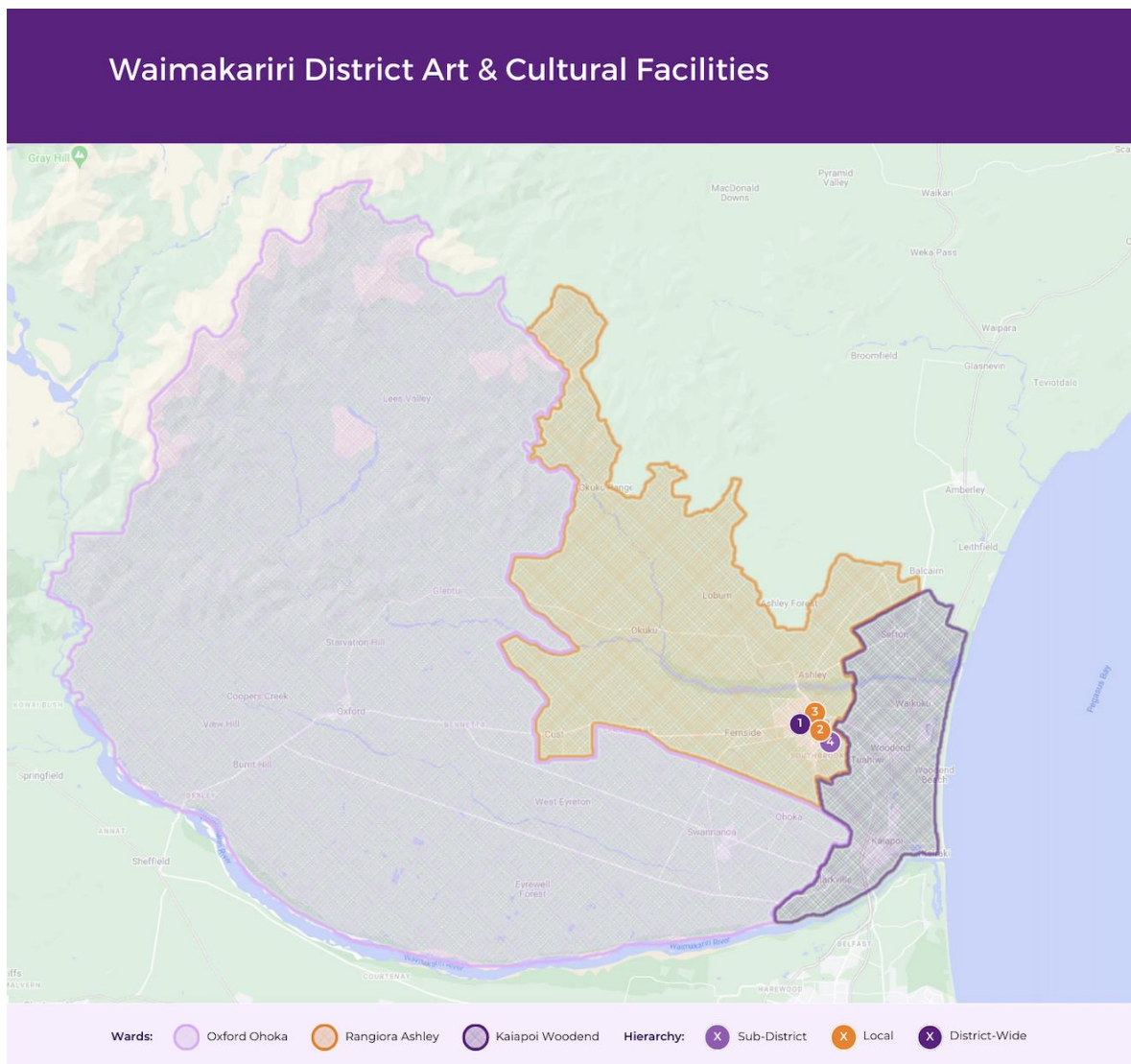


Key

- | | |
|--|--|
| 1. The Mill Room Kaiapoi Community Centre ³ | 6. Oxford Community Menz Shed |
| 2. Woodend Lions Youth Centre ⁵ | 7. Pegasus Woodend Menzshed |
| 3. Rangiora Scout Den ⁵ | 8. McAlpine's Room Rangiora War Memorial Hall ¹ |
| 4. Kaiapoi Scout Den ⁵ | 9. Youth Development & Opportunities Trust ⁵ |
| 5. Rangiora Menz Shed | |

¹ Owned and managed by WDC, ² Building leased and managed by WDC, ³ Land and building owned by WDC – community managed and leased, ⁴ Land owned by WDC building owned by third party, ⁵ Land and building owned by third party, ⁶ Marae

Map 8: Waimakariri District Art and Cultural Facilities



Key

1. Rangiora Town Hall ¹
2. Rangiora Brass Band Hall
3. McAlpines Pipe Band Hall
4. North Canterbury Musical Society | The Rangiora Players

¹ Owned and managed by WDC, ² Building leased and managed by WDC, ³ Land and building owned by WDC – community managed and leased, ⁴ Land owned by WDC building owned by third party, ⁵ Land and building owned by third party, ⁶ Marae

6.5 Role of Waimakariri District Council

The Council undertakes a number of different roles to ensure that a network of strategically placed, fit-for-purpose and integrated community facilities are available across the Waimakariri district. These roles reflect a continuum of ownership and hierarchy, expected levels of service and partnerships with others in ensuring that a network of quality community facilities is delivered.

Role	Explanation
Provider	<ul style="list-style-type: none"> • Own, manage and operate community facilities • Own and maintain land and buildings that are leased to other organisations to operate community facilities. • Provide leases and licences to enable community organisations to deliver community facilities.
Funder	<ul style="list-style-type: none"> • Provide operational grants to support community facilities in response to a community need • Provide capital grants to build or upgrade facilities that are responding to a community need
Partner	<ul style="list-style-type: none"> • Form partnerships with other organisations to ensure that community facilities are available in response to community need and network provision
Facilitator	<ul style="list-style-type: none"> • Coordinate groups and organisations to ensure increased utilisation of existing community facilities • Promote the interests of community facilities to funders and investors in community facilities
Regulator	<ul style="list-style-type: none"> • Ensure community facilities meet regulatory and legal obligations

6.6 Investment into Community Facilities

6.6.1 Applying the network principles to investment considerations

The Council aims to achieve a network of facilities to best suit community needs, reflect the shifting nature of the district's communities and locate facilities within close proximity to growing population hubs by applying a consistent approach to planning, prioritisation and provision.

When community facility investment is being considered, decisions should be aligned with both the hierarchy approach and the network principles below.

This approach should be used for any community facility decision, including;

Council's provision of community facilities;

- New facility investment
- Procurement of land for future community facility
- Prioritisation of expenditure on the existing community facility network

Third-party community facilities

- Funding contributions to third-party providers where the building is on Council land
- Funding contributions to third-party community facilities where the facilities contribute significantly to the community facility network
- Operating grants to third-party providers of widely used community facilities
- Loans to support development of community facilities

Network Principles	Investment Approach
1. Take a network approach	Provision of new or redeveloped facilities should consider the wider geographic network, levels of service and population growth across the network, and how each facility complements and supports the rest of the community facilities in the district.
2. Evidence of need	Community facility decisions should be based on robust evidence of community need and improved community outcomes including the existing capacity of relevant Council and non-Council facilities, (the depth and breadth of investigation determined by facility hierarchy).
3. Sustainability	With finite resources, decisions need to be made that are based on ensuring social and economic sustainability and value for money for asset owners and funders. The best outcomes are achieved when whole-of-life costs are considered at the outset and how it is intended that these costs are met.
4. Optimisation of existing facilities	Existing community facilities should be well maintained, flexible, fit for purpose and modern, to ensure they are utilised to their full capacity prior to investment in new facilities.
5. Co-location and integration	The co-location and integration of community facilities with other sport and recreation, community, library, education, or retail infrastructure provides greater efficiencies. Multi-use spaces accommodate a variety of activities that increase the opportunity for resource sharing, coordination, and social interaction.
6. Partnering and collaboration	Developing partnerships with organisations and agencies such as Iwi, education, health, and third-party providers of community facilities increases the likelihood that a facility will be used to its full potential, maximising the return on investment
7. Accessible and inclusive	Community facilities should be geographically well-located, and affordable and support improved access and equity outcomes for all, including young people and older adults, people with disabilities, gender diverse and ethnic groups.
8. Future proofing	The best long-term outcomes are achieved by designing quality community facilities that can be adapted, developed, and extended to respond to future demands, including changing trends and environmental considerations.
9. Fit for purpose	The best outcomes are achieved when all potential users of the facility are identified, to understand the range of needs that they will have.
10. Cultural narrative	Undertake engagement with Te Ngāi Tūāhuriri Rūnanga and the local community when planning new or upgraded community facilities to ensure the building reflects Māori tikanga, connection to place and community character.

6.7 Divestment of Community Facilities

Community facilities should meet community needs and expectations, be safe, fit for purpose and well maintained. However, as the population demographics, trends and society expectations change, a facility may no longer be required, and divestment of a facility may need to be considered. This could be for many reasons being:

- A building comes to the end of its useful life.
- The facility is no longer functional and there is a significant cost to improving it
- The operational costs of the facility outweigh community benefit
- The facility is no longer utilised by the community and/or required in the network
- There are too many facilities to deliver a sustainable network and therefore consolidation of facilities should be considered
- The site on which a facility is located and/or the facility is subject to significant resilience risks which cannot be sustainably mitigated such as earthquake-prone buildings that do not meet code.

Closing a community facility can be difficult for communities and therefore a thorough process is appropriate to ensure the best decision is made for the facility network and the community.

6.7.1 Divestment considerations

When considering divestment or rationalisation of existing Council facilities, the Council will apply the following process:

1. Review the community facility, including;
 - Utilisation of the facility
 - Function of the facility, (single-purpose or multipurpose facility) and the role the facility plays in the network, (local, sub-district or district facility)
 - The financial performance of the facility – revenue vs cost
 - Geographic location of the facility within the network and the impact disposal will have on the network and the surrounding community facilities
2. The condition of the community facility and investment required in the facility, including the overall financial cost of retaining the building.
3. Legal status of the land and building, how it was acquired and options for the future such as taking into consideration the Reserve Management Act.
4. Engagement should be undertaken with the community, appropriate to the facility hierarchy, on the future of the community facility asset.

6.8 Review

The Community Facilities Network Plan will guide the provision of community facilities for the next 20 years. The network plan will be reviewed every 5 years, or as required, to align with district growth and Council strategic priorities.

7 Future Provision: Community Facilities Network Action Plan

The recommendations in this section are those identified as the key priorities for the Community Facilities Network Plan in Waimakariri district. The recommendations relate specifically to the Council-owned community facilities across the district or Council's role in the support of third-party facilities and a wider integrated community facility network.

The recommendations have been grouped into strategic and network recommendations and then specific facility recommendations by ward area.

The timeframes used are defined as:

- Short 1 – 3 years
- Medium 4 – 6 years
- Long 7+ years

7.1 Strategic Recommendations

RECOMMENDATION	RATIONALE	COUNCIL ROLE	TIMEFRAME
1. Consistently apply the principles, hierarchy and approach of the Community Facility Network Plan to renewals, new facilities, and partnerships with community providers, to ensure an integrated community facility network and outcomes.	For efficiency and impact, there is a need to move toward the delivery of a sustainable and integrated community facility network approach	Provider Facilitator	Ongoing
2. Engage with Te Ngāi Tūāhuriri Rūnanga to explore how hapu perspectives can be incorporated into the Waimakariri District Community Facilities Network Plan approach.	Understand Te Ngāi Tūāhuriri Rūnanga approach	Facilitator Partner	Short
3. Work with Te Ngāi Tūāhuriri Rūnanga to ensure Māori culture, naming and signage is incorporated into WDC community facilities to increase connection and a sense of place.	Ensure hapu are reflected in community places and spaces in the Waimakariri district.	Facilitator Partner	Ongoing

RECOMMENDATION	RATIONALE	COUNCIL ROLE	TIMEFRAME
4. Review the WDC Community Facilities Policy, ensuring alignment with the integrated approach of the Community Facilities Network Plan.	An update to the 2019 Community Facilities Policy is required to ensure both alignment with the network plan and equity and consistency are applied to funding decisions.	Facilitator Provider Funder	Short
5. Review and update the fees and charges policy for community facilities, establishing consistent and equitable charging for the use of council-owned and leased community facilities in the Waimakariri district.	Apply the Community Facilities Network approach to the Fees and Charges Policy.	Provider	Short
6. Use this Community Facilities Network Plan to support the acquisition of land in identified new growth areas, in line with the direction provided in Section 7. Note the timing of land acquisition will be influenced by district growth, development and potential partnership opportunities.	Planning for community facilities is required to ensure appropriate land in growth areas.	Provider	Ongoing
7. Follow a consistent process for investigating the potential optimisation or divestment of community facilities that are no longer meeting community needs, involving the local community boards and the wider community.	To ensure a sustainable fit for fit-for-purpose network of community facilities.	Facilitator Provider	Ongoing
8. Explore the need for additional arts and cultural facility space to accommodate future growth of arts and culture activity, noting Kaiapoi Community Hub has been designated as a space to host art and culture based activity	There is very few arts and culture specific facilities in the district.	Facilitator	Medium

7.2 Operational Recommendations

RECOMMENDATION	RATIONALE	COUNCIL ROLE	TIMEFRAME
9. Undertake a condition assessment on all Waimakariri District Council-owned community facilities to enable prioritisation of major upgrades and optimisation of the network	Council has asset renewal information on the current condition of its community facilities however no current condition assessment of the	Provider	Short

RECOMMENDATION	RATIONALE	COUNCIL ROLE	TIMEFRAME
	overall community facility infrastructure.		
10. Develop a Community Facility Asset Management Plan, that prioritises community facility upgrades and optimisation of the network in line with the principles and hierarchy of the Community Facilities Network Plan	Council has limited information to plan and prioritise upgrades to the community facilities network in line with growth.	Provider	Short
11. Investigate appropriate promotional support, across the wider community facility network, to increase awareness of facilities for hire and improve utilisation of existing community facilities.	Utilisation rates of facilities across the network are considered low. Providing support to all facilities may assist in increasing utilisation rates.	Facilitator	Short
12. Develop a greater understanding of the requirements to activate sub-district facilities, that would support programming and facilitate social support and interaction opportunities and meet community need.	Currently, most WDC community facilities operate as facilities for hire.	Facilitator	Ongoing
11. Consider the provision of governance and management training and support for community organisations that manage community facilities, to support and grow capability around facility management.	Facilities located on Council lease land and deferred maintenance and facility upgrades hold a risk for Council of inheriting community buildings when groups can no longer manage them.	Facilitator	Ongoing

7.3 Rangiora-Ashley Ward Recommendations

RECOMMENDATION	RATIONALE	COUNCIL ROLE	TIMEFRAME
12. Work with Te Ngāi Tūāhuriri Rūnanga to determine the future community facility needs in the Tuahiwi community in relation to projected growth scenarios	Tuahiwi community is projected to increase in size through sub-division development.	Facilitator Provider	Long

RECOMMENDATION	RATIONALE	COUNCIL ROLE	TIMEFRAME
13. Investigate and explore options for the provision of community spaces as part of the redevelopment of the Trevor Inch Memorial Library, with consideration to a sub-district community centre.	Long-term Plan budget item for 2028. Co-location and integration of community facilities for improved outcomes of activation and shared resourcing.	Provider	Short
14. Investigate options to redevelop and incorporate Dudley Park Pavilion with Dudley Park Aquatic Centre, as a local-level community facility provision.	Co-location and integration of community facilities for improved outcomes of activation and shared resourcing.	Provider	Medium
15. Investigate the feasibility of upgrading Loburn Domain Pavilion, to improve local-level community facility provision in Loburn and the surrounding area.	By 2043 Loburn SA2 area is expected to increase to approximately 3,000-3,999 people. A projected increase of 1,000 people over 20 years in the rural area.	Provider Funder	Long
16. Explore a partnership with the Southbrook Community Sports Club to part-fund a new Community Hub at Southbrook Park, incorporating clubrooms, gender-neutral changing facilities and community spaces.	A feasibility study recommends the building of a \$4.5m community hub at Southbrook Park.	Funder	Medium
17. Relitigate the need for a district wide Community Centre to accommodate social service groups in a shared facility	There is very few social service specific facilities in the district. Feasibility study undertaken in 2018 for a Community House based in Rangiora at a cost of \$3- 4 m.	Facilitator	Medium
18. Explore a partnership with Rangiora High School on a proposed Performing Arts Centre	Accommodate district-wide performances from groups with large cast and audience requirements.	Partner	Medium

7.4 Kaiapoi-Woodend Ward Recommendations

RECOMMENDATION	RATIONALE	COUNCIL ROLE	TIMEFRAME
19. Develop a local-level community centre in Pegasus Township, that incorporates space for youth activities. Provision in the Long-term Plan of \$2.122 million for a 385m ² facility to be built in 2025- 2027	Feasibility study undertaken to support this development in a growing community that will have approximately 4,000 - 4,999 people in 2043.	Provider	Short
20. Procure land for the development of a community facility in the Ravenswood Woodend community. A feasibility study undertaken supports a multiuse community space by 2035-40 with a preliminary capital cost of \$ 6 million for a 750m ² facility	Feasibility study undertaken to support this development in a fast-growing community that will have over 5,000+ people by 2043.	Provider	Long
21. Allocate space and undertake a feasibility study for a local multiuse community facility located at the Kaiapoi Community Hub.	Sovereign Palms SA2 area is anticipated to have over 5,000+ people by 2043 indicating the need for additional community facilities in Kaiapoi.	Provider Funder	Long
22. Provide support for the Sefton Community Hall development located on the Sefton Domain.	A feasibility study undertaken supports a local community hall built on Sefton Domain at a cost of \$1,377 m.	Facilitator Funder	Medium

7.5 Oxford-Ohoka Ward Recommendations

RECOMMENDATION	RATIONALE	COUNCIL ROLE	TIMEFRAME
23. Investigate and explore options for the provision of a modern fit-for-purpose local community facility in the Mandeville Ohoka area to serve the growing population.	Fast-growing community that will have over 5,000+ people by 2043. Current facilities require modernisation.	Provider	Long
24. Leverage the existing partnership with the Mandeville Sports Club to invest and support the upgrade of the Mandeville clubrooms to incorporate gender-neutral changing facilities and a community meeting space.	Fast-growing community that will have over 5,000+ people by 2043. Current Sports Hub facility has a planned upgrade.	Funder	Medium
25. Engage in community consultation about the potential options for the future of View Hill Domain Pavilion, including divestment.	The facility is currently underutilised.	Provider	Medium
26. Engage in community consultation about the potential options for the future of the Cust Pavilion, including divestment.	The facility is currently underutilised.	Provider	Medium

8 Appendices

8.1 Appendix 1: Schedule of Community Facilities

NAME OF FACILITY	ADDRESS	CATEGORY	HIERARCHY	WARD	OWNERSHIP
CURRENT COMMUNITY FACILITIES					
Pegasus Community Centre	8 Tahuna St, Pegasus, 7612	Venue for Hire	Local	Kaiapoi Woodend	Building leased and managed by WDC
Rangiora Showgrounds Function Centre	156 Ashley Street, Rangiora	Venue for Hire	District Wide	Rangiora Ashley	
Rangiora RSA	82 Victoria Street, Rangiora	Venue for Hire	Sub-District	Rangiora Ashley	
Ohoka Sports and Events Centre	261 Jacksons Road, Rangiora	Community Recreation and Sport	Local	Rangiora Ashley	Land and building owned by third party
Blue Skies Centre - Kaiapoi	12 Williams Street Kaiapoi	Venue for Hire	Sub-District	Kaiapoi Woodend	Land and building owned by third party
Mainpower Stadium	289 Coldstream Road, Rangiora	Community Recreation and Sport	District Wide	Rangiora Ashley	Land owned by WDC building owned by third party
Mainpower Oval Meeting Room	291/319 Coldstream Road, Rangiora 7473	Community Recreation and Sport	Sub-District	Rangiora Ashley	Land owned by WDC building owned by third party
Kaiapoi Club	113 Raven Quay Kaiapoi	Venue for Hire	Sub-District	Kaiapoi Woodend	Land and building owned by third party
Mandeville Sports Club	431 Mandeville Road	Community Recreation and Sport	Sub-District	Oxford Ohoka	Land owned by WDC building owned by third party
ENC Business Centre	143 Williams Street, Kaiapoi	Venue for Hire	District Wide	Kaiapoi Woodend	
The Mill Room Kaiapoi Community Centre	24 Sewell Street	Community Services and Youth	Local	Kaiapoi Woodend	Land and building owned by WDC – community managed and leased
Loburn Domain Pavilion	154 Loburn - Whiterock Road	Community Recreation and Sport	Local	Rangiora Ashley	Owned and managed by WDC
Sefton Domain Pavilion	2 Vaughan Street, Sefton	Community Recreation and Sport	Local	Kaiapoi Woodend	Owned and managed by WDC
Sefton Hall	591 Upper Sefton Road, Sefton	Venue for Hire	Local	Kaiapoi Woodend	Land owned by WDC building owned by third party
West Eyreton Hall	2 Earlys Road, West Eyreton	Venue for Hire	Local	Kaiapoi Woodend	Owned and managed by WDC
Oxford Workingmen's Club	160 High Street, Oxford	Venue for Hire	Local	Oxford Ohoka	
Clarkville Hall	11 Heywards Rd Clarkville, Kaiapoi 7692	Venue for Hire	Local	Oxford Ohoka	Land and building owned by third party

NAME OF FACILITY	ADDRESS	CATEGORY	HIERARCHY	WARD	OWNERSHIP
Pines Kairaki Community Centre / Hall	Dunns Road, Pines Beach	Venue for Hire	Local	Kaiapoi Woodend	Land owned by WDC building owned by third party
Ohoka Hall	475 Mill Road, Ohoka	Venue for Hire	Local	Oxford Ohoka	
Woodend Lions Youth Centre	38 Rangiora Woodend Road	Community Services and Youth	Local	Kaiapoi Woodend	Land and building owned by third party
Rangiora Scout Den	30 Church Street, Rangiora	Community Services and Youth	Local	Rangiora Ashley	Land and building owned by third party
Kaiapoi Scout Den	20 Sewell Street, Kaiapoi	Community Services and Youth	Local	Kaiapoi Woodend	Land and building owned by third party
Woodend Tennis and Netball Club rooms	Gladstone Park, Gladstone Road, Woodend	Community Recreation and Sport	Local	Kaiapoi Woodend	Land owned by WDC building owned by third party
Pearson Park Pavilion	56 Main Street, Oxford	Community Recreation and Sport	Local	Oxford Ohoka	Owned and managed by WDC
Kaiapoi Rugby Football Club	12 Smith Street Kaiapoi	Community Recreation and Sport	Local	Kaiapoi Woodend	Land owned by WDC building owned by third party
Oxford Rugby Club	10 Showgate Drive Oxford 7430	Community Recreation and Sport	Local	Oxford Ohoka	Land owned by WDC building owned by third party
Woodend Rugby Football Clubrooms	Gladstone Park, Gladstone Road, Woodend	Community Recreation and Sport	Local	Kaiapoi Woodend	Land owned by WDC building owned by third party
Swannanoa Cricket Club	1426 - 1430 Tram Road, Swannanoa	Community Recreation and Sport	Local	Oxford Ohoka	
Kaiapoi Cricket /Hinemoa Clubrooms	Kaiapoi Park, 1 Smith Street, Kaiapoi	Community Recreation and Sport	Local	Kaiapoi Woodend	
Southbrook Community Sports Club and Function Centre	117 South Belt Rangiora 7400	Community Recreation and Sport	Local	Rangiora Ashley	Land owned by WDC building owned by third party
View Hill Pavilion		Community Recreation and Sport	Local	Oxford Ohoka	Owned and managed by WDC
Oxford Bowling Club	Oxford Workingmen's Club, 160 High Street, Oxford 7430	Community Recreation and Sport	Local	Oxford Ohoka	
Rangiora Bowling Club	29 Good Street, Rangiora	Community Recreation and Sport	Local	Rangiora Ashley	
Kaiapoi Riverside Bowling Club	Hinemoa Park, 13 Belcher Street, Kaiapoi	Community Recreation and Sport	Local	Kaiapoi Woodend	Land and building owned by third party
Woodend Community Centre	School Road, Woodend	Venue for Hire	Sub-District	Kaiapoi Woodend	Owned and managed by WDC
North Canterbury Netball Pavilion	Church Street, Rangiora	Community Recreation and Sport	Sub-District	Rangiora Ashley	Land owned by WDC building owned by third party

NAME OF FACILITY	ADDRESS	CATEGORY	HIERARCHY	WARD	OWNERSHIP
Waimakariri Sailing Club	63 Featherstone Av, Kairaki Beach, Kaiapoi	Community Recreation and Sport	Local	Kaiapoi Woodend	Land owned by WDC building owned by third party
Cure Boating Club	133 Raven Quay, Kaiapoi,	Community Recreation and Sport	Local	Kaiapoi Woodend	Land owned by WDC building owned by third party
Oxford Table Tennis Club	1 Showgate Drive, Oxford 7430	Community Recreation and Sport	Local	Oxford Ohoka	
Rangiora Squash Rackets Club	Dudley Park - 45 Church Street	Community Recreation and Sport	Local	Rangiora Ashley	
Oxford Squash Rackets Club	Dohrmans Road, Oxford 7430	Community Recreation and Sport	Local	Oxford Ohoka	
Kaiapoi Squash club	129B Williams Street, Kaiapoi	Community Recreation and Sport	Local	Kaiapoi Woodend	
Rangiora Golf Club	79 Golf Links Road	Community Recreation and Sport	Local	Rangiora Ashley	Land and building owned by third party
Kaiapoi Golf Club	373 Williams Street, Kaiapoi	Community Recreation and Sport	Local	Kaiapoi Woodend	Land and building owned by third party
Waimakariri Gorge Golf Club	1847 Thongcaster Road, Oxford 7400	Community Recreation and Sport	Local	Oxford Ohoka	
Pegasus Golf and Sports Club	8 Maplehem Drive, Pegasus 7648	Community Recreation and Sport	Local	Kaiapoi Woodend	
North Canterbury Musical Society The Rangiora Players	189 Northbrook Road, Rangiora, 7400	Art and Culture	Sub-District	Rangiora Ashley	
Rangiora Aikido Dojo	189 Northbrook Road, Rangiora	Community Recreation and Sport	Local	Rangiora Ashley	
Rangiora Brass Band Hall	189 Northbrook Road, Rangiora	Art and Culture	Local	Rangiora Ashley	
McAlpines Pipe Band Hall	8a Ashley Street, Rangiora 7400	Art and Culture	Local	Rangiora Ashley	
Waimakariri United Football Club	Maria Andrews Park. 300 Coldstream Road Rangiora 7473	Community Recreation and Sport	Local	Rangiora Ashley	
Waimakariri United Football Club	Kendall Park, Kaiapoi 7691	Community Recreation and Sport	Local	Kaiapoi Woodend	
Rangiora Menz Shed	156 Ashley Street, Rangiora	Community services and Youth	Local	Rangiora Ashley	
Oxford Community Menz Shed	Oval, Pearson Park, Oxford 7430	Community services and Youth	Local	Oxford Ohoka	
Pegasus Woodend Menzshed	202 Gladstone Road, Woodend	Community services and Youth	Local	Kaiapoi Woodend	
Riverside Community Church	45 Charles Street, Kaiapoi	Church	Local	Kaiapoi Woodend	
Rangiora Baptist Church	111 East Belt, Rangiora	Church	Local	Rangiora Ashley	
Methodist Church - Trinity Church Rangiora	176 King Street, Rangiora	Church	Local	Rangiora Ashley	

NAME OF FACILITY	ADDRESS	CATEGORY	HIERARCHY	WARD	OWNERSHIP
Kaiapoi Cooperating Parish	53 Fuller St, Kaiapoi	Church	Local	Kaiapoi Woodend	
Woodend Methodist Church	86 Main North Road, Woodend	Church	Local	Kaiapoi Woodend	
Kaiapoi Baptist Church	67 Fuller Street, Kaiapoi,	Church	Local	Kaiapoi Woodend	
John Knox (Presbyterian) Church	Cnr High Street and King Street	Church	Local	Rangiora Ashley	
Kaiapoi Anglican Church	23 Cass Street, Kaiapoi 7630	Church	Local	Kaiapoi Woodend	
Thrive Church Rangiora	86 Victoria Street, Rangiora	Church	Local	Rangiora Ashley	
Anglican Parish of Woodend/Pegasus	147 Main North Road, Woodend	Church	Local	Kaiapoi Woodend	
Baptist Church Oxford	166 High Street, Oxford	Church	Local	Oxford Ohoka	
Kaiapoi Catholic Parish - St Patricks	95 Percival St, Rangiora	Church	Local	Rangiora Ashley	
Anglican Life Rangiora - Church of St John the Baptist	353 High St, Rangiora	Church	Local	Rangiora Ashley	
Oxford and Cust Anglican Parish	195 High St Oxford	Church	Local	Oxford Ohoka	
St Mary and St Francis De Sale Roman Catholic Church Rangiora	61 Fulller St Kaiapoi	Church	Local	Kaiapoi Woodend	
Tuahiwi Marae	219 Tuahiwi Road, Tuahiwi, RD 1, Kaiapoi	Marae	District Wide	Rangiora Ashley	
Ashgrove School	48 Seddon Street, Rangiora	School	Local	Rangiora Ashley	
Ashley School	Boundary and Fawcetts Roads, Ashley	School	Local	Rangiora Ashley	
Clarkville School	10 Heywards Road, Clarkville RD 2, Kaiapoi	School	Local	Oxford Ohoka	
Cust School	473 Early's Road, Cust	School	Local	Rangiora Ashley	
Fernside School	285 O'Roarkes Road, Fernside RD 1, Rangiora	School	Local	Rangiora Ashley	
Kaiapoi Borough School	20 Hilton Street, Kaiapoi	School	Local	Kaiapoi Woodend	
Kaiapoi High School	101 Ohoka Road, Kaiapoi	School	Sub-District	Kaiapoi Woodend	
Kaiapoi North School	278 Williams Street, Kaiapoi	School	Local	Kaiapoi Woodend	
Loburn School	73 Hodgsons Road, Loburn RD 2, Rangiora	School	Local	Rangiora Ashley	
North Loburn School	817 Loburn-Whiterock Road, RD 2, Rangiora	School	Local	Rangiora Ashley	
Ohoka School	Jacksons Road, Ohoka RD 2, Kaiapoi	School	Local	Oxford Ohoka	
Oxford Area School	52 Bay Road, Oxford	School	Local	Oxford Ohoka	
Pegasus Bay School	5 Solander Road, Pegasus	School	Local	Kaiapoi Woodend	

NAME OF FACILITY	ADDRESS	CATEGORY	HIERARCHY	WARD	OWNERSHIP
Rangiora Borough School	King Street Rangiora	School	Local	Rangiora Ashley	
Rangiora High School	125E East Belt, Rangiora	School	Sub-District	Rangiora Ashley	
Rangiora New Life School	2 Dench's Road, Rangiora 7400	School	Local	Rangiora Ashley	
Sefton School	Upper Sefton Road, Sefton	School	Local	Kaiapoi Woodend	
Southbrook School	26 Marshall Street, Rangiora	School	Local	Rangiora Ashley	
St Joseph's Catholic School	35 Victoria Street, Rangiora	School	Local	Rangiora Ashley	
St Patricks School	61 Fuller Street, Kaiapoi	School	Local	Kaiapoi Woodend	
Swannanoa School	Tram Road, Swannanoa RD 1, Rangiora	School	Local	Oxford Ohoka	
Te Matauru School	53-59 Pentecost Road, Rangiora	School	Local	Rangiora Ashley	
Tuahiwi School	206 Tuahiwi Road, Tuahiwi RD 1, Kaiapoi	School	Local	Rangiora Ashley	
View Hill School	496 Island Road, View Hill, RD 1, Oxford	School	Local	Oxford Ohoka	
West Eyerton School	11650 North Eyre Road, West Eyerton RD 5, Rangiora	School	Local	Oxford Ohoka	
Woodend School	Main Road, Woodend	School	Local	Kaiapoi Woodend	
The Artisan Oval Boardroom	18 High Street	Venue for Hire	Local	Rangiora Ashley	
Trevor Inch Memorial Library Meeting Room	141 Percival St, Rangiora 7400	Venue for Hire	Local	Rangiora Ashley	Owned and managed by WDC
Dudley Park Pavilion	45 Church St, Rangiora, 7400	Venue for Hire	Local	Rangiora Ashley	Owned and managed by WDC
McAlpine's Room Rangiora War Memorial Hall	Albert St, Rangiora, 7400	Community services and Youth	Local	Rangiora Ashley	Owned and managed by WDC
Youth Development & Opportunities Trust	298b Flaxton Road, Rangiora	Community services and Youth	Local	Rangiora Ashley	Land and building owned by third party
Rangiora Racecourse	312 Lehmans Road, Fernside 7440	Venue for Hire	District Wide	Rangiora Ashley	Land and building owned by third party
Fernside Memorial Hall	287 Oroarkes Road, Fernside 7471	Venue for Hire	Local	Rangiora Ashley	Owned and managed by WDC
Cust Community Centre	Mill Road, Cust 7471	Venue for Hire	Local	Rangiora Ashley	
Cust Domain Pavilion	111A-111D Mill Road, Cust	Venue for Hire	Local	Rangiora Ashley	Owned and managed by WDC
Kaiapoi Riverside Bowling Club	13 Belcher St, Kaiapoi	Community Recreation and Sport	Local	Kaiapoi Woodend	
Enterprise North Canterbury Business Centre	148 Williams St, Kaiapoi	Venue for Hire	Sub-District	Kaiapoi Woodend	

NAME OF FACILITY	ADDRESS	CATEGORY	HIERARCHY	WARD	OWNERSHIP
Woodend Rugby Clubrooms	202 Gladstone Road, Woodend 7691	Community Recreation and Sport	Local	Kaiapoi Woodend	Land owned by WDC building owned by third party
Woodend Tennis and Netball Clubrooms	203 Gladstone Road, Woodend 7691	Community Recreation and Sport	Local	Kaiapoi Woodend	Land owned by WDC building owned by third party
Waikuku Beach Hall	Park Terrace, Waikuku Beach 7473	Venue for Hire	Local	Kaiapoi Woodend	Owned and managed by WDC
Oxford Jaycee Hall	56 Main Street, Oxford	Venue for Hire	Local	Oxford Ohoka	Owned and managed by WDC
Ohoka Domain Pavilion	479/493 Mill Road, Ohoka 7692	Venue for Hire	Local	Oxford Ohoka	Owned and managed by WDC
Swannanoa Hall	1322 Tram Road, Swannanoa 7476	Venue for Hire	Local	Oxford Ohoka	Land and building owned by third party
Eyreton Hall	4 Mandeville Road, Ohoka, Kaiapoi 7692	Venue for Hire	Local	Oxford Ohoka	Land and building owned by third party
Oxford Town Hall	34 Main St, Oxford, 7430	Venue for Hire	Sub-District	Oxford Ohoka	Owned and managed by WDC
Ruataniwha Kaiapoi Civic Centre	176 Williams St, Kaiapoi	Venue for Hire	Local	Kaiapoi Woodend	Owned and managed by WDC
Rangiora Town Hall	303 High Street, Rangiora	Venue for Hire	Local	Rangiora Ashley	Owned and managed by WDC
Rangiora Town Hall	303 High Street, Rangiora	Art and Culture	District Wide	Rangiora Ashley	Owned and managed by WDC
PLANNED FACILITY DEVELOPMENTS					
Trevor Inch Memorial Library	141 Percival St, Rangiora 7400	Venue for Hire	Local	Rangiora Ashley	Owned and managed by WDC
Ravenswood/Woodend Library	10 Bob Robertson Drive Woodend 7691	Venue for Hire	local	Kaiapoi Woodend Ward	Owned and managed by WDC
Pegasus Community Centre	66 Pegasus Main Street, Pegasus	Venue for hire	local	Kaiapoi Woodend Ward	Leased and managed by WDC
Rangiora High School Te Whare Mātauranga	125E East Belt, Rangiora	School	Sub-District	Rangiora Ashley	School
John Knox (Presbyterian) Church	cnr High Street and King Street, Rangiora 7400	Church	Local	Rangiora Ashley	Church
Sefton Community Hall	46 Pembertons Road Sefton 7477 (Sefton Domain)	Venue for hire	Local	Kaiapoi Woodend Ward	WDD land Community ownership
Baptist Church Oxford	166 High Street, Oxford	Church	Local	Oxford Ohoka	Church

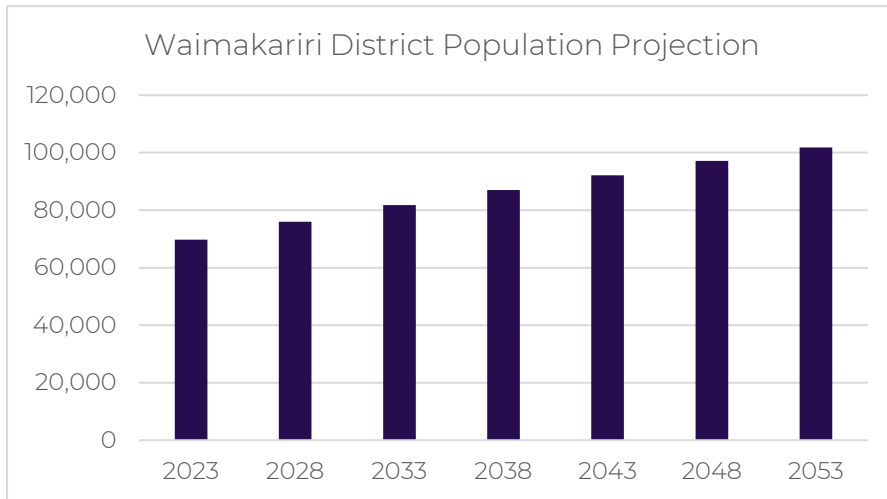
NAME OF FACILITY	ADDRESS	CATEGORY	HIERARCHY	WARD	OWNERSHIP
PROPOSED FACILITY DEVELOPMENTS					
Southbrook Community Sports Club and Function Centre	117 South Belt Rangiora 7400	Community Recreation and Sport	Local	Rangiora Ashley	Land owned by WDC building owned by third party
Dudley Park Pavilion	45 Church St, Rangiora, 7400	Community Recreation and Sport	Local	Rangiora Ashley	Owned and managed by WDC
Rangiora High School Performing Arts Centre	125E East Belt, Rangiora	School	Sub-District	Rangiora Ashley	School
Rangiora High School Sports Centre	125E East Belt, Rangiora	School	Sub-District	Rangiora Ashley	School
Rangiora Golf Club	79 Golf Links Road	Community Recreation and Sport	Local	Rangiora Ashley	Land and building owned by third party
Kaiapoi Community Hub	51 Charters St, Kaiapoi (Rezoned Area)	Venue for Hire	Local	Kaiapoi Woodend	To be determined

8.2 Appendix 2: Demographic Detail¹⁵

8.2.1 Population

The population of the Waimakariri district was just under 70,000 (69,789) in 2023. It is projected to increase by 50% (33,861) to just under 102,000 in the 30 years to 2053.

Figure 1: Waimakariri District Population Projection



8.2.2 Age Groups

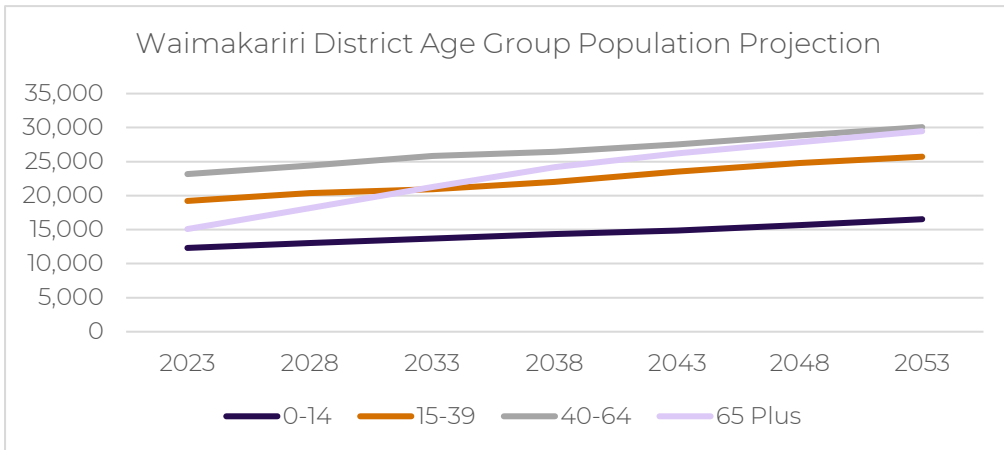
In the 30 years to 2053, the populations of all age groups are expected to increase. The biggest increase (95%) is expected to be in the 65-plus age group (over 14,000 people). There is projected to be similar growth in the three other age groups, of between 30 and 34%.

Table 1: Waimakariri District Age Group Projection

	2023	2028	2033	2038	2043	2048	2053	Change 2023-2053	% Change 2023-2053
0-14	12,311	13,025	13,706	14,365	14,885	15,672	16,534	4,222	34%
15-39	19,219	20,378	20,928	22,043	23,548	24,802	25,722	6,503	34%
40-64	23,169	24,431	25,843	26,452	27,526	28,866	30,067	6,898	30%
65 Plus	15,089	18,181	21,265	24,196	26,218	27,870	29,469	14,379	95%

¹⁵ Demographic Data Source: Formative “High Scenario”

Figure 2: Waimakariri District Age Group Population Projection

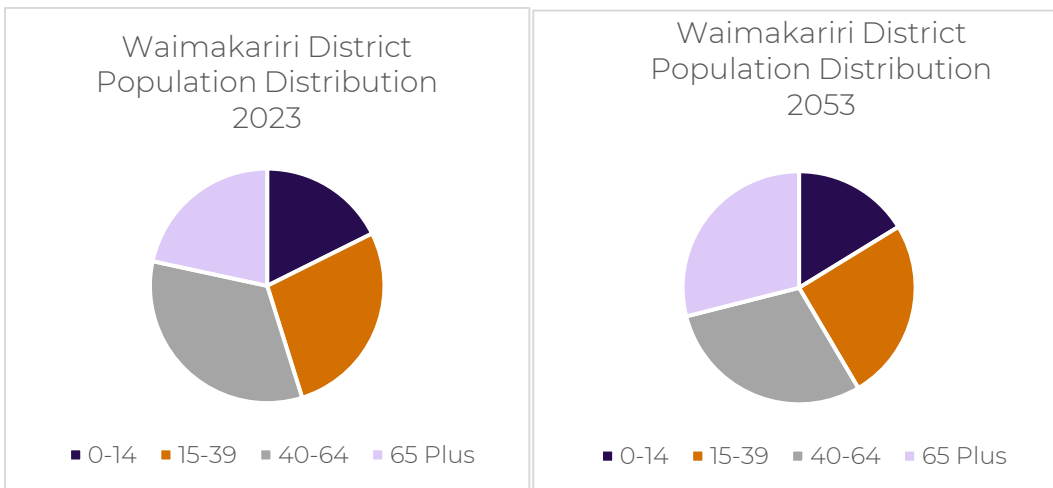


8.2.3 Population distribution across age groups

By 2053 the 65 plus age group is the only group that is expected to make up a bigger proportion of the population than it did in 2023. All other groups are expected to comprise a slightly smaller proportion of the population by 2053 than they do in 2023.

Table 2: Waimakariri District Population Distribution

	% Population 2023	% Population 2053
0-14	18%	16%
15-39	28%	25%
40-64	33%	30%
65 Plus	22%	29%



8.2.4 Waimakariri Towns

The population of all four main towns in the Waimakariri District, Rangiora, Kaiapoi, Woodend-Pegasus-Ravenswood and Oxford) are all expected to increase over the next 30 years.

- The biggest increase in population is projected to occur in Rangiora which is expected to grow by over 7,000 people (36%).

- The population of Kaiapoi is expected to increase by over 4,500 people (36%)
- The population of Woodend-Pegasus-Ravenswood by over 3,000 (42%).
- The population of Oxford by over 800 people (34%)

Notably, other urban areas in the Waimakariri District are expected to grow by an additional 11,727 people (83%). The biggest growth is to occur in the Mandeville area with an expected additional 500 dwellings or 1347 people by 2053.

Table 3: Population Growth of Waimakariri Towns

	2023	2028	2033	2038	2043	2048	2053	Change 2023- 2053	% Change 2023- 2053
Other Urban	14,098	16,388	18,486	20,464	22,343	24,166	25,825	11,727	83%
Rangiora	20,206	21,501	22,717	23,883	25,055	26,273	27,382	7,176	36%
Kaiapoi	13,447	14,421	15,303	16,077	16,804	17,527	18,185	4,738	35%
Woodend- Pegasus	7,667	8,288	8,847	9,363	9,896	10,421	10,899	3,232	42%
Oxford	2,478	2,633	2,770	2,895	3,030	3,179	3,314	836	34%

In 2053 the geographical spread of the population of the Waimakariri District is expected to be similar to what it is currently.

'Other Urban' areas are expected to have a higher proportion of the population than they do now, while the proportion of the population in each of the 4 main towns is expected to be fairly similar to what it is in 2023.

Table 4: Waimakariri District Geographical Distribution of Population

	% total population 2023	% total population 2053
Other Urban	20%	25%
Rangiora	29%	27%
Kaiapoi	19%	18%
Woodend-Pegasus	11%	11%
Oxford	4%	3%

8.3 Appendix three. Survey Summaries

WDC User Survey Summaries

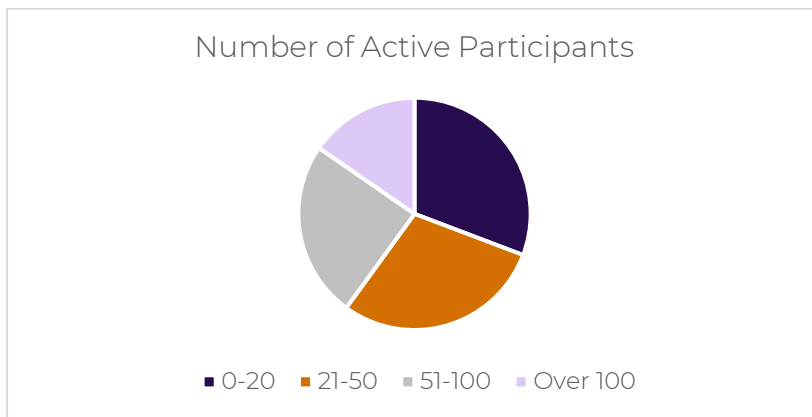
8.3.1 Survey Responses

The survey of groups using WDC owned and managed facilities received 95 responses. These responders identified as:

- 46 Community Groups
- 15 private individuals
- 11 sporting groups
- 7 Commercial
- 4 religious group
- 4 Schools
- 4 Council/Government
- 3 other

8.3.2 Participation

Table 4: Number of active participants each organisation had (72 responses)



Reasonably evenly spread until over 100 participants

Table 5: Last three years participation rates (89 responses)

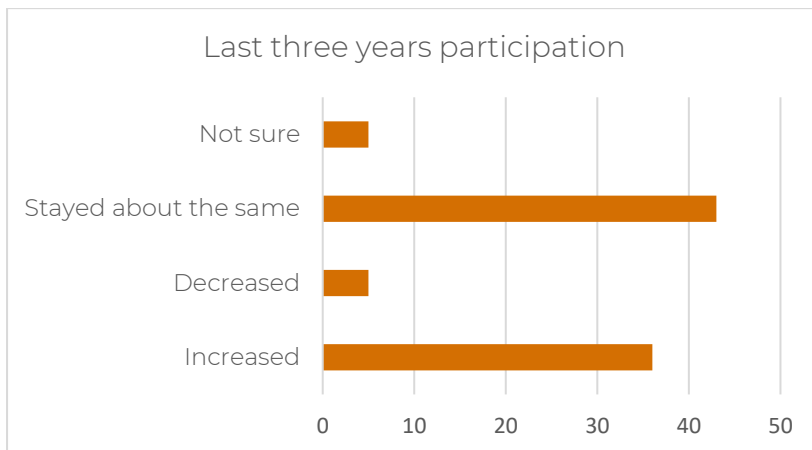


Table 6: Participation trends comments (49 responses)

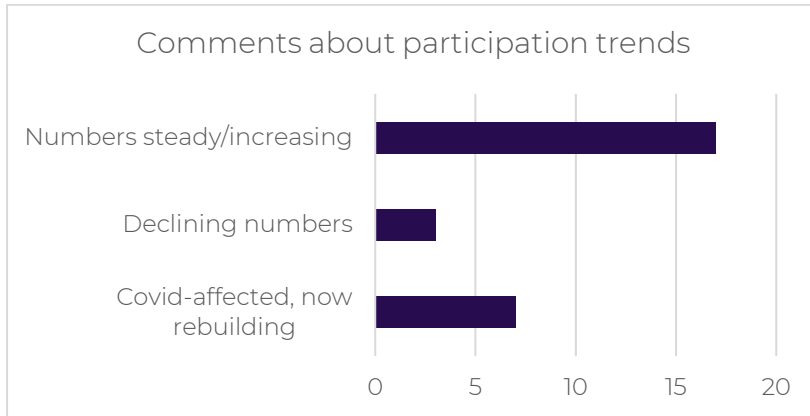
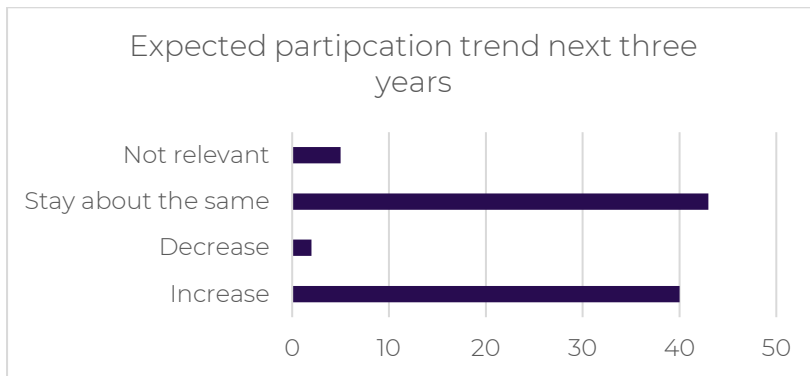


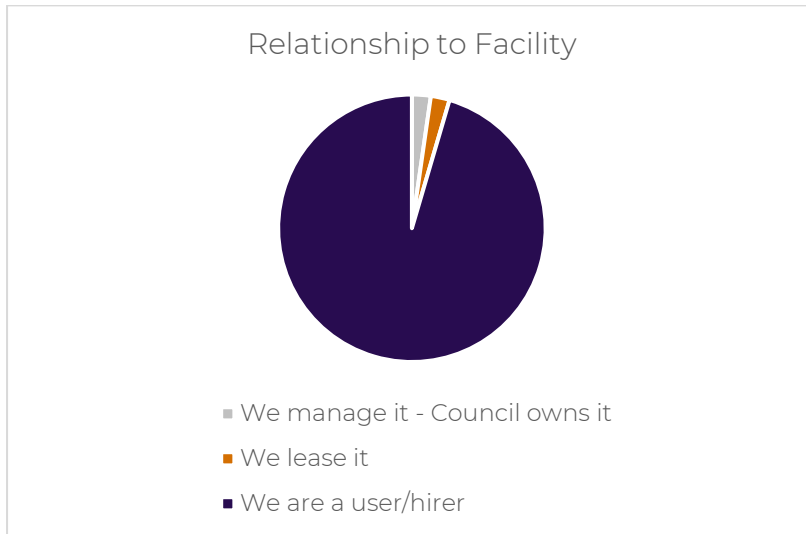
Table 7: Expected participation trends



1. Participation trends are increasing and area expected to stay the same or continue to increased.
2. Demand for service was the significant reason for participation
3. Followed by recent stable trend, promotion of service or activity and population growth

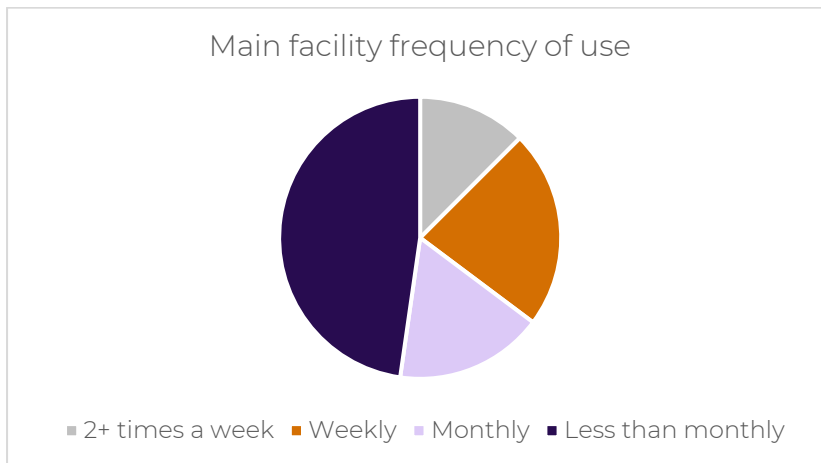
8.3.3 Ownership

Table 8: Ownership / Management of facility



8.3.4 Usage

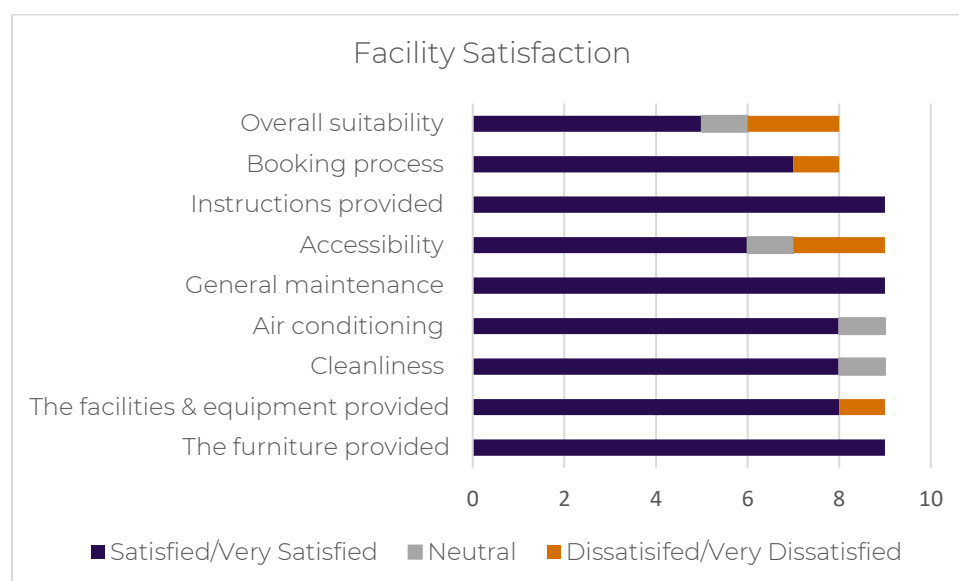
Table 9: Frequency of use



- Do you use other facilities? (85 responses)
 - Yes 32, No 53
 - ¾ of the time was used less frequently than monthly

8.3.5 Satisfaction

Table 10: Satisfaction with facility



8.3.6 Reasons for dissatisfaction (36 responses)

Elements of Facility

1. Heating | Air Conditioning
 - a. Double glazing would reduce heat loss
 - b. Heating system not sufficient – either too hot or too cold or not able to be controlled by users
2. Instructions required / missing / not obvious for heating, WIFI and access
3. Space
 - a. Dressing room space insufficient in Rangiora town hall
 - b. Stage not big enough for a grand piano
 - c. Foyer area cold and dark and front door heavy
 - d. Not big enough for larger activities (Pegasus)
4. Acoustics in venue limit activity in other rooms at the same time
5. Dudley Park toilets – scary for children
6. Car parking
 - a. Access issues for those who can't walk far (Rangiora Town Hall)
 - b. Not enough
 - c. Muddy and ponds which interferes with markets at Ohoka domain in winter
7. Lights don't work regularly
8. Require more power points (Rangiora War Memorial Hall – older building)

Booking system

1. No longer preferential booking for long term users (dance schools)
2. Picking up key for facilities can be challenging
3. Lengthy process to book (just for a meeting)
4. Would like to be able to ring and book

Cleanliness

1. Not able to clean the venue – no vacuum cleaner or products provided
2. Venue left unclean by previous users
3. Organisation has to clean venue before using
4. Carpet and chairs require cleaning

8.3.7 Facility needs not currently provided for

- Are there facility needs not currently provided?
 - Yes – 24
 - No – 59

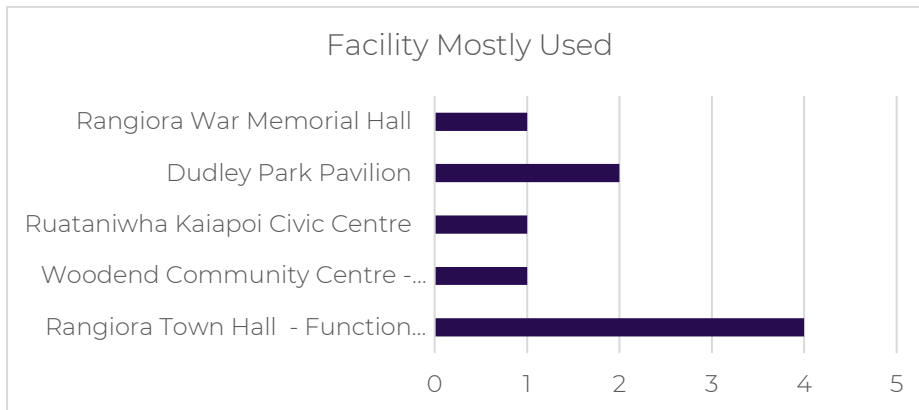
Identified facility needs and facility improvement suggestions

1. Facilities
 - a. Storage within facilities (lockable)
 - b. Modern heating
 - c. Better kitchen facilities including new stove | fridge | cutlery
 - d. Soundproofing between rooms
 - e. More court markings at Woodend
 - f. Currently no facilities that have mirrors for use by performing arts groups
 - g. Parking appropriate to facility size and use (particularly Rangiora Town Hall and Rangiora War Memorial Hall).
2. Audio Visual equipment updated
 - a. Projectors for presentations
 - b. Access to reliable WIFI
 - c. Better instructions for equipment
3. Additional venues
 - a. An education centre and hub for volunteer projects within in the district (Bike project, SEDE, Time Bank, Food Swap, back to basics..
 - b. Large art gallery
 - c. Indoor venue for marching
 - d. Performing arts space within Woodend / Pegasus area for arts based groups
 - e. Facility for young people
 - f. Purpose built community space at Pegasus
 - g. Facilities that meet the needs of neuro diverse and differently able children and people
 - h. Larger theatre for bigger audiences
 - i. Backstage space at Rangiora Town hall – more space required
4. Meeting spaces
 - a. Additional meeting space in the Woodend / Pegasus / Kaiapoi areas.
 - b. Meeting spaces that cater for groups up to 50 people – most are currently too small or too big
 - c. Library | Service Centre with community meeting space at Ravenswood
 - d. Small to medium size meeting rooms with tech support available in the evening
 - e. Free / cheap meeting spaces for groups who struggle to pay

8.4 WDC Staff Survey

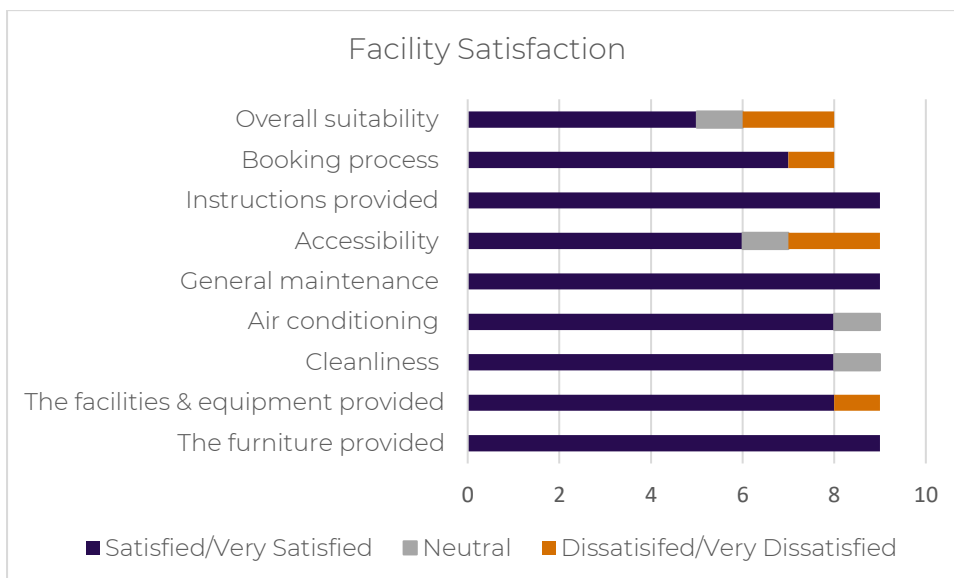
12 responses from WDC staff

8.4.1 Facility Use



- Community meeting/workshop • 4
- WDC staff meeting/workshop/training • 3
- Booking made on behalf of a third party • 2

8.4.2 Facility Satisfaction



8.4.3 General comments

- Cleanliness of facility depends on the time of day
- Furniture can be wobbly (tables)
- Difficult to hear over traffic noise
- Online booking system cumbersome
- AV equipment / Conference calling facilities would be great
- Right size meeting room with AV equipment either noisy with difficult parking or not big enough for community meetings / workshops
- Inhouse catering is expensive

8.4.4 Future priorities from Council Staff

1. Music studio / production space / sound space
2. Space with basic electrics set up for small bands
3. Space big enough to hold Council hearings with appropriate AV equipment
4. Extension to Rangiora Library with a multi-use community space

8.5 Third Party Provider Survey

8.5.1 Survey Responses

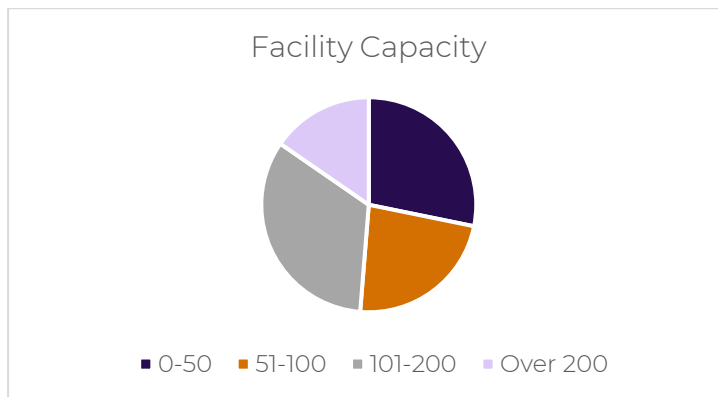
- Received 40 out of 96 surveys sent (39.6% return rate) this included;
 - 5 responses from 26 Schools
 - 5 responses from 15 Churches
 - 27 responses from 56 Sport / Community organisations

8.5.2 Facility Provision

- When asked to describe the facilities that were provided, these included:
 - 16 meeting rooms
 - 15 sports hub / clubrooms
 - 11 Event / Function Centres
 - 10 Halls
 - 5 Community Centres
 - 3 Auditorium
 - 1 Stadium

*Note survey responses included more than one facility type

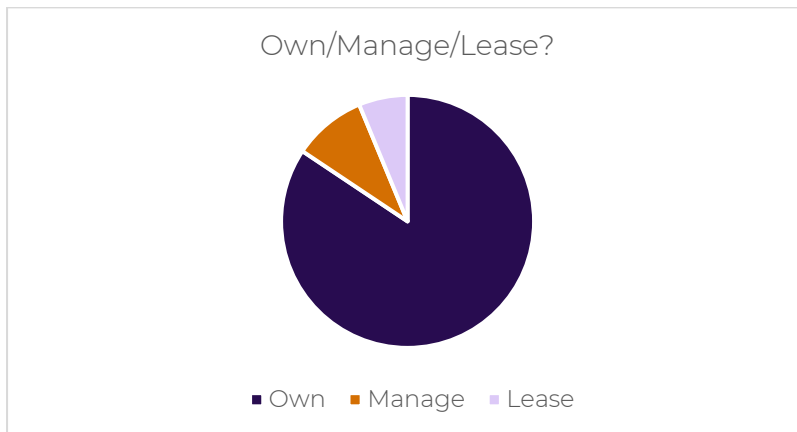
8.5.3 Capacity of facility



- 0-50 – 11 facilities (28%)
- 51- 100 – 9 facilities (23%)
- 101-200 - 13 facilities (33%)
- Over 200 - 6 facilities (15%)

8.5.4 Ownership

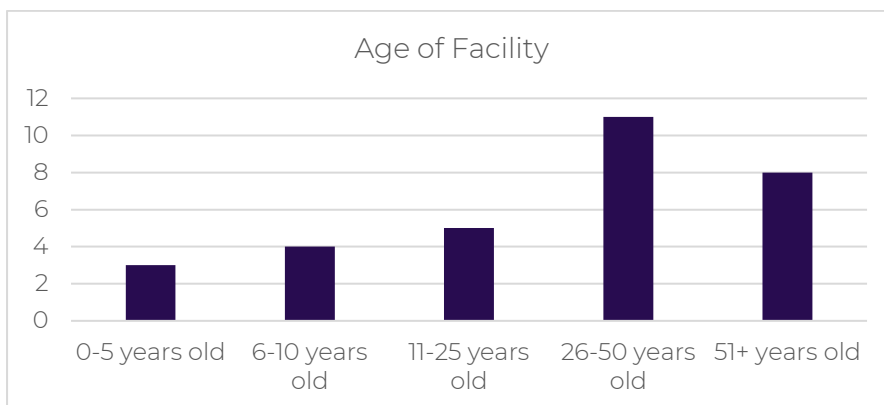
Do you own, manage or lease your building (32 responses)



- The majority of third party facilities are owned by the organisation
 - 27 facilities owned (84%)
 - 3 facilities managed (9%)
 - 2 facilities leased (3%)

8.5.5 Facility Age

Age of facilities (32 responses)



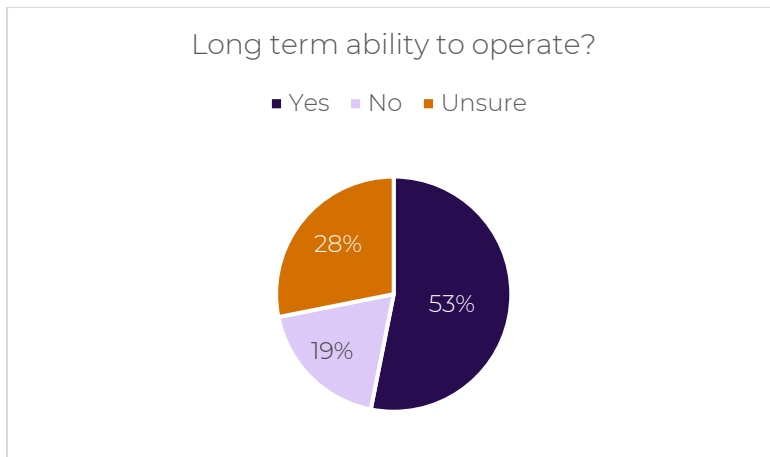
- 12 facilities under 25 years old
- 19 facilities over 26 years old
 - 11 being 26- 50 years old
 - 8 being 51+ years old

In 20 years' time the majority of these facilities are arguably at the end of their useful life

8.5.6 Financial ability to operate

Long term financial ability to operate, maintain and upgrade/develop your facility as you would like?

Indication that groups can operate their facilities on a day to day basis however, significant maintenance / upgrades / renovations are more difficult (whether answer was yes, no or unsure)



Yes 17 respondents (53%)

1. An upgrade would be a stretch financially
2. More difficult beyond the next ten years
3. Continue to upgrade and improve with large replacements ie roof due at some stage
4. Everyday operation and maintenance is supported however grants required for major upgrades.

No 6 respondents (19%)

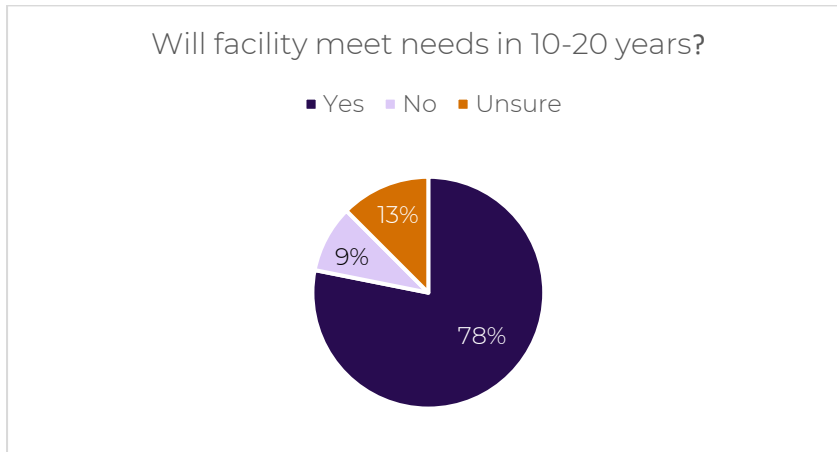
- Increasing difficulty accessing grant funding
- Reliant upon WDC as building owner
- Looking for furniture and equipment funding.

Unsure 9 respondents (28%)

- Can maintain and operate however:
 - earthquake strengthening required
 - not enough members to upgrade or develop the facility
- Improvements are undertaken in small increments
- Growth in junior members and therefore clubrooms requires significant upgrades
- Plan to rebuild gymnasium (MOE).

8.5.7 Future Needs

Will the facility meet community needs in 10 – 20 years' time?



Yes 24 (78%)

1. Upgrade plan
 - a. Regular maintenance including re-roof
 - b. Recent upgrades will ensure it meets needs into the future
2. Earthquake strengthening
 - a. Subject to earthquake strengthening completion
 - b. Brought up to earthquake standards
3. Membership
 - a. Good condition and even with increase in membership will be adequate for some time
 - b. Capacity to cater for larger membership by increasing hours
 - c. Membership has declined
4. Growth
 - a. Major growth in particular areas will place significant pressure on current facility to meet community demand. Facility will require upgrades to meet building code and community demand
5. Will meet general needs but need for refurbishment and internal design to better utilise existing facility.

No 3 (9%)

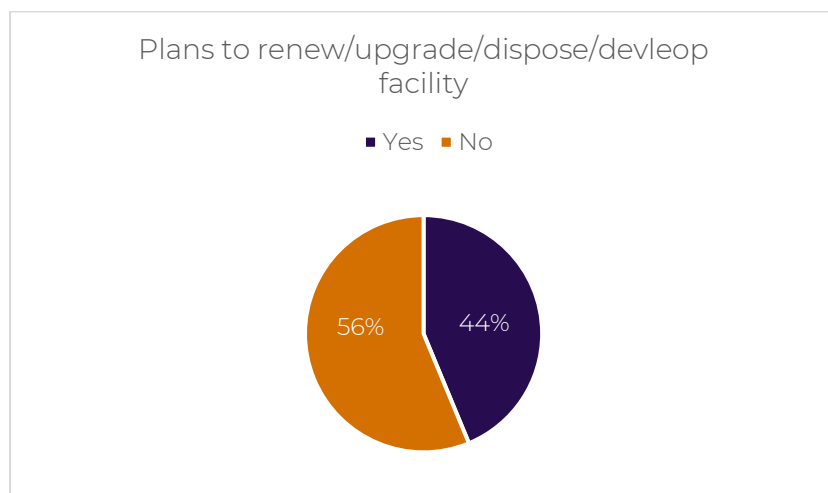
1. Growing population impacts on an already full facility (Pegasus Community Centre)
2. Growth in local population resulting in growth in junior membership (Woodend rugby club)

Unsure 4 (13%)

1. Need to continually upgrade to keep comply with the ground warrant of fitness requirements (cricket)
2. Building is old and nature of work may require change in building set up. (Kaiapoi)

8.5.8 Facility Upgrades

Proposed facility upgrades, renewals or disposal



- No renewals or disposals registered in the survey
- Indications are that all of these new facilities and/or upgrades will be available for community use.
- 14 (44%) respondents had plans to upgrade their building. These included:

Churches

Major Upgrades:

1. Expansion to auditorium size (Thrive Church)
2. Enlarge the auditorium and upgrade the hall for community groups and particularly kids/youth. We would like to dampen the sound and also setup basketball hoop and modernise the hall. (Oxford Baptist Church)
3. Accessible toilet, new entrance and new kitchen (Kaiapoi Baptist Church)

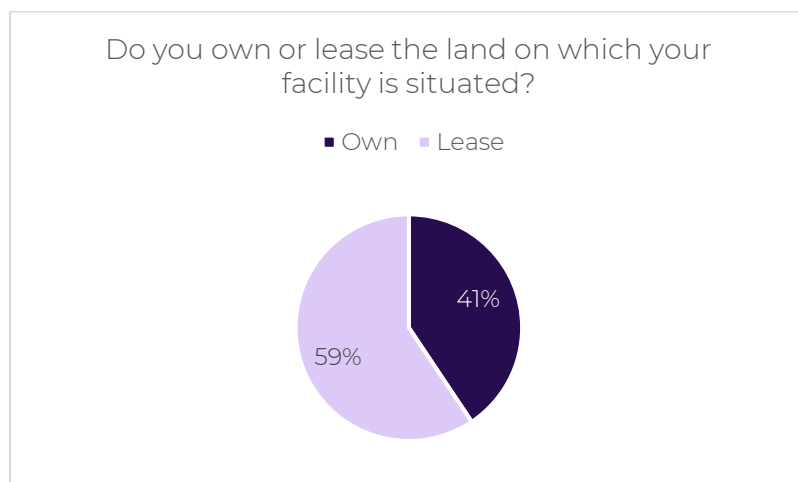
Sporting facilities:

Major Upgrade Plans / Proposals:

1. Mainpower Stadium- suggestion of an additional 2 courts to the stadium and storage required
2. Woodend Rugby Football Club - Replace the septic tank and connect to the main sewer. Enable increase in the changing rooms/shower facilities available. (costs unknown). Received \$25,000 from NZ Rugby via the Silverlake funding to complete this work. Will look to upgrade the electrical supply and upgrading field lighting in the 24/25 season, estimated cost is \$150,000.
3. Mandeville Sport Club - Developing a plan to improve the clubhouse to bring the building up to the building code. The upgrade also needs to cater for the building to be used as a civil defence post. At the planning stage and no costings have been completed.
4. Rangiora Golf Club - Clubhouse refurbishment and internal reconfiguration to utilise space more efficiently.
5. Rangiora High School - Performing Arts Centre upgrade (cost share between MOE and Board) + possibly an \$8 million new sports centre.

8.5.9 Ownership

Land ownership



- 19 (59%) groups lease the land on which the facility is located with all but one leased from WDC, the other from ECAN
- 12 (41%) own the land on which the facility is located.

8.5.10 Community use

91% of third party facility providers indicated their facility was available for wider community use/

8.5.11 Future Priorities

The following future priorities were identified by third party facility providers

Facilities

1. A modern community facility in the West Eyreton area for local and wider community use.
2. Car parking at venues
3. New Pegasus Community Centre
4. Facility for young people to hang out and connect outside sport
5. Community bumping space – place to bring people together and reduce social isolation
6. Low cost meeting facilities for small and medium groups
7. Multipurpose spaces for hot desks and especially good size meeting spaces
8. More indoor court space
9. Support for community facilities that provide low or no cost options to community.
10. Provision of a golf facility that can host provincial and national tournaments
11. Performing arts are underserved – community needs something that caters for 1000 pax
12. Dudley Park needs new toilets
13. Upgrade amenities in general (toilets, showers, rubbish bins – Pearson Park and Dudley Park)

Sports fields

14. Gladstone Park is a relatively underutilised facility which could accommodate further compatible sports codes.
 - a. High quality sports fields including changing facilities and meeting rooms
 - b. Geographically a central location for players from CHCH and North Canterbury.
 - c. Easy access from SH1
15. Outdoor sports facilities in particular artificial cricket pitches to cater for growth in the junior game

General comments

16. Community facilities in Waimakariri are generally looking old and tired – can't compare with what has been built in Selwyn District
17. Maximise utilisation of existing facilities

WAIMAKARIRI DISTRICT COUNCIL**REPORT FOR DECISION**

FILE NO and TRIM NO: RES-35-03 / 231124189477

REPORT TO: Community and Recreation Committee

DATE OF MEETING: 12 December 2023

AUTHOR(S): Bex Dollery – Ecologist – Biodiversity

SUBJECT: Application to the Biodiversity Contestable Fund

ENDORSED BY:
(for Reports to Council,
Committees or Boards)


General Manager


Chief Executive

1. SUMMARY

- 1.1. The purpose of this report is for the Community and Recreation Committee to consider an application to the Biodiversity Contestable Fund.
- 1.2. The Biodiversity Contestable Fund is provided for significant natural areas listed in the District Plan to support landowners to maintain and enhance the biodiversity value and ecosystem function of remaining areas of high value indigenous biodiversity.

Attachments:

- i. RES-35-08 / 231124189413: SNA051 Biodiversity Contestable Fund Application November 2023
- ii. RES-35-08 / 231124189478: SNA051 Biodiversity Contestable Fund Application Supporting Information November 2023
- iii. RES-35-08 / 230106000956: SNA051 Survey Taylors Bush 117 Mounseys Road Significant Natural Area 06 January 2023

2. RECOMMENDATION

THAT the Council:

- (a) **Receives** Report No. 231124189477.
- (b) **Approves** a grant of \$8,459 towards the work of James and Angelina Stephens' to enhance and protect this newly mapped SNA.
- (c) **Notes** the amount available in the Biodiversity Contestable Fund totals \$98,370.
- (d) **Notes** that successful application will be subject to an accountability agreement between the applicant and Council.

3. BACKGROUND

- 3.1. The aim of the Biodiversity Contestable Fund is to support District biodiversity by providing financial assistance to owners of SNA sites listed in the Waimakariri District Plan who are undertaking work to protect these assets. Applications to this fund were formerly considered by the Land and Water Committee.

- 3.2. In December 2020 the Heritage, Biodiversity and Ecological Fund was approved to be split from 30th June 2021 into two separate heritage and biodiversity funds.
- 3.3. There have been limited applications to the fund since 2020 with \$5,200 being spent from the fund in the last financial year (2022/2023) and none spent to date during this financial year.
- 3.4. The Biodiversity Fund has a current balance of \$98,370 that has an annual budget increase of \$10,000.
- 3.5. The Biodiversity Fund is now open as a continuous fund allocation, rather than the previous triannual Contestable Fund rounds.

4. ISSUES AND OPTIONS

- 4.1. The options available to the Committee are to either decline or approve funding of the application. If the Committee choose to decline the funding, staff will inform the applicant and close the application file. The Committee may also choose to provide part of the funding requested and have the option to seek further information in respect of aspects of the application relevant to decision making.
- 4.2. The application is for an area of bush at 117 Mounseys Road which is an extension of Taylor's Bush on a neighbouring property when it has QEII status. The SNA was identified in 2018 and is a newly listed area under the proposed District Plan. Therefore, this area has never received any funding for protection, enhancement or maintenance.
- 4.3. Staff within the Greenspace Unit have reviewed the application in accordance with the significance criteria of the District Plan and the biodiversity values of the site (see attachment i and ii). The majority of the work was recommended during an ecological assessment of the site to ascertain the precise boundary at the request of James and Angelina Stephens.
- 4.4. The site is representative of the area with a distinct flora, rare in Canterbury, and provides habitat for a number of species (see attachment iii). Outside of the SNA work outlined in this application, the landowners have made substantial effort to plant native species and carry out pest, predator and weed control across their land.
- 4.5. Staff recommend funding the capital costs of this project (\$8,459) with the applicant providing an in-kind contribution through labour and equipment hire (\$9,540). We have confidence this project will be a success due to the enthusiasm and motivation of the landowners and their current work within their land.
- 4.6. The applicant will be advised of the outcome of their application. If successful, the applicant will be required to sign an accountability agreement outlining the expectations for completion of the funded works. Payment of the allocation is intended to be upon receipt of an invoice for the completed work along with either photographs, or an inspection by the Ecologist – Biodiversity demonstrating that it has been completed.

Implications for Community Wellbeing

There are not implications on community wellbeing by the issues and options that are the subject matter of this report.

- 4.7. The Management Team has reviewed this report and support the recommendations.

5. **COMMUNITY VIEWS**

5.1. **Mana whenua**

Te Ngāi Tūāhuriri hapū are not likely to be affected by, or have an interest in the subject matter of this report.

5.2. **Groups and Organisations**

All owners of listed significant natural areas were sent letter notifying them of receipt of a rates grant in 2022. The letter also contained information about applying to the Biodiversity Contestable Fund. There are no specific groups that will be affected by the recommendations of this report.

5.3. **Wider Community**

The wider community is likely to be affected by, or to have an interest in the subject matter of this report.

6. **OTHER IMPLICATIONS AND RISK MANAGEMENT**

6.1. **Financial Implications**

The Fund has accumulated a total of \$98,370. It is noted that if the applicant is successful, they will be required to sign an accountability agreement for allocation of the fund.

This budget is included in the Annual Plan/Long Term Plan. The allocation of the fund has been budgeted and is provided to protect and preserve amenity values, heritage resources and biodiversity outcomes.

6.2. **Sustainability and Climate Change Impacts**

The recommendations in this report have positive impacts for sustainability and/or climate change impacts through the protection and enhancement of indigenous biodiversity.

6.3 **Risk Management**

There are not risks arising from the adoption/implementation of the recommendations in this report.

6.3 **Health and Safety**

There are not health and safety risks arising from the adoption/implementation of the recommendations in this report.

7. **CONTEXT**

7.1. **Consistency with Policy**

7.1.1. This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

7.1.2. Aotearoa Biodiversity Strategy (2020) – Goal 8.4 - Landowners, businesses, resource users/owners and industry are supported and, where appropriate, incentivised to contribute to protecting and restoring indigenous biodiversity as standard practice

7.1.3. Canterbury Biodiversity Strategy (2009) – Goal 5 - Encourage, celebrate and support action by landowners and communities to protect, maintain and restore biodiversity.

7.2. **Authorising Legislation**

7.2.1. Allocations are made under the Local Government Act 2002.

7.2.2. National Policy Statement for Indigenous Biodiversity (2023) – “recognising people and communities, including landowners, as stewards of indigenous

biodiversity; and protecting and restoring indigenous biodiversity as necessary to achieve the overall maintenance of indigenous biodiversity.

7.3. Consistency with Community Outcomes

The Council's community outcomes are relevant to the actions arising from recommendations in this report. The project will deliver results in the environmental value of the community outcomes, such as:

- 7.3.1. People are supported to participate in improving the health and sustainability of our environment.
- 7.3.2. Land use is sustainable; biodiversity is protected and restored.
- 7.3.3. Our communities are able to access and enjoy natural areas and public spaces.

7.4. Authorising Delegations

The Community and Recreation Committee has the delegation to approve and accept the recommendations in this report.

GREENSPACE

Information Sheet for Biodiversity Contestable Fund Application

Information

The purpose of the fund is to make available financial assistance to owners of mapped Significant Natural Areas (SNA) listed in the Proposed District Plan to encourage and assist with work that benefits these sites.

A growing number of landowners are protecting and restoring indigenous vegetation sites on their private land, the Contestable Biodiversity Fund was established to encourage and assist private landowners to carry out work that benefits biodiversity.

The fund is a contestable fund which is assessed and approved throughout the year by the Council's District Planning and Regulation Committee. Council staff, with expert advice where necessary, will make recommendations to the Committee.

There is a variable amount available in this Fund, it will be distributed among the successful applicants. If there are no other applications or appropriate projects, the fund may not necessarily be distributed either in whole or in part.

Guidelines

Who can apply?

The Fund is open only to ratepayers of the Waimakariri District - individuals or groups - for work relating to either public or private land listed as a mapped SNA in the Proposed Waimakariri District Plan.

The Fund is not available:

- (i) For work that there is a legal obligation to do;
- (ii) To compensate for work already done. It is intended to assist with the cost of future work; and
- (iii) For beautification projects, or to support those driven primarily for financial gain.

How to apply

Applications will be accepted throughout the year and funding rounds will be advertised. Applications will be acknowledged upon receipt.

Return completed application form to:

The Waimakariri Contestable Biodiversity Fund, 215 High Street, Rangiora 7400

1. The application must be a signed original of this application form. Applicants are encouraged to attach any supporting documents, such as planting plans, diagrams, maps, and photos.
2. Applications without any supporting documents will still be considered, but applicants may be asked for more information.

Continued over page

T.S.

3. Applications will be assessed throughout the year.
4. The recipient will be required to complete a signed accountability form when the funds have been spent, confirming that they have been spent in the way set out in the application.

Funding criteria

Applications will be assessed on merit based on criteria listed below:

1. The degree to which the work improves, protects, benefits, enhances, restores indigenous biodiversity.
2. Whether the applicant or project has been past recipient(s) of the Fund. Preference for funding will generally be given to those who have not received grants from this Fund in the past.

Terms and conditions

1. Grants will be allocated on a case by case basis.
2. Financial assistance will usually be no more than 50% of a project's total costs.
3. The applicants share of the costs can be by way of in kind contributions (e.g. labour), or cash.
4. Unless prior arrangement is made, grants must be spent within one year of the awarding of the grant.
5. Approval of funding may be subject to conditions.
6. All decisions will be final and no correspondence will be entered into.
7. The Council's District Planning and Regulation Committee may wish to visit sites prior to making a decision.
8. The fund recipients will be required to either make progress reports, or a final report on the project after the grant monies have been spent.

PLEASE NOTE:

The Council hereby undertakes to all applicants that information concerning private property supplied in this application, or obtained when assessing it, will be used by the Council for no purpose other than for assessing the application or if considered appropriate, for publicity purposes. However, once an application has been received, the information contained within it becomes public information, accessible by members of the public when requested. By lodging the application, the applicant agrees that if funds are given to the applicant, the amount received and the applicant's name and photo may be publicised, and used for publicity purposes.

J. S.

Waimakariri District Council
215 High Street
Private Bag 1005
Rangiora 7440, New Zealand
Phone 0800 965 468

GREENSPACE

Biodiversity Contestable Fund Application Form

To provide financial assistance to owners of mapped Significant Natural Areas (SNA) listed in the Proposed District Plan.

Please read Information and Guidelines before completing this form.

Details of applicant

Name of applicant: [REDACTED]
Name of contact person for this application (if different to applicant):
Address of applicant: [REDACTED]

Contact details

Mobile: [REDACTED] Phone (home):
Phone (work): [REDACTED] Email: [REDACTED]

Land details

Name and contact details of landowner (if different to applicant):

Mobile: _____ Phone (home): _____
Phone (work): _____ Email: _____
Site Reference: SNA051 Size of vegetation site: 3570.m2

Have you received funding from the Contestable Fund in the past and if so what was it used for? Yes No

211011163094 - 00 - 065 Form 012 - Version 1.0 - October 2021



J.S.

Summary of work**Aim of project (brief):**

The aim of the project is to enhance, protect and maintain an SNA identified in 2018 and mapped within the Proposed District Plan. This SNA is an extension of Taylors Bush located north west of the property, on the opposite side of Woodside Road. Having not previously been included in the SNA programme, there has been limited management and substantial degradation to the habitat and the new owners are keen to restore the ecological integrity of this remnant.

The remnant has been surveyed by Council ecologists who recommended replacement of the old and low fence to prevent grazing and trampling by pests such as feral deer and goats and weed infestation of elder, bramble, gorse, broom and willow be attended to. As such, the landowners would like to undertake the following enhancements: installation of a full deer fence, weed removal and infill planting.

Date project to be started: January 2024 Two independent quotes attached?

Expected duration and staging of project, including expected costs of each stage:

See attached document for a full breakdown of the stages and resources planned.

Stage 1: January - February - Weed control from the central areas targeting bramble \$530

Stage 2: February/March 2024 - Weed invasion along the western edge removed and old fencing removed \$1800 plus GST

Stage 3: March/April 2024 - New fencing installed. \$9444 plus GST

Stage 4: May/June 2024 - infill planting to prevent re-invasion of weeds \$1575 plus GST

Stage 5 : May 2024-May 2026 Ongoing weed management and plant maintenance \$2650 plus GST

The total amount applied for from the fund is \$8,459 whilst the amount given in kind by the landowner is \$9,540.

If you are granted funds, how and when will they be spent?

See attached document for a full breakdown of the stages and resources planned.

150 plants for infill planting will be ordered as soon as funding is gained for planting in autumn 2024.

Fencing equipment will be ordered as soon as the funding is gained for installation in autumn 2024 by the landowner.

Contractors will be deployed alongside the landowner in summer 2024 to remove weeds from the centre of the SNA.

Digger hire to remove dense weed invasion and installation of deer fence will commence in summer 2024.

Planting will be achieved by the landowner in autumn 2024 with ongoing weed management and plant maintenance until 2026.

Have you applied to any other fund for this project? (e.g. Environment Canterbury funding) Yes No

If so:

1. What fund? _____
2. How much was applied for? _____
3. How much has been granted? _____

J.S.

Detailed description of project

Description

Provide an overall description of the site and project, keeping in mind the purpose and outcome of the fund (as set out below):

The remnant vegetation patch comprised a mixed beech – podocarp forest with rimu specimens which are scarce in the foothills. It is thought to be a continuation of the diverse and important Taylor's Bush QEII covenant which is found on the north-west side of Woodside Road.

The remnant contains habitat for native birds such as kereru, bellbirds/korimako and fantails/piwakaka. The stream as assessed to have the potential to support Canterbury mudfish and this species is known within the area. However, the scour from a culvert which crosses Woodside Road and the resultant debris may act as a fish passage from the northern land areas (where mudfish enhancement works have been undertaken in potentially suitable habitat). There are records of Waitaha geckos within 1 km of the site but no specific surveys for this species have been undertaken.

See the attached document for a detailed description of the proposed enhancement works.

Work to date

Describe any work that has been carried out to-date toward the project (eg restoration, fencing, pest control etc):

The current landowners have been at the property for 4 years. In that time they have begun to control weeds in and around the remnant (mainly gorse and broom) and undertaken indigenous planting along roadsides and at paddock edges to create corridors in the landscape. The landowners have also been carrying out pest control and possum trapping within the remnant.

Future management

Describe the future management, protection and maintenance of the project site, if you are successful in securing this fund:

The future plans are to maintain the biodiversity value of the significant natural area. In addition, the area will be further buffered by fencing around the stream to the south of the SNA where the landowner hopes to plant more indigenous species to enhance the stream and remnant.

Do you consent to a Council employee contacting you to investigate whether any other sources of funding may be available for your work? Yes No

J.S.

Acknowledgement

I confirm that:

1. I am authorised to sign this application as the applicant or on behalf of the applicant, and I am prepared to sign an accountability agreement.
2. The answers given on this form are true and correct.
3. The funds will be spent by the applicant in the manner declared in this application.
4. If the applicant is a group, I will be personally responsible for how the funds are spent.
5. I will inform the Waimakariri District Council in writing if I receive a funding grant from any other source before I am informed of a decision on this application.
6. I have read and agree with the 'Information Sheet for Biodiversity Contestable Fund Application'.

PLEASE NOTE - A signature is not required if you submit this form electronically. By entering your name in the box below you are giving your authority for this application to proceed.

Signature: _____

Name (please print): _____

Date: 15th November 2023

Applications must be posted or delivered to:

The Waimakariri Biodiversity Contestable Fund
215 High Street, Rangiora 7400

For more information

Phone 0800 965 468, or email office@wmk.govt.nz

SNA051 – [REDACTED]

Description of site and Project:

An ecologists report (230106000956: SNA051 Survey [REDACTED] Significant Natural Area 06 January 2023) noted that the remnant was becoming increasingly encroached by invasive weeds which were smothering the ground layer and preventing regeneration of species, particularly in the centre and along the north-western boundary. The report also pointed to the fact that the fencing was not preventing grazing pest species from entering and destroying some regenerating plants.

To address these issues, the landowner proposes to remove the bramble from the centre of the remnant along with any elder, willow, gorse and broom. This will be carried out alongside a contractor and 4 days of work has been assessed (2 contractor days and 2 landowner days). The dense stand of gorse and bramble along the entire edges of the remnant will be removed using a toothed digger bucket to pull the branches/invasive weeds out. Any bramble remaining will be cut and pasted with herbicide (such as high strength glyphosate or tordon). Following this the old fence will be removed and replaced by the landowner and infill planting will begin in autumn with works carried out by the landowner.

Below is a table describing the works to be carried out, the timing, the resources and costs. Text in red denotes the landowner (in-kind) contributions, total cost shown in black is the funding allocation amount requested.

Timing	Works	Resources	Cost
January-March 2024	Weed removal from the centre of the remnant	16h Contractor 16h landowner Herbicide	\$640 \$640 in kind \$50 + GST
February/March 2024	Weed Invasion along entire edge Old fencing removed	8h Digger and operator 20h landowner	\$1200 + GST \$800 in kind
March/April 2024	New fencing installed	Fencing equipment Tractor/post rammer 40h Landowner Material delivery	\$5044 + GST \$1500 in kind \$2600 in kind \$300 + GST
May/June 2024	Infill planting of 500m2 of plants at 3m spacings.	Plants 150 Guards 150 20h landowner Planting	\$600 + GST \$375 + GST \$800 in kind
May 2024 – May 2026	Ongoing weed management and plant maintenance	80h Landowner Herbicide	\$3,200 in kind \$250 + GST
	Total Cost	Landowner in-kind \$9,540	Fund Cost \$8,459

Plants will be ordered from an appropriate nursery as soon as the funding has been gained. Below is a list of suitable plant species and local nurseries which will be used:

Plant name	Common name	Life form	Numbers
<i>Carpodetus serratus</i>	Marble leaf	Shrub	33
<i>Coprosma propinqua</i>	Mingimingi	Shrub	33
<i>Dacrydium cupressinum</i>	Rimu	Tree	6
<i>Elaeocarpus hookerianus</i>	Pokaka	Tree	7
<i>Fuscospora solandri</i>	Black beech	Tree	30
<i>Griselinia littoralis</i>	Broadleaf	Tree	7
<i>Muehlenbeckia complexa</i>	Shrub pohuehue	Shrub	34

Nurseries:

- **Camside Nurseries**
55 Main North Road, Woodend 7610
- **Canterbury Trees**
72 Heywards Road, Clarkville 7692; [03 327 7491](tel:033277491)
- **Fernside Trees**
469 Fernside Road, Fernside 7471; [03 313 6747](tel:033136747)
- **Gough Nurseries**
1033 Tram Road, Swannanoa 7692; [022 190 7542](tel:0221907542)
- **Riverside Horticulture Ltd**
75 Boys Road, Rangiora 7400; [03 313 8734](tel:033138734)
- **Rangiora nursery**
10 Chiltons Road, Eyreton, R D 2 7692; [03 312 6682](tel:033126682)
- **Wai Ora**
48 Watsons Road, Harewood, Christchurch 8051; [03 359 2458](tel:033592458)
- **Trees for Canterbury**
42 Charlesworth Street, Ferrymead, Christchurch 8023; [03 982 1028](tel:039821028)
- **Woodend Nurseries**
42 Chinnerys Road, Woodend 7610; [03 312 7260](tel:033127260)

Waimakiriri District Plan

Significant Natural Area Assessment Report: SNA051

Site Name: Taylors Bush

Site Number: SNA051 (OX036/V056)

Location: [REDACTED]

Area of SNA located on this property: 0.75 ha

Altitude: 320 m asl Coordinates: -43.282485, 172.085767

Ecological District: Oxford

Geology and/or Soils: Pallic soils - 50% Mairaki soils, some Pahau soils. Mainly deep, imperfectly drained silty soils with a moderate low pH of approx. 5.5.

Threatened Environment Classification: >10% Indigenous Vegetation cover left

Landowners: [REDACTED]

Legal Protection status: None

Land use and site description: The area of land is adjacent to Woodside Road to the north and west and deer grazed land comprising improved pasture to the south and east. Northwest of Woodside Road, SNA 051 continues into a different property where it has QEII status.

Location of site:

Map showing the property boundary for [REDACTED] (pink outlined area), with listed SNA on property (orange shaded area).



Previous Site Visits and Information Sources:

Date	Surveyor/Author	Description
September 2021	Melissa Hutchinson	Section of bush added to existing SNA051 following desktop study.

CURRENT ECOLOGICAL ASSESSMENT:

Surveyor/s: Bex Dollery / Angela Burton

Date of Visit: 28 November 2022

Duration of Visit: 3 hours

Survey Method: Walkover

Conditions: Warm, sunny (18°C), still

Current Vegetation Types/Features of Interest:

The remnant vegetation patch comprised a mixed beech – podocarp forest with rimu specimens which are scarce in the foothills. It is thought to be a continuation of the diverse and important Taylor’s Bush QEII covenant which is found on the north-west side of Woodside Road. Although the current remnant is not as species rich as the covenant due to the small size and invasion by weedy species, it still represents a significant habitat for both flora and fauna (see Appendix A for a species list encountered during the survey).

The remnant comprised an understory of shrub species such as *Coprosma* spp., marble leaf, *Muehlenbeckia* spp. with climbers such as New Zealand jasmine and bush lawyer. Tree species included beech, pokaka and broadleaf with notable specimens of rimu (Appendix B: Plate 3). The north-west edge of the remnant contained a dense coverage of *Muehlenbeckia australis*, a native climber, but this appeared to have little ecological effect on the integrity of the site and provided resource for native invertebrates in the area. The core of the remnant containing the majority of native species appeared resilient with evidence of regeneration, nutrient cycling and natural functioning. Directly east of the remnant was a stream which adds value to the site and comprises watercress and other macrophytes.

Sections of the remnant had been substantially degraded in recent years by the encroachment of weedy and invasive species such as bramble, hawthorn, gorse, willow and broom (Appendix B: Plate 2). A section of the currently mapped area comprised a clearing of rank grasses invaded by gorse and broom with minimal native species, young kōhūhū specimens being spread by birds (Appendix B: Plate 1, approximately 4,000 m³). Although containing few native species, this area denotes a potential spreading of the remnant from its current extent and provides a buffer.

The remnant contained habitat for native birds such as kereru, bellbirds/korimako and fantails/piwakaka. The stream was assessed to have the potential to support Canterbury mudfish and this species is known within the area. However, the scour from a culvert which crosses Woodside Road and the resultant debris may act as a fish passage from the northern land areas (where mudfish enhancement works have been undertaken in potentially suitable habitat) into this stream. There are records of Waitaha geckos within 1 km of the site but it unlikely that they will be found within the remnant. The road and short improved grassland surrounding the area, in addition to the lack of rocky debris for refugia, means that it is unlikely that this lizard species will be found on site. Further surveys would be required to develop a full floral and faunal species list.

ECOLOGICAL SIGNIFICANCE ASSESSMENT

Ecological significance was assessed using the criteria outlined in the Proposed Waimakiriri District Plan (PWDP). These guidelines are based on the Canterbury Regional Policy Statement (Environment Canterbury, 2013) and in line with the Department of Conservation's document produced in 2016 (Davis et al., 2016). This document states that:

"An area of significant indigenous vegetation or a significant habitat of indigenous fauna is an area or habitat whose protection contributes to the maintenance of indigenous biological diversity at the Ecological District level."

The study site was assessed as being a Significant Natural Area, having five criterion met. However, it should be noted that this applies to the area of beech/podocarp forest and, at present, the area of gorse/broom is not classified as significant. However, prior to works in the gorse and broom area, a lizard survey is required.

Criterion in WpDP	Justification	Met
Representativeness		
1. Indigenous vegetation or habitat of indigenous fauna that is representative, typical or characteristic of the natural diversity of the relevant ecological district. This can include degraded examples where they are some of the best remaining examples of their type, or represent all that remains of indigenous biodiversity in some areas.	The community of species are representative of the habitats found within the area and exemplified in the QEII covenant to the north-west. The area of gorse and broom invasion are not part of this area.	Yes
2. Indigenous vegetation or habitat of indigenous fauna that is a relatively large example of its type within the relevant ecological district.	The land area occupied by the plants is small and not representative of its past distribution.	No
Rarity/Distinctiveness		
3. Indigenous vegetation or habitat of indigenous fauna that has been reduced to less than 20% of its former extent in the region, or relevant land environment, ecological district, or freshwater environment.	The study site is found within a Threatened Land Environment where less than 10% indigenous vegetation is found (Ceiraad et al, 2015).	Yes
4. Indigenous vegetation or habitat of indigenous fauna that supports an indigenous species that is threatened, at risk, or uncommon, nationally or within the relevant ecological district.	There were no threatened species found within the area.	No
5. The site contains indigenous vegetation or an indigenous species at its distribution limit within the Canterbury Region or nationally.	Plants are commonly found elsewhere in New Zealand.	No
6. Indigenous vegetation or an association of indigenous species that is distinctive, of restricted occurrence, occurs within an originally rare ecosystem, or has developed as a result of an unusual environmental factor or combinations of factors.	The community found within the beech/podocarp forest is rare and distinct and a continuation of the QEII covenant. However, this precludes the gorse invaded area.	Yes
Diversity and Pattern		
7. Indigenous vegetation or habitat of indigenous fauna that contains a high diversity of indigenous ecosystem or habitat types, indigenous taxa, or has changes in species composition reflecting the existence of diverse natural features or ecological gradients.	The site has poor diversity for native species.	No
Ecological Context		
8. Vegetation or habitat of indigenous fauna that provides or contributes to an important ecological linkage or network, or provides an important buffering function.	The study site does not constitute a corridor but does provide a potential buffer site for the QEII covenant.	Yes

9. A wetland which plays an important hydrological, biological or ecological role in the natural functioning of a river or coastal system.	The site is not a wetland.	No
10. Indigenous vegetation or habitat of indigenous fauna that provides important habitat (including refuges from predation, or key habitat for feeding, breeding, or resting) for indigenous species, either seasonally or permanently.	The site may be host to a number of indigenous invertebrates, particularly providing additional niches to those found within the nearby QEII covenant, and may provide habitat to lizards within the area.	Yes

Management and Recommendations

By request from the landowner, it is recommended that the SNA be remapped to reflect the core area that is ecologically significant and avoiding the area that encompasses dense weeds (Appendix B: Plate 1). This reduces the size of the SNA to approx. 0.35 ha.

The area to be removed from the mapped SNA is dominated by exotic scrub and, whilst it could be retained as a buffer to the SNA, it could also continue to invade the remnant following disturbances (such as tree falls and maintenance within the block). If possible, it is recommended that the weeds are cleared and replaced with indigenous plants where possible or plants which would not pose a threat to the ecological integrity of the remnant. The removal of gorse and broom should be discussed with an ecologist but removal techniques include chemical sprays to kill the plants in the growing season, followed by mechanical removal. Subsequent spot sprays to tackle regrowth in the following year may be required. The proximity of the area to a watercourse needs to be taken into consideration. Some organisations suggest Roundup® Biactive or Razor® for areas close to watercourses.

The whole remnant (the remapped area) should be fenced to protect the area from browsing and trampling animals. It is also recommended that the stream be fenced from livestock to protect the chemical and biological integrity. Finally, future surveys for birds, lizards and aquatic species are recommended within and adjacent to the remnant to fully qualify the extent of significance for this bush block.

During the survey a number of pest species were identified. It is recommended that these species be managed by order of priority to ensure the longevity of the remnant (Table 1). The bramble invasion is dense in approx. 1/3 – 1/2 of the remnant creating a smothering mass of creeping stems up to 2m high in places. This species is shade tolerant and can regrow from cut stumps or from stems which contact soil to produce daughter plants. The species is easily spread by birds and for this reason, this species is the highest priority for control. A cut and paste methodology is recommended.

For similar reasons, the hawthorn and elder (and the willows) are recommended to be removed as the next priority. Both have well dispersed seeds and wide environmental tolerances. Smaller plants can be dug out however, this is resource intensive and should be evaluated by an ecologist as any ground disturbance may encourage regeneration of invasive plants such as gorse, broom and rank grasses. Larger plants, or in areas where ground disturbance should be avoided, can be cut at the base with a strong herbicide applied such as a glyphosate gel which does not have a residual effect in the soil. Should removal of these species leave large gaps in the canopy or bare areas of ground, it is recommended that the area be infilled with native plants create shade and prevent the creation of niches for weedy species to invade.

The gorse and broom which is prevalent at the edges is invading parts of the remnant. These species can act as nurse crops for indigenous, shade loving species and eventually be shaded out once the canopy is closed. These species are also difficult to eradicate with management techniques due to the persistence of the seeds in the seed bank and their ability to germinate under disturbance conditions. In many situations, the gorse and broom can be left to be outcompeted by the native species which will overtop the plants in time. For the area along the stream, leaving the gorse in situ would be ideal. However, where resources allow and to enhance the trajectory of restoration in the area, the plants can be controlled through a cut and paste methodology to ensure minimal soil disturbance and followed by infill planting to restore canopy closure in the area.

Muehlenbeckia australis (indigenous species) was found to be densely covering the northern edge of the remnant. This species serves an ecological function by providing shade to prevent invasion of the area by invasive, ruderal species which require full light. Most of the native species within the remnant thrive under shade conditions and therefore the climber should pose any threat to the integrity of the area. However, due to the size of the remnant, if this species is considered to be detrimental to regenerating species in the interior, discussions surrounding management should be sought with an appropriately qualified ecologist. A brief synopsis of weed control is outlined below in Table 1.

Whilst the use of chemical control is recommended, it should be carried out by experienced and suitably qualified personnel following best practice guidelines to protect personnel and the surrounding environment. To protect invertebrates, chemical control should avoid the warmer parts of the day when most pollinators are active.

Table 1. Recommendations for control within the remnant

Priority	Issue	Control method	Timing
1	Bramble invasion	Cut and paste stems with a high strength glyphosate gel.	Dec – April
2	Elder and Hawthorn	Dig out small plants, cut and paste larger plants. Do not leave stems on soil as they may root.	Best managed before fruiting in summer but can be managed all year round.
3	Willow	Physical removal and stems pasted	Avoiding breeding bird season
4	Gorse and Exotic Broom	Cut and paste stems with a high strength glyphosate gel.	When actively growing – Sept - May
5	<i>Muehlenbeckia australis</i>	Discussions with an ecologist surrounding management options.	

References

- Environment Canterbury 2013: *Canterbury Regional Policy Statement 2013*. Environment Canterbury Regional Council, Christchurch.
- Cieraad, E., Walker, S., Price, R., & Barringer, J. (2015). An updated assessment of indigenous cover remaining and legal protection in New Zealand's land environments. *New Zealand Journal of Ecology*, 39(2), 309-315.
- de Lange P.J., Rolfe J.R., Barkla J.W., Courtney S.P., Champion P.D., Perrie L.R., Beadel S.M., Ford K.A., Breitwieser I., Schönberger I., Hindmarsh-Walls R., Heenan P.B. and Ladley K. 2018a: Conservation status of New Zealand indigenous vascular plants, 2017. *New Zealand Threat Classification Series 22*. Department of Conservation, Wellington.
- Harding M.A. 2009: *Canterbury Land Protection Strategy*. A report to the Nature Heritage Fund Committee. Nature Heritage Fund, Wellington. 125 pp.
- Walker, S., Wilson, D. J., Norbury, G., Monks, A., & Tanentzap, A. J. (2014). Effects of secondary shrublands on bird, lizard and invertebrate faunas in a dryland landscape. *New Zealand Journal of Ecology*, 242-256.

Appendix A: Species List

Plant name	Common name	Status	Life form	Abundance
<i>Anthoxanthum odoratum</i>	Sweet vernal	Exotic	Grass	Locally abundant
<i>Astelia fragrans</i>	Bush lilly	Not threatened	Monocot	Rare
<i>Carex coricea</i>	Cutty grass	Not threatened	Monocot	rare
<i>Carpodetus serratus</i>	Marble leaf	Not threatened	Shrub	Occasional
<i>Coprosma sp.</i>	Mingimingi	Unknown	Shrub	Occasional
<i>Coprosma propinqua</i>	Mingimingi	Not threatened	Shrub	Occasional
<i>Crataegus monogyna</i>	Hawthorn	Exotic	Tree	Occasional
<i>Cytisus scoparius</i>	Broom	Exotic	Shrub	Locally abundant
<i>Dacrydium cupressinum</i>	Rimu	Not threatened	Tree	Rare
<i>Dactylis glomerata</i>	Cocksfoot	Exotic	Grass	Occasional
<i>Elaeocarpus hookerianus</i>	Pokaka	Not threatened	Tree	Occasional
<i>Fuscospora solandri</i>	Black beech	Not threatened	Tree	Frequent
<i>Griselinia littoralis</i>	Broadleaf	Not threatened	Tree	Occasional
<i>Holcus lanatus</i>	Creeping fog	Exotic	Grass	Locally Abundant
<i>Muehlenbeckia australis</i>		Not threatened	Climber	Locally dominant
<i>Muehlenbeckia complexa</i>		Not threatened	Shrub	Occasional
<i>Parsonia heterophylla</i>	Jasmine	Not threatened	Climber	Occasional
<i>Plantago lanceolata</i>	Plantain	Exotic	Forb	Occasional
<i>Pittosporum tenuifolium</i>	Köhühū	Not threatened	Tree/shrub	Occasional
<i>Poa annua</i>	Annual poa	Exotic	Grass	Rare
<i>Ranunculus repens</i>	buttercup	Exotic	forb	Occasional
<i>Rubus cissoides</i>	Bush lawyer	Not threatened	Climber	Occasional
<i>Rubus fruticosus agg.</i>	Bramble	Exotic	Shrub	Locally dominant
<i>Rumex crispus</i>	Curled dock	Exotic	Forb	Occasional
<i>Sambucus nigra</i>	Elder	Exotic	Tree	Occasional
<i>Trifolium repens</i>	White clover	Exotic	Forb	Frequent
<i>Ulex europaeus</i>	Gorse	Exotic	Shrub	Locally dominant

Appendix B: Plates



Plate 1. Top Image: Orange shaded area denoting the section of the SNA which is dominated by invasive weeds and to be removed from the SNA listing. Bottom image: The recommended reviewed SNA area.



Plate 2. View facing north-west showing the clearing of rank grasses with surround exotic scrub and the core remnant in the background.



Plate 3. Core of the remnant showing dense bramble in the foreground and emergent native trees, including a noble rimu tree.

WAIMAKARIRI DISTRICT COUNCIL

REPORT FOR INFORMATION

FILE NO and TRIM NO: CPR-04-05-48/231107178453

REPORT TO: Community and Recreation Committee

DATE OF MEETING: 12th December 2023

AUTHOR(S): Martin McGregor -Senior Advisor Community and Recreation

SUBJECT: Mainpower Stadium Management Agreement

ENDORSED BY:
(for Reports to Council,
Committees or Boards)



Department Manager



Chief Executive

1. SUMMARY

- 1.1 The purpose of this report is to inform the Community and Recreation Committee of a proposed change to the agreement with the North Canterbury Sport and Recreation Trust (NCRST) from a Lease Agreement to a Management Services Agreement for the operation of Mainpower Stadium (the stadium).
- 1.2 Currently the NCRST operates the stadium under a heads of agreement. A lease agreement has been under negotiation for a number of years, but agreement has not been reached. Under the heads of agreement, the NCRST retains all revenue and incurs all maintenance and operational expenses with the exception of major capital replacements, which sit with the Council as the building owner.
- 1.3 This model has proven to not be sustainable for the NCRST with the trust finding it challenging to generate the revenue required to make the operational costs sustainable including meeting rental payments. This has also resulted in the Council meeting some maintenance costs to ensure the upkeep and presentation of the facility.
- 1.4 A Management Services Agreement is a contract to provide management services, these services would include the day to day operation and in this instance, these services would cover the indoor courts, the function room, and the sports house administration area. The fitness centre, café, and Active Health areas would remain under a commercial lease agreement with NCSRT.
- 1.5 In order for the stadium to remain financially sustainable while also remaining accessible to the community, more operational funding is required. A change in the operating model and additional funding will ensure that the building is accessible, well maintained and the NCSRT can sustainably manage the facility.
- 1.6 Attachments:
- i. Signed Heads of Agreement Heads of Agreement – 190916129057
 - ii. Light 17A Review - 231205195311

2. RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** report No: CPR-04-05-48/231107178453
- (b) **Notes** that staff are recommending a change in agreement for the operation of Mainpower Stadium indoor courts, administration area, and the function room from a lease agreement to a management agreement.
- (c) **Notes** the Fitness Centre, Café and Active Health areas will remain under a commercial lease agreement.
- (d) **Notes** that staff are estimating that an additional \$100,000 will be required per year in operational funding to ensure the operational sustainability and upkeep of the facility, this has been included in the Greenspace Long-Term Plan budget for Council consideration.
- (e) **Notes** that there is an opportunity to install solar panels at the stadium to offset a portion the power costs associated the operating of the facility. Once the business case is completed a full proposal for the installation of solar panels at Mainpower Stadium will be tabled in a separate report.
- (f) **Notes** should Council agree to the additional funding, staff will bring a report on the management agreement (including relevant performance measures) back for Council approval.

3. **BACKGROUND**

- 3.1 Mainpower Stadium was opened to the public in August 2021. Mainpower Stadium was built for a total cost of approximately \$30 million dollars with one million dollars being contributed by NCSRT. The NCSRT signed a heads of agreement in September 2019, this agreement outlined the roles and responsibilities of each party and the annual rent payable by NCRST.
- 3.2 Since its establishment in 1983 the North Canterbury Sport & Recreation Trust has focused on providing opportunities for everyone in the community to engage in sport and recreation pursuits for their improved health and wellbeing.

NCSRT manages fitness centres and sporting facilities, organises sports and community events, and works with local sports clubs and schools to provide a wide variety of sport and recreational opportunities and encourage active participation.
- 3.3 Since its opening Mainpower Stadium has hosted approximately 400,000 participants per year including national age group sports tournaments and live televised ANZ Netball Fixtures, the venue has also hosted a number of large awards dinners and ethnic sports tournaments. The facility has been embraced by both North Canterbury Netball and Basketball with both organisations delivering significant portions of their competition in the new facility during the week and on the weekend.

North Canterbury Sport and Recreation Trust have activated the courts through a number of programmes including pickleball, walking netball, and preschool fundamental movement classes.
- 3.4 The heads of agreement outlined the following rental assessments for each area of the building, under the terms of the agreement the rent was staggered for the first three years. For year one the rent was set a 50%, year two 75% with 100% of the set rent payable from year 3 onwards.

	Area (m2)	\$Rent/m2	Rental
Health and Fitness	800	116	\$92,800
Sports House	195	116	\$22,620
Reception and Juice Counter	40	116	\$4,640
Core Management	58	116	\$6,728
Allied Health	107	116	\$12,412
Multi Use rooms	154	116	\$17,864
Courts	Not Specified		\$50,000
Total			\$207,064

- 3.5 Through the process of developing a lease agreement, an ongoing discussion has occurred between the NCSRT and Council regarding the assessment process for the rent review. In particular the assessment of the community courts area, the acknowledgment of the financial contribution to the facility by NCSRT and the recognition of the work they carry out in the community. Indoor sports courts typically run at a loss, and it had become clear that the revenue being generated by the facility was not sufficient to meet the operating costs in a sustainable way. Staff worked with NCSRT to try and establish a rent review process and methodology that would see NCRST pay Council pay a fair lease fee, was viable for the Trust and recognised the commercial aspects of the venue.
- 3.6 The onset of Covid 19 and the associated lockdowns and restrictions had a significant impact on the operation of the stadium, including reduced participation and reduced revenue. This impacted both the commercial areas of the facility and the use of the courts. Relief was given at this time by Council through the extending of the phased rental payments with a second year of 50% rent.
- 3.7 In addition to the revenue opportunities offered through the operation of the fitness centre, commercial lease agreements, and café NCRST under the current agreement also earn income through the selling of signage within the facility, including the naming rights for the venue.
- 3.8 Maintenance Costs for the stadium have been identified through the Heads of Agreement as the responsibility of NCSRT as lease holder. This includes routine maintenance of the interior of the building and includes painting and plastering, HVAC maintenance and repair and replacement in respect to damage.
- 3.9 Under the Heads of Agreement WDC are responsible for exterior building maintenance, landscaping, and the replacement of building assets including structural works, any replacement of the HVAC system and the flooring of the indoor courts.
- 3.10 In 2023 a scheduled maintenance program was developed and priced for the facility which considered manufacturers' recommendations and best practices for similar facilities. The annual costs for maintenance of the facility was estimated to be \$200,000 per year. Under the current Heads of Agreement, the majority of these costs sit with the NCSRT.
- 3.11 In working with the NCRST to establish the true running cost of the indoor courts, sports house administration area, and public meeting room it is estimated that these areas run at a loss of approximately \$288,000 per year. This is in line with industry-based estimates by RSL Consultancy of between a \$55k-75k loss per court.
- 3.12 In 2022 a valuation was undertaken on the value of the commercial rent spaces with the facility by Fordbaker Valuation. The value of the commercial rent for the total facility was \$282,000. This valuation considered the office spaces and the large meeting rooms as commercial spaces.
- 3.13 Since the opening of the facility the large meeting room has predominantly been utilised by not-for-profit community groups or users of the stadium during event days. This has meant that it has not generated the commercial revenue that was anticipated through the valuation process. The office space is currently utilised by the NCSRT and Waimakariri

United Football Club who lease one desk. This space was also occupied by North Canterbury Basketball, however, they found an alternative lower-cost location through assistance from a sponsor. The office space has also not generated the income that was anticipated.

- 3.14 Since the opening of the stadium feedback from the public has been very positive with regards to the quality of the facility and the experience of the participants. North Canterbury Netball now holds approximately two-thirds of the winter Netball indoors and North Canterbury Basketball has significantly improved capacity after relying predominately on School facilities prior to the opening of the stadium. There has been some informal feedback from sports associations and event hirers regarding the costs associated with the use of the stadium. This feedback has indicated that this has resulted in higher costs being passed on to participants and/or making it a less attractive event venue.
- 3.15 In late 2022 NCRST met with Council staff to discuss the financial challenges of the current agreement and seek relief with pending rental payments. At this meeting, it was proposed to review the current agreement for the operation of the stadium and investigate the alternative arrangement under a Management Agreement for the non-commercial aspects of the building. Staff have been working with NCSRT to gain an understanding of the financial performance of these areas and define operational resource required to inform the management agreement.
- 3.16 When designed the front steel canopy on the northwest corner of the stadium was engineered to allow for the future installation of solar panels. Staff have been working with Mainpower to determine the feasibility of installing solar panels at this location. Through this work it has been indicated that approximately 40% of the annual electricity costs for the facility would be saved through the installation of Solar Panels. This saving is estimated at approximately \$42,000 per year. An indicative cost associated with the installation of the panels at this location is \$390,000. There is currently \$295,132 left in the Multi-use Sport Facility Budget (100660.000.5013) which could potentially be used towards this purpose. Currently, staff are working with the engineers who designed the facility to understand if other areas of the roof canopy could also be suitable for the installation of solar panels. At the conclusion of this investigation, a sperate report will be presented to Council to consider the options.

4. ISSUES AND OPTIONS

4.1. Option 1 Status Quo

- Financial Sustainability – The current arrangement under the Heads of Agreement has proven to be financially challenging for the NCRST. The implications of COVID-19 in the early stages of operation made for a challenging start, however, business has returned to what would be considered normal conditions for some time and the meeting of rental payments as well as the upkeep of the building are proving difficult for NCSRT to meet. This has meant that the Council has been picking up some building maintenance costs to ensure continued provision of the facility to the public. NCSRT reflected a financial loss on the court operation of \$264,000 for their last financial year. This loss does not account for the maintenance costs that the Council have been picking up. NCSRT has been able to meet its Rental payments in lieu of Council meeting some of the maintenance costs.
- Impact on users – The tight financial environment places pressure on the Trust to generate revenue at every opportunity in order to reduce losses. The revenue generators in the courts, large meeting room, and office space are not-for-profit organisations typically providing sport or events at a community level. These organisations are predominantly funded through grants and/or subscriptions paid by participants and parents. When financial pressure is passed on to the users of the facility there is a risk that this can impact on usage levels and/or participation in the sport or activity due to costs.

- **Building Maintenance** – In early 2022 AECOM were commissioned to document a maintenance plan which included a schedule and costs of all routine maintenance tasks involved in the upkeep of the stadium. The indicative cost came back at \$200,000 per year. The operation manuals for the stadium were provided to the Trust however the maintenance schedule had not been costed at the time previous agreements were put in place. NCSRT has struggled to meet maintenance costs now that warranties and default periods are lapsing. Council has been meeting some of these costs to ensure that maintenance is not deferred and the building remains safe, functional and open. This is also not an area where NCSRT have established expertise and experience with a building of this size and visitor volume. There is a significant risk to both parties in this area, deferred maintenance will result in an accelerated deterioration of the asset affecting its operation and presenting a financial and reputational risk for Council. The ongoing costs associated with a satisfactory level of maintenance are not able to be met under the current agreement by the NCSRT.

4.2. **Option 2 Management Agreement**

- **Financial Sustainability** – A management agreement would mean that Council will receive all revenue from the Community spaces which includes the sports courts, large meeting room hire, and office space rental. Council would also charge NCRST a commercial rent for the fitness centre, café, and Active Health treatment rooms. Council would also receive all signage and naming rights revenue related to the stadium and community spaces. Council would then take over responsibility for Maintenance, cleaning, and utilities and would pay NCRST a fee to cover the staffing costs associated with carrying out the operational responsibilities defined in the Management agreement.

This structure would take the largest financial and operational risks away from NCRST and have these sit with Council with these costs being offset by the hire revenue and commercial lease revenue.

- **Impact on Users** – operating under a management agreement will not appear any different to customers and stakeholders as the day-to-day operating responsibilities and relationship management will be the same. However, due to Council receiving revenue from the bookable spaces, this agreement structure will allow flexibility to work with regular users or event organisers to adapt pricing to strategically incentivise particular outcomes. This flexibility will be a valuable tool in activating the facility and leveraging opportunities for the benefit of the region. The adapting of pricing to attract events or to incentivise a particular type of usage of the facility is a tool that is widely used in similar Council owned venues.
- **Building Maintenance** – Under a management agreement building maintenance will be managed by Council including covering the cost. This will greatly improve the day to day upkeep of the facility, and remove financial constraints as a barrier. Council has the existing expertise and capability which mitigates the long term financial risk of deferred maintenance.
- **Other Considerations** – this model does not include financial incentives to the Trust. When revenue is a driver, there is a risk that the generation of revenue overrides the community's needs and the venue remaining accessible. Revenue generation as an incentive also can lead to a lack of flexibility with hirers and competitiveness when competing for events.

Key performance indicators will be included in the agreement to drive performance and manage quality control. These will align with the Trust's purpose and strategic

priorities to drive growth in participation and usage of the stadium. Flexibility with revenue will enable the right mix of usage to be achieved.

The return on investment for the wider community will be sustained and secure access to Mainpower stadium through improved flexibility with pricing and the ability to be more competitive in the attraction of events to the venue. This will allow Council, NCSRT and regular hirers to work together to ensure that our key user groups continue to grow and thrive and we can adapt to changing pressures that affect participation and apply pressure on users.

4.3. **Option 3 Council to Operate**

- **Financial Sustainability** – Council operating Mainpower Stadium would mean the Council has complete control and responsibility for the financial outcomes of the venue. This would improve visibility over the financial performance however would be less efficient and cost more than if it was to be operated by the NCRST under a management agreement. Employing a frontline Council staff member would be more expensive per hour due to the overheads incurred by the Council made up of shared services and multiple layers of management. In addition, the unique opportunities that are available for NCSRT to access grants and actively fundraise for improvements such as additional equipment and capital items would no longer be available. This option would mean that all large equipment purchases would then be subject to Council fiscal priorities and processes. The Council would then also be responsible for the selling of advertising and naming rights and driving revenue generation through this channel.
- **Impact on users** – User groups and customers would deal directly with Council and Council would be responsible for the relationship management and all customer service aspects of the facility outside of the Commercial leased areas. The sports courts, fitness centre and café could then potentially be run by different organisations meaning that a customer may deal with multiple organisations when visiting the facility. This would require extra coordination and communication to ensure customers' experience is consistent and their needs are responded to effectively.
- **Building Maintenance** – Building maintenance would be the responsibility of Council and be managed by Council. This would be the same as under a management agreement, Council has the expertise and experience in this area along with the vested interest in caring for the asset and managing financial and service delivery risk.
- **Other considerations** - In order to operate the stadium Council would be required to employ a new workforce to operate and manage the facility. This would require changes to current positions, the creation of new ones and a large recruitment process. Ongoing recruitment and retention of staff in a competitive labour market would also be the responsibility of Council going forward.

Council would also lose the expertise of the Trust which already delivers other programmes such as the school sports programmes. These activities and delivery expertise strongly align with the activation of the stadium.

4.4. **Option 4 Go out for Tender**

- **Financial Sustainability** – this is at present unknown. Whilst it could be expected that a commercial entity may be interested in the gym component of the building, it is generally the case that stadiums are operated at a loss when they are intended for community benefit. There are also no identified groups similar to the North Canterbury Sports Trust who run recreational programs and have a vested interest in our community. The Trust operate for the good of the district, hence their desire to

work with Waimakariri District Council on the operation of Mainpower Stadium. There is also no certainty that another group or interested party would come forward through a tender process, in addition NCSRT has not been approached regarding this option and there is risk they may be willing to engage in this process.

- Impact on users – this again carries an unknown. The Council has faith in the Trust's approach to its customers given its role within the community and desire to see sport and recreation delivered throughout the district. This would need to be a strong factor in any tender that was released, also noting there is no like for like group such as the Trust that could be identified. This could also see the Stadium operated on a financial basis and would likely lead to outcomes focussed on commercial usage that would reduce the community access to the stadium.
- Building maintenance – this would be part of a bargaining or negotiation should a tender be successful. Given this would be a financial incentive approach, maintenance standards may likely drop as the operator is not incentivised to ensure a quality building remains at the end of any tenure. Council and the Trust have a vested interest in the viability and long-term future of the asset given both have public roles in the delivery of sport and recreation for the community who funded the building.
- Other considerations – this would put the community access and benefit of the Stadium at risk. With a commercial operator there would be a focus on financial return and limited interest in the investment of community or social good. The asset has been provided for the community to access and it is expected that being a rate payer funded building it is available for residents to access. Waimakariri District has a proud tradition of sport and recreation access as well as being competitive at a national level. The Stadium is a key part of ensuring this continues. Having a commercial operator with financial incentives could lead to a reduction in community participation or an increase in groups requiring grants to access the Stadium.

Implications for Community Wellbeing

There are implications on community wellbeing by the issues and options that are the subject matter of this report.

Social – The development of sport and recreation groups, such as clubs and informal groups, facilitate social connections and build stronger communities. These activities provide opportunities for people to make new connections, as well as volunteer in the provision of these outcomes. Unstructured play in young children also builds social skills and encourages leadership development and the assessment of risk.

Regular participation and involvement in sport and physical activity promotes positive mental and physical health outcomes, contributing to improved quality of life. The stadium is a significant asset in delivering these outcomes, ensuring it remains accessible and operationally sustainable ensures the future delivery of these outcomes.

Economic – In the recent review of the WDC Economic Development Strategy, the visibility and accessibility of recreation and sports activities was identified as an important part of Waimakariri being a great place to live. This in turn attracts new residents and promotes business growth. The provision of facilities and services in this area also promotes investment in local businesses and employment of local residents. The holding of events raises the profile of the district, increasing visitation, and further creating economic activity.

Cultural – Culture is celebrated through play, active recreation, and sport in many different forms. Activities such as traditional sports or cultural sports tournaments are common and provide opportunities for different ethnic groups to gather and celebrate their traditional

language, food, and cultural practices. The stadium has hosted a number of ethnic sports tournaments attracting participants from both inside and outside the region.

4.5. The Management Team has reviewed this report and support the recommendations.

5. COMMUNITY VIEWS

5.1. Mana whenua

Te Ngāi Tūāhuriri hapū are not likely to be affected by, or have an interest in the subject matter of this report.

Changing the operational agreement of the stadium will not change or alter the activities or levels of services offered to the community at the venue.

5.2. Groups and Organisations

There are groups and organisations likely to be affected by, or to have an interest in the subject matter of this report.

All stadium user groups have an interest in the stadium being financially viable to run their activities and it being a safe and clean environment for their participants. These include but is not limited the following:

- North Canterbury Sport and Recreation Trust.
- Regional sporting bodies.
- North Canterbury Sporting Associations.
- North Canterbury Sporting Clubs.
- Older adult groups.
- Pre-school groups.
- Primary and Secondary Schools.
- Youth organisations.

5.3. Wider Community

The wider community is likely to be affected by, or to have an interest in the subject matter of this report.

6. OTHER IMPLICATIONS AND RISK MANAGEMENT

6.1. Financial Implications

There are financial implications of the decisions sought by this report. Below are the high level operating budgets for each option. Option 1 is based on financials provided by NCSRT for the financial year April 2022 to March 2023, this budget does not reflect the maintenance that is currently being covered by Council. It should also be noted that it does not reflect a full year of rent which would be \$207,000 as per the heads of agreement.

Staff have worked closely with NCSRT to clearly define the operational costs directly related to the operation of the community spaces and the commercial spaces, this work

has informed the operating budgets for the management agreement and Council operation options. It is not possible to make financial projections for the option of going out for tender. This option carries too many variables, and any projections would be speculative and poorly informed.

Status Quo			
NCRST (April 2022 -March 2023)	Revenue	Costs	
Stadium Total	\$327,404	\$592,302	
Operating Deficit	-\$264,898		
Fitness Centre	\$1,085,677	*\$893,204	* includes \$117,000 rent payment to Council
Profit/Loss	\$192,473		
Total Operating Deficit (cost to Trust)	-\$72,425		
Proposed Option			
Management Agreement	Revenue	Costs	
Stadium	\$343,000	\$646,060	
Stadium profit/loss	-\$303,060		
Lease Income	\$205,135		
*Operating Deficit (cost to Council)	-\$97,925		
Council to Operate			
Stadium Total	\$343,000	\$716,962	
Total Operating Deficit	-\$373,962		
Lease Income	\$205,135		
*Total Operating Deficit	-\$168,827		

*Estimated based on an estimated split of the total cost for the venue between commercial and community areas.

6.2. Sustainability and Climate Change Impacts

The recommendations in this report do not have sustainability and/or climate change impacts.

6.3. Risk Management

There are risks arising from the adoption/implementation of the recommendations in this report.

Option 1 – The status quo is not sustainable for NCSRT without significant change. The most effective way to resolve the current financial issues would be to increase the charges to hire the community spaces. An increase in space hire charges would not be well received by users and would likely impact participation numbers and bookings made. If changes are not made the Stadium will not be a viable operation for the NCSRT and they would likely need to consider not continuing in their role as stadium operators. The status quo would also ensure a significant financial and operational risk relating to maintenance and upkeep would remain for Council.

Option 2 – The implementation of a management agreement and Council taking on the responsibility of the maintenance and upkeep of the venue eliminates the current risks associated with this area but retains the benefits of having NCSRT operate the venue. This is the cheapest and least impactful of the options.

Option 3 – Council operating the facility would be a significant change to the operation of the venue and would be the most expensive. This would be a significant change to the venue users who have established relationships and processes with NCSRT. The Public perception of the change would also need to be managed.

All the options above require more financial input of some degree to mitigate the risks to the NCSRT and Council.

Health and Safety

There are health and safety risks arising from the adoption/implementation of the recommendations in this report.

The upkeep and maintenance of the stadium plays a significant role in keeping staff and visitors to the facility safe. Ensuring that the financial resource and expertise is in place to ensure that the facility remains safe is the responsibility of the building owner.

7. CONTEXT

7.1. Consistency with Policy

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

7.2. Authorising Legislation

Local Government Act.

7.3 Consistency with Community Outcomes

The Council's community outcomes are relevant to the actions arising from recommendations in this report.

Social

A place where everyone can have a sense of belonging.

- Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.
- Council commits to promoting health and wellbeing and minimizing the risk of social harm to its communities.
- Our community groups are sustainable and able to get the support they need to succeed.
- Our community has access to the knowledge and skills needed to participate fully in society and to exercise choice about how to live their lives.
- People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.
- Our community has equitable access to the essential infrastructure and services required to support community well-being.

Cultural

A place where our people are enabled to thrive and give creative expression to their identity and heritage.

- All members of our community are able to engage in arts, culture and heritage events and activities as participants, consumers, creators or providers.

Economic

A place that is supported by a resilient and innovative economy.

- Enterprises are supported and enabled to succeed.
- There is access to meaningful, rewarding, and safe employment within the district.
- Our district recognizes the value of both paid and unpaid work.
- Infrastructure and services are sustainable, resilient, and affordable.
- There are sufficient and appropriate locations where businesses can set up in our District.

7.4 Authorising Delegations

The Community and Recreation Committee as the authority to receive this report.

DATED

2019

BETWEEN

Waimakariri District Council

AND

The North Canterbury Sport and Recreation Trust

HEADS OF AGREEMENT


**CORCORAN
FRENCH**
lawyers

HEADS OF AGREEMENT

AGREEMENT made the *9th* day of *September* 2019

BETWEEN Waimakariri District Council ("WDC")

AND The North Canterbury Sport and Recreation Trust ("Trust")

BACKGROUND

- A. WDC is the registered proprietor of 2,000 hectares, more or less, being Lot 3 DP 331783 and being the land contained in Computer Freehold Register 130518 ("the WDC Land").
- B. The Trust was established in 1982, as a partnership between representatives of the North Canterbury community, WDC and Rangiora High School to raise funds for facilities to provide recreational and sporting activities to benefit the entire community.
- C. WDC has recently approved the construction of a multi-use sports facility on the WDC Land ("the Facility"). It is intended that the Facility will have multiple indoor courts with basketball and netball hoops, indoor court divider screens, fixed seating around the perimeter of courts, retractable seating for 500, space for a fitness centre, changing room and bathroom facilities, as well as additional space for offices and supporting tenancies such as physiotherapy rooms.
- D. WDC has developed concept plans for the Facility which are attached to this Agreement at Schedule A ("the Plans"). As WDC is only in its preliminary stages of planning for the Facility the parties acknowledge and agree that the Plans are only indicative and subject to refinement through the Design Team process which will be approved by the Project Steering Group.
- E. The Trust has indicated a desire to operate the Facility pursuant to a formal operating agreement and WDC has in principle agreed this.
- F. The parties have entered into this Agreement to formalise their relationship in relation to the construction and operation of the Facility.
- G. The parties agree that they will enter into a formal operating agreement ("the OP Agreement") which will detail the obligations, duties, requirement and abilities of the parties in relation to the Facility in keeping and in accordance with the terms of this Agreement, prior to the Trust commencing its occupation of the Facility.

AMC

[Signature]

WHEREBY IT IS AGREED AS FOLLOWS:**Facility Construction and Funding**

1. WDC shall construct the Facility and accordingly will be responsible for the tendering, design, consenting, project management and construction of the Facility including the formation of the carpark and all external landscaping.
2. WDC shall retain ownership of the Facility.
3. Following execution of this Agreement, completion of the fit out of the Facility and on production of a valid invoice by WDC, the Trust shall make a payment of \$1,000,000 (one million dollars) plus GST towards the construction of the Facility ("the Contribution").
4. WDC shall use the Contribution in the first instance towards the costs of the retractable seating for 500 spectators, basketball/netball hoops, indoor court divider screens and fixed seating around the perimeter of the courts. These assets will remain in the ownership of WDC with the maintenance of these assets being the responsibility of the Trust but the replacement of these assets being the responsibility of WDC ("the Items").
5. Following execution of this Agreement the Trust may apply to the Rata Foundation for funds for the Facility and provide any funds sourced from the Rata Foundation to WDC. WDC shall apply these funds firstly towards clearing of the Contribution and if such funds exceed the Contribution, then they shall be applied to, or in defrayment of, construction costs of the Facility.
6. The Trust acknowledges that the utilisation of any part of the Contribution or the funds obtained through the Rata Foundation towards the construction costs of the Facility by WDC as contemplated in clause 5 of this Agreement shall in no way confer any ownership rights to the Facility in the Trust.

The OP Agreement

7. The parties acknowledge and agree that the OP Agreement shall provide:
 - a. That the initial term of the Trust's occupation and use of the Facility shall be for a period of ten (10) years commencing fourteen (14) days following WDC completing the construction of the Facility including the elements of any fit out which it has agreed to be responsible for and obtaining a Certificate of Public Use for the Facility.
 - b. That the Trust shall have two (2) rights of renewals of five (5) years each, (total term of twenty (20) years). Such renewals will be subject to the consent of WDC.
 - c. That the Trust will meet all of the operating costs for the Facility ("the Operating Costs") which shall be specified in the OP Agreement.
 - d. That the Trust will pay, in addition to meeting the Operating Costs, an annual rental to WDC of \$207,064.00 plus GST ("the Rental"). For general information purposes the Rental has been calculated as follows:

Handwritten signatures and initials at the bottom right of the page, including a large signature that appears to be 'DML' and other initials.

Name	Area (m2)	\$Rent/m2	Rental
Health and Fitness	800	116	\$92,800
Sports House	195	116	\$22,620
Reception Counter and Juice Bar	40	116	\$ 4,640
Core Management	58	116	\$ 6,728
Allied Health	107	116	\$12,412
Multi-use Rooms	154	116	\$17,864
Courts	Not Specified		\$50,000
Total			\$207,064

- e. That the Rental will be incrementally applied with a year 1 payment of 50% of the Rental being payable; a year 2 payment of 75% of the Rental being payable with the Rental being at 100% from year 3 onwards.
- f. WDC will invoice the Trust quarterly in advance for the Rental.
- g. Subject to the provisions of clause 7 e. of this Agreement, the Rental will be:
- (i) CPI adjusted annually (subject to the market rent reviews below) at the discretion of WDC.
 - (ii) Subject to a market rent review every three (3) years [and on renewals]. Such review will take into consideration the nature and use of the Facility along with the commercial viability of the Trust.
- h. WDC shall be entitled to free use of the Court Space more specifically being the area hatched in 'blue' on the Plans in the event of a Civil Defence Emergency (which shall not be restricted in any way to the Waimakariri District) for a welfare centre or any other associated purpose that WDC may require where such an event occurs. WDC shall provide one (1) hour's notice of its requirements to the Trust who will be required to immediately cancel any applicable bookings of the Facility in relation to the Court Space.
- i. Other than provided for in clause 7 h. of this Agreement, where WDC requires the Facility It shall be required to pay the applicable Facility Fees for such use as determined in accordance with clause 9 j. of this Agreement.
8. The parties acknowledge and agree that the OP Agreement shall provide that WDC shall:
- a. Be responsible (at its sole cost) for maintenance of the exterior of the buildings, carparks and all external landscaping and grounds maintenance which form part of the Facility.
 - b. Subject to the provisions of clause 9, be responsible for (at its sole cost) replacement of building assets including any structural works required, any replacement of the HVAC system and the flooring of the indoor courts.
 - c. Be responsible for obtaining and retaining at its sole cost replacement building insurance.

- d. Be responsible for payment of the rates for the Facility.
 - e. At its cost complete the elements of the fit out of the Facility detailed in Schedule B.
 - f. Shall use the Contribution to complete the elements of the fit out of the Facility referred to in clause 4.
 - g. Shall at the cost of the Trust complete those elements of the fit out of the Facility which are to be agreed between the parties.
9. The parties acknowledge and agree that the OP Agreement shall provide that the Trust shall:
- a. Be responsible for routine maintenance of the interior of the Facility which shall include internal painting and plastering, HVAC maintenance, and repair and replacement in respect of damage.
 - b. Be responsible for the supply and maintenance of all office furniture and fitness equipment (which shall be over and above the Contribution noted above).
 - c. Be responsible for obtaining and meeting the costs of contents insurance, and Public Liability insurance, to indemnify WDC and the Trust taking into consideration the operation and use of the Facility.
 - d. Be responsible for the Operating Costs, cleaning, provisioning and associated consumables.
 - e. Be responsible for the daily operation of the Facility including all bookings for the Facility. For the avoidance of doubt, bookings made by the Trust shall be between the Trust and the booking party, and shall not create or impose any obligations on WDC in respect of the booking. The Trust shall be solely responsible for complying with the terms of any booking it makes.
 - f. Be entitled to licence the office space, sports house and multi-use rooms within the Facility. Any such licence shall be subject to the Trust obtaining the consent of WDC to the proposed licensee and the form of the licence, which must at all times look to protect WDC, the Trust and the Facility and be on terms and conditions which would not breach the terms of this Agreement or any other agreement between the parties (future or present) in relation to the Facility. All revenue received by the Trust in relation to such licensing will be retained by the Trust.
 - g. Other than as provided for in clauses 9 f. and 9 k. of this Agreement, the Trust shall not be entitled to sublet or issue any type of licence for any part of the Facility.
 - h. Be entitled to naming and signage rights in respect of the Facility on terms to be covered in a separate Naming and Signage Rights Agreement.
 - i. Provide appropriate warranties to WDC in relation to ensuring the Trust complies with all relevant legislation, common law obligations, regulations and bylaws affecting the Facility and the use of it. This shall include the Health and Safety at Work Act 2015 and the Trust will be required to take all necessary steps to ensure that the obligations imposed upon the WDC as owner under the Health and Safety at Work Act 2015 will at all times be complied with.

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- j. Consult with WDC on the setting of a price schedule for the use of the indoor courts which shall form part of the Facility. Any amendments to such price schedule shall require further consultation and agreement with WDC prior to being given effect. As part of the fee setting the parties agree to consider the following matters:
- The importance of the community and sporting groups prospering and delivering services to their members and the wider community.
 - Ensuring the use of the Facility is maximised.
 - That the usage charges are affordable (particularly for youth) and are not a barrier to participation.
 - That the community receives a fair return when the Facility is used for commercial gain.
 - The cost of supplying the services and the market conditions.
- k. Be entitled to licence the use of the exterior space which forms part of the Facility, and/or the entry foyer more specifically being the area shown outlined in 'green' on the Plans, for the provisioning of food and refreshments services for users of the Facility. Any such licence shall be subject to the Trust obtaining the consent of WDC to the proposed licensee and the form of the licence, which must at all times look to protect WDC, the Trust and the Facility and be on terms and conditions which would not breach the terms of this Agreement or any other agreement between the parties (future or present) in relation to the Facility.
- l. Provide WDC with an annual budget by the 1st of June every year for the financial year commencing 1 July and following this reports on its performance against the aforementioned budget as required by WDC.
- m. Provide WDC annually a copy of its financial statements.
- n. Be entitled to, subject to obtaining the consent of WDC, sell food in a moderate quantity which has been prepared off site and brought to the Facility for the purposes of resale. For the avoidance of doubt, the Trust is not permitted and not entitled to permit others to cook and prepare food in any way in the Facility for the purposes of resale.
- o. Not be entitled to construct or build any structure within the Facility or modify any part of the Facility without obtaining the prior written consent of WDC.
- p. Shall only be entitled to use the Facility for the purpose of a multi-use sports facility and community events eg. Awards dinners and live performances, sports and trade expos which for the avoidance of doubt shall exclude any accommodation purpose (unless required pursuant to clause 7 h. of this Agreement) and any alteration to this use without the prior consent of WDC shall trigger WDC's ability to terminate the OP Agreement.
- q. At its cost complete those elements of the fit out of the Facility which are to be agreed between the parties.

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Confidentiality

10. The parties will keep the existence and contents of this Agreement confidential subject to the following permitted exceptions:
- a. Disclosure is required by law or regulation or internal regulatory process;
 - b. Disclosure to professional advisers and consultants, provided that the disclosing party requests the recipient to maintain confidentiality on the same terms with the necessary modifications;
 - c. Disclosure to officers, staff, and contractors (where reasonably considered necessary or obligatory by the disclosing party) provided that the disclosing party requests the recipient to maintain confidentiality on the same terms with the necessary modifications; and
 - d. Disclosure of information which is already in the public arena (as fact and not merely speculation), otherwise than by reason of breach by the party claiming the benefit of the exception.

Public Announcements and Statements

11. The parties will not make any public announcements or statements about the specifics of any of the subject matter of this Agreement without first consulting each other.

Good Faith

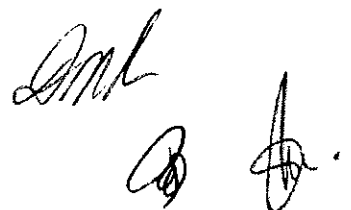
12. The parties will negotiate in good faith with each other in relation to any further agreement contemplated by this Agreement or any matter of ambiguity or difference of opinion as to interpretation. In the event of a dispute clause 13 of this Agreement (Dispute Resolution) shall apply.

Dispute Resolution

13. In the event of any dispute or disagreement between the parties regarding the subject matter of this Agreement (including, without limitation, anything referred to in clause 12 (Good Faith)) then the parties will first promptly and reasonably attempt to agree on the matter in dispute. If after ten (10) working days of the parties first discussing such matter the parties have been unable to resolve the dispute or disagreement to the satisfaction of either party then either party may commence mediation of the dispute. If within fifteen (15) working days of the commencement of mediation the parties have been unable to agree on the appointment of a mediator then either party may make application to Arbitrators and Mediators Institute of New Zealand for the appointment of a mediator. Neither party is entitled to commence court proceedings until a qualified mediator has certified that a mediation has taken place.

Status of this Heads of Agreement

14. This Agreement is intended to be legally binding.

The image shows three handwritten signatures in black ink. The largest signature is on the left, followed by two smaller signatures to its right. The signatures are cursive and appear to be initials or names.

Counterparts

15. This Agreement may be executed in any number of counterparts, each signed by one or more parties, each of which will be deemed an original and all of which taken together will constitute a single document. A facsimile copy or scanned and emailed PDF copy of this Agreement, showing a representation of the signature of a party, will be deemed to be an original counterpart copy of this Agreement.

Authority and Capacity

16. For the avoidance of doubt, the Trust acknowledges that this Agreement is entered into by WDC in its capacity as a land owner and not as regulatory authority. The two roles of WDC are different, and any consent or approval given by WDC in relation to this Agreement or any agreement contemplated by this Agreement does not waive or imply WDC's consent or approval in its capacity as regulatory authority.

Condition

17. This Agreement is conditional upon (as a condition precedent) WDC determining (in its sole and absolute discretion) at a formal Council meeting or under delegated authority (in its sole and absolute discretion) within three (3) months of the date of this Agreement that the proposed transactions evidenced by this Agreement and the terms and conditions of this Agreement are fully acceptable to WDC. WDC may take into account any matters it considers appropriate (in its sole and absolute discretion) in making such decision and shall not be under any obligation whatsoever to provide the Trust with reasons for its decision under this clause. This condition is inserted for the sole benefit of WDC.

Variation

18. The terms of this Agreement are binding on the parties, but it is acknowledged and agreed that the parties can vary the terms of this Agreement by agreement.

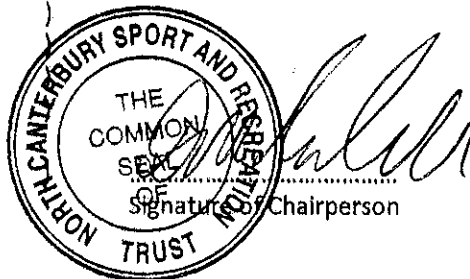
Dated this 16th day of September 2019

SIGNED for and on behalf of
the North Canterbury Sport and
Recreation Trust

by the Trust's Chairperson

Donald Michael Robertson

Name of Authorised Chairperson



in the presence of:

Witness:

Signature:

RACAR

Occupation:

Operations Manager

Residential Address:

95 Turunghaia Road, Kaiapoi R.D.1.

[Handwritten initials/signature]

SIGNED for and on behalf of
Waimakariri District Council
by its Authorised Officer

C. J. Langford
.....
Name of Authorised Officer

[Signature]
.....
Signature of Authorised Officer

In the presence of:

Witness:

Signature:

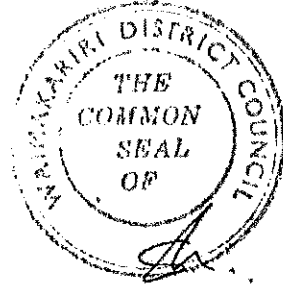
[Signature]
.....

Occupation:

Governance Manager

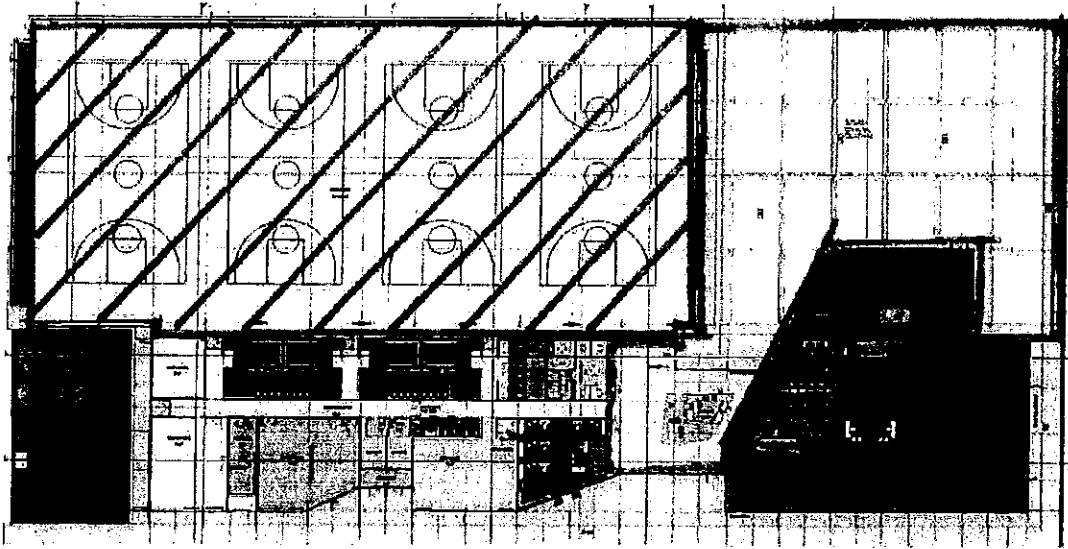
Residential Address:

215 High St. Rangiora



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SCHEDULE A
Concept Plans



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SCHEDULE B

Fit Out Items to be Paid and Completed by WDC

INDOOR COURT EQUIPMENT AND COURT LAYOUT PROVISION BEING SUPPLIED AS PART OF CONTRACT

The following lists all of the Council supplied (incorporated into construction contract) equipment for the indoor courts.

The following table is a summary of the set up for each code and there is a detailed separate table for each code below:

Sports set up summary

Code	Courts available	Courts equipped	
Netball	4	4	
Basketball	4	4	
Futsal	4	4	
Volleyball	4	4	
Korfball	2	1	Floor Inserts in 2 courts
Handball	4	2	Floor Inserts in 4 courts
Badminton	12	6	

Scoreboards

Each court has a scoreboard plus Court 2 has a large scoreboard for competition games.

Seating

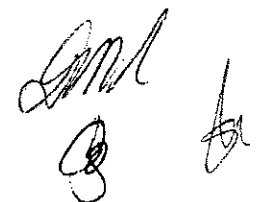
The following table lists the seating that will be provided:

Seating Retractable	
Mode 1	Fully retracted no seating
Mode 1 A	Fully retracted with lower tier extended – 52 spectator seats in 4 court mode
Mode 1 B	All seats extended into Court 1 – 491 seats plus 4 accessible (only 3 courts available)
Seating mobile (tip and roll bleachers)	
	10 - fourteen seat units
	10 - twenty seat units
Total number of seats provided	
Retractable	491
Mobile bleachers	340
Total	831 plus 4 accessible

Notes that the seating provision excludes any team benches for competitors

Installed Equipment – Common to all Court Modes	
3 Divider Curtains on grid between courts	
1 Large wall mounted scoreboard (Court 2)	
4 Wall mounted scoreboards (1 per Court)	
1 Courts Equipment Control Panel (wall mounted)	

Court mode for Netball	
Court Markings	Courts Equipment
4 netball courts 30.5 x 15.25	8 netball posts
3.050m run-off to ends and sides	8 netball post paddings
5.0m shared run-off between courts (markings centered on basketball courts)	8 netball post sockets and cover plates



PART ONE - CURRENT ARRANGEMENTS			
1	Name of the Unit responsible for the service Greenspace	Name of Unit Manager Grant MacLeod	Name of Service under Review Mainpower Stadium
2	Description and scope of the service <i>(be consistent with LTP/AMP)</i>	Management agreement for North Canterbury Sport and Recreation Trust to deliver services at Mainpower Stadium. This also doubles as an operational regime.	
3	Rationale for service provision	Legal requirement to provide the service	<ul style="list-style-type: none"> Local Government Act 2002
4		Community outcomes the service contributes to <i>(LTP)</i>	<ul style="list-style-type: none"> Enterprises are supported and enabled to succeed. Public spaces express our cultural identities and help to foster an inclusive society. People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces. Our community has equitable access to the essential infrastructure and services required to support community wellbeing. Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation. Council commits to promoting health and wellbeing and minimizing the risk of social harm to its communities. Our district is resilient and able to quickly respond to and recover from natural disasters and the effects of climate change. Our district transitions towards a reduced carbon and waste district. The natural and built environment in which people live is clean, healthy and safe. Our communities are able to access and enjoy natural areas and public spaces.
5		Council policies, bylaws, strategies and plans the service contributes to	<ul style="list-style-type: none"> Sports facilities strategy and review updates
6	Performance	Major levels of service <i>(LTP)</i>	<ul style="list-style-type: none"> Measured via the Activity Management Plan.
7		Performance measures <i>(LTP)</i>	<ul style="list-style-type: none"> 90% satisfaction rate for assets – done through annual resident surveys, as well as drop boxes at the Stadium.
8	Finance & management	Type of governance	Provision of Mainpower Stadium is currently governed by a partnership between Council and the North Canterbury Sport and Recreation Trust. The Council sets levels of service, approves Activity Management Plans, and approves Long Term Plans.

9		Funding	The management services contract will be of set by revenue earned from the venue. This includes rent from commercial spaces, revenue from space bookings, revenue form advertising and naming rights. Additional investment over and above this is \$100,000.		
10		Method of delivery (include term of contract if currently contracted out)	Management services to be delivered by North Canterbury Sport and Recreation Trust. Service to include – stadium and community space bookings, relationship management, set up and event preparation, customer service, health and Safety management, employment and management of staff.		
11		Cost of providing the service	Capital Cost \$0	Operating Cost \$100,000	Total Cost \$100,000

PART 2 - DETERMINING THE TIMEFRAME FOR A REVIEW

12	Review date	Date last review was carried out:	Click here to enter text.		Year next review is scheduled:	27/28
13	Is Council considering a significant change to a level of service? S17A (2) (a)	<input type="checkbox"/> Yes	Is delivery subject to legislation or binding agreement that cannot reasonably be altered within the following 2 years? S17A (3) (a)	<input type="checkbox"/> Yes	No review is required S17A (3) (a). Go to Part 4	
		<input checked="" type="checkbox"/> No		<input checked="" type="checkbox"/> No	Go to Question 15	
		<input checked="" type="checkbox"/> No	Go to Question 14			
14	Is delivery subject to legislation or binding agreement that cannot reasonably be altered within the following 2 years? S17A (3) (a)	<input type="checkbox"/> Yes	No review is required S17A (3) (a). Go to Part 4			
		<input checked="" type="checkbox"/> No	Go to Question 15			

PART 3 – REVIEW ANALYSIS

15	Does the cost of undertaking a review outweigh the benefits? S17A (3) (b)	What is the anticipated cost of the review?	\$ 0	Internal review by staff
		What is the total cost of providing the service (both operating and capital costs)?	\$ 100,000	Total cost to operate stadium \$646,060 off set by income of \$548,135, total estimated short fall (cost to council) \$97,925.
			<input type="checkbox"/> Yes	Click here to enter text.

		Is the service significant enough to trigger the Council's Significance and Engagement Policy 2019-20? (Trim 190214016876)	No <input checked="" type="checkbox"/>	This would be part of the draft Long Term Plan as a budget line item, as a stand alone it would not require an SCP.	
		Is the activity more than \$250,000 direct cost? (direct expenditure excluding depreciation, funding and overhead)	Yes <input type="checkbox"/>		
			No <input checked="" type="checkbox"/>	Direct cost \$100,000 after revenue used to off set expenses.	
		Has the governance, funding or delivery of the activity been reviewed recently enough that a further review is not justified?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	This review is being sought as the Trust has come forward requesting assistance from Council through its draft Long Term Plan. This is primarily to meet an operational deficit that has been identified now that the stadium has been operating for 2 years.
		Have there been any changes to the policy and regulatory environment since the last review?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	Click here to enter text.
		How effective are the current arrangements?	Very effective. The Trust is able to deliver its gym program at a competitive rate, however the stadium operation is not based on a user pays, given the sums that Council has agreed to in regards to user fees that the Trust must follow. This is to ensure social benefits are met and the stadium is run as a community good rather than for commercial gain.		
		Do other Local Authorities have the ability to participate in the review?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	NA. The North Canterbury Sport and Recreation Trust operates Mainpower Stadium for Waimakariri District Council. Both Christchurch and Selwyn deliver their stadium services in house and not through a trust.
		Will a change in provider have capacity implications for the Council, particularly where the activity involves a statutory function?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Currently the Council has minimal need for input into operation of the stadium and has oversight only at a high level. A change in provider may require a significant increase in staff and Councilor involvement.
		What are the views and preferences of the users of the service and the community?	The Trust have attracted and delivered a number of national and high profile events, booking occupancy and retention has been high. This is in line with the outcomes sought from the venue.		
		Is the activity insignificant enough in terms of scale or (public) visibility for the review costs to outweigh the benefits?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	Click here to enter text.
		15A In conclusion, does the cost of undertaking a review outweigh the benefits?	Yes <input type="checkbox"/> No review is required S17A (3) (b). Go to Part 4		

			No <input checked="" type="checkbox"/>		Go to Question 16
16	Are there likely to be realistic potentially beneficial options given the nature of the activity and/or the availability of alternative providers, having regard to S17A (4)	Does the service have a need for proximity to or interrelationship with core Council democratic, administrative or policy development processes?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Click here to enter text.
		Will another option provide effective delivery of financial, asset and executive management or regulatory responsibilities?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	Alternative delivery of the operations of the stadium services have been estimated at 50% more expensive than proposed model if in house. No other provider has been identified that would meet the requirements of ensuring equitable access to the stadium as a Trust or a group that is primarily focused on delivery of Community Sport and Recreation services.
		Will a change in provider have capacity implications for the Council, particularly where the activity involves a statutory function?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Currently the Council has minimal need for input into operation of the facility and has oversight only at a high level. A change in provider may require a significant increase in staff and Councilor involvement.
		Is the service able to be delivered by another local authority or authorities?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	No. This is not seen as a viable option given most other deliveries of such services are doing so via rates as well as user fees.
		Is the service able to be delivered by another person or agency (central government, private sector organisation or community group?)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	No, the Trust is the service provider that would be turned to as a Community Group.
		Is the service able to be delivered by a CCO or joint Council/CCO arrangement?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	The Trust in a certain view is exactly this. It has Council representation on its Board and works closely with ourselves as well as across our community. Delivery of sport and recreation is their key function and they have built experience of managing the asset over the last two years, as a result of this, there is the need to consider greater operational funding from Waimakariri District Council to support this and make it sustainable.
		16A In conclusion, are there likely to be realistic potentially beneficial options?	Yes <input type="checkbox"/>		Go to Part 4
		No <input checked="" type="checkbox"/>		No further review is required for up to 6 years S17A. Go to Part 4	

PART 4 – REVIEW RECOMMENDATION

<p>17</p>	<p>Unit Manager’s recommendation</p>	<p>That WDC continue to have the North Canterbury Sport and Recreation Trust operate Mainpower Stadium. Staff have reviewed differing options on the future management of the Stadium and have concluded that it is less efficient and less cost effective for Council to operate the Stadium. Whilst there would be a greater line of site between user and building owner, this does not outweigh the benefit of having a community minded Trust operating the facility. Noting that this includes the commercial gym which Council does not have in house expertise to deliver. The lease from the gym, the café and the active health areas give the Council commercial income or a revenue source to offset the operational loss on the courts. The courts within the Stadium are expected to be focused on delivering a community benefit, hence the Trust has been guided by Council on its fee structure. This ensures the Stadium meets our community outcomes and does not favor commercial uses over the rate payers who funded the building project.</p>
<p>18</p>	<p>Reason/s for recommendation</p>	<p>In order for the stadium to remain financially sustainable while also remaining accessible to the community, more operational funding is required. A change in the operating model and additional funding will ensure that the building is accessible, well maintained and the NCSRT can sustainably manage the facility. This is why the recommendation is to:</p> <p>Staff are estimating that an additional \$100,000 will be required per year in operational funding to ensure the operational sustainability and upkeep of the facility, this has been included in the Greenspace Long-Term Plan budget for Council consideration.</p>
<p>* Enter year next review is scheduled in dark green box in Question 12.</p>		

Signed by:

Department Manager

Chief Executive

WAIMAKARIRI DISTRICT COUNCIL**REPORT FOR DECISION**

FILE NO and TRIM NO: Res 20/231115183586

REPORT TO: COMMUNITY AND RECREATION COMMITTEE

DATE OF MEETING: 12 December 2023

AUTHOR(S): Martin McGregor – Senior Advisor Community and Recreation
Grant MacLeod - Greenspace Manager

SUBJECT: Waimakariri Sport Facilities Plan Review

ENDORSED BY:
(for Reports to Council,
Committees or Boards)


General Manager


Chief Executive

1. SUMMARY

- 1.1. The purpose of this report is to inform the Community and Recreation Committee of the outcomes of the recently completed Sport Facilities Plan review.
- 1.2. The review was conducted by RSL Consultants who completed the last plan in 2020. This review was commissioned by Greenspace to inform Long Term Plan budgets and decisions.
- 1.3. The review included a progress update of the actions documented in the 2020 plan, a review of demographic data, the consideration of new and emerging sector trends, and the identification of new projects and needs since the plan was completed. The progress section of the review also acknowledges the impact that the Covid pandemic had on sports clubs due to competitions and sport not being delivered and on providers of facilities such as Waimakariri District Council.
- 1.4. As part of the methodology for the review, key stakeholders identified in the 2020 plan were consulted with when reviewing the plan as well as gathering information from council staff. This was done via a series of one-on-one meetings.
- 1.5. The review identifies a number of updated recommendations which includes cost estimates and timings. With one exception recommendations are already included in the LTP from when the plan was adopted in 2020, there are some changes to timings and amounts. The one exception is a contribution to the construction of a second cricket oval to be located next to the existing Mainpower Oval. This has been included in the Greenspace LTP Budget for Council consideration.

Attachments:

- i. Waimakariri Sports Facilities and Aquatics Plan Update November 2023 - 231130192819

2. RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. Res-20/231115183586.
- (b) **Receives** the Waimakariri Sports Facilities Plan Review (TRIM: 231130192819).

(c) **Notes** that staff have reviewed the recommendations in the Sports Facilities Plan Review, and included the following for consideration by Council as part of the draft 2024 Long Term Plan:

- A third part contribution towards Southbrook Sports Pavilion rebuild (\$1,300,000.00).
- A 50% contribution towards the cost of the second cricket oval at 154 Eastbelt (\$500,000.00).

(d) **Notes** that all other funding reflected in this report is included in the Long-Term Plan unless otherwise noted.

3. **BACKGROUND**

3.1. In 2020 the Waimakariri Sport Facilities Plan 2020-2032 was developed, the purpose of this plan was the identification of the current issues, considerations, and priorities for the sporting facilities network in the Waimakariri District. This would avoid ad hoc facility development and prioritise the limited funding for sport as a key outcome.

3.2. To inform the development of the 2024 Long Term Plan a review of this plan was commissioned by Greenspace to update demographic data, incorporate emerging trends, and identify any new priorities that had emerged since the completion of the 2020 plan. The review was undertaken by RSL Consultants who were the author of the 2020 plan.

3.3. The scope of the 2020 plan included the following sports:

Sports Field Groups	Other groups	
Cricket	Aerial / Model Flying Clubs	Gymnastics
Football	Archery	Netball
Hockey	Athletics	Rowing
Rugby Union	Basketball	Shooting
Rugby League	Lawn Bowling	Squash
Softball	Cycling (BMX)	Surf-Lifesaving
Touch	Croquet	Table Tennis
	Golf	Tennis
		Yachting

3.4. The Scope of the Review included:

1. WDC owned facilities.
2. Facilities that are owned by others on WDC land.
3. Other facilities can complement the network of sporting facilities owned by WDC.

3.5. The methodology for the review included the following:'

- Updating demographic projections to reflect the most recently available growth models for the area.
- Interviews with Council officers in the sport and recreation areas.
- Interviews with key organisations operating facilities in the Waimakariri.
- Reviewing a series of relevant documents, including the Sport NZ Indoor Sport and Active Recreation Facilities Strategy, which has had a significant update since the 2020 strategy was developed.
- Incorporation of emerging trends in the wider sport and recreation sectors that have the potential to impact on the facility mix in the Waimakariri District.

- 3.6. The below table outlines the progress made against the recommendations of the Sport Facilities Plan 2020.

2020 Notable Proposed Outcomes	2023 Progress Report
Indoor Sport Facilities	
To manage capacity issues at Mainpower Stadium, continue to maximise the use of other indoor court venues (Woodend Community Centre, school venues) for all indoor sport under-age practices and games.	<p>Mainpower Stadium has opened since this plan was developed.</p> <p>Facility manager and codes report high levels of use of Mainpower Stadium, particularly during weekday evenings and Saturdays.</p> <p>Cost of court hire has also been raised as a potential barrier to greater use.</p>
Undertake detailed monitoring, analysis, and review of usage data of the soon to be opened Mainpower Stadium indoor court facility	WDC to work with NCSRT to understand demand pressures
Work with the gymnsport and trampoline clubs with regards to securing long-term facility access.	WDC is progressing with Clubs
Sports Fields	
Dudley Park – promote availability of lights for training	Installed. Actively used by codes for training. Relieving pressure on competition surfaces
Maria Andrews Park – technical report on irrigation options	Not complete
Kaiapoi Park – review of existing partnership agreement with the KRFC	This review was considered a low priority and has not occurred.
Kendall Park – investigation for preferred drainage system	<p>Completed – recommendations of investigation include:</p> <ul style="list-style-type: none"> • Increase surface grade and level in front of clubrooms and no.1 pitch • Install swale drains • Improve performance of Parnham Drain • Establish consistent top soil depth on No. 1 pitch • Install sub-soil drainage in sports field area
Loburn Domain – implement identified irrigation solution	Completed – Storage tanks installed by ARFC, in partnership with WDC.
Mandeville Domain – seed fund upgrade of lighting	Upgrade complete.
Mainpower Oval Identify the long-term priority development options that align with the regional cricket facilities plan.	Canterbury Country Cricket Association has concepts to develop a covered training venue and a second oval adjacent to the Mainpower Oval
WDC to continue to support Canterbury Country Cricket to retain First Class status at Mainpower Oval.	Ongoing support from WDC.
Southbrook Park - Undertake a feasibility study regarding the multi-use of the park and upgrade/new clubroom/changing facility type facility.	<p>Completed in 2021</p> <p>Recommendation to develop a new, fit-for-purpose, multi-use community facility on the park.</p>

2020 Notable Proposed Outcomes	2023 Progress Report
Pearson Park - In the short-term football club to trial the use of the changing facilities at the community pool.	Offer of use declined
Non-council sports field leases – review	WDC continue to lease the A&P Showgrounds for the purposes of sportsfields, on a year-by-year basis.
Artificial turfs – budget for turf renewals	Budget allocated in 2028/29 (Coldstream) and 2030/31 (Kendall Park)
Artificial Turfs	
Continue to maximise the use of the smaller turfs for junior games and training.	Ongoing use via North Canterbury Sport and Recreation Trust.
Identify the opportunity for other sports to be based at the new park [Norman Kirk – Kaiapoi].	Softball diamonds developed. Additional sports field/s. BMX track. Walkways/Reserve areas.
Council to consider undertaking a feasibility study with regards to a multisport facility at new park. Long term there will be a need for the Northern Bulldogs Rugby League Club (NBRLC) to relocate to the new fields at Kaiapoi.	WDC working with NBRLC to look for a long-term solution.
Netball	
Work with NCNC to determine the long-term outdoor facility needs for netball.	NCNC has moved most of its winter competitions to Mainpower Stadium. NCNC now considering long-term future facility requirements. Dudley outdoor courts renewals budgeted for 2029/30
Active Recreation	
Undertake a stocktake of the existing and planned active recreation assets, (e.g. 3 on 3 basketball courts, skate parks and cycleway/walkways)	WDC Play, Active Recreation and Sport Strategy to consider the breadth of activities available in the Waimakariri at a high level.

- 3.7. The COVID-19 global pandemic had a significant impact on the delivery of Sport and Recreation within the district. This was obviously not forecast in the 2020 plan and the impacts on resourcing and participation have been significant. Sporting codes were forced to adapt to an ever-changing environment to continue to deliver their product and this put significant pressure on staff, volunteers, and finances. Sports are now just recovering from this event and are returning to pre-pandemic levels or thereabouts. Councils focus also turned to capacity and capability assistance during this time.

4. **ISSUES AND OPTIONS**

Notable additions and updates 2023:

- 4.1. Cricket Oval – the plan review recommends working with the Canterbury Country Cricket Association (CCCA) on the development of a second cricket oval to be located next to the existing Mainpower Oval on Coldstream Rd, Rangiora. Council already owns the site required for the second cricket oval and would look to partner with CCCA, Councils contribution would be the land and funding to clear it in preparation for the construction of the oval.

CCCA identifies the development of a second Oval as a priority project. A second Oval would allow CCCA to host additional games to assist in accommodating the demand within

the CCCA district. In addition, Canterbury Cricket has identified its intention to host more games at Mainpower Oval due to its cost-effectiveness and availability relative to Hagley Oval which is subject to a number of restrictions.

CCCA is also considering the development of a covered training facility to be located at Mainpower Oval, this facility would be funded predominantly by the Canterbury Cricket Association (CCA) and would support their aspirations for improved training facilities in the region. The development of a second oval would further strengthen the case for this investment to be made in Rangiora. The new covered facility would be predominantly utilised by Canterbury senior and age group representative teams.

The plan update recommends working with CCCA and the CCA to formalise Mainpower Oval as a long-term first-class venue before making an investment in this project.

- 4.2. Indoor Courts – feedback received during this review indicates that Mainpower Stadium is experiencing significant demand pressures during peak times (weekday evenings and Saturdays). The Sport NZ Indoor Sport and Active Recreation Facilities Strategy provides guidance for local government on the recommended capacity of indoor courts based on population. The ratio of courts to population has recently been updated and this review has assessed the need of the Waimakariri District on this basis. The below tables show the current capacity of indoor courts in the district and the surplus/deficit when assessed against the Sport NZ Criteria of one court to 7,800 residents.

Current Capacity

Name of Facility	Number of Courts	Proportion of Time available for Public Use	Court Capacity
Mainpower Stadium	4	100%	4
Woodend Community Centre	1	100%	1
Rangiora High School	3	25%	0.75
Rangiora New Life School	2	25%	0.5
Oxford Area School	1	25%	0.25
Kaiapoi High School	2	25%	0.5
Total	12		7

Updated Court projections and against Sport NZ Criteria.

Year	2023	2033	2043	2053
Projected Population	69,789	81,742	92,178	101,791
Number of Courts at ratio of 1:7,800 residents	8.9	10.5	11.8	13.1
Surplus / Deficit of Courts	-1.9	-3.5	-4.8	-6.1

The review recommends Council undertake a formal needs assessment/feasibility to confirm the preferred option to address the demand pressures on indoor courts. Currently, additional spending on indoor courts is not reflected in Council budgets until 2041, this can be seen as a projection in the Infrastructure Strategy.

- 4.3. Coldstream Road Sporting Precinct – Council staff has had approaches from a number of sports with aspirations to locate facilities adjacent or near the Mainpower Stadium. These sports have included the North Canterbury Netball Centre looking to move their outdoor courts from Dudley Park and North Canterbury Rugby looking to establish a home ground. In addition, Waimak United Football which utilises Maria Andrews Park is growing and the Council is leasing the A and P showgrounds for use as sports fields. The aforementioned cricket oval and training facility are also proposed to go in this area.

The success of the stadium and the proximity of Maria Andrews Park, the Cold Stream Tennis Club, the hockey turf and Mainpower Oval has led to some traffic and parking issues at peak times. To further develop the site and to take advantage of the opportunities that exist with co-location, a master planning exercise is recommended in the review that incorporates the wider area. This is seen as essential to improve the function of the existing facilities as well as determining the feasibility of developing further facilities on the site or near by.

Implications for Community Wellbeing

There are implications on community wellbeing by the issues and options that are the subject matter of this report.

Social – The development of sport and recreation groups, such as clubs and informal groups, facilitate social connections and build stronger communities. These activities provide opportunities for people to make new connections, as well as volunteer in the provision of these outcomes.

Regular participation and involvement in sport and physical activity promotes positive mental and physical health outcomes, contributing to improved quality of life.

Economic – In the recent review of the WDC Economic Development Strategy, the visibility and accessibility of recreation and sports activities was identified as an important part of Waimakariri being a great place to live. This in turn attracts new residents and promotes business growth. The provision of facilities and services in this area also promotes investment in local businesses and employment of local residents. The holding of a sports event raises the profile of the district, increasing visitation, and further creating economic activity.

Cultural – Culture is celebrated through play, active recreation, and sport in many different forms. Activities such as traditional sports or cultural sports tournaments are common and provide opportunities for different ethnic groups to gather and celebrate their traditional language, food, and cultural practices.

- 4.4. The Management Team has reviewed this report and support the recommendations.

5. COMMUNITY VIEWS

5.1. Mana whenua

Te Ngāi Tūāhuriri hapū are not likely to be affected by or have an interest in the subject matter of this report.

This report is to inform the committee of the outcome of a review of the Sports Facilities Plan. Any new recommendations that are undertaken will be consulted on as appropriate or will be included in the draft LTP consultation process.

5.2. Groups and Organisations

There are groups and organisations likely to be affected by, or to have an interest in the subject matter of this report. The provision of sports facilities plays a crucial role in the delivery of sporting activities for thousands of Waimakariri residents and Council is the largest contributor to the provision of these facilities. Sporting organisations from a club to national level will be interested in the plans of Council for its investment in sports facilities to inform their planning and future delivery capacity.

5.3. Wider Community

The wider community is likely to be affected by, or to have an interest in the subject matter of this report. Thousands of Waimakariri residents of all ages participate in sporting activities seven days a week, all year round. The quality and location of the district's facilities has a significant impact on their experience and their motivation to participate.

6. OTHER IMPLICATIONS AND RISK MANAGEMENT

6.1. Financial Implications

There are financial implications of the decisions sought by this report.

Greenspace currently have funding under code 101185.000.5225 within the LTP. This has been spread over the ten years every second year with a total of \$1,655,651.00. This budget was first put into the LTP in 2015 following the first iteration of the Sports Facilities Plan. Since then, there have been reviews before each LTP to ensure that the works listed remain relevant, that budget allocations are correct and that new trends have not superseded former thinking.

The below is a table of recommendations that RSL have put forward as part of the review with a staff recommendation or response.

	Recommendation	Proposed Timing	Indicative Cost	Staff recommendation/response
Indoor Court Sports Recommendations				
1.	Undertake formal needs assessment / feasibility to confirm preferred option to address demand pressures for indoor courts. Options to include: <ol style="list-style-type: none"> a. An extension to Mainpower Stadium b. Increase access to partner facilities c. An alternative site for additional courts 	2024-2027	TBC (not budgeted)	This works can be done via existing operational funding as well as staff time, particularly through the planning side of Greenspace.
2.	Work with Rangiora High School to understand plans for a new sports facility to ensure a network approach is considered	2024/2025	staff time	Agree that staff time can cover this.
Outdoor Court Sport Recommendations				
3.	Netball – Pending the outcome of investigations by the NCNC to relocate, invest in the renewal of Dudley Courts	2029/30	\$183,330	Current budget can cover this works
4.	Renewal of tennis/netball courts in Cust	2030/31	\$41,200	Current budget can cover this works
5.	Renewal of tennis courts in Oxford	2030/31	\$21,568	Current budget can cover this works
Sports Field Recommendations				
6.	Formally confirm Canterbury Cricket's commitment to Mainpower Oval being the First Class cricket venue for Canterbury Cricket Association before investing in any proposed developments	2023/24	staff time	Agree that staff time can cover this, noting conversations with staff and CCC have already taken place, therefore staff are proposing that Council provides a portion

	Recommendation	Proposed Timing	Indicative Cost	Staff recommendation/response
				of this projects funding in its draft LTP (\$500,000.00).
7.	Once formal use agreements are confirmed, support Canterbury Country Cricket with a lease for additional space adjacent to Mainpower Oval for additional training and playing areas.	2024-2026	staff time	Agree that staff time can cover this.
8.	WDC to work with The Canterbury Country Cricket Association, to confirm the need for a new covered training venue at Mainpower Oval.	2024-2026	staff time	Agree that staff time can cover this.
9.	Budget for contribution toward turf renewals for artificial turf at Kendall Park.	2030/31	\$808,808	Current budget can cover this works
10.	Kendall Park Turf – Look at the re-configuration of sporting goalposts to maximise the utilisation of turf	2030/31	\$15,000	Current budget can cover this works
11.	Budget for contribution toward turf renewals for artificial hockey turf at Coldstream Road	2028/29	\$808,808	Current budget can cover this works
12.	Kendall Park natural turf fields – Implement recommendations from turf report, summarised as: <ul style="list-style-type: none"> Increase drainage and surface grade and level in front of clubrooms and No.1 field. 	2023/24	\$273,000	Current budget can cover this works
13.	WDC to work with Northern Bulldogs and Canterbury Rugby League to determine the future needs of the Rugby League Community	2023/24	Staff time	Agree that staff time can cover this.
Sporting Hubs / Pavilions Recommendations				
14.	Coldstream Road Sporting Precinct – undertake a Master planning exercise to determine the overall spatial requirements for the northeastern area of Rangiora, including but not limited to: Mainpower Oval and Stadium, Maria Andrews Park, Hockey, lease of A&P Showgrounds for sporting use.	2024-2026	Staff time	Agree that staff time can cover this.
15.	Southbrook Park – WDC invest in a new change room area and a wider community hub facility to service the Southern part of Rangiora.	2025-2027	\$3,982,050 (not budgeted)	Staff have proposed a third of this budget be considered by Council for the draft LTP, noting there is a fundraising

	Recommendation	Proposed Timing	Indicative Cost	Staff recommendation/response
				committee at the Southbrook club. (\$1,300,000.00)
16.	Investigate the feasibility of updating the offering at Loburn Domain as a local level meeting and function area. Facility replacement included in building replace fund.	2030-2031	\$1,600,000	Budget has been applied for within the draft LTP.
17.	Partner with Mandeville Sports Club in creating a wider community hub, incorporating improved meeting and social spaces, alongside new changing rooms.	2024-2026	not scoped or budgeted.	
18.	Support Kaiapoi River water sport users hub upgrade	2023/24	\$265,000	This is currently budgeted and is subject to further draft LTP considerations.
Specialist Surfaces Recommendations				
19.	Support the re-location of the Kaiapoi Croquet Club lawns to the new community hub site.	2023/24	\$200,000	This is budgeted for the current financial year.
20.	Renewal of BMX track at Rangiora	2031/32	\$21,568	Current budget can cover this works
Active Recreation Recommendations				
21.	Develop a Play, Active Recreation and Sport Strategy that considers the wider opportunities to participate in the Waimakariri district	2023/24	\$50,000	Currently budgeted and under development.

6.2. Sustainability and Climate Change Impacts

The recommendations in this report do have sustainability and/or climate change impacts. The provision of sporting facilities can have an impact on Councils' sustainability outcomes. Some sports facilities consume high levels of electricity and require large volumes of water. The planning, design, and maintenance of sports facilities are important in minimising these impacts.

6.3 Risk Management

There are risks arising from the adoption/implementation of the recommendations in this report. As with any budget and trend analysis, there can be changes over time, in the last review of this document we saw a global pandemic push some of the expected outcomes back or introduce new ways of doing things. Change in trend is part of a risk when building infrastructure that is based on demand and use. This is a key part of why the document and its work program are reviewed every three years.

6.3 Health and Safety

There are not health and safety risks arising from the adoption/implementation of the recommendations in this report.

7. **CONTEXT**

7.1. **Consistency with Policy**

This matter is a matter of significance in terms of the Council's Significance and Engagement Policy.

It is expected that through the LTP 2024 the community will have the opportunity to submit on recommendations arising from the Sports Facilities Plan review.

7.2. **Authorising Legislation**

Local Government Act

Reserves Act

7.3. **Consistency with Community Outcomes**

The Council's community outcomes are relevant to the actions arising from recommendations in this report.

Social

A place where everyone can have a sense of belonging.

- Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.
- Council commits to promoting health and wellbeing and minimizing the risk of social harm to its communities.
- Our community groups are sustainable and able to get the support they need to succeed.
- Our community has access to the knowledge and skills needed to participate fully in society and to exercise choice about how to live their lives.
- People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.
- Our community has equitable access to the essential infrastructure and services required to support community well-being.

Cultural

A place where our people are enabled to thrive and give creative expression to their identity and heritage.

- All members of our community are able to engage in arts, culture and heritage events and activities as participants, consumers, creators or providers.

Economic

A place that is supported by a resilient and innovative economy.

- Enterprises are supported and enabled to succeed.
- There is access to meaningful, rewarding, and safe employment within the district.
- Our district recognizes the value of both paid and unpaid work.
- Infrastructure and services are sustainable, resilient, and affordable.
- There are sufficient and appropriate locations where businesses can set up in our District.

7.4. **Authorising Delegations**

The Community and Recreation Committee have the delegation to receive this report.



Waimakariri Sports Facilities Plan and Aquatic Strategy Review and Update 2023

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About RSL Consultancy

RSL Consultancy undertakes projects and offers strategic advice throughout Aotearoa to enable community well-being. We support organisations to make informed decisions when it comes to their people, facilities, places and spaces. RSL carries out a range of pre-planning work from needs assessments and feasibility reports to business cases. We also work on a range of organisational strategic and operational projects.

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1 Introduction

This report has been commissioned to review progress and update two Waimakariri District Council (WDC) reports, those being:

- The WDC Aquatic Facilities Strategy (2021)
- The WDC Sports Facilities Plan (2020)

The findings of the review, along with emerging issues and opportunities, can then be utilised to inform WDC's long term planning processes.

The global Covid-19 pandemic was not forecast when these two strategies were initially developed. The impacts on resourcing and participation since this time have been extremely significant. The pandemic placed increased pressure on WDC staff providing community sport and recreation facilities and programmes. It has also impacted the ability of voluntary groups to participate in a normal fashion for upwards of two years, with participation numbers still recovering in some areas.

As we are emerging from the pandemic, there is an opportunity to re-shape how sport and recreation can be delivered in the Waimakariri district.

1.1 Scope and Methodology

1.1.1 Scope

The review and update to both of these documents has generally focussed on:

1. WDC owned facilities; and,
2. Facilities that are owned by others either on WDC land; and,
3. Other facilities that can complement the network of aquatic and sporting facilities owned by WDC

This review and update has been undertaken primarily as a desktop exercise. Recommendations provided in this report will require further investigations at a project-by-project level before commencement.

The report focusses on organised sporting facilities and aquatic facilities, while recognising that many of these assets (such as sports fields) provide wider community benefits and are used for a wider range of activities.

1.1.2 Methodology

The methodology for these updates has focussed on the following:

- Updating demographic projections to reflect the most recently available growth models for the area.
- Interviews with council officers in the aquatic, sport and recreation areas.
- Interviews with key organisations operating facilities in the Waimakariri
- Reviewing a series of relevant documents, including the Sport NZ National Aquatic Facilities Strategy and the Sport NZ National Indoor Sport and Active Recreation Facilities Strategy, both of which have had significant updates since the development of the WDC strategies were first developed.

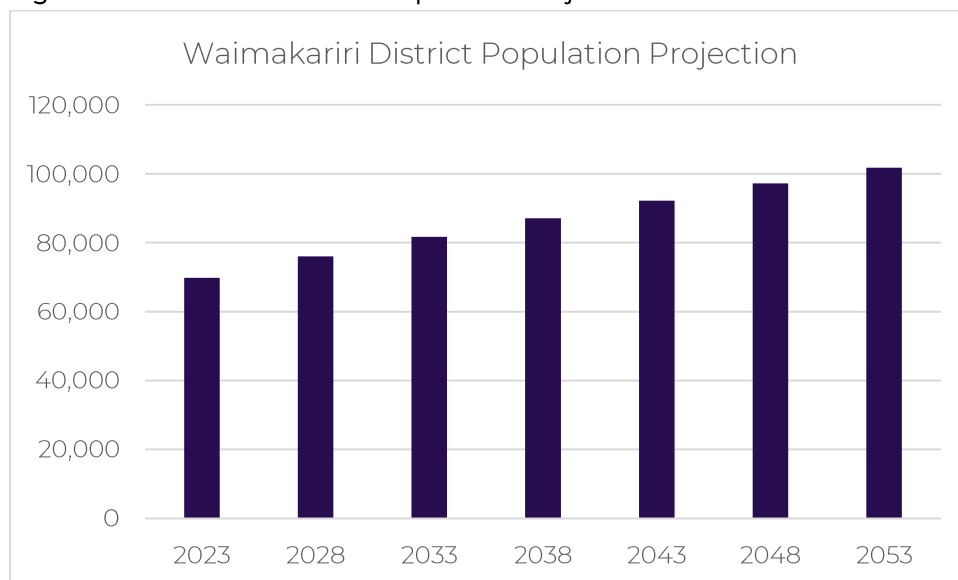
- Incorporation of emerging trends in the wider aquatic, sport and recreation sectors that have the potential to impact on the facility mix in the Waimakariri.

2 Demographic Update

Both former reports used previous projections when assessing whether population changes would impact on the demand for facilities. This demographic update assesses the most recent population projections, when compared to the projections used previously.

The Waimakariri Population was 69,789 in 2023. It is expected to increase by 50% in the 30 years to 2053. This is an increase of nearly 44,000 people.

Figure 2.1 Waimakariri District Population Projection

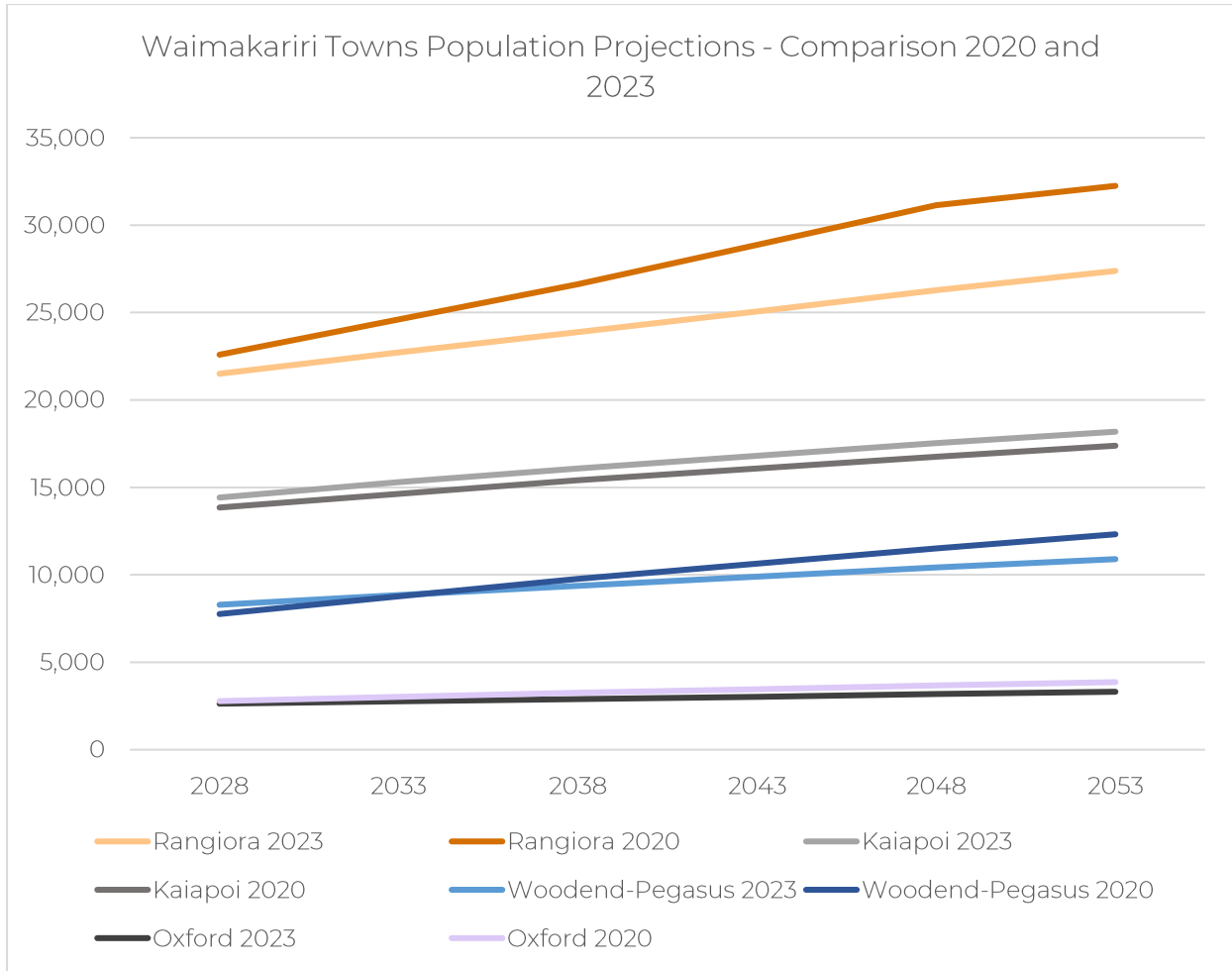


The Waimakariri Aquatics Strategy 2020 projected the population of the district would reach over 80,000 by 2033 and 100,000 by 2053. Current projections indicate that population numbers are predicted to be greater than the 2020 prediction by about 1,800 people.

The population projections for all the main towns in the Waimakariri district remain very similar to the projections made in 2020. The exception to this is that Rangiora is not expected to grow quite as much as expected. In 2020 it was projected that Rangiora would have a population of over 32,000 by 2053. The 2023 projection suggests the population will reach just over 27,000 by 2053, a difference of nearly 5,000 people.

Given these projections are relatively similar to the projections provided in 2020 it is unlikely that there are any changes to recommendations based on changes in population growth levels alone.

Figure 2.2: Waimakariri Towns Population Projection Comparison 2020 vs 2023



3 Aquatics Strategy Review

3.1 2020 Aquatic Facilities Strategy

The 2020 Aquatics facilities Strategy investigated the current and future needs of the aquatics network. It highlighted several key observations such as the existing network of pools provides:

1. Good provision of lane and learn to swim space across the network – especially when Oxford Pool is open.
2. Little purpose-built recreation water space other than at the Dudley Park Aquatic Centre.
3. No warm water / hydrotherapy pool primarily for therapeutic or rehabilitation purposes
4. No sauna provision and limited spa access.
5. Limited or no ancillary services at pools e.g. gyms, café, physiotherapy creche.
6. Limited deep-water provision (e.g. for water polo and under-water hockey).

The 2020 strategy provided a mix of operational and capital-based recommendations. These recommendations are outlined below with updates outlining what progress has been made.

3.1.1 2020 Recommendations with 2023 Update on Progress

	2020 Recommendation	2023 Update on Progress
1	Monitor and regularly review pool space allocations and usage with users to ensure a fair and equitable allocation of space based on need.	WDC has constantly monitored and adjusted based on customer needs and demands. Covid pressures have been managed well by the Aquatics team.
2	Undertake full condition assessment and asset management plan for all pools.	Formal condition assessments not undertaken. Changes to enterprise software and staffing limitations have meant this work has been deferred.
3	Implement a pro-active maintenance and renewal regime.	As above
4	Undertake customer surveys to understand attendee demographic in more detail.	Held off on significant customer survey due to Covid resourcing limitations
5	Continue to closely monitor the financial performance of the Learn to Swim and Aquarobics programmes to ensure variable costs are responsive to changes in attendance income.	Covid had high impact with limitations around head counts. Programme numbers now returning to pre-Covid levels.
6	Consider raising the user contribution for the Water Skills for life programmes and seeking additional investment from Water Safety NZ.	Aquatics team working with NCSRT to re-organise programme and cost structure.
7	Consider offering other aquatic programmes for residents based on successful programmes being offered elsewhere in the country.	Covid has postponed any investigations in this area.
8	Bring entry fee for 'under 5 plus caregivers' into line with average prices around the	Completed

	2020 Recommendation	2023 Update on Progress
	country and Learn to Swim prices into line with average prices for South Island pools.	
9	Investigate future development options for expansion/re-development of Kaiapoi Aquatic Centre.	Not budgeted for in the 2021-2031 LTP
10	Replace heat pump at KAC.	Underway
11	Replace liners at Oxford Pool.	Minor repairs to liners complete
12	Identify and acquire a site for a pool in Ravenswood/ Pegasus/ Woodend. Consider co-location with Library/ Community Centre.	Investigations underway
13	Undertake a needs assessment and feasibility study into development of a new pool in the Ravenswood/ Pegasus/ Woodend area.	Has not been progressed
14	Redevelop and/or expand Kaiapoi Aquatic Centre with a focus on leisure and warm water offering as well as consideration of professional and customer services (e.g. health services, gym, café).	Not budgeted for in the 2021-2031 LTP
15	Investigate options for expansion of Dudley Park Aquatic Centre.	Not budgeted for in the 2021-2031 LTP
16	Develop a new Pool in Ravenswood/ Pegasus/ Woodend Area.	Not budgeted for in the 2021-2031 LTP

Progress against recommendations highlights:

- Repair and maintenance recommendations have generally been completed.
- The impact of the global pandemic has significantly hindered many operational improvements.
- The prioritisation of other key projects within the Waimakariri district has meant any new aquatic developments have been pushed beyond the 10 year planning window.

3.2 Aquatic Trends

The following section highlights aquatic trends that may impact on the provision of aquatic facilities in the Waimakariri district.

The importance of swimming and water-based leisure.

Swimming and water-based leisure have always been a human need and desire since ancient times and will continue to be so. Their physical and emotional benefits have always been recognised.

Individualisation

Recreation activities like swimming are thriving. They allow people to be active when and where they want, to better suit their lifestyle and other commitments like work and family. These are often performed in public spaces that are not limited by opening hours.

Immersing in a lifelong healthy lifestyle

Water sports and swimming fit in perfectly with the trend of people leading more healthy lifestyles coupled with an ageing society with more active seniors. Water-based exercise classes and swimming lessons for adults are becoming more popular. Swimming lessons for children (in school or as a leisure activity) are becoming more important.

Pools as 'wellness hubs'

The increasing importance of 'preventive health care' (including mental health/stress reduction) is encouraging holistic life-style activities. The combination of sports with relaxation activities is gaining in importance, so wellness offerings are being added more frequently to classical competition pools, e.g., warm water (Hydrotherapy), spa pools, sauna/steam rooms, treatment areas, lounging zones.

Fun through play for children and families

In addition to the wellness trend, children and families are a core target group for pools. Having fun is important for children and families as an introduction to the water and for

leisure. Sport NZ has identified the value and variety of play as key to the development of young people not just for their sporting future but for their overall happiness and wellbeing. To support this, facilities need to be attractive and provide amenities focused on fun activities and play.

Designing for inclusivity

The concept of accessibility has expanded significantly in recent years as society becomes more inclusive. This has also been driven by demographic change, migration and increasing cultural diversity. Social sustainability and inclusion have become important goals for public leisure facilities. Inclusivity requirements are resulting in new design strategies for many aspects of pools including stairs, lighting, signage, surfaces and acoustics, as well as for universal changing areas and toilets.

Pools as places for socialising

The social function of sports and leisure facilities is growing in importance. Facilities need to be multifunctional and serve as a 'social hub' for the community. In many instances, pools are an important gathering space for whānau to recreate and socialise.

Sustainability

Climate change places a new focus on ecological sustainability. This necessitates a holistic approach from planning and construction through to the operation of pools with a minimal ecological footprint. Important strategies include water conservation, heat recovery, combined heat and power generation, solar energy, passive house principles, and waste/plastic reduction.

Safe and secure pools

The potential for antisocial behaviour calls for measures such as video surveillance and security personnel. The increasing responsibility and liability of leisure facilities towards their users raises the need for more surveillance staff, surveillance technology and more complex building construction and makes the use of certified products more important.

Competing demands on public finances

The competing demands on public finances call for a prioritisation of investments. In competition for public funding, promoters of pool projects must communicate the significant 'public value' of pools (the 'social return on investment'). Over the last 30 years there has been an increasing emphasis on the financial metrics of facilities, at the expense of the less tangible social and cultural benefits.

Digital transformation

Technology can benefit and encourage participation. The omnipresence of digital technology makes the digital accessibility of sports and leisure facilities indispensable, before, during and after the visit. Another development is an increasing demand for sports tracking/performance measurement. Admission control and (non-cash) payment systems will transform service quality for users and reduce staffing requirements.

Increased expectations

Globalisation, the internet and people's increasing mobility are influencing user expectations. Participants in sport and active recreation are now 'customers' expecting a higher level of service both in terms of the

facility standards, flexibility and ease of use. National and international trends should therefore be monitored closely, with the growing harmonisation of quality standards.

Good design

The delivery and operation of successful pools are complex tasks. Good design is an essential part of providing an enhanced user experience that fosters long-term loyalty and high participation. The complete quality of the swimming experience is a critical component for long-term success.

Ageing Infrastructure

Many aquatic centres are ageing. While the WDC operated pools are relatively modern, the age of school pools, which are used to complement these facilities, are ageing. With the average age being 59 years old. Only one school pool has been developed since 1976 in the WDC area. There is a real risk school communities cannot afford to keep operating these pools as they require more funds to maintain them to a standard acceptable for use.

The fight for talent

Demographic change, economic influences and the impacts of Covid 19 pandemic have led and will lead to continued difficulties for leisure facilities in recruiting and retaining skilled staff. WDC is not immune to this issue, having to re-schedule operating hours at short notice due to staff unavailability.

The cost of recruiting and training lifeguards and swim instructors is relatively high. To maximise the benefits of this training it is important WDC can retain staff for as long as practically possible.

3.3 Sport NZ National Aquatics Strategy - New guidance and its impact

In 2023 Sport NZ has reviewed and updated the National Aquatic Facilities Strategy. The previous National Strategy, developed in 2013, was used to inform the WDC Aquatics Strategy developed in 2020. The main changes to the updated strategy are:

- A new guideline of pool space of 27m² / 1,000 residents (60m² / 1,000 residents in the 2013 national strategy).
- Including school pools that may be available for community use. This more accurately recognises the role that these pools can play in catering for demand, particularly in rural and semi-rural catchments, where distance to the nearest public pool may be a barrier to participation.
- Considering the type of water that is available in a community and matching that to community demand.

3.3.1 Available Aquatic Facilities Network:

In taking guidance from the 2023 Sport NZ National Aquatics Facilities Strategy, the following pools have been considered to have community access (acknowledging limited access for some of the pool facilities).

Table 3.1: Aquatic facilities available for community use in the Waimakariri district

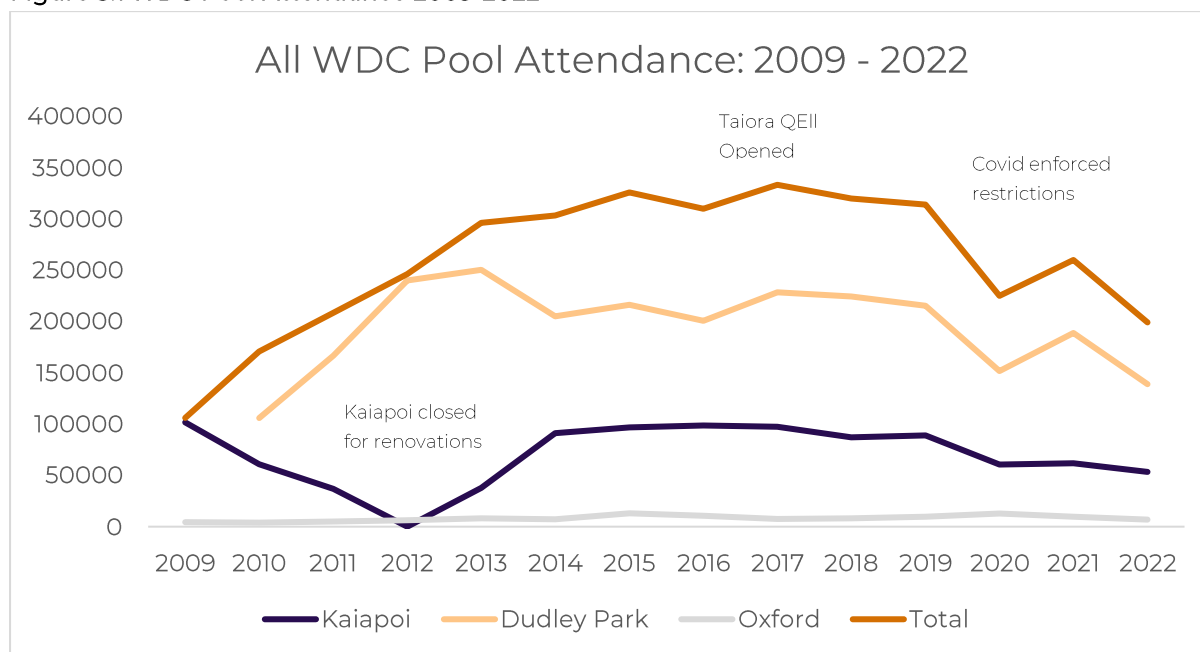
Name	Pool Type
Community Pools	
Dudley Park Aquatic Centre	Lap Pool
	Teaching pool
	Leisure pool
	Spa pool
Kaiapoi Aquatic Centre	Toddlers pool
	Lap Pool
	Teaching pool
Waikuku Beach Paddling Pool	Leisure pool
Oxford Community Aquatic Centre	Lap Pool
	Teaching pool
School pools available for community use (subject to change)	
Loburn School Pool	School pool
North Loburn School Pool	School pool
Sefton School Pool	School pool
Swannanoa School Pool	School pool
West Eyreton School Pool	School pool

3.3.2 Waimakariri District Pool Attendance

An effective network of aquatic facilities requires an appropriate amount of water to accommodate those wishing to participate, along with the right types of water space for participation. Figure 3.1 outlines the attendance at aquatic centres in the Waimakariri district since 2009. Attendances for all pools in recent years (since 2014) did not increase overall as expected with the increase in the

population base over that period. Further, attendances at Dudley Park and Kaiapoi Aquatic Centres decreased from 2017 onwards. This may have been due to the opening of Taiora QEII in North-Eastern Christchurch, with some patrons choosing to attend there instead of their local pool. It also highlights the significant impact Covid-19 closures had on participation, with 2022 numbers still significantly less than pre-Covid levels.

Figure 3.1 WDC Pool Attendance 2009-2022



3.4 What amount of water space is required?

An effective aquatic network needs to have enough water space to accommodate those in the district wanting to participate in aquatic recreation and sport. To calculate this, Sport New Zealand provides guidance in the National Aquatic Facilities Strategy (2023) as to what should be an expected amount of aquatic facility supply in any area. Table 3.2 below highlights the New Zealand national guidance and compares the Waimakariri district.

Table 3.2: Total Pool Area Required in Waimakariri District 2023-2053

Year	2023	2033	2043	2053
Projected Population	69,789	81,742	92,178	101,791
Current Pool Area (m ²) Available (incl. schools)	1,525	1,525	1,525	1,525
Projected Demand (@ 27m ² / 1,000 people)	1884	2207	2489	2748
Pool Area Deficit (m ²)	-359	-682	-963	-1,223

The calculations in this table show a deficit by 2053 of 1,223 square metres of pool space if pool availability remains at 2023 levels and demand is only adjusted to reflect population increases.

To provide context to the deficit in pool space, the following are sizes of some pools in the Waimakariri district:

- Dudley Aquatic Centre – total pool area 762.5m². (lane pool – 500m², Learn to Swim 90m², Leisure / Play 157.5m², Spa 15m²).
- Oxford Community Aquatic Centre (total 305.5m²)
- Kaiapoi Aquatic Centre (total 455m²)

3.5 What type of water space is required?

Figure 3.2 illustrates the current pool water by type available in the Waimakariri, when school pools are considered. While some school pools are made available for use out of school hours this is the exception rather than the rule in the district. Feedback indicates there are 6 school pools that are available for community use (of some sort) however this is subject to change from year to year.

Currently in the Waimakariri district, 59% of pool space can be defined as fitness / health / lane sports water type (often referred to as lap pools), while only 27% of pool space is leisure water and 14% of pool space is learn / education water.

Figure 3.2 Waimakariri Pool Area by Type

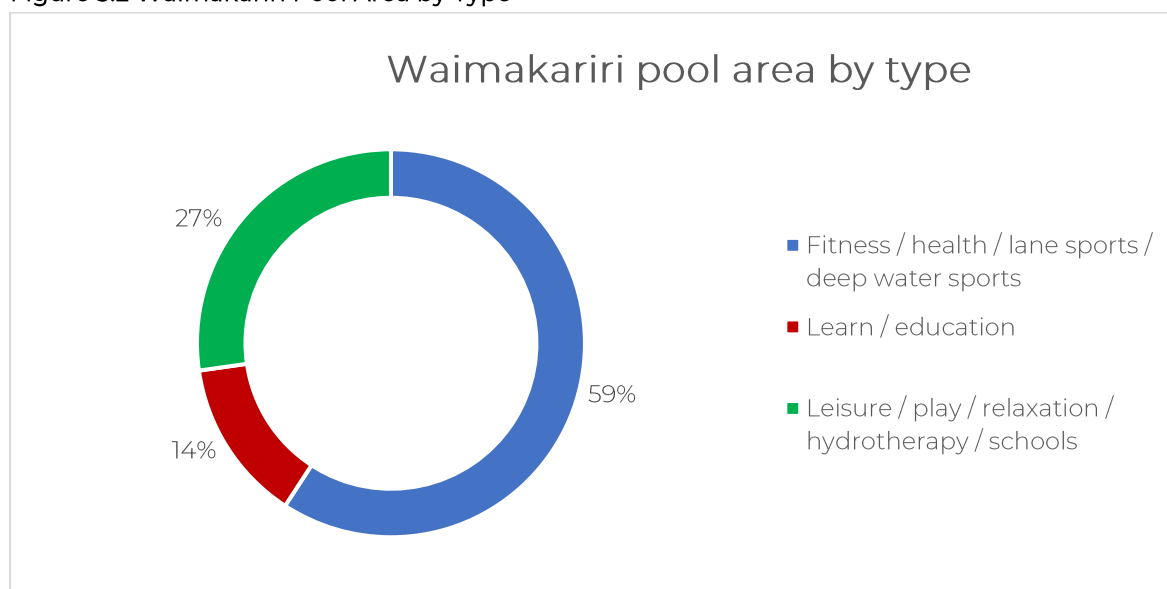
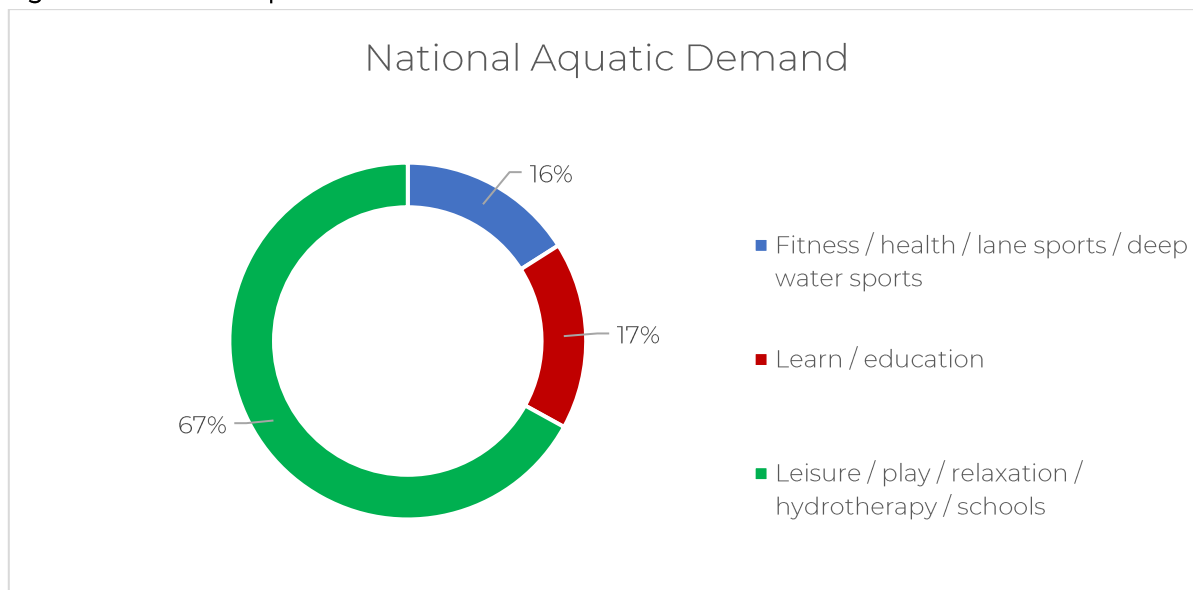


Figure 3.3 shows the demand for pool space, by the pool types. This is based on nationally available participation data. The graph demonstrates that the network of aquatic facilities in the Waimakariri is heavily weighted toward pools that primarily provide fitness / health / sport activities and when compared with the researched demand profile of aquatic users is low in the provision of leisure / play / relaxation and hydrotherapy water. The amount of learn / education water is approximately on par with the national demand guidance.

Figure 3.3 National Aquatic Demand



3.5.1 Modelling the Future Aquatic Network

Table 3.3 highlights the current amount of water space per water type and highlights what additional amount of water space, by pool type is required to meet national guidance by 2053. It highlights the abundance of fitness / health / lane sports (lap pool) space and the undersupply of learn/education and leisure/play / hydrotherapy water.

Table 3.3: Modelling The Future Aquatic Network for the Waimakariri District

	Actual Pool Space available for community use (m ²) (2023)	Actual Proportions by Pool Type (2023)	Recommended Proportions of pool space	Pool space by type to meet national guidance by 2053 (m ²)	Additional Pool Space by Type required (m ²) (2053)
Fitness / health / lane sports	895	58%	16%	440	-495
Learn / education	205	14%	17%	467	262
Leisure / play / relaxation / hydrotherapy / schools	425	27%	67%	1,841	1,416
Totals	1,525			2,748	1,223

As WDC moves to re-develop existing pools or develop new water space there is an opportunity to address the imbalance between what type of water is supplied compared to what participants are demanding. The following section highlights some of the water spaces that could be considered.

Leisure / play water

Other than Dudley Aquatic Centre there is limited purpose-built leisure focussed water spaces. Generally, lap pools and learn to swim pools are re-purposed where possible to provide this leisure space but priority is given to those functions over general leisure use.

There is a move toward a range of aquatic leisure pools and spaces for people to play in, develop water skills and have fun as individuals, with friends or family / whānau. Examples include splash pads or zero-depth play areas (combining play equipment with water-based play) or pools that have rope swings, flying foxes or bombing (manu) platforms.

Hydroslides

The development of a hydroslide at the Dudley Aquatic Centre was mentioned in the development of the 2021 Aquatics Strategy.

Hydroslides are slides that have water running down them that allows the rider to travel at speed, terminating the ride in a small pool. Hydroslides can be enclosed or open-sided and can operate indoors or outdoors. Hanmer Springs Thermal Resort is an example of a destination pool that has hydroslides as an attraction.

The primary target market for hydroslides are young people (ranging from approximately 7 years to young adults). When Parakiore opens in central Christchurch it will have 5 hydroslides, making it an attractive destination pool in the region, alongside Hanmer Springs Thermal Resort.

There is an existing model of a private – public partnership (PPP) in the provision of hydroslide services in New Zealand (the Lido facility in Palmerston North is a PPP). However a one or two hydroslide option would be a challenging proposition in the Waimakariri district, as it would most likely struggle to compete with the larger destination venues outlined above.

Relaxation and therapeutic pools, such as hydrotherapy pools

Warmer water pools, other than the spa at Dudley are not provided for in the current aquatics network. Hydrotherapy pools are becoming increasingly popular globally, as the population ages and seeks warm water to recreate in. These pools also offer an environment for low to zero impact rehabilitation spaces for those recovering from injuries.

The projected ageing of the Waimakariri population will see a significant increase in demand for warm water pools for recreation.

Learn to swim

The WDC currently has a similar amount of learn-to-swim space as the national guidance suggests, however as the population continues to grow additional capacity may be required. Consideration will need to be given to the age profile of the community, to determine the priority for this water space, when compared to other areas.

Given the current popularity of learn-to-swim classes, the Dudley Aquatic Centre has re-configured the available space to fit more classes in the pool. This has provided some relief on demand pressure.

¹ Age or height are often used to determine a person's ability to remain safe as they travel down the slide.

Commercial pools and aquatic activities

The Waimakariri district also has an inflatable water park located in Kaiapoi. This water park has an inflatable system of challenges on water that people navigate. It is an example of the commercial provision of water space that can complement the WDC offering.

A commercial swim school operated out of Fernside has recently closed, placing additional pressure on WDC learn-to-swim provision. Learn to swim is often offered by commercial operators and there is a possibility new operators may emerge in the WDC area.

School partnership pools

There are other pools (mainly school pools) that could be available for public use, and therefore complement the WDC network of pools. There are successful examples of councils working with schools to gain regular, out of school time access to school pools. Many schools struggle to maintain their pools and a partnership with WDC could benefit both the wider community and the schools involved.

The WDC should therefore consider the following:

1. Formalising partnerships with school pools to access water space outside of school hours for learn to swim and leisure based aquatic activities.
2. WDC should actively prioritise access and support agreements with schools, to increase the available pool space available to the community. Many of these school pools are over 50 years in age and will require proactive asset management plans to continue to be operational for those communities.
3. Undertake the necessary planning to develop more water space, including:
 - a. Leisure water (play based targeting children and youth populations). Include Zero Depth Space.
 - b. Hydrotherapy (or warm water) to cater for the increasing number of people seeking therapeutic recreation outcomes via warm water activities. This is an area that will increase significantly as the population continues to age.
 - c. Additional learn to swim space.

Case Study: Berhampore School – Wellington

The Berhampore School was unviable for the school community to operate after changes in water quality standards in the early 2000's. A group associated with the school worked to form a partnership with the Wellington City Council that now sees over 1,000 swimming lessons take place in the pool each week.

At the time Wellington CC was investigating how to develop more water space and saw a partnership with the school as a solution that was collaborative and financially sensible. A small amount of investment from WCC into upgrading the pool has seen community access gained and school use restored.

3.6 Aquatics Recommendations

	Recommendation	Proposed Timing (short term – 1-3 years; medium term 4-9 years; long term 10 years plus)	Indicative Cost
Aquatics Recommendations			
1.	Undertake full condition assessment and asset management plan for all pools.	Medium term	TBC
2.	Undertake customer surveys to understand attendee demographic and inform future aquatics programming and pool planning.	Short term	Staff time
3.	Investigate partnerships with school pools through access and support agreements to provide certainty around access to water space outside of school hours for learn to swim and leisure based aquatic activities (WDC has had initial conversations around supporting school pools).	Short term	Staff time
4.	Undertake a needs assessment / feasibility for the development of more water space at Dudley or Kaiapoi.	Medium term	\$50k-\$65k
5.	<p>Pending the outcome of needs / feasibility, any aquatic development should prioritise the following types of water spaces, to meet national guidance on the types of water in demand:</p> <ul style="list-style-type: none"> a. Leisure water (play-based / children and youth based) b. Hydrotherapy (or warm water) to cater for the increasing number of people seeking therapeutic recreation outcomes via warm water activities. This is an area that will increase significantly as the population continues to age. b. Additional learn-to-swim space to be investigated 	Medium to Long term	TBC
6.	Investigate the development of a new aquatics site, in conjunction with other community facility projects.	Long term	Staff time

4 Sports Facilities Plan Update

4.1 2020 Plan – Progress against recommendations

The following table outlines the recommendations from the 2020 Sports Facilities Plan and provides commentary on progress made up until this point (noting that many of these recommendations were either medium or longer-term priorities).

2020 Notable Proposed Outcomes	2023 Progress Report
Indoor Sport Facilities	
To manage capacity issues at Mainpower Stadium, continue to maximise the use of other indoor court venues (Woodend Community Centre, school venues) for all indoor sport under-age practices and games.	<p>Mainpower Stadium has opened since this plan was developed.</p> <p>Facility manager and codes report high levels of use of Mainpower Stadium, particularly during weekday evenings and Saturdays.</p> <p>Cost of court hire has also been raised as a potential barrier to greater use.</p>
Undertake detailed monitoring, analysis, and review of usage data of the soon to be opened Mainpower Stadium indoor court facility	WDC to work with NCSRT to understand demand pressures
Work with the gymnsport and trampoline clubs with regards to securing long-term facility access.	WDC progressing with clubs
Sports Fields	
Dudley Park – promote availability of lights for training	Installed. Actively used by codes for training. Relieving pressure on competition surfaces
Maria Andrews Park – technical report on irrigation options	Not complete
Kaiapoi Park – review of existing partnership agreement with the KRFC	This review was considered a low priority and has not occurred.
Kendall Park – investigation for preferred drainage system	<p>Completed – recommendations of investigation include:</p> <ul style="list-style-type: none"> • Increase surface grade and level in front of clubrooms and no.1 pitch • Install swale drains • Improve performance of Parnham Drain • Establish consistent top soil depth on No. 1 pitch • Install sub-soil drainage in sports field area
Loburn Domain – implement identified irrigation solution	Completed – Storage tanks installed by ARFC, in partnership with WDC.
Mandeville Domain – seed fund upgrade of lighting	Upgrade complete.

2020 Notable Proposed Outcomes	2023 Progress Report
Mainpower Oval Identify the long-term priority development options that align with the regional cricket facilities plan.	Canterbury Country Cricket Association has concepts to develop a covered training venue and a second oval adjacent to the Mainpower Oval
WDC to continue to support Canterbury Country Cricket to retain First Class status at Mainpower Oval.	Ongoing support from WDC.
Southbrook Park - Undertake a feasibility study regarding the multi-use of the park and upgrade/new clubroom/changing facility type facility.	Completed in 2021 Recommendation to develop a new, fit-for-purpose, multi-use community facility on the park.
Pearson Park - In the short-term football club to trial the use of the changing facilities at the community pool.	Offer of use declined
Non-council sports field leases – review	WDC continue to lease the A&P Showgrounds for the purposes of sportsfields, on a year-by-year basis.
Artificial turfs – budget for turf renewals	Budget allocated in 2028/29 (Coldstream) and 2030/31 (Kendall Park)
Artificial Turfs	
Continue to maximise the use of the smaller turfs for junior games and training.	Ongoing use via NCSRT
Identify the opportunity for other sports to be based at the new park [Norman Kirk – Kaiapoi].	Softball diamonds developed. Additional sports field/s. BMX track. Walkways/Reserve areas.
Council to consider undertaking a feasibility study with regards to a multisport facility at new park. Long term there will be a need for the Northern Bulldogs Rugby League Club (NBRLC) to relocate to the new fields at Kaiapoi.	WDC working with NBRLC to look for a long-term solution.
Netball	
Work with NCNC to determine the long-term outdoor facility needs for netball.	NCNC has moved most of its winter competitions to Mainpower Stadium. NCNC now considering long-term future facility requirements. Dudley outdoor courts renewals budgeted for 2029/30
Active Recreation	
Undertake a stocktake of the existing and planned active recreation assets, (e.g. 3 on 3 basketball courts, skate parks and cycleway/walkways)	WDC Play, Active Recreation and Sport Strategy to consider the breadth of activities available in the Waimakariri at a high level.

4.2 Other Developments to occur since 2020

4.2.1 Tennis Courts at Coldstream Road

The two long time tennis clubs in Rangiora (Southbrook and Rangiora) have moved to new courts adjacent to the Mainpower Stadium and created the Coldstream Tennis Club. There are ten fully-lit courts. A club pavilion is also under construction.

4.2.2 First Class, representative rugby being played in Rangiora

WDC supported bringing a men's NPC Rugby match to Rangiora in 2023. This game was located at the A&P Showgrounds.

4.2.3 Improved Access to the Kaiapoi River for Aquatic Sport Users

Rowing, Dragon Boating and potentially other activities will benefit from the commitment from WDC to invest in better access to the Kaiapoi River for training and local-level regattas. A commitment from WDC to invest \$265k in these improvements.

4.3 Emerging Trends and Feedback

4.3.1 Increasing service level expectations – people are wanting more and better quality facilities, but don't necessarily want to pay for them

As the community has grown and with sport becoming more organised over time, there is increasing expectations from sporting organisers and participants for better sporting facilities. This is often driven by people moving into the district and advocating for facilities that are in other territorial authorities, or from residents travelling to other areas and seeing better facilities. This increase in service levels places further pressure on capital budgets, and often increases the operational funding commitments of organisations.

4.3.2 Challenging fiscal environment for funders – available funds are static or declining, while requests are increasing

Reduction in availability of funds from some funders that have historically supported sport and recreation facilities. One such example is the 40% reduction of funds from the Lottery Grants Board² in the 2023/24 financial year, compared with the previous year. The ability to access third party funds for community projects is becoming more challenging, therefore it is important that WDC works with community groups to prioritise available, shared resources for projects.

4.3.3 Challenging fiscal environment for WDC – an over-reliance on the council to contribute

Like community funders, WDC also faces fiscal challenges that impact the ability to invest in sport and recreation facilities. WDC has finite resources and a duty to prudently govern and manage the district's interests.

4.3.4 Pressures on clubs to maintain facilities that are ageing

Sports clubs are struggling to cover the cost of maintenance for many of the facilities in the Waimakariri district. As costs such as insurances, utilities and wages continue to rise, clubs are reporting an inability to invest in maintaining facilities. The issue of deferred maintenance becomes a compounding problem over time, particularly as facilities age. In a recent survey of community facilities in the Waimakariri 60% of survey respondents reported having a facility that was aged 26

² [Lottery Community Facilities Grant » Community Matters](#)

years or older (25% were 50 plus years). Most of the survey respondents stated a lack of funds for anything more than standard operating costs. Therefore, there was little or no allowance for asset maintenance, renewals or re-developments.

The lack of long-term facility asset maintenance plans by sporting codes with facilities on WDC land is a significant risk to the council.

4.3.5 A move away from single-purpose clubrooms, toward shared use facilities

There has been a trend in sporting developments in New Zealand toward optimising the usage of facilities through shared-use models. Historic single-sport clubrooms are being converted into shared-use models. The Mandeville Sports Club is a local example where multiple sports share a playing location, meeting, and social spaces.

4.3.6 Continued growth in indoor sports and the impacts this has on demand for space

The Waimakariri district has seen growth in indoor court sports such as basketball and pickleball, like the rest of New Zealand. This is placing demand pressure on court space at Mainpower Stadium. Some user groups are requesting investigations into additional courts to ensure continued access to courts to meet demand.

4.3.7 Local Government Review and its potential impact on the future role of the council

The future role of local government has been under review. This may present both challenges and opportunities for the WDC. Challenges may include requirements from central government (such as adapting to climate change) that may impact the ability of marginal sports club facilities to operate. Opportunities may also arise such as an increased focus on the well-being of residents, through participation in community activities.

4.3.8 Understanding the social return on investment in recreational physical activity

There is an increasing awareness of the benefits that can be gained through supporting community facilities infrastructure. Recent research from Sport New Zealand³ indicated that: For every \$1 invested, there was a social return of \$2.12 to New Zealand, meaning that the value of the well-being outcomes for New Zealand is greater than the costs of providing these opportunities, thus making recreational physical activity a potentially cost-effective investment.

4.3.9 People are seeking inclusive facilities to encourage participation

There is a significant shift in the importance of diversity, equity and inclusion in sport and recreation. Facility developments need to cater for the needs of the wider community.

³ [Social Return on Investment - key takeaways | Sport New Zealand - Ihi Aotearoa \(sportnz.org.nz\)](https://www.sportnz.org.nz/social-return-on-investment-key-takeaways)

4.4 2023 Sports Facilities Updates

The following section reviews the key sporting facilities in the Waimakariri and provides commentary on the potential areas of over-supply or shortfall in provision.

4.4.1 Indoor Courts

Feedback received during this review indicates the Mainpower Stadium indoor courts are experiencing significant demand pressures (during weekday evenings and Saturdays).

Sport NZ has recently updated guidance on the provision of indoor courts in New Zealand. The key updates that impact on the Waimakariri district are:

1. **A change in the provision ratio of one court per 9,000 residents to one court per 7,800 residents.** This is mainly due to the changing participation patterns in New Zealand with the emergence of new sports (such as futsal) and other sports moving toward a higher level of indoor uses (such as netball).
2. **Widening the scope of what can be considered a court.** The previous national guidance only classified indoor courts that were deemed full-size for basketball. There is acknowledgement in the new strategy that smaller courts or other specifications that are not at a nationally accepted level can be used, particularly for junior competition and training. For example, many school-based courts are a three quarter sized court with a lower ceiling height than what is recommended by national sports organisations, but serve the needs of those players.

Table 4.1 applies the guidance to the WDC area.

Table 4.1: Waimakariri District Indoor Courts

Name of Facility	Number of Courts	Proportion of Time available for Public Use	Court Capacity
Mainpower Stadium	4	100%	4
Woodend Community Centre	1	100%	1
Rangiora High School	3	25%	0.75
Rangiora New Life School	2	25%	0.5
Oxford Area School	1	25%	0.25
Kaiapoi High School	2	25%	0.5
Total	12		7

These calculations assume that the school facilities can still be used for some training and competition outside of school hours. They also acknowledge that prior to Mainpower Stadium being developed the Woodend Community Centre and school venues were the only facilities available and heavily used by community sport organisations.

It is also noted that some primary school facilities may be available for use, but generally only if the primary school is one of the user groups.

Table 4.2: Waimakariri District Indoor Court Projections 2023 - 2053

Year	2023	2033	2043	2053
Projected Population	69,789	81,742	92,178	101,791
Number of Courts at ratio of 1:7,800 residents	8.9	10.5	11.8	13.1
Surplus / Deficit of Courts	-1.9	-3.5	-4.8	-6.1

The national guidance suggests the WDC area is under-supplied with regard to indoor court space. The following considerations also need to be factored:

- Proximity to Christchurch and the availability of courts in the wider area.
- The role that Mainpower Stadium plays in the provision of quality indoor court space for the entire North Canterbury area (people travel from other council areas to access this facility)
- The ability to secure regular access agreements with schools (including primary schools) for the use of indoor courts to supplement the council network of facilities.
- Options of re-programming activities away from peak demand times to optimise all available hours.

WDC has previously identified an expansion of court space in the 2040-2041 period. The modelling of court requirements, utilising the Sport NZ guidelines shows there is likely to be a significant shortfall in capacity by this time.

An independent assessment of need and feasibility should occur shortly to understand what options exist to meet further projected demand, including:

- An extension to Mainpower Stadium
- Increase access to partner facilities
- An alternative site for additional courts

Mainpower Stadium has been in operation for approximately two years. It is well-received as a destination venue for a range of activities.

4.4.2 Outdoor Courts

Tennis is now well established with the main facility developed at Coldstream Road.

North Canterbury Netball Centre is now running a split venue delivery model, with the majority of activity occurring at the Mainpower Stadium and some junior games, along with twilight netball still taking place at the Dudley Park Courts. This has been identified as something NCNC want to change, with a move back to a centralised model.

NCNC has had initial discussions with the NCSRT about more court time at Mainpower Stadium. Other options include accessing hard courts closer to Mainpower Stadium. The Dudley Courts are due for renewal in 2029/30. This provides a timeline for WDC and NCNC to work toward with regard to the future needs of netball.

WDC has a programme of other renewals for hard courts in the district that needs to be maintained.

4.4.3 Sports Fields

As identified in the 2020 Sports Facilities Plan there are enough sports fields to meet current and projected future demand. In recent years there have been additional fields developed at Norman Kirk Park and Gladstone Park, and floodlights installed at Dudley Park.

The 2020 Sports Facilities Plan recommended a number of field upgrades to increase the quality of playing surfaces and therefore increase each field's ability to host more training and/or competition time.

There are still some localised pressure points that remain, mainly the provision of sufficient football fields to cater for training and competition. Oxford Football and Waimakariri United Football both report demand pressures on existing fields.

The Oxford club is using both Pearson Park and the Cust Domain, while there may be opportunities for additional fields to be developed at the Oxford A&P Showground. Waimakariri United Football utilise a number of parks in the district, with the most games and training occurring at Maria Andrews Park and the Rangiora Showgrounds and Kendall Park.

Cricket

Mainpower Oval (located at the Rangiora Recreation Ground) is a large single-block ground that has hosted several first-class matches involving the Canterbury Men's & Canterbury Magicians as well as Canterbury Country representative sides and club matches.

It first held a first-class match when Canterbury played Central Districts in the 2003/04 State Championship. When the 2011 Christchurch earthquake damaged Lancaster Park beyond repair, Canterbury played many of their first-class home matches in Rangiora until the establishment of Hagley Oval. The venue has also previously held matches now classified as 'List-A' matches by the ICC. In recent seasons there has been an increase in women's first-class games also being hosted at Mainpower Oval.

Mainpower Oval is geographically well positioned to serve the Canterbury Country Cricket Association (CCCA). As an association, CCCA has 25 registered clubs (11 of these clubs are based north of the Waimakariri River). CCCA report considerable growth since the WDC Spors Facilities Plan (2020) was developed.

CCCA identifies the development of a second oval as a priority project. A second oval would allow CCCA to host additional games and manage usage of the existing Oval. Canterbury Cricket has indicated its intention to host more games at Mainpower, due to its cost effectiveness when compared to Hagley Oval.

CCCA has indicated a willingness to fund the development of the cricket block and other requirements and seek Council support to provide a lease and level the site so they can commence development. WDC should work with CCCA to formalise the status of Mainpower Oval as the First-Class venue for cricket in the area, before committing to any further investment.

CCCA is also considering the development of a covered area for training that would support the aspirations of Canterbury Cricket in providing improved training environments. CCCA and Canterbury Cricket anticipate being the major funder of this training venue. Canterbury senior and age grade representative teams will use this training area as their preferred venue.

CCCA identifies some additional upgrades are required to the existing pavilion area including:

- a better and separate player viewing area.

- permanent electronic scoreboard (currently hire a portable scoreboard for each event)
- public toilets that are separate from the pavilion (currently hire portable toilets for events)

Rugby League

Rugby League currently operate from Murphy Park. With the development of Norman Kirk Park there is an opportunity for Rugby League to re-locate. WDC officers are liaising with Rugby League representatives to further explore future opportunities.

The current fields at Murphy Park are reportedly a flood risk due to the proximity to the river. The existing change facilities are in a poor state. WDC should look to work with the Northern Bulldogs Rugby League Club to investigate a move to Norman Kirk Park.

Rugby Union

Rugby Union operates a club-based home and away delivery model, with six clubs located in the Waimakariri area. There are enough fields to meet demand. Since the 2020 Sports Facilities Plan there has been progress made in the quality of the playing surfaces at Loburn Domain (irrigation upgrade) and budget has been allocated for additional upgrades.

Football

The Waimakariri Football Club reports a playing membership of over 800. There is demand for more training space that is lit. The cost of accessing indoor court space for training on a regular basis is seen as cost-prohibitive.

Options to consider include the upgrade of lighting at Kendall Park to increase training capacity, provided turf capacity is sufficient. The Dudley Park field should also be explored as a site for increasing the field capacity of the club.

Kendall Park

An investigation into the flooding and capacity of Kendall Park was undertaken in 2022. The report highlighted that sports fields at the eastern end of Kendall Park, adjacent to the Clubrooms, become saturated, compromising access to the clubrooms and participation on the fields. The No.1 field has a poor playing surface which was also investigated.

The report recommended a number of actions to increase the quality to maximise the use of these fields. However, it is reported that on street drainage does not have the capacity to take water away from the park, so any investment in field drainage should be undertaken with this caution in mind.

Southbrook Park

There has been drainage work carried out at Southbrook Park in recent years to increase the capacity of some of the sports fields. Given the increased playing capacity of the sports fields, there is an opportunity to code-share this park in the future.

Gladstone Park

An assessment of the lower sports fields was carried out in 2022 to understand the drainage limitations on the fields after ponding had caused postponements and cancellations. The report provided solutions for addressing this which were either pumps to lower the groundwater level or earthworks to raise the surface level of the fields. At this point in time, it is proposed to monitor the situation to determine the frequency of the issue before considering further investment.

4.4.4 Other Specialist Surfaces

Rangiora Bowling Club is currently investigating the future of the current site. The main clubroom facility is a historical building with significant maintenance costs.

The Kaiapoi Croquet Club is developing two new lawns at the Kaiapoi Community Hub,

A full-size international standard hockey turf is located as part of the Coldstream sporting precinct. There is a ¼ sized turf located at Dudley Park which is used for younger hockey players to train and play on.

There is a multi-use artificial turf located at Kendall Park that is almost exclusively used by football. Rugby reports little use of this turf due to the location of posts and the lack of run-off. There is another ¼ size multi-use turf at Kaiapoi High School.

Moving forward it is important that these full-size turfs are optimised. There is no obvious demand pressure from any sports field code to warrant additional artificial turf developments in the foreseeable future.

4.4.5 Community Sporting Hubs and Precincts

There are a number of existing facilities (both owned by WDC or others) that have historically served as clubrooms for sporting groups that could be re-invented as hubs for wider community use.

The WDC Community Facilities Network Plan has identified that there are efficiencies that can be gained through the sharing of facilities, along with other wide community benefits.

WDC needs to determine what its future role should be in the ownership, management and maintenance of community facilities that are located on council land. This will allow a policy-based, fair and transparent support strategy for community facilities.

Southbrook Sports Club

The sports pavilion and change room facilities at Southbrook Park are managed by the Southbrook Community Sports Club (SCSC). The change rooms were the original clubroom facility. In 1999 the old Rangiora Town and Country Club building was relocated to Southbrook Park.

The SCSC can no longer afford to cover all costs relating to the operation of the facilities. In 2021 a feasibility report was commissioned to assess future options for facilities at Southbrook Park. The report concluded that:

- There is sufficient need for a pavilion and change facilities at Southbrook Park.
- A new facility should be constructed that combined the functions of the current pavilion and change facilities.
- For this to occur, significant funding would be required. A 2021 preliminary estimate for the pavilion was \$2.216m and \$1.36m for a four-shed change facility.
- The SCSC (or any of the contributing sports codes) was not interested in owning or managing the facility.

No significant decisions have been made post-feasibility report. There is a risk that the existing facility is left to fall into disrepair. The SCSC has indicated it is unlikely to want to own any new development.

There are other sporting codes in the Waimakariri area that do not have access to social and meeting spaces that could benefit from access, and also increase the financial sustainability of any development.

Mandeville Sports Club

The Mandeville Domain is home to a range of sport and recreation activities. A lawn bowls club, squash facility, equestrian area and sports fields are on site. There are plans to upgrade the main pavilion area; creating more fit-for-purpose meeting spaces and a stand alone gender neutral changing room area.

WDC should look to further support the Mandeville Sports Club in creating a wider community hub, incorporating improved meeting and social spaces, alongside new changing rooms.

Loburn Domain Pavilion

The Ashley Rugby Football Club are the primary user of this pavilion. The club has indicated the facility is too small and an upgrade to facilities at the domain should be considered. The club has ideas for a new pavilion, re-located to look over the lower sports field.

WDC should Investigate the feasibility of upgrading Loburn Domain Pavilion, to provide local level community facility provision, in Loburn

Coldstream Road Sporting Precinct

The Coldstream Road area has seen a proliferation of facilities and activity occur with the continued use of Maria Andrews Park and Mainpower Oval joined by the hockey turf, Mainpower Stadium and tennis courts. This is also complemented by the use of the Rangiora A&P showgrounds being leased by WDC for use by sporting codes, particularly during winter months.

The area has become vibrant, while also creating some issues around restricted parking in peak times, access to the area and other sporting codes wishing to also re-locate or develop in the area. A coordinated plan for the wider area should be undertaken before committing to any further significant capital development in the area. There is significant housing development occurring adjacent to the sporting facilities. Considerations should include:

- Canterbury Country Cricket's desire for an additional oval and training area
- Space for a potential expansion to the Mainpower Stadium
- Potential additional hard courts to accommodate netball
- Training and competition needs for football
- North Canterbury Rugby's interest in a centralised base for representative training and games
- The needs of other users in the proximity, such as, BMX, Equine sports
- The spatial relationship and connection with Rangiora High School

Gladstone Park

The Woodend Rugby Club is looking to their upgrade wastewater systems along with change rooms provision for participants.

Pearson Park

Pearson Park, in Oxford, has a series of facilities that are used by a range of sporting codes.

Football reports a need for better change and social spaces. Some play is occurring at Cust domain.

Other Hubs

Water-based activities located at Murphy Park are looking at developing improved water access. WDC has previously signalled support for this upgrade.

5 Sports Facilities Recommendations

5.1 Sports Facilities Plan Recommendations

The following recommendations are a combination of those identified in 2020 that are carried forward and 2023 recommendations.

	Recommendation	Proposed Timing	Indicative Cost
Indoor Court Sports Recommendations			
1.	Undertake formal needs assessment / feasibility to confirm preferred option to address demand pressures for indoor courts. Options to include: <ol style="list-style-type: none"> An extension to Mainpower Stadium Increase access to partner facilities An alternative site for additional courts 	2024-2027	TBC
2.	Work with Rangiora High School to understand plans for a new sports facility to ensure a network approach is considered	2024/2025	Staff time
Outdoor Court Sport Recommendations			
3.	Netball – Pending the outcome of investigations by the NCNC to re-locate, invest in the renewal of Dudley Courts	2029/30	\$175,100
4.	Renewal of tennis/netball courts in Cust	2030/31	\$41,200
5.	Renewal of tennis courts in Oxford	2030/31	\$20,600
Sports Field Recommendations			
6.	Formally confirm Canterbury Cricket's commitment to Mainpower oval being the First-Class cricket venue for the Canterbury Cricket Association, before investing in any proposed developments.	2023/24	Staff time
7.	Once formal use agreements are confirmed, support Canterbury Country Cricket with a lease for additional space adjacent to Mainpower Oval for additional training and playing areas.	2024-2026	TBC
8.	WDC to work with the Canterbury Country Cricket Association to confirm the need for a new covered training venue at Mainpower Oval.	2024-2026	Staff time
9.	Budget for contribution toward turf renewals for artificial turf at Kendall Park.	2030/31	\$773,000
10.	Kendall Park Turf – Look at the re-configuration of sporting goalposts to maximise the utilisation of turf	2030/31	\$15,000

	Recommendation	Proposed Timing	Indicative Cost
11.	Budget for contribution toward turf renewals for artificial hockey turf at Coldstream Road	2028/29	\$773,000
12.	Kendall Park natural turf fields – Implement recommendations from turf report, summarised as: <ul style="list-style-type: none"> Increase drainage and surface grade and level in front of clubrooms and No.1 field. 	TBC	\$184,000
13.	WDC to work with Northern Bulldogs and Canterbury Rugby League to determine the future needs of the rugby league community	2023/24	Staff time
Sporting Hubs / Pavilions Recommendations			
14.	Coldstream Road Sporting Precinct – undertake a Master planning exercise to determine the overall spatial requirements for the northeastern area of Rangiora, including but not limited to: Mainpower Oval and Stadium, Maria Andrews Park, Hockey, lease of A&P Showgrounds for sporting use.	2024-2026	TBC
15.	Southbrook Park – WDC invest in a new change room area and a wider community hub facility to service the Southern part of Rangiora.	2024-2026	\$3.88m (2021 cost)
16.	Investigate the feasibility of updating the offering at the Loburn Domain as a local level meeting and function area.	2024-2026	\$40k-\$60k
17.	Partner with the Mandeville Sports Club in creating a wider community hub, incorporating improved meeting and social spaces, alongside new changing rooms.	2024-2026	TBC
18.	Support Kaiapoi River water sport users hub upgrade	2023/24	\$265,000
Specialist Surfaces Recommendations			
19.	Support the re-location of the Kaiapoi Croquet Club lawns to the new community hub site.	2023/24	\$200,000
20.	Renewal of BMX track at Rangiora.	2031/32	\$20,600
Active Recreation Recommendations			
21.	Develop a Play, Active Recreation and Sport Strategy that considers the wider opportunities to participate in the Waimakariri district	2023/24	

WAIMAKARIRI DISTRICT COUNCIL**REPORT FOR INFORMATION**

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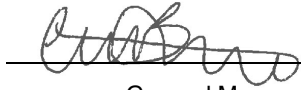
REPORT TO: COMMUNITY AND RECREATION COMMITTEE


DATE OF MEETING: 12 December 2023

AUTHOR(S): Matthew Greenwood, Aquatics Manager

SUBJECT: Aquatics December Report and Aquatics Plan Updates

ENDORSED BY:
(for Reports to Council,
Committees or Boards)


General Manager


Chief Executive

1. SUMMARY

- 1.1. The purpose of this report is to provide the Community and Recreation Committee with a summary of the Aquatic Facilities unit's year to date progress, as measured against the unit's most significant Key Performance Indicators. It includes a summary of customer attendance and a budget update for the year to 31 October 2023.
- 1.2. Additionally, this report includes details of the recent review of our District Aquatics Plan, outlining recommendations for further facility developments for consideration in Councils Long Term Plan.

Attachments:

- i. District Aquatics Plan update

2. RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 231004157525.
- (b) **Notes** Aquatic Facilities progress against key performance indicators including facility Attendance and Financial results.
- (c) **Notes** that development of Hydrotherapy and Leisure facilities would align with current community demand as detailed in the District Aquatic Plan.
- (d) **Notes** integration of the Dudley Pavilion and Dudley Pool facilities would see higher activation and engagement with efficient use of spaces aligning with recommendations in the District Aquatics and Community Facilities Network Plans.
- (e) **Notes** that the development of a hydro-slide would best be considered again in the future planning following the construction of Parakiore in Christchurch.
- (f) **Notes** that the development of new services will be considered by Council as part of its Long Term Plan process.
- (g) **Circulates** this report to the Community Boards for information.

3. BACKGROUND

- 3.1. The Waimakariri District Council's Aquatic Facilities team deliver best practice aquatic programmes and enjoyable recreation opportunities for the ongoing wellbeing of our

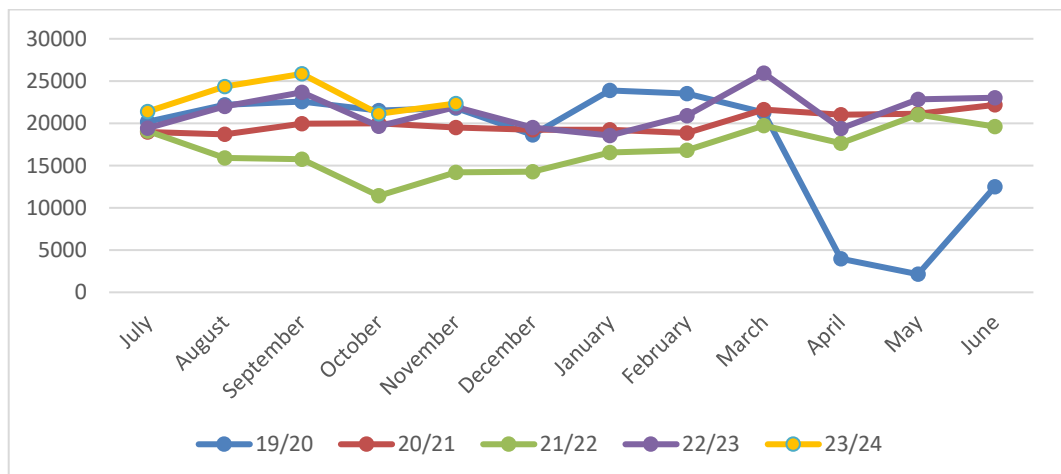
community and visitors. We do so from four sites: two indoor, year-round facilities and two seasonal summer pools, which operate over the summer period from October to April.

- 3.2. The Aquatic Facilities team work closely with partner organisations, clubs, trusts and interest groups to support water safety programmes, grow and develop swimming and Aquatic exercise initiatives, and works with the Council to ensure our facilities are inclusive places, accessible to all members of the community.
- 3.3. Staffing and recruitment activities over the past couple of years, have been hampered by low unemployment, and a dynamic, fast moving employment market. Aquatics staff continue to work closely with Councils Human Resource team to ensure we identify and develop a strong pool of talent, ensuring high standards and safe enjoyable facilities for our community.
- 3.4. The District Aquatics Plan was first developed in 2019 to help identify capacity within our current network and opportunities for further development. While we didn't foresee the impacts on customer attendance from Covid and the subsequent volatile economy movements, an update was developed to test the previous assumptions and inform planning for the current Long Term Plan cycle.
- 3.5. Customer satisfaction surveys are run every six months as a means of engaging with our users, inviting feedback on the facilities, staff and programmes offered. Overall satisfaction with our offering is measured as part of the survey against a target result of 90% or greater and is one of the facilities non-financial key performance indicators.
- 3.6. The Waimakariri District Council has been part of Recreation Aotearoa's Poolsafe programme since early in its inception as, in lieu of other legislation, the programme offers an independent assessment against key operating criteria, ensuring robust health and safety practices. Recreation Aotearoa enable sharing of best practice examples within the industry while engaging, lobbying and seeking clarification from Government departments on behalf of the industry.
- 3.7. Further, a significant part of the Poolsafe audit involves an assessment of our water quality and treatment processes. Daily testing results, systems and procedures are checked against their compliance with National Standard 5826:2010 for the treatment of public swimming pools with recommendations made by senior assessors to ensures customer comfort and safety.

4. ISSUES AND OPTIONS

4.1. Aquatics customer attendance

The following table provides a summary of ticket sales across the facilities to date as at 30 November 2023.



The large dip in 2020 (blue) coincides with the first national lockdown in April 2020 with the facilities closed. September through November of 2021 (green) saw the introduction of level restrictions, vaccine passes and head count limits within indoor spaces which restricted our ability to deliver services, on top of a time when the community were cautious of gathering in groups and indoor spaces.

Attendance at the facilities are generally up on a month by month comparison with last year, with September 2023 being our busiest month to date. October saw the facilities ahead of last years October figure by 1500 although we fell short of the pre covid 19/20 October numbers by 380 visits. November saw a return to previous form, with around 400 visits on pre covid numbers and just over 500 visits on the same month last year.

It is also important to note the economic impacts both currently in play and across the last few years, with a surprisingly strong economy initially, post covid outbreak, through to the current economic situation impacting consumer discretionary spending.

4.2. **Update to the Aquatics Plan to inform Councils Long Term Plan**

The districts first Aquatics Strategy was developed in 2019, to help identify capacity within the current network, capture the communities demand for services and ensure our planning aligned with both these and opportunities for future growth within the sector. While the impacts on customer attendance from Covid and the subsequent volatile economy were not able to be factored in to the strategy at the time attendance is once again recovering with continued attendance and programme growth.



To this end staff wanted to test the assumptions and recommendations made by the original strategy to see if they held true and to ensure that the current Long Term Plan cycle aligned with the growth and development the community require of their facilities.

Reassuringly, the previous recommendations around community demand for services and national trends remain as forecast, with a return to previous activities and a number of key opportunities as identified in the previous iteration.

While the cost of construction and operating a number of these options is clear, it is important that Council also champion the social return on investment and the positive community impact that will flow from a number of these options. From healthier, more active residents through to active families able to spend quality time in engaging and safe environments, aligning nicely with Councils own Community Outcomes.

Hydrotherapy

Hydrotherapy is a deeper, warmer pool space which caters to our more mature residents which make up a significant portion of the district's demographic. Additionally, this space would create better access opportunities for people with disabilities and those recovering from injuries.

While these spaces have obvious physical benefits for the users, they also serve as community gathering spaces benefiting users both through better health outcomes as well as increased community and social networking opportunities.

Currently our residents are traveling past our facilities, out of district to either Burwood hospital or Taiora QEII to get access to such spaces. In recent customer satisfaction

surveys, water temperature is often flagged as a factor limiting the customers visit time and fitness opportunities. A warmer pool would better enable a significant portion of our aging residents with limited mobility, who may be recovering from injuries, keeping more people active with greater community health outcomes.

Neighbouring facilities have noted the increased community demand and benefits of hydrotherapy pools. The new facility soon to open in Hornby saw such great demand for a Hydrotherapy pool that residents fundraised to add this space into the facility before construction ended. The operators at Selwyn pool noted that of all their spaces, the Hydrotherapy pool is most in demand all day, from Aqua-joggers, Aquarobics classes, disability groups, physios helping to rehabilitate injured clients and residents keeping active into their later years.

Leisure and recreation space

Dudley pools success outside of Learn to Swim term time can largely be attributed to a dedicated Leisure space for the use of key age groups who are enjoying recreation opportunities but also looking to put their new found knowledge into practice.



The graph shows the current split of activity space within our facilities (inside circle) as compared with current national participation data (outside circle) The graph demonstrates that our network of facilities is weighted towards a primary focus of fitness/ health/ sports activities when compared with the researched demand for the provision of leisure/ play / relaxation and hydrotherapy water. The amount of learner/ education space is on par with the national demand guidance.

This approach shows the historic understanding that pools are rectangular boxes filled with water, which is shown through limited participation in some areas and community feedback and increase expectations around water temperatures, dedicated activity leisure and relaxation spaces. While there is still a need for dedicated lane pools, users are realizing the benefits and stronger social outcomes of dedicated family and leisure recreation spaces.

Development of a dedicated leisure space at Kaiapoi would both increase community participation and through smart design remove barriers to better engage with users who face movement limitations within a standard recreation model. Options to include zero depth play spaces among a more traditional leisure model would align well with current demand for hydrotherapy and greater access inclusion for disabled and less able residents.

Renewal and incorporation of the Pavilion at Dudley into the wider facility

In line with the Community Facilities Network Plan staff have been investigating options for the better utilisation of the Dudley Pavilion to ensure greater activation through space renewals and stronger links to the Dudley Park Aquatic Centre.

In its current format the space has limited application with its main “meeting room” space seeing the most usage with an average rate of 14% occupancy across the 22/23 financial

year. Outside of the meeting room space, the building is made up of a number of smaller changing and toilet spaces which are not currently utilised for this purpose, being difficult to access and of an old design. The Waimakariri Bike Project have adapted to the space available however, arguably the space is not fit for purpose with other areas being used mainly as storage due to their limitations.



From an Aquatics point of view, extra changing space would be a huge benefit for use with larger school classes and other school holiday programmes where younger students may require supervision or teacher/caregiver assistance while changing. The pavilion changing spaces are not internally accessible by pool users which limits their practicality for use, meaning that groups end up taking over our Family/Private changing spaces forcing other customers to wait, or change in less than ideal situations.

Feedback from community space users would support a redesign, increased meeting room space and internal linkages would align with a number of themes from Community Facilities Network Plan. Pool reception staff would be better positioned through colocation to support customer access and engagement with reception manned 15 hours a day. This redesign would provide the opportunity for a facility refresh which could include wifi and other technology upgrades to better enable utilisation and future proof spaces.

Similarly, feedback from Aquatics customers would support this change through an aligned redevelopment with increased spaces within the changing areas helping us to cater to continued customer growth. In addition to being able to cater to the larger groups, increased private changing spaces will help cater both to increased family attendance, access and disabled customers as well as the push from both sides of the Gender Diverse discussion with more private options for changing, allaying concerns.



Hydro-slide

Hydro-slides are a good example of a recreation activity which is a relatively simple addition to any facility due to their limited footprint and the relatively simple plant required to operate. The primary target market for hydro slides is young people from around the age of 7 to young adults.

When Parakiore opens in central Christchurch it will have 5 slides, alongside the 4 at Hanmer Sprins Thermal Resort. In addition to these destination locations Jellie park has 4 hydro-slides with Taiora QEII boasting one feature slide, making for a largely saturated market.

There are a few different models for incorporating hydro-slides into a facility, including a rates - based approach or a public - private partnership which shares both the cost and subsequent income of such development.

However, outside of an initial honeymoon period, a one or two slide option in our district would likely be a challenging proposition, struggling to compete with the larger “destination” venues. If further investigation of a Hydro-slide option is desirable, it would be advisable to readdress this once Parakiore has been in operation for a year or more and its impact is better understood.

In summary, while each of these developments will provide a different degree of benefit to our customers, developing a hydrotherapy pool and leisure/ recreation space at Kaiapoi would meet current customer demand and increase participation, integration of the Pavilion into Dudley pool will see higher activation and better engagement, aligning outcomes in the District Aquatics plan and the Community Facilities Network plan, with a Hydro-slide being a risky development at this stage with a limited local market which will soon be spoilt for choice.

Implications for Community Wellbeing

Community Wellbeing continues to be the key driver for all activities within the district’s Aquatic Centres. From the sharing of knowledge, developing key life skills, fellowship and the opportunity for recreation, rehabilitation and recovery, the wellbeing of our community is central to our ongoing relationship with our customers.

The items as highlighted in issue 4.2 form part of the Aquatics recommendations for Council consideration as part of its Long Term Plan process. Of the options considered, the development of these amenities would ensure our facilities are able to continue to meet the needs of our community, making our District a great place to live as we compete to attract future growth.

- 4.3. The Management Team has reviewed this report and support the recommendations.

5. COMMUNITY VIEWS

5.1. Mana whenua

Te Ngāi Tūāhuriri hapū are not likely to be affected by, or have an interest in the subject matter of this report.

5.2. Groups and Organisations

There are a number of groups and organisations who are affected by, or to have a vested interest in the ongoing operation of the districts Aquatic Facilities. Aquatics staff continue to work closely with key community partners and wider industry organisations, including North Canterbury Swim Club, Water Skills for Life, Waimakariri Access Group, Recreation Aotearoa, Swimming NZ and the North Canterbury Sports and Recreation Trust, to name a few.

5.3. Wider Community

In our most recent General Customer Satisfaction survey run April 2023, Aquatics achieved an overall customer satisfaction rating of 95%. This is up from our previous result of 94% six months prior and ahead of our targeted $\leq 90\%$. The next survey is scheduled to run in November 2023.

A review of the District Aquatics plan reinforced the outcomes of the original document developed in 2019 being growing community demand for Hydrotherapy, a key area of opportunity, additional leisure space at Kaiapoi and the integration of the Pavilion into the main facility at Dudley and what this would mean for current changing spaces.

Aquatics staff continue to engage with our community, through platforms such as SwimDesk, the Councils website, Facebook pages and emails to members. Further, we invite feedback through our in-house surveys, customer feedback boxes, staff engagement and social media channels.

6. OTHER IMPLICATIONS AND RISK MANAGEMENT

6.1. Financial Implications

The following table summarises the Aquatic Facilities operational financial position in the 2023/24 year as at 31 October 2023.

Aquatic Facilities Budget Summary	YTD Actual \$'000	YTD Budget \$'000	Variance \$'000
Operational Income	559	521	38
Rates Funding	1,311	1,333	(22)
Total Income	1,870	1,854	16
Operation Expenses	1,191	1,247	56
Maintenance	80	84	4
Corporate overheads	271	277	7
Internal Interest	113	109	(4)
Depreciation	296	294	(2)
Total Expenditure	1,951	2,011	60
Total Surplus (deficit)	(81)	(157)	76

Attendance continues to improve year on year overall, with learn to swim numbers still continuing to grow following the impacts of both covid and cost of living. Of the three main activities, income results remain on budget for recreation and pre-paid entries, with learn to swim income higher than forecast due to the recent increased numbers. Direct staffing costs remained on budget due to the need to continue to meet contractual obligations and safe operating requirements. With summer pools opening shortly this savings in Operating Expenses is likely to decrease.

There are no financial implications of the decisions sought by this report.

The following cost estimates have been created for consideration as part of its Long Term Plan process. Staff recommend the development of these amenities to ensure our facilities

are able to meet the needs of our growing community while ensuring we continue to offer an attractive and vibrant community in which people want to live and recreate. Councils management team are currently considering the balance of these projects along with many others from across Councils teams and will make recommendations to Council for consideration as part of its Long Term Plan process.

Project	Year	Value (\$000s)	Describe project	Service implications
Development of Hydrotherapy and Leisure facilities at Kaiapoi pool	34/35	11,500	Developing hydrotherapy space to meet the current community needs for accessible spaces and rehabilitation facilities. Leisure facilities will additionally unlock greater recreation outcomes in an underutilised facility.	Meet current community demand for services which align with Community Outcomes and District Aquatics plan
Redevelopment of Dudley pavilion and changing room spaces	34/35	2,000	Integration of Dudley Pavilion enabling better use of space to meet current community demands	Creating additional community meeting space and better enabling the use of current spaces to better meet customer needs
Hydro-slides at Dudley pool	34/35	2,500	Building hydro-slide facilities at Dudley Park Aquatic Centre. Development and construction can be managed through different models including public private partnership, with each option directly impacting the potential income recovered	Meet community need for greater recreation opportunities and youth engagement

While these projects would benefit the wellbeing of residents through better health outcomes, adding to the vibrancy and attractiveness of our communities through greater social connection, they have been moved out of the current Long Term Plan cycle to balance economic priorities and champion other projects from across the organization.

6.2. Sustainability and Climate Change Impacts

While the recommendations in this report do not have a direct sustainability or climate change impact, the impact our operation has on the community and environment are key drivers for the delivery of services and our planning processes.

As explored in the District Aquatic Strategy, ensuring the efficiency of our operation is key to managing the sustainability of current and future offerings. This ensures that facilities will be well utilised and continue to be good value for money for future generations.

Aquatic staff continue to investigate more sustainable and climate conscious alternatives with examples including switching to LED lighting, closely monitoring our water quality to reduce the need for additional chemical balancing and switching products to prioritise less impactful chemicals for cleaning and filtration.

To further minimise its environmental impact, our pool plant utilises systems to recirculate water and recover heat, which decrease the overall energy required to operate.

6.3 Risk Management

While we have completed a number of recruitment activities the market continues to be fluid and ongoing movement threatens to further impact services. We are currently working with staff to ensure the optimisation of our current resource before we once again seek externally for new candidates.

The treatment systems and processes around the ongoing monitoring of water quality are designed to minimise risk to customers from water borne illness and communicable disease. Staff will continue to work closely with Te Whatu Ora to address situations as we are made aware of them and take the appropriate steps.

Fluctuating attendance affects the revenue split between ticket sales and rates revenue. Staff will continue to monitor revenue and expenses closely, reporting regularly, working to refine the business model to identify efficiencies and meet the community demand for low cost, safe and enjoyable recreation opportunities.

There are no risks arising from the adoption/implementation of the recommendations in this report.

6.4 Health and Safety

Customer and staff safety is key to the ongoing success of the facilities with leadership staff working closely with Council's Health and Safety team, SportNZ, and other key groups to ensure our ongoing operation continues to comply with Ministry of Health instructions and guidance.

Community spread from colds, viruses and notifiable diseases can impact our availability to safely operate facilities. The Aquatics Standard Operating Procedures and Pool Water Quality Risk Management Plan outline the steps taken around effective treatment of pool water to ensure we provide a safe environment for our customers. Our Aquatics BCP outlines how we will manage staffing pressures to ensure we continue to operate a safe and secure environment for our customers at all times.

Poolsafe accreditation requires robust practices around reporting, investigation, trending and management of both staff and public accidents. This is on top of the Council's Health and Safety requirements and ensures a comprehensive overview.

There are no health and safety risks arising from the adoption/implementation of the recommendations in this report.

7. CONTEXT

7.1. Consistency with Policy

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

7.2. Authorising Legislation

Poolsafe - Though not currently a legislative requirement, Poolsafe accreditation is recognised as industry best practice, representing a base safe standard for operating a public aquatic facility following a coronial enquiry delivered in October 2006

7.3. Consistency with Community Outcomes

The Council's community outcomes are relevant to the actions arising from recommendations in this report.

Public spaces and facilities are plentiful, accessible and high quality, reflecting our cultural identity.

There is a strong sense of community within our District.

There is a healthy and sustainable environment for all.

There is a safe environment for all.

People needs for mental and physical health and social services are met.

Businesses in the District are diverse, adaptable and growing.

People have wide ranging opportunities for learning and being informed.

7.4. Authorising Delegations

This committee has delegated authority for the governance of the Aquatic Facilities.



Waimakariri Sports Facilities Plan and Aquatic Strategy Review and Update 2023

Document Info & Acknowledgements

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Author: Richard Lindsay

About RSL Consultancy

RSL Consultancy undertakes projects and offers strategic advice throughout Aotearoa to enable community well-being. We support organisations to make informed decisions when it comes to their people, facilities, places and spaces. RSL carries out a range of pre-planning work from needs assessments and feasibility reports to business cases. We also work on a range of organisational strategic and operational projects.

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Disclaimer

Information, data and general assumptions used in the compilation of this report have been obtained from sources believed to be reliable. RSL Consultancy has used this information in good faith and makes no warranties or representations, express or implied, concerning the accuracy or completeness of this information. RSL Consultancy is acting as an independent consultant. In doing so, the recommendations provided do not necessarily reflect the intentions of the client. Interested parties should perform their own investigations, analysis and projections on all issues prior to acting in any way in regard to this project.

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1 Introduction

This report has been commissioned to review progress and update two Waimakariri District Council (WDC) reports, those being:

- The WDC Aquatic Facilities Strategy (2021)
- The WDC Sports Facilities Plan (2020)

The findings of the review, along with emerging issues and opportunities, can then be utilised to inform WDC's long term planning processes.

The global Covid-19 pandemic was not forecast when these two strategies were initially developed. The impacts on resourcing and participation since this time have been extremely significant. The pandemic placed increased pressure on WDC staff providing community sport and recreation facilities and programmes. It has also impacted the ability of voluntary groups to participate in a normal fashion for upwards of two years, with participation numbers still recovering in some areas.

As we are emerging from the pandemic, there is an opportunity to re-shape how sport and recreation can be delivered in the Waimakariri district.

1.1 Scope and Methodology

1.1.1 Scope

The review and update to both of these documents has generally focussed on:

1. WDC owned facilities; and,
2. Facilities that are owned by others either on WDC land; and,
3. Other facilities that can complement the network of aquatic and sporting facilities owned by WDC

This review and update has been undertaken primarily as a desktop exercise. Recommendations provided in this report will require further investigations at a project-by-project level before commencement.

The report focusses on organised sporting facilities and aquatic facilities, while recognising that many of these assets (such as sports fields) provide wider community benefits and are used for a wider range of activities.

1.1.2 Methodology

The methodology for these updates has focussed on the following:

- Updating demographic projections to reflect the most recently available growth models for the area.
- Interviews with council officers in the aquatic, sport and recreation areas.
- Interviews with key organisations operating facilities in the Waimakariri
- Reviewing a series of relevant documents, including the Sport NZ National Aquatic Facilities Strategy and the Sport NZ National Indoor Sport and Active Recreation Facilities Strategy, both of which have had significant updates since the development of the WDC strategies were first developed.

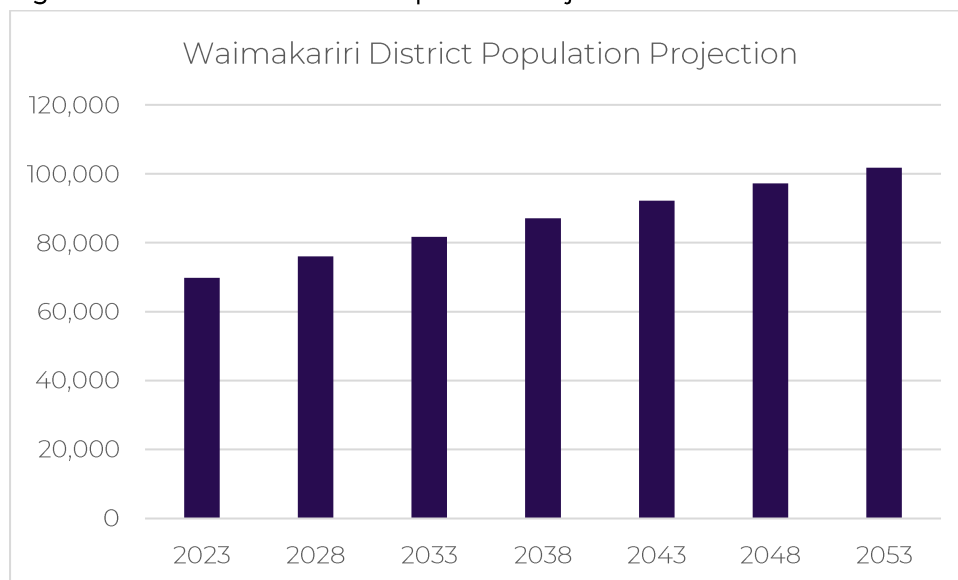
- Incorporation of emerging trends in the wider aquatic, sport and recreation sectors that have the potential to impact on the facility mix in the Waimakariri.

2 Demographic Update

Both former reports used previous projections when assessing whether population changes would impact on the demand for facilities. This demographic update assesses the most recent population projections, when compared to the projections used previously.

The Waimakariri Population was 69,789 in 2023. It is expected to increase by 50% in the 30 years to 2053. This is an increase of nearly 44,000 people.

Figure 2.1 Waimakariri District Population Projection

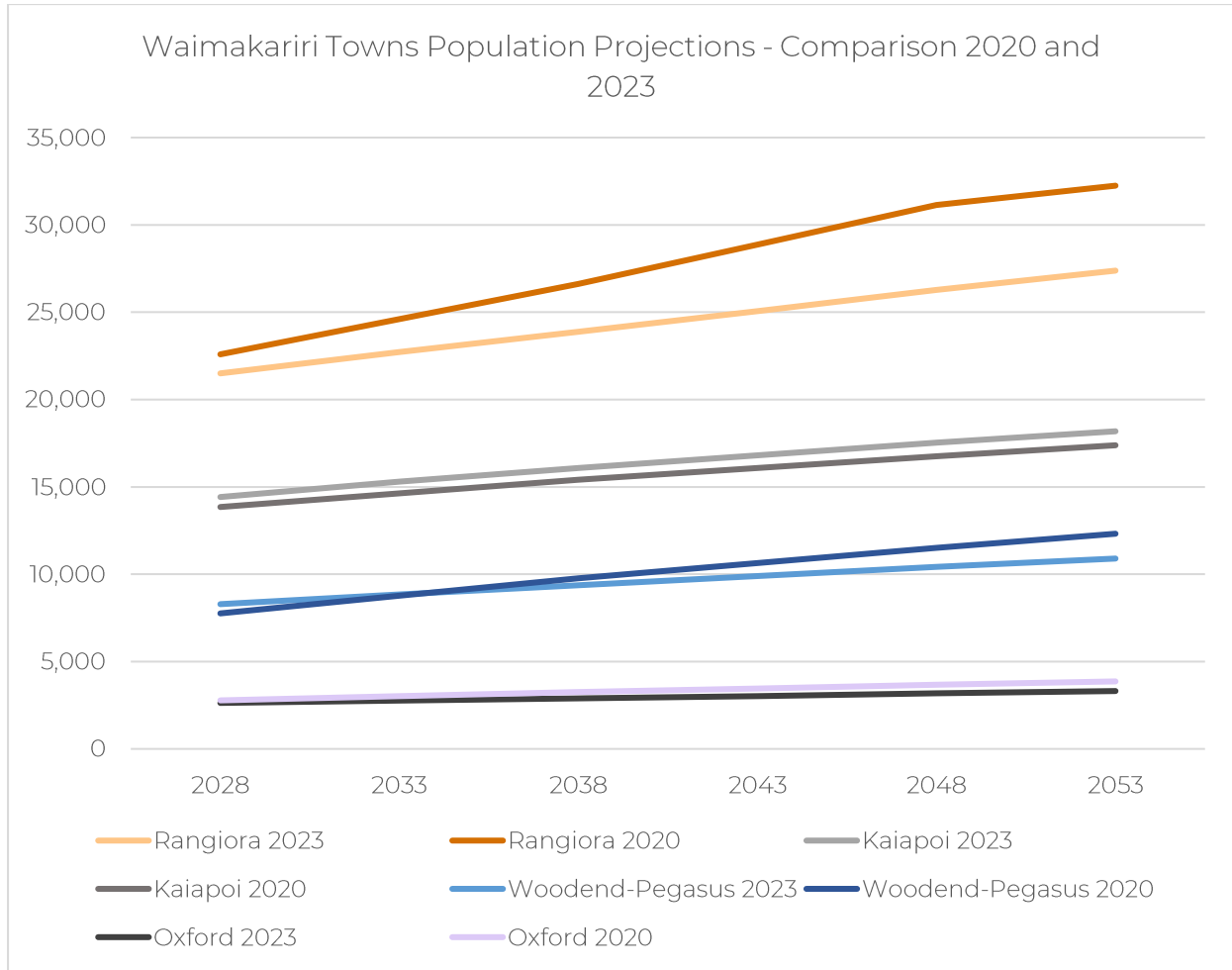


The Waimakariri Aquatics Strategy 2020 projected the population of the district would reach over 80,000 by 2033 and 100,000 by 2053. Current projections indicate that population numbers are predicted to be greater than the 2020 prediction by about 1,800 people.

The population projections for all the main towns in the Waimakariri district remain very similar to the projections made in 2020. The exception to this is that Rangiora is not expected to grow quite as much as expected. In 2020 it was projected that Rangiora would have a population of over 32,000 by 2053. The 2023 projection suggests the population will reach just over 27,000 by 2053, a difference of nearly 5,000 people.

Given these projections are relatively similar to the projections provided in 2020 it is unlikely that there are any changes to recommendations based on changes in population growth levels alone.

Figure 2.2: Waimakariri Towns Population Projection Comparison 2020 vs 2023



3 Aquatics Strategy Review

3.1 2020 Aquatic Facilities Strategy

The 2020 Aquatics facilities Strategy investigated the current and future needs of the aquatics network. It highlighted several key observations such as the existing network of pools provides:

1. Good provision of lane and learn to swim space across the network – especially when Oxford Pool is open.
2. Little purpose-built recreation water space other than at the Dudley Park Aquatic Centre.
3. No warm water / hydrotherapy pool primarily for therapeutic or rehabilitation purposes
4. No sauna provision and limited spa access.
5. Limited or no ancillary services at pools e.g. gyms, café, physiotherapy creche.
6. Limited deep-water provision (e.g. for water polo and under-water hockey).

The 2020 strategy provided a mix of operational and capital-based recommendations. These recommendations are outlined below with updates outlining what progress has been made.

3.1.1 2020 Recommendations with 2023 Update on Progress

	2020 Recommendation	2023 Update on Progress
1	Monitor and regularly review pool space allocations and usage with users to ensure a fair and equitable allocation of space based on need.	WDC has constantly monitored and adjusted based on customer needs and demands. Covid pressures have been managed well by the Aquatics team.
2	Undertake full condition assessment and asset management plan for all pools.	Formal condition assessments not undertaken. Changes to enterprise software and staffing limitations have meant this work has been deferred.
3	Implement a pro-active maintenance and renewal regime.	As above
4	Undertake customer surveys to understand attendee demographic in more detail.	Held off on significant customer survey due to Covid resourcing limitations
5	Continue to closely monitor the financial performance of the Learn to Swim and Aquarobics programmes to ensure variable costs are responsive to changes in attendance income.	Covid had high impact with limitations around head counts. Programme numbers now returning to pre-Covid levels.
6	Consider raising the user contribution for the Water Skills for life programmes and seeking additional investment from Water Safety NZ.	Aquatics team working with NCSRT to re-organise programme and cost structure.
7	Consider offering other aquatic programmes for residents based on successful programmes being offered elsewhere in the country.	Covid has postponed any investigations in this area.
8	Bring entry fee for 'under 5 plus caregivers' into line with average prices around the	Completed

	2020 Recommendation	2023 Update on Progress
	country and Learn to Swim prices into line with average prices for South Island pools.	
9	Investigate future development options for expansion/re-development of Kaiapoi Aquatic Centre.	Not budgeted for in the 2021-2031 LTP
10	Replace heat pump at KAC.	Underway
11	Replace liners at Oxford Pool.	Minor repairs to liners complete
12	Identify and acquire a site for a pool in Ravenswood/ Pegasus/ Woodend. Consider co-location with Library/ Community Centre.	Investigations underway
13	Undertake a needs assessment and feasibility study into development of a new pool in the Ravenswood/ Pegasus/ Woodend area.	Has not been progressed
14	Redevelop and/or expand Kaiapoi Aquatic Centre with a focus on leisure and warm water offering as well as consideration of professional and customer services (e.g. health services, gym, café).	Not budgeted for in the 2021-2031 LTP
15	Investigate options for expansion of Dudley Park Aquatic Centre.	Not budgeted for in the 2021-2031 LTP
16	Develop a new Pool in Ravenswood/ Pegasus/ Woodend Area.	Not budgeted for in the 2021-2031 LTP

Progress against recommendations highlights:

- Repair and maintenance recommendations have generally been completed.
- The impact of the global pandemic has significantly hindered many operational improvements.
- The prioritisation of other key projects within the Waimakariri district has meant any new aquatic developments have been pushed beyond the 10 year planning window.

3.2 Aquatic Trends

The following section highlights aquatic trends that may impact on the provision of aquatic facilities in the Waimakariri district.

The importance of swimming and water-based leisure.

Swimming and water-based leisure have always been a human need and desire since ancient times and will continue to be so. Their physical and emotional benefits have always been recognised.

Individualisation

Recreation activities like swimming are thriving. They allow people to be active when and where they want, to better suit their lifestyle and other commitments like work and family. These are often performed in public spaces that are not limited by opening hours.

Immersing in a lifelong healthy lifestyle

Water sports and swimming fit in perfectly with the trend of people leading more healthy lifestyles coupled with an ageing society with more active seniors. Water-based exercise classes and swimming lessons for adults are becoming more popular. Swimming lessons for children (in school or as a leisure activity) are becoming more important.

Pools as 'wellness hubs'

The increasing importance of 'preventive health care' (including mental health/stress reduction) is encouraging holistic life-style activities. The combination of sports with relaxation activities is gaining in importance, so wellness offerings are being added more frequently to classical competition pools, e.g., warm water (Hydrotherapy), spa pools, sauna/steam rooms, treatment areas, lounging zones.

Fun through play for children and families

In addition to the wellness trend, children and families are a core target group for pools. Having fun is important for children and families as an introduction to the water and for

leisure. Sport NZ has identified the value and variety of play as key to the development of young people not just for their sporting future but for their overall happiness and wellbeing. To support this, facilities need to be attractive and provide amenities focused on fun activities and play.

Designing for inclusivity

The concept of accessibility has expanded significantly in recent years as society becomes more inclusive. This has also been driven by demographic change, migration and increasing cultural diversity. Social sustainability and inclusion have become important goals for public leisure facilities. Inclusivity requirements are resulting in new design strategies for many aspects of pools including stairs, lighting, signage, surfaces and acoustics, as well as for universal changing areas and toilets.

Pools as places for socialising

The social function of sports and leisure facilities is growing in importance. Facilities need to be multifunctional and serve as a 'social hub' for the community. In many instances, pools are an important gathering space for whānau to recreate and socialise.

Sustainability

Climate change places a new focus on ecological sustainability. This necessitates a holistic approach from planning and construction through to the operation of pools with a minimal ecological footprint. Important strategies include water conservation, heat recovery, combined heat and power generation, solar energy, passive house principles, and waste/plastic reduction.

Safe and secure pools

The potential for antisocial behaviour calls for measures such as video surveillance and security personnel. The increasing responsibility and liability of leisure facilities towards their users raises the need for more surveillance staff, surveillance technology and more complex building construction and makes the use of certified products more important.

Competing demands on public finances

The competing demands on public finances call for a prioritisation of investments. In competition for public funding, promoters of pool projects must communicate the significant 'public value' of pools (the 'social return on investment'). Over the last 30 years there has been an increasing emphasis on the financial metrics of facilities, at the expense of the less tangible social and cultural benefits.

Digital transformation

Technology can benefit and encourage participation. The omnipresence of digital technology makes the digital accessibility of sports and leisure facilities indispensable, before, during and after the visit. Another development is an increasing demand for sports tracking/performance measurement. Admission control and (non-cash) payment systems will transform service quality for users and reduce staffing requirements.

Increased expectations

Globalisation, the internet and people's increasing mobility are influencing user expectations. Participants in sport and active recreation are now 'customers' expecting a higher level of service both in terms of the

facility standards, flexibility and ease of use. National and international trends should therefore be monitored closely, with the growing harmonisation of quality standards.

Good design

The delivery and operation of successful pools are complex tasks. Good design is an essential part of providing an enhanced user experience that fosters long-term loyalty and high participation. The complete quality of the swimming experience is a critical component for long-term success.

Ageing Infrastructure

Many aquatic centres are ageing. While the WDC operated pools are relatively modern, the age of school pools, which are used to complement these facilities, are ageing. With the average age being 59 years old. Only one school pool has been developed since 1976 in the WDC area. There is a real risk school communities cannot afford to keep operating these pools as they require more funds to maintain them to a standard acceptable for use.

The fight for talent

Demographic change, economic influences and the impacts of Covid 19 pandemic have led and will lead to continued difficulties for leisure facilities in recruiting and retaining skilled staff. WDC is not immune to this issue, having to re-schedule operating hours at short notice due to staff unavailability.

The cost of recruiting and training lifeguards and swim instructors is relatively high. To maximise the benefits of this training it is important WDC can retain staff for as long as practically possible.

3.3 Sport NZ National Aquatics Strategy - New guidance and its impact

In 2023 Sport NZ has reviewed and updated the National Aquatic Facilities Strategy. The previous National Strategy, developed in 2013, was used to inform the WDC Aquatics Strategy developed in 2020. The main changes to the updated strategy are:

- A new guideline of pool space of 27m² /1,000 residents (60m²/1,000 residents in the 2013 national strategy).
- Including school pools that may be available for community use. This more accurately recognises the role that these pools can play in catering for demand, particularly in rural and semi-rural catchments, where distance to the nearest public pool may be a barrier to participation.
- Considering the type of water that is available in a community and matching that to community demand.

3.3.1 Available Aquatic Facilities Network:

In taking guidance from the 2023 Sport NZ National Aquatics Facilities Strategy, the following pools have been considered to have community access (acknowledging limited access for some of the pool facilities).

Table 3.1: Aquatic facilities available for community use in the Waimakariri district

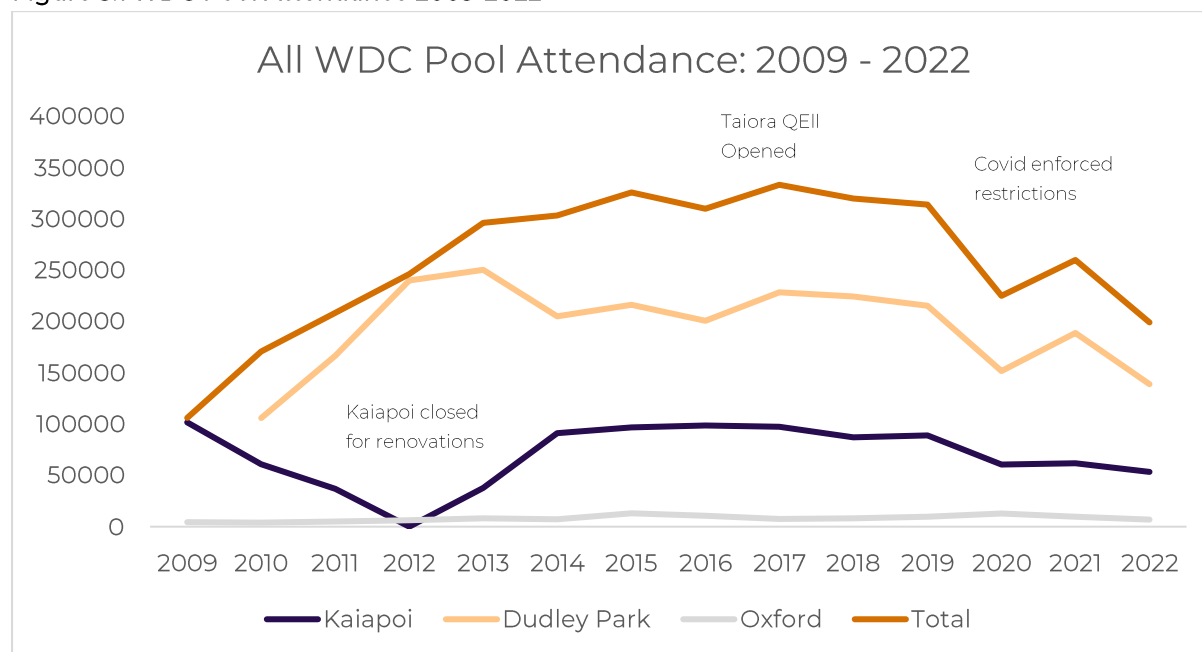
Name	Pool Type
Community Pools	
Dudley Park Aquatic Centre	Lap Pool
	Teaching pool
	Leisure pool
	Spa pool
Kaiapoi Aquatic Centre	Toddlers pool
	Lap Pool
	Teaching pool
Waikuku Beach Paddling Pool	Leisure pool
Oxford Community Aquatic Centre	Lap Pool
	Teaching pool
School pools available for community use (subject to change)	
Loburn School Pool	School pool
North Loburn School Pool	School pool
Sefton School Pool	School pool
Swannanoa School Pool	School pool
West Eyreton School Pool	School pool

3.3.2 Waimakariri District Pool Attendance

An effective network of aquatic facilities requires an appropriate amount of water to accommodate those wishing to participate, along with the right types of water space for participation. Figure 3.1 outlines the attendance at aquatic centres in the Waimakariri district since 2009. Attendances for all pools in recent years (since 2014) did not increase overall as expected with the increase in the

population base over that period. Further, attendances at Dudley Park and Kaiapoi Aquatic Centres decreased from 2017 onwards. This may have been due to the opening of Taiora QEII in North-Eastern Christchurch, with some patrons choosing to attend there instead of their local pool. It also highlights the significant impact Covid-19 closures had on participation, with 2022 numbers still significantly less than pre-Covid levels.

Figure 3.1 WDC Pool Attendance 2009-2022



3.4 What amount of water space is required?

An effective aquatic network needs to have enough water space to accommodate those in the district wanting to participate in aquatic recreation and sport. To calculate this, Sport New Zealand provides guidance in the National Aquatic Facilities Strategy (2023) as to what should be an expected amount of aquatic facility supply in any area. Table 3.2 below highlights the New Zealand national guidance and compares the Waimakariri district.

Table 3.2: Total Pool Area Required in Waimakariri District 2023-2053

Year	2023	2033	2043	2053
Projected Population	69,789	81,742	92,178	101,791
Current Pool Area (m ²) Available (incl. schools)	1,525	1,525	1,525	1,525
Projected Demand (@ 27m ² / 1,000 people)	1884	2207	2489	2748
Pool Area Deficit (m ²)	-359	-682	-963	-1,223

The calculations in this table show a deficit by 2053 of 1,223 square metres of pool space if pool availability remains at 2023 levels and demand is only adjusted to reflect population increases.

To provide context to the deficit in pool space, the following are sizes of some pools in the Waimakariri district:

- Dudley Aquatic Centre – total pool area 762.5m². (lane pool – 500m², Learn to Swim 90m², Leisure / Play 157.5m², Spa 15m²).
- Oxford Community Aquatic Centre (total 305.5m²)
- Kaiapoi Aquatic Centre (total 455m²)

3.5 What type of water space is required?

Figure 3.2 illustrates the current pool water by type available in the Waimakariri, when school pools are considered. While some school pools are made available for use out of school hours this is the exception rather than the rule in the district. Feedback indicates there are 6 school pools that are available for community use (of some sort) however this is subject to change from year to year.

Currently in the Waimakariri district, 59% of pool space can be defined as fitness / health / lane sports water type (often referred to as lap pools), while only 27% of pool space is leisure water and 14% of pool space is learn / education water.

Figure 3.2 Waimakariri Pool Area by Type

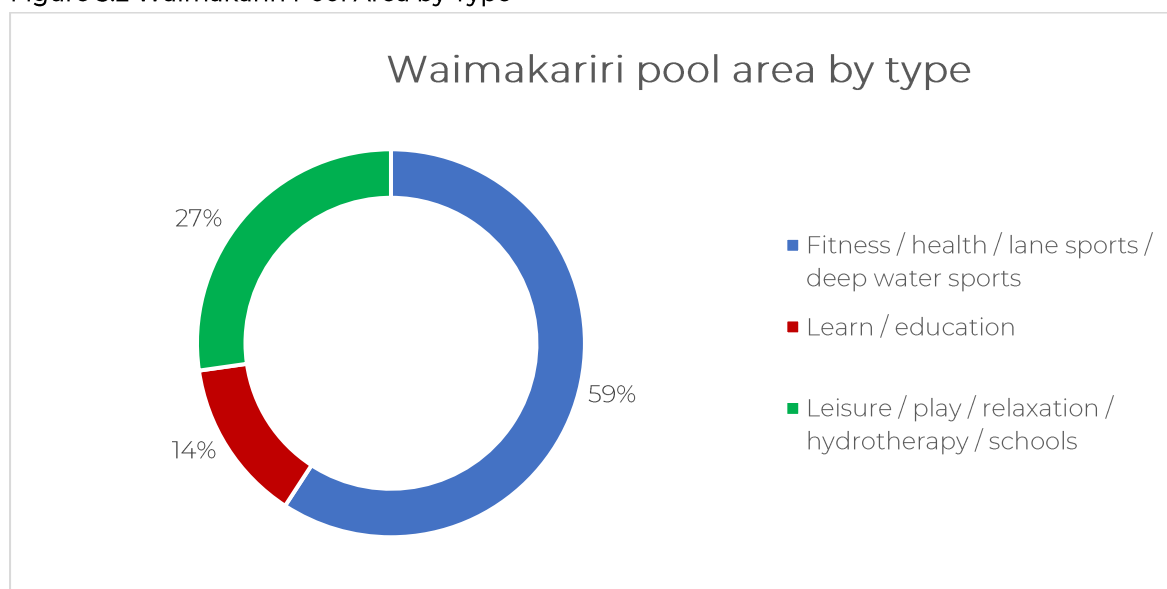
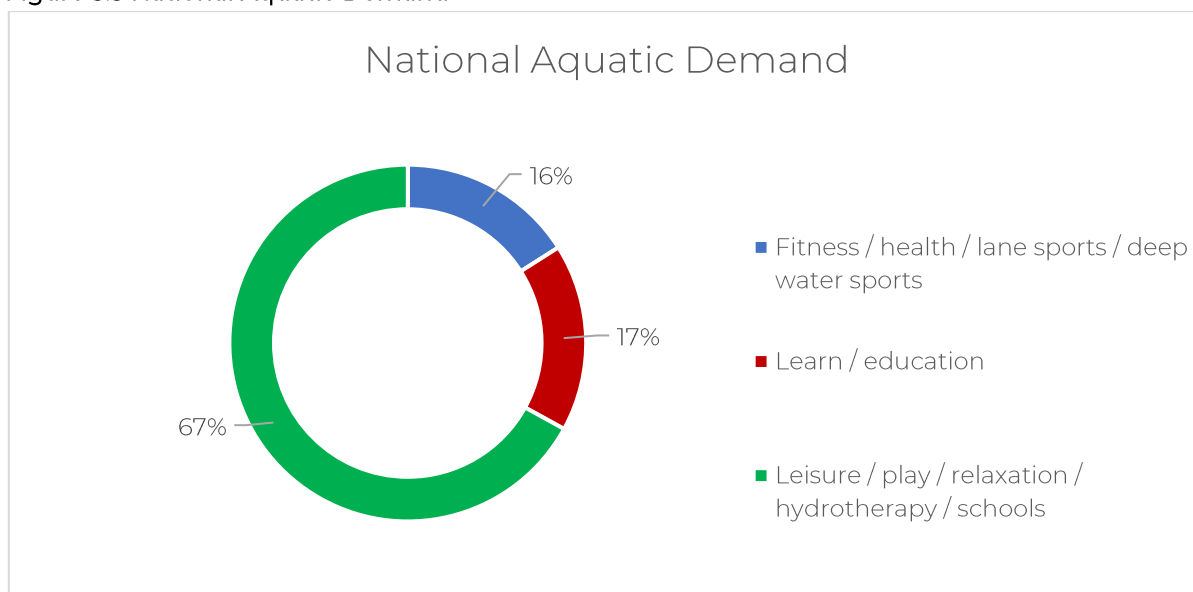


Figure 3.3 shows the demand for pool space, by the pool types. This is based on nationally available participation data. The graph demonstrates that the network of aquatic facilities in the Waimakariri is heavily weighted toward pools that primarily provide fitness / health / sport activities and when compared with the researched demand profile of aquatic users is low in the provision of leisure / play / relaxation and hydrotherapy water. The amount of learn / education water is approximately on par with the national demand guidance.

Figure 3.3 National Aquatic Demand



3.5.1 Modelling the Future Aquatic Network

Table 3.3 highlights the current amount of water space per water type and highlights what additional amount of water space, by pool type is required to meet national guidance by 2053. It highlights the abundance of fitness / health / lane sports (lap pool) space and the undersupply of learn/education and leisure/play / hydrotherapy water.

Table 3.3: Modelling The Future Aquatic Network for the Waimakariri District

	Actual Pool Space available for community use (m ²) (2023)	Actual Proportions by Pool Type (2023)	Recommended Proportions of pool space	Pool space by type to meet national guidance by 2053 (m ²)	Additional Pool Space by Type required (m ²) (2053)
Fitness / health / lane sports	895	58%	16%	440	-495
Learn / education	205	14%	17%	467	262
Leisure / play / relaxation / hydrotherapy / schools	425	27%	67%	1,841	1,416
Totals	1,525			2,748	1,223

As WDC moves to re-develop existing pools or develop new water space there is an opportunity to address the imbalance between what type of water is supplied compared to what participants are demanding. The following section highlights some of the water spaces that could be considered.

Leisure / play water

Other than Dudley Aquatic Centre there is limited purpose-built leisure focussed water spaces. Generally, lap pools and learn to swim pools are re-purposed where possible to provide this leisure space but priority is given to those functions over general leisure use.

There is a move toward a range of aquatic leisure pools and spaces for people to play in, develop water skills and have fun as individuals, with friends or family / whānau. Examples include splash pads or zero-depth play areas (combining play equipment with water-based play) or pools that have rope swings, flying foxes or bombing (manu) platforms.

Hydroslides

The development of a hydroslide at the Dudley Aquatic Centre was mentioned in the development of the 2021 Aquatics Strategy.

Hydroslides are slides that have water running down them that allows the rider to travel at speed, terminating the ride in a small pool. Hydroslides can be enclosed or open-sided and can operate indoors or outdoors. Hanmer Springs Thermal Resort is an example of a destination pool that has hydroslides as an attraction.

The primary target market for hydroslides are young people (ranging from approximately 7 years to young adults). When Parakiore opens in central Christchurch it will have 5 hydroslides, making it an attractive destination pool in the region, alongside Hanmer Springs Thermal Resort.

There is an existing model of a private – public partnership (PPP) in the provision of hydroslide services in New Zealand (the Lido facility in Palmerston North is a PPP). However a one or two hydroslide option would be a challenging proposition in the Waimakariri district, as it would most likely struggle to compete with the larger destination venues outlined above.

Relaxation and therapeutic pools, such as hydrotherapy pools

Warmer water pools, other than the spa at Dudley are not provided for in the current aquatics network. Hydrotherapy pools are becoming increasingly popular globally, as the population ages and seeks warm water to recreate in. These pools also offer an environment for low to zero impact rehabilitation spaces for those recovering from injuries.

The projected ageing of the Waimakariri population will see a significant increase in demand for warm water pools for recreation.

Learn to swim

The WDC currently has a similar amount of learn-to-swim space as the national guidance suggests, however as the population continues to grow additional capacity may be required. Consideration will need to be given to the age profile of the community, to determine the priority for this water space, when compared to other areas.

Given the current popularity of learn-to-swim classes, the Dudley Aquatic Centre has re-configured the available space to fit more classes in the pool. This has provided some relief on demand pressure.

¹ Age or height are often used to determine a person's ability to remain safe as they travel down the slide.

Commercial pools and aquatic activities

The Waimakariri district also has an inflatable water park located in Kaiapoi. This water park has an inflatable system of challenges on water that people navigate. It is an example of the commercial provision of water space that can complement the WDC offering.

A commercial swim school operated out of Fernside has recently closed, placing additional pressure on WDC learn-to-swim provision. Learn to swim is often offered by commercial operators and there is a possibility new operators may emerge in the WDC area.

School partnership pools

There are other pools (mainly school pools) that could be available for public use, and therefore complement the WDC network of pools. There are successful examples of councils working with schools to gain regular, out of school time access to school pools. Many schools struggle to maintain their pools and a partnership with WDC could benefit both the wider community and the schools involved.

The WDC should therefore consider the following:

1. Formalising partnerships with school pools to access water space outside of school hours for learn to swim and leisure based aquatic activities.
2. WDC should actively prioritise access and support agreements with schools, to increase the available pool space available to the community. Many of these school pools are over 50 years in age and will require proactive asset management plans to continue to be operational for those communities.
3. Undertake the necessary planning to develop more water space, including:
 - a. Leisure water (play based targeting children and youth populations). Include Zero Depth Space.
 - b. Hydrotherapy (or warm water) to cater for the increasing number of people seeking therapeutic recreation outcomes via warm water activities. This is an area that will increase significantly as the population continues to age.
 - c. Additional learn to swim space.

Case Study: Berhampore School – Wellington

The Berhampore School was unviable for the school community to operate after changes in water quality standards in the early 2000's. A group associated with the school worked to form a partnership with the Wellington City Council that now sees over 1,000 swimming lessons take place in the pool each week.

At the time Wellington CC was investigating how to develop more water space and saw a partnership with the school as a solution that was collaborative and financially sensible. A small amount of investment from WCC into upgrading the pool has seen community access gained and school use restored.

3.6 Aquatics Recommendations

	Recommendation	Proposed Timing (short term – 1-3 years; medium term 4-9 years; long term 10 years plus)	Indicative Cost
Aquatics Recommendations			
1.	Undertake full condition assessment and asset management plan for all pools.	Medium term	TBC
2.	Undertake customer surveys to understand attendee demographic and inform future aquatics programming and pool planning.	Short term	Staff time
3.	Investigate partnerships with school pools through access and support agreements to provide certainty around access to water space outside of school hours for learn to swim and leisure based aquatic activities (WDC has had initial conversations around supporting school pools).	Short term	Staff time
4.	Undertake a needs assessment / feasibility for the development of more water space at Dudley or Kaiapoi.	Medium term	\$50k-\$65k
5.	<p>Pending the outcome of needs / feasibility, any aquatic development should prioritise the following types of water spaces, to meet national guidance on the types of water in demand:</p> <ul style="list-style-type: none"> a. Leisure water (play-based / children and youth based) b. Hydrotherapy (or warm water) to cater for the increasing number of people seeking therapeutic recreation outcomes via warm water activities. This is an area that will increase significantly as the population continues to age. b. Additional learn-to-swim space to be investigated 	Medium to Long term	TBC
6.	Investigate the development of a new aquatics site, in conjunction with other community facility projects.	Long term	Staff time

4 Sports Facilities Plan Update

4.1 2020 Plan – Progress against recommendations

The following table outlines the recommendations from the 2020 Sports Facilities Plan and provides commentary on progress made up until this point (noting that many of these recommendations were either medium or longer-term priorities).

2020 Notable Proposed Outcomes	2023 Progress Report
Indoor Sport Facilities	
To manage capacity issues at Mainpower Stadium, continue to maximise the use of other indoor court venues (Woodend Community Centre, school venues) for all indoor sport under-age practices and games.	<p>Mainpower Stadium has opened since this plan was developed.</p> <p>Facility manager and codes report high levels of use of Mainpower Stadium, particularly during weekday evenings and Saturdays.</p> <p>Cost of court hire has also been raised as a potential barrier to greater use.</p>
Undertake detailed monitoring, analysis, and review of usage data of the soon to be opened Mainpower Stadium indoor court facility	WDC to work with NCSRT to understand demand pressures
Work with the gymnsport and trampoline clubs with regards to securing long-term facility access.	WDC progressing with clubs
Sports Fields	
Dudley Park – promote availability of lights for training	Installed. Actively used by codes for training. Relieving pressure on competition surfaces
Maria Andrews Park – technical report on irrigation options	Not complete
Kaiapoi Park – review of existing partnership agreement with the KRFC	This review was considered a low priority and has not occurred.
Kendall Park – investigation for preferred drainage system	<p>Completed – recommendations of investigation include:</p> <ul style="list-style-type: none"> • Increase surface grade and level in front of clubrooms and no.1 pitch • Install swale drains • Improve performance of Parnham Drain • Establish consistent top soil depth on No. 1 pitch • Install sub-soil drainage in sports field area
Loburn Domain – implement identified irrigation solution	Completed – Storage tanks installed by ARFC, in partnership with WDC.
Mandeville Domain – seed fund upgrade of lighting	Upgrade complete.

2020 Notable Proposed Outcomes	2023 Progress Report
Mainpower Oval Identify the long-term priority development options that align with the regional cricket facilities plan.	Canterbury Country Cricket Association has concepts to develop a covered training venue and a second oval adjacent to the Mainpower Oval
WDC to continue to support Canterbury Country Cricket to retain First Class status at Mainpower Oval.	Ongoing support from WDC.
Southbrook Park - Undertake a feasibility study regarding the multi-use of the park and upgrade/new clubroom/changing facility type facility.	Completed in 2021 Recommendation to develop a new, fit-for-purpose, multi-use community facility on the park.
Pearson Park - In the short-term football club to trial the use of the changing facilities at the community pool.	Offer of use declined
Non-council sports field leases – review	WDC continue to lease the A&P Showgrounds for the purposes of sportsfields, on a year-by-year basis.
Artificial turfs – budget for turf renewals	Budget allocated in 2028/29 (Coldstream) and 2030/31 (Kendall Park)
Artificial Turfs	
Continue to maximise the use of the smaller turfs for junior games and training.	Ongoing use via NCSRT
Identify the opportunity for other sports to be based at the new park [Norman Kirk – Kaiapoi].	Softball diamonds developed. Additional sports field/s. BMX track. Walkways/Reserve areas.
Council to consider undertaking a feasibility study with regards to a multisport facility at new park. Long term there will be a need for the Northern Bulldogs Rugby League Club (NBRLC) to relocate to the new fields at Kaiapoi.	WDC working with NBRLC to look for a long-term solution.
Netball	
Work with NCNC to determine the long-term outdoor facility needs for netball.	NCNC has moved most of its winter competitions to Mainpower Stadium. NCNC now considering long-term future facility requirements. Dudley outdoor courts renewals budgeted for 2029/30
Active Recreation	
Undertake a stocktake of the existing and planned active recreation assets, (e.g. 3 on 3 basketball courts, skate parks and cycleway/walkways)	WDC Play, Active Recreation and Sport Strategy to consider the breadth of activities available in the Waimakariri at a high level.

4.2 Other Developments to occur since 2020

4.2.1 Tennis Courts at Coldstream Road

The two long time tennis clubs in Rangiora (Southbrook and Rangiora) have moved to new courts adjacent to the Mainpower Stadium and created the Coldstream Tennis Club. There are ten fully-lit courts. A club pavilion is also under construction.

4.2.2 First Class, representative rugby being played in Rangiora

WDC supported bringing a men's NPC Rugby match to Rangiora in 2023. This game was located at the A&P Showgrounds.

4.2.3 Improved Access to the Kaiapoi River for Aquatic Sport Users

Rowing, Dragon Boating and potentially other activities will benefit from the commitment from WDC to invest in better access to the Kaiapoi River for training and local-level regattas. A commitment from WDC to invest \$265k in these improvements.

4.3 Emerging Trends and Feedback

4.3.1 Increasing service level expectations – people are wanting more and better quality facilities, but don't necessarily want to pay for them

As the community has grown and with sport becoming more organised over time, there is increasing expectations from sporting organisers and participants for better sporting facilities. This is often driven by people moving into the district and advocating for facilities that are in other territorial authorities, or from residents travelling to other areas and seeing better facilities. This increase in service levels places further pressure on capital budgets, and often increases the operational funding commitments of organisations.

4.3.2 Challenging fiscal environment for funders – available funds are static or declining, while requests are increasing

Reduction in availability of funds from some funders that have historically supported sport and recreation facilities. One such example is the 40% reduction of funds from the Lottery Grants Board² in the 2023/24 financial year, compared with the previous year. The ability to access third party funds for community projects is becoming more challenging, therefore it is important that WDC works with community groups to prioritise available, shared resources for projects.

4.3.3 Challenging fiscal environment for WDC – an over-reliance on the council to contribute

Like community funders, WDC also faces fiscal challenges that impact the ability to invest in sport and recreation facilities. WDC has finite resources and a duty to prudently govern and manage the district's interests.

4.3.4 Pressures on clubs to maintain facilities that are ageing

Sports clubs are struggling to cover the cost of maintenance for many of the facilities in the Waimakariri district. As costs such as insurances, utilities and wages continue to rise, clubs are reporting an inability to invest in maintaining facilities. The issue of deferred maintenance becomes a compounding problem over time, particularly as facilities age. In a recent survey of community facilities in the Waimakariri 60% of survey respondents reported having a facility that was aged 26

² [Lottery Community Facilities Grant » Community Matters](#)

years or older (25% were 50 plus years). Most of the survey respondents stated a lack of funds for anything more than standard operating costs. Therefore, there was little or no allowance for asset maintenance, renewals or re-developments.

The lack of long-term facility asset maintenance plans by sporting codes with facilities on WDC land is a significant risk to the council.

4.3.5 A move away from single-purpose clubrooms, toward shared use facilities

There has been a trend in sporting developments in New Zealand toward optimising the usage of facilities through shared-use models. Historic single-sport clubrooms are being converted into shared-use models. The Mandeville Sports Club is a local example where multiple sports share a playing location, meeting, and social spaces.

4.3.6 Continued growth in indoor sports and the impacts this has on demand for space

The Waimakariri district has seen growth in indoor court sports such as basketball and pickleball, like the rest of New Zealand. This is placing demand pressure on court space at Mainpower Stadium. Some user groups are requesting investigations into additional courts to ensure continued access to courts to meet demand.

4.3.7 Local Government Review and its potential impact on the future role of the council

The future role of local government has been under review. This may present both challenges and opportunities for the WDC. Challenges may include requirements from central government (such as adapting to climate change) that may impact the ability of marginal sports club facilities to operate. Opportunities may also arise such as an increased focus on the well-being of residents, through participation in community activities.

4.3.8 Understanding the social return on investment in recreational physical activity

There is an increasing awareness of the benefits that can be gained through supporting community facilities infrastructure. Recent research from Sport New Zealand³ indicated that: For every \$1 invested, there was a social return of \$2.12 to New Zealand, meaning that the value of the well-being outcomes for New Zealand is greater than the costs of providing these opportunities, thus making recreational physical activity a potentially cost-effective investment.

4.3.9 People are seeking inclusive facilities to encourage participation

There is a significant shift in the importance of diversity, equity and inclusion in sport and recreation. Facility developments need to cater for the needs of the wider community.

³ [Social Return on Investment - key takeaways | Sport New Zealand - Ihi Aotearoa \(sportnz.org.nz\)](https://www.sportnz.org.nz/social-return-on-investment-key-takeaways)

4.4 2023 Sports Facilities Updates

The following section reviews the key sporting facilities in the Waimakariri and provides commentary on the potential areas of over-supply or shortfall in provision.

4.4.1 Indoor Courts

Feedback received during this review indicates the Mainpower Stadium indoor courts are experiencing significant demand pressures (during weekday evenings and Saturdays).

Sport NZ has recently updated guidance on the provision of indoor courts in New Zealand. The key updates that impact on the Waimakariri district are:

1. **A change in the provision ratio of one court per 9,000 residents to one court per 7,800 residents.** This is mainly due to the changing participation patterns in New Zealand with the emergence of new sports (such as futsal) and other sports moving toward a higher level of indoor uses (such as netball).
2. **Widening the scope of what can be considered a court.** The previous national guidance only classified indoor courts that were deemed full-size for basketball. There is acknowledgement in the new strategy that smaller courts or other specifications that are not at a nationally accepted level can be used, particularly for junior competition and training. For example, many school-based courts are a three quarter sized court with a lower ceiling height than what is recommended by national sports organisations, but serve the needs of those players.

Table 4.1 applies the guidance to the WDC area.

Table 4.1: Waimakariri District Indoor Courts

Name of Facility	Number of Courts	Proportion of Time available for Public Use	Court Capacity
Mainpower Stadium	4	100%	4
Woodend Community Centre	1	100%	1
Rangiora High School	3	25%	0.75
Rangiora New Life School	2	25%	0.5
Oxford Area School	1	25%	0.25
Kaiapoi High School	2	25%	0.5
Total	12		7

These calculations assume that the school facilities can still be used for some training and competition outside of school hours. They also acknowledge that prior to Mainpower Stadium being developed the Woodend Community Centre and school venues were the only facilities available and heavily used by community sport organisations.

It is also noted that some primary school facilities may be available for use, but generally only if the primary school is one of the user groups.

Table 4.2: Waimakariri District Indoor Court Projections 2023 - 2053

Year	2023	2033	2043	2053
Projected Population	69,789	81,742	92,178	101,791
Number of Courts at ratio of 1:7,800 residents	8.9	10.5	11.8	13.1
Surplus / Deficit of Courts	-1.9	-3.5	-4.8	-6.1

The national guidance suggests the WDC area is under-supplied with regard to indoor court space. The following considerations also need to be factored:

- Proximity to Christchurch and the availability of courts in the wider area.
- The role that Mainpower Stadium plays in the provision of quality indoor court space for the entire North Canterbury area (people travel from other council areas to access this facility)
- The ability to secure regular access agreements with schools (including primary schools) for the use of indoor courts to supplement the council network of facilities.
- Options of re-programming activities away from peak demand times to optimise all available hours.

WDC has previously identified an expansion of court space in the 2040-2041 period. The modelling of court requirements, utilising the Sport NZ guidelines shows there is likely to be a significant shortfall in capacity by this time.

An independent assessment of need and feasibility should occur shortly to understand what options exist to meet further projected demand, including:

- An extension to Mainpower Stadium
- Increase access to partner facilities
- An alternative site for additional courts

Mainpower Stadium has been in operation for approximately two years. It is well-received as a destination venue for a range of activities.

4.4.2 Outdoor Courts

Tennis is now well established with the main facility developed at Coldstream Road.

North Canterbury Netball Centre is now running a split venue delivery model, with the majority of activity occurring at the Mainpower Stadium and some junior games, along with twilight netball still taking place at the Dudley Park Courts. This has been identified as something NCNC want to change, with a move back to a centralised model.

NCNC has had initial discussions with the NCSRT about more court time at Mainpower Stadium. Other options include accessing hard courts closer to Mainpower Stadium. The Dudley Courts are due for renewal in 2029/30. This provides a timeline for WDC and NCNC to work toward with regard to the future needs of netball.

WDC has a programme of other renewals for hard courts in the district that needs to be maintained.

4.4.3 Sports Fields

As identified in the 2020 Sports Facilities Plan there are enough sports fields to meet current and projected future demand. In recent years there have been additional fields developed at Norman Kirk Park and Gladstone Park, and floodlights installed at Dudley Park.

The 2020 Sports Facilities Plan recommended a number of field upgrades to increase the quality of playing surfaces and therefore increase each field's ability to host more training and/or competition time.

There are still some localised pressure points that remain, mainly the provision of sufficient football fields to cater for training and competition. Oxford Football and Waimakariri United Football both report demand pressures on existing fields.

The Oxford club is using both Pearson Park and the Cust Domain, while there may be opportunities for additional fields to be developed at the Oxford A&P Showground. Waimakariri United Football utilise a number of parks in the district, with the most games and training occurring at Maria Andrews Park and the Rangiora Showgrounds and Kendall Park.

Cricket

Mainpower Oval (located at the Rangiora Recreation Ground) is a large single-block ground that has hosted several first-class matches involving the Canterbury Men's & Canterbury Magicians as well as Canterbury Country representative sides and club matches.

It first held a first-class match when Canterbury played Central Districts in the 2003/04 State Championship. When the 2011 Christchurch earthquake damaged Lancaster Park beyond repair, Canterbury played many of their first-class home matches in Rangiora until the establishment of Hagley Oval. The venue has also previously held matches now classified as 'List-A' matches by the ICC. In recent seasons there has been an increase in women's first-class games also being hosted at Mainpower Oval.

Mainpower Oval is geographically well positioned to serve the Canterbury Country Cricket Association (CCCA). As an association, CCCA has 25 registered clubs (11 of these clubs are based north of the Waimakariri River). CCCA report considerable growth since the WDC Spors Facilities Plan (2020) was developed.

CCCA identifies the development of a second oval as a priority project. A second oval would allow CCCA to host additional games and manage usage of the existing Oval. Canterbury Cricket has indicated its intention to host more games at Mainpower, due to its cost effectiveness when compared to Hagley Oval.

CCCA has indicated a willingness to fund the development of the cricket block and other requirements and seek Council support to provide a lease and level the site so they can commence development. WDC should work with CCCA to formalise the status of Mainpower Oval as the First-Class venue for cricket in the area, before committing to any further investment.

CCCA is also considering the development of a covered area for training that would support the aspirations of Canterbury Cricket in providing improved training environments. CCCA and Canterbury Cricket anticipate being the major funder of this training venue. Canterbury senior and age grade representative teams will use this training area as their preferred venue.

CCCA identifies some additional upgrades are required to the existing pavilion area including:

- a better and separate player viewing area.

- permanent electronic scoreboard (currently hire a portable scoreboard for each event)
- public toilets that are separate from the pavilion (currently hire portable toilets for events)

Rugby League

Rugby League currently operate from Murphy Park. With the development of Norman Kirk Park there is an opportunity for Rugby League to re-locate. WDC officers are liaising with Rugby League representatives to further explore future opportunities.

The current fields at Murphy Park are reportedly a flood risk due to the proximity to the river. The existing change facilities are in a poor state. WDC should look to work with the Northern Bulldogs Rugby League Club to investigate a move to Norman Kirk Park.

Rugby Union

Rugby Union operates a club-based home and away delivery model, with six clubs located in the Waimakariri area. There are enough fields to meet demand. Since the 2020 Sports Facilities Plan there has been progress made in the quality of the playing surfaces at Loburn Domain (irrigation upgrade) and budget has been allocated for additional upgrades.

Football

The Waimakariri Football Club reports a playing membership of over 800. There is demand for more training space that is lit. The cost of accessing indoor court space for training on a regular basis is seen as cost-prohibitive.

Options to consider include the upgrade of lighting at Kendall Park to increase training capacity, provided turf capacity is sufficient. The Dudley Park field should also be explored as a site for increasing the field capacity of the club.

Kendall Park

An investigation into the flooding and capacity of Kendall Park was undertaken in 2022. The report highlighted that sports fields at the eastern end of Kendall Park, adjacent to the Clubrooms, become saturated, compromising access to the clubrooms and participation on the fields. The No.1 field has a poor playing surface which was also investigated.

The report recommended a number of actions to increase the quality to maximise the use of these fields. However, it is reported that on street drainage does not have the capacity to take water away from the park, so any investment in field drainage should be undertaken with this caution in mind.

Southbrook Park

There has been drainage work carried out at Southbrook Park in recent years to increase the capacity of some of the sports fields. Given the increased playing capacity of the sports fields, there is an opportunity to code-share this park in the future.

Gladstone Park

An assessment of the lower sports fields was carried out in 2022 to understand the drainage limitations on the fields after ponding had caused postponements and cancellations. The report provided solutions for addressing this which were either pumps to lower the groundwater level or earthworks to raise the surface level of the fields. At this point in time, it is proposed to monitor the situation to determine the frequency of the issue before considering further investment.

4.4.4 Other Specialist Surfaces

Rangiora Bowling Club is currently investigating the future of the current site. The main clubroom facility is a historical building with significant maintenance costs.

The Kaiapoi Croquet Club is developing two new lawns at the Kaiapoi Community Hub,

A full-size international standard hockey turf is located as part of the Coldstream sporting precinct. There is a ¼ sized turf located at Dudley Park which is used for younger hockey players to train and play on.

There is a multi-use artificial turf located at Kendall Park that is almost exclusively used by football. Rugby reports little use of this turf due to the location of posts and the lack of run-off. There is another ¼ size multi-use turf at Kaiapoi High School.

Moving forward it is important that these full-size turfs are optimised. There is no obvious demand pressure from any sports field code to warrant additional artificial turf developments in the foreseeable future.

4.4.5 Community Sporting Hubs and Precincts

There are a number of existing facilities (both owned by WDC or others) that have historically served as clubrooms for sporting groups that could be re-invented as hubs for wider community use.

The WDC Community Facilities Network Plan has identified that there are efficiencies that can be gained through the sharing of facilities, along with other wide community benefits.

WDC needs to determine what its future role should be in the ownership, management and maintenance of community facilities that are located on council land. This will allow a policy-based, fair and transparent support strategy for community facilities.

Southbrook Sports Club

The sports pavilion and change room facilities at Southbrook Park are managed by the Southbrook Community Sports Club (SCSC). The change rooms were the original clubroom facility. In 1999 the old Rangiora Town and Country Club building was relocated to Southbrook Park.

The SCSC can no longer afford to cover all costs relating to the operation of the facilities. In 2021 a feasibility report was commissioned to assess future options for facilities at Southbrook Park. The report concluded that:

- There is sufficient need for a pavilion and change facilities at Southbrook Park.
- A new facility should be constructed that combined the functions of the current pavilion and change facilities.
- For this to occur, significant funding would be required. A 2021 preliminary estimate for the pavilion was \$2.216m and \$1.36m for a four-shed change facility.
- The SCSC (or any of the contributing sports codes) was not interested in owning or managing the facility.

No significant decisions have been made post-feasibility report. There is a risk that the existing facility is left to fall into disrepair. The SCSC has indicated it is unlikely to want to own any new development.

There are other sporting codes in the Waimakariri area that do not have access to social and meeting spaces that could benefit from access, and also increase the financial sustainability of any development.

Mandeville Sports Club

The Mandeville Domain is home to a range of sport and recreation activities. A lawn bowls club, squash facility, equestrian area and sports fields are on site. There are plans to upgrade the main pavilion area; creating more fit-for-purpose meeting spaces and a stand alone gender neutral changing room area.

WDC should look to further support the Mandeville Sports Club in creating a wider community hub, incorporating improved meeting and social spaces, alongside new changing rooms.

Loburn Domain Pavilion

The Ashley Rugby Football Club are the primary user of this pavilion. The club has indicated the facility is too small and an upgrade to facilities at the domain should be considered. The club has ideas for a new pavilion, re-located to look over the lower sports field.

WDC should Investigate the feasibility of upgrading Loburn Domain Pavilion, to provide local level community facility provision, in Loburn

Coldstream Road Sporting Precinct

The Coldstream Road area has seen a proliferation of facilities and activity occur with the continued use of Maria Andrews Park and Mainpower Oval joined by the hockey turf, Mainpower Stadium and tennis courts. This is also complemented by the use of the Rangiora A&P showgrounds being leased by WDC for use by sporting codes, particularly during winter months.

The area has become vibrant, while also creating some issues around restricted parking in peak times, access to the area and other sporting codes wishing to also re-locate or develop in the area. A coordinated plan for the wider area should be undertaken before committing to any further significant capital development in the area. There is significant housing development occurring adjacent to the sporting facilities. Considerations should include:

- Canterbury Country Cricket's desire for an additional oval and training area
- Space for a potential expansion to the Mainpower Stadium
- Potential additional hard courts to accommodate netball
- Training and competition needs for football
- North Canterbury Rugby's interest in a centralised base for representative training and games
- The needs of other users in the proximity, such as, BMX, Equine sports
- The spatial relationship and connection with Rangiora High School

Gladstone Park

The Woodend Rugby Club is looking to their upgrade wastewater systems along with change rooms provision for participants.

Pearson Park

Pearson Park, in Oxford, has a series of facilities that are used by a range of sporting codes.

Football reports a need for better change and social spaces. Some play is occurring at Cust domain.

Other Hubs

Water-based activities located at Murphy Park are looking at developing improved water access. WDC has previously signalled support for this upgrade.

5 Sports Facilities Recommendations

5.1 Sports Facilities Plan Recommendations

The following recommendations are a combination of those identified in 2020 that are carried forward and 2023 recommendations.

	Recommendation	Proposed Timing	Indicative Cost
Indoor Court Sports Recommendations			
1.	Undertake formal needs assessment / feasibility to confirm preferred option to address demand pressures for indoor courts. Options to include: <ol style="list-style-type: none"> An extension to Mainpower Stadium Increase access to partner facilities An alternative site for additional courts 	2024-2027	TBC
2.	Work with Rangiora High School to understand plans for a new sports facility to ensure a network approach is considered	2024/2025	Staff time
Outdoor Court Sport Recommendations			
3.	Netball – Pending the outcome of investigations by the NCNC to re-locate, invest in the renewal of Dudley Courts	2029/30	\$175,100
4.	Renewal of tennis/netball courts in Cust	2030/31	\$41,200
5.	Renewal of tennis courts in Oxford	2030/31	\$20,600
Sports Field Recommendations			
6.	Formally confirm Canterbury Cricket's commitment to Mainpower oval being the First-Class cricket venue for the Canterbury Cricket Association, before investing in any proposed developments.	2023/24	Staff time
7.	Once formal use agreements are confirmed, support Canterbury Country Cricket with a lease for additional space adjacent to Mainpower Oval for additional training and playing areas.	2024-2026	TBC
8.	WDC to work with the Canterbury Country Cricket Association to confirm the need for a new covered training venue at Mainpower Oval.	2024-2026	Staff time
9.	Budget for contribution toward turf renewals for artificial turf at Kendall Park.	2030/31	\$773,000
10.	Kendall Park Turf – Look at the re-configuration of sporting goalposts to maximise the utilisation of turf	2030/31	\$15,000

	Recommendation	Proposed Timing	Indicative Cost
11.	Budget for contribution toward turf renewals for artificial hockey turf at Coldstream Road	2028/29	\$773,000
12.	Kendall Park natural turf fields – Implement recommendations from turf report, summarised as: <ul style="list-style-type: none"> Increase drainage and surface grade and level in front of clubrooms and No.1 field. 	TBC	\$184,000
13.	WDC to work with Northern Bulldogs and Canterbury Rugby League to determine the future needs of the rugby league community	2023/24	Staff time
Sporting Hubs / Pavilions Recommendations			
14.	Coldstream Road Sporting Precinct – undertake a Master planning exercise to determine the overall spatial requirements for the northeastern area of Rangiora, including but not limited to: Mainpower Oval and Stadium, Maria Andrews Park, Hockey, lease of A&P Showgrounds for sporting use.	2024-2026	TBC
15.	Southbrook Park – WDC invest in a new change room area and a wider community hub facility to service the Southern part of Rangiora.	2024-2026	\$3.88m (2021 cost)
16.	Investigate the feasibility of updating the offering at the Loburn Domain as a local level meeting and function area.	2024-2026	\$40k-\$60k
17.	Partner with the Mandeville Sports Club in creating a wider community hub, incorporating improved meeting and social spaces, alongside new changing rooms.	2024-2026	TBC
18.	Support Kaiapoi River water sport users hub upgrade	2023/24	\$265,000
Specialist Surfaces Recommendations			
19.	Support the re-location of the Kaiapoi Croquet Club lawns to the new community hub site.	2023/24	\$200,000
20.	Renewal of BMX track at Rangiora.	2031/32	\$20,600
Active Recreation Recommendations			
21.	Develop a Play, Active Recreation and Sport Strategy that considers the wider opportunities to participate in the Waimakariri district	2023/24	

WAIMAKARIRI DISTRICT COUNCIL**REPORT FOR INFORMATION**

FILE NO and TRIM NO: LIB-01-05 / 231123188350

REPORT TO: COMMUNITY & RECREATION COMMITTEE

DATE OF MEETING: 12 December, 2023

AUTHOR(S): Paula Eskett, Libraries Manager

SUBJECT: Libraries update to November 15, 2023

ENDORSED BY:
(for Reports to Council,
Committees or Boards)



 General Manager



 Chief Executive
1. SUMMARY

1.1. This report provides an update on key activities and customer service innovations undertaken by Waimakariri Libraries from October 17 – November 15, 2023.

2. RECOMMENDATION

THAT the Community and Recreation Committee

- (a) **Receives** Report No. 231123188350.
- (b) **Notes** a significant increase in total physical (book) loans with an additional 60,000 loans over the previous year. This includes an increase of 27,328 issues in children and young adult and 33,618 in adult. The total number of issues for the previous year was 638,477 items, a record for Waimakariri Libraries.
- (c) **Notes** Growth of Instagram and Facebook to engage with hapori (community), particularly rangatahi (youth) which has resulted in increased engagement around library services in our physical spaces.
- (d) **Circulates** the report to the Community Boards for information.

3. BACKGROUND

3.1 The Waimakariri Libraries aim to promote reading, literacy, and learning; support a stronger, healthier and more resilient community; promote a culture of exploration and creativity; contribute to the economic wellbeing of individuals and the community, and deliver excellence in public service. See: Waimakariri Libraries' Strategic Framework 2018-2020 for details (TRIM: 180314027362 and 180924110635).

4. ISSUES AND OPTIONS**4.1. Library & Information Association New Zealand Aotearoa Conference 2023**

4.1.1. On October 31st and November 1st, 2023, a delegation of ten staff from Waimakariri Libraries participated in the Library and Information Association of New Zealand Aotearoa (LIANZA) conference. This bi-annual event held at Te Pae - Christchurch convention centre, provided a unique opportunity for our team to connect, engage, and stay abreast of the latest developments in the library and

information sector with over 500 library and information professionals and vendors from across Australasia.

The conference theme *Ngā Aho - Weaving our threads of knowledge together - Our threads of knowledge are woven together to link past, present and future -We come together to innovate, engage and transform our communities* was broken down into five individual threads.

- *Ō mātau reo, ō mātau kōrero* – Our voices, our stories.
- *He puna kōrero horopū* – Information today.
- *He kete matatau, he kete matatini* – Libraries and literacies.
- *Te kuneroa* – The future.
- *Kia whai wāhi te hapori kia whanake* – Community engagement and transformation.

4.1.2. Conference Highlights

Networking Opportunities: The conference facilitated invaluable networking opportunities, allowing our staff to interact with delegates, prominent speakers, and vendors. These connections are essential for fostering collaboration and staying informed about industry trends.

Educational Sessions: LIANZA 2023 featured over 65 diverse and educational sessions covering topics relevant to library and information professionals and the future direction of the sector. Our team had the chance to attend presentations, workshops, and panel discussions, gaining insights into best practices and emerging trends.

Exhibition Space: The expansive exhibition space showcased the latest products, services, and technologies in the library and information field. Our staff engaged with vendors, explored new resources, and discovered innovative solutions that could enhance our library services.

4.1.3. Waimakariri Libraries Presenting at LIANZA

Over the past 12 months, Waimakariri Libraries Instagram Team have demonstrated remarkable success in leveraging Instagram to engage with the hapori (community), particularly rangatahi (youth). Their efforts have set a benchmark within the Libraries and Information sector, both in Aotearoa and Australia prompting the libraries leadership team to actively encourage the Instagram Team to submit a proposal for presentation at the 2023 LIANZA conference, showcasing their accomplishments and making a valuable contribution to the conference programme.

4.1.4. Proposal Details

The Instagram Team responded to the encouragement with enthusiasm, crafting a comprehensive proposal titled “Shake up your Instagram to engage Rangatahi.”

The proposal aligned seamlessly with the conference theme and thread, *Kia whai wāhi te hapori kia whanake* – *Community engagement and transformation*.

This title reflected the team's commitment to fostering rangatahi engagement and promoting positive transformation through their social media initiatives.

Unsurprisingly, *Shake up your Instagram to engage Rangatahi* was accepted by LIANZA programme committee and the Instagram team delivered an hour long combined presentation and interactive session to a packed room of over 40 delegates who left understanding significantly more about the innovative strategies employed that deliver measurable impact to a demographic who can so easily fall through the cracks of traditional library programming and delivery, than they had known when they arrived.

The presentation positioned Waimakariri Libraries as leaders in innovative community engagement strategies within the library and information sector.

The Instagram Team's insights and experiences contributed valuable knowledge to conference attendees, fostering a culture of shared learning and best practices.

The acknowledgment and feedback from colleagues across the sector have boosted team morale, encouraging continued excellence in social media engagement initiatives.

The audience were most impressed with the sustainable model Waimakariri Libraries offered and drew inspiration from the consistent reels they are viewing.

For more information on Waimakariri Libraries Instagram, please see <https://www.instagram.com/waimakaririlibraries/> or follow us <https://www.instagram.com/waimakaririlibraries>

4.2. **Waimakariri Libraries Summer Reading Challenge – 2023/24**

This summer, Waimakariri libraries are once again running a Summer Reading Challenge that caters to all the age groups of our customers. The challenge will launch on December the 1st and conclude on January the 26th with a family movie night to be held at Rangiora library. This year, we have gone with a spooky, supernatural theme for the collateral and also for some of the challenges.

Our staff recognise the value of running a competition that encourages both young and old alike to keep reading over the summer break and the Summer Reading Challenge is a great way to foster enthusiasm for literacy enabling tasks with friends and whanau whilst they are away from the classroom or workspace.

Once again, we have sought to offer quality prizes for each age group (Tamariki, Rangatahi and Adult) to encourage more participation from our borrowers, and this year we have opted to support local businesses like Iron Knight Gaming and Emma's at Oxford for some of our prize offerings.

The challenge is also a great way to promote our digital library and many of the challenges encourage borrowers to register their membership's in our digital space so that they can utilise platforms like BorrowBox, Libby, Kanopy and Pressreader and hopefully become regular users of these great resources.

Finally, the challenge also represents a great opportunity to network with local schools and share knowledge with the educators in our district. Rangatahi Engagement Co-ordinator, Rebecca Morland, along with Assistant Librarian, Anna Paterson, will be speaking with learning support teachers at the RSA in a couple of weeks' time to

promote the challenge and hand out our collateral directly to the teaching staff who will in turn pass it on to their students.

4.3. **Waimakariri Libraries annual data shows strong performance in lending**

Waimakariri Libraries recently submitted data as part of Public Libraries New Zealand (PLNZ) National Data Collection project. This data is collated each fiscal year and is the only benchmarking platform for public libraries in Aotearoa. Comparing figures on all aspects of library operations, including physical and digital issues, physical visits, and the events and programmes, the data enables libraries to track their performance over time and compare against other networks.

Comparing Waimakariri Libraries 2022/2023 figures against the previous fiscal year highlights several significant achievements, including substantial increases in public usage of our physical items, additional use of digital technologies in our spaces, and increased attendance at library-led events and programmes.

It's reflective of a network very much in transition, as we move toward exciting new connections and continue to reflect on and develop the parts of our operation that enrich our communities.

With the recent addition of several specialist roles, Waimakariri Libraries are confidently moving into new spaces, including heritage, digital, and library-led events alongside modern, best-practice approaches to collection management.

Physical collections: striving to provide the best for our community

Physical lending continues to perform strongly, with total physical (book) loans increasing by over 60,000 over the previous year. This includes an increase of 27,328 issues in children and young adult and 33,618 in adult. The total number of issues for the previous year was 638,477 items, a record for Waimakariri Libraries.

This result is testament to the incredible work of our selectors, social media team, and our wider team of book lovers. Profiling physical collections through our Facebook and Instagram channels enables our communities to connect with us around the types of content they are most interested in and promotes literacy and lifelong learning.

In alignment with evolving library trends, various improvements have been made to increase levels of service around the selection and supply of physical items. This includes:

- 'Standing order' arrangements with book suppliers that ensures we receive popular books as soon as they are available in formats of interest to our readers (including large print and digital).
- Additional purchasing of popular books, which reduces holds and wait times on new titles.
- Promoting the use of our 'purchase suggestion' offering, enabling our membership to suggest items that we don't currently hold.
- Events and programmes across ages that promote reading, improved literacy and lifelong learning.

Ultimately, it's about understanding our communities, and strong lending results demonstrates our collective effort to consistently provide the best content for our membership.

Exploring new collection types

Moving beyond traditional books, Waimakariri Libraries have recently added a suite of new borrowable content types that provide opportunities for whānau and peer-based learning. A growing library of modern board games, Dungeons & Dragons roleplaying kits, and talking picture books for children are proving to be incredibly popular, with many titles almost entirely on hold.

Items such as board games that can be utilised within the library or at home are of immense value as they foster social connection within our spaces and encourage healthy whānau connections at home.

These collection types will be expanded over the coming months to meet demand, with additional options such as borrowable STEM-based 'tech kits' also being considered.

Accessible heritage: bringing Waimakariri's history to the fore

Given the launch of [Waimakariri Heritage](#), our digital local heritage repository, and the adoption of the *Aotearoa New Zealand's Histories* curriculum, there is a renewed demand for accessing heritage content. Over the last year, the Content & Discovery Team have worked extensively with our local heritage collections, including some increasingly rare publications, to ensure that these are presented, maintained, and conserved appropriately and remain accessible and relevant to our communities.

Waimakariri Libraries currently holds around 5000 items deemed of importance to Waimakariri, which are accessible across our three libraries.

Some local history titles have been digitised for the first time, which are proving to be an invaluable resource for our local heritage groups, students, and researchers.

Waimakariri Libraries 2022/2023 statistics at a glance:

- Physical loans: 510,906 individual items.
- Digital loans: 66,891 (e-items), 60,680 (e-resources).
- Visitor numbers: 369,968 (physical), 198,867 (virtual).
- Programming: 949 (visits) 18,684 (programme attendance) an increase of 7660 attendees on 2021/2022
- Wi-Fi connections (within library spaces): 57,263 which is an increase of 7,908 on 2021/2022.

4.4. **Tell a Yarn – Craft Groups**

Waimakariri Libraries are now offering weekly drop-in craft groups at Ruataniwha (Kaiapoi) and Rangiora libraries, and plans are in place for a group at Oxford Library.

Due to the response from the community to the 'Worldwide Knit in Public day' earlier in the year, interest was expressed in holding regular sessions. Worldwide Knit in Public Day was started in 2005 by Danielle Landes and takes place on the second Saturday of June each year. It began as a way for knitters to come together and enjoy each other's company, and now Knit in Public Day is the largest knitter run event in the world.

Tell a Yarn craft groups began in late October, with numbers of knitters and crafters anywhere between 2 and 10. They are led by local members of the community, who welcome new attendees as they arrive. The sessions are free, with no requirement to book, offer a welcoming, safe environment, and open to anyone of any age, and ability.

These community led groups offer important social connections, a great way to meet new people, the chance to learn new skills, inspiration for new projects and to share resources – wool and patterns.

Knitters are introduced to Waimakariri libraries collection of craft magazines through our eLibrary – Borrowbox, Libby and Pressreader, and of course the libraries physical collection of craft books.



Tell a Yarn Craft Group

Love knitting or crochet?
Want to share your passion with fellow enthusiasts?
We are starting a weekly drop-in group. Bring your existing projects or just come along for a natter.
Beginners and other crafters welcome, no booking required.

Kaiapoi Library • Friday 2pm
Rangiora Library • Saturday 10.30am

[Find out more](#)  
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4.5. **Implications for Community Wellbeing**

There are implications on community wellbeing by the issues and options that are the subject matter of this report.

The Management Team has reviewed this report and support the recommendations.

5. **COMMUNITY VIEWS**

5.1. **Mana whenua**

Te Ngāi Tūāhuriri hapū are likely to have an interest in the subject matter of this report.

5.2. **Groups and Organisations**

There are groups and organisations likely to be affected by, or to have an interest in the subject matter of this report.

5.3. **Wider Community**

The wider community is likely to be affected by, or to have an interest in the subject matter of this report.

6. **OTHER IMPLICATIONS AND RISK MANAGEMENT**

6.1. **Financial Implications**

Library				
Summary Report September 2023				
	<i>Actual</i>	<i>Budget</i>		
Revenue				
Revenue	46,584	72,588		↓
Rates	1,129,230	1,149,081		⇒
	1,175,814	1,221,669		
Operating Expenses				
Maintenance	526,912	704,628		↑
Overheads	111,019	164,094		↑
Internal Interest	269,250	268,803		⇒
Depreciation	3,651	3,225		↓
	255,218	250,602		⇒
	1,166,050	1,391,352		↑
Surplus/ (Deficit)	9,764	(169,683)		↑

There are not financial implications of the decisions sought by this report.

This budget is included in the Annual Plan/Long Term Plan.
Not revenue generating anymore -

6.2. **Sustainability and Climate Change Impacts**

The recommendations in this report do not have sustainability and/or climate change impacts.

6.3 **Risk Management**

There are no risks arising from the adoption/implementation of the recommendations in this report.

6.3 **Health and Safety**

There are health and safety risks arising from the adoption/implementation of the recommendations in this report.

7. **CONTEXT**

7.1. **Consistency with Policy**

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

7.2. **Authorising Legislation**

7.3. **Consistency with Community Outcomes**

The Council's community outcomes are relevant to the actions arising from recommendations in this report.

7.4. **Authorising Delegations**