



WAIMAKARIRI
DISTRICT COUNCIL

Community and Recreation Committee

Agenda

Tuesday 15 March 2022

1pm

ZOOM

Members:

Councillor Niki Mealings (Chairperson)

Councillor Al Blackie

Councillor Robbie Brine

Councillor Wendy Doody

Councillor Philip Redmond

Mayor Dan Gordon (ex officio)

**A MEETING OF THE COMMUNITY AND RECREATION COMMITTEE WILL BE HELD
OVER ZOOM ON TUESDAY 15 MARCH 2022 AT 1PM.**

**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 a meeting of the Community and Recreation Committee held
on 14 December 2021**

6-14

RECOMMENDATION

THAT the Community and Recreation committee:

- (a) **Confirms** the circulated Minutes of a meeting of the Community and Recreation Committee, held on 14 December 2021, as a true and accurate record.

3.2 Matters Arising

4 DEPUTATIONS

4.1 Wellbeing North Canterbury Yearly Update

D Ryan from Wellbeing North Canterbury will be providing an update on the work being done by the organisation.

5 REPORTS

**5.1 Southbrook Park Pavilion – Martin McGregor (Senior Advisor
Community and Recreation)**

15-82

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. TRIM 220308032591.

- (b) **Receives** Southbrook Pavilion Feasibility Study completed by Recreation Sport Leisure Consultants (RSL) TRIM: 220308032594
- (c) **Supports** Officers to continue to work with stakeholders to progress the recommendations with in the feasibility study, including further consultation, development of designs and the creation of a funding strategy. This work will inform a submission to the 2024 LTP.
- (d) **Notes** the study's finding that there is sufficient need for a pavilion and change facilities at Southbrook Park.
- (e) **Notes** the study's finding that the existing Pavilion and change facilities are not fit for purpose and it is not viable to repair or retrofit.
- (f) **Notes** that the study estimates the cost of a new Pavilion at \$2,216,400, changing sheds at \$1,360,000 and demolition of both facilities at \$304,000. Total demolition and replacement cost estimated \$3,880,400.
- (g) **Notes** that the Current owner of the pavilion and changing facilities Southbrook Community Sports Club does not want to own or manage any future facilities.
- (h) **Notes** the study's finding that the best chance of progressing the recommended course of action of rebuilding facilities is for Waimakariri District Council to lead the project and coordinate stake holders in preparation for the 2024 LTP.
- (i) **Notes** that without financial support the provision and operation of the current facilities by the Southbrook Community Sports Club is not sustainable.
- (j) **Notes** that officers have proposed budget to cover the operational costs in the 22/23 draft annual plan. Staff have approached an alternative funder on behalf of the Sports Club for this quantum with an update on that process provided to the annual plan in due course.

5.2 Covid-19 Social Recovery Update – Tessa Sturley (Community Team Manager)

83-95

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** report No. 220308033266.
- (b) **Notes** the evidence-based, collaborative approach applied to the facilitation of social recovery from COVID-19.
- (c) **Notes** that, while some of this work sits under existing portfolios, several key projects have arisen, requiring additional staff resource. These include Food Security, the Kaiapoi Community Hub, support for the newly unemployed and the establishment of the 'Next Steps' website, including the acquisition of funding for its development, promotion and maintenance.
- (d) **Notes** that, with central government's significant financial contribution; and the collaborative approach, sound governance and planning applied to date, key funders, including Rata Foundation and Department of Internal Affairs (DIA) have expressed significant interest in supporting the further development of the Food Security and associated community hub projects.

- (e) **Notes** that recent feedback from MSD related to the attached Food Secure North Canterbury report has been extremely favourable.
- (f) **Notes** that, with adequate community development provision and an increasingly across-portfolio approach, staff have maintained appropriate levels of service and the ability to respond to emerging issues and opportunities, in line with community-identified priorities.

5.3 Aquatics March Update – Matthew Greenwood (Aquatics Manager)

96-104

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 220222024060.
- (b) **Notes** Aquatic Facilities progress against key performance indicators including Financial results, Water Quality and Customer Satisfaction.
- (c) **Notes** the impact of Covid on Facility Attendance across our network.
- (d) **Notes** the approach to maintaining service levels throughout Covid's RED setting.
- (e) **Notes** steps taken to manage impacts from staffing limitations across the network.
- (f) **Notes** that following an external audit by Recreation Aotearoa, the Waimakariri Aquatic Facilities have been accredited as Poolsafe facilities.

5.4 Library update to 3rd March, 2022– Paula Eskett (District Libraries Manager)

105-114

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 220303030689.
- (b) **Notes** the customer service improvements, community feedback, events, and use of New Zealand Libraries Partnership Programme funding to contribute positively to community outcomes by Waimakariri Libraries, from December 2nd, 2021 – March 3rd, 2022.
- (c) **Circulates** the report to the Boards for their information.

6 MATTERS FOR INFORMATION

6.1 Contract 202204 / 202203 Maria Andrews Toilet Block Upgrade & Carpark Tender Evaluation – ENGREP

RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** the public excluded information in Item 6.1, which would remain in public excluded and which was circulated separately.

Note: The links for 'Matters of Information' were separately circulated to elected members.

7 PORTFOLIO UPDATES

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

8 QUESTIONS

9 URGENT GENERAL BUSINESS

The next meeting of the Community and Recreation Committee is scheduled for 3.30pm, on Tuesday 31 May 2022.

BRIEFING

- ***Mandeville Stockpile – A Coker (Community Facilities Team Leader)***
- ***Rangiora Airfield – G MacLeod (Community Greenspace Manager)***

WAIMAKARIRI DISTRICT COUNCIL

**MINUTES OF A MEETING OF THE COMMUNITY AND RECREATION COMMITTEE
HELD IN THE COUNCIL CHAMBER, 215 HIGH STREET, RANGIORA ON TUESDAY
14 DECEMBER 2021 AT 4PM.**

PRESENT

Councillor Redmond (Chairperson), Mayor D Gordon, Councillor Blackie and Councillor Brine.

IN ATTENDANCE

C Brown (Manager Community and Recreation), G MacLeod (Community Greenspace Manager), M Greenwood (Aquatic Facilities Manager), P Eskett (District Libraries Manager), A Coker (Community Facilities Team Leader), L Caygill (Community Experiences and Diversity Team Leader), R O'Loughlin (Greenspace Asset and Capital Programme Advisor), and C Fowler-Jenkins (Governance Support Officer)

1 APOLOGIES

Moved: Mayor Gordon

Seconded: Councillor Blackie

THAT apologies for absence be received and sustained from Councillors Mealings and Doody.

CARRIED

2 CONFLICTS OF INTEREST

There were no conflicts of interest declared.

3 CONFIRMATION OF MINUTES

3.1 Minutes of a meeting of the Community and Recreation Committee held on 19 October 2021

Moved: Councillor Brine

Seconded: Councillor Blackie

THAT the Community and Recreation Committee:

- (a) **Confirms** the circulated Minutes of a meeting of the Community and Recreation Committee, held on 19 October 2021, as a true and accurate record.

CARRIED

4 MATTERS ARISING

Nil.

5 DEPUTATIONS

Nil.

6 REPORTS

6.1 Croquet loan repayment following deputation on 17th August 2021 – G MacLeod (Community Greenspace Manager)

G MacLeod spoke to the report noting that at the meeting held in August 2021 the Rangiora Croquet Club addressed the Committee on how they would like to proceed with the repayment of their loan. Since then staff had been in communication with them and had also liaised with the Table Bowls Club about the Milton Memorial Reserve Plan. There were a number of options proposed by staff, the main one that staff were keen to explore was the setting up a subcommittee of the Community and Recreation Committee to work with staff and the Croquet Club on the various options around the repayment of their loan. He further noted that staff had already deferred the loan repayment twice.

Moved: Councillor Brine

Seconded: Councillor Blackie

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 211202192923.

THAT the Council:

- (b) **Resolves** that the Rangiora Croquet Club would be required to pay back the full amount of the loan - \$42,000 plus interest.
- (c) **Approves** staff setting up a working group with Greenspace Portfolio holder Councillor Robbie Brine, Mayor Dan Gordon and Council staff to work with Rangiora Croquet Club representatives on developing and agreeing to a repayment schedule.
- (d) **Notes** that the outcome of the conversation with the Rangiora Croquet Club on a repayment scheme would be reported back through to the Community and Recreation Committee.
- (e) **Notes** that the Council had already approved deferral of the loan repayment twice, one to begin in April 2016 and again to begin in April 2018.
- (f) **Notes** staff would share this information with the Rangiora Croquet Club.

CARRIED

Councillor Brine commented that it was a very comprehensive report and he looked forward to sitting down with the Rangiora Croquet Club and hopefully have some fruitful discussions on a way forward.

Mayor Gordon commented that he was in support of the motion. He noted that there needed to be a conversation around the loan repayment, there was clearly a difference of opinion which needed to be resolved. He was happy to meet with the Rangiora Croquet Club to work that through the issues.

The meeting adjourned at 4.08pm for a briefing on the Draft Annual Plan and reconvened at 4:27pm.

6.2 Cinema 3 Seating Upgrade – Rangiora Town Hall – A Coker (Community Facilities Team Leader)

A Coker explained the reasons for the proposed change in the current retractable seating in Cinema 3 at the Rangiora Town Hall to a fixed seating solution.

Councillor Redmond noted that Townhall Cinemas had recently had some rent relief and asked if the Government had passed the Bill providing automatic formula in commercial leases between landlords and tenants. A Coker advised that the Bill did not get passed, however Town Hall Cinemas did take advantage of the recovery schemes and the employee payments that were available. The Council set a precedence in 2020 by granting Townhall Cinemas a fee waiver during lockdown which was justified in terms of their revenue loss over that period. C Brown noted that staff did take all factors, including funding from Government, into consideration in the previous report to the Council to approve the rent relief.

Mayor Gordon questioned the sequencing of the recommendation in the report, he believed that recommendation (e) should be first and then the rest of the recommendations should be subject to (e), which was requiring a three year business forecast and revenue. A Coker noted that the purpose of (e) was to give the Council some assurance that they were not going to receive any more fee waiver requests. Mayor Gordon noted that he was supportive of the recommendation, however, he was concerned that the Council did not have the opportunity to review the three year business operations forecast prior to making a decision.

Moved: Mayor Gordon

Seconded: Councillor Blackie

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 211005160448.

THAT the Council:

- (b) **Recommends** the expenditure of \$150,000.00 for consideration in the 2022/23 Annual Plan, subject to receiving an appropriate three year business operations forecast of projected participation and revenue from Town Hall Cinemas for consideration by the Council.
- (c) **Approves** the installation of a 98 place non-retractable seat solution in the small theatre.
- (d) **Recommends** the above expenditure be loan funded with payback via an increased base rent to Townhall Cinemas over the next ten years. As per Option One section 6.6; Increasing base rent to \$70,140.00 and the box office ticket commission would remain the same at 7.5% gross per annum for ten years.
- (e) **Notes** with the implementation of the Covid Framework (*Traffic Light System*) the risk of lockdowns had been mitigated. This reduced the possibility of any further claims for Rent Relief from Townhall Cinemas.
- (f) **Notes** the ownership structure of the asset would remain as set out during the 2015 Townhall refurbishment. The Council would have ownership of the asset.
- (g) **Notes** Staff would investigate the possibility of the retractable seating being repurposed in the Multi Sports Stadium as supplementary seating for high attendance games/events.

CARRIED

Mayor Gordon commented that it was a good report, noting that the Committee had previously held a workshop on this matter. Initially he was not in favour of the proposed change, because he did not want the Council to lose the 'flexibility in use' of the facility. However, after the work with the users of this facility, he was persuaded on the basis that it was not being used as widely as he thought. He noted that as long as the Council was satisfied that there was a Business Plan in place, he would support the motion, as he wished the Townhall Cinemas to succeed.

6.3 **Library Update to 2 December 2021 – P Eskett (District Libraries Manager)**

P Eskett provided the Committee with an update on key activities, customer service improvements and use of New Zealand Libraries Partnership Programme (NZLPP) funding for Waimakariri Libraries.

L Caygill advised that as part of the Libraries' storytelling partnership with Ngāi Tūāhuriri, staff had received two drafts of the first story, one of which was in Te Reo Maori and one in English. Libraries believed the visibility of local stories that connected people to place contributed to the community outcomes of growing a strong sense of community. This was of particular importance in Kaiapoi, where the percentage of the population who identify as Māori was higher than across the district as a whole. The Libraries were working at increasing the visibility of Te Reo Maori in their spaces and these stories were not only away of sharing local tales, but also to potentially connect the library spaces to the language through artwork from the stories.

P Eskett noted that L Caygill had been invited to Local Government New Zealand's network of Maori Elected Members and staff for Local Government for the purpose of sharing and inform challenges and aspirations relevant to Maori.

P Eskett highlighted various stories of impact from 2021, this year had been business as unusual and the team had been sharing some exceptional interactions they had with the community. She noted that staff had supported 796 people across the community libraries accessing their vaccine pass and 82 of those transactions were more than half an hour.

Moved: Mayor Gordon

Seconded: Councillor Blackie

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 211202193317.
- (b) **Notes** the customer service improvements, community feedback, events, and use of New Zealand Libraries Partnership Programme funding to contribute positively to community outcomes by Waimakariri Libraries, from 7 October to 2 December 2021.
- (c) **Circulates** the report to the Community Boards for their information.

CARRIED

Mayor Gordon commended the outstanding work being done by Waimakariri Libraries. He noted that the video was fantastic and he was very proud of the libraries staff and all that they had done. At the extraordinary Council meeting held on 10 December 2021 it was agreed that Waimakariri Libraries would require Vaccine Passes for all visitors and staff at Rangiora, Kaiapoi and Oxford facilities effective from 13 December 2021. However, staff would implement alternative means of delivery of services to unvaccinated residents as long as it was feasible and safe. Councillor Redmond endorsed the Mayors comments.

6.4 **Community Facilities December Update – A Coker (Community Facilities Team Leader)**

A Coker provided a brief update of the Community Facilities operational activities. He highlighted the large number of bookings for the twenty buildings that staff were receiving via the Council's online booking system. The Customer Services Team also managed a number of manual bookings. The

leasing of the venues were generating good revenue for the Council. Staff had reviewed all 34 Community Facilities and a detailed asset register had been produced. A condition rating had been set for each asset and a replacement cost identified. The detailed asset register allowed the team to provide robust asset replacement forecasts and to forward plan its upcoming Annual and Long Term Plan submissions.

A Coker explained that the current Asset Renewal Programme's main priority was the completion of the outstanding refurbishment at the Cust Community Centre. These works were currently being done, with estimated completion by 24 December 2021. He elaborated on the initiatives that staff had planned to actively promote the Community Facilities. A Communications Action Plan had been created and they were working with the Council's Communications Team Visit Waimakariri and Enterprise North Canterbury. The team was working with North Canterbury Pride on the possible hosting of events at the Rangiora Town Hall and also in other community spaces.

Moved Councillor Blackie

Seconded: Councillor Brine

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 211203193487.
- (b) **Notes** Community Facilities progress in Asset Capture and Renewals Programming to future facilitate structured asset renewal planning for Annual and Long Term Plans.
- (c) **Notes** the steps taken to mitigate the impact of Covid-19 protocols and shifting framework on community members and their use of Community Facilities.
- (d) **Notes** the promotion initiatives being investigated to further activate the Council's community spaces and cross pollination with local businesses.

CARRIED

6.5 **Aquatics December Update – M Greenwood (Aquatic Facilities Manager)**

M Greenwood spoke to the report, noting the purpose was to provide an update to the Committee on the current business of the Aquatic Facilities Unit. Aquatic attendance numbers were still quite a way off from 2020 figures due to the limited availability of services under COVID restrictions. This had a negative impact on the facilities' financial performance. However it was hoped that going forward under the vaccine pass requirement the facilities would be busier again especially with an increase in leisure swimmers.

M Greenwood highlighted the introduction of vaccine passes at the Council's Aquatic Facilities. The team took the safety and security of their customers very seriously, hence the decision to require the use of vaccine passes. The team would be able to ensure a higher degree of customer and staff safety while also enabling greater access to services and programmes. He noted that the leadership team continued to work hard across the network to see delivery of services in what had been a dynamic and changing environment. The lead up to the summer period, had seen a large number of Aquatic Facilities staff moving on to take other employment, which had led to shorter operating hours at the Oxford Community Pool. However, he was confident they could resolve the operating hour issue very shortly.

Moved: Mayor Gordon

Seconded: Councillor Brine

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 211130190971.

- (b) **Notes** Aquatic Facilities progress against key performance indicators including Facility Attendance, Financial results and Water Quality.
- (c) **Notes** steps taken to ease the impact on the community of changing from the level system to the covid protection framework.
- (d) **Notes** the delayed opening and shorter operating hours at Oxford Community Pool due to the roll out of the Covid Protection Framework and staffing limitations.

CARRIED

Mayor Gordon commended staff on doing an excellent job at aquatic facilities. He acknowledged the escalated pressure that Aquatic Facilities staff were under at present, however there was a plan to deal with this matter. He noted that Council was appreciative of all that staff did.

7 CORRESPONDENCE

7.1 Update on the Walking and Cycling Network Plan – D Young (Senior Engineering Advisor) and A Mace-Cochrane (Graduate Engineer)

Moved: Mayor Gordon

Seconded: Councillor Blackie

THAT the Community and Recreation Committee:

- (a) **Receives** the information in Item 7.1. (Trim. 211109179944).

CARRIED

8 PORTFOLIO UPDATES

Greenspace (Parks, Reserves and Sports Grounds) – Councillor Robbie Brine.

- General update on Traffic Light Level Orange.
 - Staff had been working with neighbouring councils, Sport New Zealand and also Parks Leaders Forum on the interpretation of the COVID traffic light system. The approach had been deliberately coordinated to ensure that those visiting each district were coming across the same rules, e.g. Mainland football or Country Cricket who played in both Selwyn and Waimakariri District Council Areas.
- Capital Projects.
 - The consent application for the West Oxford Toilet had been submitted. Once this had been issued work would commence on fabricating the toilet unit for delivery and installation in the new year with a few details to be finalised with the Government.
 - Proposed design to be implemented at the Askeaton Reserve to resolve the drainage and ponding issues at the boat ramp would be considered by the Kaiapoi-Tuahiwi Community Board on 13 December 2021.
 - Staff were working with contractors on the implementation of the Milton Reserve Master Plan with a focus on the fencing and tree work.
 - Planning and concept design was underway for the development of the Townsend Road Reserve with a report to be taken to the Rangiora-Ashley Community Board in the new year.
 - The contract for the Roads and Carpark Renewal Programme had been awarded to City Care Limited. Work onsite would commence later in the financial year.

- Funding had now been finalised for the Loburn Domain Memorial. Physical works could therefore now commence.
- Operations Work.
 - Christmas trees were installed in Kaiapoi and Rangiora. Christmas flags were also supplied for use in Oxford, Rangiora and Kaiapoi on the new flag track system. The cost of putting the flags up had reduced significantly due to the flag tracks.
 - Daily gate security and health and safety checks were continuing at the Rangiora Airfield.
 - Weekly enquiries were being received by staff from people wanting to lease land for hangars at the Airfield.
 - The majority of street and reserve trees were reasonably healthy and growing rapidly due to the relatively high level of rainfall for this time of year.
 - There seemed to be a lot more interest in pontoon berths at the Kaiapoi Marina based on the enquiries received in recent weeks.
 - After repeated vandalism of toilet fittings, an anti-tamperproof locking mechanism was being installed progressively in the affected areas throughout the district.
 - Replacement bins had been installed at Southbrook Park.
 - A number of seats were installed at Victoria Park.
 - New burial berms had been installed at Rangiora Cemetery, Tippings Road Cemetery in Cust and Oxford Cemetery.
 - Increased mowing and weeding maintenance had been necessary over the past month due to the relatively wet weather that had been experienced.
 - Replacement refuse bins had been installed at Waikuku Beach and the burnt one had also replaced at Rakahuri Ashley River Mouth.

8.1 **Community Facilities (including Aquatic Centres, Multi-use Sports Stadium, Libraries/Service Centres, Town Halls, Museums and Community Housing) – Councillor Wendy Doody.**

Nil.

8.2 **Community Development and Wellbeing – Councillor Wendy Doody.**

Nil.

8.3 **Arts and Culture – Councillor Al Blackie.**

- Several things planned for 2022 with the new Arts and Culture Portfolio.
- The repairs on the Poū at the gateway to Pegasus were underway. So far they had been able to work from behind the wall so there had been no traffic management costs.
- The Kaiapoi Arts Expo made a generous donation towards a public arts piece in Kaiapoi. The Waimakariri Public Arts Trust were in discussions with several artists about possible art pieces.
- The artwork that Chris Marshall had donated had been repaired and the Waimakariri Public Arts Trust were looking for a location to install it, possibly Ohoka.

9 **QUESTIONS**

Nil.

10 URGENT GENERAL BUSINESS

Nil.

11 MATTERS TO BE CONSIDERED WITH THE PUBLIC EXCLUDED

Section 48, Local Government Official Information and Meetings Act 1987

Moved: Councillor Blackie Seconded: Councillor Brine

THAT the public be excluded from the following parts of the proceedings of this meeting.

CARRIED

The general subject of the matter to be considered while the public was 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, were as follows:

| Item N° | Report for Information: | General subject of each matter to be considered | Reason for passing this resolution in relation to each matter | Ground(s) under section 48(1) for the passing of this resolution |
|---------|-------------------------|---|---|--|
| 11.1 | Report from MTO | Report for Information | Good reason to withhold exists under Section 7 | Section 48(1)(a) |

This resolution was made in reliance on section 48(1)(a) 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 which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public were as follows:

| Item N° | Reason for protection of interests | Ref NZS 9202:2003 Appendix A |
|---------|--|------------------------------|
| 11.1 | Protection of privacy of natural persons To carry out commercial activities without prejudice | A2(a) A2(b)ii |

OPEN MEETING**NEXT MEETING**

The next meeting of the Community and Recreation Committee was scheduled for 1pm, on Tuesday 22 February 2022, to be held in the Council Chamber.

THERE BEING NOR FURTHER BUSINESS THE MEETING CLOSED AT 5.54PM.

BRIEFING (5.23pm to 5.54pm)

- *Annual Plan – Grant MacLeod (Community Greenspace Manager)*

P Redmond
Chairperson

Date

Unconfirmed

WAIMAKARIRI DISTRICT COUNCIL**REPORT FOR INFORMATION**

FILE NO and TRIM NO: Res-20/220308032591

REPORT TO: COMMUNITY AND RECREATION COMMITTEE

DATE OF MEETING: 15 March 2022

AUTHOR(S): Martin McGregor, Senior Advisor Community and Recreation

SUBJECT: **Southbrook Park Pavilion**

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



Department Manager



Chief Executive

1. SUMMARY

- 1.1. The purpose of this report is to present the findings of the Southbrook Park Pavilion and Change Facility Feasibility Study.
- 1.2. In 2021 both Council and Sports Canterbury funded a feasibility study to be carried out on the Southbrook Pavilion. This study was undertaken by RSL consultants who worked with user groups, the Southbrook club and also Council staff and elected representatives. This study was submitted to the Southbrook Sports Club and Council in December 2021 with a staff briefing of the study at the December Community and Recreation Committee meeting.
- 1.3. In the current financial year, Council has provided Southbrook Community Sports Club with financial support for the operation and maintenance of the Pavilion due to increasing costs and reduced income from the facility. There is further support proposed in the 22/23 Draft Annual Plan. The Southbrook Community Sports Club can no longer sustainability continue to operate the Club rooms without financial support.
- 1.4. The Feasibility study concludes that the facilities are no longer fit for purpose and the most economical solution for the future provision of facilities at this site is to rebuild the facilities. The study considers five options that range from removal, upgrade and new build. In the opinion of the study, the most feasible option is to build new. This is to support the current activities onsite and indicates that there is demand for a community facility in this area to cater for community clubs and personal functions.
- 1.5. The Southbrook Community Sports Club have indicated the desire to not own or manage any new facility. Officers believe that supporting the club through to the next LTP is the most feasible course of action as this will allow time for the options within the report to be fully explored alongside the club and with due diligence performed on how any alternatives may be funded.
- 1.6. Attachments:
 - i. Southbrook Pavilion Feasibility Study – TRIM: 220308032594

2. RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. TRIM 220308032591.

- (b) **Receives** Southbrook Pavilion Feasibility Study completed by Recreation Sport Leisure Consultants (RSL) TRIM: 220308032594
- (c) **Supports** Officers to continue to work with stakeholders to progress the recommendations with in the feasibility study, including further consultation, development of designs and the creation of a funding strategy. This work will inform a submission to the 2024 LTP.
- (d) **Notes** the study's finding that there is sufficient need for a pavilion and change facilities at Southbrook Park.
- (e) **Notes** the study's finding that the existing Pavilion and change facilities are not fit for purpose and it is not viable to repair or retrofit.
- (f) **Notes** that the study estimates the cost of a new Pavilion at \$2,216,400, changing sheds at \$1,360,000 and demolition of both facilities at \$304,000. Total demolition and replacement cost estimated \$3,880,400.
- (g) **Notes** that the Current owner of the pavilion and changing facilities Southbrook Community Sports Club does not want to own or manage any future facilities.
- (h) **Notes** the study's finding that the best chance of progressing the recommended course of action of rebuilding facilities is for Waimakariri District Council to lead the project and coordinate stake holders in preparation for the 2024 LTP.
- (i) **Notes** that without financial support the provision and operation of the current facilities by the Southbrook Community Sports Club is not sustainable.
- (j) **Notes** that officers have proposed budget to cover the operational costs in the 22/23 draft annual plan. Staff have approached an alternative funder on behalf of the Sports Club for this quantum with an update on that process provided to the annual plan in due course.

3. **BACKGROUND**

- 3.1. The Pavilion and Changing facility is owned by the Southbrook Community Sport Club. The Southbrook Community Sports Club has five affiliated clubs these include, Saracens Rugby Club, Southbrook Touch, Southbrook Netball, Rangiora Cricket Club and North Canterbury Special Olympics.
- 3.2. The Southbrook Community Sports Club sought Council financial support towards the operational cost of their pavilion and changing facilities at Southbrook Park through 21/22 Annual Plan. Southbrook Community Sport Club received a grant of \$27,945. There is a further \$24,000 in the 22/23 Draft Annual Plan.
- 3.3. The Feasibility Study was commissioned by Council and carried out by Recreation Sport Leisure Consultancy Limited as result of Southbrook Community Sports Club Annual Plan Submission.
- 3.4. The facilities have received a declining level of use due to the declining state of the buildings, poor functionality and the impact of Covid 19. Deferred Maintenance has reached the point that significant work is now required to the buildings for them to continue to operate at full capacity.

4. **ISSUES AND OPTIONS**

- 4.1. Should no action be taken by Council or Southbrook Community Sport there is a high risk under the terms of their lease that the ownership of these facilities will revert to Council. It should also be noted that the Southbrook community Sports Club do not have the capability or capacity to resolve this situation without Council support.
- 4.2. Council Staff have been working with Southbrook Community Sports Club to find funding support from alternative funding sources. Should this be successful then Council Support included in the Draft Annual Plan will not be required. However as Community funding is contestable there is no guarantee that this will be accessible on an ongoing basis. This

should be considered a short term option only, noting there is still maintenance investment required and the buildings are not fit for purpose.

- 4.3. The deconstruction of existing facilities and the design and building of new facilities is a significant project. Council would need to make a large contribution both in regards to leading and managing the project as well as there being an expectation of a financial contribution to the capital cost of the new buildings. Ownership and management of any new assets would also need further consideration and investigation. To enable an informed decision to be made Officers should continue to work with the interested parties to consult, develop designs and develop a funding strategy ahead of the next LTP. A Community Facilities Network Plan will be completed alongside this to identify how any new facilities may fit into the network.

Next Steps

- Officers to continue to work with Southbrook Community Sports Club to obtain funding support from alternative sources.
- Council include a \$24,000 under write in the 2022 Annual Plan should Southbrook Community Sports Club not be able to find alternative sources of funding support.
- Officers to continue to work with stakeholders to progress the recommendations with in the feasibility study including further consultation, development of designs and the creation of a funding strategy. This work will inform a submission to the next 2024 LTP. Alongside this Greenspace will develop of a Community Facilities Network Plan to further inform the makeup of these facilities and their impact on the wider network.

Implications for Community Wellbeing

There are implications on community wellbeing by the issues and options that are the subject matter of this report. The Southbrook Community Sports Club provides sporting and physical activities to a collective membership of just over 1500. The facilities support not only their club members but also many visiting teams and officials from across the Waimakariri district. The participation in physical activity and sport directly makes a positive contribution to the physical and mental health of its participants and builds strong communities by bringing participants, parents and supporters together. Club facilities also provide a space for other community gatherings and recreational pursuits.

- 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. There may be individual members of the community who are part of Southbrook.

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. Staff and Recreation Sport Leisure Consultancy have worked directly with Southbrook Community Sport during the development of the feasibility study. They were consulted as part of the process and have received a copy of the Feasibility Study.

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. Regional Sporting Organisations and other community sport organisations that utilise the Southbrook Park facilities will be effected in varying degrees if the Southbrook Park Facilities are no longer available. Other organisations who also own their own facilities on Council land may also take an interest in how this issue is resolved.

6. **OTHER IMPLICATIONS AND RISK MANAGEMENT**

6.1. **Financial Implications**

The budget is included in the Draft Annual Plan to cover the operational cost for the building next financial year. Staff have also approached a private funding source and expect to be aware of the outcome of that application through the annual plan deliberations.

6.2. **Sustainability and Climate Change Impacts**

The recommendations in this report do not have sustainability and/or climate change impacts. Longer term depending on which of the options is supported or endorsed into the 2024 LTP, it may have positive outcomes for this.

6.3 **Risk Management**

There are not risks arising from the adoption/implementation of the recommendations in this report. The risks for the content of the feasibility study lie in the annual plan and continued operational funding.

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 not a matter of significance in terms of the Council's Significance and Engagement Policy.

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.

Public spaces and facilities are plentiful, accessible and high quality, and reflect cultural identity

- There is a wide variety of public places and spaces to meet people's needs
- There are wide-ranging opportunities for people to enjoy the outdoors
- The accessibility of community and recreation facilities meets the changing needs of our community.

There is a strong sense of community within our District

- There are wide-ranging opportunities for people of different ages, abilities and cultures to participate in community life, and recreational and cultural activities.

People's needs for mental and physical health and social services are met

- There are wide ranging opportunities to support people's physical health, social and cultural wellbeing.

7.4. **Authorising Delegations**

The Community and Recreation Committee have the delegation to receive this report.



Southbrook Pavilion Feasibility Study December 2021

Document version: Draft Report
Author: Kevin Collier

Acknowledgements

RSL would like to thank for following people and organisations for their input into developing this Feasibility Study:

Project Team

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Gary McNicholl
Grant MacLeod
Carla Weaver

With thanks to

Mayor Dan Gordon
Cr Robbie Brine
Saracens RFC
Southbrook Cricket Club
Southbrook Touch Rugby Club
Southbrook Netball Club
Special Olympics North Canterbury
Canterbury Country Cricket
Ashley Netball
Fernside Netball
North Canterbury Basketball
Waimakariri Combined Friendship Club Petanque Group
North Canterbury Sport & Recreation Trust
Southbrook School
Rangiora New Life School
Waimakariri District Council - Civil Defence & Welfare
Rangiora Cricket Club
NZ Blood Service
Summerset Rest Home
Users of Dudley Pavilion
Rangiora Bridge Club

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

RSL Consultancy was commissioned by the Southbrook Community Sports Club Incorporated (SCSC) and Waimakariri District Council to undertake a Feasibility Study into the repair or replacement of the existing Sports Pavilion and change room facility on Southbrook Park in Rangiora.

The SCSC is an overarching body that represents 5 affiliated clubs who are the predominant users of the park. The 5 clubs represent around 1500 individual members.

The changing facility is a two-story building containing changing sheds on the ground floor and a large open space upstairs. It was the original clubroom facility for the park.

The pavilion is a large two-story building with multiple rooms and spaces, kitchen, bars and viewing balcony. Originally the Rangiora Town & Country Club building, it was purchased and moved to Southbrook Park in 1999 for use as a club facility. Both buildings are in poor condition and are no longer fit for purpose.

In recent years the SCSC has had financial difficulty operating and maintaining the Pavilion for users. As the building has aged it has required more upkeep and become less attractive to users which means less income for maintenance and upgrades.

In early 2021 the SCSC made a submission to the Waimakariri District Council Long Term Plan requesting financial assistance to keep the facility operating. The club received \$26,000 from WDC as a one-off grant to cover its deficit for that year. It also proposed the undertaking of a feasibility study on the future of the pavilion and change facility on the park.

The feasibility study concluded that:

- There is sufficient need for a pavilion and community facility at Southbrook Park.
- The existing pavilion and change facilities are not fit for purpose and not viable to repair or retrofit.
- Both existing facilities should be demolished.
- A new pavilion and change facility should be constructed.
- The best location for both facilities is on or near the existing pavilion building site.
- The facilities should broadly include the components outlined in the preliminary schedule of spaces in section 10 and 11 of this report.
- An indicative cost for a new pavilion is \$2,216,400 plus \$1,360,000 for a 4-shed change facility. Demolition costs are estimated to be \$188,000 for the existing pavilion and \$116,000 for the existing change building.
- It is assumed that Waimakariri District Council will construct the change facility in line with their current policy and practise of providing change and toilet facilities for park users.
- The Southbrook Community Sports Club has very little in reserves to fund the capital cost of the pavilion but is willing and able to assist in fundraising for the facility.
- An initial analysis of the financial operation of a proposed pavilion shows that the pavilion could be financially self-sustaining before accounting for depreciation.
- The Southbrook Community Sports Clubs' preference is for the pavilion to be owned by Waimakariri District Council and managed by a third party. None of the clubs affiliated to the SCSC were interested in owning or managing the facility,
- Waimakariri District Council have historically supported provision of sporting and community facilities but whether council would consider owning and/or managing the facility will need to be tested.
- Preliminary discussions with the NCSRT indicated they would be interested in further discussing the opportunity to manage the Pavilion as part of their suite of community facilities.
- The best chance of the project moving forward rests with Council taking the significant role in leading the project and working with the other stakeholders.

The report recommends that:

1. The Southbrook Community Sports Club adopts this Feasibility Study.
2. This report is provided to Waimakariri District Council for their consideration.
3. The existing pavilion and change facilities on Southbrook Park are deconstructed and a new change facility and pavilion are constructed on or near the site of the existing pavilion.
4. The new facilities broadly contain the spaces as outlined in the preliminary schedule of spaces in this report.
5. Waimakariri District Council takes the lead and works with the SCSC, affiliated clubs, NCRST and other stakeholders to progress the project.

1. Introduction

1.1 Purpose

RSL Consultancy was commissioned by the Southbrook Community Sports Club Incorporated (SCSC) and Waimakariri District Council to undertake a Feasibility Study into the repair or replacement of the existing Sports Pavilion and change room facility on Southbrook Park in Rangiora.

1.2 Scope and Methodology

The scope of this feasibility study includes the following buildings¹:

- Existing Pavilion
- Old club building including the change rooms

The feasibility study does not include a review of the park itself or the other structures on the park such as the playground, petanque court, cricket nets except where these may require changes to accommodate a preferred option for the buildings above.

The methodology undertaken for this feasibility included the following aspects:

- Meetings with the Client prior to starting the project.
- A review of secondary data such as relevant strategies, demographic data, existing leases and agreements.
- A survey sent to identified stakeholders.
- Phone discussions and one-on-one meetings with key stakeholders.
- Site visits.
- A Client workshop to present findings to date and seek direction and feedback.
- Preparation of a schedule of spaces, and comparison of this schedule against floor plans for a new facility previously prepared by the Southbrook Community Sports Club.
- Preparation of an indicative floor plan for a new facility
- Preparation of a preliminary estimate of capital and operational cost.
- Preparation of a proposed governance structure following Client direction.
- Identification of relevant case studies for comparison.
- Preparation of a draft report.
- Client feedback on draft report.
- Presentation of Final Report.

¹The small public toilet block was originally included in the scope but removed when initial investigation showed it to be in good condition and worth retaining.

2. Background

2.1 The Southbrook Community Sports Club Incorporated.

The Southbrook Community Sports Club (SCSC) was first incorporated in 1947. It is the overarching entity that owns and manages the Pavilion on the park for users.

In November 2006 the Southbrook Rugby Club and the Rangiora Rugby Club merged to form the Saracens Rugby Football Club and the Sports Club is the full responsibility of the Saracens Rugby Football Club with the following affiliate clubs:

- Saracens RFC
- Southbrook Cricket
- Southbrook Touch
- Southbrook Netball
- North Canterbury Special Olympics

Each affiliate pays an annual affiliation fee towards the maintenance and operation of the club based on their membership numbers.

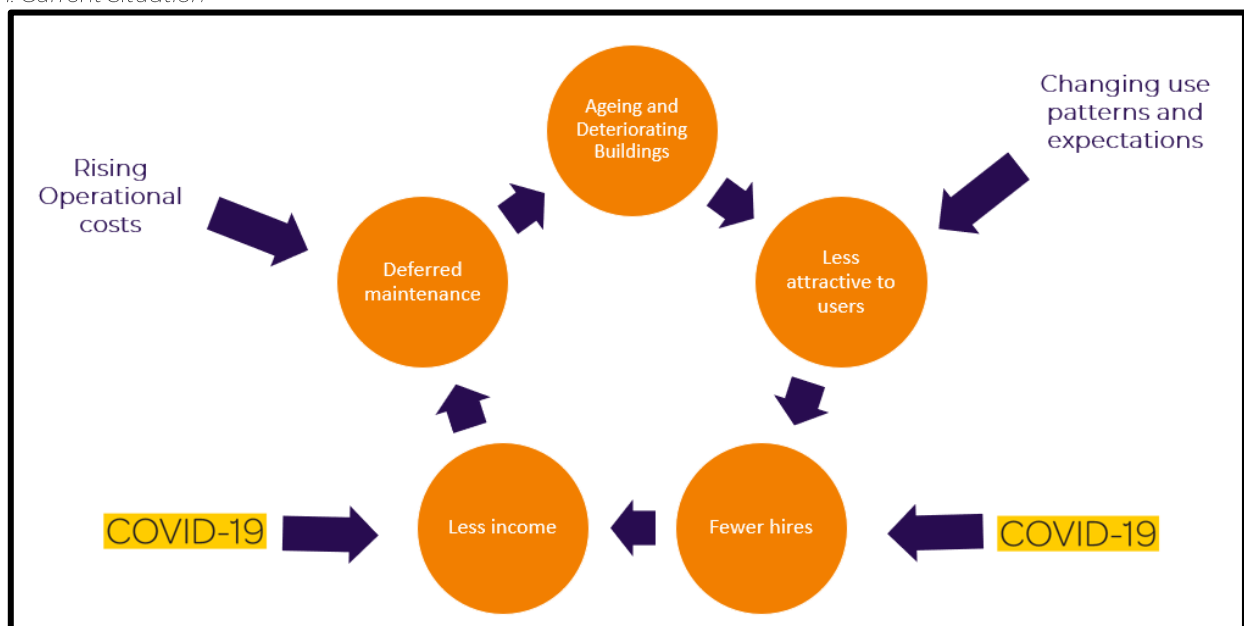
The Board Chairperson is appointed by Saracens Rugby Football Club with a further four Directors appointed by Saracens RFC and two Directors appointed directly by Affiliates. At present three Directors from Cricket and Touch Rugby are on the Board and the President of Saracens is also one of the elected Directors.

The Sports Club has just one organisational member and shareholder being the Saracens Rugby Football Club Incorporated.

2.2 The need for action

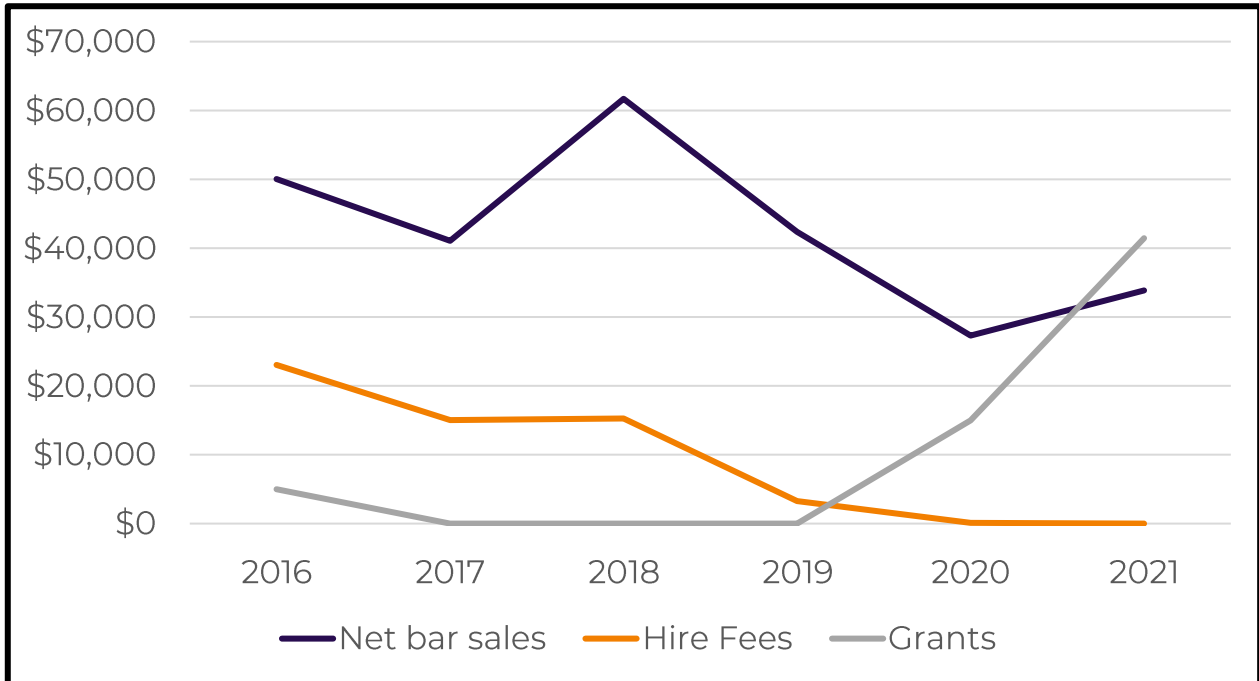
In recent years the SCSC has had financial difficulty operating and maintaining the Pavilion for users. As the building has aged it has required more upkeep and become less attractive to users which means less income for maintenance and upgrades. It has also been raised that comparable Waimakariri District Council community spaces are hired out at significantly lower rates. Rising costs and the impact of Covid-19 on use has exacerbated the situation. These issues can be summarised in the diagram below.

Figure 1. Current Situation



Graph 1 shows this decline in terms of facility hire income and sales (bar and food) for the past 6 years. As sales income and hire fees have declined, the need for grant income has risen.

Graph 1. Sales, Hire Fees and Grants 2016-2021



In early 2021 the SCSC made a submission to the Waimakariri District Council Long Term Plan requesting financial assistance to keep the facility operating.

The key points were:

- High fixed costs of \$37,000 per year for the pavilion
- The loss of income due to Covid-19 closures.
- Decreasing number of hires due to the poor and deteriorating condition of the buildings
- Significant increases in electricity supply fixed costs
- Deferred maintenance of \$377,000 on the Pavilion
- The need to upgrade or rebuild the change facility requiring up to \$799,000.

The club sought \$26,000 from WDC as a one-off grant to cover its deficit for that year. It also proposed the undertaking of a feasibility study on the future of the pavilion and change facility on the park.

2.3 Consequences of doing nothing

The councils interim funding was given on the proviso that it is a 'one-off'.

However, it is clear that the current situation is not financially sustainable in the long term. The SCSC have indicated that without significant support their only option going forward is to wind the organisation down and walk away from the pavilion building. If this was the case it is likely the pavilion would then revert to council ownership and the facility would be a financial liability for the council and ratepayers.

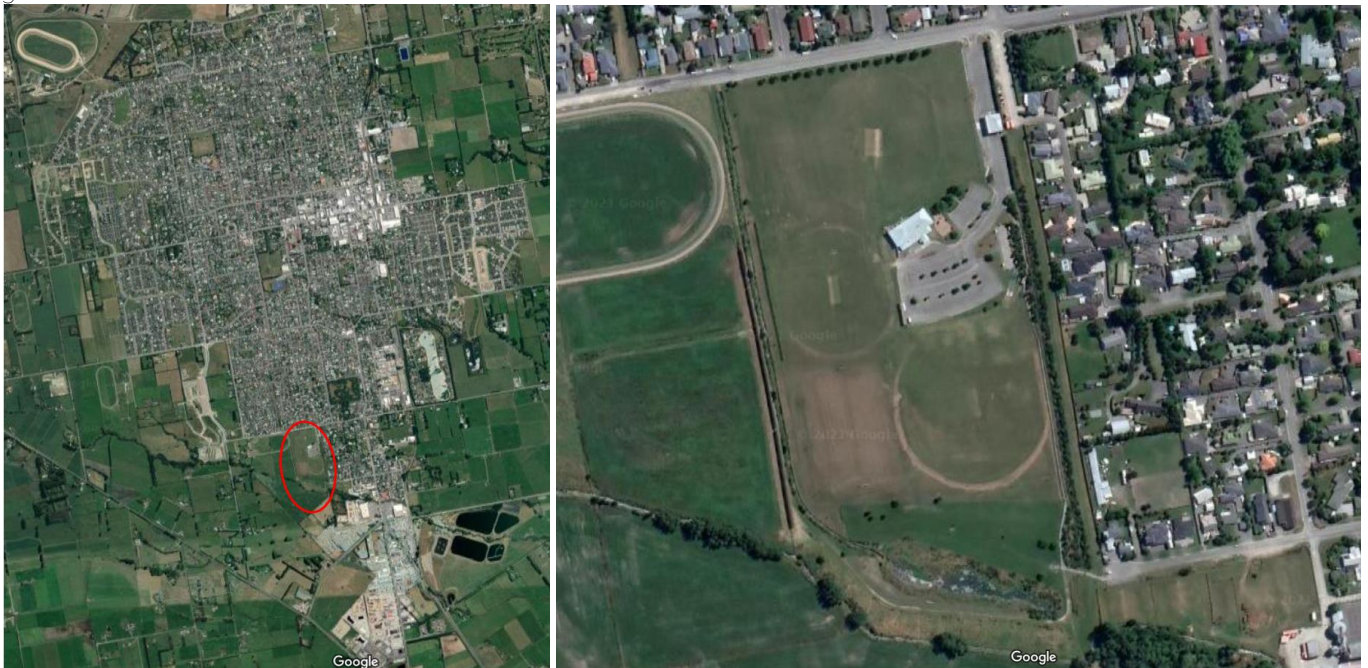
3. Site and Facility Context

3.1 Southbrook Park

Southbrook Park came into existence when the Southbrook Sports Club Inc. bought land from the Griffin family in 1946. The Council's initial purchase of land was in 1995 and 1996. In 1999 the Council purchased the Sports Club's land to make a total area of approximately 11.2 hectares.

The Park is located on the southern edge of Rangiora Township. The Park is bound by residential housing to the north and east and open space / rural land to the south and west.

Figure 2. Southbrook Park



Three main buildings on the park are the focus of this feasibility study:

- The Southbrook Community Sports Club Pavilion
- The original change facility in the north-east corner of the park
- The small public toilet facility between the two buildings

The Park also contains:

- Car parking
- A park and ride facility in the north-east corner of the park
- Petanque courts
- Cricket nets
- Training lights on some grounds
- Public playground
- Dog exercise area
- Walkway

3.2 Pavilion

In the late 1980's the Rangiora Town & Country Club building was purchased, dismantled and moved to Southbrook Park where it was reassembled for use as a club facility. The building was officially opened on 19th October 1999 by the mayor.

The building is owned by the Southbrook Community Sports Club on land leased from the Waimakariri District Council.

The building is a high-ceiling two-story facility with a footprint of around 600m². On the ground floor is a large space with central fireplace, bar, kitchen, separate partitioned meeting space, toilets, entrance and storage. The first has an open mezzanine with views down to the ground floor and includes a separate meeting room, office space, storage and toilets. Large north-facing windows provide a view to the sports fields and an outside balcony was added some time in the past.

“We have our club meetings at a local bar or café as its warm and convenient”

No formal condition survey or structural assessment has been completed. From the outside the building looks impressive but closer inspection reveals general wear and tear, dated systems (lighting etc), dated and worn fittings and furnishings and an overall average to poor condition. The scale of the building also hides an inefficient layout that severely limits usability. In recent years the Club has not had the financial means to invest in the facility.

Figure 3. Pavilion



Figure 4. Ground Floor of Pavilion



Figure 5. First Floor of Pavilion



Figure 6. First Floor Meeting Room



Figure 7. First Floor Balcony



Figure 8. View to Northwest from Balcony



The key issues related to the building identified by users are below:

- The age and overall poor condition of the facility
- The cost to maintain
- The cost to run (heating, lighting, insurance etc)
- Poor storage
- The inefficient layout of the facility.
 - The ground floor is linear in shape, has support beams and a fireplace and as such has poor sight lines for large gatherings
 - The first-floor mezzanine is an inefficient use of the relatively large footprint of the building
- The facility is cold and visually unattractive to users and it is therefore difficult to secure income from outside hire.
- The single open ground floor area does not provide options for large or small spaces as required
- Building orientation does not allow for sight lines to the southern part of the park.

3.3 Change Facility

The change facility is located in the north-east corner of the park between two sections of car park. The main vehicle entry and exit for the park runs directly in front of the building.

This was the original change and clubroom facility for the park. It is a typical concrete block facility including 4 change rooms on the ground floor and an upstairs lounge and bar area – typical of any number of club facilities on sports parks around the country.

The change facilities are the main changing rooms for the park. The SCSC manage access and operation of the changing sheds including opening and closing, maintaining, re-stocking.

The upstairs lounge area was used by community groups up until recently. The building has become dilapidated through long-term rainwater ingress and inadequate maintenance and is now non-compliant with modern building regulations. The first floor of this building is now no longer useable. It was found that repairs

“We had the opportunity to host a Farah Palmer Cup match but turned it down as our change facilities were not up to scratch”

required for it to be fit for purpose were deemed uneconomic and imprudent, so it was closed for further use pending the results of this feasibility study.

There are a number of issues with the building including:

- It is dated and in poor condition.
- The change rooms are too small to accommodate today's sports teams.
- There are no women's change facilities
- The design of the change and shower facilities do not meet modern change room design standards.
- The vehicle access that runs directly in front of the facility presents a danger to players accessing the facility.
- The asphalt roading in front of the facility presents a slip hazard for players wearing boots with sprigs or spikes.
- The upstairs area is completely separate from the main pavilion.
- There is a lack of connectedness with the other facilities on the park – especially the main pavilion.
- The condition of the upstairs area is now such that it is no longer fit for use.

Figure 9. Existing Change facility



4. Strategic Alignment

When making decisions around development of community facilities it is important to consider any relevant strategic documents.

The facility owners are Waimakariri District Council (Change facility) and SCSC (Pavilion).

4.1 Waimakariri District Council

2021-2031 Long Term Plan

Relevant community outcomes in the 2021-2031 Council Long-Term Plan are as follows:

- 1) Public spaces and facilities are plentiful, accessible and high quality, and reflect cultural identity:
 - There is a wide variety of public places and spaces to meet people's needs.
 - The accessibility of community and recreation facilities meets the changing needs of our community.
- 2) There is a strong sense of community within our District.
 - There are wide-ranging opportunities for people of different ages, abilities and cultures to participate in community life, and recreational and cultural activities.

Funding Assistance of Locally Owned Sportsgrounds and Community Halls Policy

The key premise of this policy is that Council may provide support to organisations that own community facilities and make these available to the community where otherwise Council would have otherwise provided these.

Council's Role in the Provision of Community Facilities Policy

Key points include:

- Provides for Council involvement and investment in a range of community facilities including community meeting facilities and sports pavilions.
- The objective is to provide a consistent basis for the Council's involvement in providing new (or upgrading existing) community facilities as well as rationalisation of existing facilities.
- Guides council decisions on provision of community facilities and/or supporting others to do so.
- Outlines when and how Council may invest capital or operational in externally funded buildings on Council land.

This is a key policy document that provides clear direction on how and when Council may invest in community facilities (both its own and those developed by others) and should be referenced in future stages of this project.

Rates Remission Policy

Provides for remission of rates for Schools, Churches and Non-profit organisations.

Climate Change Policy

The intention of this policy is to ensure the Waimakariri District Council is well prepared to proactively lead a response to climate change challenges that is appropriate, timely, cost-effective and equitable.

Identifies a number of principles and objectives under which Council will make decisions that impinge on climate change matters.

Levels of Service

Levels of service are statements about the level of provision of a service or asset that Council will provide that are agreed with the community during each review of the Long-Term Plan.

The most relevant level of service is the provision of changing rooms and toilet facilities on sports parks for park users. Council currently provides both at Southbrook Park.

Copies of the policies above can be found on the Waimakariri District Council website at <https://www.waimakariri.govt.nz/your-council/council-documents/policy-manual>.

4.2 Southbrook Community Sports Club

The SCSC's draft Strategic Plan (1 February 2021) identifies the issues the current buildings are facing and the financial impacts on the SCSC. It identifies options and indicative costings for upgrading both buildings as well as costs for a complete rebuild of the change building as follows:

- Pavilion – light modernisation and maintenance - \$377,000
- Change room building – renovation and modernisation - \$510,000
- Change room building – rebuild - \$799,000

These figures were originally prepared in 2016 and updated in 2019.

The strategic plan recommends commissioning a full cost benefit analysis and strategic review of the buildings before any future direction is finalised.

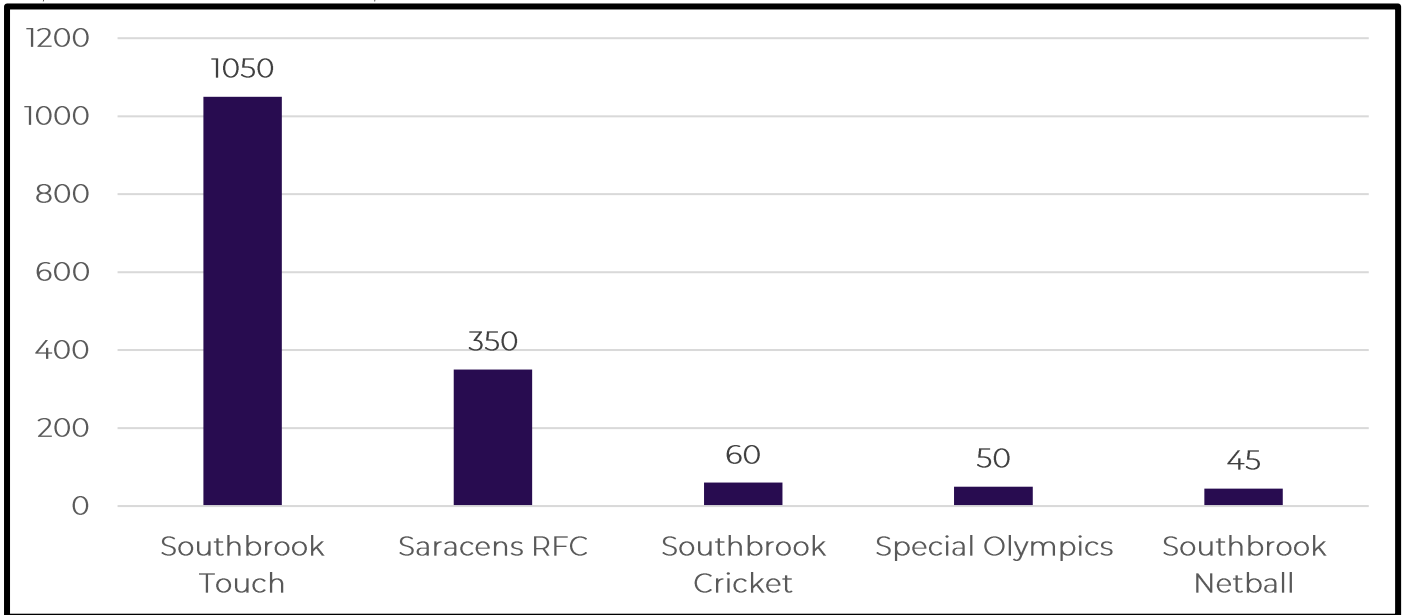
5. Needs analysis

A survey of current and some past users of the pavilion and change facility was undertaken as part of the process. 21 responses were received. One-on one interviews and/or follow-up phone calls were held with affiliated clubs other key stakeholders.

5.1 Membership

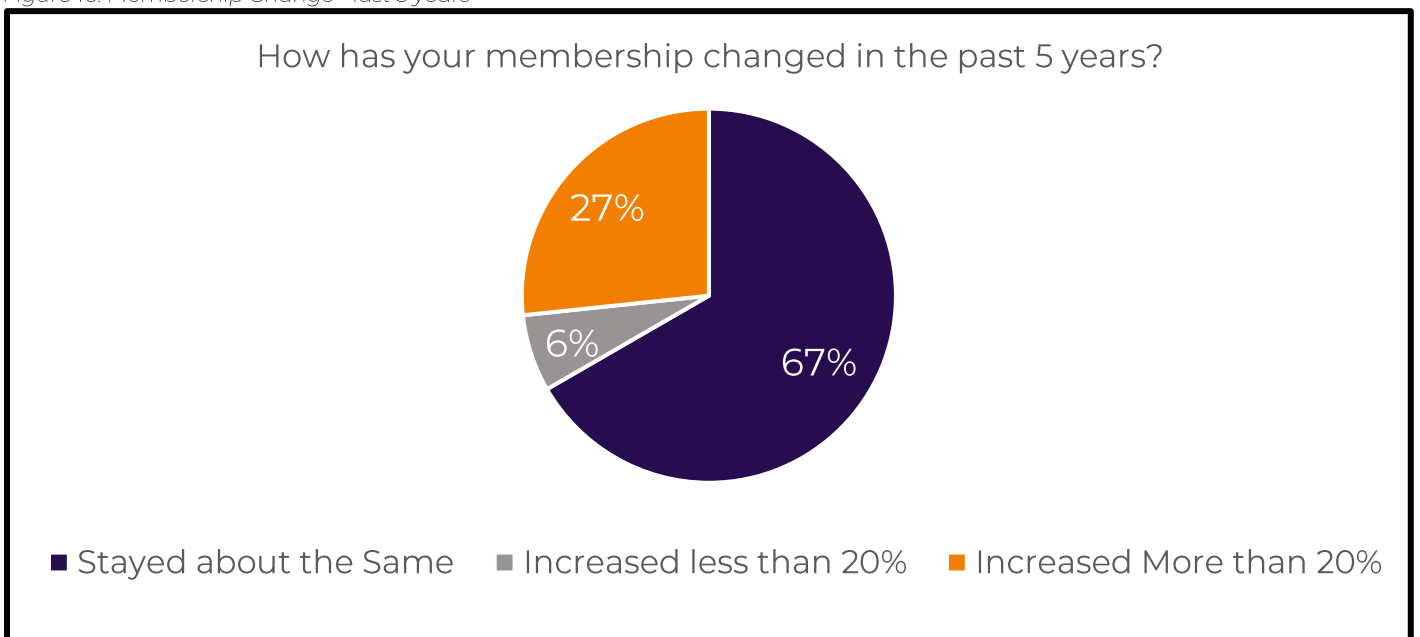
There are 5 affiliated clubs that pay an annual fee to the SCSC for use of the Pavilion building. Membership of the clubs is shown in Graph 2 below.

Graph 2. Affiliated Club Membership



Of the organisations that responded to the survey nearly 75% reported their membership had increased in the past 5 years. None reported a decrease in membership.

Figure 10. Membership Change - last 5 years



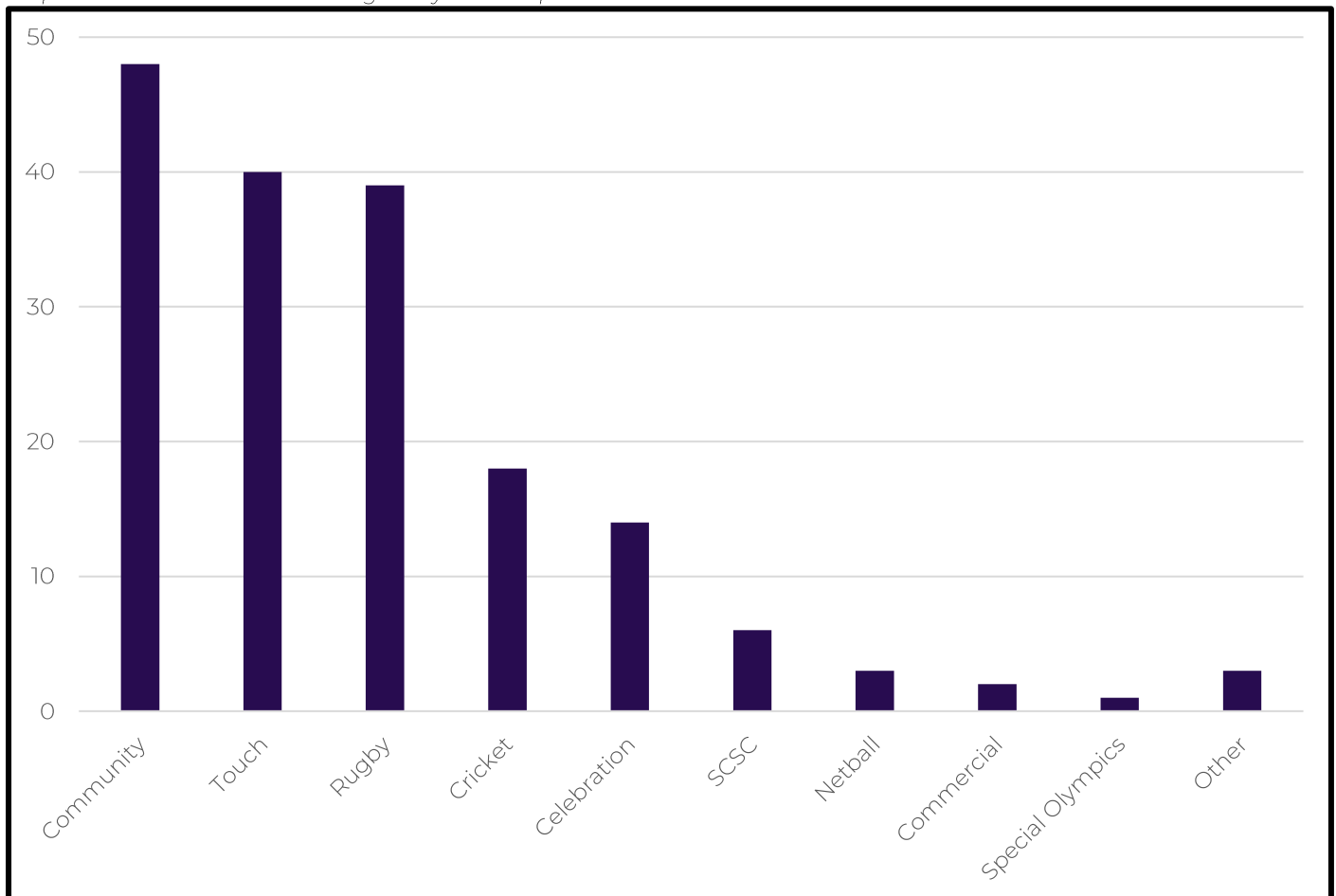
These figures suggest strong ongoing demand for facilities at the park.

5.2 Pavilion Bookings

The Graph below shows the main users of the facility in the 2020-2021 year. The SCSC had implemented a new booking system in 2020 and data prior to this was not available.

The majority of total use is by the larger affiliated clubs (Touch, Rugby and Cricket). Community use is likely to be skewed as a local Youth Group used the Pavilion regularly in 2020 while their facility was unavailable. There was occasional use for birthday or other private celebrations and little use for 'commercial' purposes (meetings, small conferences, training).

Graph 3. Number of Pavilion Bookings - July 2020 - September 2021



5.3 Demographics

Demographic data used in this section was sourced from either the Waimakariri District Council² or from the 2018 Census data available at the time.

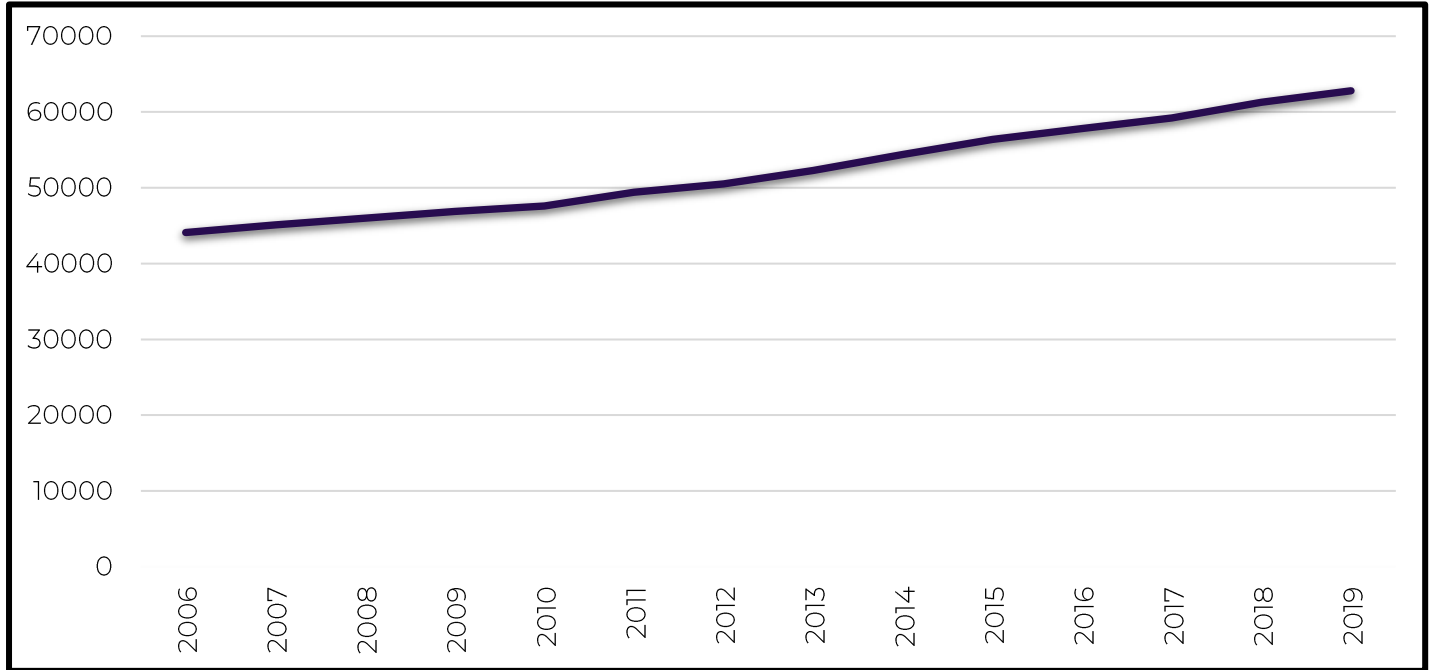
Population Growth

Graph 4 shows the Waimakariri District population growth in the 10 years to 2019. There was estimated to be 62,800 people living in the district as of 30 June 2019 and according to the 2018 Census, Waimakariri is New Zealand's 17th largest district by population.

The population increased by 15,200 people or 32% over the 10-year period which was the 11th biggest percentage growth in New Zealand. 2019 was the first year that there were more people aged 65+ in the district than those aged under 14.

² WDC Policy and Strategy Occasional Paper #37

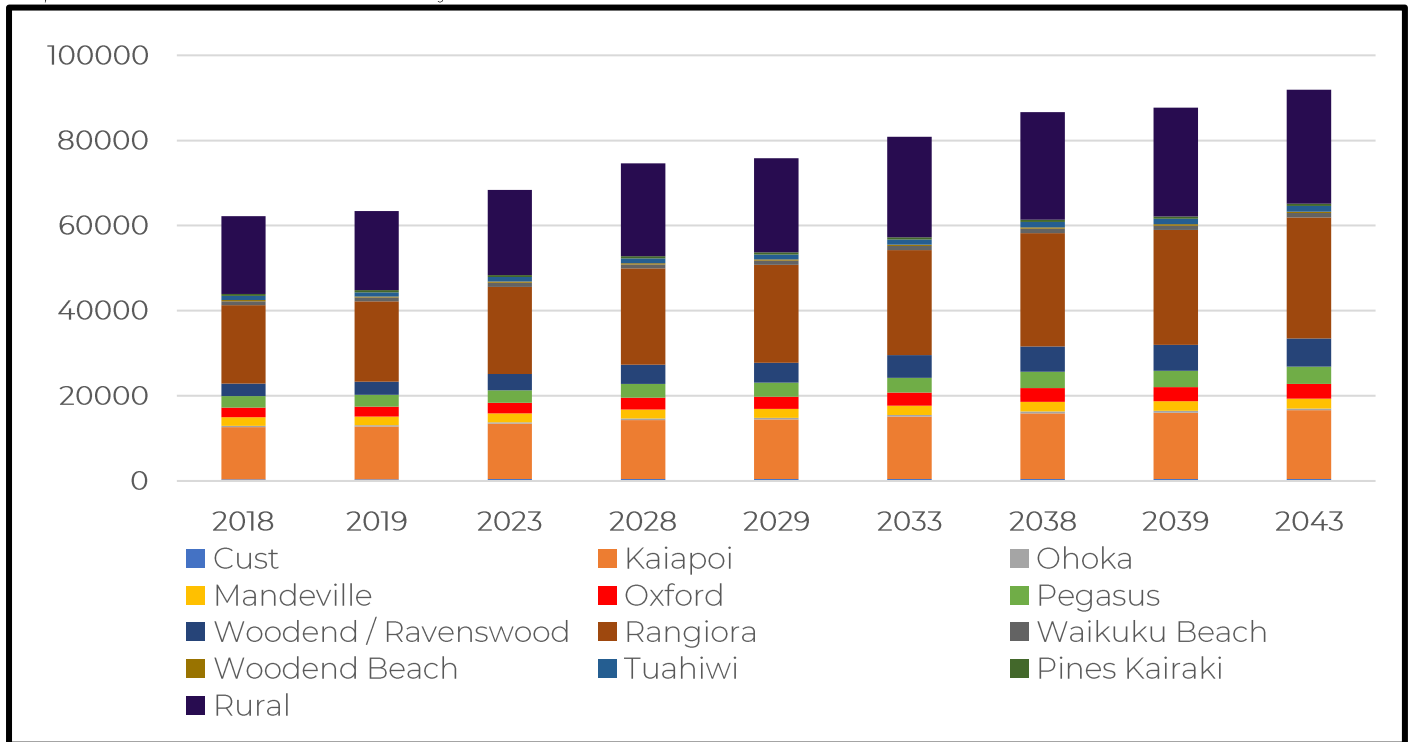
Graph 4. Waimakariri District Estimated Resident Population



Population Projections

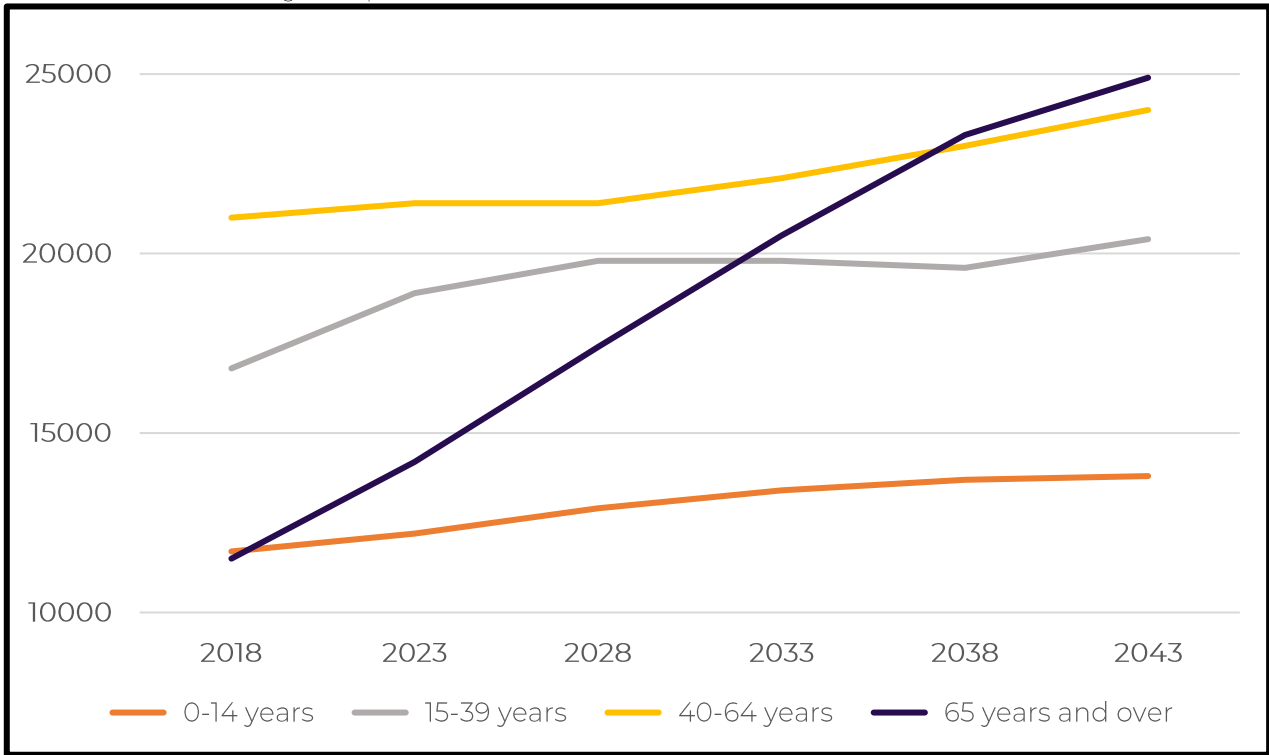
Graph 5 shows how the district population is expected to grow in the 20 years to 2043. The total population is expected to exceed 90,000 by 2043. Rangiora will continue to be the main centre with an increase of around 8,000 people over the same period.

Graph 5. Waimakariri District Growth Projections 2023 - 2043



Graph 6 shows the age group projections for the district from 2023 to 2043. It shows that the 65+ age group will be the fastest growing age group where by 2043 it will be the largest age group of the population.

Graph 6. Waimakariri District - Age Group Distribution 2023 - 2043



Key points to take from the demographic analysis are:

- The population of the Waimakariri district has grown in the past 10 years and is expected to continue to grow for the next 20 years at least.
- Rangiora will continue to be the main centre in the district and will grow by around 8,000 residents through to 2043.
- Like the majority of New Zealand, the population is ageing and by 2038 those over 65 will represent the largest age group in the district.
- Residents aged 0-14 and 15-39 will only increase by 13% and 8% respectively during the period. These age groups make up the majority of members of the SCSC affiliated clubs.
- It is unlikely population changes alone will result in significant increases in club membership during the period.
- Demand for facilities that are modern, affordable, accessible, warm, light and comfortable will increase as the population ages. Facilities that meet this brief will be more attractive, more likely to be used and therefore generate more income for facility owners,

5.4 Schools

Schools can be potential users of community facilities – especially if they do not have adequate spaces of their own. There are 25 schools in the Waimakariri district with roles from 48 to over 1600.

Rangiora New Life School indicated they occasionally need outdoor park space for the school when their grounds are unusable or they need additional space but did not indicate a need for an indoor space or meeting rooms.

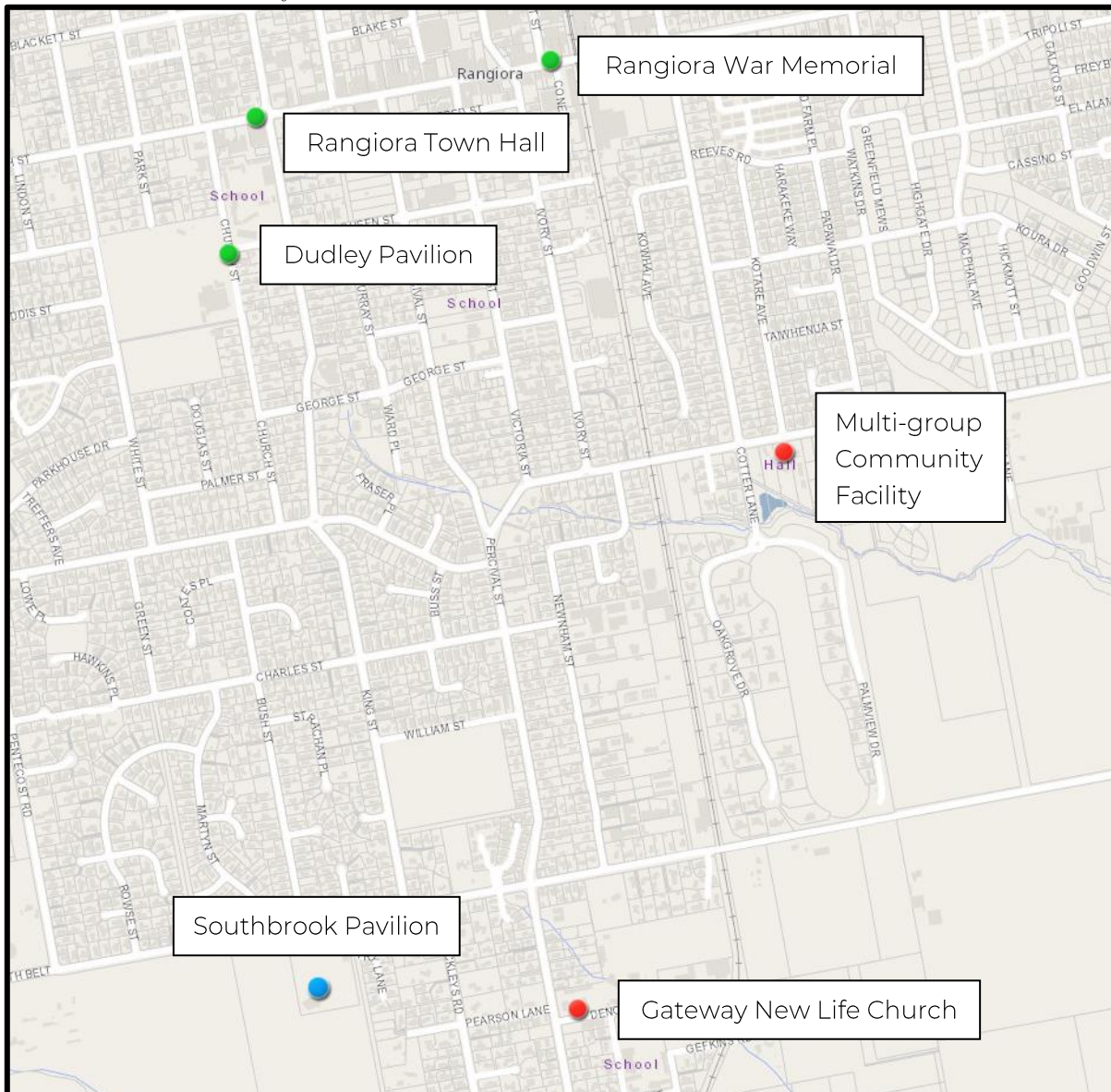
6. Supply

One of the options being considered to ensure sustainability of a facility is to encourage use of the facility by organisations outside the affiliated clubs and regular user base. It is helpful to understand the local supply of meeting spaces and community halls to gauge potential over or under supply.

Figure 12 shows the existing community facilities in the surrounding area.

- The blue star is the SCSC Pavilion
- Green dots show community facilities owned and operated by Waimakariri District Council
- Red dots show Community-owned and operated Halls or meeting rooms

Figure 11. Local Network of Community Halls



There are three Council community meeting spaces in central Rangiora including the meeting room at Dudley Park Aquatic facility. There is a multi-group community facility on Northbrook Road plus the Gateway New Life Church on Denchs Road. The Southbrook Tennis Club have now sold their land on Buckleys Road to a private interest and it is unlikely there will be any community provision on the site in the future.

Other spaces further from Southbrook such as the Rangiora Showgrounds Function Centre and the Mainpower Stadium also provide services for community functions and meetings.

It should also be noted that Summerset are constructing a new Retirement Village on the land to the west of Southbrook Park. Following discussions with representatives, facilities in the village will be for residents only and are likely to be well used - conversely it is unlikely they will require access to additional community facilities outside their already planned development.

6.1 Dudley Pavilion

The council own the Dudley Park Pavilion located adjacent to the Aquatic Centre on Dudley Park. The room is occasionally used by sports and school groups using Dudley Park and by council staff for meetings. The room is relatively small – only catering for a maximum of 40 people. It has a small kitchenette and basic level of fit-out. Council staff indicated that if a new, larger community meeting room was provided at Southbrook Park, this could likely better meet community need with an alternative small meeting room only being required at Dudley Park Pavilion.

Figure 12. Dudley Park Pavilion



A summary of community facilities within close proximity to Southbrook Park is given in Table 1.

Table 1. Summary of nearby Community Meeting Spaces

| Facility Name | Facilities/Services | Charges |
|--------------------------|--|--|
| Rangiora War Memorial | Rangiora War Memorial Building McAlpine meeting room can accommodate up to 50 people. Seating and tables are provided, along with a small kitchen and good toilet facilities. The building and toilets are accessible for disabled users. | Casual: \$10.60 per hour Community: \$10.60 per hour Commercial: \$30.47 per hour |
| Rangiora Town Hall | The auditorium is divided into ground floor and upper balcony levels, with a total of 361 fixed seats. There is an additional 150-seat smaller theatre stage alongside, which is suitable for dance performance and can also be used as a cinema. Additional facilities include four meeting rooms, a function room, a green room, changing rooms for performers, toilets, casual seating and tables in the main foyer, and a kitchenette. | Function Room \$ 57.50 per hour \$ 345.00 per day Studio Room(s) & Greenroom \$ 23.00 per hour |
| Dudley Park Meeting Room | Meeting room alongside Dudley Park Aquatic Centre. Up to 40 people. Includes whiteboard, kitchenette, tables and chairs. | Casual: \$10.60 per hour Community: \$10.60 per hour Commercial: \$30.47 per hour |
| Northbrook Studios | Located at corner of Cotter Lane and Northbrook Rd. Houses (among others): <ul style="list-style-type: none"> • North Canterbury Musicals • New Zealand Society of Genealogists. Waimakariri Branch. • Rangiora Wool Craft Group • North Canterbury Wood Craft Club • Rangiora Players • Rangiora Aikido Dojo Two spaces to hire with access to toilets, tea and coffee making and photocopier if required | On application |
| Gateway New Life Church | School and Church facility | |
| Southbrook Tennis Club | Now moved to Coldstream Road courts | |

7. Demand and Supply Summary

When considering the following;

- the use of the existing pavilion,
- previous use of the space above the changing sheds,
- future demand from population growth in the district,
- the existing community facility network and
- the demographic profile of the area,

it is considered there is an existing and likely future need for a community / sporting facility on the park to service park users, associated groups and other one-off or regular community and private hirers.

8. Facility Options

Given the existing small public toilet block adjacent to the playground is in good condition, it would be prudent to retain that building for public use.

8.1 Identified Options

Five options were identified for the pavilion and change building. Usually an option to 'do nothing' is included in any analysis. The implications of doing nothing (as described in section 2.2) were not palatable to the SCSC or Council so were not included in the analysis.

Option 1: Remove both buildings and replace with a change facility.

This option would involve deconstructing the pavilion and change building and replacing them with a single changing and toilet facility for park users. This would meet the Selwyn District Council minimum level of service for provision of facilities on sports parks.

An estimate for a new 6-shed change facility was prepared by the SCSC in 2019 at \$799,000.

Option 2: Renovate both facilities

This would involve renovating both buildings.

SCSC prepared a schedule of work for both buildings and priced these in 2019. The full schedule for both buildings can be found in Appendix 1.

Pavilion: This involves urgent minor repairs, kitchen upgrade, interior and exterior repaint, replacing the fire with heat pumps, improvements to curtains and rails and other minor repairs. Other than the heating improvements, this is a 'facelift' for the facility and would not fundamentally change the functional layout.

This work was estimated to cost \$377,000.

Change Rooms: Renovate the existing building to modern standards including six changing rooms downstairs and a ground-floor extension for additional storage.

This work was costed at \$620,000 in 2019.

Option 3: Renovate existing change facility and develop a new pavilion.

This would involve renovating the change facility as per Option 2 above, demolishing the existing pavilion and constructing a new pavilion on the park.

Option 4: Renovate existing pavilion and develop a new change facility.

This would involve renovating the exiting pavilion as per option 2 above and building a new change facility on a new site on the park side of the entranceway/carpark.

A new 6-room change facility was costed at \$799,000 in 2019.

Option 5: Develop a new pavilion and change facility.

This would involve demolishing the existing pavilion and change facility and building new facilities for both on the existing pavilion site.

8.2 Options Assessment

When assessing the options identified in section 8.1, the following criteria have been used:

1. **Meets core user needs:** the degree to which the proposed solution would meet the core user needs. These are the main codes and hirers that usually use the park and their required needs on and off the park.
2. **Meets other community need:** the degree to which the option meets the needs of other community users and is able to generate income for the facility through one-off or regular hire by other community, individual and commercial users.
3. **Capital cost;** the expected total capital cost of the option.
4. **Capital cost risk:** the level of certainty of the known capital cost for the option. Considers factors such as age and accuracy of the cost estimate, the likelihood of cost escalation through uncertainty of the work required and the level of scrutiny of the estimate.
5. **Operational (opex) cost:** the expected ongoing operational cost of the option.
6. **Maintenance:** the expected ongoing maintenance cost of the option.
7. **Parking, transport and access:** how well the option resolves known parking and access issues.
8. **Building consolidation:** how well the option consolidates the number and footprint of buildings on the park to free up space for other use.
9. **Continuation of service:** whether the option allows for access to existing buildings for users while construction or renovation is being undertaken.

Table 2 below summarises the options against the criteria above using a colour scale for how well the option meets each of the respective criteria.

8.3 Preferred Option

The only option that has the potential to fully meet existing park user needs and provide opportunity to attract other community and commercial use is option 5 (new build). Although it has a potentially higher capital cost and may require disruption to services while being constructed, it scores well in all of the other criteria.

For this reason, option 5 is the preferred option.

Table 2. Options Assessment

| Pavilion | Existing Change | Capital Cost | Meets core user needs | Meets other community need | Capital cost risk | Operational Cost | Maintenance | Parking, transport and access | Building consolidation | Continuation of Service |
|---------------------------|-------------------|--------------|-----------------------|----------------------------|-------------------|------------------|-------------|-------------------------------|------------------------|-------------------------|
| New change rooms (\$799k) | | Low | Low | Low | Low | Low | Low | High | High | Yes |
| Renovate (\$377k) | Renovate (\$620k) | \$997k | Low | Medium | High | High | High | Low | None | Some |
| Renovate (\$377k) | New (\$799k) | \$1.176M | Medium | Low | Medium | Medium | Medium | Medium | Some | Some |
| New (\$?) | Renovate (\$620k) | High | Medium | High | Medium | Medium | Medium | Low | Some | Some |
| New Build (\$?) | | High | High | High | Low | Low | Low | High | Full | Some |

9. Site Consideration

Due to the current layout of the park and the existing investment in infrastructure e.g. car parks, vehicle entrance, field irrigation and drainage, and training lights, the site of the existing pavilion is the only reasonable location on the park for a new facility.

10. Preliminary Schedule of Spaces

The preliminary schedule of spaces describes the main spaces and approximate sizes/capacity of each and enables the preparation a concept plan and an estimate of costs for the facility.

The preliminary schedule of spaces enables calculation of an indicative cost for the proposed facility for further refinement in later stages of the project. The final design of the proposed facility will need to be agreed by stakeholders following further discussions and negotiation.

10.1 User Requirements

In preparing the schedule of spaces, the needs of the regular and recent one-off facility users were considered. Recent hirers of the Dudley Pavilion were also surveyed to ascertain why they chose to use that facility over the Southbrook Pavilion.

The key groups included were:

Affiliated Clubs:

- Saracens Rugby Football Club
- Southbrook Cricket Club
- North Canterbury Special Olympics
- Southbrook Netball
- Southbrook Touch

Other regular and one-off users and potential stakeholders included

- New Zealand Blood Service
- Mana Ake Wellbeing North Canterbury
- Waimakariri District Council Civil Defence and Emergency Services
- Waimakariri Combined Friendship Club (Petanque)
- North Canterbury Recreation and Sport Trust
- Rangiora Cricket Club
- Summerset Retirement Villages.

A number of other users provided input via survey.

Key considerations identified for a new facility were:

- Warm and inviting
- Space for the various needs of the users
- Light
- Functional
- Flexible for multiple users
- Efficient to run.

10.2 Changing rooms

The design of club-level change facilities has changed dramatically in recent years in response to:

- More opportunities to host professional and representative fixtures.
- Increased user expectations.
- Changing social norms.
- growing numbers of team coaching and support staff.
- Increasing amounts of player equipment.
- pre-and post-match player preparation e.g. strapping, taping, physiotherapy.

- Requirements for space for referees, medical and anti-doping requirements.

North Canterbury Rugby Sub-Union (NCRSU) have traditionally scheduled club finals matches on one day at one venue each season to create a sense of occasion. Finals day can involve up to 10 matches. The chance to host finals day is sought-after amongst clubs and NCRSU attempts to rotate it amongst clubs that are able to host. On average it would be expected that a club would host finals day once every 5 years.

Table 3 shows the main types of rugby fixtures that could potentially be played at a club venue such as Southbrook Park and the minimum number of team changing rooms required to accommodate each fixture. This does not include additional spaces for medical, referee, anti-doping etc and it assumes satisfactory size and quality of the rooms.

Table 3. Change room requirements - Rugby

| Fixture | Minimum number of changing rooms |
|----------------------------------|----------------------------------|
| In-season competition | 4 |
| NCRSU club finals day | 6 |
| Farah Palmer Cup | 4 |
| Sub-Union Representative Matches | 4 |
| Pre-season Canterbury matches | 4 |

It can be seen that 4 changing rooms is sufficient to host the majority of fixtures.

10.3 Preliminary Schedule of Spaces

The following preliminary schedule of spaces has been created to reflect input from stakeholders, consideration of the existing facility footprint and direction from the Steering Group. Square metre sizes are approximate.

The idea of a large separate indoor training facility for use during inclement weather was discussed during the process but deemed a low priority by the steering group at this stage so not pursued further.

Table 4. Preliminary Schedule of Spaces.

| Space | Number | Capacity/ Size | Note |
|--|-----------|----------------|---|
| Entrance / Foyer | 1 | | <ul style="list-style-type: none"> Simple entrance / foyer |
| Meeting / Board room | 1 | 20-30 people | <ul style="list-style-type: none"> For Club Committee meetings, community meetings seminars, training courses etc. |
| Large sports club / function / community space | 1 | 150-300 | <ul style="list-style-type: none"> For end of season prize giving, functions and celebrations, post-match formalities, AGMs A hard floor that can be used for indoor activities with minimal preparation e.g., indoor bowls or martial arts. Some or all is able to be used as a dance floor Can be separated into two smaller spaces Good sight lines from one end to the other Can make it dark enough for electronic presentations |
| Changing facility | 1 | | <ul style="list-style-type: none"> Minimum of 4 changing sheds capable of holding senior rugby and cricket teams. Gender neutral. Referees room or similar. Sufficient size to accommodate player numbers³. Small first aid room. |
| Kitchen | 1 | | <ul style="list-style-type: none"> Basic kitchen for heating and presenting food – not commercial. Existing kitchen as basis. |
| Bar | 1 | | <ul style="list-style-type: none"> Single simple bar set-up. |
| Office / server room | 1 | | <ul style="list-style-type: none"> Small space for storing club documents and electronic needs of facility |
| Storage | Multiple. | Various | <ul style="list-style-type: none"> Storage within the Pavilion for regular users. Adjacent to community / function room for ease of access. Separated off for multi-users. Ground floor. 3x3m each. 3x2m space. Ground floor storage with easy access (roller door) for large equipment (roller, scrum machine, tackle pads, post pads etc). |
| Outdoor spaces | | | <ul style="list-style-type: none"> Covered space for outdoor gathering, post-match/events, bar-b-ques |
| Site/ Orientation | | | <ul style="list-style-type: none"> Retain on or near existing site Orientate to provide better sight lines to southern part of park |
| Other | | | <ul style="list-style-type: none"> Trophy display area A good booking/access system. Upstairs viewing was not considered essential (single story building would be fine). |

³ Based on indicative change room design from Active Auckland Rugby Facilities Plan - Appendix 2

11. Preliminary Concept Plan

11.1 Introduction

The following drawings take the schedule of spaces and show an indicative layout and orientation of the facility on the park. Some key points to note:

General

Separate, single-story buildings have been shown to:

- Avoid the additional costs of a two-story building
- Show a potential change facility design should option 1 (change facility only) in section 8 be chosen.
- Allow for different construction timeframes.
- Simplify ownership, management and maintenance responsibilities.
- Allow for flow around buildings

Pavilion

- The pavilion is orientated slightly more to the northwest than the existing pavilion to allow sightlines to the north and south of the park.
- A covered courtyard to the southwest and covered deck to the north from both rooms provides shelter for those viewing from outside.
- The large sports club / function / community space can be separated by sliding partition to allow flexibility in space as required by the user but one large open space when required for large functions.
- The store area opens directly to the function room space to allow ease of access to mats or other sporting or community equipment for users.
- Maximum capacity is 235 seated and 540 standing.

Change and Storage facility

- A 4-shed change and storage facility has been indicated that can be opened up to provide two large sheds for major matches or large teams.
- Three storage areas are provided at one end – two with large roller-door access and the third with standard double door access. Two further storage spaces are provided in the centre of the building
- A referee's room and first aid room have been included.

The exact location and orientation of the facilities will need further consideration to minimise impact on the existing playing surfaces.

Figure 13. Proposed Community Sports Club Building Site Location and Orientation – Southbrook Park

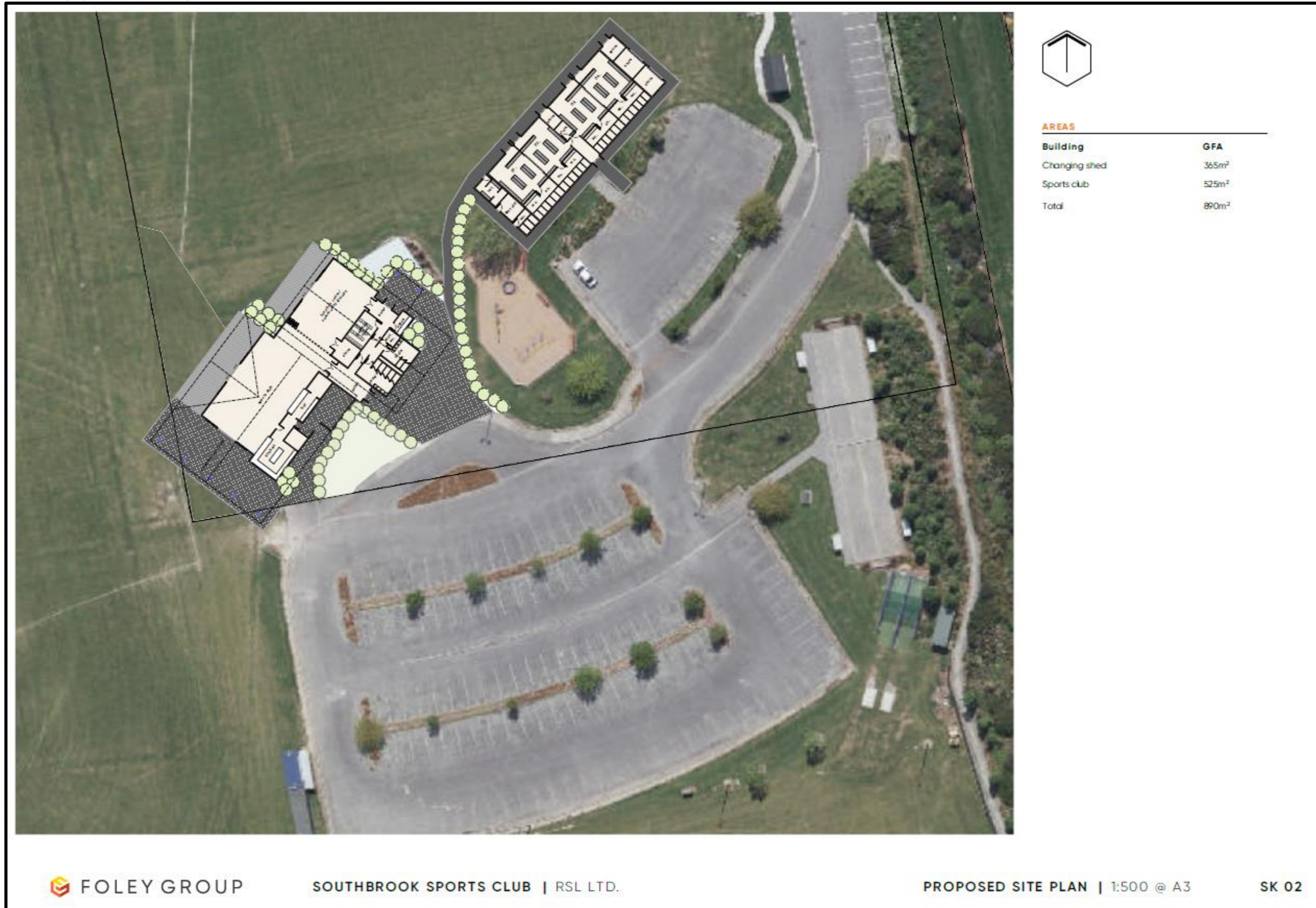


Figure 14. Preliminary Concept- Pavilion

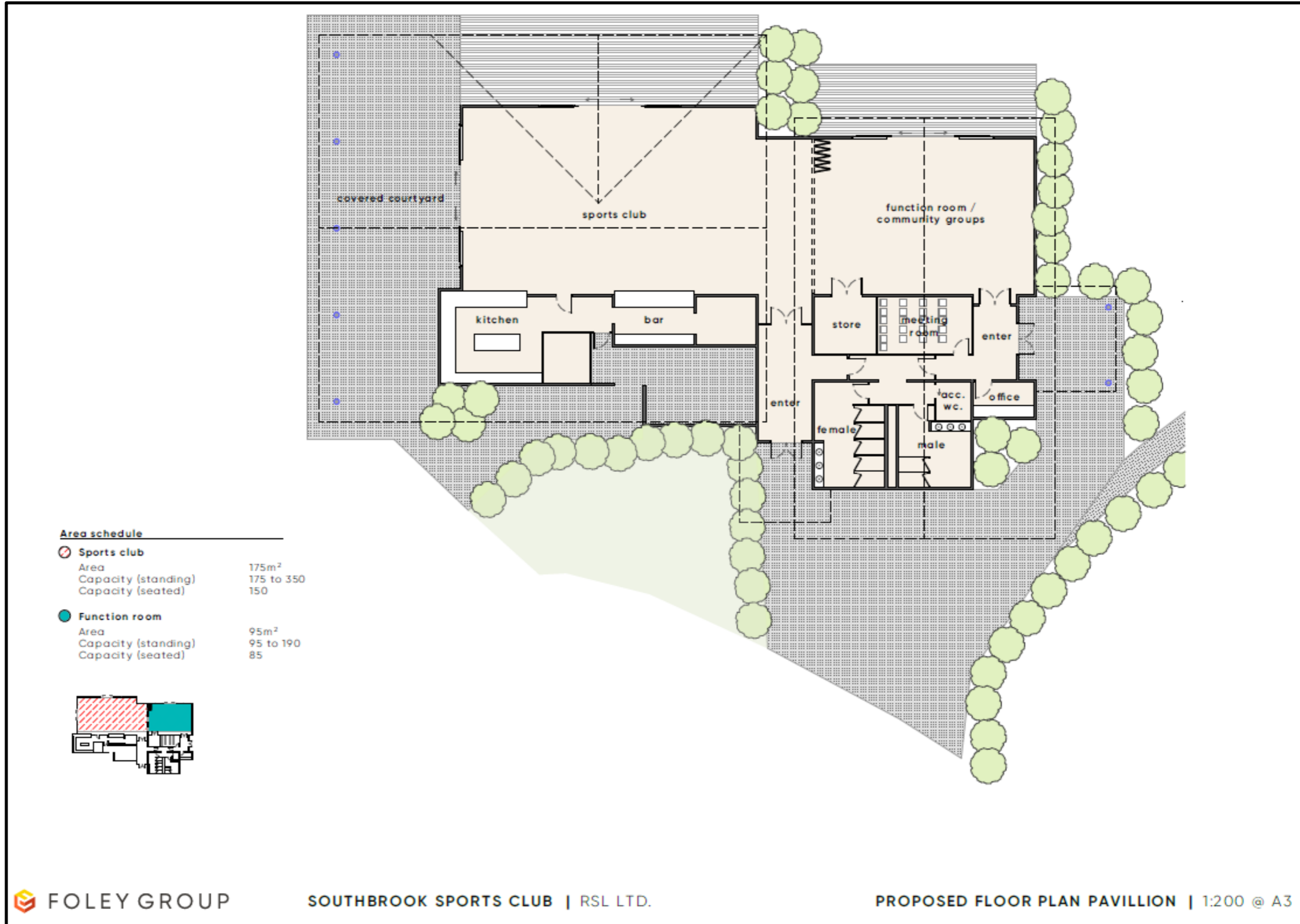
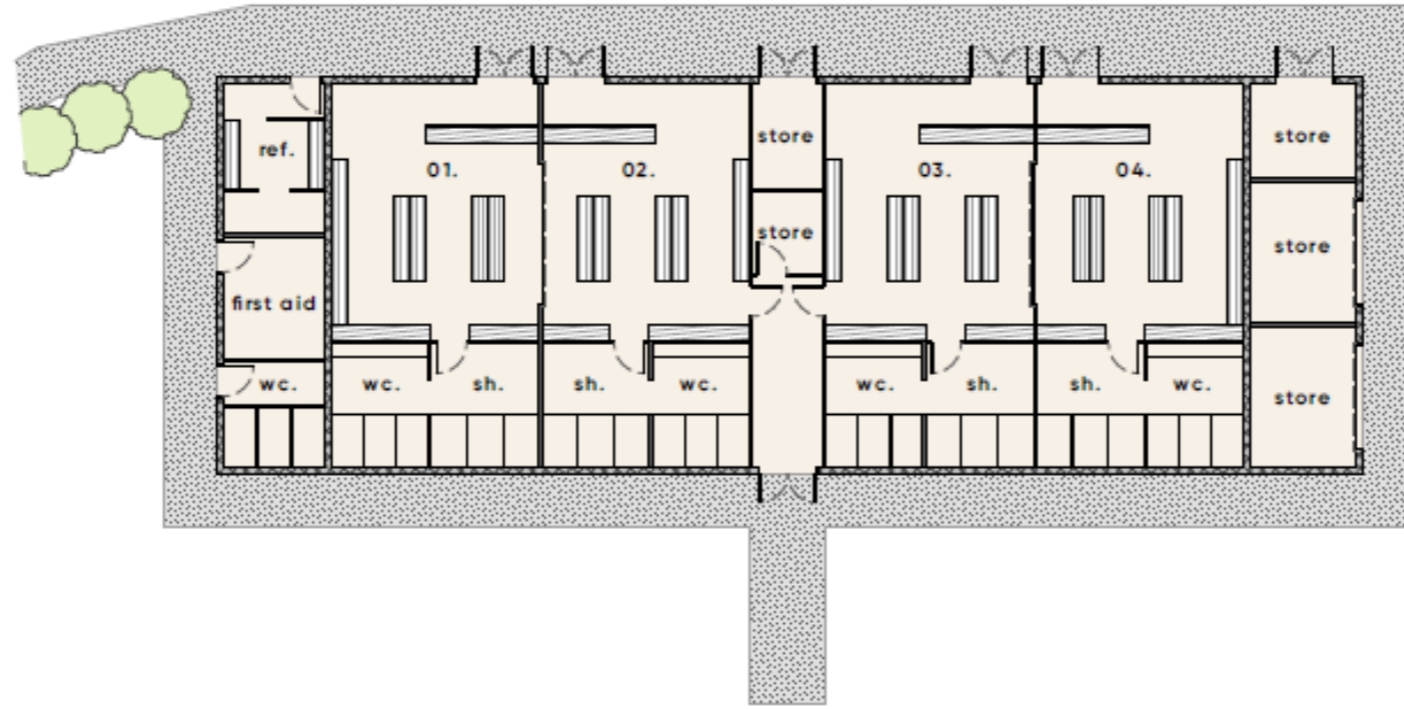


Figure 15. Preliminary Concept- Change Sheds



12. Preliminary Estimate of Costs

The preliminary concept plan has been independently professionally assessed for a preliminary estimate of cost. The estimate of cost at this stage is indicative based on building size, location, function, key assumptions and the use of a traditional procurement and construction process. This does not preclude using other methods of procurement such as a design-build process. More accurate costs would be expected to be identified at subsequent design stages.

12.1 Preliminary Estimate of Costs

The preliminary estimate for cost for demolition of the existing buildings and construction of the two new buildings is shown in Table 5. A contingency figure of 20% has been included.

Table 5. Preliminary Estimate of Costs

| Item | Cost |
|-------------------------------------|--------------------|
| Demolition of existing change rooms | \$116,000 |
| Demolition of existing pavilion | \$188,000 |
| New 4-shed change building | \$1,360,000 |
| New pavilion building | \$2,216,400 |
| TOTAL | \$3,880,400 |

The following specifications / clarifications have been made, common to both buildings –

- No work has been allowed for any changes to the existing driveway or carpark areas.
- Demolition work estimates are based on inspection of photos of the exterior only. No detailed inspection has been made. A \$15,000 provisional sum has been made for each building, for asbestos removal.
- Demolition of the change rooms includes for making good the area and sealing to match the adjacent driveway.
- Existing stormwater, sewer and electrical supply are assumed as suitable for re-use for the new buildings.
- Ground conditions are assumed as suitable for the new buildings. A shallow gravel raft has been allowed under each slab.

No allowance has been made for the following:

- Resource Consent Costs.
- Local Authority levies, other than a Building Consent.
- Design costs – Architectural, Structural, Fire Report, Geotechnical Report, Quantity Survey fees, Management fees etc.
- Fit-out such as chairs, tables, cutlery, sound system and other similar items needed to furnish the facility to a usable standard.

Full details regarding costings can be found in Appendix 3.

12.2 Options for Reducing Capital Costs

Should the SCSC or WDC wish to reduce the capital cost of the facility, two options could be considered:

1. Reduce the overall footprint of the building. The risk with this is that the building may not meet the future needs of the community – especially given the current usage of the park.

2. Reduce the level of finish. The trade-off with this would be a lower level of resistance to wear and tear, lower level of comfort for users and potentially higher repairs and maintenance costs.

12.3 Option for a 6-shed changing facility

A design for a 6-shed changing facility was prepared by the SCSC and costed in 2019 at \$799,000 (see Appendix 1). An updated capital estimate has been prepared and costed between \$1,470,600 - \$1,505,000 (see Appendix 3).

13. Capital Funding Analysis

Third party philanthropic funding may be available to assist with the capital cost of the facility.

Traditional third-party capital funders are increasingly seeking assurances around strategic context, identification of need and evidence of feasibility for community projects. If this avenue of funding is pursued, then all stakeholders in the facility will need to be well organised and unified to be successful in their approaches to funders.

It is recommended that a detailed capital fundraising plan including facility fit-out is prepared and implemented.

13.1 Southbrook Community Sport Club

The SCSC do not have funds on hand to contribute to the capital cost of the facility but are able to contribute through fundraising.

It is assumed the existing facility would be demolished as part of the development so would have no residual value to the club.

13.2 Waimakariri District Council

As with most Councils throughout New Zealand, Waimakariri District Council are the major owner and financial contributor to community and sports facilities in their community.

As a level of service, Council provides changing and toilet facilities appropriate for the level of use of sports parks. Council may opt to provide only this level of service on the park.

Council policy⁴, however, does indicate that Council sees itself having a role in the development of new sports pavilions and community facilities.

Key aspects of Council's policies include:

- Council will consider funding the aspect of the facility which is available to the public (this includes the sports codes that have an associate use of the sports ground).
- If a sports pavilion is made available for wider community use on a regular basis, then the Council may consider a contribution to meeting, kitchen or function spaces in sports pavilions.
- The level of any Council contribution considered for an externally funded facility is likely to be in proportion to the degree of general public access to the facility that is made available.

In the case of a new Southbrook Pavilion, the facility would almost wholly be available to the public via the sports codes that use the park and general community access and therefore the facility looks to meet most of Council's policy guidelines for investment.

13.3 Rata Foundation – Building Projects Fund

Rātā Foundation, formerly The Canterbury Community Trust, is the South Island's largest philanthropic funder. They cover Canterbury, Nelson, Marlborough and the Chatham Islands. Over the last three decades the Rata Foundation have assisted hundreds of organisations through grants totalling over \$474 million to help communities in need including \$363 million in Canterbury.

⁴ WDC Policy on 'Funding Assistance of Locally Owned Sportsgrounds and Community Halls' and 'Council's Role in The Provision of Community Facilities'.

The Rātā Foundation Building Projects Fund provides grants for building projects which foster community connections, increase community participation, or are of regional significance. It is likely that the proposed pavilion would meet all of the above aspects.

For applications over \$100,000, Rata Foundation request the applicant to first contact one of their Community Engagement Advisors to discuss the project and timelines.

13.4 Lottery Grants Board

Under the Gambling Act 2003, all profits from playing Lotto are used to benefit New Zealand communities. The New Zealand Lotteries Commission runs the Lottery, and the New Zealand Lottery Grants Board distributes its profits. The Department of Internal Affairs administers the funds on behalf of the Board.

There are two main avenues for Lottery Grants Board funding for facility development:

1. The Lottery Community Facilities Fund provides grants:
 - to improve or build new community facilities, or
 - for feasibility studies.

Its aim is to get more people involved in community and social activities, and to strengthen communities and bring people together by helping to develop their community facilities.

There are two rounds per year usually closing in September and March each year with decisions made in December and June respectively. Grants range from around \$10,000 - \$500,000 with an average grant of approximately \$120,000.

2. Lottery Significant Projects Fund.

The Lottery Significant Projects Fund provides grants for projects if they are of regional significance and the total cost is over \$3M. The size, scope and reach of this project would deem it unlikely to meet the criteria for the fund.

13.5 New Zealand Community Trust

NZCT is the largest funder of amateur sports participation in New Zealand. Funding is received from the proceeds of gaming machines with the vast majority (about 92 percent) of grants being distributed in the community where the funds were generated.

The NZCT has a strong focus on sport, however, also support other important causes including community groups. The majority of grants are for operational costs. There are some instances where funding has been provided for significant facility developments which are of regional or higher significance and provide evidence of broad community reach.

Grants to organisations in the Canterbury area usually range from around \$500 –\$200,000. The average grant nationally is around \$7,000.

As the NZCT is one of few organisations that make grants for operational costs, the SCSC may wish to focus on seeking operating support in the future in lieu of applying for a capital contribution.

13.6 Lion Foundation

The Lion Foundation is another funding agency that distributes funding from gaming machines across the country. The average grant is around \$8,000⁵.

The Lion Foundation grants are given to a diverse range of charitable causes in the areas of health, education, sports and community (which includes arts, culture, heritage and environment). Like NZCT, most grants are for operational costs. Again, as the Lion Foundation is one of few organisations that makes grants for operational costs, the SCSC may wish to focus on seeking operating support in the future in lieu of applying for a capital contribution.

⁵ 2019-20 financial year from the Southern Regional Grants Committee (South Island)

14. Ownership, Governance and Management

14.1 Options

There are essentially two main types of ownership and governance model for community facilities such as these:

- Community owned and managed (e.g., clubs or Trusts).
- Council owned and managed

It is often reported that increasing demands from compliance obligations and user expectations is putting volunteers of sports and community groups under more and more pressure. People are busier than ever and finding volunteers to step up is becoming harder.

Further, the increasing costs of owning and maintaining facilities – many of which are ageing and require investment, is seeing many clubs and organisations spending precious time on facility issues rather than running their club.

Because of these factors, many volunteer groups are moving away from owning and managing their own facilities. At the same time, many Councils have policies or practises in place with a preference for community assets to be owned and managed by community groups.

In some parts of the country, the local Sports Trust or other similar Trust manages (and sometimes owns) community facilities, often with financial support from the local council. Sport hubs models where multiple facilities and/or multiple clubs are run by a central organisation with paid staff are also common. In Waimakariri, the North Canterbury Sport and Recreation Trust is an established operator that already undertakes these roles across a number of facilities.

In all cases, the cost to run, maintain, repair, renew and upgrade a facility is the same, as is the desire to keep the costs of participation as low as possible. In order to balance the books, any difference between the two will need to be met by income from other sources – be that external hire income, sponsorship, philanthropic funding, Council or other sources.

14.2 Change Facility

Under the preferred option 5 identified in Section 8.3 (develop a new pavilion and change facility) and the preliminary concept plan, it is proposed that the Waimakariri District Council construct, own and manage the new change facility.

Managing the facility includes opening and closing the changing rooms, taking bookings, cleaning, re-stocking and maintaining the facility for park users.

This would require a change in the existing level of service Council provides at Southbrook Park as currently the SCSC undertakes these responsibilities at the existing changing facility. The change would also be consistent with Council Policy⁶.

14.3 Pavilion Building

SCSC or Club Ownership and Management

⁶ Council's Role in the Provision of Community Facilities

For various reasons including those outlined in section 14.1 above, the SCSC have indicated that they do not wish to continue to take on the financial risk of operating a facility. The SCSC's preference is for the facility to be owned by Waimakariri District Council and operated by Council or another organisation.

During discussions, none of the 5 affiliated clubs expressed a desire to own or manage the facility.

Waimakariri District Council Ownership and Management

In this scenario WDC would:

- Plan and construct the facility in consultation with stakeholders.
- Fund the majority of the capital cost.
- Seek third-party funding from user groups, stakeholders and philanthropic funders or the balance of the capital cost of the building.
- Retain ownership and management of the facility.
- Be responsible for all major and minor maintenance, repairs and renewals.
- Manage and operate the facility including promoting the venue, taking and co-ordinating bookings, collecting fees,
- Prepare a heads of agreement or similar document with key stakeholders (affiliated clubs) for access, fees and costs.

A Memorandum of Understanding or similar agreement would be set in place with the key park users for access and charges that reflected the needs of the organisation and any capital contribution that each entity was able to make.

The WDC would set the policies for use, take bookings and manage hire of the facility to regular and one-off users.

Waimakariri District Council currently own and operate a number of community facilities in the district and have supported the capital and operational costs of community facilities owned by others. Whether ownership and/or management of this facility is consistent with council policy and practise and what appetite for council have to own and/or operate the proposed facility will need to be tested.

North Canterbury Sport and Recreation Trust

An alternative option is for Council to work in partnership with the North Canterbury Sport and Recreation Trust (NCSRT). This could take the form of Council ownership and NCRST management or NCRST ownership and management.

The NCSRT currently own and manage a number of sporting facilities across the district and have recently taken on management of the new Mainpower Stadium. They are experienced facility operators and would bring a number of benefits to management of the facility.

Preliminary discussions with the NCSRT indicated they would be interested in further discussing the opportunity to manage the Pavilion as part of their suite of community facilities. This will require further discussion between the Council, SCSC and the NCSRT as the project progresses. Involvement of the NCSRT at the earliest stages of planning of the facility is recommended if this option was to be pursued.

14.4 Discussion

This is a preliminary analysis to give a high-level indication of the options regarding ownership and management of the facility. There is further detail that will need to be discussed and each party will bring different needs, expectations and resources to the table. These variables make it difficult to predict any further level of detail regarding agreements, leases, access or other considerations.

There are however some consistent learnings from similar facilities that have been developed around the country that stakeholders should keep in mind:

- Information is essential to good decision-making.
- The process usually takes a lot longer than expected.
- Clear and open communication and accurate record keeping is important.
- The project will need a 'champion'.
- Commitment will be required from parties at each successive stage of the process and will need to increase as the project progresses.
- Parties will need to be given enough time to consider options – particularly when faced with key decisions.
- A flexible and open approach early on will pay dividends in the end.

14.5 Preferred Option

The SCSC have expressed a preference for the facility to be owned by Council and managed by a third party e.g., the NCSRT. None of the affiliated clubs expressed a desire to own or operate the facility and no other possibilities emerged during the feasibility study.

Neither Council nor the NCSRT have had the opportunity to fully consider their position so no assumptions can be made regarding their roles in ownership or management of the facility. However, the best chance of the project moving forward rests with Council taking the significant role in leading the project and working with the other stakeholders.

15. Preliminary Business Model

This budget has been developed to reflect the current mix of affiliated clubs and potential community and private users. It is prepared for the pavilion only and does not include operation of the change facility.

The ownership and management model is yet to be finalised, so this business model has been prepared to reflect a typical situation where the facility would be owned and operated by a not-for profit group.

The Pavilion will be a significant asset for use by the organisations currently using the existing pavilion and other local community groups and private hirers. The facility is a long-term asset that requires commitment, stability and capability of management and operation. At the same time, the ability of those groups to support this facility can change relatively quickly as participation numbers rise or fall.

The following sections look at the possible users of the facility and a preliminary operating budget which relies on key assumptions.

15.1 General assumptions

In preparing this preliminary operational model the following assumptions have been made:

- The existing Pavilion and change facilities will be demolished and a new Pavilion and Change facility built on the park.
- The capital cost including fit-out of the Pavilion will be fully funded with no borrowings.
- A long-term land lease for the Pavilion footprint at a peppercorn rate will be secured from WDC.
- Priority access for those clubs currently affiliated to the SCSC and using the existing pavilion will be given for an annual base fee.
- Differential hire rates will apply for commercial and community users.
- No capital input will be received from any of the affiliated clubs in lieu of access.
- An active but cost-effective promotional budget has been included.
- Wi-Fi capability will be installed at the venue as part of the construction and fit out process.

It is recommended a full review of revenue and expenditure should occur after year one to ensure the key assumptions in this preliminary budget are correct.

15.2 Operating Revenue Assumptions

The following section outlines the assumptions that have been used to determine this budget. As these assumptions are confirmed (or otherwise) throughout the process, the budget will be able to be updated.

15.3 Revenue by Users

Affiliated clubs would be charged an annual all-in fee for their use during the year. Currently the SCSC receives around \$5,000 per annum from affiliated clubs. Provision has been made for \$10,000 to reflect the improved facility, likelihood of users accessing the facility more often and access to improved storage within the building.

Hire charges for community, private and commercial use need to reflect the significantly improved facility. They also need to be affordable for community groups and in line with charges by the North Canterbury Sport and Recreation Trust at Mainpower Stadium and other similar facilities⁷. As the major provider of community facilities in the district, WDC community facilities hire rates are relatively low and this restricts the upper limit that can be charged.

⁷ See Appendix 4.

Hire charges with regular users and those with limited ability to pay may be negotiated on a case-by-case basis. Also, if a club or community group was to contribute to the capital cost, they may negotiate a lower rental charge. Proposed hourly and day rates for each space are shown in Table 6.

Table 6. Venue Rates

| Hirer | Small meeting room | | Sports Club Area | | Function Room | |
|---|--------------------|-------|------------------|-------|---------------|-------|
| | Hour | day | Hour | day | Hour | day |
| Affiliated Clubs | - | - | - | - | - | - |
| Community | \$15 | \$50 | \$20 | \$60 | \$20 | \$60 |
| Commercial | \$40 | \$200 | \$50 | \$300 | \$50 | \$300 |
| Private Hire (e.g. Weddings, birthdays) | \$40 | \$200 | \$50 | \$300 | \$50 | \$300 |

Using the rates in Table 6 and the estimated annual use for each space plus the annual fee for affiliated clubs, Table 7 shows the total expected annual income from facility hire.

Table 7. Annual Hire levels and income

| Hirer | Number of hires per year | | | | | | Income |
|----------------------|--------------------------|------|------------------|------|---------------|-------|----------|
| | Small meeting room | | Sports Club Area | | Function Room | | |
| | Hours | days | Hours | days | Hours | days | |
| Affiliated Club Fees | - | - | - | - | - | - | \$10,000 |
| Community | 80 | 20 | 40 | 8 | 40 | 8 | \$4,760 |
| Commercial | 10 | 5 | 10 | 5 | 20 | 10 | \$7,400 |
| Private Hire | 8 | 3 | 8 | 10 | 10 | 3 | \$5,720 |
| | | | | | | Total | \$27,880 |

The total hire fees of \$27,880 is a small increase on the peak hire fees collected in the past 6 years (\$23,000 in 2016) and should be achievable with a new, multi-purpose facility.

15.4 Fundraising and Sponsorship

Naming rights to the Pavilion may be secured. However, a conservative approach should be taken when budgeting for sponsorship revenue for facilities within a provincial community. Waimakariri District Council also has a 'Naming and Sponsorship' policy for Community Facilities which will need to be followed.

An amount of \$5,000 per annum gained from a mix of naming right sponsors for the overall Pavilion and various spaces within it, plus contributors to an annual sponsorship as part of a sponsors' wall and one-off contributions.

An amount of \$2,000 for other fundraising activities throughout the year is included.

15.5 Grants

Waimakariri District Council policy provides opportunity for an annual operating grant to community organisations that provide community facilities. While this has not been confirmed by Council, provision for a grant of \$5,000 per annum has been included in the budget.

Other operational grants are available from various philanthropic organisations, but these are not generally given on a long-term basis or guaranteed from one year to the next. For the purposes of this budget, an allowance of \$2,000 per annum on average has been made to be gained through grants.

15.6 Kitchen, Bar and Servery Revenue

Provision for a net income from bar and food sales of \$35,000 has been included. This is based on recent figures from this source in the SCSC financial accounts and anticipated use of the facility.

15.7 Operating Expenditure Assumptions

The following operating expenditure assumptions were made:

- An initial Advertising (marketing and promotion) budget is included at \$3,000 for an opening event and to ensure the facility is promoted initially. A nominal amount in following years has been budgeted given the ability to use freely available social media and other networks to promote the facility.
- Cleaning is calculated at \$3,000 (an increase on current costs due to the expected higher use of the facility).
- General and Miscellaneous Expenses are included at \$3,000.
- Insurance⁸ is estimated at \$15,500.
- Power usage is budgeted at \$5,000.
- Repairs and Maintenance – As the building will be new, a small amount of \$2,000 for repairs and maintenance of the building itself due to wear and tear is budgeted. This budget item will need to be increased over time as the building ages and wear and tear increases. It is assumed that the surrounds will be maintained by WDC.
- An estimate for rates of \$6,000 is included taking into consideration the increased value of the facility but assuming no rates are payable on the leased land.
- An amount of \$1,500 for alarm monitoring and security is included.
- Staff expenses (wages for a bar manager) are included totalling \$20,000.
- Telephone internet and tolls of \$2,500 is based on current costs.
- Waste disposal is estimated at \$2,000.
- Council would lease the land for \$1 per annum (included in the miscellaneous expenditure budget figure).
- Depreciation at 2% of the value of the facility on a straight-line basis over 50 years would be \$44,328 per annum but is not included in the operational budget.

15.8 Preliminary Annual Operating Budget

Table 8 shows an indicative annual operating budget for the facility in the first year of operation based on the income and expenditure assumptions in the previous section. It shows that with a fee structure that is comparable to other facilities in the area, a small surplus of \$880 could be achieved before depreciation.

⁸ Based on 0.7% of the estimated facility build cost. Final build cost and other factors may change this amount.

Table 8. Preliminary Annual Operating Budget

| Income | |
|------------------------------------|-----------------|
| Affiliated Clubs | \$10,000 |
| Hire - Community | \$4,760 |
| Hire - Commercial | \$7,400 |
| Hire - Private | \$5,720 |
| Net Bar and Kitchen | \$35,000 |
| Sponsorship | \$5,000 |
| Grants – WDC | \$5,000 |
| Grants - Other | \$2,000 |
| Fundraising | \$2,000 |
| Total Income | \$76,880 |
| Expenditure | |
| Accident Compensation Levy | \$1,500 |
| Accountancy Fees | \$1,500 |
| Administration | \$2,500 |
| Advertising | \$3,000 |
| Bank Charges | \$500 |
| Cleaning & Laundry | \$3,000 |
| Contractors | \$500 |
| EFTPOS Charges | \$2,500 |
| General and Miscellaneous Expenses | \$3,000 |
| Insurance | \$15,500 |
| Legal Expenses | \$1,000 |
| Licences & Registrations | \$1,000 |
| Light Power & Heating | \$5,000 |
| Printing, Stamps & Stationery | \$500 |
| Rates | \$6,000 |
| Repairs & Maintenance | \$2,000 |
| Security | \$1,500 |
| Staff Expenses | \$20,000 |
| Subscriptions | \$1,000 |
| Telephone, Tolls & Internet | \$2,500 |
| Waste Disposal | \$2,000 |
| Sub Total - Operating Costs | \$76,000 |
| Surplus / Deficit | \$880 |

15.9 Five Year Budget Forecast

Table 9 shows an indicative five-year operating budget for the facility with assumptions as shown. It shows that affiliated club fees can be kept stable and across the first 4 years a small surplus can be achieved by matching potential increases in costs with increases in hire charges and bookings. A small deficit is projected in year 5.

Table 9. 5-Year Operating Budget

| Income | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Affiliated Clubs | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 |
| Hire - Community | \$4,760 | \$4,855 | \$4,952 | \$5,051 | \$5,152 |
| Hire - Commercial | \$7,400 | \$7,548 | \$7,699 | \$7,853 | \$8,010 |
| Hire - Private | \$5,720 | \$5,834 | \$5,951 | \$6,070 | \$6,192 |
| Net Bar and Kitchen | \$35,000 | \$35,700 | \$36,414 | \$37,142 | \$37,885 |
| Sponsorship | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| Grants - WDC | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| Grants - other | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 |
| Fundraising | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 |
| Total Income | \$76,880 | \$77,938 | \$79,016 | \$80,117 | \$81,239 |
| Expenditure | | | | | |
| Accident Compensation Levy | \$1,500 | \$1,500 | \$1,500 | \$1,500 | \$1,500 |
| Accountancy Fees | \$1,500 | \$1,530 | \$1,561 | \$1,592 | \$1,624 |
| Administration | \$2,500 | \$2,550 | \$2,601 | \$2,653 | \$2,706 |
| Advertising | \$3,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 |
| Bank Charges | \$500 | \$510 | \$520 | \$531 | \$541 |
| Cleaning & Laundry | \$3,000 | \$3,060 | \$3,121 | \$3,184 | \$3,247 |
| Contractors | \$500 | \$510 | \$520 | \$531 | \$541 |
| EFTPOS Charges | \$2,500 | \$2,550 | \$2,601 | \$2,653 | \$2,706 |
| General and Miscellaneous Expenses | \$3,000 | \$3,060 | \$3,121 | \$3,184 | \$3,247 |
| Insurance | \$15,500 | \$15,810 | \$16,126 | \$16,449 | \$16,778 |
| Legal Expenses | \$1,000 | \$1,020 | \$1,040 | \$1,061 | \$1,082 |
| Licences & Registrations | \$1,000 | \$1,020 | \$1,040 | \$1,061 | \$1,082 |
| Light Power & Heating | \$5,000 | \$5,100 | \$5,202 | \$5,306 | \$5,412 |
| Printing, Stamps & Stationery | \$500 | \$510 | \$520 | \$531 | \$541 |
| Rates | \$6,000 | \$6,300 | \$6,615 | \$6,946 | \$7,293 |
| Repairs & Maintenance | \$2,000 | \$2,000 | \$2,000 | \$2,200 | \$2,420 |
| Security | \$1,500 | \$1,530 | \$1,561 | \$1,592 | \$1,624 |
| Staff Expenses | \$20,000 | \$20,400 | \$20,808 | \$21,224 | \$21,649 |
| Subscriptions | \$1,000 | \$1,020 | \$1,040 | \$1,061 | \$1,082 |
| Telephone, Tolls & Internet | \$2,500 | \$2,550 | \$2,601 | \$2,653 | \$2,706 |
| Waste Disposal | \$2,000 | \$2,040 | \$2,081 | \$2,122 | \$2,165 |
| Total Expenditure | \$76,000 | \$76,570 | \$78,180 | \$80,032 | \$81,947 |
| Surplus / Deficit | \$880 | \$1,368 | \$836 | \$84 | -\$708 |

Note

Stable for period.
increase of 2% per annum
increase of 2% per annum
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initial amount then lower amount Y2-5
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average of 5% increase per annum
stable for Y1-3 then 10% increase Y4-5
increase of 2% per annum
increase of 2% per annum
increase of 2% per annum
increase of 2% per annum
increase of 2% per annum

15.10 Sensitivity Analysis

Community Facilities such as this are commonly provided at the lowest cost possible to the community. Income from commercial and private sources, fundraising, voluntary labour, grants, sponsorship and other philanthropic sources are essential to ensuring sustainability and affordability of such facilities.

With such low margins, small changes in income or expenditure can make significant differences to the viability of a facility.

A sensitivity analysis as shown in Table 10 shows what impact relatively small changes in income and expenditure can make to the financial bottom line for the proposed facility. It shows a series of scenarios if revenue or expenditure are up or down by either 10% or 25%.

The analysis shows that any unfavourable change in revenue or expenditure results in a deficit.

In order to stay within budget, the facility managers must keep a close watch on both income and expenditure against their budget.

Table 10. Sensitivity Analysis

| Revenue Scenario | Base Budget | Down 25% | Down 10% | Base | Base | Up 10% | Up 25% |
|------------------------------|-------------|-----------|----------|----------|-----------|----------|----------|
| Expenditure Scenario | Base Budget | Base | Base | Up 10% | Up 25% | Base | Base |
| | | | | | | | |
| Total Income | \$76,880 | \$57,660 | \$69,192 | \$76,880 | \$76,880 | \$84,568 | \$96,100 |
| | | | | | | | |
| Total Expenditure | \$76,000 | \$76,000 | \$76,000 | \$83,600 | \$95,000 | \$76,000 | \$76,000 |
| Net Surplus / Deficit | \$880 | -\$18,340 | -\$6,808 | -\$6,720 | -\$18,120 | \$8,568 | \$20,100 |

15.11 Operating Budget Summary

The preliminary operational model for the proposed Pavilion indicates that in a scenario where users are charged a fair price that is comparable to other community spaces in the area, the result would be small surplus in the first year of \$880.

The forecast surplus may turn to deficit if there is any more than a minor unfavourable variance in income or expenditure. Income and costs must be well tracked against budget.

An increase in the current fees paid by the affiliated clubs reflects the upgraded facilities and active promotion of the facility for use by other community groups, private and commercial users. The anticipated increase in fees is crucial to the new pavilion's viability.

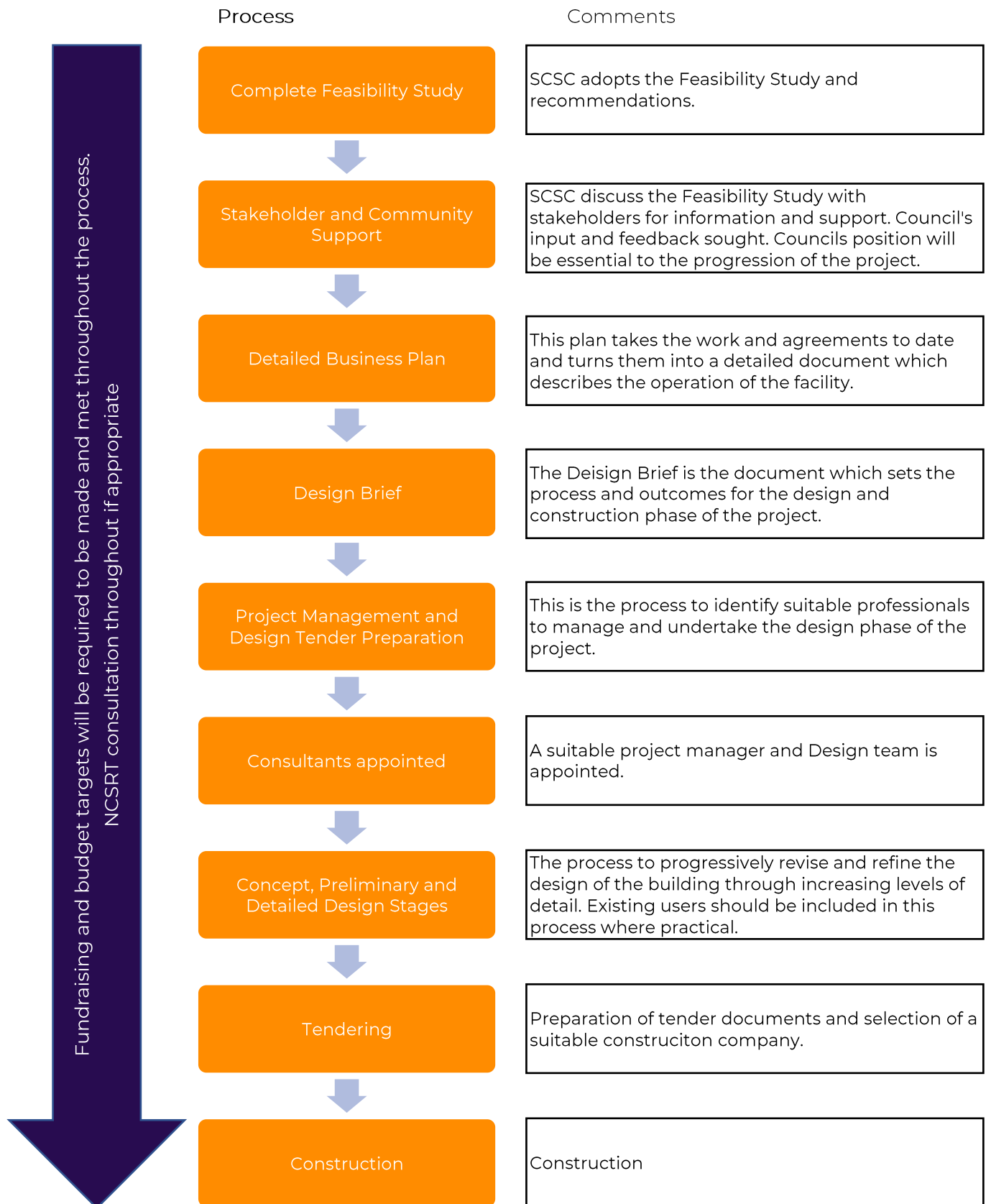
15.12 Alternative ownership options

The above analysis is based on a simple not-for-profit community/ sports group ownership and management scenario with operation managed by volunteers and a part-time bar manager. As mentioned previously, SCSC's preference is not to own or operate the facility.

Other options identified in section 14 included the North Canterbury Sport and Recreation Trust or Waimakariri District Council. Under either scenario, the assumptions made in preparing the indicative budgets would not necessarily apply.

16. Project Roadmap

A project roadmap is shown for the ensuing steps in the process.



17. Conclusions

This report has found:

- There is sufficient need for a pavilion and community facility at Southbrook Park.
- The existing pavilion and change facilities are not fit for purpose and not viable to repair or retrofit.
- Both existing facilities should be demolished.
- A new pavilion and change facility should be constructed.
- The best location for both facilities is on or near the existing pavilion building site.
- The facilities should broadly include the components outlined in the preliminary schedule of spaces in section 10 and 11 of this report.
- An indicative cost for a new pavilion is \$2,216,400 plus \$1,360,000 for a 4-shed change facility. Demolition costs are estimated to be \$188,000 for the existing pavilion and \$116,000 for the existing change building.
- It is assumed that Waimakariri District Council will construct the change facility in line with their current policy and practise of providing change and toilet facilities for park users.
- The Southbrook Community Sports Club has very little in reserves to fund the capital cost of the pavilion but is willing and able to assist in fundraising for the facility.
- An initial analysis of the financial operation of a proposed pavilion shows that the pavilion could be financially self-sustaining before accounting for depreciation.
- The Southbrook Community Sports Clubs' preference is for the pavilion to be owned by Waimakariri District Council and managed by a third party. None of the clubs affiliated to the SCSC were interested in owning or managing the facility,
- Waimakariri District Council have historically supported provision of sporting and community facilities but whether council would consider owning and/or managing the facility will need to be tested.
- Preliminary discussions with the NCSRT indicated they would be interested in further discussing the opportunity to manage the Pavilion as part of their suite of community facilities.
- The best chance of the project moving forward rests with Council taking the significant role in leading the project and working with the other stakeholders.

18. Recommendations

It is recommended that:

1. The Southbrook Community Sports Club adopts this Feasibility Study.
2. This report is provided to Waimakariri District Council for their consideration.
3. The existing pavilion and change facilities on Southbrook Park are deconstructed and a new change facility and pavilion are constructed on or near the site of the existing pavilion.
4. The new facilities broadly contain the spaces as outlined in the preliminary schedule of spaces in this report.
5. Waimakariri District Council takes the lead and works with the SCSC, affiliated clubs, NCRST and other stakeholders to progress the project.

19. Appendix

Appendix 1. Existing Pavilion and Change facility renovation estimates

| Pavilion/Club Rooms - Ground Floor and General (not a comprehensive list) | | | |
|---|---|----------|---------------------|
| | | PRIORITY | Approx. Cost \$ |
| 1 | Curtains and rails - Repair and replace | High | 9,500.00 |
| 2 | Window latches Repair and replace | High | 3,200.00 |
| 3 | Plasterboard (entry toilet wall, balcony door surround.) Repair | High | 1,850.00 |
| 4 | Window safety stick-on visibility markers - Install | High | 800.00 |
| 5 | Ground west glass door plasterboard - repair | High | 950.00 |
| 6 | Stage – box units – Repair carpet covers | High | 900.00 |
| 7 | Kitchen servery bench – widen to 500mm | High | 1,400.00 |
| 8 | Kitchen servery three pie warmers – relocate & lower shelves | High | 850.00 |
| 9 | Kitchen servery – Bain Marie –replace with heat lamps | High | 750.00 |
| 10 | Bar – remove bowser tap units and repair bench top | High | 750.00 |
| 11 | Bar – back room floor drain clear blockage | High | 800.00 |
| 12 | Bar – power and network cable “birds nest” sort out | High | 900.00 |
| 13 | Re-secure Paving Stones around terraces | High | 750.00 |
| 14 | Replace stolen retaining blocks | High | 900.00 |
| 15 | Interior walls and ceilings in whole building – Repaint | High | 29,000.00 |
| 16 | Pedestrian area windows various - replace with safety glass | High | 39,000.00 |
| 17 | Heat Pumps – whole building – Install | Medium | 76,000.00 |
| 18 | Log burner and fireplace area – Remove and reinstate | Medium | 12,000.00 |
| 19 | Radiant heaters – whole building – Remove and reinstate | Medium | 3,500.00 |
| 20 | Downstairs toilets repair, redecorate and tidy up plumbing | Medium | 4,500.00 |
| 21 | Ground front glass doors (x2) Replace double glazing | Medium | 26,000.00 |
| 22 | Kitchen servery – replace freezers vertical doors | Medium | 4,000.00 |
| 23 | Kitchen – revise layout: deep fryers, dump debonair freezer | Medium | 3,500.00 |
| 24 | Bar – replace servery doors / increase security | Medium | 4,200.00 |
| 25 | Exterior walls and joinery of whole building – Repaint | Low | 77,000.00 |
| 26 | Curtains, hooks and rails – Replace | Low | 14,000.00 |
| 27 | Increase carpet area and leave small dance area – Install | Low | 12,500.00 |
| 28 | Contingencies and other minor issues | Low | 32,000.00 |
| Ground Floor and General Sub-total | | | \$361,500.00 |
| Sub-total for High Priority | | | \$92,300.00 |
| Sub-total for Medium Priority | | | \$133,700.00 |
| Sub-total for Low Priority | | | \$135,500.00 |

| Pavilion/Club Rooms - First Floor and General (not a comprehensive list) | | | |
|---|---|-----------------|------------------------|
| | | PRIORITY | Approx. Cost \$ |
| 1 | Balcony underneath – exterior lights | High | 2,000.00 |
| 2 | Balcony – bird protectors in rafters | High | 1,800.00 |
| 3 | Committee Room – Heat Pump – repair / re-gas | High | 400.00 |
| 4 | Committee Room chairs / tables | High | 2,500.00 |
| 5 | Replacement computer and printer | High | |
| 6 | Central and entrance lights - replace | Medium | 6,000.00 |
| 7 | Upstairs canteen – convert to storage room remove utilities | Medium | 2,800.00 |
| Ground Floor and General Sub-total | | | \$15,500.00 |
| Sub-total for High Priority | | | \$6,700.00 |
| Sub-total for Medium Priority | | | \$8,800.00 |
| Sub-total for Low Priority | | | \$0.00 |
| Total of Pavilion Upgrades Upper and Lower Floors | | | \$377,000.00 |
| Sub-total for High Priority | | | \$99,000.00 |
| Sub-total for Medium Priority | | | \$142,500.00 |
| Sub-total for Low Priority | | | \$135,500.00 |

Old 1980's clubhouse / change rooms options (not a comprehensive list)

| (A) Preferred Option - New build | PRIORITY | Approx. Cost \$ |
|--|-----------------|------------------------|
| SCSC and WDC – To replace (with six changing rooms) - single level building to be located on east side of main pavilion 10x20=200 sqm. No replacement usable area. | High | 799,000.00 |
| (B) Alternate Option - Rebuild | PRIORITY | Approx. Cost \$ |
| Upgrade existing rooms on east boundary to modern standards – six changing rooms - (on current footprint (10x15=150sqm, 2nd storey useable area 100 sqm) | Medium | 510,000.00 |

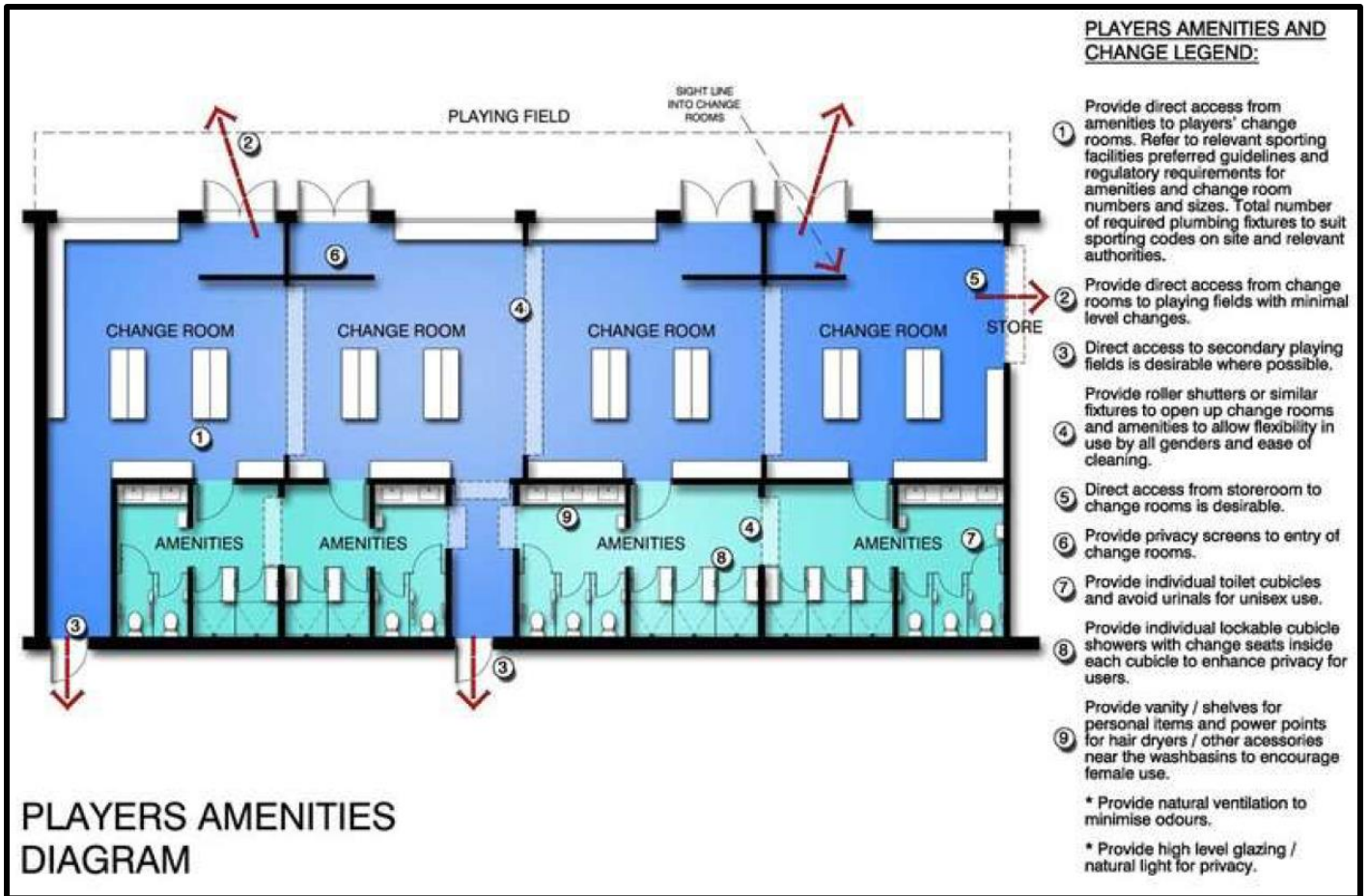
Preliminary or indicative project costs:-

| Item | New Build. Cost \$ | Rebuild Cost \$ |
|---|---------------------------|------------------------|
| Prelim, Design, Building Consents etc | 45,000.00 | 45,000.00 |
| Site preparation & set up | 15,000.00 | 15,000.00 |
| Demolition, waste disposal (part for rebuild) | 35,000.00 | 35,000.00 |
| Foundations | 95,000.00 | 15,000.00 |
| Build cost | 350,000.00 | 203,000.00 |
| Plumbing, water supply etc | 35,000.00 | 27,000.00 |
| Electrical etc | 35,000.00 | 22,000.00 |
| Drainage | 25,000.00 | 17,000.00 |
| Fitout, seats, doors, cupboards | 42,000.00 | 35,000.00 |
| Floor coverings, window dressings, etc | 40,000.00 | 32,000.00 |
| Painting | 20,000.00 | 22,000.00 |
| Contingency | 62,000.00 | 42,000.00 |
| Estimated TOTAL (excl GST) | \$799,000.00 | \$510,000.00 |

c. Equipment Storage Container Sheds

| Equipment / Field Posts etc | PRIORITY | Approx. Cost \$ |
|--|-----------------|------------------------|
| Replace Containers – consider a storage unit extension to new change rooms (?) | Low | 110,000.00 |

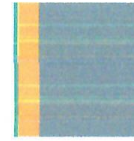
Appendix 2. Active Auckland Rugby Facilities Plan Indicative Change Room Layout



Appendix 3. Preliminary Cost Estimate

prestidgeQS Ltd

Quantity Surveying // Construction Economics



November 30, 2021

Kevin Collier,
RSL Consultancy

Email – kevin@rslc.nz

Dear Kevin,

Re – Southbrook Sports Club Pavillion and 4 and 6 bay Changing Sheds

Thank you for the opportunity to provide the build cost estimate for the above proposed project.

Based on the Foley Group preliminary plans SK 01 – 4, dated 1 October 2021, and six bay Change Room sketches SK 01 – 05 dated 12 June 2020, we offer the following estimates for consideration. These are to be read in conjunction with the notes below.

TOTAL ESTIMATE

| | |
|---|---------------------------|
| - Demolition of existing Pavillion Building | - \$ 188,000.00 |
| - New Pavillion Building | - \$ 2,216,400.00 |
| - Demolition of existing Change rooms | - \$ <u>116,000.00</u> |
| - TOTAL for Pavillion & Demolition | -, \$ 2,520,400.00 |

ADD Change Room option

| | |
|-------------------------------------|-------------------|
| - New 4 bay Changing Shed Building | - \$ 1,360,000.00 |
| - New 6 bay Changing shed, option 1 | - \$ 1,470,600.00 |
| - New 6 bay Changing Shed, option 2 | - \$ 1,505,000.00 |

Post 131 Daniels Rd. RD1, Timaru ph (03) 684 8401 email bpqs@xtra.co.nz



These Estimates are broken down as follows

Demolition of Old Pavillion

| | |
|---|-------------------------------------|
| - Demolition costs | - \$ 136,000.00 |
| - Prime Cost Sum for Demolition Consent | - \$ 5,000.00 |
| - Provisional Sum for Asbestos treatment | - \$ 15,000.00 |
| - Contingency Sum (20%) | <u>- \$ 32,000.00</u> |
| - TOTAL for Old Pavillion Demolition | <u>- \$ 188,000.00</u> + GST |

New Pavillion Construction

| | |
|---|---------------------------------------|
| - Building Works Estimate | - \$1,799,400.00 |
| - PC Sum for supply of Bar and Kitchen appliances | - \$ 25,000.00 |
| - Provisional Sum for Fire Alarms | - \$ 10,000.00 |
| - PC Sum for Building Consent | - \$ 12,000.00 |
| - Contingency Sum (20%) | <u>- \$ 370,000.00</u> |
| - TOTAL Build Cost Estimate for Pavillion | <u>- \$ 2,216,400.00</u> + GST |

Demolition of old Change Rooms

| | |
|---|-------------------------------------|
| - Demolition costs | - \$ 58,000.00 |
| - Site Re-instatement | - \$ 19,000.00 |
| - Prime Cost Sum for Demolition Consent | - \$ 4,000.00 |
| - Provisional Sum for Asbestos treatment | - \$ 15,000.00 |
| - Contingency Sum (20%) | <u>- \$ 20,000.00</u> |
| - TOTAL for Old Pavillion Demolition | <u>- \$ 116,000.00</u> + GST |

New 4 Bay Changing Shed

| | |
|--|---------------------------------------|
| - Building works Estimate | - \$ 1,100,000.00 |
| - PC Sum for Building Consent | - \$ 8,000.00 |
| - Provisional Sum for Water Heating System | - \$ 10,000.00 |
| - Provisional Sum for Heating | - \$ 15,000.00 |
| - Contingency Sum (20%) | <u>- \$ 227,000.00</u> |
| - TOTAL ESTIMATE, Changing Shed | <u>- \$ 1,360,000.00</u> + GST |



New 6 Bay Changing Shed, Option 1

| | |
|--|--------------------------------|
| - Building works Estimate | - \$ 1,180,600.00 |
| - PC Sum for Building Consent | - \$ 9,000.00 |
| - Provisional Sum for Water Heating System | - \$ 15,000.00 |
| - Provisional Sum for Heating | - \$ 20,000.00 |
| - Contingency Sum (20%) | <u>- \$ 246,000.00</u> |
| - TOTAL ESTIMATE, Changing Shed | - \$ 1,470,600.00 + GST |

New 6 Bay Changing Shed, Option 2

| | |
|--|--------------------------------|
| - Building works Estimate | - \$ 1,210,000.00 |
| - PC Sum for Building Consent | - \$ 9,000.00 |
| - Provisional Sum for Water Heating System | - \$ 15,000.00 |
| - Provisional Sum for Heating | - \$ 20,000.00 |
| - Contingency Sum (20%) | <u>- \$ 251,000.00</u> |
| - TOTAL ESTIMATE, Changing Shed | - \$ 1,505,000.00 + GST |

The following specifications / clarifications have been made, common to both buildings –

- No work allowed to the existing driveway or carpark areas
- Demolition works estimates are based on inspection of photos of the exterior only. No detailed inspection has been made. A \$15,000 Provisional Sum has been made for each building, for Asbestos removal.
- Demolition of the Change Rooms includes for making good the area and sealing to match the adjacent driveway.
- Existing stormwater, sewer and electrical supply are assumed as suitable for re-use for the new buildings.
- Ground conditions are assumed as suitable for the new buildings. A shallow gravel raft has been allowed under each slab
- A Contingency Sum of 20% has been allowed on the Project



We have NOT allowed for the following –

- Resource Consent Costs
- Local Authority levies, other than a Building Consent
- Design costs – Architectural, Structural, Fire Report, Geotechnical Report, Quantity Survey fees, Management fees etc

PAVILLION SPECIFICATION AND NOTES –

- Concrete floor slab, 3m stud height timber framed walls and timber truss roofs. Some Steelwork allowed to support the room divider door and the large over-hanging eaves.
- Exterior, including gables, clad with a Rockcote type plaster system
- Internal walls and ceilings lined with 13mm Gibboard, stopped and painted. Linings are upgraded to Aqualine in the toilet areas, and a hygiene type wall lining in the kitchen area.
- Walls and ceilings are insulated
- Double glazed aluminium windows and doors allowed to the exterior
- Internal doors solid core, prehung
- Folding door between Sports and Function areas allowed as an acoustic door.
- Heat pumps allowed in the Sports club, Function area, Meeting Room and Office
- Joinery to kitchen, bar, office and vanities allowed for, to a good standard
- 3m x3m coolroom allowed in kitchen area
- Plumbing fittings, hardware etc allowed as good quality “residential” type
- Paving areas around the building allowed as concrete.
- Soffits allowed as 6mm Hardies, painted

FOUR BAY CHANGING SHED SPECIFICATION AND NOTES –

- 125mm concrete slab to building, with 200mm concrete block walls to exterior, and internal walls as shown. 2.7m stud height allowed. Timber truss gable roof



with 0.55mm Colorsteel roofing. External walls to have a Rockcote type plaster finish.

- Internal framed walls allowed with 9mm H3.2 ply lining with 6mm Villaboard overlay and Glazed Situflex coating to all Change areas, toilets and showers. Referee room, First Aid and Store areas allowed as painted Plywood walls.
- Floor allowed as Terraflake type floor coating to Change areas, toilets and showers, with epoxy paint to Referee, First Aid and store areas.
- Ceilings allowed as 12mm plywood, painted with enamel, throughout
- External doors allowed as aluminium framed, solid panel doors with glazed top light.
- 600x600 windows allowed at each shower / WC cubicle
- Internal doors allowed as timber framed, solid core leaves.
- Roller doors to stores allowed as manual operated industrial type.
- Openings between the change areas allowed to have a manual operated roller door to separate the two change areas.
- Timber seating allowed as 90x45 slats (4 per seat) on galvanized steel brackets
- Plumbing fittings allowed as "heavy duty vandal resistant" to public toilets, "medium duty" to change room wc's and showers, and "light duty" to Referee's room.
- Hand basin allowed in First Aid Room
- Toilet and shower allowed in Referee room

SIX BAY CHANGING SHED SPECIFICATION AND NOTES –

- 125mm concrete slab to building, with 200mm concrete block walls to exterior, and internal walls as shown. Timber truss gable roof with 0.55mm Colorsteel roofing. External walls to have a Rockcote type plaster finish.
- Soffits to courtyards and walkways is 6mm Hardies, painted
- Internal block walls allowed with Glazed Situflex coating to all areas
- Floor allowed as Terraflake type floor coating to Change areas, toilets and showers, with epoxy paint to Referee, First Aid and store areas.
- Ceilings allowed as 12mm plywood, painted with enamel, throughout
- External and internal doors allowed as aluminium framed, solid panel doors with glazed top light.
- 600mm high windows allowed Referee Room and Change Rooms 1-4, length as shown



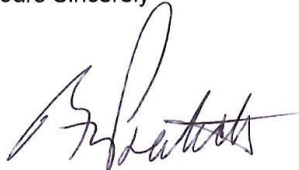
- Timber seating allowed as 90x45 slats (4 per seat) on galvanized steel brackets
- Plumbing fittings allowed as "heavy duty vandal resistant" to public toilets, "medium duty" to change room wc's and showers, and "light duty" to Referee's room.
- We note there are more showers in the Changerooms, but no toilets within each Change area.
- Hand basin allowed in First Aid Room
- Toilet and shower allowed in Referee room

SIX BAY CHANGE / PAVILLION CONNECTION

- The original Covered Courtyard area to the Pavillion changes in size with the two options for the Six bay Change rooms. The original cost of the Pavillion is left unchanged, and only the additional area of Covered Ciurtyard has been included with the Change Room Estimate (as follows)
- OPTION 1 – Covered Courtyard area to the front of the Change Rooms is 50m2 larger than the area of Pavillion, so the Option 1 price only allows for the extra 50m2 area (not the full 165m2 as shown on SK 02
- OPTION 2 – The 7m extension to the Pavillion Covered Courtyard is included with the Change Room Estimate

We trust the above is self-explanatory, but please feel free to contact the undersigned for any further information.

Yours Sincerely



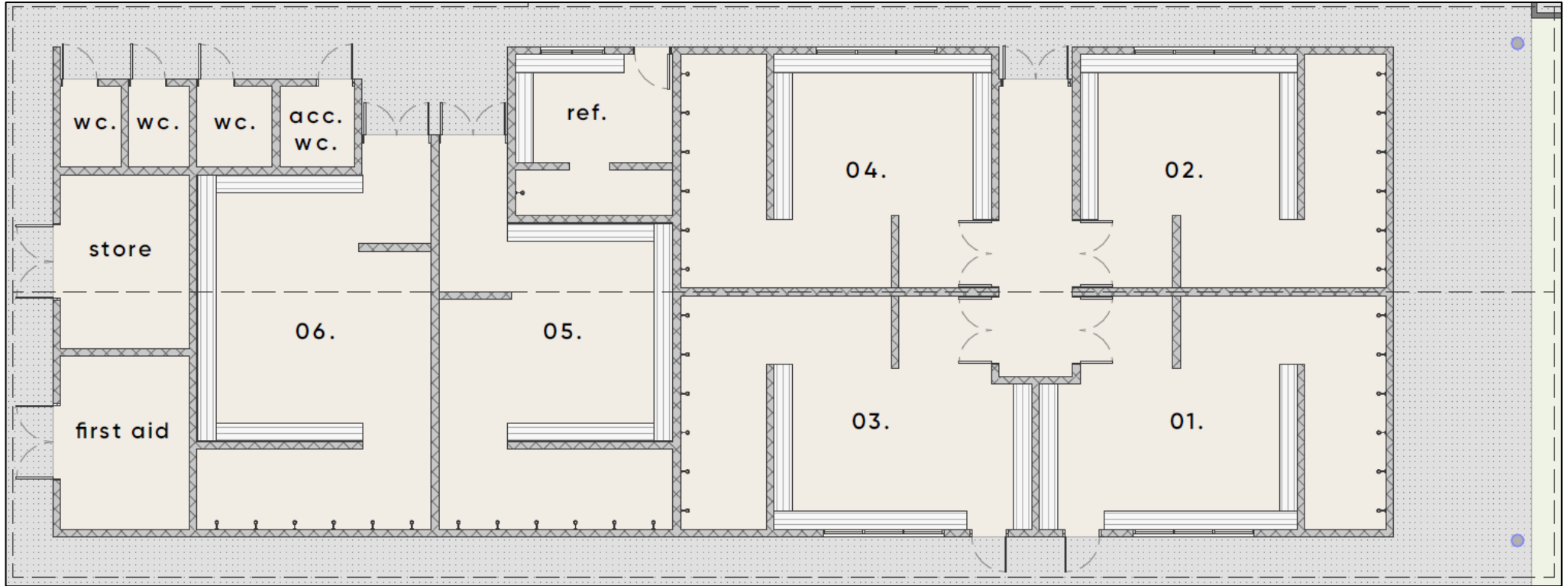
Bryan Prestidge, MNZIQS, Reg. QS
Managing Director



Appendix 4. Existing Community Venue Hire Rates

| Venue | Community | Commercial |
|--|--------------|-------------------------------|
| Southbrook Pavilion | \$100 / hire | \$350 half day \$500 full day |
| Kaiapoi Community Centre – Mill Room | \$10.60 / hr | \$30.47 / hr |
| Dudley Park Pavilion | \$10.60 / hr | \$30.47 / hr |
| Pegasus Community Centre – Big Room | \$10.60 / hr | \$30.47 / hr |
| Pegasus Community Centre – Todd Room | \$10.60 / hr | \$30.47 / hr |
| Rangiora War Memorial Hall | \$10.60 / hr | \$30.47 / hr |
| Woodend Community Centre – MR A | \$10.60 / hr | \$30.47 / hr |
| Woodend Community Centre – MR B | \$10.60 / hr | \$30.47 / hr |
| Ruataniwha Kaiapoi Civic Centre MR1 | \$21.19 / hr | \$30.47 / hr |
| Ruataniwha Kaiapoi Civic Centre MR2 | \$21.19 / hr | \$21.19 / hr |
| Rangiora Town Hall Green Room | \$24.37 / hr | \$24.37 / hr |
| Rangiora Town Hall Studios 1-4 | \$24.37 / hr | \$24.37 / hr |
| Rangiora Town Hall Function Room | \$60.94 / hr | \$60.94 / hr |
| Mainpower Stadium – Room hire | \$20/hr | \$40/hr |
| Mainpower Stadium – Full Conference Room | \$40/hr | \$65/hr |

Appendix 5. 6-shed Change Facility Option



WAIMAKARIRI DISTRICT COUNCIL**REPORT FOR INFORMATION**

FILE NO and TRIM NO: GOV-01-04 / CMS-09-10-02 / 220308033266

REPORT TO: COMMUNITY AND RECREATION COMMITTEE

DATE OF MEETING: 15 March 2022

AUTHOR(S): Tessa Sturley – Community Team Manager

SUBJECT: COVID-19 SOCIAL RECOVERY UPDATE

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



Department Manager



Chief Executive

1. SUMMARY

- 1.1 This report provides an overview of Community Team activity, related to the key 'project' areas, for COVID-19 social recovery - August 2021 to February 2022.
- 1.2 Such activity aligns with the delivery of the Waimakariri Community Development Strategy 2015 – 2025 and COVID-19 Recovery Strategy, 2020.
- 1.3 Some of the activity detailed in this report relates directly to business as usual for the Community Team. However several key projects have emerged that have the potential to significantly impact on the social recovery and enduring reliance, empowerment and wellbeing of local residents. These are:
- Food security
 - 'Next Steps' support and information website and facilitation
 - Planning toward the establishment of a community hub that will serve as a means to connect, educate and empower the community in the post-COVID environment.
- 1.4 Funder support for these projects has been significant. Key funders such as DIA, MSD and Rata Foundation continue to endorse these initiatives and the well planned, collaborative approach to their development.
- 1.5 This report details progress on these and more general COVID-recovery priorities building on the work that began in early 2020, just prior to nation-wide lockdowns.
- 1.6 Collaboration will be the key to the success of our District's Recovery. This report details effort to identify and address gaps in this area.

Attachments:

- i. Food Secure North Canterbury February Report to MSD. (Trim # 220308033260)

2. **RECOMMENDATION**

THAT the Community and Recreation committee:

- (a) **Receives** report No. 220308033266
- (b) **Notes** the evidence-based, collaborative approach applied to the facilitation of social recovery from COVID-19.
- (c) **Notes** that, while some of this work sits under existing portfolios, several key projects have arisen, requiring additional staff resource. These include Food Security, the Kaiapoi Community Hub, support for the newly unemployed and the establishment of the 'Next Steps' website, including the acquisition of funding for its development, promotion and maintenance.
- (d) **Notes** that, with central government's significant financial contribution; and the collaborative approach, sound governance and planning applied to date, key funders, including Rata Foundation and Department of Internal Affairs (DIA) have expressed significant interest in supporting the further development of the Food Security and associated community hub projects.
- (e) **Notes** that recent feedback from MSD related to the attached Food Secure North Canterbury report has been extremely favourable.
- (f) **Notes** that, with adequate community development provision and an increasingly across-portfolio approach, staff have maintained appropriate levels of service and the ability to respond to emerging issues and opportunities, in line with community-identified priorities.

3. **BACKGROUND**

3.1. Evidence to Inform Social Recovery from COVID-19

- 3.1.1. Various local stakeholders and key networks, particularly Social Services Waimakariri, Waimakariri Health Advisory Group, Violence Free North Canterbury, local iwi, schools and the Age Friendly Steering Group, have been crucial in informing and affecting timely and appropriate responses to emerging COVID-related issues.
- 3.1.2. Community Team staff have facilitated these networks to gather evidence from across the various sectors in our community on the impact of the COVID-19.
- 3.1.3. Over and above these networks, Community Team staff have pulled together a COVID-specific welfare committee, comprised of a broader range stakeholders to provide wider intelligence regarding local and regional agency responses, as well as issues and opportunities arising from the evolving COVID crisis.
- 3.1.4. Two key pieces of such evidence have been the Social and Community Sector Survey, and the COVID-19 Social Recovery Planning Forum. Both directly informed planning for social recovery in the Waimakariri District, alongside the evidence base that informs the broader work of the Community Team and the networks that it facilitates.
- 3.1.5. In terms of best practice response, evidence from early national research, identified the need for increased collaboration between groups and organisations. As a result, in partnership with Social Services Waimakariri, Community Team staff coordinated a community-wide collaboration forum. The forum was funded by Rata Foundation and facilitated by Trish Hall from Thought Partners in

Wellington. Its aim was to broaden the community-wide collaborative response to COVID Recovery, bringing new community partners to the collaboration table,

- 3.2. Social Recovery activities relate to the six key social recovery topics/projects outlined in the Waimakariri COVID-19 Recovery Strategy. These are, projects number: activities relate to the six key social recovery topics/projects outlined in the Waimakariri COVID-19 Recovery Strategy. These are, projects number:

- 16: Develop and Monitor Programme Implementation
- 17: Social and Health Sector Support
- 18: Increased Community Development
- 19: Increased support for local Community, Voluntary & Recreation Sectors
- 20: Local, Regional and National Health Sector liaison
- 21: Enhanced Migrant Assistance and Support

- 3.3. Some of this work incorporates business as usual for the Community Team. However a number of key projects have emerged that have the potential to significantly impact on the social recovery and enduring reliance, empowerment and wellbeing of local residents. These key projects are:

- 'Next Steps' support and information website and facilitation
- Food Security
- Planning toward the establishment of a community hub that will serve as a means to connect, educate and empower the community in the post-COVID environment.

- 3.4. These three initiatives are the largest pieces of work in social recovery, not fitting with 'business as usual' for the Community Team. They are all medium to long-term projects that have necessitated additional staff resource for facilitation. With such provision in place we have been able to ensure that mainstream community development provision could be retained to meet the objectives of both the social recovery and community development strategies, whilst enabling staff to respond to emerging issues in our evolving communities

- 3.5. As we enter our third year in the pandemic environment, staff continue to work with key community partners to identify and respond effectively to emerging issues affecting local residents, business and organisations. This is achieved through our various networks, as detailed above and through the standing up of 'as-needed' working groups for specific issues. E.g. Support for residents in SIQ. (Self-Imposed Quarantine)

4. ISSUES AND OPTIONS

- 4.1. The tables on the following pages, detail Community Team-facilitated activity in relation to key issues and opportunities, as identified by the community as being relevant to the social recovery of our community from COVID-19. This covers the period from August 2020 to early March 2022.
- 4.2. These activities relate to the six key social recovery topics/project areas outlined in the draft Waimakariri COVID-19 Recovery Strategy, as detailed in 3.2, above.

| ISSUE | Draft COVID Recovery Strategy 'Project' Area | COMMUNITY TEAM INITIAL RESPONSE (August 2021 to February 2022, inclusive)) | PARTNERS/MECHANISM |
|---|--|--|--|
| 4.3.1: Informing and Planning Psychosocial Recovery Planning | 16,17,18,19, 20 and 21 | <ul style="list-style-type: none"> Facilitation of meetings of broader-based COVID-19 Welfare Committee as necessary to respond to the evolving COVID response. E.g. Move to the Traffic Light framework and Community-based SIQ. Ongoing facilitation of the various existing networks across the District that identify and respond to local issues and opportunities. Facilitation and establishment of a local welfare response triage for SIQ, including framework, delivery model and after hours rostering. Facilitation of broad dissemination of COVID-19 information to the community Active involvement in COVID 19 rural response hui, specifically aimed at facilitating support for rural and lifestyle block providers and clarifying guidelines for farming practice in line with COVID-19 mandates. Active involvement in discussions with CDHB around triaging and supporting our more vulnerable residents with the health response to SIQ. E.g. Supporting motor camps | Social Services Waimakariri Waimakariri Health Advisory Group Ministry of Social Development Migrants and Newcomers Group Age-friendly Steering Group Violence Free North Canterbury Te Rūnanga o Ngāi Tūāhuriri Various Council Departments CDHB Rural Support Networks Maori social and health providers |
| 4.3.2: Support for the Newly Unemployed | 17, 18 and 25 | <ul style="list-style-type: none"> Preparation and dissemination of easily accessible information about community supports available to those financially impacted by COVID -19, including an online information resource. "Getting Advice Shows Strength." Support for the engagement of Community Connector as a first step in the development of the On Track website project Facilitation and Co-design for an 'On Track' website, where people can access the information and support that they need to help them through the challenges presented by the current climate. | Work and Income, Social Services Waimakariri, Immigration NZ, Ministry of Social Development |

| | | | |
|---|----|---|---|
| 4.3.3: Food Security | 18 | <ul style="list-style-type: none"> • Support for the growth, promotion and contract reporting for the wider food security project. (See attachment i) • Brand development, governance and process establishment support for Food Secure North Canterbury • Community engagement around the planned Kaiapoi Community Hub • Facilitation of Terms of Reference and initial governance planning for the Kaiapoi Community Hub user group. • Initial drafting of the Trust Deed for the Hub establishment. • Support for Kaiapoi Men's Shed to relocate into temporary premises, prior to completion of the hub site enabling works. | <p>Food bank collaborative Schools Churches Kaiapoi Mens Shed and Croquet Food Forest Eco-educate Existing Community Gardens Social Service Providers Satisfy Food Rescue</p> |
| 4.3.4 Social Isolation | 18 | <ul style="list-style-type: none"> • Assisted Neighbourhood Support to increase their capacity and capability; and to apply more of a Community Development approach to their role in Neighbourhoods • Continuation of the Welcome Bag initiative, rolled out across schools, libraries, services centres, Real Estate Agencies and through developers in new subdivisions • Ongoing promotion of social activities in the Waimakariri and dissemination of appropriate information via libraries and Citizens' Advice Bureau • Support for the establishment of a social and activities network for local migrants and a rebranding to GLOW (Global Locals of Waimakariri) • Facilitation of direct links for some of our more vulnerable residents, with community support and social networks, like Hope Trust and Person to Person Help Trust. • Facilitation of across-Council input into a review of the Waimakariri Accessibility Strategy • Facilitation of capacity building and planning for the Waimakariri Access Group to ensure its active role in raising awareness and taking action to ensure a more accessible, in in turn, inclusive, District. | <p>Social Services Waimakariri Mental Health Working Party Waimakariri Health Advisory Group Migrants and Newcomers Group</p> |
| 4.3.5: Digital Inclusion | 18 | <ul style="list-style-type: none"> • Promotion of programmes and supports offered through libraries, Citizens' Advice Bureau, Senior Net and other local providers for those with limited or no digital literacy. | <p>Libraries, Senior Net, U3A, Older Persons' Advisory Group, Rangiora High School</p> |

| | | | |
|---|----|--|--|
| 4.3.6: Mental Health and Suicide | 17 | <ul style="list-style-type: none"> • Establishment of a local Mental Health provider to inform appropriate responses, delivered via Social Services Waimakariri, the Waimakariri Health Advisory Group and the WaiLife Suicide Prevention Steering Group • Increased promotion of mental health and support agencies and resources • Support for community-led suicide prevention initiatives, ensuring provision of sound information and on-site counselling provision. • Facilitation of suicide prevention workshop for local education providers. • Planning for additional suicide prevention and wellbeing forums through rural and trades-based networks | Rural Support Trust Oxford Community Trust WaiLife Steering Group Social Services Waimakariri |
| 4.3.7: Alcohol and Other Drugs | 17 | <ul style="list-style-type: none"> • Development and dissemination of an information resource detailing services and supports related to alcohol and drug harm. • Stakeholder-led approach to the development of a Waimakariri Alcohol and Drug Harm Action Plan – Now published • ‘Drug proof your child’ workshops held at all local high schools and via a community forum • Preliminary work on the establishment of a parent support group for those whose young person/s are problem using drugs and/or alcohol. This was stalled by the ongoing pandemic response • Brainwave Trust Education regarding the effect of drugs and alcohol on the teenage brain. This will be aimed at school based Learning Support Coordinators. | Alcohol and Drug Steering Group, |
| 4.3.8: Family Violence | 17 | <ul style="list-style-type: none"> • Business as usual planning, including provision of web-based education and support programmes • Facilitation of ‘strangulation’ workshop for local providers, including from Police, Local Women’s Refuges, Oranga Tamariki, Maori Health Providers, Child Psychologists. • Facilitation of stakeholder workshops on supporting ‘Rainbow’ community members affected by relationship violence and on supporting Gloriavale leavers, who increasingly present to local faith, social and health sector providers, suffering significant long term mental and emotional trauma. • Refreshment of Family Violence messaging billboards across the District • Facilitation of White Ribbon campaign at all local high schools in November, alongside Family Violence education workshop for a local school cluster. • Development of a series of bathroom door posters, promoting supports available to empower people away from violent or controlling relationships. – To be displayed in local public toilets. | Violence Free North Canterbury Steering Group Members |

| | | | |
|---|---------------|---|---|
| 4.3.9: Funding | 17, 18 and 19 | <ul style="list-style-type: none"> • Provision of funding education and information workshops as part of our 'On Track' series of capability building workshops for community and not for profit organisations • Involvement in national funding network to inform local responses, including exploring the potential establishment of a network of local funders • Direct funding acquisition support for key partners in the social recovery of our District. E.g. Neighbourhood Support, Food Secure North Canterbury, TimeBank Waimakariri • Funding strategy development support for Kaiapoi Community Hub user group members | Rata Foundation, DIA, Philanthropy NZ, Ministry of Social Development |
| 4.3.10: Support for Migrants | 18 and 21 | <ul style="list-style-type: none"> • Attendance at South Island and regional forums to stay abreast of emerging issues for migrants. • Review of the structure of the Migrants Steering Group to ensure appropriate stakeholder representation and better evidence-based planning • Preparation, promotion and distribution of survey of migrant sector agencies and local migrants to ascertain local migrant issues and inform appropriate response. • Facilitation of interpreter provision, as required. • Advocacy at regional and national levels for embassy and central government support for job-loss affected migrants. | Office of Ethnic Communities Christchurch Multicultural Council Immigration NZ Ministry of Social Development Civil Defence Regional Migrants and Newcomers Group |
| 4.3.10: Volunteering | 18 and 19 | <ul style="list-style-type: none"> • Development and delivery of a comprehensive six workshop capability and capacity building workshop series (On Track), covering governance, strategic planning, funding, marketing and promotion, managing volunteers, succession planning, finance, etc. • Volunteer Week promotions online and in local libraries | Ministry of Social Development Volunteering North Canterbury Libraries |

| | | | |
|--|---------------|--|--|
| 4.3.12: Access to Recreation | 19 | <ul style="list-style-type: none"> • Involvement in Active Canterbury Network, including planning for Active August campaign and support for local older persons activity providers • Worked with North Canterbury Sport and Recreation Trust to develop a 'bike project', where people meet to learn and apply bike repair skills, repurposing bikes to be given to children, young people and those in need. Funding has been secured for a facilitator and staff have handed this aspect over the Sport and Recreation Trust, whilst the project is more widely developed. • Provided funding strategy and governance support for North Canterbury basketball. <p><u>NOTE:</u> The impact of COVID-19 on the local recreation sector has not yet been as significant as expected; however staff continue to offer support in the form of links to the On Track Series and advice around funding plans, as required</p> | <p>Council Community Team and Greenspace staff</p> <p>Relevant Sporting Codes</p> <p>North Canterbury Sport and Recreation Trust</p> |
| 4.3.13: Support for local Youth | 17, 18 and 19 | <ul style="list-style-type: none"> • Online recruitment for seven new Youth Councillors • Support for sustainable leadership and associated professional development and planning to ensure the ongoing delivery of the Civil Defence Youth in Emergency Services Cadet programme • Ongoing facilitation of Youth Council and WaiYouth and their activities • Reactivation of the North Canterbury Youth Services Network, following a COVID-related hiatus • Community Engagement and youth-led input into the Youth Council Rangiora Skate Park redevelopment project. • Facilitation of a more youth-led approach to the Community Boards' Youth Fund. • Youth Education and Employment addressed via the North Canterbury Youth Futures group. • Planning and on-boarding of incoming Youth Council • Planning and facilitation of local youth education and awareness around family violence (White Ribbon), relationships and the effects of pornography. | <p>WaiYouth and Youth Council</p> <p>North Canterbury and Regional Youth Service Providers</p> |



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ABOUT MIGRANTS EXPERIENCES

COMING SOON

Next Steps

Ngā Mahi a muri ake nei



4.3. **Success Factors**

- 4.3.1. The willingness of local organisations, service providers and decision makers to openly communicate and commit to working collaboratively has been key in our District's ability to respond to the impact of COVID-19 on our communities.

This has resulted in timely and thorough planning for COVID response right through the 2020 and 2021 lockdowns and recent implementation of SIQ (Self Imposed Quarantine)

- 4.3.2. A proven track record with funders, who strongly endorse what they call the 'Waimakariri Way' has meant that we have been able to be aspirational in creating projects like the Kaiapoi Hub, On Track Series and, Next Steps website and support coordinator project, etc. This will ensure sustainability of projects that will have significant impact on the social wellbeing of Waimakariri Residents

4.4. **Challenges**

Whilst local collaboration and planning for the welfare response has been sound, a lack of transparency, and what appeared to be poor and indecisive planning and/or communication at CDHB level, presented challenges for community partners and staff. There was concern that the health response was not sufficiently prepared to support vulnerable residents and that a lack of clear communication lines between MSD and Health could lead to people falling through the cracks.

Staff have worked with MSD and Social Services Waimakariri to raise and address some of these issues, including leading discussions with CDHB staff about the value of genuine collaborative planning.

4.5. **Going forward**

Staff continue to work with community partners to identify and respond to emerging COVID-related issues affecting local residents. Ongoing priorities include:

- 4.5.1. Supporting Enterprise North Canterbury to establish a pastoral care and support project for local business who are increasingly feeling the impact of the uncertainty of operating in the COVID climate
- 4.5.2. Working with MBIE, Immigration NZ and MSD to ensure that, once borders re-open, tourists and migrants who need to self-isolate are adequately resourced and supported.
- 4.5.3. Development and delivery of a wellbeing series for men, focussing on suicide prevention and mental health, family violence, alcohol harm and addiction. This is evidenced by disproportionately high male suicide and family harm stats. Staff are currently partnering with Waghorn builders on project development, following the success of last year's 'Tradie Breakfast' suicide talk.
- 4.5.4. Re-development of a 'Parenting Teens' project, aimed at educating, supporting and connecting parents to effectively 'parent' their young people, who our partners tell us are increasingly failing to cope with the pressures of the uncertainty of these times.
- 4.5.5. Completion and launch of the 'Next Steps' support-navigation website
- 4.5.6. Progression of the community, governance and operational aspects of the Kaiapoi Community Hub.

- 4.5.7. Completion of the Migrants Survey and a review of the strategic priorities to support, connect and empower migrants to recover effectively from COVID-19 and thrive in our local communities
- 4.5.8. Facilitation of the Waimakariri Arts Strategy development and associated projects to reenergise and build resilience as our District recovers, beyond COVID.
- 4.5.9. Support for a community-led approach to addressing our lack of adequate transitional and emergency housing. While not directly a COVID recovery project, associated increases in family harm, mental health, addiction and financial hardship mean that the need is likely to continue to increase post-COVID.

Implications for Community Wellbeing

There are significant implications on community wellbeing as a result of this works:

- The application of an evidence-based, community-led approach ensures the development of sound, relevant initiatives that empower residents to plan a part in creating a safe, healthy, connected and resilient District
 - This work centres on the creation of connected, inclusive communities, where people have a sense of belonging.
 - Broad sector collaboration results in better and locally accessible social, health, education and community service provision.
 - People are empowered with skills and opportunities to access employment and engage in the life of their community.
 - Community groups and volunteer-involving organisations are adequately skilled and resources to support the needs and deliver quality service to local residents
 - Our community will be able to sustain itself through future natural disasters or crises without strain being put on supply chains.
- 4.6. The Management Team has reviewed this report and support the recommendations.

1. COMMUNITY VIEWS

1.1. Mana whenua

The relationships that the community have built through engagement with Ngāi Tūāhuriri hapū and local and regional Maori health providers have fostered an increased the reach of information and supports for the rūnanga and the whanau that it supports.

Staff continue to seek Ngāi Tūāhuriri feedback and representation on local networks.

1.2. Groups and Organisations

Through its various working parties, project coalitions and steering groups, the Community Team has established and maintains an in-depth working knowledge of the Waimakariri District and the physical, socio-economic and environmental factors that affect the quality of life of our residents. The Community Team applies a community-led approach to its work, collaborating with well over 300 community, education, business; and government and non-government stakeholders.

1.3. Wider Community

Broad community engagement is an important part of the work of the Community Team. This ensures a community-led approach that is relevant to all with a stake in creating a safe, healthy, connected and resilient District.

2. IMPLICATIONS AND RISKS

2.1. Financial Implications

There are no significant immediate financial implications for Council in relation to the content of this report. Sound funding strategies have been developed for key projects. Additionally, Community Team staff will assist with the acquisition of external funding for some of the key projects that are identified by the networks that they support.

2.2. Sustainability and Climate Change Impacts

The information in this report does have sustainability impacts.

This work directly affects the sustainability of our community and our environment through initiatives that repurpose or reuse assets and through the expansion and development of community gardens, food forests and edible trees in public places. Using our greenspaces to support the health, wellbeing and physical nourishment of our community we maximise the use of the environmental resources we have.

2.3. Risk Management

The Community Team maintain strong relationships with internal (Council) and external stakeholders to ensure that initiatives are community-led and sustainable.

2.4. Health and Safety

Health and Safety considerations are included in planning for all Community Team facilitated initiatives.

3. CONTEXT

3.1. Policy

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

3.2. Legislation N/A

3.3. Community Outcomes

As detailed in the attached report, the collective work of the Community Team aligns with the following Community Outcomes:

- Effect is given to the principles of the Treaty of Waitangi
- People are friendly and caring, creating a strong sense of community in our District
- People's needs for mental and physical health and social services are met
- There is a safe environment for all
- People have wide ranging opportunities for learning and being informed
- There are wide ranging opportunities for people to contribute to the decision making that affects our District
- Public spaces and facilities are plentiful, accessible and high quality
- There are areas of significant indigenous vegetation and habitats that support indigenous fauna

- The community's cultures, arts and heritage are conserved and celebrated
- Transport is accessible, convenient, reliable and sustainable

3.4. **Delegations**

None

A handwritten signature in black ink, appearing to read 'Tessa Sturley', written in a cursive style.

Tessa Sturley
COMMUNITY TEAM MANAGER

WAIMAKARIRI DISTRICT COUNCIL**REPORT FOR INFORMATION**

FILE NO and TRIM NO: GOV-01-04 / AQU-02-09 / 220222024060

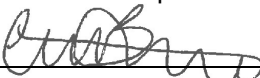
REPORT TO: COMMUNITY AND RECREATION COMMITTEE

DATE OF MEETING: Tuesday 15 March 2021

AUTHOR(S): Matthew Greenwood, Aquatics Manager

SUBJECT: Aquatics March Update

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



Department Manager



Chief Executive

1. SUMMARY

- 1.1. This report is to provide the Community and Recreation Committee with a summary of the Aquatic Facilities year to date progress against the units most significant Key Performance Indicators. It includes a summary of Attendance, Water Treatment results and a budget update for the year to January 2022.
- 1.2. This report details staff efforts around staffing and Aquatics approach to the ongoing Covid situation.

Attachments:

- i. Nil

2. RECOMMENDATION

THAT the Community and Recreation Committee:

- (a) **Receives** Report No. 220222024060.
- (b) **Notes** Aquatic Facilities progress against key performance indicators including Financial results, Water Quality and Customer Satisfaction.
- (c) **Notes** the impact of Covid on Facility Attendance across our network.
- (d) **Notes** the approach to maintaining service levels throughout Covid's RED setting.
- (e) **Notes** steps taken to manage impacts from staffing limitations across the network.
- (f) **Notes** that following an external audit by Recreation Aotearoa, the Waimakariri Aquatic Facilities have been accredited as Poolsafe facilities.

3. BACKGROUND

- 3.1. The Waimakariri District Council's Aquatic Facilities team deliver strong 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 programming, grow and develop swimming and Aquatic exercise initiatives and work with the Council to ensure our facilities are inclusive places, accessible to all members of the community.
- 3.3. The Waimakariri District Council has been part of Recreation Aotearoa's Poolsafe programme since its early days as, in lieu of other legislation; it 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.

4. ISSUES AND OPTIONS

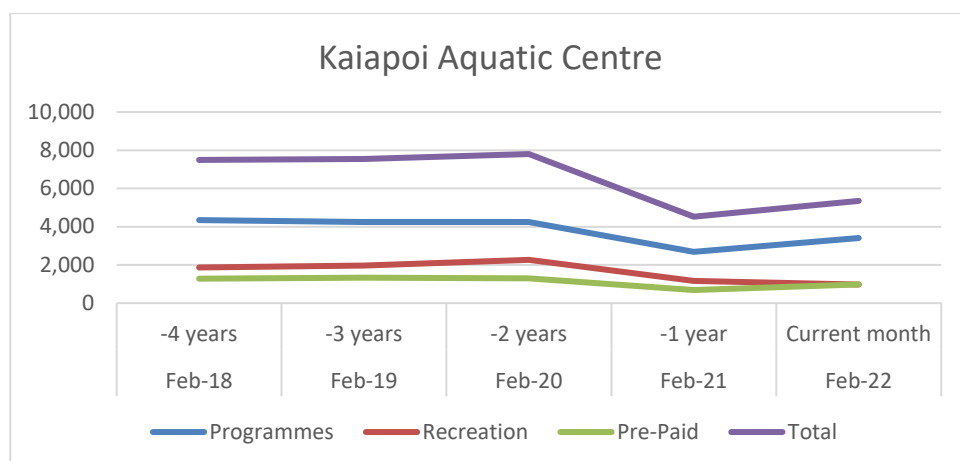
4.1. Aquatics Attendance

The following tables and graphs provide a summary of the Aquatic Facilities attendances for the current month across the last 4 years.

Attendance is broken down into three key user groups being;
 Recreation – incorporating casual swims, adult, child, family, lane and leisure,
 Prepaid – redemption of concession and membership cards,
 Programmes – Learn to Swim, Aquarobics and Schools programmes.

Kaiapoi Aquatic Centre

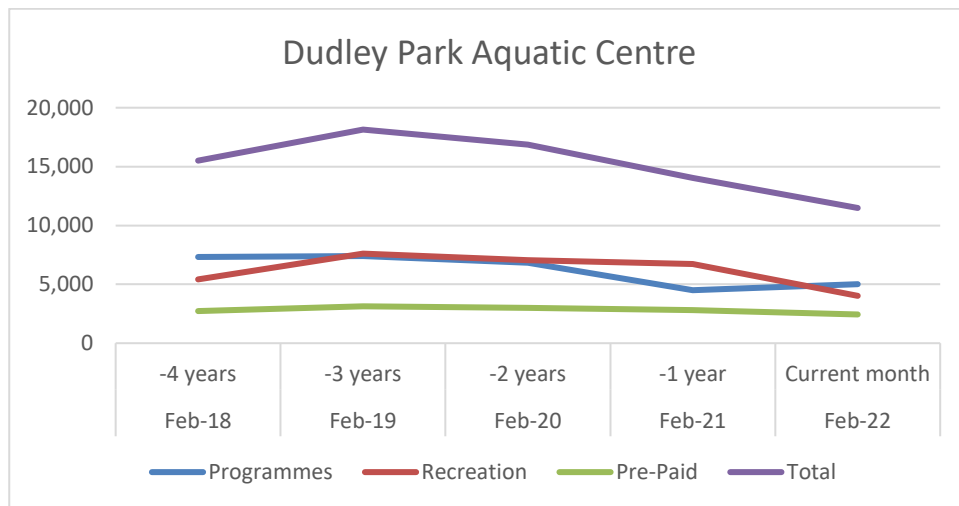
| | Feb-18 | Feb-19 | Feb-20 | Feb-21 | Feb-22 |
|-----------------|--------------|--------------|--------------|--------------|--------------|
| Attendance type | -4 years | -3 years | -2 years | -1 year | Current |
| Programmes | 4,345 | 4,245 | 4238 | 2,684 | 3,405 |
| Recreation | 1,869 | 1,961 | 2265 | 1,155 | 972 |
| Pre-Paid | 1274 | 1332 | 1299 | 685 | 976 |
| Total | 7,488 | 7,538 | 7,802 | 4,524 | 5,353 |



In the figures above you can clearly see the impact from Covid-19 on numbers which up until February 2020 had been relatively consistent numbers at the facility. The 2021 figures followed a Programmed Maintenance closure period which ended in early February. With the opening of the WHOW Aqualand project late last year there has been greater competition for aquatic leisure recreation opportunities over the summer which will impact on Kaiapoi's recreation numbers.

Dudley Park Aquatic Centre

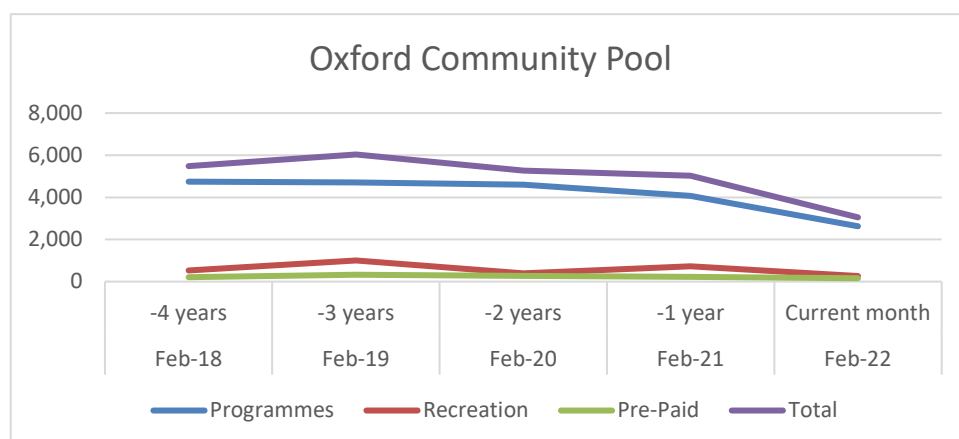
| | Feb-18 | Feb-19 | Feb-20 | Feb-21 | Feb-22 |
|-----------------|---------------|---------------|---------------|---------------|---------------|
| Attendance type | -4 years | -3 years | -2 years | -1 year | Current |
| Programmes | 7,335 | 7,401 | 6,824 | 4,501 | 5,022 |
| Recreation | 5,424 | 7,608 | 7,041 | 6,725 | 4,022 |
| Pre-Paid | 2,734 | 3,133 | 2,997 | 2,814 | 2,440 |
| Total | 15,493 | 18,142 | 16,862 | 14,040 | 11,484 |



As with Kaiapoi, the figures clearly show an impact from Covid restrictions beginning in the 2021 year although it is important to note that this is less severe than in most part due to stronger recreation numbers due to greater Leisure opportunities within the facility. In the current month numbers continue to trend down due to facility capacity limits and ongoing limitations required at Covid's RED level with increased community spread.

Oxford Community Pool

| | Feb-18 | Feb-19 | Feb-20 | Feb-21 | Feb-22 |
|-----------------|--------------|--------------|--------------|--------------|--------------|
| Attendance type | -4 years | -3 years | -2 years | -1 year | Current |
| Programmes | 4,744 | 4,705 | 4,596 | 4,067 | 2,626 |
| Recreation | 524 | 1,003 | 396 | 731 | 264 |
| Pre-Paid | 217 | 326 | 274 | 225 | 159 |
| Total | 5,485 | 6,034 | 5,266 | 5,023 | 3,049 |



While Covid has undoubtedly played a role, the weather is still a main driver of numbers at Oxford pool as shown by the yo-yoing recreation result. Programmes have stayed relatively consistent up until this year with the surge in community cases and ongoing lack of clarity around Education Outside The Classroom (EOTC) restrictions from the Ministry of Education causing a high number of schools to postpone and eventually cancel bookings and classes.

Recent facility attendance trending

| Attendance type | Kaiapoi | | Dudley | | Oxford | |
|-----------------|--------------|--------------|---------------|---------------|--------------|--------------|
| | Jan-21 | Feb-21 | Jan-21 | Feb-21 | Jan-21 | Feb-21 |
| Programmes | 497 | 3,405 | 817 | 5,022 | 3 | 2,626 |
| Recreation | 1,796 | 972 | 7,747 | 4,022 | 1,256 | 264 |
| Pre-Paid | 952 | 976 | 2,953 | 2,440 | 284 | 159 |
| Total | 3,245 | 5,353 | 11,517 | 11,484 | 1,543 | 3,049 |

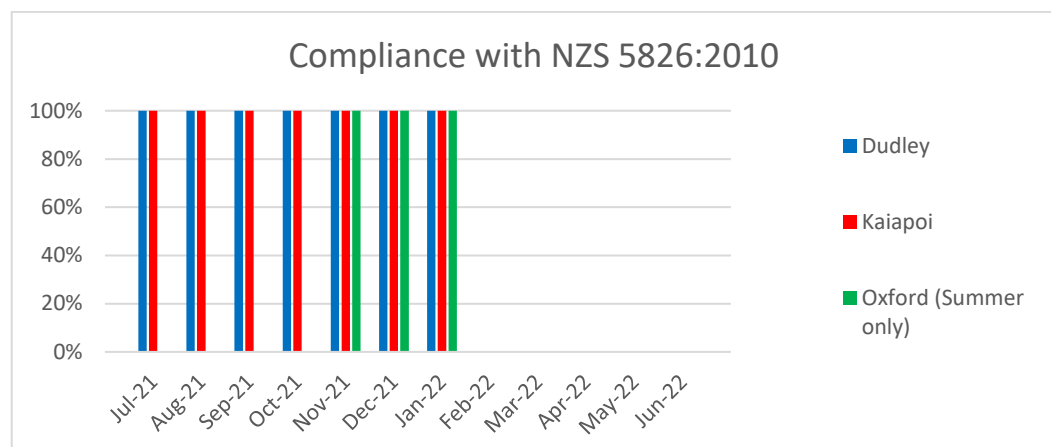
When considering the more recent attendance data you can see the effects of moving back in to School term time with the balance of activity shifting from Recreation swimming back to programmes and our Learn to Swim programme.

Overall numbers are down against the same time last year, with RED restrictions impacting on recreation swimming opportunities and the current Covid outbreak prompting a number of schools to withdraw their swimming sports bookings. Dudley was interestingly on par with the previous month despite a different split of activities which shows the greater flexibility of the space when compared to say Kaiapoi with its limited leisure options. Oxford's numbers are significantly down due to decreased activity with school groups due to Covid concerns.

As detailed in items 4.3 & 4.4 staff continue to balance service delivery against community impacts from Covid isolation and staffing constraints.

4.2. Water Quality update

Water quality at the Aquatic Facilities is measured both internally throughout the day by staff, and externally through monthly microbiological tests conducted by an independent lab. The table below indicates the achievement of the required PoolSafe and New Zealand water quality standards as measured by facility and month.



The water quality and testing at the Aquatic Facilities has met or exceeded New Zealand and PoolSafe standards for the 2021/22 year.

4.3. Covid and its impacts

The move to RED saw little change from our ORANGE level settings with the addition of sessional times around peak customer activities like afterschool Learn to Swim and Aquarobics to better enable us to manage facility capacity and customer bottle necks. Other traditional steps continue with My Vaccine Pass scanning, additional cleaning, contact tracing, 1m distancing and a facility capacity of up to 100 people.

With increased community spread safe staffing levels continue to be the biggest area of risk to the ongoing operation. Staff who contract Covid will need to isolate at home for a period limiting our ability to meet levels of service and safe supervision requirements for customers. While core programmes and scheduled activities will take priority, these also involve the most staff resource.

One approach to minimise this risk has been to separate teams into smaller clusters or by site. To meet the needs of the business offering staff the flexibility to work multiple roles across different sites has previously been a selling point. While we will monitor and minimise this where possible, this behaviour is far too ingrained to eliminate without causing additional cost, fluctuations in staffing levels or further issues with rosters.

As staffing levels come under pressure, our first priority will be programmed activities including Aquarobics, Masters, Coaching and Learn to Swim. We will look to maximise the effective use of space by closing pools at off peak times to refocus staff and ensure little or no impact to customers.

With further pressure we would need to reduce opening hours, operating for one 8 hour day. This in itself should allow greater staff capacity without exhausting the staff we have remaining. As numbers come under further pressure we will look to close one or more facilities rehoming those staff at one location to keep some form of aquatic recreation option available within the District.



It is likely by this point we will have had to pull all programme activities which are staff heavy, to focus on core activities, recreation and lane swimming. This approach remains consistent with that of our neighbouring Councils and across the wider Sport and Recreation Industry.

We have completed a full review and update of the information on our website to ensure all core messages and activities are clearly communicated so customers know what is available and when. This includes implementing a change to our phone service so that we can quickly and easily update the automated message to keep customers informed. Our social media has a strong following although we do appreciate that this is not the best way to communicate with some of our more mature customers who can call the facilities to check an automated message or will receive an email.

While we have recently seen an increased number of concerns raised about our current My Vaccine Pass approach, this continues to be the standard required by the Ministry of Health. As Covid changes and adapts, we are also constantly reviewing our procedures in line with Government advice to ensure we minimise risk while ensuring safe and enjoyable opportunities for the community.

4.4. Ongoing staffing situation

Further to the additional pressures created by Covid, staffing all services across the network continues to be a concern. While there are a number of underlying causes, one source noted a 97% decrease in the number of temporary work visas issued this past year. While this creates opportunities for local job seekers it also feeds a labour and skill shortage in an industry which traditionally employs a large number of traveling workers.

Other facility managers within the industry confirmed that they have also seen staff choosing to move on part way through the employment process with other opportunities and better offers. We currently have a recruitment live with opportunities for Lifeguards and Learn to Swim instructors with hours available during the day, evenings and weekends. We have worked closely with the Councils HR team to target our adverts to robust and reliable candidates.



We continue to work with neighbouring Councils and our Industry Training Organisation over the future provision of staff. Christchurch is looking to open significant additional pool space within its District in the coming years placing further pressure of a stretched workforce but also creating a number of opportunities for staff looking for advancement or a change.

We continue to investigate a number of alternate avenues including temping agencies and other parallel groups such as Surf Lifeguards and Recreation providers however as yet this avenues has failed to see any actionable results.

While we managed to resume regular hours over the Christmas holidays, Oxford Community Pool continues to operate main daytime hours which ensures we can serve our key user groups, the school and regular customers. We have started drafting plans to engage with the high school and other aligned community groups to ensure a more robust supply of locals to staff the pool for future seasons.

4.5. **Implications for Community Wellbeing**

Accessibility, in particular the ability of all customers, regardless of vaccination choice has been a heavily discussed topic of late within the industry. While it is difficult to reconcile restrictions that limit access against our core reason for being, to get more of our community active and involved in recreation, it is important that we consider the big picture, ensuring we are offering a safe and secure environment for our community.

While there are no specific implications raised by the issues above, Community Wellbeing continues to be a key driver for activities within the District's Aquatic Centres. From the sharing of knowledge, developing key life skills, fellowship & the opportunity to make new friends, rehabilitation & recovery to opportunities for exercise, relaxation and positive family interaction, the Wellbeing of our Community is core to our ongoing relationship with our customers.

4.6. 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 no groups and organisations likely to be affected by, or to have an interest in the subject matter of this report. Aquatics staff continue to work closely with our key partners and wider industry organisations including North Canterbury Swim Club, Water Skills for Life, Recreation Aotearoa and North Canterbury Sports and Recreation trust, to name a few.

5.3. Wider Community

Community Vaccination rates and access concerns are a passionate issue for members of the community currently. The Aquatics team are working closely with partner organisations, neighbouring Councils and the Councils Human Resource and Safety & they continue to show strong support and great interest in the District's Aquatic Facilities.

In our most recent customer satisfaction survey the Aquatic Facilities achieved an overall customer satisfaction rating of 91%. While this is down from our previous result of 96% it exceeds the target of 90% especially when considering the challenging environment that we are operating in and that the survey was open to responses from all the community.

Aquatics staff continue to engage with our community, through developments such as SwimDesk, the website, Facebook pages and emails to members. Further, we invite feedback through our in house surveys, customer feedback boxes, staff interaction 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 2021/22 year as at January 2022.

| Aquatic Facilities Budget Summary | YTD Actual \$'000 | YTD Budget \$'000 | Variance \$'000 |
|--|--------------------------|--------------------------|------------------------|
| Operational Income | 632 | 1,021 | (389) |
| Rates Funding | 1,883 | 1,879 | 4 |
| Total Income | 2,515 | 2,900 | (385) |
| Operation Expenses | 1,794 | 1,994 | 201 |
| Maintenance | 122 | 160 | 39 |
| Overheads | 395 | 386 | (9) |
| Internal Interest | 150 | 151 | 1 |
| Depreciation | 301 | 316 | 15 |
| Total Expenditure | 2,762 | 3,008 | 246 |
| Total Surplus (deficit) | (247) | (108) | (138) |

Covid continues its impact on our Operational Income. As noted in 4.1 attendance, this period saw us operating under the Covid Protection Framework at the Red traffic light setting which has seen impacts to our numbers due to capacity restrictions. As noted in previous reports, the final income deficit is anticipated to grow as Covid continues to impact our community meaning income will not align with the activity as anticipated for the Long Term Plan budget. This will require a future adjustment of \$138k against the Covid loan to offset costs.

As noted in 4.3 the change of setting from Orange to Red saw the introduction of sessional times around peak customer activities like afterschool Learn to Swim and Aquarobics to help us manage facility capacity and customer bottle necks. This further restricted attendance and therefore income but is required to ensure ongoing compliance with Ministry of Health regulations.

The income result was balanced in some small part by a decreased Operational Expense result with fewer expenses incurred due to decreased custom. This is due to fewer cleaning consumables used and decreased heating and treatment chemical use. Direct staffing costs are currently on or slightly better than budget also due to decreased custom.

There are no financial implications of the decisions sought by this report.

This budget is included in Councils Annual Plan/Long Term Plan.

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 on site chlorine generation, 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**

Staff continue to monitor and comply with all guidance coming from the Government and Ministry of Health. Ongoing planning has ensured staff are able to put appropriate measures in place, often at short notice. Staff continue to meet with neighbouring Councils and the wider Aquatics industry to discuss, plan and share industry best practice solutions.

As detailed in 4.3 & 6.3 as we see greater community spread, Aquatics greatest current risk is that we are unable to fully staff the facilities due to staff required to isolate. Staff have developed a Business Continuity Plan (BCP) which sets out how we will manage our Levels of Service. This will ensure we are able to maximise the available space and activity and ensure safe staffing levels with potentially limited staff resource.

Staffing limitations continues to put pressure on both Aquatics leadership and the other operational staff. This requires heightened monitoring and awareness by the leadership staff of the teams wellbeing.

While we have completed a number of recent 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 go external looking for new candidates.

Decreased 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.

6.3 **Health and Safety**

Customer and staff safety is key to the ongoing success of the facilities with leadership staff working closely with Councils Health and Safety team, SportNZ, CDHB and other key groups to ensure our ongoing operation continues to comply with Ministry of Health instructions and guidance.

As detailed in 4.3 & 6.2 greater community spread risks impacting staffing and our availability to safely staff programmes and services. Our Aquatics BCP outlines how we will manage staffing pressures to ensure we continue to operate a safe and secure environment for our customers.

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 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**

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.

Our community's needs for 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.

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

7.4. **Authorising Delegations**

This committee has delegated authority for the governance of the Aquatic Facilities.

WAIMAKARIRI DISTRICT COUNCIL**REPORT FOR INFORMATION**

FILE NO and TRIM NO: GOV-01-04 / 220303030689

REPORT TO: COMMUNITY & RECREATION COMMITTEE

DATE OF MEETING: 15th March, 2022

AUTHOR(S): Paula Eskett, District Libraries Manager

SUBJECT: Library update to 3rd March, 2022

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



Department Manager



Chief Executive

1. SUMMARY

- 1.1. This report provides an update on key activities, customer service improvements and innovations undertaken by Waimakariri Libraries from December 2nd, 2021 – March 3rd, 2022.

2. RECOMMENDATION

THAT the Community and Recreation Committee

- (a) **Receives** Report No. 220303030689.
- (b) **Notes** the customer service improvements, community feedback, events, and use of New Zealand Libraries Partnership Programme funding to contribute positively to community outcomes by Waimakariri Libraries, from December 2nd, 2021 – March 3rd, 2022.
- (c) **Circulates** the report to the Boards for their 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 the: Waimakariri Libraries' Strategic Framework 2018-2020 for details (TRIM: 180314027362 and 180924110635).

4. ISSUES AND OPTIONS

4.1. One Card – Endless Possibilities

- 4.1.1. Waimakariri Libraries members will soon be able to choose from four unique designs when joining the library.
- 4.1.2. The designs, created by Creative Administrator Lucas Fernandiz, reflect the wai, whenua, tāone, and tāngata (waters, lands, towns, and people) of Waimakariri. Their abstract nature allows each individual to view each design differently.



The new cards offer the diverse members of our hapori (community) a choice of which card they identify with the most, allowing the experience of joining the library to be an opportunity for people to see themselves and their experiences reflected in the library space and services. Design points that might resonate with our hapori include the flowing waters of the district's rivers, patterns of irrigation across the land, different colours and shapes representing diversity of experience of the people across the district, and the whareniui and Town Hall designs.

- 4.1.3. A campaign will run alongside the launch of the new card designs. The tag line, "One card – endless possibilities" references the vast array of resources and experiences available to those with a library card.

Pricing for merchandise such as tote bags, mugs, and notebooks that celebrate the new designs is under investigation.



Examples of potential merchandising opportunities using the new library card designs

- 4.1.4. Local supplier Authenticate Ltd is printing 1250 of each design. They were able to offer the rate of \$0.59 per card. This was significantly lower than the former supplier whose prices had risen to \$1.93 per card. The team contacted seven different companies around Aotearoa, and quotes ranged from \$0.54 and \$1.45 per card for an order of 5000 cards.

The team began investigating library card suppliers and designs when stock levels of current cards, designed in 2015, reached 1500, allowing plenty of time for

redesign with data showing the team was joining up about 200 new members each month. This means that when the new cards arrive we will have low numbers of the older cards remaining, and therefore low wastage of this stock.

- 4.1.5. The new cards will be free for new library members, and will be available for members wishing to replace their older cards for \$2.00.

4.2. Rangiora Library enhancements

- 4.2.1. Consultation with vendors regarding the requirements and vision for Rangiora Library's shelving replacement and the network wide upgrade of Library kiosks have taken place. The Library and Information sectors of Aotearoa are supported with two main players in these areas, and Council will receive a report in March with more details and a request that the tender process be allowed to proceed with these.
- 4.2.2. Support from Community Facilities is underway to ascertain if the removal of the now obsolete radiators is viable to ensure the floor space of the library is maximised to its full extent.
- 4.2.3. The former Citizens Advice office - soon to be Library technology and learning hub is awaiting contractor availability to repair and repaint the space ahead of public use.
- 4.2.4. Scope, design and pricing is underway for technology and equipment that will support the initial setup of the technology and learning hub. Support and guidance from NZLPP connections, particularly Selwyn Libraries has been invaluable as we plan for these new services. Where possible equipment is being sourced locally and from NZ owned companies.
- 4.2.5. As with most supply chains at the moment, the supply of some equipment and technology – particularly shelving likely to be impacted by supply chain delays. Should these happen and impact end of year financial reporting they will be communicated and updated to Council.

4.3. AnyQuestions – giving rangatahi the skills to combat fake news

- 4.3.1. Waimakariri Libraries has five librarians trained as operators for AnyQuestions.

AnyQuestions is a website and chat tool that offers online learning help to New Zealand primary and secondary students. It is funded by the [Ministry of Education](#), managed by the [National Library of New Zealand](#), and staffed by librarians from around Aotearoa.



AnyQuestions logo courtesy of AnyQuestions

Students can log on via the AnyQuestions website, Monday to Friday 1-6pm, to chat with a real librarian about their learning inquiry. The operators (librarians) work with each student to unpack their questions, help them work out their information needs, and guide them to quality, authoritative and age appropriate online resources.

- 4.3.2. How is AnyQuestions different to a google search?

A google search can come up with thousands, sometimes tens of thousands of results of varying reliability. Students might find it difficult to differentiate between factual, reliable information, or sites trying to sell goods or promote “fake news”.

The chat process with an AnyQuestions Librarian aims to teach students important information literacy skills so they can *find the information for themselves*, and learn how to evaluate it for accuracy.

4.3.3. What is the benefit to the Waimakariri community?

The training and ongoing learning for the staff involved in the service adds to the team's skills for helping our own students in person in the libraries across Waimakariri, and ensures the team keeps up-to-date with changes and trends in the school curriculum.

Librarians have an important role to play in promoting quality research and combatting fake news. In the present COVID-19 environment, the skills for fact checking and verifying reliable information sources are essential, for everyone.



Promotional image courtesy of AnyQuestions

4.3.4. Engagement with local schools is ongoing.

During Term One, 2022, our Learning Co-ordinator and AnyQuestions team will be promoting Class Sessions to all schools across our district. Kaiako (teachers) can book a session with one of our operators. Our AnyQuestions team show them how AnyQuestions operates, and are able to tailor the session to a topic that their class is currently exploring.

4.3.5. Can AnyQuestions operate during Covid Restrictions?

Yes, AnyQuestions and Class Sessions are able to continue even during times of restricted access to our physical libraries. The service operates safely to support our tamariki and rangatahi in their studies.

4.4. **ManyAnswers and the Regional Resources Project – supporting information literacy and local content when librarians are offline**

4.4.1. [Many Answers](#) is a sister service to AnyQuestions, encouraging and growing information literacy by directing school children to quality websites outside of AnyQuestions operating hours, or during busy periods where there are no AnyQuestions operators available to chat immediately.

4.4.2. Waimakariri Libraries NZLPP Local Heritage Co-ordinators were trained as ManyAnswers operators in 2021 and are now contributing to the ManyAnswers Regional Resources Project (RRP)

This project is an innovative way of bringing together online local history information, with other information resources from across Aotearoa's GLAM sector (Galleries, Libraries, Archives and Museums). This might include specific stories, such as, people's experience of the 2010 and 2011 earthquakes.

The RRP project aims to support the implementation of The Aotearoa New Zealand Histories curriculum from 2023. When implemented, all schools and kura across our motu will be required to teach New Zealand's histories and students will be required to learn about their local histories and to think critically about the past.

GLAM sector collaboration is ensuring taura (students) will have access relevant and age-appropriate information to support their studies. Currently it can be hard

to know where to find that information online, especially local New Zealand content and even more especially content that is made for students

The Many Answers team is already set up to create and publish online content aimed at school-aged students and so is well positioned to address this challenge along with its partner libraries and librarian which have the local history connections, knowledge and expertise, as well as access to resources specific to their region.

Many Answers partners are at a crucial stage in the development of this communal resource.

- 4.4.3. As part of the RRP project team, our co-ordinators will work on ManyAnswers entries specifically about the heritage of the Waitaha region, developing an accessible kete of local history stories and knowledge. This work involves completing an audit of the information available, both online and in physical collections then creating entries that:

- introduce local information sources (e.g. local libraries and museums)
- explain how to access these sources
- help students develop information literacy skills



Promotional image courtesy of AnyQuestions

The team's enthusiasm remains high as it continues to contribute to this ongoing project. Gathering and telling local Waimakariri stories and histories is vital to the relevance of this resource, ensuring it has the depth and breadth to support our taura and kaiako now and into the future.

4.5. COVID-19 Library services adapting in Red

- 4.5.1. When Aotearoa moved into the Red Traffic Light setting of the COVID-19 Protection Framework in late January 2022, the Waimakariri Libraries Team were days away from restarting in-person community programming for the year.

While this was not to be, the team has been working hard to maintain engaging programming and access to services during while the red light is activated and into Phase 3 of the current Omicron outbreak.

- 4.5.2. The preschool programming, web and social teams have collaborated to deliver videos for our Facebook Page, replacing in person Story Time, Baby Time, and Toddler Time sessions.

February became Bearuary on Facebook with featured videos such as *Goldilocks Storytime: A beartastic retelling of the traditional fairy tale and Goldilocks and the 3 Not Necessarily Bears*.



An image from Goldilocks Story time

These videos were produced using original scripts and adaptations of works in the public domain.

- 4.5.3. While the weekly after school craft group at Rangiora Library is on hold, staff have expanded the offering and are trialling free *Take and Make* craft packs available in limited numbers at all three libraries.



Branding image for Take & Make craft

The packs link to a demonstration video on our Facebook Page, and contain an activity template as well as a curated list of related resources, from books in our physical and digital collections, to open source poetry.

- 4.5.4. Click and Collect services continue to be well utilised by library members with an increase from those without a My Vaccine Pass (MVP). When a request for books is received by the library team - most often via email, staff curate a selection based on the theme or topic of the request or retrieve specific titles requested. Books are issued and placed in reusable paper bags, available for collection outside the library most convenient to the library member at a pre-arranged time. Some members of hapori with more specific needs or large families have been offered a personal librarian service. These librarians' a building rapport with an individual or in some cases, whole families as they support them with personalised and great reading materials while libraries required a Vaccine Pass to enter.
- 4.5.5. The \$1.50 hold charge applied when an adult reserves an adult book currently be on loan or is not available at their closest library, been waived for an additional 6 months. The fee was first waived in lockdown August 2021, and since the introduction of MVP to Libraries in December 2021, has helped contribute to a sense of equity of access to the library's collections, for those in our community without a vaccine pass.
- 4.5.6. A new online book group, Fiction Addiction, is also in development with details to be shared in the next report.
- 4.5.7. These services, programmes and activities, as well as access to our digital collections anytime and anywhere, have meant that while a My Vaccine Pass is required to enter our facilities, not having one has not been a barrier to accessing our collections and services.

4.6. **Connecting with the Community**

- 4.6.1. Waimakariri Libraries' staff have been making connections with local friendship groups over the past month, resulting in some group members visiting their local library immediately after the talks had finished.

Librarians visited the Ashley Friendship Group and Waimakariri Combined Friendship Group Club to share what is on offer at our local libraries.

Staff touched on topics ranging from the library's digital resources and tech help, our local history collections and Local Street Name Project, to our Take Five Book Bags and Click & Collect service.

Bringing the library service to people in our community where they feel comfortable reduces any barriers of intimidation or nerves that people might feel when accessing a service that is new to them.

Our librarians are able to forge connections and learn from people in an environment where they might feel safer to share their needs and questions, which

in turn gives our team the chance to make sure our services do indeed reflect community need, particularly in the rapidly changing COVID-19 settings.

Connecting the Council's library services with specific community groups helps to ensure there is a strong sense of community within our District, and that there is a safe and inclusive environment for all.



Left to right: Assistant Librarian Ben Eldridge, Community Connections Co-ordinator Anna Paterson, Vice Chair Waimakariri Combined Friendship Club Robin McKay, Local History Co-ordinator Sally O'Connell

4.7. NZLPP Secondee Update – moving into transition

- 4.7.1. The NZLPP programme is now in its final few months, and the Waimakariri Libraries team are beginning to reflect on the contribution the programme has made to our community, and to plan for when the majority of our secondments finish at the end of June 2022.
- 4.7.2. Since late 2020, our secondees in the roles of Community Connections Co-ordinator, Digital Connections Co-ordinator, and Local History Co-ordinator have shown resilience, adaptability and creativity throughout their secondments, facing the challenges that the programme was established to tackle – the COVID-19 pandemic and changing community needs – head on.
- 4.7.3. Secondees have strengthened relationships with librarians across Waitaha and nurtured new ones with local museums, local authors and community groups.
- 4.7.4. An increased number and variety of digital skills classes have been available across the district, and co-ordinated support for My Vaccine Pass downloads across libraries supported our community many who were daunted by the digital skills needs to comply with this mandate,
- 4.7.5. NZLPP co-ordinators have taken library services and offerings off site, visiting community groups to not only to share what Waimakariri Libraries might be able

to offer them, but also to learn what the changing needs they might need to address.

Being on hand and accessible to attend community events, prototyping pop-up libraries in the community, and positioning our libraries as platforms for community events have all been successes of the programme for our team and hapori.

- 4.7.6. A key goal for the programme has been to build strength and expertise within the library and information profession, to ensure ongoing community support.

Rather than simply offering tools to respond to what we once thought might have been the single event of Lockdown 2020, the programme has been able to equip our librarians with the skills to cope in COVID world, where change and uncertainty are ever-present.

Focus areas for development across Aotearoa have been as diverse as project management, digital inclusion, community engagement, Content Creation and Curation and Te Reo and Mātauranga Māori. The Waimakariri Libraries secondees have been able to grow their skills with courses including:

- Content Creation and Curation
- Toro Mai – Tikanga Māori
- The Resilience Mindset
- Getting Started With Small Projects
- Crafting a Marketing Campaign
- Connecting with People and Communities (an Open Polytechnic course offered via the NZLPP programme)

The secondees have also taken advantage of joining the programme's ready-made Professional Learning Network. Using Slack to connect with colleagues around the country has been an invaluable way for them to build their professional learning networks and share creative and practical ideas for how best to serve our hapori.

- 4.7.7. National hui were held in February to plan for coming transition as the final few months of their secondments near. These covered:

- Defining personal transferrable skills.
- Crafting case studies and handover processes
- Support available from NZLPP going forward

Support will be ongoing via Slack channels as the secondees look to sustain this mahi over the coming months, to allow a smooth transition back into their base roles.

The Libraries Leadership Team will be working closely with secondees to ensure our high levels of community support continue from July 2022.

Implications for Community Wellbeing

There are implications on community wellbeing by the issues and options that are the subject matter of this report.

- 4.8. 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.

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 January 2022 | | | |
| | Actual | Budget | |
| Revenue | | | |
| Revenue | 68,859 | 74,444 | ↓ |
| Rates | 2,345,061 | 2,340,194 | ⇒ |
| | 2,413,921 | 2,414,638 | |
| Operating Expenses | | | |
| Maintenance | 1,076,732 | 1,139,489 | ↑ |
| Overheads | 215,614 | 316,482 | ↑ |
| Internal Interest | 503,069 | 517,214 | ⇒ |
| Depreciation | 7,427 | 8,514 | ↑ |
| | 425,971 | 481,979 | ↑ |
| | 2,228,813 | 2,463,678 | ↑ |
| Surplus/ (Deficit) | 185,108 | (49,040) | ↑ |

There are not financial implications of the decisions sought by this report.

This budget is included in the Annual Plan/Long Term Plan.

6.2. Sustainability and Climate Change Impacts

The recommendations in this report do 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.

As COVID-19 continues to create anxiety and uncertainty in our community, library data shows that daily visitor numbers are noticeably less than pre-COVID.

Quarter 2 Oct-Dec 2019/20 134,530 visitors to the Rangiora, Kaiapoi and Oxford Libraries.

Quarter 2 Oct- Dec 2021/21 133,472 visitors to the Rangiora, Kaiapoi and Oxford Libraries.

Quarter 2 Oct- Dec 2021/22 110,488 visitors to the Rangiora, Kaiapoi and Oxford Libraries.

6.3 Health and Safety

There are health and safety risks arising from the adoption/implementation of the recommendations in this report.

To protect library staff, and mitigate as much risk from Omicron as possible all staff have been issued with a personal supply of several varieties of medical grade masks.

From February 7th, most of the library's team are now working in library based work bubbles to preserve of workforce as much as possible.

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