

TAIRAWHITI

COMMUNITY FACILITIES STRATEGIC FRAMEWORK

2018





ACKNOWLEDGEMENTS

The development of the Tairawhiti Community Facilities Strategic Framework was guided by a governance group of regional stakeholders including:

- ▶ Eastland Community Trust
- ▶ Gisborne art community
- ▶ Gisborne District Council
- ▶ Hiruharama School
- ▶ Sport Gisborne Tairawhiti
- ▶ Tairawhiti Cultural Development Trust
- ▶ Te Runanganui o Ngati Porou
- ▶ Te Runanga o Turanganui a Kiwa
- ▶ Tolaga Bay Area School

Many other organisations and individuals have generously contributed to the Plan through focus groups, meetings and submissions.

Many thanks to all of these people for the time and energy they volunteered to ensure Tairawhiti has a clear path for our community facilities.

INTRODUCTION

Community facilities are important. They contribute to building strong, healthy and vibrant communities.

A liveable district needs a network of community facilities that are co-located in hubs and clusters with other social, retail and transport infrastructure, providing opportunities for integration of community activities and associated services.

The Tairāwhiti Community Facilities Strategy is an integrated body of work that outlines the development of a cost-effective and sustainable network of fit-for-purpose community facilities in Tairāwhiti over the next 20+ years.

It has been prepared in response to several factors challenging the Tairāwhiti region:

- ▶ ageing community infrastructure requiring replacement or upgrade
- ▶ current facilities not being fit for purpose for community use
- ▶ previous ad hoc and unintegrated development of facilities creating gaps and duplication of facilities across public, private, education sectors
- ▶ growing range of new sports and community pursuits requiring space or facilities
- ▶ limited money available for investment in facilities by Council and others and multiple competing groups seeking funding for facilities and projects
- ▶ quest for financial sustainability in operating facilities and more efficient use and maintenance of assets.

SCOPE

The Strategy provides an overarching Strategic Framework to guide decisions on facilities of all types at all levels. This framework is the foundation of the Strategy.

Under the strategic framework sit a series of nine plans for the range of facility types Council is involved with. These plans consider multiple scales from regional to local to neighbourhood. They look closely at Council-owned community facilities. However they also cover non-Council facilities as they are part of a network of facilities and present opportunities for partnerships.

Each plan covers all aspects of facilities from network planning to management and operation and includes the following:

- ▶ issues and opportunities that outline the key challenges the region faces with that specific facility type and the opportunities for improvement that may exist

- ▶ objectives that give effect to the strategic framework, that address issues and opportunities for that specific facility type, and that guide planning, designing and funding as well as ownership, governance and management models
- ▶ policies that give effect to the strategic framework and the objectives specific to that facility type. The policies state a clear position on key areas around the provision, management, ownership, operation and maintenance of facilities
- ▶ actions outlining how we are going to achieve the objectives of the Strategy related to that specific facility type, including tasks, responsibilities, costs and timeframes
- ▶ levels of service for facilities that are affordable, achievable and measurable.

Community needs assessment	Strategic Framework		
	Vision, Strategic Goals, Investment Principles, Investment Process, Priority Projects		
	• Aquatic facilities plan	• Arts facilities plan	• Art in public places plan
	• Cemeteries plan	• Parks and open spaces plan	• Play spaces plan
	• Public conveniences plan	• Sports facilities plan	• Street trees and gardens plan

COMMUNITY NEEDS ASSESSMENT

Underpinning all aspects of the Strategy is the work completed on a community needs assessment. This is the evidence base for the Strategy. It includes the following:

- ▶ literature review of information on existing local facilities regardless of ownership and including non-Council owned facilities
- ▶ stocktake of existing facilities – their capacity, their current use, their status and issues and opportunities they face
- ▶ community survey of use of facilities and recreation preferences
- ▶ interviews with facility providers and users – the facilities they use and issues they have
- ▶ field trip to view facilities and talk directly to users about their experiences and needs
- ▶ national expert panel invited to Tairāwhiti to present to decision-makers about key trends, issues and opportunities facing community facilities
- ▶ public open days for generic public use facilities like parks and play areas to elicit feedback on recreation preferences and patterns
- ▶ desk-top research on national trends in facility provision and management for comparison and bench-marking.

VISION AND STRATEGIC GOALS

The vision and strategic goals set the direction for all parts of the Community Facilities Strategy from the approach to investment down through the individual plans for specific facility types.

VISION

Tairāwhiti-Gisborne is the lifestyle destination of choice. We have a range of affordable and accessible ways to relax, be active, connect with each other and share our culture. We have safe spaces to play, learn and thrive and we are healthy and well.

STRATEGIC GOALS

To have a network of community facilities across Tairāwhiti-Gisborne that:

- ▶ is built on demonstrated community need and is fit for purpose
- ▶ enables community health and wellbeing
- ▶ is flexible and future-proof and used to maximum potential
- ▶ is accessible and welcoming and reflects who we are.

To ensure that our network of community facilities is financially sustainable meaning it is:

- ▶ value for money
- ▶ affordable for the community and end users
- ▶ well-planned
- ▶ prioritised in an integrated, transparent and robust way.

To collaborate in planning and providing community facilities.



INVESTMENT FRAMEWORK

The investment by key agencies over the next 20+ years is likely to be significant based on historical investment. We need to ensure this investment is effective, efficient and can be financially sustained.

There is limited funding available and multiple needs. We need a way to make sound investment decisions that have the best outcomes across our community.

The investment framework (principles and process) aims to ensure a robust, transparent and fair process for identifying what we will invest in and the priorities for investment. It aims to ensure investments meet community needs in a way that the community can afford.

INVESTMENT PRINCIPLES

Demonstrated community need (30% weighting)

The degree to which any existing or proposed facility matches the projected needs of the community within its catchment area. This includes consideration of the degree to which demand exceeds supply (once all existing facilities are being run at an optimal operational level) and the facility or proposed facility is capable of meeting the identified gap.

Maximum efficiency (20% weighting)

The degree to which a facility or proposed facility complements the existing or proposed facility network, including avoiding any duplication of facility functions. Facilities should be designed to enable multiple uses where ever possible to ensure facilities are used to their maximum. Facilities should be designed to be able to adapt to future needs and changes in community preferences.

Financial affordability (20% weighting)

The degree to which the community can afford the facility is crucial. The design and construction of any facility needs to consider the full life cycle costs including maintenance and operation and eventual replacement. The cost of facility use needs to be affordable for users in the facility catchment.

Accessibility for all (15% weighting)

It is important that community facilities are accessible. That is they are equitably located within the region; they are physically accessible for people of all abilities; people are aware of their availability for the public to use; and they reflect the social, demographic and cultural needs of the community in their facility catchment

Partnerships and collaboration (5% weighting)

Working together with partners to develop and operate community facilities will become increasingly important. Partnerships allow pooling of resources such as people and funding and are a key tool for ensuring an efficient network.

Wider benefit (5% weighting)

The degree to which the proposed investment has the potential to stimulate broader goals for social, cultural and economic development.

Strategic fit (5% weighting)

The degree of alignment a facility or proposed facility has with national and regional facility strategies and wider strategic documents and plans, such as those concerned with urban planning, infrastructure development, tourism/economic development, and transport networks.

INVESTMENT PROCESS

The steps below outline the investment process. They provide a clear path that answers key questions such as: what is the appropriate scale of investment, is the project possible, and does the business case indicate that the project is financially sustainable?

Step 1: Community needs assessment

- ▶ Summarises the issues being experienced and the needs to be met.
- ▶ Must be robust and defensible and with an appropriate level of evidence consistent with the potential scale of the investment.
- ▶ Needs to consider current and future needs and be clear about who the intended targeted users are.

Step 2: Project plan and scope

- ▶ Details the scope of the project, building on the community needs assessment.
- ▶ Includes looking at how the need could be met through the following categories:
 - Reform - change in governance, management, culture or regulations
 - Better use - changes in demand management, pricing, hours of access
 - Improve existing - minor capital works, multiple or shared use facility
 - New development - construct new assets.
- ▶ Identifies the project delivery including stages and timeframes.
- ▶ Identifies project structure including partners and partner's expectations.
- ▶ Completes a preliminary assessment of project concept against investment principles.

Step 3: Feasibility study

- ▶ Determines the viability of the project and the various options in light of contextual factors: social, cultural, environmental, economic, legal, technological.
- ▶ Needs to include:
 - project rationale and outcomes
 - assessment of a range of alternatives and options in light of contextual factors
 - assessment of a range of alternatives against investment principles
 - activity planning (demonstrating future use)

- proposed governance and management models (post-construction).

- ▶ Identifies a preferred option.

Note: The bigger the investment to be made, the more intense the feasibility assessment and the need for professional input from specialists. Feasibility studies for larger projects may need an independent review.

Stage 4: Detailed business case

- ▶ Determines the financial sustainability of the preferred option in detail.

- ▶ Needs to include:

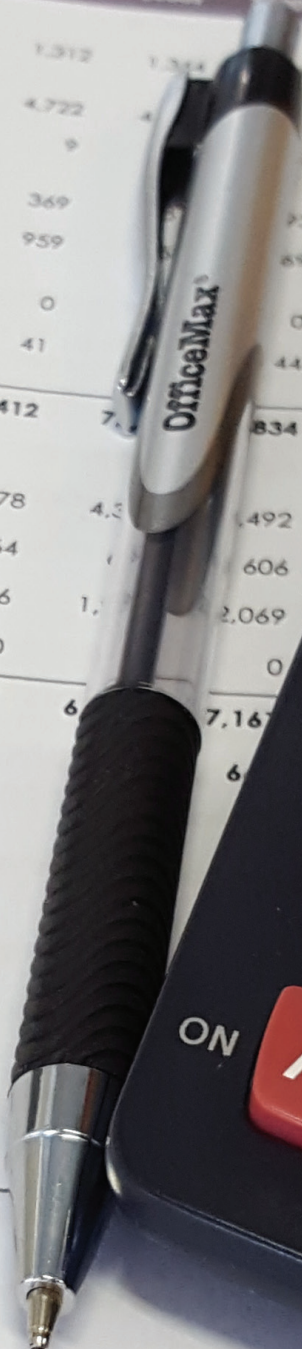
- detailed assessment of costs (including capital, maintenance and operations)
- detailed assessment of potential revenue sources to cover build, maintenance and operational costs
- strategy for raising funds for capital cost (where significant).

Note: The bigger the investment to be made, the more intense the business case and the need for professional input from specialists. Business cases for larger projects may need an independent review.

Stage 5: Funding

- ▶ Prepares concept designs to support funding applications.
- ▶ Formalises any partnerships and identifies ongoing governance arrangements.
- ▶ Secures project capital from sources such as agencies, philanthropic sector and commercial interests.

2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
1,221	1,355	1,274	1,282	1,292	1,312	1,311	1,315	1,475	1,312
4,307	4,460	4,302	4,615	4,729	4,722	4,722	4,722	5,090	4,722
8	8	8	8	9	9	9	9	10	9
323	331	339	348	358	369	369	369	407	369
946	1,011	1,013	973	970	959	959	959	963	959
0	0	0	0	0	0	0	0	0	0
36	37	38	39	40	41	41	41	41	41
7,101	6,975	7,246	7,397	7,412	7,412	7,412	7,412	834	7,412
3,919	4,018	4,025	4,150	4,178	4,178	4,178	4,178	4,92	4,178
622	680	688	680	664	664	664	664	606	664
1,976	1,980	1,939	1,963	1,966	1,966	1,966	1,966	2,069	1,966
0	0	0	0	0	0	0	0	0	0
517	6,677	6,651	6,792	6,807	6,807	6,807	6,807	7,167	6,807
34	297	595	605	605	605	605	605	605	605
5	0	0	5	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
886	225	351	(54)	(54)	(54)	(54)	(54)	(54)	(54)
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
91	225	356	(54)	(54)	(54)	(54)	(54)	(54)	(54)
0	22	0	2	438	162	153	153	153	153
19	10	26	37	0	102	12	12	12	12
782	945	596	583	620	680	607	607	607	607
19	(16)	(71)	(71)	(455)	(251)	(183)	(183)	(183)	(183)
0	0	0	0	0	0	0	0	0	0
20	961	551	551	603	693	588	588	588	588
)	(605)	(605)	(608)	(667)	(674)	(674)	(674)	(674)	(674)



PRIORITY PROJECTS

The plans for different community facility types identify a number of actions and projects. This section provides a list of those projects for different facility types as priority projects for the region. They have been prioritised according to how they rate against the community facilities investment principles.

Project	Ranking	Description/Comments
Partnerships for sub-regional public pools (\$60,000 pa)	1	Enter into partnership agreements for provision of four sub-regional aquatic facilities (1 x West District, 1 x Kaiti, 2 x East Coast) to ensure there is a pool within 30 minute drive for 90% of population. Support for schools to make their facilities available for six weeks of summer holidays (lifeguards and pool chemicals).
Redevelop Olympic Pool Complex (\$20m+)	2	Major redevelopment to improve functionality including: alter main pool structure; renovate hydroslide; improve pool surrounds and spectator areas; renovate changing facilities; replace hydrotherapy pool; upgrade recreational facilities; and build learn to swim facility.
Sports Hub: Anzac Park (c. \$4m - \$6m)	3	Develop a new water sports hub at Anzac Park. Facilities to include: improved waka launching facilities and storage; new amenities (toilets, showers, changing, BBQ, drinking fountains); water craft care area (washing and repairing); carparking; boat loading area. Proposed stages are: relationship building between codes; project scoping; feasibility study; business case; improve launching facilities; build storage facilities and amenities; lay carparking. Until the project can be completed, improvements in the temporary waka ama storage facilities need to be undertaken.
Sports Hub: Childers Road Indoor Facility (c. \$10m)	4	Build a regional level 3-court indoor facility to meet indoor sports needs in an efficient hub. Proposed stages are: planning (community needs assessment, scoping, relationship building and project plan); feasibility study (including locations eg Childers Road, Waikirikiri, beachfront, A&P showgrounds); business case (including revenue generation strategy); detailed design and build.
Sports Hub: Waikirikiri Park (c. \$4m - \$7m)	5	Redevelop Waikirikiri Park (potentially building on the Papawhariki model) as a sports and community hub. Proposed stages are: assess Papawhariki model and determine if the site is appropriate for a regional level indoor court facility; business case / feasibility (some work already completed); build sport hub; and redevelop carpark and play area.
Sports Hub: Rugby Park (c. \$4m - \$6m)	6	Upgrade of existing facilities (upgrade of facilities for all rugby union, rugby league, touch rugby and athletics and provision of a premium spectator ground.) Facilities to include: all-weather sports turf; all-weather sports pavilion; improved amenities (toilets, changing rooms including new facilities for women); function centre; and potential for athletics track. Proposed project stages include: relationship-building; feasibility study; business case; development of grandstand and amenities (including lighting and car parking); installation of artificial turf, second grass turf and athletics track; construction of all-weather pavilion.
Sports Hub: Whakarua Park (c. \$3m - \$5m)	7	Redevelop Whakarua Park in stages with the first stage including renovations to the Uepohatu War Memorial Hall and the dining room Te Poho o Nga Uri. Stage two to include covered netball courts.
Sports Hub: Victoria Domain (c. \$4m)	8	Upgrade regional level outdoor court facilities at Victoria Domain to meet basic standards for play and create an efficient hub. Proposed stages are: business case; extend squash building for shared admin and amenities; remove existing tennis and netball clubroom buildings; realign and resurface netball courts so they are correct size; and repurpose tennis clubrooms into site car-parking. Potential for Stage 6 to install covered facility over grass tennis courts.
Sports Hub: Harry Barker Reserve (c. \$2m - \$4m)	9	Upgrade of facilities for all cricket and hockey including: toilets and changing rooms; spectator seating; office space; and an all-weather indoor cricket facility. Project stages will depend on the proposed level of investment in the medium to long term at the site. For a full indoor stadium the proposed project stages include: relationship-building; feasibility study; business case; development of amenities; construction of all-weather pavilion.





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