



2012-22 RECREATION STRATEGY for:

- Aquatics ■ Open Space ■ Streetscapes & Memorial Trees
- Playgrounds ■ Sports ■ Toilets & Dump Stations
- Walking & Cycling ■ Cemeteries

Volume TWO - Appendices

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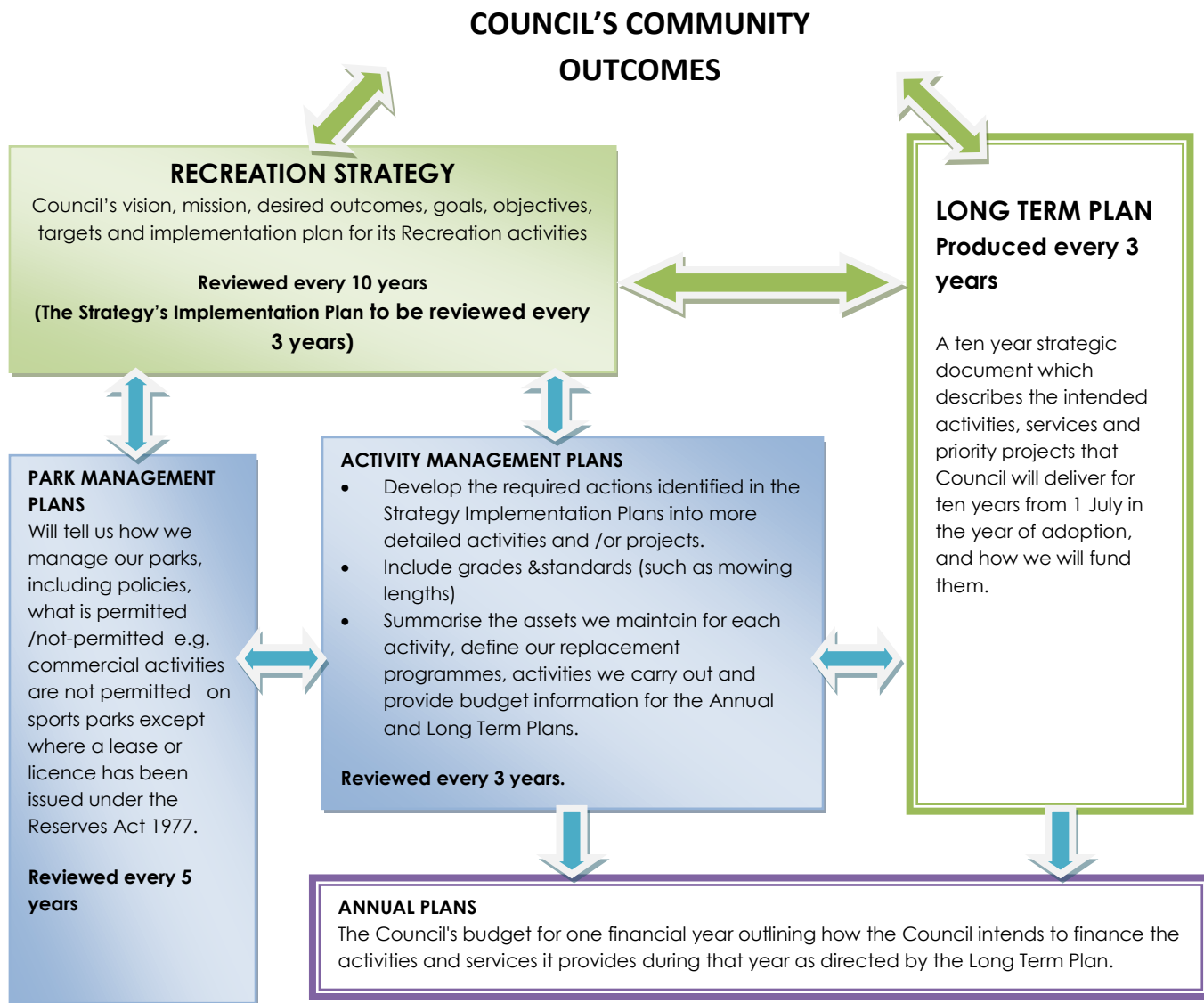
Appendix 4: Waitaki residential populations

	Rated Properties	Rated Properties within all Permitted Res Zones	Rated Properties within Residential Zones* Not incl Business	No Water Connections	Count of Rating ID's in Res Zones
Deborah	13			10	
Dunback	23	23	23	19	24
Macraes Flat	33	33	33		30
Waitaki Bridge	39	39	39		39
Enfield	41	41	41	20	40
Ngapara	42	41	37	20	35
Shag Point	42	42	42	29	49
Duntroon	79	79	79	28	76
Maheno	86	86	86		88
Herbert	106	106	106	47	100
Ohau Village	137	137	137	134	141
Moeraki	228	228	228	180	231
Kurow	242	242	205	196	216
Omarama	293	291	253	289	256
Kakanui	355	355	355	251	350
Hampden	446	446	446	244	416
Otematata	495	495	465	459	470
Weston	495	495	470	417	508
Palmerston	615	608	532	444	573
Oamaru	6122	6085	5480	5408	5653

Appendix 2: Developing the strategy

1. Place in planning framework

Strategy's place in overall planning & decision-making framework

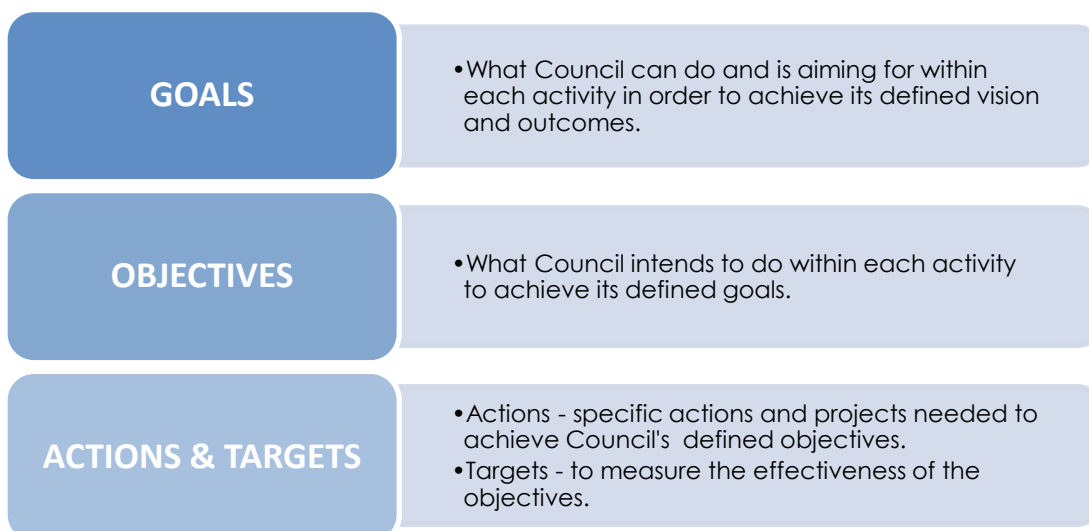


2. Strategy structure

For Recreation overall:



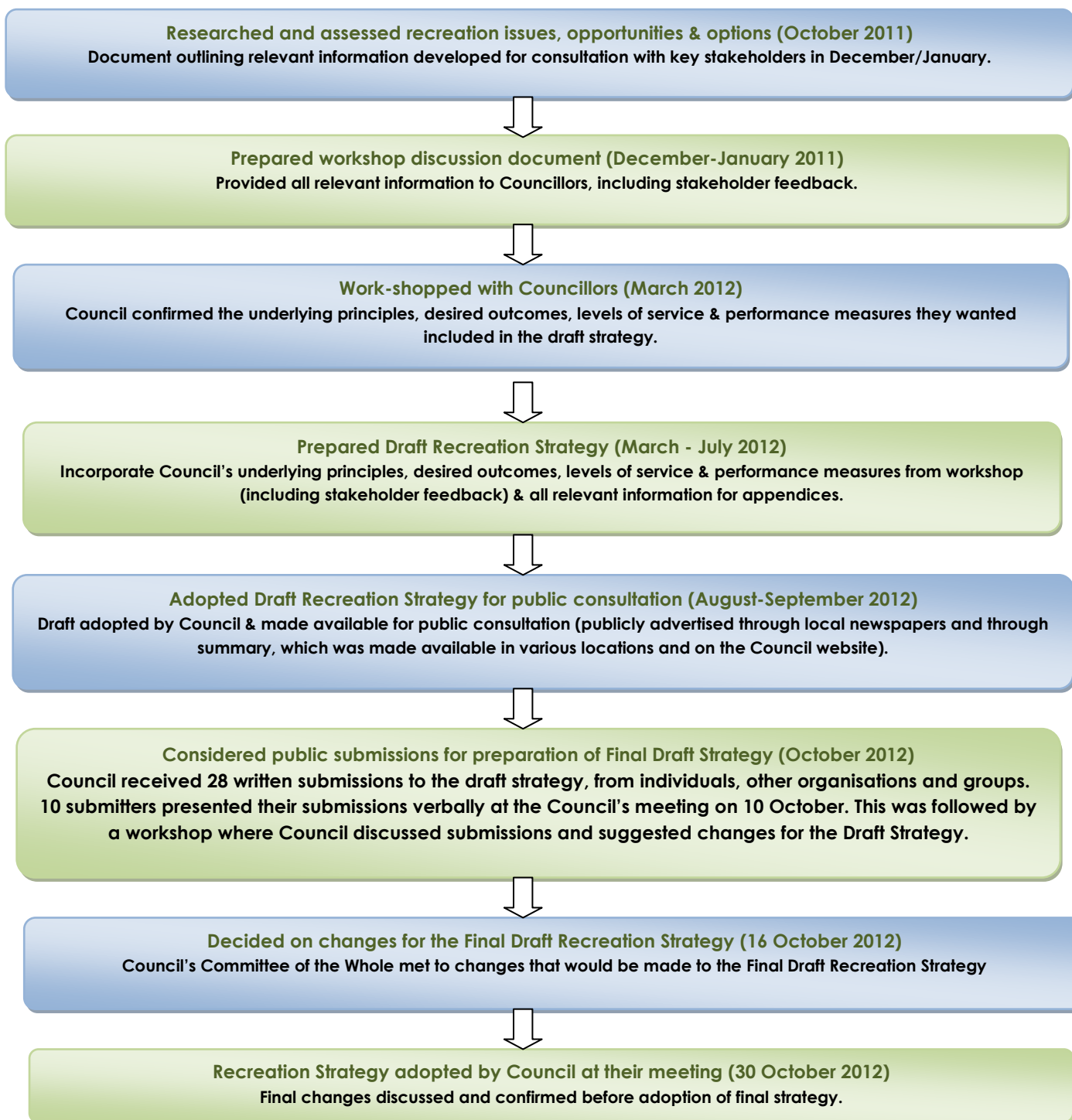
For each of Council's eight Recreation activities:



GUIDING PRINCIPLES - the framework within which our goals and objectives have been developed and will also assist Council in making choices and setting priorities (what steers and guides)

3. Development of the strategy

In summary, the following process was used for developing this process:



Note:

All of the activities included in the Strategy are managed and administered by Council's Recreation Unit. The development of the Strategy did not include Council's camping areas and domains as these are managed and administered by Council's Property Unit.

4. Submissions & subsequent changes to the Draft Strategy

Council consulted on the Draft Strategy in September 2012 and received a total of 28 submissions. 10 submitters verbally presented their submissions to Council on 9 October.

As a result of the submissions, a number of changes were made to the Draft Strategy that went to Council for adoption on 30 October 2012. These were:

GENERAL:

Change #	Change:
1	Changed title page to read ' Waitaki District Council Recreation Strategy for provision of <ul style="list-style-type: none"> • Aquatics • Open Space • Streetscapes and Memorial Trees • Playgrounds and Playscapes • Sports • Toilets and Dumpstations • Walking and Cycling • Cemeteries
2	Included new Guiding Principle ' To protect and restore indigenous environs on Council land where possible'

AQUATICS:

Change #	Change:
1	Added new target under AO1 '100% cost recovery from running Programmes'. (e.g. Swim School, Coaching, Aerobics)
2	Changed AO5 to read 'We will provide a quality aquatic facility for the district in Oamaru and work with communities and schools to provide public access to pools within reasonable driving distance
3	Changed targets under AO5 to read 'Community has access to a pool within 60km'

OPEN SPACE:

Change #:	Change:
1	Changed target under OO2 to '3 events of educational, safety or health value held in our opens spaces each year in conjunction with Sport Waitaki and other providers'
2	Added target under OO3 'Maintain access to places of scenic, natural and cultural interest on Council managed land'
3	Removed from Implementation plan (pg13, Yrs 1-3 -2 nd Action) 'area of Duntroon Domain land in farm', 'Freyberg Park', 'Hampden Sth Beach', 'either Mill Domain or Palmerston AP show rounds' and 'Freyberg Park' as these areas are not managed or maintained by Recreation Unit
4	Removed from Implementation plan (pg13, Yrs 1-3 -2 nd Action) and maps 'Part of Hampden Reserve, Ipswich Reserve and Monmouth Reserve' to enable a comprehensive and holistic review of all council land be completed in Hampden

STREETSCAPES AND MEMORIAL TREES

No changes made.

PLAYGROUNDS:

Change #:	Change:
1	Included as target under PO1 'Provide a Key strategic playground at Oamaru Gardens'
2	Removed from Implementation plan (pg17, Yrs 4-10, 2 nd Action) 'relocate Kakanui Esplanade playground'

SPORTS:

Change #:	Change:
1	Changed SO1 to read 'We will work alongside the sports community in sports provision'
2	Changed SO2 to read 'We will support Centennial Park as a premier field sports facility'
3	Added targets for SO2 to read 'Provision of grass field surfaces to meet WOF needs for sports playing in Regional/ National Competitions' and 'Provision of Centennial Oval Grandstand to meet WOF needs for sports playing in Regional/ National Competitions'
4	Changed SO3 to read 'We will provide sufficient space, facilities and programmes to meet local community need'
5	Changed SO3 target to read 'For historic reasons Council provides and maintains grass surfaces for local competition standards for the following sports...'
6	Added as a target under SO4 '100% cost recovery from any other services provided by Council'. (e.g. coaching)
7	Moved SO4 Yr 4-10 target of 'Contestable fund is in place' to SO3
8	Deleted from Implementation Plan (Pg 19, Yrs 1-3) 11 th Action 'Carry out deferred maintenance on Centennial Stadium and refurbish toilets and changing rooms' as is duplication
9	Deleted from Implementation Plan (Pg 19, Yrs 4-10, 1 st Action) 'including relocating Cricket from Centennial Oval to Centennial 2 and as duplicates re-levelling in Yrs 1-3

PUBLIC TOILETS AND DUMP STATIONS:

Change #:	Change:
1	Removed proposal to remove Duntroon toilets
2	Removed proposal to remove toilets on NZTA land at Shag Point
3	Removed proposal to close toilets on Kakanui esplanade

WALKING AND CYCLING:

Change #:	Change:
1	Included walking access along Moonar street in Palmerston on Maps as short term goal

CEMETERIES AND MONUMENTS:

No changes made.

5. COMMUNITY OUTCOMES

Council's *Community Outcomes* set out the outcomes the Council wants for the Waitaki community (taking into account the four wellbeings – social, economic, environmental and cultural).

The Recreation Department provides District-wide services and of all Council's activities, is probably best placed to contribute in some way to almost all of Council's Community Outcomes. Most notably these include:

- *Our green spaces, sports fields, cultural and recreational facilities are well managed and encourage healthy, active lifestyles and learning.*
- *We promote and encourage awareness and protection of our unique natural environment.*
- *Waitaki is recognised as a good place to do business, and people choose to invest in the District.*
- *We recognise, value and respect Waitaki as a great place to live, visit, work and play*

THE BENEFITS OF PROVIDING PARKS, GARDENS, GREEN SPACES, SPORT AND RECREATIONAL FACILITIES

Physical health benefits

- While exercise trends come & go, people tend to stick with physical activities they enjoy most. Parks provide the venues for many of these activities – organised sports, play, running, biking, gardening, hiking, swimming, among many others.
- Multiple studies indicate that time outdoors is the strongest correlate of children's physical activity.
- Parks play a key role in the wellbeing of seniors (something to think about in light of our ageing population).
- Studies support that having greens spaces supports physical activity and longevity for elderly people.
- Parks are a fundamental health resource, particularly in terms of disease prevention. Studies show physiological benefits can be derived from just having a view of nature beyond those derived from just physical activity - e.g. lowered blood glucose levels for diabetics, patients in hospitals with views of nature generally recover more quickly.
- Green spaces help promote physical activity by providing convenient opportunities for exercise, such as walking, jogging or exercise courses.
- Physical activity has a number of benefits for health and wellbeing. People who are physically active you tend to have:
 - better overall health, more energy, lower stress levels, increased self-esteem, better posture and balance, better weight management and weight control, improved fitness, stronger muscles and bones, better sleep and feel more relaxed
- Regular physical activity can reduce the risk of, or improve outcomes for a number of health conditions including:
 - heart disease, hypertension, obesity, strokes, diabetes, certain cancers (especially colorectal, breast and endometrial), depression, osteoporosis, osteoarthritis, stress, some respiratory conditions.
- Studies show that, among the factors that predicted how much physical activity 8 to 12 year olds get in their neighbourhoods, a 1% increase in park and recreation areas was associated with a 1.2% to 1.4% in physical activity.
- Researchers have found that parks with paved trails, sports fields, playgrounds, restrooms and other park support features are more likely to attract higher visitation and increased levels of moderate-to-vigorous activity than parks without these features.
- A Japanese study found that men and women aged 89, 84, 79, and 74 years old in 1992 were more likely to be alive five years later if they had ready access to green, walkable places and paths.

Mental health benefits

- The presence of neighbourhood parks and tree-lined streets promote psychological well-being. Studies support that green views and environments can improve cognitive functioning, impulse control, resilience to stressful life events, and overall mental health.
- There is scientific evidence that access to green spaces reduces stress and anxiety, sadness and depression.
- One of the most significant groups to benefit from green spaces are children with ADHD.

- A Dutch study showed the prevalence of physician-diagnosed depression was 33 percent higher in the residential areas with the fewest green spaces, compared to neighbourhoods with the most.

Social function

- When people are connected to nature, it contributes to feeling less isolated and people become more eager to form connection with their neighbours. A greater sense of community and social ties emerge, as does increases in generosity, trust, civic-mindedness.
- Studies show that loneliness, aggression and crime decrease. An investment in green spaces must therefore reduce the need for investment in crime prevention and social services.
- In one of the poorest neighbourhoods in America – Chicago's Robert Taylor Homes – scientists examined levels of aggression and violence among residents of the high rise apartments. They found that residents of apartment buildings facing views of only concrete and asphalt reported systematically higher levels of aggression and violence than did their counterparts living in identical buildings with views of trees and grass. These findings were repeated in studies in other housing areas, with significantly more violent crime in the buildings with the least vegetation.
- Compared to buildings with low levels of vegetation, those with medium levels had 42% fewer total crimes, 40% fewer property crimes, and 44% lower violent crimes. Buildings with high levels of vegetation had 52% fewer total crimes, 48% fewer property crimes, and 56% fewer violent crimes than buildings with low levels of vegetation.
- The green effect on social functioning and health extends far beyond urban, low-income, minority housing in Chicago and Los Angeles. Another Dutch study of more than \$10,000 households in the Netherlands used aerial photographs of the percentage of vegetation within 1km and 3km of each household's address and used it to predict residents' social interaction and sense of being connected with others. The less green a person's living environment is the more likely that person is to report feeling lonely and report not having adequate social support. The study included households from a wide range of living conditions, from rural to heavily urban, and took respondents' income and other characteristics into account.

Youth development

- Parks and recreation have a crucial role in supporting the development of young people in the form of building cognitive, social and emotional skills. A US study found that students who participate in at least one hour of extracurricular activities a week are 49 percent less likely to use drugs and 37 percent less likely to become teen parents.
- Natural environments are particularly useful to youth development because natural environments have positive effects of self-discipline and resilience.

Environmental benefits

- Researchers have confirmed the important role that urban parks have in improving air quality.
- Tree-dense parks also reduce air temperature in urban areas, which is particularly important during summer and in drought-prone areas.
- Parks and reserves contribute directly to the protection and enhancement of the biodiversity, scenic and heritage values of the District.
- When people are actively involved in outdoor recreation they are more likely to become involved in conservation practices.

Economic benefits

- The positive effects that parks and green spaces have on physical health, mental health, social well-being, youth development, and the environments all have real economic benefits in the long run.
- Well-placed parks, green spaces and recreational opportunities attract tourists, who spend money in local shops, hotels and restaurants.
- In particular, promoting physical activity through parks and recreation services lowers long-term expenditure on healthcare. Studies show that even small increases in spending on these activities can provide significantly increased amounts of physical activity.

- In communities with strong social ties, supported by parks and other green spaces, there is often less need to turn to Government-funded social services during difficult economic times. There is also more likelihood of recruiting and retaining volunteers – the economic benefits of a strong volunteer base are well known.
- Better physical and mental wellbeing resulting from recreation improves productivity.
- Expenditure on outdoor recreation and leisure can account for a substantial part of people's discretionary spending. Where recreational opportunities exist, additional spending at local business can result – for example, bikes, running shoes, sports equipment.
- Improved youth development through the provision of parks and recreation services and programmes have obvious long-term economic benefit by helping young people become productive members of the workforce.
- The greenery of parks can also improve the property value of nearby homes, increasing rates revenue. A variety of studies demonstrate that urban parks, natural areas, and preserved open spaces positively affect property values.
- Recreation and green spaces provide business and employment opportunities, and opportunities for partnerships between Council and private enterprise.
- Special events at sports facilities and parks/green spaces (such as national tournaments and the Rugby World Cup) not only generate revenue to sponsors and the community, but also promote the facilities to residents and visitors.
- Unique scenic areas or facilities are desirable as a backdrop for movies, advertising, weddings and photo sessions.
- Studies have shown that 'quality of life' attracts new residents and businesses. One study showed it was the third most important factor in attracting a business. Quality of life included convenient access to natural settings, recreational and cultural opportunities and open space.
- The Oamaru Gardens were officially the 4th top visitor attraction in Waitaki in 2010.
- In Pennsylvania, USA, a study found residents spent approximately 12.6 percent of their total personal consumption dollars on leisure pursuits. Of this total, over 47 percent was spent on outdoor recreation activity alone. Leisure was the third largest item in personal budgets, exceeded only by housing and food costs.
- Parks are key attractions for visitors. In the US, Disney World and Disneyland together attract more than 31 million visitors per year, and the top 20 theme parks attract almost 120 million visitors. However, these attendances pale alongside the annual attendances at federal park sites (five of these parks attract 912 million visitors combined). In addition, the annual number of visitors to state parks is approximately 730 million, and this number in turn is small when compared with the number of visitors to regional, county, and local parks and beaches.

THE BENEFITS OF PROVIDING PUBLIC TOILETS

- Public toilets provide a healthy and convenient facility for local residents and visitors to the District.
- They ensure that local residents, visitors and tourists enjoy an overall positive experience of the District. They can become a destination in themselves!

THE BENEFITS OF PROVIDING CEMETERIES

- Well maintained cemeteries create a welcoming and respectful place for family and visitors.
- We meet legal requirements and public health is protected by ensuring the safe disposal of human remains.
- The maintenance of cemeteries and cemetery records create a means for future generations to remember their ancestors.
- They create additional green spaces that are of benefit to the wider community.
- They provide a connection with our heritage and local history.

THE BENEFITS OF PROVIDING AQUATIC CENTRES

- They provide opportunities to learn swimming skills and water safety skills in a safe environment.
- They provide the elderly and people with mobility issues with an opportunity for low-impact exercise and recreation.
- Aquatic centres are an exercise and social hub for young and old - rain, hail or snow.

6. National & local context

OBESITY LEVELS IN NEW ZEALAND

The World Health Organisation now describes the prevalence of obesity as an epidemic. And New Zealand isn't doing so great in the 'big' picture. Our obesity levels have been growing in recent decades - from 9% (males) and 11% (females) in 1977 to 20% and 22% respectively in 2003. The 2006/07 New Zealand Health Survey found that:

- one in three adults were overweight (36.3%) and one in four obese (26.5%).
- one in five children aged 2 to 14 years were overweight (20.9%) and one in twelve was obese (8.3%).



- **The direct cost of obesity to New Zealand taxpayers and ratepayers through the health system has been calculated at around \$450 million per year.**



A MOVING TARGET – PHYSICAL ACTIVITY LEVELS IN NZ

Lack of physical activity can contribute to disease and disability. It is a major risk factor for a number of chronic diseases including coronary artery disease, stroke, type 2 diabetes, colon cancer, breast cancer and osteoporosis. Physical inactivity is one of the leading global risks for mortality in the world, responsible for 6% of deaths globally. Physical inactivity is estimated to cause around 21-25% of breast and colon cancer, 27% of diabetes and about 30% of heart disease (WHO Global Health Risks report 2009).

Physical activity is defined as "movement on a daily basis to sustain health. Sport NZ (formerly Sport and Recreation New Zealand (SPARC)) says that maintaining health requires at least 30 minutes of moderate intensity activity or 15 minutes of vigorous activity on 5 or more days per week.

The statistics for physical activity in New Zealand show there is plenty of room for improvement.

Adults

The 2006-07 New Zealand Health Survey found that:

- nearly half of all adults (47.9%) are not doing enough physical activity to

sustain health

- one in ten (9.9%) adults are physically active for less than 30 minutes per week

Young people

- More than half of children aged 5-14 years (53%) don't use active transport (e.g. walking, cycling) to get to and from school (2006/07 New Zealand Health Survey).
- Nearly two thirds of children aged 5-14 years usually watched two or more hours of television a day (64.1%) (2006/07 New Zealand Health Survey).
- According to Youth 2007, sedentary activities are common among secondary school students, 35% of students watched television for three or more hours each day and 20% of male students played games for three or more hours each day compared with only 5% of female students.



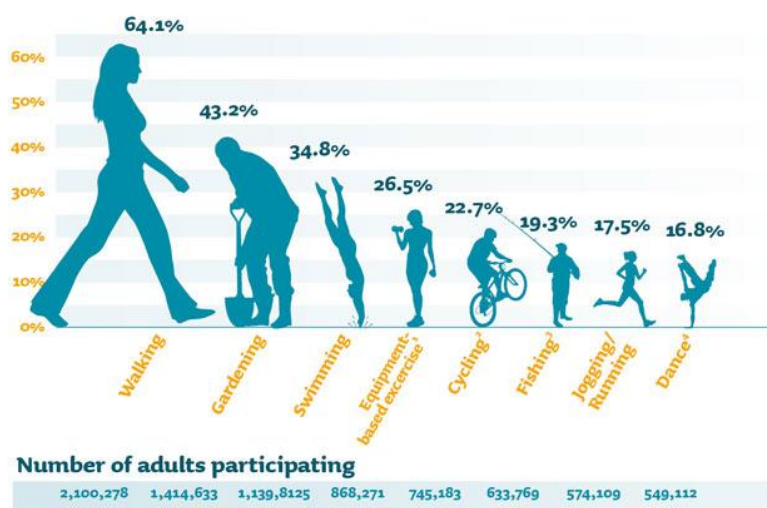
2007/08 ACTIVE NZ SURVEY FINDINGS

Active NZ is a national-level measurement tool used by Sport NZ (formerly Sport and Recreation New Zealand (SPARC)) to monitor physical activity, in particular sport and recreation participation among New Zealand adults. The 2007/08 survey provides new benchmarks for monitoring physical activity.

To meet their guideline for physical activity, participation in at least 30 minutes of moderate intensity physical activity on five or more days of the week was required. Consequently, this guideline is referred to as the 30 x 5 recommendation. Based on this, approximately 52% of adults were not meeting the 3 x 5 recommendation for physical activity. A higher percentage of men than women met this guideline (52.5% compared to 44.4%).

The graph to the left shows the most overall popular physical activities for recorded in the survey and the number of adults participating in activity.

The most popular activity for 16 to 24 olds was swimming (47.3%, compared to 42.6% walking), while the over 65's walking was hugely popular at 73.3%, followed closely gardening at 65.7%.



Cycling was the least popular activity for the over 65's at 6.1%. It was most popular with the 35-40 year olds, but still ranked fourth behind walking (64.8%), gardening (45.1%) and swimming (40.9%).

How we compare in Waitaki

Compared to the rest of New Zealand, Waitaki residents are doing pretty well in terms of getting off physical activity. A survey conducted during the development of Council's Physical Activity Strategy (2007) found that:

- More than 80% of respondents from each age group analysed indicated that they undertook 2.5 hours or more of physical activity in the 7 days prior to the survey period.
- Nearly all respondents aged 13-24 years (94%) indicated that they are regularly physically active according to SPARC's guideline. Respondents aged 65 years and older were less likely to meet this guideline, but were still above the national average, with 70% of respondents from this age group indicating they are regularly physically active.

The most common types of activities undertaken by each age group were informal, unstructured activities such as **home-based activities** (e.g. gardening, mowing lawns, and housework), **general outdoor fitness activities** (e.g. walking, running, cycling etc.) and **active transport** (walking or cycling as a mode of transport).

New Zealanders aren't doing so well in the water

- The 2011 drowning toll in NZ is already just three below the 2010 toll. There have been 84 drowning deaths so far this year, with four months still to go.

Something else to bear in mind

- New Zealand has a high prevalence of anxiety, mood and substance abuse disorders.
- Some experience of a mental disorder is common (20% of the population or 1 in 5 New Zealanders within the past year). People with a mental disorder are more likely to be physically unwell and the reverse is also true.



7. Markets, preferences & views

Markets can be considered in terms of gender, age, active or passive participants and local residents or visitors.

Nationally there has been a trend away from formal sports-based recreation to more informal recreation. Recreational trends and preferences are generally:

- Increased use of outdoors that involve interaction with the natural environment;
- Increasing age of population means more passive pursuits in more accessible locations are desirable;
- Popularity of walking (high use of walkways);
- Continued use of privately-owned facilities.

Recent studies into recreation trends across the Waitaki district show that the community, with an increasing proportion of ageing but increasingly active persons, is moving towards more unstructured recreational activities such as walking and cycling. This follows the national trend.

MARKETS

Local residents - physical activity/sport:

According to the Council's 2011 Residents survey, the most common types of recreational activities undertaken across all age groups were informal, unstructured activities such as home-based activities, general outdoor fitness activities and active transport. Most people seem to enjoy activities they can do on their own.

Teenagers and those in their early twenties seem to prefer indoor sports activities, and are more likely to be involved in organised team sports. They also enjoy swimming and pool activities. The most significant barriers identified for this age group included a lack of time due to work commitments, other things they'd rather be doing in their free time and lack of energy.

This contrasts to those aged 24-44, with few people participating in organised team sports, but indications that they enjoy undertaking activities with small groups of people. This age group are more likely to be influenced by multiple barriers than any other age group, but most significantly family responsibilities and work commitments, lack of energy and childcare.

Those aged 45 years and older are not as likely to enjoy exercise and fitness classes, organised team sports, organised independent sports or events. They seem to enjoy more independent and less structured activities such as walking. The main barriers in this age group are a lack of time due to work commitments and health problems or injuries.

International visitors to the District

The Ministry of Tourism's International Visitors Survey for the year ending June 2011 highlights the activities and attractions international visitors participated in while in the Waitaki district walking and trekking rated highest, closely followed by other scenic and natural attractions.

Domestic visitors to the District

The Ministry of Tourism's regional visitor survey for the same period highlighted that 33% domestic tourists expect to find natural or other attractions, 20% come to attend an event and 15% to participate in an activity when visiting the Waitaki region. There is no breakdown of recreation specific information in these surveys.

Visitor numbers to the District are forecast to grow over the coming 20 years.

Research indicates that recreation activities are likely to become more intensified in the future as people attempt to cram more experiences into shorter amounts of time. Recreation is also likely to be experienced by an increasingly aging population. The ageing population is not likely to retire to sedentary lifestyles as they have in the past. It is quite likely that future retiring generations will return to recreation activities they engaged in during their youth, potentially

at a slower pace or in a modified form. This is likely to return more fishers, hunters and even skiers to activities they had time for before constraints placed on time from raising families and earning a living limited leisure time. Use by more older users and continued use by younger recreationists who traditionally make up the highest proportion of users is likely to increase demand.

SPORT NZ (FORMERLY SPARC) SURVEY

In 2005, SPARC and the Cancer Society commissioned a survey, entitled *Obstacles to action*, to investigate what factors affect participation (or non-participation) in sport and physical activity. The barriers and enablers following represent some of the main reasons people gave for their current levels of activity:

Motivators	Barriers
Awareness that physical activity is good for you	Discouragement and/or lack of encouragement and support from others
Desire to maintain a healthy weight	Difficulty in sticking to a routine
Desire for approval by others	Lack of time or energy
	Cost

The Physical Activity Strategy 2007 found the following were the most significant barriers to physical activity in Waitaki:

- I would have to have to get someone to watch my children (25-44 year olds)
- Lack of time due to family responsibilities ((25-44 year olds)
- Health problems or injuries (65 years and older)
- There are other things I'd rather do during my free time (13-44 year olds)
- Lack of time due to work commitments (13-64 year olds)
- Lack of energy/too tired (13-44 year olds)

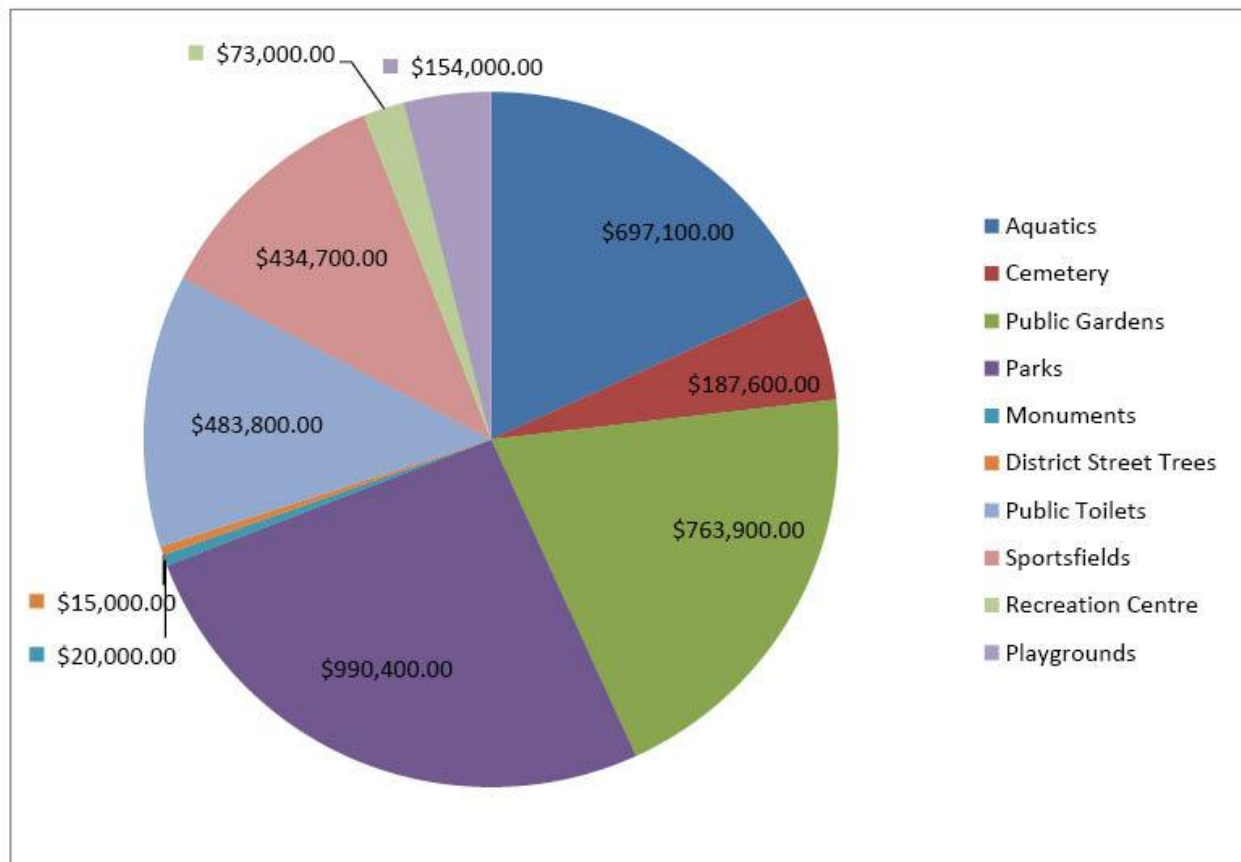
Overseas studies:

Age and gender are the two most consistent demographic correlates of physical activity behaviour in adults. In studies that included men and women, and that had sufficient age diversity to examine age-related trends, physical activity participation was consistently higher in men than in women and was inversely associated with age.

Environmental correlates of physical activity have been identified as well such as exercise equipment at home, access to facilities, satisfaction with recreation facilities, and community level influences such as neighbourhood safety, hilly terrain, frequent observation of others engaging in physical activity, and enjoyable scenery. An Australian study found that having friends who regularly participated in physical activity, safe footpaths for walking, and having access to a park were significantly associated with regular physical activity.

Six new studies found physical activity to be significantly lower among adults living in rural areas than in urban participants, although most of the studies assessed leisure-time physical activity and not occupational physical activity.

7. Budgeted rates funding for Recreation 2012/13 (Long Term Plan 2012-22)



8. SWOT ANALYSIS

The following table identifies internal and external factors that are helpful (strengths and opportunities) and harmful (weaknesses and threats) to achieving the objectives of the strategy.

	HELPFUL to achieving objectives of strategy	HARMFUL to achieving objectives of strategy
Internal origin (attributes of organisation)	STRENGTHS <ul style="list-style-type: none"> • High quality assets for size of District (population) • Some current partnerships/relationships with other organisations that can be built on • Recreation management team culture • Waitaki District has potential to become one of New Zealand's most livable communities for its size - recreation provision is a key component of this • Enthusiastic, knowledgeable and committed staff • Positive elected representatives 	WEAKNESSES <ul style="list-style-type: none"> • Lack of activity management plans • Lack of asset management data • Small team of generalists working in recreation – issues around capacity • Fragmented and inconsistent strategic and policy framework for recreation • Lack of systems and processes • Lack of software tools/processes and use of technology not maximised • Lack of information and marketing for facilities, programmes and resources provided within the district • Use of some facilities and services is not maximised • Lack of commercial airport • Lack of data on usage for many recreational activities • Not working with some groups within the community • Inconsistent communication and cooperation between Council departments. • No policy/Council-wide approach to dealing with climate change and overall issues of sustainability.

<p>External origin (attributes of the environment)</p>	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Strong community support for and interest in recreation activities and facilities (as evidenced through submissions to planning processes and volunteer support) • Strong volunteer base and culture • Major sporting events may help to attract visitors to the district • Seeking additional sponsorship and funding opportunities • Develop partnerships with other recreation providers and improve coordination between recreation providers • Working with tourism providers to maximise use of recreation facilities • Waitaki has a unique natural environment – rivers, lakes, landscapes - and abundant open space, low population • There is already a relatively high level of physical activity in the District across all ages • Strong recreation club environment • Location between Canterbury and Otago • Changing recreation patterns from formal to informal sports • Business development could provide more opportunities for funding through the RMA fund 	<p>THREATS</p> <ul style="list-style-type: none"> • Small population for land area • A tight economy which restricts funding options • Fragmented sport and recreation industry and lack of strategic planning in sports clubs • Geographic isolation of smaller towns means people have to travel a long way to participate in sporting competitions and events, and to use some facilities (e.g. Aquatic Centre) • People's lack of time due to work commitments and family responsibilities • A decreasing pool of skilled volunteers • An ageing population • Relatively low incomes • Decrease in club memberships • Changing recreation patterns from formal to informal sports
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Appendix 3: Aquatics

1. SWOT ANALYSIS

The following table identifies internal and external factors that are helpful (strengths and opportunities) and harmful (weaknesses and threats) to achieving the objectives of the strategy.

	HELPFUL to achieving objectives of strategy	HARMFUL to achieving objectives of strategy
Internal origin (attributes of organisation)	STRENGTHS <ul style="list-style-type: none"> Aquatic centre provides a year-round exercise and social hub for all ages Waitaki has a well reputed swim programme Good relationship/partnership with Swim Club Well-trained staff Offer discounts for Gold Card and Community Service Card holders Offer a range of programmes that cater for health improvement, recovery from injury and illness, and for a variety of demographics and abilities Centre provides Swimming NZ Quality Swim School and Water Safety NZ Pool Safe programmes Learn to Swim programmes cover costs Capacity within facility to develop new income streams/target business more effectively 	WEAKNESSES <ul style="list-style-type: none"> Geographic isolation of smaller towns means people have to travel a long way to use Waitaki Aquatic Centre Lack of information about some facilities, programmes and resources provided Increasing user numbers competing for space e.g swim programme, recreational users, diving board, aqua jogging, water polo, kayaking No fully accurate measurement tool for numbers Not enough targeted promotion for some programmes Some programmes not recovering costs Aging facility that needs to be managed with a robust activity management plan Use of facility not maximised at certain times Lack of integration of finance software system Don't cater for/target all potential users Some systems and processes within the Centre are not robust Available software is not being used to its full potential
External origin (attributes of the environment)	OPPORTUNITIES <ul style="list-style-type: none"> To improve the safety of our children in the water and reduce drowning statistics To create opportunities for private enterprise (such as a cafe) To bring visitors from Dunedin, Central Otago and Sth Canterbury To build on school and community pools To work with other organisations to sponsor or subsidise programmes and facilities Strong support from users Is the only Aquatic Centre in the Waitaki District 	THREATS <ul style="list-style-type: none"> New aquatic centre in Timaru from mid 2012 may impact on user numbers Relatively low incomes across district may influence affordability of use Increasing in user numbers beginning to plateau Lack of buy-in/support from some parts of the community due to the historic decision to build the centre where it is

OVERVIEW OF AQUATIC ASSETS

The Waitaki Aquatic Centre is located in central Oamaru and provides a facility for health, leisure recreation and sport.

The Centre provides facilities, recreational programmes and events allowing for a range of leisure activities. including:

- a 25-metre, 8 lane swimming pool, with diving facility and slide
- a children's/learners' pool
- a spa pool
- a retail facility that sells swimwear and swimming equipment and canteen
- swim lessons and water safety programmes with qualified instructors
- pool events

The number of visitors the Aquatic Centre and swim school numbers to continues to grow.

THE BENEFITS OF PROVIDING AQUATIC CENTRES

- They provide opportunities to learn swimming skills and water safety skills in a safe environment.
- They provide the elderly and people with mobility issues with an opportunity for low-impact exercise and recreation.
- Aquatic centres are an exercise and social hub for young and old - rain, hail or snow.

OVERVIEW OF EXISTING LEVELS OF SERVICE AND UNDERLYING PRINCIPLES

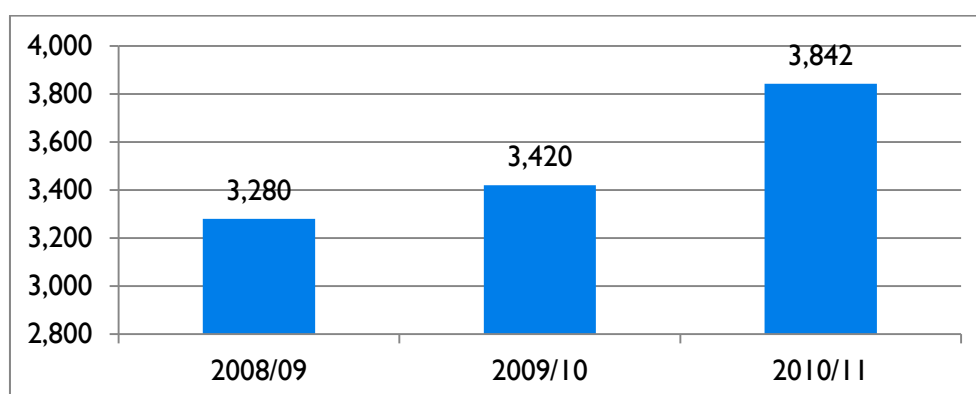
- The Council provides an Aquatic Centre in Oamaru and supports community pools in Kurow and Palmerston which recognises the distance people in these areas have to travel to use the Aquatic Centre
- The Centre will provide further programmes and services to enable those with health concerns to participate in well-run, appropriate activities.
- Council 's current performance target is that 85% of users/visitors will be satisfied/very satisfied with the Centre.
- The Aquatic Centre supports those people within our community with disabilities and people with disadvantages who may not have the opportunity to participate in recreational activities elsewhere. They offer discounts to people with disadvantages.
- WCP funding policy for Aquatic Centre - 30% user charges, 70% rates.
- The Aquatic Centre offers entry prices consistent with the market.
- It is Council's intention in the WCP to increase the revenue received by 2% per annum for each of the ten years of the WCP through increased attendance (based on active marketing and the provision of high quality services).
- Aquatic Centre ensures that the public has access to the facility 86 hours per week.
- *The Waitaki Aquatic Centre is appropriate for its intended use and is healthy and safe for users and staff (WCP level of service)*
- It will provide additional services and programmes on a 'customer driven' basis
- That there is a national trend which suggests aquatic facilities are becoming more than 'just a swimming pool' and there are opportunities to provide other services such as cafes, gyms, private spas etc in partnership with existing providers within the Waitaki community.
- To continue to enhance the facilities with the aim of achieving our desired growth rate and increase patronage (a hydroslide was planned in the WCP for 2012/13 based on this)

ANNUAL REPORT RESULTS 2010/11

Aquatic Centre - What we did

- Swim and style school numbers continue to grow – up to 3,842 from 3,420 in previous year.
- Total Aquatic Centre visitation up to 153,412.

Graph 7: Waitaki Aquatic Centre Swim & Style School Attendances



Aquatic Centre - How we performed

Aquatic Centre Service Level		
Performance Measures	Achievements 2010/11	Targets 2009-12
Aquatic Centre: Annual usage level	153,412 up 3% on previous year. (Previously a 13% increase)	135,300 2009/10 target increase of 2% per annum thereafter
Aquatic Centre: User/visitor satisfaction	Residents Survey 2011 recorded: 58% satisfied or very satisfied (95% in 2010) ¹	85%
The Waitaki Aquatic Centre is appropriate for its intended use, and healthy and safe for users and staff	Waitaki Aquatic Centre gained accreditation again in 2010/11. The next review is scheduled for 2012	Obtain National Accreditation (assessed by PoolSafe external assessment)

The variation is due to the difference in methodology between the Pulse and Communitrak survey. 126 respondents indicated they “don’t know” in the 2010/11 survey. Of the 249 respondents who “did know” 88% (or 218) were satisfied/very satisfied. Only 5 % (or 12) were dissatisfied or very dissatisfied.

RELEVANT STANDARDS & DEFINITIONS

New Zealand standard 4241:1999: Public toilets

This standard provides design information and advice on the numbers, location, type and quality including features and fittings for public toilets in any location. Guidance on cleaning and sanitation is also provided.

New Zealand standard 4121:2001: Design for Access and Mobility – Buildings and Associated Facilities¹

This Standard sets out requirements for the design of buildings, facilities within buildings, driveways, car parks, passages and any associated landscaping and accessways for use by people with disabilities as required by the Building Act 1991 and the Local Government Act 2002.

New Zealand standard 4124:2005: Drinking water

National Drinking Water standards derived from the Health Act. Recreational assets managed by Waitaki District Council are not legally required to meet national drinking water standards; however there has been a decision to do so in order to meet best practice.

ASSESSMENT OF APPROACHES

Objectives and Targets	Rationale for approach/Underlying principle
<p>We will develop, improve and promote Learn to Swim, water safety programmes and programmes based on low impact aquatic exercise.</p> <p>TARGET:</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> 150 health provider referrals by 2015 (cumulative). 2% increase in Swim School numbers 100% cost recovery from programmes <p>YRS 4-10</p> <ul style="list-style-type: none"> 250 health provider referrals by 2020 (cumulative). 1% increase in Swim School numbers 100% cost recovery from programmes <p>Related Outcomes & Goals: O1, O2, O5, O6, O7, AG1, AG2, AG3, AG4, AG5</p>	<ul style="list-style-type: none"> The Waitaki Aquatic Centre the only aquatic centre in the district and is therefore a focus for aquatic activities There are opportunities to maximise use of the Centre for improving people's health and for recovery from injury and illness There are opportunities and capacity to maximise use of the Swim School to help improve water safety and decrease drowning statistics The Swim School has near full cost recovery, which can be built on and apply to other programmes The Centre already offers discounts for Gold Card and Community Services Card – offering programmes for these users provides a cost-effective way for them to improve health and fitness There is an opportunity to work alongside health providers and other organisations to offer more targeted programmes and achieve shared outcomes. The Centre already has approximately 115 health referrals per year and there is capacity to build on this. Working alongside other providers and targeting programmes more effectively may increase community buy-in and support for the Centre There are opportunities to maximise use of the facility at certain times (e.g. using 'off peak' times to provide programmes targeted at user groups who would be likely to use the Centre at that time).
<ul style="list-style-type: none"> We will charge fees and deliver programmes in a way that ensures maximum cost recovery without compromising user numbers. We will research and implement measures to enhance operational efficiency, increase revenue and reduce costs at the Aquatic Centre. We will develop new facilities and attractions within the Aquatic Centre targeted towards attracting new users. <p>TARGET:</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> A minimum of 30% of operational costs met through user fees by 2015. 85% of users are satisfied or very satisfied with the range of services and facilities offered at the Aquatic Centre. <p>YRS 4-10</p> <ul style="list-style-type: none"> A minimum of 45% of operational costs met through user fees. 90 % of users are satisfied or very satisfied with the range of services and facilities offered at the Aquatic Centre. <p>Related Outcomes & Goals: O8, AG3 Related Outcomes & Goals: O1, O2, O5, O6, O7, AG1 to AG6</p>	<ul style="list-style-type: none"> Some programmes are not currently recovering costs – there are opportunities to recover more costs from users of some facilities/programmes. The Centre is currently recovering between 35-40% of costs (the current target is 30%). In the short term, it is considered realistic to maintain a 30% target while measures are put in place to try and increase this (and taking into account the age and maintenance requirements of the facility) Total user numbers are plateauing, so there is a need to consider how to maintain or increase user numbers into the future We will need to be able to compete with the new Timaru aquatic centre in order to maintain or increase user numbers There are opportunities to increase operational efficiency that will help reduce costs (e.g. systems and processes) The Centre is an aging facility that requires a robust management plan Use of the pool at certain times could be maximised through providing additional facilities and attractions There is capacity for new facilities and attractions within the Centre which could bring in new users (local and out of town users) and increase revenue There are opportunities for new income streams and private enterprise within the Centre The Centre is available for use at all times of the years and use is not weather-dependent Improving the quality of experience can bring in additional revenue through increased user numbers or through higher user charges Currently the annual Residents Survey only asks how satisfied the respondent is with the Aquatic Centre over the past 12 months (90% who knew were satisfied/very satisfied). The new question is more specific and the target set to maintain and then improve on previous survey results to reflect improvements to be made over the coming years, but also taking into account the aging facility)

<p>We will provide a quality aquatic facility for the District in Oamaru and work with communities and schools to provide public access to pools within a reasonable driving distance.</p> <p>TARGET:</p> <ul style="list-style-type: none"> Residents and visitors have access to a pool within 60 kms. <p>Related Outcomes & Goals: O8, AG3</p>	<ul style="list-style-type: none"> This objective takes into account the geographically isolated areas of the district and ensures there are aquatic opportunities for people in outlying areas Makes use of existing partnerships and provides opportunities for future partnerships Helps to manage capacity within the District
<p>We will meet industry standards for safety and quality.</p> <p>TARGET:</p> <ul style="list-style-type: none"> Water Safety NZ Swim Safe and Swimming New Zealand Quality Swim School awards are achieved annually. <p>Related Outcomes & Goals: O1, O2, O5, O6, O7, AG4, AG5</p>	<ul style="list-style-type: none"> Utilises the Centre's well-trained staff Helps to improve water safety in the District Provides credibility within the community, maintains support for the Centre's programmes and helps to keep user numbers stable Provides set processes and procedures for the Centre and is considered to be best practice. Protects the health of Aquatic Centre users.

Appendix 4: Open Space

SWOT ANALYSIS

The following table identifies internal and external factors that are helpful (strengths and opportunities) and harmful (weaknesses and threats) to achieving the objectives of the strategy.

	HELPFUL to achieving objectives of strategy	HARMFUL to achieving objectives of strategy
Internal origin (attributes of organisation)	STRENGTHS <ul style="list-style-type: none"> Oamaru Public Gardens have a national 'garden of significance' status Perceived abundance of reserves Cater for the majority of users Additional revenue opportunities exist within open space areas – e.g. cafe, art gallery, sponsorship 	WEAKNESSES <ul style="list-style-type: none"> Lack of direction/strategy in provision No monitoring of usage Poor promotion/web presence Asset database information not up to date Lack of sustainability policies Systems and processes not robust Lack of management planning for reserves Lack of formal leases/licences for activities on our land Maintenance costs aren't market tested Ad hoc parks booking system Lack of accessibility to some open spaces for people with disabilities Maintain other landowners' land at our cost
External origin (attributes of the environment)	OPPORTUNITIES <ul style="list-style-type: none"> High level of community interest in open spaces National move towards making open spaces smoke-free Creating a destination park at the Oamaru harbour Large percentage of the District is rural properties Participation in informal sports/outdoor activities increasing High number of submissions to Council relating to open spaces There is a growing interest in motorised recreation 	THREATS <ul style="list-style-type: none"> Lack of strategic alliances for provision and promotion (e.g. DOC, WTA) Not utilising community and volunteer/school opportunities.

OVERVIEW OF OPEN SPACE ASSETS

Council provides:

- Public open space such as neighbourhood parks, open space reserves and public gardens (this is currently about 19ha/1000 residents);
- Maintenance of art, monuments and other heritage items in public places in the district.

Our current assets are:

- Oamaru Public Gardens – 13 hectares of developed garden which is maintained as a Garden of Significance.
- 197 hectares of maintained parks and reserves containing gardens (and street gardens), grassed areas, specimen trees, park furniture, footpaths, and buildings.

On a ward and township analysis, each area is well catered for, although the location and type of reserves in Palmerston and Hampden do not provide a good balanced provision.

Oamaru's reserve provision is dominated by the hilly open space reserves to the west of the town. Oamaru Gardens is recognised as a garden of significance and were officially the 4th top visitor attraction in Waitaki in 2010.

According to the 2011 Residents Survey, 86.2% of Waitaki residents have visited a park or reserve in the past 12 months.

OVERVIEW OF EXISTING LEVELS OF SERVICE AND UNDERLYING PRINCIPLES

- 100% rates-funded. Primary benefit is recreational enjoyment by visitors – people-based benefit. Also economic benefit from Gardens to regional visitor economy. Funding recognises nature and spread of the benefits through District and to businesses.
- Parks provide people with areas for passive recreation.
- To maintain and gradually improve all associated facilities and services over next ten years
- Gardens and green spaces enhance the local environment and provide leisure and recreational opportunities for the community.
- Vision to make them more accessible and strengthen links with the community.
- Council will establish a programme for the strategic acquisition and disposal of reserves which will ensure that green spaces are developed in locations which meet community needs.
- Council wants to provide a high quality experience for users of gardens and green spaces - currently determined by customer satisfaction with the quality of the District's local and neighbourhood reserves
- Will maintain or extend the total area used for the public gardens and maintain the Oamaru Public Gardens in a state that they are recognised as a Garden of Significance
- Will maintain sufficient open space for the community by having no more than a one kilometre walk from homes in our residential areas to the nearest public space.
- Operations and management procedures shall comply with relevant NZ Standards and Legislation.

ANNUAL REPORT RESULTS 2010/11

Gardens and Green Spaces - What we did

- Planted additional trees to replace bolster plantings in various parks and reserves, including some fruit species.
- Planted bulbs around Awamoa woodland areas with OSCAR (out of school care and recreation).

Gardens and Green Spaces - How we performed

Gardens and Green Spaces Service Level		
Performance Measures	Achievements 2010/11	Targets 2009-12
% of residential properties within 1km of a public open space	Estimated 90%. Resource constraints mean we have not updated maps. To be completed in 2011/12	90% of residential properties within 1km of a public open space
Customer satisfaction with the quality of the District's local and neighbourhood reserves	The 2011 Residents Survey noted of the 83% of respondents who had visited parks, 86% were satisfied or very satisfied (95% in 2010)	≥90%

Comply with relevant NZ Standards and Legislation	Staff constraints mean we have not completed our Reserve Management plans or Asset Management plans. This will be addressed in the 2012-22 LTP	100%
The Gardens maintain status as 'Garden of Significance' (assessed every 3 years by New Zealand Gardens' Trust)	NZGT endorsement dated 1 September 2008. Next review October 2011	Maintain endorsement by the NZGT as a "Garden of Significance"
Number of trees in urban areas	No reduction	No reduction in number of trees in urban areas
Sufficient length of walking/biking tracks provided for recreational enjoyment	Council made preliminary estimate of 20km of walking/cycling tracks in Waitaki District. Restructuring of Parks and Gardens limited further work to get exact measure. We plan to finalise measurement with GIS in 2011/12	Determine length of walking/biking tracks provided for recreational enjoyment
Sufficient land is available for burials and ash interments determined by a review of cemetery capacity undertaken every 5 years	Staff reviewed available land. We have capacity for the next two years. Planning for extension will commence in 2011/12	Review of cemetery capacity completed
Funeral Directors' satisfaction with the quality of service for the District's cemeteries	100%	> 90%
Number and location of public toilets	Toilets are provided in central Oamaru, at major sporting venues, in all townships of population greater than 300 people	Toilets are provided in central Oamaru, at major sporting venues, in all townships of population greater than 300 people
Customer satisfaction with the quality of the District's public toilets	The 2011 Residents Survey noted, of the 71% of residents who used the public toilets 68% were either satisfied or very satisfied with public toilets (74% in 2010)	≥ 70% user satisfaction with the quality of the District's public toilets
User satisfaction with the quality of the Waitaki Lakes camp grounds	We did not measure user satisfaction in 2010/11	User satisfaction with the quality of the Waitaki Lakes Camp Grounds - >70%

RELEVANT STANDARDS & DEFINITIONS

New Zealand standard 4241:1999: Public toilets

This standard provides design information and advice on the numbers, location, type and quality including features and fittings for public toilets in any location. Guidance on cleaning and sanitation is also provided.

New Zealand standard 4121:2001: Design for Access and Mobility – Buildings and Associated Facilities

This Standard sets out requirements for the design of buildings, facilities within buildings, driveways, car parks, passages and any associated landscaping and accessways for use by people with disabilities as required by the Building Act 1991 and the Local Government Act 2002.

New Zealand standard 8630 2004: Tracks and outdoor visitor structures

Describe what a track should be like to meet the needs of different users.

Department of Conservation Track Construction and Maintenance Guidelines – July 2008

Provide advice and technical information on the construction and maintenance of recreation tracks for walkers and off-road mountain bikers. The aim is to provide best practice information that is useful for all those involved in planning and carrying out work on tracks.

Parks, Gardens & Greenspaces (Open Space)

Are outdoor areas owned and administered by Council and are categorised in the draft Recreation Strategy as:

- **Neighbourhood Park** – local, informal recreation, play and amenity space (informal passive recreation)
 - Natural Neighbourhood Park: Parks in urban areas providing a natural experience with longer grass length, wild flowers etc.
 - Amenity Neighbourhood Park: Mown amenity grass areas
- **Sport and Recreation** – sport and recreation activity, recreation facilities and buildings often multi-use (organised sport and active recreation):
 - Regional or national competition
 - Local grade competition
- **Civic Space** – Social and community open space and events
- **Public Gardens** – horticultural collections for relaxation/contemplation, education and/or amenity
- **Natural** – experience and/or protection of the natural environment, native bush, coastal, forestry, farm parks, wetland and water bodies
- **Cultural Heritage** – protection of built cultural and historical environment to provide for commemoration, mourning and remembrance.
- **Outdoor adventure** – recreation activities and built features, requiring a large scale, non-urban environment.

Note: Service levels for these areas will be included in Council's management plans.

ASSESSMENT OF APPROACHES

Objective and Target	Rationale for approach/Underlying principle
<p>We will work alongside community groups and organisations to develop, maintain and protect our open space areas.</p> <p>TARGET:</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> 500 volunteer hours provided by community over three years. At least \$6000 raised by volunteers or contributed in cash or kind over three years. <p>YRS 4-10</p> <ul style="list-style-type: none"> 2000 volunteer hours provided by community over 6 years. \$1000 contribution made by volunteers per annum. <p>Related Outcomes & Goals: O1 to O8, OG1 to OG5</p>	<ul style="list-style-type: none"> There is keen interest and willingness within the community to be involved with development of open spaces – and therefore opportunities to partner with the community and other organisations more to achieve shared objectives The community has demonstrated in the past it has the resources and capability to commit time to and raise funds for open space projects. Waitaki also has a strong volunteer base that has been under utilised within the context of our open space assets. Based on current commitments from volunteers to projects [estimated to be around 100 hours per year], 500 hours over three years is a realistic target where there is a strategic commitment to develop these partnerships further. Funds targeted are considered reasonable based on funds raised for current community-based projects (e.g. skateparks, MTB tracks) At this stage there is a lack of strategic alliances with other organisations such as DOC and the Waitaki Tourism Association, and there are opportunities to improve reserve provision through working more closely with these types of organisations (e.g. LINZ, ORC, Ecan, NZTA).
<p>We will support additional attractions within open spaces (such as bike tracks and events) and provide residents and visitors with up-to-date information on locations, available facilities and activities.</p> <p>TARGET:</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> 75% of all residents are satisfied or very satisfied with available information about Council's open spaces. 3 events of educational, safety or health value held in open spaces each year in conjunction with Sport Waitaki and/or other providers. <p>YRS 4-10</p> <ul style="list-style-type: none"> 75% of all residents are satisfied or very satisfied with available information about Council's open spaces. 3 events of educational, safety or health value held in open spaces each year in conjunction with Sport Waitaki and/or other providers. <p>Related Outcomes & Goals: O1, O2, O6, O7, OG1, OG3</p>	<ul style="list-style-type: none"> The move away from formal sports to more informal activities means there are opportunities to provide attractions within our open spaces to cater for different recreational activities such as mountain-biking and orienteering. Council's open space areas have the potential to be promoted and used more for a wider range of activities. There is a lack of information about our open space areas (with the exception of the Oamaru Public Gardens) At present the Annual Residents' Survey only asked if people have visited any parks or reserves in the past 12 months (82.6% said yes) and how satisfied they were with parks and reserves (86% of the 82.6% were satisfied or very satisfied). Recent research by the University of Otago indicates that a significant barrier to parks and reserves is a lack of readily available information. Strategically, Council wants to improve promotion and information relating to all of its recreation assets – the new measure wants to determine how satisfied people are. At this stage, 75% increasing to 85% satisfaction is considered reasonable considering that Council will be in the process of making improvements to information and promotion over the coming 10 years. Holding 3 promotional events annually is considered reasonable within the context of current resources and with regard to previous events held. These can be held either in partnership with community groups and other organisations, or independently by those groups (in consultation with Council).
<ul style="list-style-type: none"> We will provide access to sufficient and appropriate diverse open space experiences throughout the District.*Refer appendices for Standards. We will maintain and promote the Public Gardens in Oamaru as a focal point for the community and visitors. <p>TARGET:</p> <ul style="list-style-type: none"> A target for the provision of reserves will be set by 2016. 95% of people in residential areas are within 600m of a 	<ul style="list-style-type: none"> This objective acknowledges the decrease in formal sports and the need to cater for a more diverse range of recreational experiences within our open spaces. It also acknowledges that, in order to promote health, wellbeing and recreational opportunities, people living in residential areas should have easy access to certain types of open space within walking distance of their home. 600 metres is considered to be a reasonable walking distance (approx. 10 minutes) and is likely to be achievable with current reserve assets. Waitaki has a large rural area and people in these areas have access to more opportunities for outdoor recreation than in residential areas – the targets take this into account and focus on access from residential areas. Other measures for provision assume that people would be prepared

<ul style="list-style-type: none"> o *Neighbourhood Reserve. o *Outdoor Adventure Areas are provided within 5km of towns with more than 500 residential properties. o *Civic Spaces are provided in all towns with more than 500 residential properties. o 85% residents are satisfied or very satisfied with access to places of scenic, natural and cultural interest. o Garden of Significance standing is retained for the Oamaru Public Gardens o A target for the number of visitors to the Oamaru Public Gardens will be set by 2016. o Maintain access to places of scenic, natural & cultural interest on Council-managed land. <p>Related Outcomes & Goals: O1, O2, O5, O6, O7, OG1, OG3, OG4, OG5</p>	<p>to travel a little further to access spaces that provide more land area and opportunities for recreation.</p> <ul style="list-style-type: none"> • There is a perceived abundance of reserves, but at this stage Council does not have definitive information on current reserve provision and needs to have this information before a target can be set. • A new measure regarding public perception of access has been included to determine if Council is meeting its goals and objectives. 75% is considered reasonable within the context of other Residents' Survey questions and responses, with a view to improving on this over the coming 10 years. • Including a target for visitors to the Oamaru Public Gardens acknowledges their place as one of the top four tourist attractions in the District, a place for local people to enjoy and their role as a Garden of Significance. • Council consider maintaining access to these areas as a key to achieving its desired outcomes.
<p>We will develop open spaces to be more accessible and to incorporate functional and environmental benefits (such as biodiversity, shade, shelter, crops, and improved water and air quality)</p> <p>TARGET:</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> o Number of environmental projects (to be determined for Years 4-10) o 5% of Council-provided tracks in our open spaces will be accessible to people with disabilities. o Target for restoration to be confirmed for Years 4-10. <p>YRS 4-10</p> <ul style="list-style-type: none"> o 10% of Council-provided tracks in our open spaces will be accessible to people with disabilities by 2020. <p>Related Outcomes & Goals: O1, O2, O4, O5, O7, OG1, OG2, OG3</p>	<ul style="list-style-type: none"> • Many of the tracks within our open space areas are currently not easily accessible to people with disabilities (although we do not have a definitive data on the percentage of tracks currently accessible). This objective acknowledges that there are opportunities to improve on this. The target is considered to be realistic and achievable within current resources and budget constraints. • Targeting environmental projects ensures we are considering the wider context of providing open space areas.
<p>We will research and implement measures to enhance operational efficiency and reduce costs.</p> <p>TARGET:</p> <ul style="list-style-type: none"> • The rates contribution to open space provision will be reduced by 5% by 2020 (in real terms) <p>Related Outcomes & Goals: O2, O3, O4, O5, O8, OG2, OG3, OG4 Related Outcomes & Goals: O8, OG4</p>	<ul style="list-style-type: none"> • Maintenance costs for reserves are not currently market tested. This objective and target acknowledges that there may be opportunities to reduce costs through better management planning and more strategic, cost-effective maintenance of open space assets. This may include rationalising some of the current reserve assets (depending on the target set for reserve provision, as per Objective 3). • There is currently a lack of formal leases/licenses for open spaces. Remedying this may also impact on cost-recovery levels.

Appendix 5: Streetscapes & memorial trees

SWOT ANALYSIS

The following table identifies internal and external factors that are helpful (strengths and opportunities) and harmful (weaknesses and threats) to achieving the objectives of the strategy.

	HELPFUL to achieving objectives of strategy	HARMFUL to achieving objectives of strategy
Internal origin (attributes of organisation)	STRENGTHS <ul style="list-style-type: none"> Approximately 1000 street trees in Oamaru Popularity of hanging baskets in Oamaru Streetscapes in Oamaru and Palmerston are of good quality 	WEAKNESSES <ul style="list-style-type: none"> Number and location of street trees in District not recorded No adopted policy for trees Lack of native species in plantings Not generally implementing sustainable practices Not working in an integrated way (lack of collaborative Council approach) Reactive maintenance only for trees
External origin (attributes of the environment)	OPPORTUNITIES <ul style="list-style-type: none"> Support from smaller townships to improve and enhance town centres To review community function in maintaining memorial oaks Support from community for trees Move towards ecological corridors Push from community for crop and functional plantings – i.e. the broader benefits of trees and streetscapes Strong support/need for public art in streetscapes 	THREATS <ul style="list-style-type: none"> Opposition stemming from loss of views and leaf litter. Potential for trees to damage infrastructure.

OVERVIEW OF STREETSAPES & MEMORIAL TREE ASSETS

Council provides:

- ✚ Street gardens, landscape enhancements and street trees to some town areas
- ✚ Reactive maintenance of approximately 1000 street trees within Oamaru
- ✚ Hanging Baskets in Oamaru.
- ✚ Street furniture/fixtures

Council provides, maintains and/or manages trees throughout the Waitaki District including street trees, the Memorial Oaks, trees on parks and reserves, road reserves, the Oamaru Public Gardens and notable, memorial and protected trees.

OVERVIEW OF EXISTING LEVELS OF SERVICE AND UNDERLYING PRINCIPLES

- R & F Policy – 100% rates funded [presumably as part of Reserves & open Spaces]. Is considered to be a District-wide benefit that benefits both visitors and property owners. Local residents enjoy the benefits of landscape amenity in their locality. Ward rate enables local communities to exercise local choice.
- WCP – adequate numbers of trees are maintained to enhance parks and the streetscape (no reduction and then 2% increase per year).
- Draft Tree Policy provides policy statements and strategies relating to each of these.

ANNUAL REPORT RESULTS 2010/11

Street Trees - How we performed

Gardens and Green Spaces Service Level		
Performance Measures	Achievements 2010/11	Targets 2009-12
Number of trees in urban areas	No reduction	No reduction in number of trees in urban areas

RELEVANT STANDARDS & DEFINITIONS

Streetscape – refers to the visible features of an area that are hardscaped and landscaped in or around streets and roads.

Living Streets Aotearoa (LSA) - is an organisation in New Zealand that promotes the concept of living streets, the use of roads for functions other than vehicle access. It is the national walking advocacy group with a vision to have "more people choosing to walk more often."

Crime Prevention through Environmental Design (CPTED) – a multi-disciplinary approach to deterring criminal behaviour through environmental design. CPTED relies upon the ability to influence offender decisions that precede criminal acts.

ASSESSMENT OF APPROACHES

Objective and Target	Rationale for approach/Underlying Principle
<p>We will transition maintenance of memorial oaks to community groups and work with community groups to help deliver other significant streetscape projects.</p> <p>TARGET:</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> At least \$1,000 raised by the community in cash or in kind and 200 hours volunteer hours contributed for streetscape projects by 2015. <p>YRS 4-10</p> <ul style="list-style-type: none"> At least \$2,000 raised by the community in cash or in kind and 200 hours volunteer hours contributed for streetscape projects per annum. <p>Related Outcomes & Goals: O1, O6, O7, O8, TG4</p>	<ul style="list-style-type: none"> Historically, through submissions to Council plans and community involvement in streetscape projects there is considerable interest in and support for streetscape development and trees within the district. This strategic objective seeks to maximise this and the strong volunteer base in Waitaki to meet shared desired outcomes. There has been interest and support from smaller township communities to be involved in making improvements to town centres and streetscapes. The targets have been set based on an estimate of hours and other contributions made previously through community involvement in projects. It is considered to be realistic and reasonable for a community of this size.

<p>We will prioritise the provision of quality, well-maintained streetscapes according to the following hierarchy:</p> <ol style="list-style-type: none"> 1. Town centres and entrances 2. Memorial trees 3. Residential areas based on highest traffic flows. <p>TARGET :</p> <ul style="list-style-type: none"> o No decline in street tree and memorial tree numbers (years 4-10 Determine tree numbers and set target for number of trees). o 75% of residents are satisfied or very satisfied with streetscapes and memorial trees (85% for years 4-10). <p>Related Outcomes & Goals: O2, O3, O5, TG1, TG4</p>	<ul style="list-style-type: none"> • This objective acknowledges that Council has resource and budget constraints which mean it must set priorities for the provision of streetscapes. 1. Town centres and entrances usually create the first impression for visitors and also promote a sense of pride within communities. 2. The memorial oaks are a unique asset to the district and have high historical value, so it is important that they are prioritised accordingly. 3. Residential areas are also important, however, street trees are not valued by all residents. Basing provision on higher traffic flows reflect where investing in trees is likely to provide benefit to the highest number of residents/visitors (this would be based on Council's Roading Hierarchy, is contained within the Roading Policy) • At this stage, Council does not have a definitive register of all of the street trees in the district, so has set an initial target of maintaining what we know we already have while we determine final numbers. A target will then be set for what is considered to be an appropriate number of trees to meet the objectives and desired outcomes of the Strategy. • Resident satisfaction with streetscapes and memorial trees is not currently measured. At this stage targets have been set to reflect other satisfaction targets for recreation activities.
<p>We will design streetscapes to incorporate functional and environmental benefits (such as biodiversity, shade, shelter, walking and cycling links, traffic calming, surface water drainage, crops and improved air quality)</p> <p>TARGET:</p> <ul style="list-style-type: none"> o Number of environmental restoration projects (target to be determined for years 4-10). o 5% of Council-provided tracks in our open spaces will be accessible to people with disabilities. <p>Related Outcomes & Goals: O2, O3, O4, O8, TG1, TG2, TG4</p>	<ul style="list-style-type: none"> • There is currently a strong interest in planting for functionality and environmental improvement (such as fruit trees and bee corridors) as indicated through Long Term Plan submissions. Replacements and developing new streetscapes gives us the opportunity to incorporate these benefits.

Appendix 6: Playgrounds

SWOT ANALYSIS

The following table identifies internal and external factors that are helpful (strengths and opportunities) and harmful (weaknesses and threats) to achieving the objectives of the strategy.

	HELPFUL to achieving objectives of strategy	HARMFUL to achieving objectives of strategy
Internal origin (attributes of organisation)	STRENGTHS <ul style="list-style-type: none">• There are plentiful children's playground areas across the District• There is currently shared provision of playgrounds with 3 schools	WEAKNESSES <ul style="list-style-type: none">• Just under half of playgrounds across the district do not meet the relevant safety standards• There are a large number of playgrounds across the District to maintain• There are limited youth, adult, disabled or elderly play opportunities• Some playgrounds have limited play opportunities.
External origin (attributes of the environment)	OPPORTUNITIES <ul style="list-style-type: none">• There is a nationwide push for smoke-free areas• There is support available from organisations for the provision of play equipment to target groups – e.g. people with disabilities	THREATS <ul style="list-style-type: none">• Changing needs to the younger generation – less time spent playing outside• Constantly changing standards• Demographic changes

OVERVIEW OF PLAYSCAPE ASSETS

Council currently maintains:

- 21 playgrounds
- 6 youth play area (including 4 skate parks and 2 bike parks)

An independent audit found that 55% of playgrounds in the District meet the NZ Standards.

RELEVANT STANDARDS & DEFINITIONS

New Zealand Standard 5828 2004:

These standards deal with safety are nationally accepted as providing a safe play environment. The standards relating to the playground environment are designed to address the key amenity and safety issues that produce an enjoyable experience for children and caregivers.

Definitions:

Playgrounds are open space areas with equipment provided for developing social, cognitive, physical and creative skills through play. Categorised as:

Basic playground: neighbourhood playground that caters for children who will walk to use it. Pieces will cover swinging, sliding, climbing and rocking.

Key Strategic playground: more than basic play that is used as a community destination.

Destination playground: significant playground with unique play pieces that also serve as a tourist attraction. Will include at least 10 pieces and accommodate a wide range of ages and abilities, includes a public toilet and some form of shelter for parents. It may include a commercial activity, such as a cafe.

Youth play: Caters for older children and teenagers, and may cater for one type of activity only (e.g. skate park or bike track)

ANNUAL REPORT RESULTS 2010/11

Playscapes - What we did

- Installed a new playground at Moeraki
- Advice on Friendly Bay playground provided

Playgrounds - How we performed

Playgrounds Service Level		
Performance Measures	Achievements 2010/11	Targets 2009-12
Proportion of playgrounds compliant with NZ Safety Standards.	45% (2007:31.5%). Compliance work subsequently undertaken. Next Audit 2012.	50%
Proportion of communities >250 residents have playgrounds.	100%	100%
Proportion of Oamaru residents within 500m of a playground (includes school facilities)	Did not meet measure in North Oamaru.	70%

SUMMARY OF FEEDBACK FROM KEY STAKEHOLDERS

Three submitters commented on playgrounds. There were no general themes in these comments. Issues raised included:

- Consider inclusion of Liberty Swing (hydraulic swing) in planning of playscapes to allow access to any person with disability
- Request for adventure playground equipment for wide range of age groups
- Request for larger multi-use skatepark to incorporate scooters, skateboarders and ½ basketball court,
- Suggestion for provision of monitored security cameras at skatepark to reduce vandalism and bullying
- Request for upgrade and expansion of BMX track
- Provide wide range of equipment and resources in playgrounds
- Consider cost effective physical activity opportunities in playgrounds
- Consider adopting smokefree playscapes and events – SDHB happy to support policy development

ASSESSMENT OF APPROACHES

Objective and Target	Rationale for approach/Underlying Principle
<p>We will provide playgrounds that are within easy access of residential areas throughout the District and which are appropriate to the size of communities.</p> <p>TARGET:</p> <p>Yrs 1-3:</p> <ul style="list-style-type: none"> 80% of properties in towns with more than 200 residential properties will be within 600 metres of a *Basic Playground *Youth Play opportunities will be provided on a case-by-case basis where communities develop them and Council agrees to maintain them A *Key Strategy Playground is provided at the Oamaru Gardens A *Destination Playground will be provided at Friendly Bay (Oamaru Harbour) 80% of residents are satisfied or very satisfied with playgrounds. <p>Related Outcomes & Goals: O1, O2, O5, O6, PG1, PG2, PG3</p>	<ul style="list-style-type: none"> Council has a high provision of children's playgrounds throughout the district that need to be maintained. It is considered that being able to walk to a playground in residential areas ensures that children have easy access to outdoor play opportunities. Therefore it is considered reasonable that Basic Playgrounds (as defined in the appendices) should be provided as per the target (which is approximately a 10 minute walk). For reasons of affordability, Council is focussed on play opportunities for children and youth as it is considered that there are outdoor recreational opportunities provided for older people through open space and sports facilities (and the A20) and there has not been any clear indication from the community through plan submissions to provide play opportunities or equipment specifically for older people. The targets set will enable Council to rationalise the current provision of playgrounds – i.e. some can be closed so that others can be developed or improved in more appropriate locations to meet objectives. There are currently limited youth, adult, disabled or adult play opportunities in Waitaki. Key strategic and destination playgrounds will cater for a wider range of users, however, these will be provided in areas with higher numbers of residents and visitors for reasons of affordability and to ensure maximum use of these assets. Resident satisfaction with playgrounds is currently 83% (of the 65% of respondents who used them). Targeting slightly lower than this in the first three years accounts for closure of some playgrounds which may initially cause some resistance, however, it is expected that in later years improvements made to other playgrounds will increase user satisfaction
<p>We will share provision of playground facilities with schools where possible and actively involve community groups in developing playscapes.</p> <p>TARGET 2</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> A total of 4 playgrounds are provided through partnership One new youth play site developed in conjunction with the community <p>Yrs 4-10</p> <ul style="list-style-type: none"> A total of 6 playgrounds are provided through partnership Two new youth play sites developed in conjunction with the community. 	<ul style="list-style-type: none"> Council currently shares provision of playgrounds with 3 schools and there are opportunities to expand on this to reduce costs and improve provision in some areas. Some organisations provide equipment for certain user groups –e.g. people with disabilities – and there are opportunities to work with them on providing specialised equipment in some playgrounds Providing another playground through partnership arrangements over the next three years (and another two in years 4-10) is considered to be realistic and achievable. Communities have in recent years indicated a need for more youth play opportunities and have raised considerable funds for these – e.g. skateparks. There is scope for more of these types of community projects and the targets set are considered to be realistic and achievable. Working with communities to provide play sites that meet their play needs will also enable Council to be more responsive to changing demographics in the district over the next 10 years.
<p>We will provide playgrounds and playscapes which meet the appropriate New Zealand safety standards.</p> <p>TARGET:</p> <p>Yrs 1-3:</p> <ul style="list-style-type: none"> 70% of Council playgrounds compliant with relevant safety standards by 2015. <p>Yrs 4-10:</p> <ul style="list-style-type: none"> 100% of Council playgrounds compliant with relevant safety standards by 2020. <p>Related Outcomes & Goals: O8, PG3</p>	<ul style="list-style-type: none"> Currently, 55% of the District's playgrounds meet the relevant safety standards. Council believes that providing safe equipment for play is a priority and will invest accordingly to make all of its playgrounds compliant over the coming 10 years.

Appendix 7: Sport

SWOT ANALYSIS

The following table identifies internal and external factors that are helpful (strengths and opportunities) and harmful (weaknesses and threats) to achieving the objectives of the strategy.

	HELPFUL to achieving objectives of strategy	HARMFUL to achieving objectives of strategy
Internal origin (attributes of organisation)	STRENGTHS <ul style="list-style-type: none"> Strong recreation club environment in Waitaki Provision of good quality grounds Service for local and national competition grades Council supports Sport Waitaki and the Waitaki Community Recreation Centre Sponsorship agreement with WCL, administered by NORFU 	WEAKNESSES <ul style="list-style-type: none"> Lack of management policies and control on field use Lack of a field booking system Inconsistencies for user pays Sports facilities and grounds provision is inconsistent between sports codes (inequity) Some fields lack quality facilities Lack of leases and licenses with some users Lack of asset management plans
External origin (attributes of the environment)	OPPORTUNITIES <ul style="list-style-type: none"> Suitable location and climate to host major sports events Push for major sporting events that may help to attract visitors to the district Seek additional sponsorship and funding opportunities Interest from clubs for looking at Sports Partnership model and funding recieved for this from Sport NZ Interest in developing a 'centre of excellence' School provide sports fields that may be available for community use. 	THREATS <ul style="list-style-type: none"> Lack of co-ordination between sports codes Lack of time to be involved with sport due to work commitments and family responsibilities Nationally, participation in formal sport is declining (backed by national statistics) A decreasing pool of skilled volunteers e.g. coaches, managers and administrators An ageing population Lack of coordination and shared provision of fields and facilities with schools Level of governance at the Recreation Centre

OVERVIEW OF SPORTS ASSETS

Council provides:

- ✚ Sports fields in Oamaru, Weston and Palmerston that provide a venue for all major sports and which may also contain gardens, non-sport grassed areas, specimen trees, park furniture, car parks, roads, paths and buildings.
- ✚ Certain support facilities such as toilets, changing rooms and grandstands.
- ✚ Grants to community organisations that provide sport and recreation opportunities to the community:
 - The Waitaki Recreation Centre
 - The Sport Waitaki Coordinator position (through a grant to Sport Otago)

There is currently a trend for sports fields to be increasingly used for informal activities and for a variety of uses and less for organised mainstream sports. There is also an increasing number of older people and overlapping requirements of sporting codes.

THE BENEFITS OF PROVIDING FOR SPORTS

- Physical activity has a number of benefits for health and wellbeing. People who are physically active you tend to have:
 - better overall health, more energy, lower stress levels, increased self-esteem, better posture and balance, better weight management and weight control, improved fitness, stronger muscles and bones, better sleep and feel more relaxed
- Regular physical activity can reduce the risk of, or improve outcomes for a number of health conditions including:
 - heart disease, hypertension, obesity, strokes, diabetes, certain cancers (especially colorectal, breast and endometrial), depression, osteoporosis, osteoarthritis, stress, some respiratory conditions.
- Studies show that, among the factors that predicted how much physical activity 8 to 12 year olds get in their neighbourhoods, a 1% increase in park and recreation areas was associated with a 1.2% to 1.4% in physical activity.
- Researchers have found that parks with paved trails, sports fields, playgrounds, restrooms and other park support features are more likely to attract higher visitation and increased levels of moderate-to-vigorous activity than parks without these features.

OVERVIEW OF EXISTING LEVELS OF SERVICE AND UNDERLYING PRINCIPLES

- R & F Policy – Sports Grounds - 5% user-pays/other income and 95% rates. Council policy is to provide cost-effective access to leisure amenities. Benefits to groups that use sports grounds for organised activities, which means that when they are in use they are unavailable for other users. With others, the specialised nature of the grounds means there is no public access to them. However, in most cases they are usually available for casual use by the whole community. There are existence values, such as the contribution of major sporting events and tournaments to the regional visitor economy.
- WCP - Provision of 'adequate sports fields to meet current and future needs will take into account change of use to more informal activities and catering for older population.
- WCP maintenance standards will be linked to the nature and level of usage by sports groups and other users. [Suggests belief that standards should be customer-driven. How do we define these levels of maintenance? Where do we set limits?]
- WCP – Council will implement a booking system for sports fields which will provide a better picture of actual usage of these facilities [implies provision of services will be based on usage – customer driven]
- WCP – Centennial Park will be maintained in a condition to host regional sporting events (venue will be used for 3 regional and 2 national sporting events over the first three years of the Plan).
- Draft Sports Ground Management Policy:
- Allocation of sports fields should take account of demand from each sporting code. The sports ground booking data will be used as an indicator of the level of demand by each sporting code.
- Schools will have priority to fields in close location and where their use falls within the existing priorities of the Policy.
- The allocation of sports fields will take into account the needs of passive and informal recreation users in line with the classification of sports grounds and other sports ground policies.
- All sports and recreation groups will have a fair and equitable chance to be allocated sports fields.
- Where conflicting demand for sports field use occurs, allocation between the various categories of competition is used to determine the priority of use as follows [the underlying principle is implied]:
 1. International championships
 2. National championships
 3. Provincial championships
 4. Local championships
 5. Weekly competitions (code, school and social games)
 6. School sports
 7. Casual/informal sports

- Council charges a fee to recover some of the costs of providing and servicing sports grounds and associated facilities.
- The Policy objective is to charge for sports field use to recover part of the cost of providing and maintaining the resource.
- Council provides for field sports and some enclosed sports grounds through the maintenance of the playing surface. Lessees of 'enclosed' premises (tennis, bowls, croquet etc.) are generally responsible for provision and maintenance of playing surfaces, although Council may contribute towards part of their development where the facility is deemed to be of general public benefit. Council consent and financial support for the provision of artificial turf for field sports is subject to the same criterion.
- Council will provide quality playing surfaces and sports facilities in accordance with the classification of sports grounds.
- Council will prioritise the upgrade and renovation of fields based on:
 1. The tenure of ground: Council-owned land will have priority
 2. The number of user groups using the field and the level of use
 3. The level at which facilities and amenities are shared by user groups
 4. The primary purpose of the ground
 5. Existing resource condition
 6. The existing priority plan for renovation and upgrade of sports grounds.

ANNUAL REPORT RESULTS 2010/11

Sports and Recreation - How we performed

Sports and Recreation Service Level		
Performance Measures	Achievements 2010/11	Targets 2009-12
Number of events called off due to sports grounds being unsafe	No events called off due to sports grounds being unsafe	No events called off due to sports grounds being unsafe
Number of sporting events hosted	National: Hawke Cup defences Heartland semi-final and final South Island junior touch tournament Regional: Highlanders/Crusaders pre-season match	Venue is used for 3 regional, and 2 national sporting events

RELEVANT STANDARDS & DEFINITIONS

Sportsfields

- **Formal** – caters for organised, formal sports events
- **Informal** – caters for casual, informal sports and recreational activities

ASSESSMENT OF APPORACHES

Objective and Target	Rationale for approach/Underlying Principle
<p>We will work alongside the sports community in sports provision.</p> <p>TARGET:</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> Sports Partnership is established and operating. <p>YRS 4-10</p> <ul style="list-style-type: none"> Sports Partnership meets targets for participation in sport (to be determined) <p>Related Outcomes & Goals: O7, O8, SG1, SG2, SG4, SG5</p>	<ul style="list-style-type: none"> Although there is a strong recreation club environment in Waitaki, currently there is a lack of coordination between sports codes and there are issues around sustainability. Council has received funding to develop a Sports Partnership model and there is a high level of interest from sports clubs. This approach can help ensure sports become more sustainable into the future, and would create an organisation that represents the wider sporting community and provides weight to priorities and fund applications.
<p>We will support Centennial Park as a premier field sports facility.</p> <p>TARGET:</p> <p>YRS 1-10</p> <ul style="list-style-type: none"> Number of users (to be determined) Percentage of users satisfied/very satisfied with sports fields and associated facilities (to be determined after initial survey). Provision of grass field surfaces meets WOF needs for sports playing in Regional/National competitions. Provision of Centennial Oval Grandstand meets WOF needs for sports playing in Regional/National competitions. <p>Related Outcomes & Goals: O1, O2, O5, O6, O7, O8, SG1, SG, SG2, SG3</p>	<ul style="list-style-type: none"> Centennial Park offers a centralised location to develop a hub for sports of all kinds – indoor and outdoor - and has already seen substantial investment in recent years. User satisfaction with sports fields is not currently measured, so this measure is based on other recreational activity survey targets and responses. It is expected that user satisfaction will increase over time as the Sports Partnership model is developed, Centennial Park and coordination between sports codes is improved.
<p>We will prioritise facilities catering for multiple sporting codes and provide other space, facilities and programmes appropriate to local community need/participation levels.</p> <p>TARGET:</p> <p>YRS 1-3:</p> <ul style="list-style-type: none"> Sufficient multi-use grass surfaces are provided and maintained to local competition standard for field sports in Oamaru, Kurow, Weston and Palmerston. Areas are leased, where available, for sole-use or non-grass-field sports. Council supports a venue for indoor sports through a grant to the Waitaki Community Recreation Centre 100% of clubs will have an approved lease or licence. Open space for *Informal field sport activities is provided in all 	<ul style="list-style-type: none"> Council currently provides spaces throughout the district that cater for both formal and informal sports. This objective seeks to clarify what sports codes Council will cater for in different areas, taking into account the geographical isolation of some communities and resource/funding constraints. It is considered that opportunities for formal sports can only realistically be provided in Palmerston, Oamaru and Weston. However, open space for informal field sports will be provided in areas where there are a significant number of residential properties. Targeted provision is based on current provision and substantial changes to this are considered to be unaffordable in the foreseeable future. Council will determine detailed levels of service for what it provides through management plans, which will be developed following adoption of this strategy.

<p>towns with more than 200 residential properties.</p> <ul style="list-style-type: none"> Number of users (to be determined in Yrs 1-3) <p>Related Outcomes & Goals: O1, O2, O5, O6, O7, SG1, SG2</p>	
<p>We will recover costs from provision of sportsfields and facilities.</p> <p>TARGET:</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> 100% of costs recovered for clubroom/grandstand lease/use (including maintenance and depreciation) by 2015. 5% of costs are recovered from sportsfields users. <p>YRS 4-10</p> <ul style="list-style-type: none"> 10% of costs recovered from sportsfields user by 2020 (increasing incrementally). A contestable fund is in place for sports. <p>Related Outcomes & Goals: O8, SG5</p>	<ul style="list-style-type: none"> Currently there are inconsistencies with user charges for sports fields and facilities, and a lack of leases and licenses with some users. This has created a situation where there is a lack of equity and minimal cost recovery from users of fields and facilities. The current level of cost recovery is 4.8%, including the Whitestone Contracting subsidy (is 2.3% without). Typical Council cost recovery is 5-10%, and it is considered reasonable to improve on current levels for use of sports fields.

Appendix 8: Public toilets & dump stations

SWOT ANALYSIS

The following table identifies internal and external factors that are helpful (strengths and opportunities) and harmful (weaknesses and threats) to achieving the objectives of the strategy.

	HELPFUL to achieving objectives of strategy	HARMFUL to achieving objectives of strategy
Internal origin (attributes of organisation)	STRENGTHS <ul style="list-style-type: none"> Waitaki District currently has 43 per cent more public toilets per person than the New Zealand average User satisfaction Locations in Oamaru and majority of district Average condition of toilets is good (as reflected in user surveys) 	WEAKNESSES <ul style="list-style-type: none"> Waitaki District provision of public toilets is well above the New Zealand average (high maintenance costs) Lack of information on accessibility of all public toilets throughout the district
External origin (attributes of the environment)	OPPORTUNITIES <ul style="list-style-type: none"> A lot of privately owned and operated dump stations in the District To use closed public toilet buildings for other purposes Increasing visitor numbers may provide opportunities for user pays NZ Motor Caravan Association willingness to work in partnership with Council to provide dump stations facilities Public submissions support a move towards having more accessible toilets for people with disabilities. 	THREATS <ul style="list-style-type: none"> Private providers reluctance to cater for freedom campers Public resistance to change (and perception with some that 'more is always better')

OVERVIEW OF PUBLIC TOILET ASSETS

Council provides:

- ✚ 25 functional primary public toilets and multiple secondary public toilets for use throughout the District
- ✚ A campervan dump station in Oamaru.

Waitaki District currently has 43 per cent more public toilets per person than the New Zealand average. Oamaru has a marked concentration of public toilets in the Thames St – downtown area, and counting 'secondary' public toilets (toilets 'embedded' in primary facilities like the Aquatic Centre and Opera House) further increases the concentration.

THE BENEFITS OF PROVIDING PUBLIC TOILETS & DUMP STATIONS

- Public toilets provide a healthy and convenient facility for local residents and visitors to the District.
- They ensure that local residents, visitors and tourists enjoy an overall positive experience of the District. They can become a feature in themselves.

OVERVIEW OF EXISTING LEVELS OF SERVICE AND UNDERLYING PRINCIPLES

- F&R Policy – 100% rates funded (20% of which is business rate). The primary benefit is their use by visitors, which is a people-based benefit. There is both a people-based public good (toilets at recreation sites) and a property-based public good (commercial businesses (in urban areas)). Is a mix of public and private good, but mainly private good.
- Council's wants to either maintain or improve current toilet services (see below) – implies that it believes this is affordable and desirable for the community and businesses.
- WCP – we provide toilets for health reasons.
- WCP – this activity makes an important contribution to tourism industry by providing accessible toilets for visitors.
- Toilet Strategy – demand for public toilets usually occurs where people congregate away from their residence or workplace for a length of time greater than one hour and where no public toilet facilities are provided as part of another building (no reference as to where this principle comes from)
- Toilet Strategy (TS) – local residents expect public toilets [no reference as to where these beliefs come from] :
 - to be available in the commercial area of each community
 - to provide them in publicly accessible Council operational properties
 - to be available in popular rural and semi-rural passive recreation reserves
 - to be available at major sporting venues
- Toilet Strategy – local residents expect public toilets to be clean and well-maintained (no reference as to where these beliefs come from).
- Toilet Strategy – local residents expect public toilets to be safe (no definition of what safety means in this context)
- TS – Access for the travelling public is an important factor in site design. Not all existing public toilets are in optimal locations for convenient and safe access. When existing toilets are scheduled for renewal, the facility will be considered for possible relocation to another nearby site if it is found to be better for access by pedestrians and the travelling public.
- TS – All toilets should either be connected to a reticulated sewerage system or an appropriately designed septic tank or a holding tank to provide for effective containment and disposal of effluent. Proposals will ensure public health is protected.
- TS – Development of new toilets or re-grading an existing site to a higher standard would require some justification/needs assessment to support and increased level of service.
- TS – Council's role in meeting forecast demand is:
 - Consulting with the community to meet service level expectations [customer driven]

- Maintaining current service levels, sites and standards [implies there should be no reduction in quantity or quality]
- Addressing quality concerns [could this conflict with above?]
- Developing new facilities when required
- Funding operations and maintenance
- Funding capital works
- TS - Proposed capital works along with maintenance and renewal of the existing network of public toilets by Council shall provide adequate accessibility to public toilets for the protection of public health.
- TS – The Waitaki Standard for public toilets is based on NZ Standard 4241:1999. The NZ Standard shall apply where it is consistent with the Toilet Strategy. Where there are inconsistencies, the Waitaki Standard shall prevail. Toilets in Waitaki are graded according to the NZ standard grades.
- TS – Public toilets should be safe, conveniently located, structurally sound, vandal resistant, private and hygienic. Council can use any design that meets the legislative and standard requirements.
- TS – Public toilets near car parks are popular in terms of their convenience for pedestrians and motorists. High profile locations are considered to be safer.
- TS – Structures should be visible, yet also be in harmony with the surrounding built and natural environment.
- TS – operational decisions will be based on usage and public comment of cleanliness. Decisions are incorporated into cleaning contracts.
- TS – maintenance decisions will be based on reports from cleaning contractor, public comment and periodic inspection by Council officers. Decisions relate to physical condition of the facility. This will be in accordance with either current practices or in accordance with manufacturer's recommendations (for new facilities).
- WCP – is to gradually improve quality of toilet facilities WCP – review TS so that provision of toilets is better matched to current and future demand for these facilities.
- WCP – sufficient public toilets are provided to allow for convenient use. This requires facilities in major shopping areas, at major sporting venues, in all townships with populations exceeding 300 people.
- WCP – Toilets will be clean [define?] and damage such as graffiti and vandalism will be addressed within 24 hours. 70% of customers will be satisfied with the quality of the District's public toilets.

ANNUAL REPORT RESULTS 2010/11

Gardens and Green Spaces Service Level		
Performance Measures	Achievements 2010/11	Targets 2009-12
Number and location of public toilets	Toilets are provided in central Oamaru, at major sporting venues, in all townships of population greater than 300 people	Toilets are provided in central Oamaru, at major sporting venues, in all townships of population greater than 300 people
Customer satisfaction with the quality of the District's public toilets	The 2011 Residents Survey noted, of the 71% of residents who used the public toilets 68% were either satisfied or very satisfied with public toilets (74% in 2010)	≥ 70% user satisfaction with the quality of the District's public toilets

RELEVANT STANDARDS & DEFINITIONS

New Zealand standard 4241:1999: Public toilets

This standard provides design information and advice on the numbers, location, type and quality including features and fittings for public toilets in any location. Guidance on cleaning and sanitation is also provided.

New Zealand standard 4121:2001: Design for Access and Mobility – Buildings and Associated Facilities¹

This Standard sets out requirements for the design of buildings, facilities within buildings, driveways, car parks, passages and any associated landscaping and accessways for use by people with disabilities as required by the Building Act 1991 and the Local Government Act 2002.

Crime Prevention through Environmental Design (refer Appendix 11)

Primary toilets – stand alone

Secondary toilets – Accessible to public within another facility

ASSESSMENT OF APPROACHES

Objective and Target	Rationale for approach/Underlying Principle
<p>We will provide public toilets within walking distance for residents and visitors in business areas, formal sports fields, Destination and Key Strategic playgrounds, camping and popular tourist areas.</p> <p>TARGET:</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> Public toilets are provided in townships with more than 200 residential properties. Public toilets are provided within 5 minutes walk (300 metres) within Business 1 Zones and 10 minutes walk (600 metres) within Business 2 Zones (as defined in the Waitaki District Plan). Public toilets are provided in areas with high visitor numbers (determined on a case-by-case basis by assessment of environmental impacts) Public toilets are provided within 100m of all Destination and Key strategic playgrounds (Playgrounds Appendix) during daylight hours. 70% of residents are satisfied or very satisfied with the District's public toilets. Public toilets provided at camping areas in accordance with Camping Regulations. <p>YRS 4-10</p> <ul style="list-style-type: none"> Public toilets are provided in townships with more than 200 residential properties. 	<ul style="list-style-type: none"> Council provision of public toilets is currently well above the national average (with proportionate maintenance costs). This means there are opportunities to reduce the number provided. This objective seeks to determine what is adequate in terms of the provision of public toilets and what might be considered 'convenient access' by residents and visitors. The basis for the measures used is that in areas where people are likely congregate, it is reasonable to expect them to walk no more than approximately 2, 5 or 10 minutes to access a public toilet (depending on the nature of location). It is also considered reasonable that public toilets are provided in township areas where there are a higher number of residential properties, or areas where there are high visitor numbers and there are likely to be environmental impacts as a result of not providing public toilets. Current user satisfaction with public toilets is 68%. This is not expected to improve in the shorter term with the imminent closure of two toilets in Oamaru. However, in years 4-10, the target has been increased to reflect planned improvements to accessibility and the establishment of new public toilets, where required (notably the Harbour area).

<ul style="list-style-type: none"> Public toilets are provided within 5 minutes walk (300 metres) within Business 1 Zones and 10 minutes walk (600 metres) within Business 2 Zones (as defined in the Waitaki District Plan). Public toilets are provided in areas with high visitor numbers. Public toilets are provided within 100m of all Destination and Key strategic playgrounds (Playgrounds Appendix) during daylight hours. 75% of residents are satisfied or very satisfied with the District's public toilets. Public toilets provided at camping areas in accordance with Camping Regulations. <p>Related Outcomes & Goals: O2, TG1</p>	
<p>We will ensure toilets meet the NZ Standards for accessibility.</p> <p>TARGET:</p> <ul style="list-style-type: none"> 80% of public toilets in residential and business zones are accessible (meet NZ Standards for accessibility – NZS4121:2001) by 2022. <p>Related Outcomes & Goals: O2, O5, TG1</p>	<ul style="list-style-type: none"> Currently, there is a lack of information on disabled access for all toilets throughout the district. There has been a desire expressed by submitters to Council plans for more public toilets that are accessible to people with disabilities. This fits with Council's general goal to make its overall recreation assets as accessible as possible to the whole community. The targets set are considered realistic and achievable within current and anticipated budget constraints.
<p>We will ensure access to dump stations is provided within reasonable driving distance of main centres.</p> <p>TARGET:</p> <ul style="list-style-type: none"> From 2015 onwards, dump stations are available for use within 60 kilometres on State Highways and Major Arterial Routes (refer to Appendices and following maps). <p>Related Outcomes & Goals: O1, O2, O5, O6, O7, TG1</p>	<ul style="list-style-type: none"> There is currently a lack of publicly accessible casual-use dump stations and this is an issue that has been raised more frequently in submissions to Council plans. It is also an issue that has wider interest through the freedom camping issue. Building and maintaining dump stations is expensive, however, there are a lot of privately run dump stations in the district that Council may be able to negotiate access to for public use. There is also willingness by the NZ Motor Caravan Association to work in partnership to help provide facilities. Council will focus on working with other organisations over the first 3 years to find ways of providing access to existing dump stations in the most cost-effective way, and has targeted 2015 for the provision of these in areas that do not meet the distances set. The distance targeted (60kms) is considered to be a 'reasonable driving distance'.

Appendix 9: Walking & cycling

SWOT ANALYSIS

The following table identifies internal and external factors that are helpful (strengths and opportunities) and harmful (weaknesses and threats) to achieving the objectives of the strategy.

	HELPFUL to achieving objectives of strategy	HARMFUL to achieving objectives of strategy
Internal origin (attributes of organisation)	STRENGTHS <ul style="list-style-type: none"> Walking is the most popular physical activity across all age groups in Waitaki district Walking is the most popular activity for visitors to New Zealand 	WEAKNESSES <ul style="list-style-type: none"> Council only funds walking and cycling projects which attract NZTA subsidy - projects that have a commuter focus Limited amounts of tracks in Waitaki
External origin (attributes of the environment)	OPPORTUNITIES <ul style="list-style-type: none"> Seek additional sponsorship and funding opportunities Increase awareness of available recreational opportunities for visitors and residents- e.g. link into Alps to Ocean trail Form partnerships with tourism providers to maximise use of recreation facilities Enhance partnerships with recreation groups to assist with building and maintenance of walking/cycling tracks Promote active transport Increase awareness of cycling and walking through supporting the development of maps Increase shared use of plantation areas for walking and cycling Opportunity to enhance our current walkways and cycleways through incorporating signage and telling our district's stories Provide more linkages between existing tracks Make our network safer for both commuter and recreational walkers and cyclists 	THREATS <ul style="list-style-type: none"> Lack of time due to work commitments and family responsibilities An ageing population NZ dependency/preference for motorised transport

OVERVIEW OF WALKING & CYCLING ASSETS

Currently, there are 22 kilometres of walking and cycling tracks provided by Council in Waitaki (Oamaru only). Most notable walkways/cycleways are:

- The Harbourside Walkway
- The Skyline Walkway (5km)
- The South Hill Walkway
- The Ouse St to Waitaki Boys High School cycleway.

THE BENEFITS OF PROVIDING WALKING & CYCLING

[as for Open Space and Sports]

OVERVIEW OF EXISTING LEVELS OF SERVICE AND UNDERLYING PRINCIPLES

- WCP – Council will only fund projects identified in W& Strategy where they attract external funding (e.g. NZTA subsidy).
- WCP level of service – sufficient length of walking/biking tracks are provide for recreation enjoyment – measured by length of tracks.
- To achieve and maintain satisfaction levels of 80% or above of residents who feel it is safe or very safe to ride a bicycle in Oamaru, and who are satisfied/very satisfied, with the cycling environment and to report on progress.
- To reduce the likelihood of pedestrians and cyclists injured or killed.
- To support an integrated walking and cycling network for Oamaru and surrounds through policy, planning and collaboration.
- **Walking & Cycling Strategy** adopted in 2007, but not implemented due to lack of funding.

ANNUAL REPORT RESULTS 2010/11

Gardens and Green Spaces Service Level		
Performance Measures	Achievements 2010/11	Targets 2009-12
Sufficient length of walking/biking tracks provided for recreational enjoyment	Council made preliminary estimate of 20km of walking/cycling tracks in Waitaki District. Restructuring of Parks and Gardens limited further work to get exact measure. We plan to finalise measurement with GIS in 2011/12	Determine length of walking/biking tracks provided for recreational enjoyment

RELEVANT STANDARDS & DEFINITIONS

New Zealand standard 8630 2004: Tracks and outdoor visitor structures

Describe what a track should be like to meet the needs of different users.

Department of Conservation Track Construction and Maintenance Guidelines – July 2008

Provide advice and technical information on the construction and maintenance of recreation tracks for walkers and off-road mountain bikers. The aim is to provide best practice information that is useful for all those involved in planning and carrying out work on tracks.

- **Commuter** – provides for people using walking or cycling as an alternative means of transportation.
- **Recreational** – provides site-specific opportunities for walking or cycling for pleasure, fitness or relaxation.
- **Touring** – provides opportunities residents and visitors to tour the District and access areas of natural, historic or cultural value through walking or cycling.

ASSESSMENT OF APPROACHES

Objective and Target	Rationale for approach/Underlying principle
<p>We will support community groups and clubs in developing and maintaining our walking and cycling network and educating residents and visitors.</p> <p>TARGET:</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> 200 hours of community involvement per year in maintaining and developing walkways and cycleways. <p>YRS 4-10</p> <ul style="list-style-type: none"> 400 hours of community involvement per year in maintaining and developing walkways and cycleways. <p>Related Outcomes & Goals: O1, O2, O5, O6, O7, O8, WG2, WG3</p>	<ul style="list-style-type: none"> There is a high level of interest from within the community in developing walking and cycling tracks in the District, both for commuter and recreation purposes (as evidenced by submissions to Council plans and groups such as MBNO). Aside from the Alps 2 Ocean, Council has only committed to developing any other new walking and cycling tracks where there is NZTA co-funding available (for commuter tracks only). Subsequently, no new tracks have been built (other than the A2O). Constraints on funding mean that in order to fulfil the community's desire for more tracks, Council must find other ways to meet the community's needs. The high level of interest from the community and a willingness from volunteers to work alongside Council means that there is an opportunity to develop more partnerships with community groups to develop tracks. The targeted hours of volunteer time are based on an estimate of time already committed by volunteers to developing tracks. They are considered to be achievable and realistic.
<p>We will provide information, signage and promotional events and activities relating to walking and cycling (including safety).</p> <p>TARGET:</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> At least 2 walking or cycling events held per annum. <p>YRS 4-10</p> <ul style="list-style-type: none"> At least 4 events walking or cycling events held per annum. <p>Related Outcomes & Goals: O1, O2, O5, O6, O7, WG1, WG2</p>	<ul style="list-style-type: none"> An issue that has been highlighted both locally (through the Sport Waitaki Summer Walks and through wider research) is that lack of information about walking and cycling tracks/facilities is a barrier to participation. Providing more information about what we already provide and providing events that draw people in to try out these tracks is a key to maximising our current investment and developing support for future investment. Council is currently involved in holding at least 2 walking or cycling events per year (through Sport Waitaki), and would like to maintain this for the next 3 years, with a view to growing these in the future.
<p>We will provide accessible and appropriate tracks to meet the community's needs prioritised according to the following hierarchy: 1. Co-funded, 2.Recreational, 3.Touring, 4. Commuter (refer to Walking & Cycling Appendix for definitions).</p> <p>TARGET:</p> <p>YRS 1-3</p> <ul style="list-style-type: none"> 5% of recreational tracks are disabled-accessible. All schools in the district are linked to town suburbs by walking/ cycle ways by 2026. All neighbouring districts are linked by a cycle trail by 2030. <p>YRS 4-10</p> <ul style="list-style-type: none"> 10% of recreational tracks are disabled accessible. A target for km of walking and cycling tracks per 1000 residents will be set by 2016. <p>Related Outcomes & Goals: O1, O2, O5, O6, O7, O8, WG2, WG3</p>	<ul style="list-style-type: none"> Council has previously only committed to funding tracks that are co-funded by NZTA. At this stage, aside from the A2O, no funding has been committed to track development. The hierarchy has been developed to provide Council with a means of prioritising any future projects, with co-funded tracks taking precedence to reflect affordability issues. Accessibility has been included to ensure use of existing tracks is maximised for the whole community. This is consistent with Council's guiding principles for recreation, and with submissions received to Council plans. The targets take into account limited funding available now (and in the foreseeable future) and are considered to be realistic and achievable. A target for provision will be set by 2016, after Council has reviewed current assets and determined budgets.

Appendix 10: Cemeteries & monuments

SWOT ANALYSIS

The following table identifies internal and external factors that are helpful (strengths and opportunities) and harmful (weaknesses and threats) to achieving the objectives of the strategy.

	HELPFUL to achieving objectives of strategy	HARMFUL to achieving objectives of strategy
Internal origin (attributes of organisation)	STRENGTHS <ul style="list-style-type: none"> Majority of cemeteries well-maintained History preserved in cemeteries/memorials Can allow memorial groves/plantings in reserve areas 	WEAKNESSES <ul style="list-style-type: none"> Capacity for 4 years at Oamaru Cemetery No policy for headstones/memorials No easily accessible information for families etc. Lack of control of information, direct customer service, experience and expertise Lack of clarity around relationship with trusts A lot of cemeteries in close proximity to one another (expense) Currently not meeting the 50% target for cost recovery Cemeteries need to be maintained once closed
External origin (attributes of the)	OPPORTUNITIES <ul style="list-style-type: none"> Local interest in heritage Natural burials and more culture-specific services Increasing trend towards ash burials 	THREATS <ul style="list-style-type: none"> Population increases outside/beyond projections Natural disaster/crises

OVERVIEW OF CEMETERY ASSETS

- 21 cemeteries in total throughout the District
- Plots for internment on demand
- Areas for burial of ashes
- An historical record for the community
- Maintenance of some monuments and memorials throughout the district

Our current assets are:

- 15 open cemeteries located at Duntroon, Hampden, Herbert, Kurow, Livingstone, Macraes, Maheno, Ngapara, Oamaru (x 2), Omarama and Palmerston which are maintained for maximum functionality with minimal cost.
- 6 closed cemeteries (no more burials can take place in these).

Council's cemeteries are intended to create an attractive, peaceful and respectful atmosphere for the memorial and remembrance of the deceased. Burials need to be carried out by a sexton or other persons approved by Council. Bodies or ashes must be in approved coffins or containers and buried to certain depths. Approval must be sought from the Council to erect anything at a grave site, including headstones.

Council currently has a contract with Whitestone Contracting Ltd to carry out the maintenance of the cemetery grounds and to carry out burials.

THE BENEFITS OF PROVIDING CEMETERIES

- Well maintained cemeteries create a welcoming and respectful place for family and visitors.
- We meet legal requirements and public health is protected by ensuring the safe disposal of human remains.
- The maintenance of cemeteries and cemetery records create a means for future generations to remember their ancestors.
- They create additional green spaces that are of benefit to the wider community.
- They provide a connection with our heritage and local history.

OVERVIEW OF EXISTING LEVELS OF SERVICE AND UNDERLYING PRINCIPLES

- R & F Policy states 50% user pays, 50% rates. User pays recognises the private benefit for those who use this services. Rates portion acknowledges creation of green spaces, public health by ensuring the safe disposal of human remains, and maintenance of cemeteries and cemetery records for future generations to remember their ancestors.
- WCP – ensure that enough cemetery land is available in perpetuity to meet demand.
- WCP – ensure District's funeral directors are satisfied with cemeteries.

ANNUAL REPORT RESULTS 2010/11

Gardens and Green Spaces Service Level		
Performance Measures	Achievements 2010/11	Targets 2009-12
Sufficient land is available for burials and ash interments determined by a review of cemetery capacity undertaken every 5 years	Staff reviewed available land. We have capacity for the next two years. Planning for extension will commence in 2011/12	Review of cemetery capacity completed
Funeral Directors' satisfaction with the quality of service for the District's cemeteries	100%	> 90%

ASSESSMENT OF APPROACHES

Objective and Target	Rationale for approach/Underlying principle
<p>We will provide cemeteries, and memorial opportunities outside of cemetery locations, within reasonable proximity to residential areas.</p> <p>TARGET:</p> <ul style="list-style-type: none"> ○ Cemeteries are located within 60km of towns with more than 200 residential properties. ○ Memorial opportunities outside of cemetery locations are available in every town with more than 200 residential properties. <p>Related Outcomes & Goals: O3, O7, CG1,</p>	<ul style="list-style-type: none"> • There are currently cemeteries which are located within close proximity of each other, which creates issues around affordability (cemeteries must continue to be maintained once they have reached capacity and are closed) • The aim of this objective is to ensure cemetery provision is distributed throughout the district based on current and projected residential properties. This means that when some cemeteries reach capacity and close in certain parts of the district (with sparse populations), a replacement cemetery will not be built. • This approach will enable Council to target resourcing for cemeteries in parts of the district where population growth is projected to be maintained or increase. • The target of 60kms is considered to be a reasonable driving distance and based on maps of the District, ensures that cemeteries will be within driving distance of most localities.
<p>We will provide easily accessible information systems and maintain an accurate history of cemetery use in Waitaki.</p> <p>TARGET:</p> <ul style="list-style-type: none"> ○ Cemetery information resources areas online by 2016 <p>Related Outcomes & Goals: O3, O7, CG2</p>	<ul style="list-style-type: none"> • This objective and target reflects the importance of cemeteries in maintaining historic information and records. It also acknowledges the growth in demand for the provision of information online to make it more accessible for families and other users (whether for accessing information on current services or historic information). • The target year (2016) is considered to be realistic and achievable within current resources.
<p>We will recover costs from cemetery services to ensure they are affordable for ratepayers while ensuring costs are affordable for users and compare favourably with other districts.</p> <p>TARGET:</p> <ul style="list-style-type: none"> ○ 50% of cemetery costs are recovered by 2016. <p>Related Outcomes & Goals: O3, O5, O7, CG3, CG4</p>	<ul style="list-style-type: none"> • Target cost recovery for cemetery services is currently 50%, however, this is not being achieved. Costs for cemetery services in Waitaki are currently well below national levels, so there is scope to increase there and therefore the level of cost recovery. • 50% by 2016 is considered to be a realistic and achievable target if charges are increased over the coming four years.
<p>We will ensure cemeteries and associated assets are maintained, responsive to changing trends and continue to fulfil their public health functions.</p> <p>TARGET:</p> <ul style="list-style-type: none"> ○ A minimum of 5 years cemetery capacity is provided at any one time. <p>Related Outcomes & Goals: O5, O7, CG1, CG3</p>	<ul style="list-style-type: none"> • Council must ensure cemeteries have capacity available to meet future demand and can be responsive to changing trends (such as natural burials) or unplanned events (such as a natural disaster or pandemic). Sufficient capacity is also essential for meeting Council public health functions under the listed acts. • 5 years capacity allows time for planning, purchasing land, resources consents.
<p>RESIDENT SATISFACTION TARGET:</p> <p>YRS 1-3: At least 75% of residents are satisfied/very satisfied with the District's cemeteries and associated services.</p> <p>YRS 4-10: At least 80% of residents are satisfied/very satisfied with the District's cemeteries and associated services.</p>	<ul style="list-style-type: none"> • Council does not currently survey residents' satisfaction with cemetery services. This target is based on comparable services and can be reviewed after 3 years. • User satisfaction is anticipated to increase slightly once online information becomes available in 2016.

Appendix 11: National legislation, policies, strategies

- **Local Government Act 2002** - provides for local authorities to play a broad role in promoting the social, environmental and cultural well-being of their communities through a sustainable development approach.
- **Resource Management Act 1991** – designed to help manage a wide range of issues, including conflicting values, expectations and rights in regard to the environment.
- **Reserves Act 1977** - provides for the acquisition of land for reserves and the classification and management of reserves (including leases and licences).
- **Building Act 2004** - applies to the construction of new buildings as well as the alteration and demolition of existing buildings.
- **Historic Places Act 1993** - establishes a register of historic places, historic areas, wahi tapu and wahi tapu areas.
- **Burial and Cremation Act 1964** – legislation ensuring there is adequate provision for the burial of the dead in a controlled and respectful manner meets public expectations. It also contains the legal provisions governing the certification and registration of deaths.
- **SPARC Outdoor Recreation Strategy 2009-15** – a national strategy aiming to tackle challenges to participation in outdoor recreation as identified by outdoor providers including population growth, increasingly diverse communities, changing urban structures and growth, societal and lifestyle change, changing and diversified recreation interests and increasing environmental pressures
- **Getting There – On Foot, By Cycle, Ministry of Transport, 2005** – a government strategy that recognises the importance of walking and cycling, not only for recreation, but as important modes of transport.
- **SPARC – Making Tracks, strategies to create new mountain biking terrain**
[http://www.sparc.govt.nz/en-nz/communities-and-clubs/Active-Communities/Sharing-Good-Practice/Making-tracks---strategies-to-create-new-mountain-biking-terrain/New Zealand case studies](http://www.sparc.govt.nz/en-nz/communities-and-clubs/Active-Communities/Sharing-Good-Practice/Making-tracks---strategies-to-create-new-mountain-biking-terrain/New-Zealand-case-studies) (Wellington, Dunedin, Queenstown and Rotorua)
- **Crime Prevention through Environmental Design (CPTED)** – a multi-disciplinary approach to deterring criminal behaviour through environmental design. CPTED rely upon the ability to influence offender decisions that precede criminal acts.

Appendix 12: Relevant local strategies & policies

- **Waitaki Community Plan 2009-19**

The Local Government Act 2002 requires all local authorities in New Zealand to prepare a Community Plan spanning a minimum of 10 years. The Community Plan provides information on all of Council's activities (including recreation), how these will be delivered, how much this will cost, and how it will be paid for. The Plan shows how the activities undertaken by council contribute to the desired outcomes identified by the Waitaki community in 2006.

- **Waitaki District Council parks and reserves bylaws (Part 5 of General Bylaws 2006)**

Bylaws enable the Council to control and set standards for the operation of parks and reserves under the ownership or control of the Council. It is made pursuant to section 106 of the Reserves Act 1977 and sections 145 and 146 of the Local Government Act 2002 and its amendments.

- **Waitaki District Plan**

Assists Waitaki District council to carry out their functions under the Resource Management Act 1991 (landuse, noise, hazardous substances, subdivision, activities on surface of rivers and lakes, natural hazards), specifying objectives, policies and methods, in relation to resource management issues in the District. All recreational works, development and facilities must comply with the provisions of this plan.

- **Otago Regional Plans (water, coast, air and waste)**

Prepared under the Resource Management Act 1991 to assist in carrying out Otago Regional Council's obligations to sustainably manage natural resources for future generations. These four regional plans need to be complied with for any works or development in the council's recreational areas.

- **Waitaki Physical Activity Strategy 2007**

A high level document to assist the community in understanding the benefits of physical activity, and guide the delivery of physical activity programmes by service providers. It's vision is that physical activity be a lifestyle choice for residents of the Waitaki district.

- **Waitaki Walking and Cycling Strategy 2007**

A high level document with a vision for walking and cycling to be part of daily life, including objectives, goals, actions and targets.

- **Cultural and Recreation Strategic Plan 1997**

A high level document aimed to focus Waitaki District Council and the community on the provision of cultural and recreation facilities and opportunities. The document includes a summary of the organisations approach, market research and trends, and culture and recreation strategies and actions.

- **Waitaki District Public Toilets Strategy 2003**

Provides a list and classification of council owned public toilets in the Waitaki district and includes standards around provision, maintenance and renewal, and design of new public toilets.

- **Draft Sports Ground Management Policies**

Provides policies covering all sports grounds, and sets out how they will be managed in the future

- **Draft Playground Strategy 2007 (not adopted)**

This strategy document includes criteria for playground provision, information on the life expectancy of playgrounds and analysis to help with identifying the provision, development and upgrade of playgrounds across the district. It also includes a suggested action plan.

- **Draft Reserves Strategy (2006 - not adopted)**

A high level document with an intended 20 year lifespan aiming to help guide future reserve development across the district – including a framework for reserve management plans, development standard guidelines for the various reserve categories, and the identification of current deficiencies in reserve land and those surplus to requirements

- **Tree Policy for Council-owned trees (2009 - not adopted)**

Provides recommended policy to manage significant trees in the district, suggested methods and processes to minimise and resolve conflict, and risk management roles for council.

Appendix 13: GLOSSARY

Activity

A good or service provided by, or on behalf of, a local authority and include the provisions of facilities and amenities, the making of grants and the performance of regulatory and other governmental functions.

Activity Management Plan

Inventory of assets and programmes, and inclusion into database. Develop the required actions identified in the Strategy Implementation Plans into more detailed activities and /or projects. Include grades & standards (such as mowing lengths). They summarise the assets we maintain for each activity, define our replacement programmes, activities we carry out and provide budget information for the Annual and Long Term Plans.

Annual Plan

A plan that describes what activities the Council will do, the reasons for doing them, the performance measures used and how much revenue and expenditure it needs to undertake each activity.

Community Outcomes

A set of statements owned and developed by the community with Waitaki District Council assistance, found in the Waitaki Tomorrow – Community Outcomes document. They exist to guide decisions made by the Council and to engage with other agencies about how they will invest in the community's future.

District Plan

A plan prepared under the Resource Management Act 1991 (RMA). The Purpose of the District Plan is to assist the Council to carry out its functions in order to achieve the purpose of the RMA, which is the sustainable management of natural and physical resources. It is the means by which the use, development and protection of the District's natural and physical resources will be managed into the future.

Infrastructure

Roads, bridges, water supplies, drainage systems, buildings, landfills and transfer stations.

Long Term Plan (LTP)

A Council plan that covers ten consecutive financial years and describes what activities the Council will do, the reasons for doing them, the performance measures used and how much revenue and expenditure it will need to undertake each activity. An LTP must be reviewed every three years.

Rates

Funds collected by the Council from levies on property. These are based on capital value or land value of the property but the term is often used to include Targeted Rates.

Recreation

Is an activity of leisure during discretionary time. The need to do something for recreation is an essential element of human biology and psychology. Recreational activities are often done for enjoyment, amusement, or pleasure and are considered to be "fun". The term recreation implies participation to be healthy and refreshing for mind and body.

Reserves Management Plans (RMP)

Describe how a reserve will be managed over time and are required under the Reserves Act 1977. An RMP may also be generic and cover a number of reserves at once.

Sustainable

For the purposes of this strategy, taking a sustainable approach means managing our District's financial, social and environmental resources in a way that ensures they can be maintained or improved for future generations.

Targeted Rates

A rate levied for undertaking a specified function or for providing any specified service for the benefit of all or part of the District. Targeted rates must be applied only for the purpose for which they are levied.