



Matamata-Piako District Council:

Council involvement in community leisure provision; Arts, Culture and Heritage. Active Recreation & Facilities.

Strategies to enhance leisure and recreation opportunities for the people of the Matamata-Piako District 2009-2019.

Final Post LTCCP

Matamata-Piako District Council: Community Leisure Provision

Final for client

*Strategies to enhance leisure and recreation opportunities
for the people of the Matamata-Piako District 2009-2019.*

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1. The Situation

1.1. Focus

A consequence of the current global economic situation is that Council's ability to fund infrastructure development in the short and medium term has been curtailed – as a result Council staff have requested a '2009 update' of both the Active Recreation and Facilities and the Arts, Culture and Heritage strategies to reflect the new funding environment.

The document is therefore a merge of the Active Recreation & Facilities Strategy undertaken in 2007 and the Arts, Culture & Heritage Strategy 2008 commissioned to provide a framework to enhance leisure opportunities for the people of the Matamata-Piako District.

This combined report provides Matamata-Piako District Council (MPDC) with a strategy for leisure provision across the district in line with the Long Term Community Plan consultation.

The strategy document is designed to be read either as a composite document or as individual documents for those readers with a specific interest in either active recreation and facilities, or arts, culture and heritage. Each of the strategies is set out in the following format:

- A context for council provision of leisure opportunities
- An explanation why Council is involved
- The Vision, Goals and over-riding Principles
- The strategy – including actions to meet the goals and principles

A separate document for Appendices is available from Council on request. The Appendices include:

- The Community survey both active recreation and arts and culture
- Justifications and background data for the aquatic strategy
- Appendices – methodology and inventory

The strategy has as its focus those opportunities and settings influenced by MPDC but also makes reference to other agencies, community groups or individuals who may already or have expressed an interest in being involved in provision of active recreation, arts, culture and heritage opportunities.

The priorities set for the strategy are based upon the Council endorsed Principle of Minimum Levels of Service (Maximum Level of Opportunity and Access)¹.

This final version incorporates instructions from the Matamata-Piako DC Councillors with regards to actions and recommendations they wish removed from the draft version – where actions or recommendations have been removed the Council have inserted an explanation and these have been subjected to public scrutiny through the LTCCP submission process.

¹ 2006 Active Recreation Strategy and Arts workshop 19 July 2008.

Arts, Heritage and Culture Strategy: planning & context

2. Executive Summary

This Strategy is based upon a series of key stakeholder and agency meetings, community workshops, location visits and a community survey undertaken between March and September 2008.

The strategy seeks to provide the MPDC with a clear set of priorities for the enhancement of arts, culture and heritage facilities and initiatives across the district. The strategy was commissioned to ensure that the interests of those residents whose main leisure activity is not sport or active recreation (those subject to the active recreation strategy 2007) but whose leisure pursuits encompass the arts, are duly catered for in futures planning. As such the format of the strategies are complimentary and can be read as dual-reports.

The priorities set for the strategy are based dually upon the Principle of Minimum Levels of Service and, for ageing facilities, upon asset condition assessment.

2.1. Key findings

The key findings of the strategy included:

- i. **A framework to ensure targeting and equity:** There is a clear need from the community (and desire from MPDC) to develop a framework against which planning for arts, culture and heritage can occur. This is crucial not only to enable, enhance and preserve arts, culture and heritage, but to ensure an equity with sports and active recreation investment by council.² The framework and strategy help council understand 'why' they are or should be involved in the delivery or facilitation of arts, culture and heritage opportunities in the district.
- ii. **Satisfaction with opportunities:** There was a very high level of satisfaction with the 'quantity and quality' of opportunities for arts, culture and heritage opportunities in Matamata-Piako. Survey respondents, stakeholder interviewees and workshop participants alike all agreed that the district offers the majority of people most of their leisure needs through arts, culture and heritage club activities or informal leisure (not necessarily by council). As with active recreation, barriers to participation for most residents are more social³ than infrastructural.
- iii. **Strong endorsement for council involvement:** There was overwhelming endorsement for council to be involved in encouraging participation in arts, culture and heritage with 70% of survey respondents indicating this preference (just 18% answered in the negative). 71% of respondents believe council should invest the same or more effort and resource into arts, culture and heritage.

² A consistent theme in the consultation has been the historic inequity in provision by council to sports the arts sector. This may well be a 'perceived' notion only but does and will carry weight in the community.

³ Decreasing volunteerism, costs of accessing or buying equipment, pressures on families, decline in participation.

- iv. **Arts, culture and heritage – recognition and enhancement of Maori perspectives:** The contribution of local Maori arts, culture and heritage is under-represented in the district both ‘visually’ and resource allocation wise. Strengthening the relationship between Maori and European cultures, and the rapidly changing ethnic demographic, through widespread and publicly accessible arts, culture and heritage programmes will have positive impacts on the well-being and future direction of the entire community.
- v. **Barriers:** *Access and lack of information* appear to be the biggest barriers to participation, while a lack of a clear *policy framework* was commonly seen as an issue. A recognised “council arts person..” would enable better communication with the sector.
- vi. **Volunteers:** In common with sport and active recreation in the district, clubs and marae continue to provide a vital network of arts, culture and heritage opportunities. However, much activity is threatened as there is often *poor succession planning and support for volunteers*. It was widely recognised that volunteers are under pressure and are often unable to deliver the quality and quantity of activity experienced by club members in the past. It should also be noted however that the nature of community arts participation and volunteerism is the kitchen-table kind and intervention is not always required or welcomed.
- vii. **Council investment in museums:** The importance of preserving the heritage of the district was common – looking after and displaying ‘the past’ through archives and local museums will become a priority both for heritage itself and for tourism/economic development reasons. However, the future sustainability of township museums was a concern. There is a constant ‘battle’ between the volunteer effort required to maintain and develop museums and the requirements or expectations of future users (school children etc) that appear to make the small museum un-sustainable in their current format. There was a ‘mounting’ discontent with the disparity of council resourcing between township museums and a real concern that council were moving to abdicate involvement.
- viii. **Funding, supporting and facilitating:** The issue of funding from council to support arts, culture and heritage activity is problematic. What ‘role’ should council fulfil (funder, supporter, facilitator?), to who, for what purpose and under what circumstances. As a result there was overwhelming support for the concept of a fully-funded community arts position that would represent the arts, culture and heritage needs of the community to council and that would oversee funding and resourcing applications to council from a position of in-depth sector knowledge.
- ix. **“it would be great if we had a culture version of Sport Waikato...”:** The success of the Sport Waikato model (in the eyes of the arts sector) raised the prospect of a similar model being introduced for the delivery of arts, culture and heritage in Matamata-Piako. There are potential partners within the greater Waikato area. Much of the arts activity occurs in an informal spontaneous manner (the very nature of community arts) and the scope of any partnership model would not replace councils requirement to enable this informal ‘kitchen table’ activity.
- x. **Satisfaction with service:** There was generally a very high satisfaction with the provision of Council-facilitated arts, culture and heritage settings/facilities across Matamata-Piako. Generally there was a desire to enhance and/or amalgamate existing opportunities rather than development of new facilities that may or may not be supported by future population growth.
- xi. **Focus and Levels of service – local access and participation:** Often, and similar to the sport and active recreation strategy findings, the focus was upon access to daily-life leisure such as an improvement to footpaths allowing access to existing (and generally well regarded) arts pursuits. It was generally agreed that council should facilitate and/or

support the provision of arts culture and heritage 'settings' (facilities and open space) whilst the community should be primarily responsible for the activities occurring at and within those settings (through clubs, marae, trusts or schools). The level of service expected by residents was that of local provision rather than regional or national level provision⁴.

- xii. **Community and schools collaboration:** A significant number of the facilities identified for arts, culture and heritage activity were schools. Likewise a high proportion of schools were either represented at the community workshops or responded to a facility specific questionnaire. This aspect, complemented by school's focus as the community centre for youth leisure indicates the need for collaboration between MPDC and schools for arts, culture and heritage facility and/or programme development into the future.
- xiii. **Art and heritage trails:** The anecdotal increase in the levels of walking and cycling in the district need to be formally researched⁵. However there is an obvious and widely supported trend toward walking and cycling as modes of active transport and fitness – the ongoing development of cycleways and walkways is probably the single largest initiative for getting 'more people more active more often and life long' at the same time as enhancing economic development through increased tourism⁶ (a win-win-win scenario). *With the Matamata-Piako experience, flat topography and location near Hamilton and Auckland, an emphasis on walking and cycling 'trails' for arts culture and heritage is particularly appealing.*
- xiv. **Global economics:** *Whilst it is acknowledged that the deepening global economic situation will impact resourcing of community initiatives in New Zealand, the nature of the impact is as yet unknown. Certainly the significantly reduced funding available from Community Trusts will slow down the development of arts and heritage infrastructure in the short and medium term.*

⁴ This comment is not inclusive of the specific Morrinsville Arts Gallery proposal

⁵ As outlined in section 9.2 Monitoring and Funding in the Draft MPDC Walking and Cycling Strategy 2007

⁶ The proposed inter-town rail trail concept as an example

2.2. Definitions:

Art includes all performing, visual, literary and oral arts, and is defined as those activities which allows for the free expression of creativity, culture and communication and which may be expressed through participation, performance, and display by all people.

Culture includes the diversity of people and communities and their traditions, values and beliefs. It is dynamic and expresses the uniqueness and identity of groups, nations and civilisations.

Heritage is the collective stories of the people and events that have shaped our community. This is manifest in many different ways through key taonga including landmarks, significant places, buildings such as museums, public art, monuments, planting or landscaping.

2.3. Why is council involved

2.3.1. Community outcomes

Councils are required under legislation to identify the community outcomes of their community – what their community looks like, behaves like, acts like and feels like. MPDC have undertaken this process exhaustively and the outcome statements form a central plank for all council outputs and goals.

MPDC Community Outcomes 2006-2016⁷ to which provision of Arts Culture and Heritage relate are:

1. *Belonging to our community*
 - 1.1 Doing things together
 - 1.5 Recreation & Arts
3. *Economic Development - Prosperity*
 - 3.1 Business
 - 3.3 Tourism
5. *Heritage: our Past*
 - 5.1 Built heritage
 - 5.2 Knowledge and treasures
6. *Our social infrastructure*
8. *Pride and justice*

Specifically, the Local Government Act 2002 requires territorial authorities (TAs) to identify the social, economic, environmental and cultural outcomes desired by their communities, and to identify the outputs the authority will manage to help secure those outcomes. It is clear that MPDC is not responsible – and is not able to – achieve all the outcomes independently. However, they must recognise where a service deficiency exists and consider if and how they may fill that gap and advocate for other agencies to assist where appropriate (which may be another government agency or, for example, Arts Waikato, a school, Waikato District Health Board Population Services, Creative New Zealand, local Iwi agencies, Volunteer Museum Trusts, Disability advocacy groups or even a neighbouring authority such as Hauraki, South Waikato or Hamilton).

Council also recognises that the population is getting older on average – by 2031 the percentage of population aged over 65+ will grow from 15.7% to 29.1%. Typically participation in arts culture and heritage activities are undertaken by those in this age bracket – aligned with that will be a reduction in the number of residents requiring active recreation infrastructure such as sportsfields.

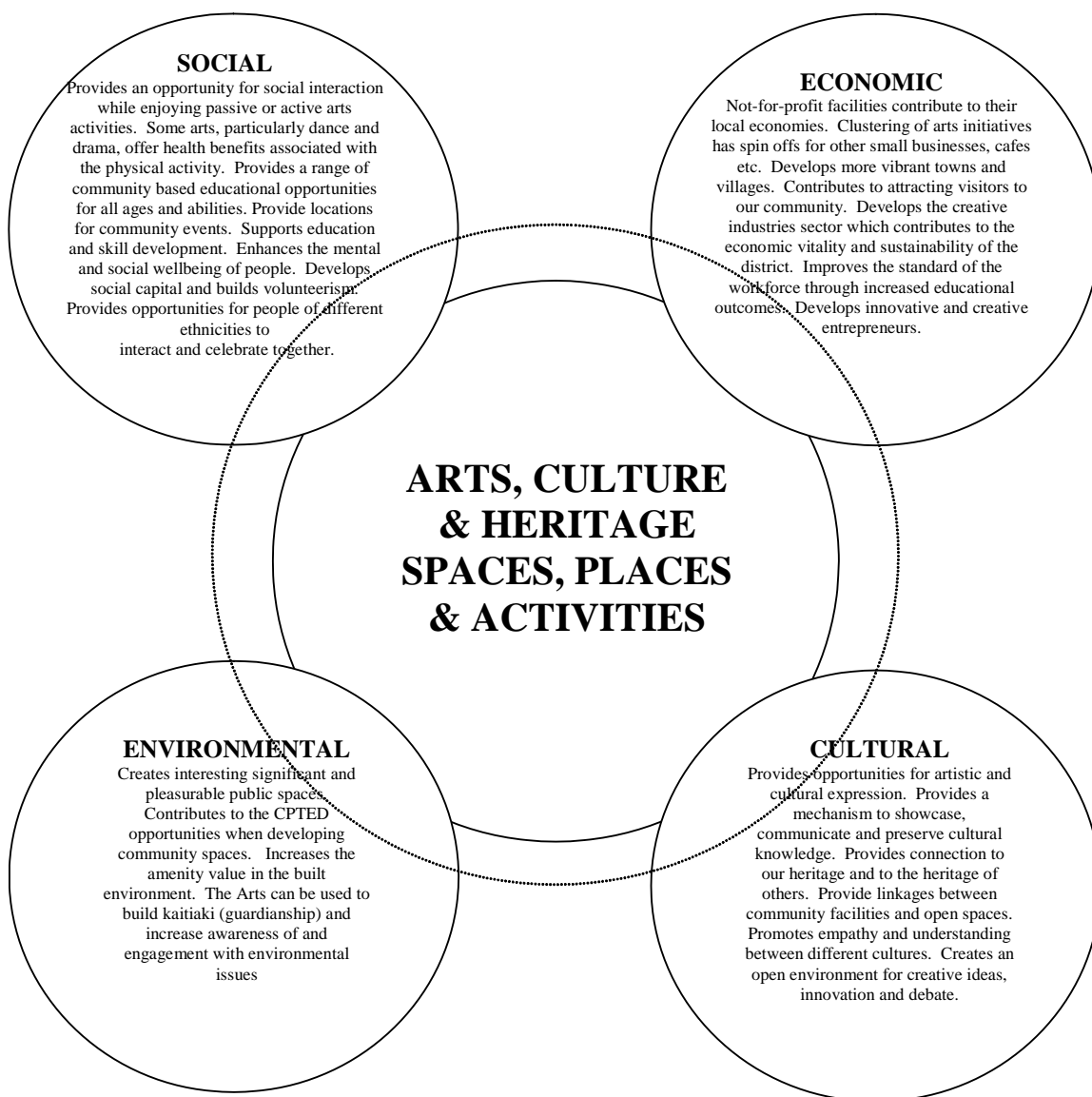
⁷ Matamata-Piako Community Plan 2006-2016

2.3.2. Community wellbeing

The council supports or supply's a number of community facilities and settings at which and within which arts, culture and heritage opportunities occur.

Council has a clear mandate from the community to be involved.⁸ Council has a clear obligation through the Community Outcomes and desires of the community to be involved.

In addition respondents have provided a number of reasons why council should be actively involved in this output as they relate to the wellbeings derived from the LGA 2002. They can be demonstrated by the following diagram:



⁸ 70% of 2008 telephone survey said council should have an involvement

2.3.3. Community mandate

Council involvement in the area of arts, culture and heritage is further reinforced through the community survey:

Q8 Do you believe it is part of the Council's role to be encouraging the community to be more involved in arts, culture and heritage activities either as participants or as spectators (audience)?

	Total	%
Yes	291	69.5%
No	75	17.9%
Don't know	53	12.6%
TOTAL	419	100.0%

Q9 Given Council support of arts, culture and heritage activities and facilities costs the ratepayer, do you think that Council should put more, less or the same effort they do now into providing opportunities for arts, culture and heritage in the community?

Support	Total	%
Same	194	44.5%
More	110	25.2%
Less	49	11.2%
Don't know	83	19.0%
TOTAL	436	100.0%

2.4. Satisfaction and Importance of Arts, culture and heritage opportunities

As part of the Strategy process a random telephone survey of 439 Matamata-Piako residents was undertaken with a focus upon arts, culture and heritage preferences and activities⁹.

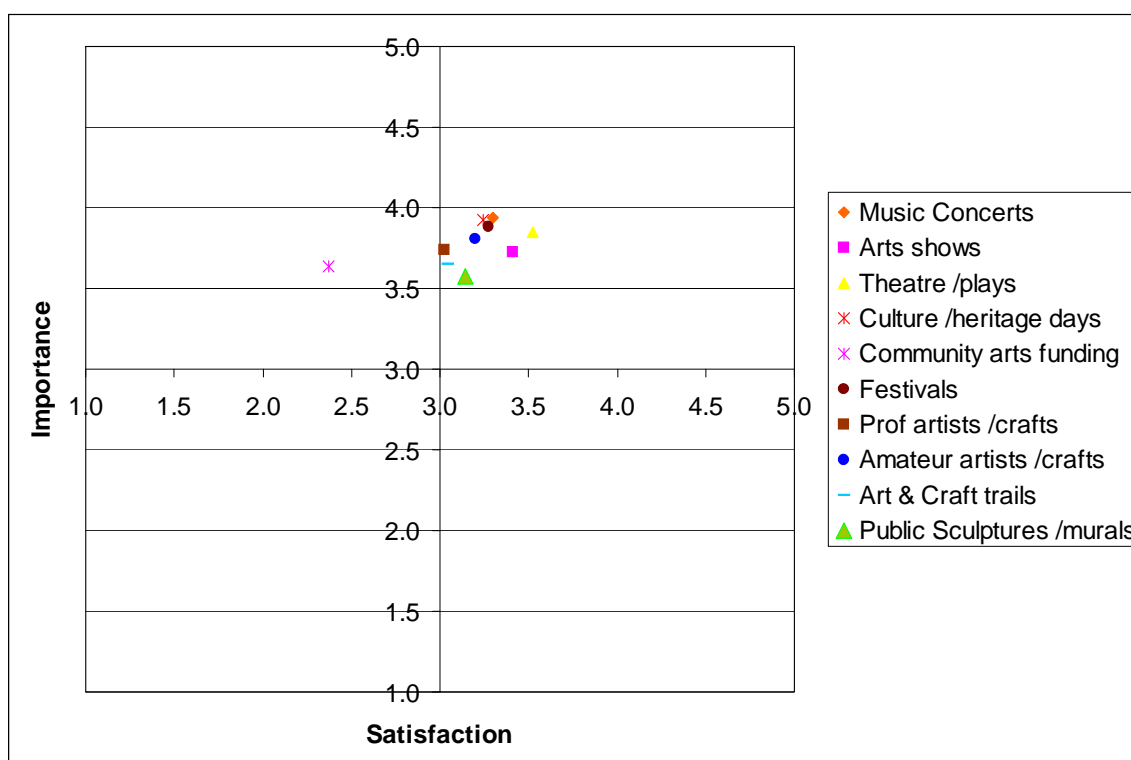
Primary focus was upon levels of importance of various activities and satisfaction with those settings considered important. There was a margin of error of 4.6% at the 95% confidence level.

The average was obtained using a scale of 1-5, where 1 was not important at all and 5 was very important.

Not only does the survey enable council to understand relative importance and satisfaction with council outputs, they also provide a very clear direction for subsequent actions in the strategy where addressing initiatives to close the gaps between those with highest importance yet lowest satisfaction become a priority.

2.4.1. Activities

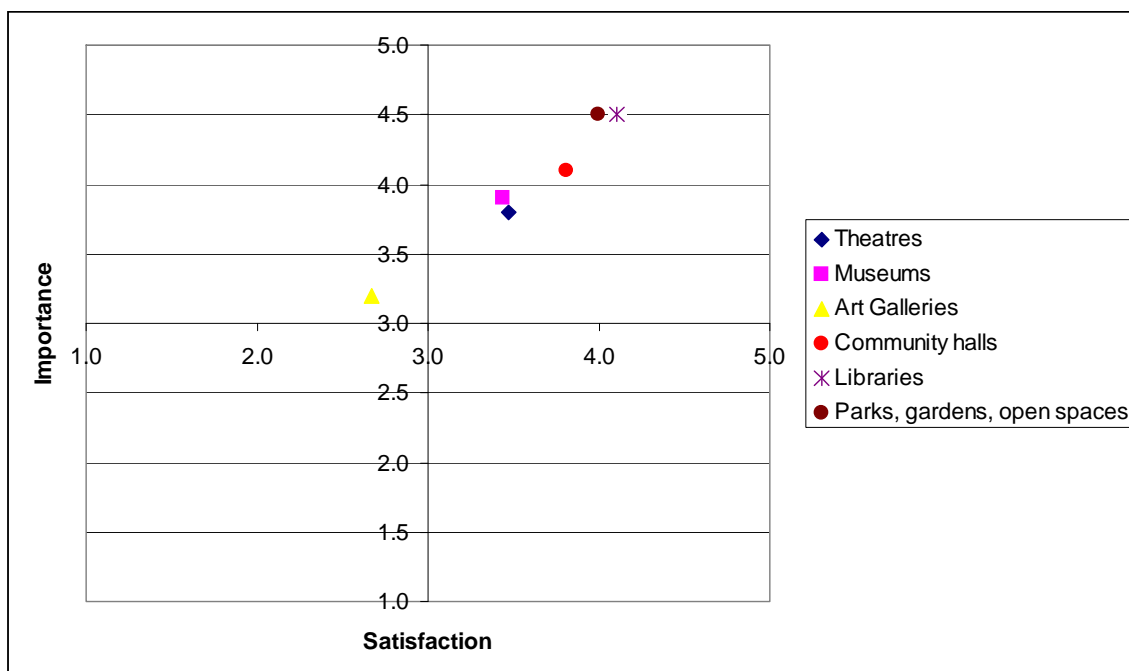
For 'Activities' the highest importance was attached to concerts (81% very important or important); Culture/heritage days (81%); Festivals (81%). Interestingly (or not surprisingly) these also displayed the biggest gaps between importance and satisfaction with satisfaction of council delivery being 62%, 65% and 66% respectively.



⁹ The Matamata-Piako Arts Community Survey 2008. Full results are available in Appendix 3

2.4.2. Facilities

For 'Facilities' the highest importance was attached to Parks, gardens and open-spaces as venues for arts culture and heritage (99%); libraries (99%) and community halls (93%) – you will notice that these are not arts specific venues but reflect where arts activity is currently undertaken and the nature of important activities above. Pleasingly the satisfaction attached to these venues was also high – 90%, 94% and 87% respectively.



2.5. Closing the gaps

As part of the strategy it was important to identify priorities for action. There will be, over time, a large number of possible actions and it is necessary for business planning and resource allocation to identify which actions should 'come first'. A workshop with Councillors in July 2008 identified that actions aimed at closing the gaps between importance and satisfaction is an appropriate place to start prioritisation, in addition to any overwhelming call for action identified during the research, such as a funded arts culture and heritage position within council.

It is important to note that priority actions identified do not include any critical expenditure on built infrastructure, rather coordination, promotions, frameworks for equity and a clear mechanism for comparing funding applications.

At a quick the following table may help define the issues:

General: Compare gaps between Importance and Satisfaction:

	Music Concerts	Arts shows	Theatre /plays	Culture /heritage days	Community arts funding	Festivals	Prof artists /crafts	Amateur artists /crafts	Art & Craft trails	Public Sculptures /murals
<i>Importance value</i>	81%	71%	79%	81%	65%	81%	71%	75%	67%	65%
<i>Satisfaction value</i>	62%	68%	73%	65%	46%	66%	62%	67%	62%	60%

	Theatres	Museums	Art Galleries	Community Halls	Libraries	Parks, gardens and open spaces
<i>Importance value</i>	83%	83%	53%	93%	99%	99%
<i>Satisfaction value</i>	78%	73%	51%	87%	94%	90%

3. Visions, principles and goals

3.1. The strategy as one tool of many

This strategy is *one* means of contributing towards achieving the community outcomes and goals as they relate to arts, culture and heritage.

The following statements form a core part of the strategy and have been synthesised from all of the research, consultation and feedback:

Therefore, the **outcome of this strategy** (if everything is actioned) is:

Provision of appropriate and sustainable arts, culture and heritage opportunities at the local and district levels

The **goal for this strategy** is:

Provision of appropriate and sustainable arts, culture and heritage opportunities and facilities through effective policy

The **Vision for arts, culture and heritage** in Matamata-Piako district is:

A community that values the past, celebrates the present and welcomes the future through arts, culture, heritage and diversity.

The **Vision for Matamata-Piako District Council** in this regard is:

Matamata-Piako District Council is committed to ensuring that arts, culture and heritage are integral to the development of the district and it's people.

3.2. The Strategy principles

The Principles governing delivery of arts, culture and heritage opportunities in the district can then be summarised as:

A clear and consistent arts, culture and heritage policy.

Arts and cultural expression are for and of the entire community.

Arts, culture and heritage are crucial to the district's development socially, culturally, environmentally and economically.

The community as catalyst and deliverer; the council as partner and facilitator.

Arts, culture and heritage activities and facilities are sustainable.

Volunteers are encouraged, engaged and enabled.

Matamata-Piako: loud, proud and celebrating.

4. The Strategy

4.1. LGA 2002

The Arts, Culture and Heritage Strategy (The Strategy) is intended to set a **Strategic Direction** for the delivery of arts culture and heritage activities in Matamata-Piako and the sustainable development and maintenance of facilities where such activity occurs. A Strategic Direction involves plotting a way forward to reach a commonly agreed set of goals. The strategy acknowledges the requirements of the community and marries the Principles (see 2.2) of delivery with the actions necessary for them to occur.

With limited resources and a wide variety of requirements calling on those resources, it is necessary to define where efficiencies can be made and how the community can work together to enable arts, cultural and heritage opportunities to reach those who wish to, or need to, access them.

It is worth noting again:

- *the research suggests clearly that there is an ample supply of facilities of a generic nature that serve the needs of the sector in Matamata-Piako*
- *The issues facing the sustainable development of arts, culture and heritage in the district are mainly social and resource-based issues*
- *Council is but one player in the delivery and facilitation of arts, culture and heritage opportunities*
- *A strategy sets a direction that when underway will contribute to enhancing access, but the strategy itself cannot and does not provide all of the answers.*

The Local Government Act 2002 encourages territorial authorities to take a comprehensive approach to assisting their communities identify their desired outcomes in terms of well-being, and to encourage a co-ordinated approach to the achievement of the agreed outcomes. Arts, cultural and creative processes play a crucial role in contributing to a community's economic, social, cultural and environmental wellbeing. Proactive, coordinated, collaborative and integrated planning is required in this new legislative environment.

Arts and heritage promote the intellectual and 'inner' uniqueness of individuals and communities – collectively giving expression and a window to the world on the history, diversity, aspirations and 'face' of its creators¹⁰.

“ Across the arts and culture spectrum – from the language arts of poetry, fiction and plays, through the object-based arts of painting, photography, sculpture and ceramics, to the performing arts of opera, dance, theatre and music – every medium is marked by vigorous experimentation and the quest for the transforming power of a potent image”¹¹

The Matamata-Piako District Council (MPDC) commissioned an Art, Culture and Heritage Strategy to complement the Active Recreation and Facility Strategy developed in 2007. There are other MPDC initiatives that mesh with the Arts, Culture and Heritage area such as the Arts Trail booklet initiative and the Track Strategy. Collectively it is hoped that these initiatives not only identify and aim to support the main arts, cultural, sporting and recreational activities in the district but also identify and enhance the settings and facilities at which and within which they occur.

¹⁰ Moore-Jones, G. 2001

¹¹ Peter Simpson “The artistic landscape in New Zealand” Creative NZ 2000

4.2. 21st Century thinking

Most definitions of the Arts use the phrase as a catch-all for arts, culture and heritage 'expression' and include literature, film, dance, drama, music and the visual arts. In a diverse district such as Matamata-Piako, these encompass many cultural forms and levels of participation in their creation and enjoyment. Art can include those activities which allow for the expression of creativity and culture, and which may be expressed through performance, display, and exhibition, by people in both professional and amateur contexts. Cross-sectoral collaborations and the creative application of new technologies can challenge these broad definitions as was amply demonstrated in the schools workshops held in September¹². It may then be useful to consider a wider perspective.

Many arts organisations produce a creative output, usually for an audience or market in a commercial transaction: they are 'creative industries'. The Starkwhite Report commissioned by Auckland City Council in 2002 summarised new thinking about the arts:

Old Thinking	21 st Century Thinking
The work of artists is only of interest to a relatively small arts audience.	Our arts, artists and arts industries are key contributors to the new economy and society.
The value of the arts is primarily social and cultural, not economic.	People in the creative sector are very skilled and educated; these skills are highly transferable into other sectors.
The arts sector is a cost centre – a subsidised realm for artists and arts organisations to pursue their practices and programmes at the expense of taxpayers and ratepayers.	These people are a specialist enclave of knowledge workers, where creativity and innovation are intrinsic to the sector and community
At best, there is a very limited role for government investment in the arts.	The creative sector is fluid and expanding. It consists of increasingly broad applications of creativity including, but also beyond, the traditional arts, and both digital and analogue forms of expression. Creative sector workers are moving increasingly between commercial and non-commercial applications. Employment growth in the creative sector is outstripping that in the general economy. Governments are seeing the social, cultural and economic value of the creative industries and a role in facilitating development.

In UK Mapping Documents creative industries were defined as originating in 'individual creativity, skill and talent' with 'potential for wealth and job creation through the generation and exploitation of intellectual property'. Advertising, architecture, the art and antiques market, crafts, design, designer fashion, film and video, interactive leisure software, music, the performing arts, publishing, software and computer services, television and radio were all included.

New Zealand mapped its creative sector in 2001. In the year to March 2001, it was worth 3.1% of total GDP, up from 2.4% in 1992 and 2.8% in 1995. In the district context arts and cultural activity was perceived to be wider than '*..usually for an audience or market in a commercial transaction..*' Locally the context for arts and cultural activity was variously seen as either a local activity for its own sake (I like painting, it's something to do, I learn about the arts) **or** an extension of the district's

¹² Youth 12-18 years were interviewed and workshopped at secondary schools in Matamata, Morrinsville and Te Aroha specific to the strategy

economic and tourism development (arts and heritage trails for tourists and promoting the district as a place to live for 'artists'). This strategy acknowledges the importance of both views.

The explosion of individual and community expression through mediums such as Facebook, Twitter, YouTube, Zivity, and alternative reality portals such as Second Life provide a real challenge for traditional 'Arts Strategies' and arts activity (the local museum as an example). How contemporary arts and culture are defined are in fact up to the next generation – whilst heritage remains a constant, how it is interpreted and communicated in the next few years may well be beyond this council's, authors and this community generation to understand or plan for.

The 21st Century Thinking about what is possible changes almost everyday and Matamata-Piako district will as a result face hard decisions about what activity is 'sustainable' and therefore justifying ongoing resourcing.

This focus on new thinking must be tempered with a changing and dynamic financial situation globally and locally – exactly what impact this has on funding and resourcing of the arts is unknown.¹³

¹³ Recent reports that Community Trust funding has suffered a loss of return income and has postponed funding rounds due to the economic crisis should have the arts sector very concerned.

It's just a step to the left – and then a jump to the right.....

5. Principles and actions

Just as a dance is made up of a number of choreographed moves; a painting a series of integrated brush-strokes, a poem carefully crafted words; and a history the culmination of generations of oral tradition; so it is that a strategy remains a blank canvas without a plan of action to get to the end result.

Through research, consultation, meetings and feedback we have developed a series of Principles upon which arts, culture and heritage delivery will be under-pinned. This section looks at the actions required to put those principles into reality.

5.1. Policy Framework

Principle: A clear and consistent policy for arts, culture and heritage across the district

5.1.1. Key Elements

Consultation for this strategy demonstrated a wide-spread misunderstanding of council roles and resourcing abilities and it is considered that much of this confusion is reflective of a lack of a consistent and well publicised policy framework.

Recommended Council role: Owner, partner, advocate.

Potential partner agencies: Arts Waikato, Community arts funders

Monitoring requirements: Ongoing role of Arts coordinator and Council arts committee

5.1.2. Discussion/Issues/Opportunities

In the delivery of arts, culture and heritage initiatives there are many potential partners who, at a local, regional and national level, offer a variety of services. Local clubs provide a myriad of alternative and diverse arts activities without input from Council. Many of these clubs manage their own facilities. Arts Waikato co-ordinate and deliver promotion, co-ordination, advisory and event management services. Schools are often under-utilised in their programme and facility infrastructure to deliver arts initiatives. There are in addition many marae heavily involved in culture and education and an increasing number of 'professional' artists and craft-workers making a genuine living from their trade. Community arts councils and other 'resource providers' operate on a shoe-string yet manage to service the needs of their stakeholders.

However, there is confusion about 'what it is council does' in this area and what their role should be. Council needs to clearly state their position regarding arts, culture and heritage and their role in delivery and funding.

5.1.3. A clear policy framework for arts, culture and heritage across the district

Objective (s)	<p>A district arts, culture and heritage policy framework which:</p> <ul style="list-style-type: none"> ▪ Identifies the roles and responsibilities of MPDC ▪ Identifies likely future activity and facility initiatives with district impacts ▪ Pre-determines a funding structure for local and district initiatives that provides transparency and consistency ▪ Identifies relevant community organisations for collaboration and works with communities to get them to agree township priorities ▪ Sets a strategic direction for arts, culture and heritage as an economic development tool
Lead agency (s)	MPDC

Recommended Actions	Timing / Resources	Council endorsed
1. MPDC coordinate with relevant agency an arts, culture and heritage policy based on the Principles in this Strategy addressing roles, expectations and desired outcomes of council involvement	2010/2011 Nil resource	Yes
2. MPDC facilitate, in conjunction with CAC's, the development of an arts funding tool that is transparent and used across all future funding applications	2010/2011 New resource	Yes
3. MPDC work with relevant community museum trusts to identify how museums can meet the changing requirements of a new population	2009 Nil resource	No Rationale: In the last 2 years the three museums have worked more closely together to address common issues. Council is comfortable that those organisations take a lead role in their ongoing development. Council is also comfortable addressing requests for assistance/resourcing on a project by project basis.
4. MPDC promote the outcomes and mechanisms of this strategy to affected groups through local media such as the MPDC Council ArtsPost i.e. where the policy has impact upon types of initiatives and funding applications through adoption of the Council Roles.	2009/10 Existing resource	Yes

5.2. Inclusiveness – it's about all of us

Principle: Arts and cultural expression are for and of the entire community

5.2.1. Key elements

The importance of arts, culture and heritage to the make-up and strength of a community.

Arts, culture and heritage as a mechanism for social cohesion and understanding.

The need for a central coordination function and the establishment of a district ACH Trust

5.2.2. Discussion/issues/opportunities

The importance of arts, culture and heritage activity is indisputable – yet not easily articulated.

Creative New Zealand research¹⁴ shows:

- 76% of New Zealanders agree that the arts help define who we are as New Zealanders
- 73% agree that their community would be poorer without the arts, and
- 77% agree that the arts should receive public funding

Local feedback uses phrases such as:

'arts, culture and heritage as a way to build bridges'

'provides recognition for all cultures and abilities'

'part of the development of our town'

'great social capital'

'more colourful and exciting'

'helps develop a community brand or culture which really is good for everybody'

The strategy consultation notes the 'fiercely independent' nature of the three main towns in the district – but makes the suggestion that the future of arts, culture and heritage activity at a district funded level is entirely dependant upon funding applications and facility development following a district collaboration model. This can be achieved by the establishment of a district representative Arts, Culture and Heritage Trust.

It is also worth noting that only 21% of respondents to the community survey indicated they belong to any club or group whose main activity is arts, culture or heritage. The strategy makes a clear call to set in place mechanisms to increase this figure over a 5-year period so that 'arts for all' can be a reality and not just a catch-phrase.

Identified during the strategy development has been a 'missing coordinating link' between all activities and facility development initiatives, both intra and inter-town. Re-activating a Community ACH Coordinator position is a simple and constructive mechanism whereby MPDC can contribute to the overall development of arts, culture and heritage and satisfy the requirements of the LGA 2002.

The position would report to the Chair or CEO of a proposed new Matamata-Piako Arts, Culture and Heritage Trust. The Trust will be a representative group from each Ward who will be tasked

¹⁴ www.creativenz.govt.nz/whatwedo/advocacy accessed 28 September 2008

with developing the district ACH policy and overall 'district-relevant' initiatives and facilities. This removes council from the requirement to be making decisions on the future of ACH in the community that are best made by the sector themselves.

The ACH Coordinator needs to be seen as that of a *task manager* releasing volunteers in the community to act as teachers, mentors, advocates and champions for their particular activity. In addition to the core functions listed above the Coordinator should work with the new Trust and Arts Waikato in the delivery of:

- The establishment of an ACH volunteer database and the identification of mentor administrators and teachers from within the community i.e. past administrators, retirees, youth leaders and new residents.
- The establishment of clear communication guidelines between groups, schools and the community.
- The co-ordination of role model work.
- Liaison with Council on effective promotions and marketing.
- Liaison with relevant local tourism agencies.
- Contribution to the Trust's compilation and management of 'bulk-funding' initiatives to external funding agencies. These requirements will be identified through a prioritising process and funding applications would be made on a Matamata-Piako community basis as opposed to a club or group specific basis.

After an initial establishment period, one of the core tasks of the Trust and Coordinator will be to identify the 79% of the community who are not members of any ACH related club or group and to understand better what these 'kitchen-table' participants need or require to enable them to enjoy and prosper in their chosen activity.

What has been demonstrated by this strategy consultation is the 'certainty' that arts activity make a community a better place, a more interesting place, a colourful and entertaining place and describes in many ways the diversity and flavour of New Zealanders not adequately portrayed by the main-stream focus on sport and physical activity.

Above all arts, culture and heritage is the single medium by which all in the community can engage, educate, learn, understand and commune together.

Council Role: Catalyst, funder

Potential Partner Agencies: Arts Waikato, funding trusts such as Trust Waikato, CAC's

Monitoring requirements:

5.2.3. Arts for all

Objective(s)	Arts, culture and heritage initiatives that: <ul style="list-style-type: none"> ▪ Reflect the community ▪ Takes a district-wide approach as well as a ward approach ▪ That provided Matamata-Piako with a point of difference ▪ Grow 'the market' ▪ Are lead by the sector not council
Lead agency	MPDC to facilitate in initial stages

Recommended Action	Timing / Resourcing	Council endorsed
5. Identify funding in the 2009-2019 LTCCP for the development of a Community Arts, Culture and Heritage (ACH) Coordinator	2009 to 2019 New resource	No Rationale: Council funding for this initiative has been considered against other activities. Council has assigned priority to maintaining existing levels of service and issues that address: <ul style="list-style-type: none"> • Legislative compliance • Resource consent renewals, and • Refurbishing existing assets
6. Work with Arts Waikato to identify an ongoing delivery model	2009-2011 New resource	No Rationale: Council will consider any opportunities that may arise in the future.
7. Investigate and set up a District Arts, Culture and Heritage Trust	2010 Nil resource	No Rationale: The success of this action will depend on the level of community support. For this reason council believe the initiative should be driven from community groups.
8. Work with Arts Waikato and community arts groups and Marae to develop a new Creative Communities Scheme application to Creative NZ annually	Ongoing Nil resource	Yes

5.3. Volunteers are encouraged, engaged and enabled

Principle: Volunteers are encouraged, engaged and enabled

5.3.1. Key elements

The support of sustainable club and group structures, recruitment and retention of volunteers is a crucial part of this strategy.

Encouraging new volunteers and participants from the large number of 'informal and casual' participants will be beneficial.

5.3.2. Commentary/Issues/Opportunities

Many clubs suffer from static or reducing membership and an ageing volunteer base. A question asked of all clubs in the initial questionnaire¹⁵ plus workshop and interview participants focussed upon the health of existing club structures and outlook for the future – this appears to be a major issue for viability. The questionnaire undertaken as part of the strategy consultation (see appendices) shows that nearly 77% of respondent groups *have fewer or the same number of members than five years ago*. Most often, volunteers come from the existing member and participant base, so any static nature of membership is concerning.

There is little research into the average age of participants in traditional arts, culture and heritage activities. Anecdotally however it is safe to assume the average age is higher than that, for say, a soccer club. One respondent likened membership of an arts group to that of a senior citizens group – one person was aged 65 and the rest had already celebrated their 85th birthdays.

Recruitment and retention of volunteers is a most urgent issue that needs addressing.

Council Role: Planner, coordinator, advocate

Potential Partner Agencies: TBA

Monitoring requirements:

¹⁵ ACH Health Questionnaire, Global Leisure Group December 2007 to March 2008

5.3.3. Volunteers

Objective(s)	Maintain vibrant arts, culture and heritage organisation structures by encouraging: <ul style="list-style-type: none"> ▪ Recruitment and retention of volunteers ▪ Sustainability of clubs through improved management, promotion and succession planning ▪ Rationalisation and merging of clubs/activities where appropriate
Lead agency	MPDC/ Arts Waikato/ ACH Trust

Recommended Action	Timing / Resourcing	Council endorsed
9. ACH forum for town and district ACH organisations to identify common factors between organisations in the area of volunteerism and to develop the 'volunteer support' component of the proposed district ACH Policy	2009/2010 New resource	Yes
10. MPDC endorse voluntary amalgamation of struggling organisations and facilities where appropriate	2009/2011 Nil resource	Yes
11. MPDC contract Arts Waikato to run a series of volunteer recruitment seminars across the district with proposed new Community ACH Coordinator	2009/2011 New resource	No Rationale: Council is not proceeding with the ACH Coordinator role.

5.4. Development – socially, culturally, environmentally and economically

Principle: Arts, culture and heritage are crucial to the district's development socially, culturally, environmentally and economically

5.4.1. Key elements

The 'well-being' of a community can be measured through it's social, cultural, environmental and economic health.

5.4.2. Discussion/issues/opportunities

Arts culture and heritage contribute to Matamata-Piako in a variety of ways and means. When put into the context of the Local Government Act 2002 'Community well-being', feedback from the strategy, and research into the wider community can encapsulate its importance in the following diagram¹⁶.

Arts, culture and heritage contributes to Matamata-Piako:

Socially	Culturally
Provides an opportunity for social interaction Dance, drama and kapa haka provide health benefits through physical activity Community-based educational opportunities for all ages and abilities Provides locations for community events Supports education and skill development Enhances social skills and mental wellbeing Develops social capital and enhances volunteerism Provides opportunities for new immigrants and diverse ethnicities to build a community.	Provides opportunity for artistic and cultural expression Provides a mechanism to showcase, communicate and preserve cultural knowledge Provides connection to heritage and to the heritage of others Provides linkages between facilities and open-spaces. Promotes empathy and understanding Promotes an environment for creative ideas, innovation and debate
Environmentally	Economically
Creates interesting, significant and pleasurable open-spaces Contributes to CPTED opportunities when developing community spaces Increases amenity value in the built environment Can build kaitiaki and increase awareness of and engagement with environmental issues	Clustering of arts initiatives has spin-offs for other small businesses Develops more vibrant towns Contributes to attracting visitors Develops the creative industries sector Contributes to vitality and sustainability of community Develops innovative and creative entrepreneurs

¹⁶ Incorporating research dated 2007 but author unknown

Council should include arts, culture and heritage outcomes in all planning for council across all departments and output areas so that the sector sits as part of all council considerations rather than a separate 'issue to the side' as historically has been the case.

It is recommended that council place special emphasis on economic development which in turn can become self-sustaining, through investigating Matamata-Piako District being an arts and heritage trail destination for domestic tourism¹⁷.

It is recommended that council prepare policy statements for arts, culture and heritage against each of the wellbeing areas, based on this strategy and inclusive of, at least, the following objectives and actions.

Council Role: Catalyst, advocate, facilitator

Potential Partner Agencies: nil

Monitoring requirements: Internal

Objective(s)	Develop and maintain council structures that support ACH by encouraging: <ul style="list-style-type: none"> ▪ All council outputs to consider how they can contribute to arts, culture and heritage (ACH) ▪ Establishment of an ACH strategy in each of economic development/tourism, parks and recreation, environmental departments and Te mana whenua
Lead agency(s)	MPDC

Recommended Action	Timing / Resourcing	Council endorsed
12. Recognition of arts, culture and heritage in all council planning documents	By 2011 Nil resource	Yes
13. Development of a staff based cohort in each of the major output departments to consider how AC & H can contribute to community wellbeing: <ul style="list-style-type: none"> • Socially • Environmentally • Culturally • Economically 	By 2011 Nil resource	No Rationale: Council management to address
14. MPDC engage a tourism specialist to work on developing the district as the pre-eminent arts trail destination for Aucklanders and Hamiltonians	2010/2011 New resource	Yes

¹⁷ This assumes the successful development of the Morrinsville Arts Gallery and precinct

5.5. The roles of council and community

Principle: The community as catalyst and deliverer; the council as partner and facilitator

5.5.1. Key Elements

Understanding the role of Council.

Understanding the resource constraints on council.

Clearly articulating roles.

5.5.2. Discussion/issues/opportunities

The roles played by various groups in Matamata-Piako need to be defined. We have established throughout the project research and consultation that Council is not able to undertake all the actions necessary to sustain arts, culture and heritage in the district, and most, if not all, community feedback suggests that council *should not be* the agency involved in direct delivery of initiatives.

Quite clearly the sector see the division of roles as the community as catalyst and deliverer and the council as partner and facilitator.

In the area of facilities in which and at which arts, culture and heritage occurs, the major provision from council is in parks, gardens, open-spaces and memorial halls (not directly provided as activity specific arena) whilst the major venue for delivery in the community are church halls, private homes and schools halls¹⁸

It is recommended that council confirm through the arts culture and heritage policy that they will not directly deliver initiatives or arts specific facilities but will act as partners, facilitators and advocates for such delivery.

An exception to this policy may be in the area of arts specific facility development where there are demonstrated district-wide benefits in council being either a direct funder or funding guarantor (dependent upon council adopting recommended action #2 in section 4.1.3)

A concern expressed by respondents was that of the historic inequity of resourcing by council to sports/active recreation and that to the arts sector. Whilst it can be argued this inequity existed there is little point in rectifying this historic position by, for instance, asking for an equal funding of arts facilities as that provided to sports facilities. It is not possible financially for a start and, from the survey, there is not clear and outstanding demand for such new infrastructure. Whilst each ward may choose to develop arts specific facilities, council should remain mindful of the 'district' role they play and by supporting district 'social' development they have the best chance of enhancing strong arts, culture and heritage organisations.

Council Role: Partners, facilitators, advocates

Potential Partner Agencies: all community ACH organisations

Monitoring requirements:

¹⁸ Arts culture and heritage facility survey GLG 2007

5.5.3. Roles and responsibilities

Objective(s)	<p>Sustainable and equitable provision of arts, culture and heritage:</p> <ul style="list-style-type: none"> ▪ An understanding of current and future demand ▪ Understanding by all parties of the roles and responsibilities of each party ▪ Clear division between delivery (community) and 'support' for delivery (council) ▪ A policy agreed by the majority of stakeholders that allows for diverse use of the river but with the welfare of the river being the first priority
Lead agency(s)	Situation dependant

Recommended Action	Timing / Resourcing	Council endorsed
15. Council endorse role as facilitator, supporter, advocate for arts, culture and heritage but not deliverer	2010/2011 Nil resource	Yes
16. Council place an emphasis on providing support for existing ACH facilities (memorial halls, church halls, parks and gardens) before committing to new infrastructure development	2009-2019 New resource	Yes
17. Council be aware of equity in funding to sports provision and to arts provision against population participating in either activity	2011/2012 New resource	Yes

5.6. Activities and facilities are sustainable

Principle: Arts, culture and heritage activities and facilities are sustainable

5.6.1. Key elements

Assess viability and sustainability.

Looking to the future.

Service provision should be targeted at providing levels of service that overcome barriers to participation through local entry level casual and competition standards.

Service provision that specifically addresses the arts, culture and heritage needs and access issues of youth across the district.

Levels of service that meet the desired agreed community outcomes within the LTCCP and reflected in the Arts, Culture and Heritage Community Telephone Survey 2008.

5.6.2. Commentary/Issues/Opportunities

Sustainability:

- the quality of a state or process that allows it to be maintained indefinitely; the principles of sustainability integrate three closely interlinked elements—the environment, the economy, and the social system—into a system that can be maintained in a healthy state indefinitely¹⁹.
- The likelihood of a strategy to continue over a period of time, especially after specific funding ends.²⁰
- Refers to the ability to continue any given activity into the future within the likely existing resources of an organisation, as part of its ongoing budgetary and management processes. ...²¹

The question asked of respondents and stakeholders is “what is sustainable’ and how do we know?”

Council, the arts community and the arts community will need to address questions such as:

‘How relevant are town museums to current and future audiences – how can they be displayed or delivered differently’

‘How do we know when a service of facility ‘has had its day’ and therefore funding and effort should cease’

‘How much effort should be placed on recruiting volunteers for activities that are rapidly decreasing – if no new volunteers come through is that not an indication of the relative importance of the activity to the community’

¹⁹ nfdp.ccfm.org/compendium/harvest/terminology_e.php

²⁰ www.drugs.indiana.edu/spf_doc/feb%2026th%20Training/Cultural%20competence%20definitions.doc

²¹ www.labforculture.org/en/Funding/Glossary

‘How might services be ‘merged’ and delivered collaboratively’ (each town museum rotates its displays to other towns every 6 months?)

‘what is the ‘next big thing’ in arts and how do we capture young people into the arts world now’

‘do the words culture and heritage always need to indicate a focus on the past?’

‘In the arts organisation questionnaire 2007 one organisation listed 8 out of a possible 8 elements as being at a critical stage impacting upon their continued viability – whose role is it to tell that organisation that they are unsustainable?’

From the same questionnaire it can be seen that sustainability is **enhanced by**:

- Volunteer improvement
- Relevant marketing and promotions
- District-wide approach to signage for an ‘arts community’
- Reduced charges for community hall hireage
- Suitability of facility for purpose
- Council supporting but not delivering

<p><u>Council Role:</u> Planner, coordinator, advocate (and sometimes asset manager)</p> <p><u>Potential Partner Agencies:</u></p> <p><u>Monitoring requirements:</u></p>

5.6.3. Appropriate scales of activity and facility provision

Objective(s)	<p>A network of local facilities (built and open-space) are provided that:</p> <ul style="list-style-type: none"> ▪ Are appropriate to the size of each community and their capacity to service such facilities ▪ Add, where possible, to ‘what is already there’ before development of new facilities ▪ That provide a appropriate space for the desired purpose ▪ Take into consideration actual and latent demand for such facilities ▪ Provide for local level participation and skills development ▪ Take into consideration the proximity of similar facilities in neighbouring towns and districts/cities i.e Hamilton ▪ Are integrated within a transport network that encourages physically active transport options (walking and cycling) within each town enhancing opportunities for ‘spontaneous’ recreation ▪ An appropriate and sustainable level of investment by council and community in promotions, marketing, volunteer enhancement and charging to enable widespread support and access to the arts
Lead agency	MPDC/ CAC’s

Recommended Action	Timing / Resourcing	Council endorsed
18. Develop a self-completion matrix for all arts, culture and heritage organisations to determine their level of sustainability ²²	2009-2010 New resource	Yes
19. Convene a series of 'futures workshops' for various sectors including museums, crafts and historical societies to set a '20-year plan for sustainability'	2010/2011 New resource	Yes
20. Review charging schedule for hireage of community facilities to arts, culture and heritage organisations	2010/2011 Nil resource	Yes
21. Increase scope and frequency of ArtsPost	Ongoing New resource	Yes

²² Use GLG Nelson/Tasman Arts Funding Tool as template

5.7. Loud, proud and celebrating

Principle: Matamata-Piako: loud, proud and celebrating

5.7.1. Key elements

Celebrating success.

Promotions locally and nationally.

Investing in festival days.

5.7.2. Commentary/Issues/Opportunities

Consultation feedback generated an important theme – we must remember as a community that there are many many diverse local opportunities to take part in arts, culture and heritage – *we must remember to celebrate what we already have, the people that make it happen and our potential for the future.*

The community survey demonstrated that the most important aspects of arts, culture and heritage in Matamata-Piako were Festivals, culture/heritage days, concerts and plays. These are all celebratory activities with the majority occurring in existing open-spaces. To truly celebrate the arts in the district we should concentrate on increasing the number of, the scope of and the capacity of these activities. In conjunction with the stated focus on volunteer help, local coordination and marketing, and organisation sustainability, these actions can increase the prominence of arts, culture and heritage in Matamata-Piako, contributing to the four wellbeings, social, environmental, cultural and economic.

There was a strong emphasise on acknowledging what young people in the community can bring to the sector – the future of arts and culture in the community. It is suggested that a youth arts and culture festival be developed where all arts, music, culture and heritage as they represent the future face of the community, are celebrated.

Investigating a district equivalent of the Otago Rail Trail is a high priority. This sits well with the Governments job summit decision to investigate a New Zealand wide trail system.

Council Role: Facilitator, advocate (and sometimes asset manager)

Potential Partner Agencies:

Monitoring requirements:

5.7.3. Celebrating the district

Objective(s)	A district that is proud of what it has in the arts, culture and heritage domain and demands to celebrate this success with residents and visitors.
Lead agency	MPDC

Recommended Action	Timing / Resourcing	Council endorsed
22. Community ACH Coordinator with local organisations create a calendar of events	2009-2010 New resource	No Rationale: Council is not proceeding with the ACH Coordinator role.
23. A council developed and funded website for arts, culture and heritage is developed	2011/2012 New resource	Yes
24. An annual Youth Arts festival is developed to showcase current and future interpretations of arts in the community	2010 on New resource	No Rationale: Council can provide the settings for this to occur. Event coordination to be provided within the sector.
25. Council work with each township on developing an arts, culture and heritage bi-line for promotions and develop a network of signs for tourist traffic	Ongoing New resource	No Rationale: Council will continue to work with promotions organisations in each town. Priorities will be determined through those processes.
26. Investigate development of a Matamata-Piako District Arts, Culture and Heritage Trail	2010/2011 New resource	Yes

6. Councils' future roles

Given all of the elements outlined above what then are the Strategy elements and/or those roles that Council can play – or facilitate and enable other agencies to undertake? Councils are required to adopt some roles, and have the option of adopting others where required to achieve community outcomes. *Ensuring council make a decision on what role to perform in what circumstance is a primary recommended action of this strategy.* These roles could include²³:

Statutory body. MPDC operates under the opportunities, obligations and restrictions provided by a range of statutes, including the Local Government Act 2002, the Resource Management Act 1991 and the Reserves Act 1977. Under these, and many other Acts, council is bound to operate in certain ways, such as controlling the leasing and licensing of private or club use of reserves under the Reserves Act and planning for district growth and change through the District Plans prepared under the Resource Management Act. These are compulsory roles.

Provider/Funder and Asset Manager. This is the highest level of support, with MPDC owning and operating a facility. Funding of the facility will operate in accordance with councils' funding policy (private/public split). Levels of provision can vary from 'land only' to full development, or support of operations and maintenance costs. Where an asset or land is owned by council, they have a defined set of statutory responsibilities. However, day-to-day management and promotion of use of those assets can be taken up by other agencies.

Planner. Before MPDC can serve the interests of the community it must identify what those interests are. The council therefore has a key role to play in carrying out planning that facilitates the efficient development and use of substantial community resources and ensures mechanisms are in place to meet future need (as through this strategy). Many of these roles are also statutory responsibilities.

Supporter for agencies, clubs and groups providing arts, culture and heritage opportunities. The council can do this by providing land and/or leases to a wide range of groups for activities and facilities across a range of active or passive pursuits or assisting clubs find alternative funding. Some facilities are also provided free of charge or at a nominal rental for groups to use.

Some groups providing their own land and facilities receive rates rebates. One-off grants for facility development can be made through the councils' annual planning processes and a council can act as a guarantor for community clubs and organisations raising bank loans. These are optional activities.

Co-ordinator of opportunities. Council is able to bring together individual groups to plan the joint development of initiatives. Networking opportunities can be provided and joint promotions carried out. These are optional activities, although clearly territorial authorities are often the key facilitator.

Catalyst. Council works closely with community groups to encourage the development of new or improved leisure opportunities where gaps in provision are identified.

Advocate for improved recreation (mainly) facilities within the district. The Council may assist stakeholder organisations attract resources by supporting groups and lobbying on their behalf. Submissions are made to national organisations such as CNZ as necessary, in an attempt to ensure national policy takes into account needs and circumstances of the Matamata-Piako district.

Volunteer facilitator for recruitment and retention of a district-wide pool of volunteers. It is not considered appropriate for council to undertake the role of volunteer 'practitioner' as this would,

²³ The roles represent a collation of factors established throughout NZ local government over the last 6 years and adopted widely as good practice.

over time, result in the loss of volunteer expertise and knowledge within the clubs structures themselves. Rather, council may elect to act as a go-between and as a 'match-making' entity within the community, matching potential volunteers with defined areas of need through a volunteer database.

Active Recreation: planning & context

7. Executive Summary

This section of the Community Leisure Provision Strategy is based upon a series of key stakeholder and agency meetings, community workshops, location visits and a community survey undertaken between October 2006 and April 2007. This version updates the draft strategy to include feedback from Councillors and their priority action lists and to acknowledge a new funding environment as a result of the current economic situation.

This strategy component can be read as part of a composite leisure provision strategy or as a stand-alone document (as a result there is some duplication across sections from Arts culture and heritage and active recreation to ensure understanding of context).

The strategy seeks to provide the MPDC with a clear set of priorities for the enhancement of existing recreation and active leisure facilities and/or development of new facilities across the district.

The priorities set for the strategy are based dually upon the Principle of Minimum Levels of Service (Maximum Levels of Opportunity) and, particularly regarding aquatic facilities, upon asset condition assessment. Council may elect to reduce the timelines for actions but should agree on the relative priority of the actions recommended.

Subsequent to the 2007 report, Council commissioned an update on the aquatics strategy to provide independent verification of the original findings²⁴.

There are a number of recommended actions across the district, ward and aquatic sections of the strategy. To aid the decision-making process a priority matrix tool was provided to Councillors to enable them to 'rank' the various actions. The tool required Councillors to choose a maximum of six top priority actions and 15 second-tier actions to be completed in a short-term timeframe. Results of the priority setting process will contribute to business and financial planning within Council functions.

²⁴ MPDC Aquatics Strategy Watershed Ltd 2008

The key findings from the strategy process included:

- xv. **A framework to determine future community initiatives:** There is a clear need from the community (and desire from MPDC) to develop a framework against which future facility development can occur. Enabling an easy, transparent and robust framework allows community groups to assess the likelihood of their initiative succeeding and provides Council with a clear and equitable tool for assessing such initiatives, particularly where more than one initiative is being considered at the same time.
- xvi. **Ward/Township hub facilities:** The practicality of delivery of 'district-wide' centralised services and facilities is difficult. The reality appears to be a focus upon individual ward or town active recreation facility initiatives. Whilst transport routes between the wards consists of flat topography and well-maintained roads, the desire to reduce travel costs suggests the future focus should be on facilities providing a reasonable level of service for each major town and their surrounding rural hinterland rather than one major facility serving the entire district. The exception is in providing highly specialised or very costly facilities where affordable and sustainable provision will mean a single facility in the District.
- xvii. **Satisfaction with opportunities:** There was a very high level of satisfaction with the 'quantity and quality' of opportunities for active recreation in Matamata-Piako. Survey respondents, stakeholder interviewees and workshop participants alike all agreed that the district offers the majority of people most of their recreation needs through club activities or informal recreation. Barriers to participation for most residents are more social than infrastructural. The exception was in opportunities provided by public swimming pools, particularly in Morrinsville and to a lesser extent Te Aroha.
- xviii. **Generous supply of active recreation and open-space areas:** At peak activity periods (occasional evening trainings and/or 4-6 hours on a Saturday) the supply of active recreation reserves and open-space for sports supplied by MPDC and other organisations is more than adequate to meet the needs of the community. The majority of time the provision is 'generous' and there is no foreseeable demand or requirement for extra provision over the next 10-15 years.
- xix. **Satisfaction with service:** There was generally a very high satisfaction with the provision of Council-facilitated recreation settings across Matamata-Piako. Generally there was a desire to enhance and/or amalgamate existing opportunities rather than development of new facilities that may or may not be supported by future population growth. Swimming pools are an exception, with a lower satisfaction rate than other settings.
- xx. **Focus and Levels of service – local access and participation:** Often the focus was upon access to daily-life leisure such as an improvement to footpaths allowing for recreation (walking for fitness or walking to the supermarket, the library or school) and allowing access to existing (and generally well regarded) leisure pursuits such as arts groups and sports clubs. It was generally agreed that council should provide and/or support the provision of leisure 'settings' (facilities and open space) whilst the community should be primarily responsible for the activities occurring at and within those settings (through clubs, sports trusts or schools). The level of service expected by residents was that of local provision rather than regional or national level provision.
- xxi. **Access to outdoors:** The natural environment was found to have *high importance* and the area's natural features – bush, trails, and rivers – are a major advantage in provision of active recreation. Access to centralised information was perceived as a barrier as was the 'grey-area' of responsibility for negotiating between relevant parties such as MPDC, DoC, Environment Waikato and individual land-owners. Access to local rivers was seen as needing improvement.

- xxii. **Volunteers:** In common with the rest of New Zealand, clubs continue to provide a vital network of active recreation opportunities. However, many clubs' survival is threatened, or there is *poor succession planning and support for volunteers*. Some of this is attributed to a decline in club membership, particularly in traditional sports, and the need to travel further for competition. It was widely recognised that volunteers are under pressure and are often unable to deliver the quality and quantity of activity experienced by club members in the past.
- xxiii. **Heritage:** The importance of preserving the heritage of the District was a common theme – looking after and displaying 'the past' through archives and local museums will become a priority both for heritage itself and for tourism/economic development reasons. As this relates to active recreation settings there are many opportunities to provide walking and cycling trails both inter and intra-town that use heritage as a focus point.
- xxiv. **Facility-focussed strategies** can inhibit innovation in programme and service delivery and the development of important outreach programmes. The strategy aims to ensure that future facility development and design reflects services and programmes required by the community and not services and programmes that are dictated by the conventional design of the facility.
- xxv. **Costs of participation** are still considered a barrier: Consultation and research to date²⁵ still clearly demonstrates that 'cost' is a barrier to participation in recreation and sport for some people. This cost can be travel to and from activities, costs of entry (facilities, game fees and/or affiliation fees to Regional Sports Organisations (RSOs)), or the costs associated with 'getting involved' through purchase of equipment. International research demonstrates that cost is only 'an absolute barrier' to small number of people and appropriate targeting of initiatives may achieve considerable increases in participation levels²⁶
- xxvi. **Delivery of physical education in schools** is central to life-long physical activity, sport and recreation habits: Many sectors with relationships to physical education and schools lack knowledge about what physical education is and what it can be. This aspect, complemented by school's focus as the community centre for youth recreation indicates the need for collaboration between MPDC and schools for facility development into the future (particularly so for aquatic facility provision).
- xxvii. **The 'real oil':** Research has not kept pace with the rapid upward movement in oil prices and the impacts that may have upon recreation decision-making and recreation specific urban design²⁷. It could be argued that the decade-long shift towards 'sport and recreation precincts or hubs' as a way of achieving greater efficiencies, economies of scale and reducing volunteer burn-out, has been overtaken by the need to consider dispersed, small-scale and local facilities and an increase in level of outreach programmes for those most severely impacted by the increasing costs of fossil-dependant fuels. Ensuring a level of service for the district that reflects the survey responses²⁸ and that at least ensures access to basic physical activity (walkways, cycle

²⁵ In common with a number of physical activity strategies undertaken and facilitated by SPARC 2004-2006

²⁶ Fred Coalter at the Centre for Leisure Research at Herriot-Watt University Edinburgh reported the findings of a Scottish study into the impacts of price upon leisure facility users²⁶

'Heavily subsidised entrance charges for public recreation facilities are a central component of public leisure policy. This policy is based on the assumption that the cost of entrance represents a major obstacle to participation for a range of social groups. Drawing on user and household surveys it suggests that the cost of entrance is an absolute barrier for a small number of people. However, among committed participants it may act as a relative barrier by reducing the frequency of their participation. The data suggests that constraints on participation are more likely to be related to cultural attitudes underlying a lack of interest or other lifestyle factors which limit free time available for physical recreation'.

²⁷ Whilst the price of 91 Octane petrol increased by 50% just in the process of this strategy development there have been fluctuations post 2007.

²⁸ 56% of respondents to the MPDC community telephone survey indicated a preferences for local township provision rather than district or regional serving facilities)

ways, sports fields, hard courts, and indoor venues) is central to this strategy for those who cannot afford travel now and certainly won't be able to in the future.

- xxviii. **Walking and cycling:** The anecdotal increase in the levels of walking and cycling in the district need to be formally researched²⁹. However there is an obvious and widely supported trend toward walking and cycling as modes of active transport and fitness – the ongoing development of cycleways and walkways is probably the single largest initiative for getting 'more people more active more often and life long' at the same time as enhancing economic development through increased tourism³⁰ (a win-win-win scenario).
- xxix. **Global economics:** *Whilst it is acknowledged that the deepening global economic situation will impact resourcing of community initiatives in New Zealand, the nature of the impact is as yet unknown. Certainly the significantly reduced funding available from community trusts will slow down the development of active recreation infrastructure in the short and medium term.*

²⁹ As outlined in section 9.2 Monitoring and Funding in the Draft MPDC Walking and Cycling Strategy

³⁰ The proposed inter-town rail trail concept as an example

8. Responding through an Active Recreation and Facility Strategy

8.1. Current roles

The council supports or supply's the key public recreation and active leisure settings in the district either directly or through Kaimai Valley Services (a contractor). Schools, clubs, trusts and commercial operations supply most of the services and programmes.

The main opportunities and services offered by the council are:³¹

- The provision, management and maintenance of open space for casual recreation, including recreational walkways, parks and reserves (through Kaimai Valley Services), informal and formal play areas, river access, toilets and information,
- The provision and maintenance of many sports fields and some field facilities,
- The management of leases to clubs for the construction of club rooms, pavilions and change facilities on public land,
- The management of roads, crossings, footpaths, street lighting and subdivision consents to maintain activity friendly environments for walking and cycling,
- The facilitation of indoor facilities and community halls (mainly rural).

Many of these services are provided or supported through partnerships. By doing these activities, the Council supports the main recreation opportunities reported by previous SPARC studies³²: walking, cycling, running, swimming and sports and those defined as highly important for moderate activity in the MPDC community telephone survey.

In providing active recreation facilities the council may adopt one or several different roles for any project³³. Consideration of these roles becomes important when determining the type and the level of support of district developments. Due to the small scale and geographically isolated communities in Matamata-Piako, residents should not expect council or other stakeholders to be 'everything to everybody' – it is simply not possible.

We recommend that council focus primarily on:

- Identifying community priorities and outcomes,
- Effective and targeted facility, open space and transport planning, provision, management and maintenance (or supporting other more appropriate agencies in these roles such as Environment Waikato),
- Information services as they relate to public facility use (such as bookings and availability, levels of service and type of opportunity),
- Information services as they relate to providing information on and access to leisure programmes, services and resourcing options,
- Ensuring efficiency of use and provision (this includes developing partnerships in asset provision – for example, between a school and the community for pool development, and between council and trusts as in the Sport Waikato models),
- Active recreation programmes and services are better delivered by partner agencies and individual communities. The Council should act as planner,

³¹ Collated from the draft 2006-2016 LTCCP

³² SPARC has also been monitoring participation trends nationally using three major studies carried out since 1977. www.sparc.org.nz/sparcfacts

³³ Discussion and adoption of this strategy will determine which roles MPDC ultimately undertake as will identification through the Outcomes process of other agencies that may deliver.

advocate, supporter and catalyst for those services but not as direct providers) although individual circumstances may warrant this at some time). A gradual increase in the levels of council support to programme and service providers will be needed over time.

Finally, the Local Government Act 2002 requires territorial authorities (TAs) to identify the social, economic, environmental and cultural outcomes desired by their communities, and to identify the outputs the authority will manage to help secure those outcomes. It is clear that MPDC is not responsible – and is not able to – achieve all the outcomes independently. However, they must recognise where a service deficiency exists and consider if and how they may fill that gap and advocate for other agencies to assist where appropriate (which may be another government agency or, for example, Sports Waikato, a school, Waikato District Health Board Population Services, local Iwi agencies, Disability advocacy groups or even a neighbouring authority such as Hauraki, South Waikato or Hamilton).

8.2. Councils' future roles

Given all of the elements outlined above (community outcomes, activity goals, demographic projections and the requirements of the LGA 2002), what then are the Strategy elements and/or those roles that Council can play – or facilitate and enable other agencies to undertake? Councils are required to adopt some roles, and have the option of adopting others where required to achieve community outcomes. *Ensuring council make a decision on what role to perform in what circumstance is a primary recommended action of this strategy.* These roles could include³⁴:

Statutory body. MPDC operates under the opportunities, obligations and restrictions provided by a range of statutes, including the Local Government Act 2002, the Resource Management Act 1991 and the Reserves Act 1977. Under these, and many other Acts, council is bound to operate in certain ways, such as controlling the leasing and licensing of private or club use of reserves under the Reserves Act and planning for district growth and change through the District Plans prepared under the Resource Management Act. These are compulsory roles.

Provider/Funder and Asset Manager. This is the highest level of support, with MPDC owning and operating a facility. Funding of the facility will operate in accordance with councils' funding policy (private/public split). Levels of provision can vary from 'land only' to full development, or support of operations and maintenance costs. Where an asset or land is owned by council, they have a defined set of statutory responsibilities. However, day-to-day management and promotion of use of those assets can be taken up by other agencies.

Planner. Before MPDC can serve the interests of the community it must identify what those interests are. The council therefore has a key role to play in carrying out planning that facilitates the efficient development and use of substantial community resources and ensures mechanisms are in place to meet future need (as through this strategy). Many of these roles are also statutory responsibilities.

Supporter for agencies, clubs and groups providing leisure opportunities. The council can do this by providing land and/or leases to a wide range of groups for activities and facilities across a range of active or passive pursuits or assisting clubs find alternative funding. Some facilities are also provided free of charge or at a nominal rental for groups to use.

Some groups providing their own land and facilities receive rates rebates. One-off grants for facility development can be made through the councils' annual planning processes and a council can act

³⁴ The roles represent a collation of factors established throughout NZ local government over the last 6 years and adopted widely as good practice.

as a guarantor for community clubs and organisations raising bank loans. These are optional activities.

Co-ordinator of opportunities. Council is able to bring together individual groups to plan the joint development of facilities. Networking opportunities can be provided and joint promotions carried out. These are optional activities, although clearly territorial authorities are often the key facilitator.

Catalyst. Council works closely with community groups to encourage the development of new or improved leisure facilities where gaps in provision are identified.

Advocate for improved recreation and sport (mainly) facilities within the district. The Council may assist stakeholder organisations attract resources by supporting groups and lobbying on their behalf. Submissions are made to national organisations such as SPARC and CNZ as necessary, in an attempt to ensure national policy takes into account needs and circumstances of the Matamata-Piako district.

Volunteer facilitator for recruitment and retention of a district-wide pool of volunteers. It is not considered appropriate for council to undertake the role of volunteer 'practitioner' as this would, over time, result in the loss of volunteer expertise and knowledge within the clubs structures themselves. Rather, council may elect to act as a go-between and as a 'match-making' entity within the community, matching potential volunteers with defined areas of need through a volunteer database.

8.3. Planning Principles

One of the issues to be addressed through this strategy was the identification of a *facility planning framework*. A 'principles-based' planning approach is proposed for use by the MPDC to guide the assessment, consideration and decision-making process for facility developments (retrofits or new or rationalisation). The principles reflect the trends that are having significant impact on the provision of leisure and sport facilities in New Zealand, and have been adopted by a number of agencies throughout New Zealand with success. As such this will need to be regularly reviewed (we suggest every 5 years to stay aligned with the recommended review period for aquatic facilities to maintain relevance in a changing planning environment both regulatory and as a result of population initiatives).

In summary, the principles are:

Principle 1: Co-location and shared facilities replacing dispersed and duplicated provision

Co-location is the positioning of several activities within a centralised location, such as a sport and recreation precinct, whereby a major cluster or 'hub' is formed. This is usually a long-term process, acting as opportunities arise. The activities generally share social areas, toilets, change facilities and parking, but may use their own specialist facilities - such as a pottery kiln, computer suite or BMX track - or may share facilities such as a hall, performance venues, exhibition space, workshop space, sports fields, swimming pool, hard courts or indoor courts. Co-location can also reduce travelling time for families who have more than one member involved in the activity. It provides potential for a 'one stop shop' approach through the creation of activity clusters. In Matamata-Piako this will generally be at a township level with the exception of aquatic facilities that through their individual service and facility mix may provide a de-facto district hub such as Te Aroha as a tourism spa, Matamata as the main competition and event facility and therapeutic and year round learn to swim services.

Principle 2: Partnering to maximise community benefits

Partnerships between MPDC, educational organisations, clubs, commercial operators, churches and other organisations are an attractive facility provision option. The motives driving these partnerships include providing a seamless or 'one stop' service, avoiding inefficient duplication or gaps in provision, addressing the need to be economical (seeking economies of scale), making better use of scarce managerial, volunteer, land or financial resources, or allowing more advanced specialisations to be developed. The following points are important in exploring partnerships:

- Partnership development at the earliest stages depends on the ability of the partners to develop their ideas in an ***atmosphere of flexibility***.
- There needs to be ***clarity of leadership***, which implies that whoever leads the development of a partnership needs to be recognised and empowered by his or her own organisation, and is trusted by the partners.
- There needs to be a ***clarity of understanding*** of the framework, culture, values and approach of partner organisations, which in many cases will need to be the subject of explicit discussion.
- There needs to be ***clarity of purpose***, which implies a clear statement of the objective of the partnership which can only exist in the context of a clear and informed understanding of the nature and performance characteristics of existing service provision.
- There needs to be ***clarity of role***, which implies that an early agreement of the precise contributions of each of the partners and agreement about their inputs and gains is essential to a well-structured partnership. This needs to be set out in some memorandum or "contract".
- There needs to be ***clarity of commitment*** from all the partners which needs the support of the principal partners and this commitment needs to find expression in their practical support for the partnership in terms of the resource and cost implications of the partnership.
- There needs to be ***clarity of management*** as soon as the partnership starts to become operational.
- There needs to be ***clarity of measurement*** so that all of the partners agree at the outset know how they are to measure their success and how they are to incorporate into that measurement the requirements for continuous improvement.

These points taken together enshrine the approach that makes for the successful initiation of partnerships. They form the basis of a sound management "check list" which needs to be considered whenever a new partnership is being contemplated.

Principle 3: Targeted renewal and refurbishment funding

MPDC seeks to maximise benefits and minimise costs through the efficient and effective management of assets. To achieve these efficiencies Council must identify the best time and method to refurbish, renew, replace and dispose of assets. A typical question is, should Council refurbish a facility for X dollars and extend its life 10 years, or replace the asset with something that lasts 50 years for X+ dollars? This principle ensures asset managers offer the most cost-effective and long-term solutions. This issue will face MPDC over the next 10-years particularly and in the area of aquatic facilities these decisions must be made immediately.

Where MPDC does not own a facility, but supports another provider, a condition of refurbishment funding should include a proven record of savings by the owner or users to create a reserve fund for renewal of the facility. There also needs to be proof that the owner has sought to optimise use of the facility through such strategies as:

- Joint ventures

- Consolidation of existing facilities
- Development of a multi-activity arrangements
- Identification and elimination of any alternative facilities.

MPDC, and through them, funding bodies, should look to support refurbishment or replacement of leisure and sport facilities with targeted investment where there is *evident need*, and the functional value of the facility can be retained or enhanced.

Principle 4: Rationalisation of supply of facilities

Facilities that are surplus, due to an over supply of similar facilities, or are redundant, due to diminishing demand, could be converted for other uses, relocated, and/or demolished. The supply of facilities includes all those available for community use regardless of ownership. This allows a TA to 'buy back' or facilitate an 'exchange of ownership' of facilities that are owned by organisations but which are uneconomic, and offer more cost effective – and often centralised – facilities.

MPDC has taken a leading role in identifying appropriate levels of provision (through the LTCCP and commissioning the Active Recreation Community Survey), and pinpointing priority facilities in the district. Priority facilities would include those that are currently under-utilised, but are well located, perform the desired functions needed by the community and are in good condition.

Principle 5: Improved communication and co-ordination

This encourages the provision of a regular and structured communication process to foster co-operation and co-ordination between stakeholders. It is suggested that informal forums coinciding with, at least, the LTCCP planning cycle be held to review progress and discuss topical facility issues could be an option. The purpose of the forums would be to build awareness of facility needs and the potential for co-operative action. These forums to be held in broad sector groupings (such as schools, sport and arts) or a greater number of more focused groupings (such as primary schools, outdoor sports, indoor sports, performing arts, visual arts, culture and heritage). The development of local community plans in each township (seen as a priority action in this strategy) will support this process.

Principle 6: Redevelopment of compromise facilities to improve functional performance

Many existing facilities are designed to serve a wide variety of user groups (the memorial halls throughout Matamata-Piako as an example). The design is therefore a compromise between a wide range of preferences. This attempt to 'be all things to all people' often means that many activities are in fact severely limited. Such facilities often include school facilities (three-quarter courts) and local general-purpose community halls. Most of these facilities have been developed in the belief that meeting the widest range of need will provide the most affordable solution to the community and achieve high occupancy levels.

These facilities generally provide relatively low user satisfaction due to the major compromises in performance required to meet a wide range of needs. A common characteristic of 'compromise facilities' is the ongoing pressure from users for improvements to meet their specific needs (a common factor in the strategy consultation).

Note: The Active Recreation and Facility Strategy is but one tool amongst many for delivering sustainable outcomes for the community. In conjunction with the Asset Management Plans, Activity Plans and Reserve Management Plans council may need to agree on primacy between those

9. Introduction

The Recreation Facility and Active Recreation Strategy (The Strategy) is intended to set a **Strategic Direction** for active recreation in Matamata-Piako. A Strategic Direction involves plotting a way forward to reach a commonly agreed set of goals.

A strategy provides the council and community with an opportunity to take a closer look at what is already provided in the district and to debate what may be needed to meet current and future demand. With limited resources and a wide variety of requirements calling on those resources, it is necessary to define where efficiencies can be made and how the community can work together to enable active recreation opportunities to reach those who wish to, or need to, access them.

Only through the process of planning and the adoption by the community of an agreed set of goals can the Council ensure the best provision now and into the future.

The Local Government Act 2002 encourages territorial authorities to take a comprehensive approach to assisting their communities identify their desired outcomes in terms of well-being, and to encourage a co-ordinated approach to the achievement of the agreed outcomes. Active recreation plays a crucial role in contributing to a community's economic, social, cultural and environmental wellbeing. Proactive, coordinated, collaborative and integrated planning for active recreation is required in this new legislative environment.

The Matamata-Piako District Council (MPDC) has commissioned the development of a Recreation Facilities and Active Leisure Strategy for the Matamata-Piako District to address and meet the future active recreation facility (settings) needs of the district. In essence MPDC desires to provide Matamata-Piako with an Activity Friendly Environment where the active choice is the easy choice. This can best be achieved when the most appropriate activity occurs in the most appropriate setting and that the settings are accessible (wherever practical) by walking or cycling, providing true community hubs.

The terms *active leisure* and *physical activity* have attracted an increasing focus in recent years. This strategy incorporates active leisure and physical activity elements within the scope of recreation where appropriate. Physical activity incorporates both active recreation and leisure and incidental daily life activities through active transport (such as walking or cycling to work or school)³⁵. The benefits of physical activity are now widely accepted and recognised amongst both government and non-governmental agencies. These benefits include: health and well-being, personal development, social cohesion, economic development, reducing health care and justice costs, reducing antisocial and self-destructive behaviour and enhancing quality of life. The potential advantages in all sorts of areas from increasing physical activity are evident. Levels of physical activity in New Zealand are falling and this decline is being linked to the rising incidence of diabetes and obesity.

MPDC support the notion that the fundamental characteristics of recreation and active leisure for the individual are that it is usually *fun and satisfying*, often a *playful and refreshing contrast* to other parts of their life, and provides *opportunities for social connection*. At the district level, leisure contributes many benefits including *greater connectedness, non-polluting alternative transport and more vibrant communities*.

Research indicates that there are a relatively small number of issues and barriers impacting upon uptake of recreation across New Zealand and a limited number of appropriate and

³⁵ Council has already completed a Draft MPDC Walking and Cycling Strategy

*achievable actions that can be undertaken by smaller territorial authorities – the uniqueness of a strategy of this nature lies in the individual community’s response and enthusiasm for addressing the issues and defining locally relevant actions.*³⁶

Of particular note during the consultation process was the ‘fiercely independent’ nature of the towns and communities throughout Matamata-Piako. There was also a pragmatism when it came to availability of facilities and opportunities and the need to travel if desiring/needing a higher level of service or competition – very few people or groups came with long wish-lists and most recognised that limited resources and a small rating base was the defining factor in what is possible.

10. Community and Strategy Outcomes and Goals

This section defines the fit between the desired outcomes and goals of the community, and the goals of this Strategy.³⁷ In this context one of the goals is to ensure delivery of community outcomes in part by the equitable and sustainable provision of active recreation facilities.

10.1. Community Outcomes & Activity Goals

The MPDC Long Term Council Community Plan 2006-2016 (LTCCP) lists the following as the community outcomes and desired goals for Parks and Reserves and Recreation and Culture components of council delivery:

10.1.1. Parks and Reserves

Active reserves outcomes:

- Belonging to our community
- Healthy people
- Heritage
- Social infrastructure

Activity Goals:

- Ensure adequate parks and reserves are provided
- Provide community agreed levels of service
- Encourage community involvement

Current provision to achieve outcomes and goals:

- Active reserves – 13
- Passive reserves – 56

³⁶ Recent plans and strategies across New Zealand have endorsed this finding

³⁷ An outcome is a result that can be measured. It is the ultimate reason for action. Measurement may require the implementation of a variety of research programmes and it may be difficult to prove causal relationships between actions and outcomes. *However, there should be broad agreement about the validity of the outcome (while there may be disagreement about how to achieve it).*

A goal is something that we want to achieve in the future. It is consistent with the outcome but is more specific. In this case, we agree that we desire to have a healthier community for a variety of reasons (personal, social and economic). There are various ways to achieve this (banning smoking in bars is one, eating more fruit and vegetables is another).

An objective is a specific measurable result expected within a particular time period, consistent with a goal. It is a clear "milepost" along the chosen path to the goal. Objectives are quantified and indicate time and agency responsibility.

- Esplanade reserves – 44
- Leased reserves – 25
- Playgrounds – 23

10.1.2. Recreation and Culture

Outcomes:

- Belonging to our community
- Economic development – Prosperity
- Healthy people
- Heritage

Activity goals:

- Ensure adequate recreation and culture facilities are provided
- Provide community agreed levels of service
- Encourage community involvement

Current provision to achieve outcomes and goals:

- Aquatic facilities – 4
- Reserves and community facilities – 104
- Historic reserves – 2

10.1.3. Strategy Outcomes and Goals

This strategy is *one* means of contributing towards achieving the community outcomes and goals.

Therefore, the active recreation **outcome for this strategy** is:

Provision of appropriate and sustainable active recreation opportunities at the local and district levels

The active recreation **goal for this strategy** is:

Provision of appropriate and sustainable active recreation opportunities and facilities through effective policy

11. Scope

The following is intended to provide the reader with a context within which to interpret the rest of this report.

For the purposes of this project, recreation is defined as activities people choose to undertake for their own well-being or enjoyment (or both). Recreation can be physical activity opportunities including sport, active recreation, physical education, fitness activities, active transport and play. Whilst recreation can be a creative activity, e.g. writing, painting, craftwork, or machinery restoration and may also be 'leisure' activity (e.g. picnicking, visiting galleries or reading) this strategy will not be inclusive of those elements.

11.1. Physical Activity

SPARC defines physical activity as: "movement required on a daily basis to sustain health. Physical activity opportunities include sport, active recreation, physical education, fitness activities, active transport and play." (SPARC 2003).

11.1.1. Active Recreation

Active recreation can include both physical activity such as active recreation and sport (depending on how fit or competitive you are) and arts and cultural pursuits - we can work up a sweat trying a dance, heavily involve ourselves in culture and activity through kapa haka.

11.1.2. Activity Friendly Environments

SPARC has developed an Activity Friendly Environment Toolkit³⁸, which provides a series of possible definitions across the physical activity, sport and recreation field. The toolkit also introduces a series of 'Justification Statements' for use by council planners, health promoters and educationalists to describe the importance of recreation and physical activity and the relationship to other initiatives in the community.

11.1.3. Facilities and settings

For the purposes of this strategy facilities and settings for active recreation include any space or place at which or within which active recreation may occur. It does not include facilities and settings for 'passive' recreation such as libraries or museums.

³⁸ Activity Friendly Environments – making the active choice the easy choice. SPARC 2005.
www.sparc.org.nz/whatwedo

11.2. Satisfaction and Importance of Active Recreation Facilities and Opportunities

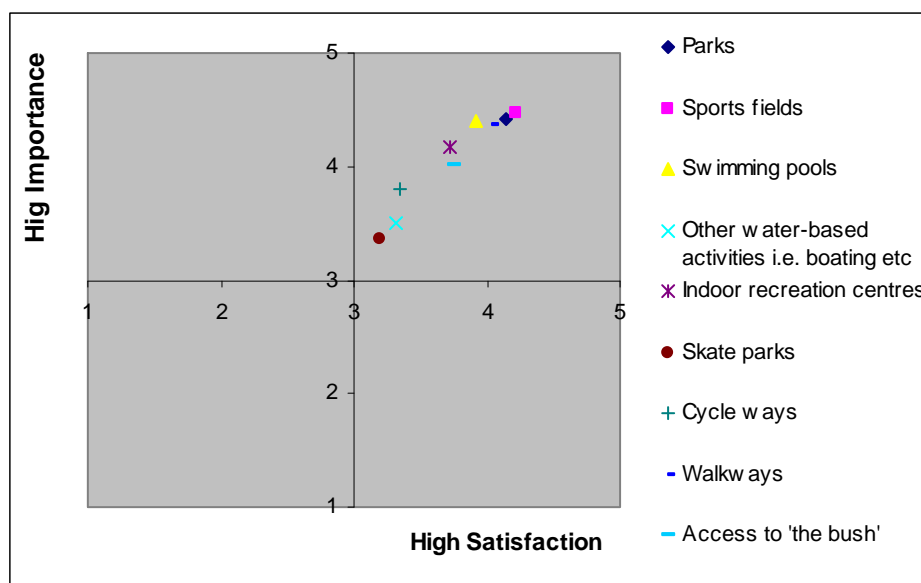
As part of the Strategy process a random telephone survey of 400 Matamata-Piako residents was undertaken with a focus upon active recreation preferences and activities. The full document is in the separate appendices.

Primary focus was upon levels of importance of various activities and satisfaction with those settings considered important. There was a margin of error of 4.8% at the 95% confidence level.

The average was obtained using a scale of 1-5, where 1 was not important at all and 5 was very important. Sports fields were considered the most important on average (average of 4.47) followed by Parks (average of 4.42) and Swimming Pools (average of 4.41). A difference of 0.5 in the average represents 10% of respondents.

When respondents were asked to rate the relative importance of facilities and services, 91% and 90% thought that both Parks and Sports fields respectively were either very important or important, followed by 89% of respondents considering swimming pools as either very important or important, and 88% considering Walkways important.

Skate parks were considered the least important (24% of residents considered skate parks are not very important or not important at all), which is due in part to the large number of older respondents. The issue of skatepark provision has in the main been addressed through the recent development of the Te Aroha skatepark.



Respondents were also asked what level of service for sports activities is appropriate in your community

96% of respondents answered this question. Over half support having fields and facilities suited to local participation only, which indicates that respondents do not see Matamata-Piako as a regional sports destination.

Service	Total	%
Fields and facilities suited to local games aimed at encouraging local participation rather than regional competition	215	56
Fields and facilities suited to regional competitions	135	35
Fields and facilities suited to national competitions	36	9
<i>Total</i>	386	100%

Respondents were also questioned about council's role of provision of physical activity and active recreation opportunities in the district – the answer would provide council with a mandate to achieve desired community outcomes in the parks and reserves/recreation and culture area.

There was a high level of support (87%) for Council encouraging the community to be more physically active from the 91% of respondents who answered this question, which is as expected when taken in collaboration with the study consultation process.

	Total	%
Yes	318	87
No	49	13
<i>Total</i>	367	100%

11.3. Recreation and Sport Trends

This section presents some national and regional trends in recreation and sports participation which should be borne in mind when considering the future of recreation facility provision in Matamata-Piako.

11.3.1. National trends in participation in recreation and sport activities

New Zealand society is changing rapidly and the expectations of the community of how recreation and sport services and leisure time is consumed are also been shaped by these changes. There will be significant changes in how people recreate and the range of recreation and sport opportunities that will be offered. These changes are likely to include:

- Greater consumer choice and expectations
- A demand for the development of new and different recreation and sport opportunities for older people
- Focus on entertainment i.e. instantly available with minimum discomfort and minimum participant effort in organisation
- More technology based activities
- Passive style recreation as well as today's emphasis on physical recreation participation
- Growing importance of home media and spectating at live sport events
- Interaction with the outdoors to provide satisfaction of the need to obtain contrast from the built urban environment.
- Greater participation with groups of friends and family or through ad hoc groups.
- Development of multi-purpose recreation and sport activity centres which combine higher levels of comfort with ease of access and wide variety – the “one stop shop”.
- Development of individually based activities with a ‘perceived’ rather than actual high risk level.

The impact of these changes has caused much debate and analysis as to what people want from their leisure time and how local government and other providers should respond to these wants and needs. Leisure and recreation are consumer and fashion driven as evidenced by the explosion of participation in mountain-biking, snow boarding, and the ‘X-treme’ sports in the last decade.

The changing employment pattern, with a trend towards part-time, temporary and contract work and increasing work hours for those in full-time work is likely contribute to an increased demand for flexibility in the timing and structure of recreational opportunities.

At the same time changes in the sporting community include:

- The increasing numbers of single parent families and two income families is reducing availability of parents to participate in voluntary roles in sport.
- The decrease in the volunteer base. Clubs reviewed in recent research frequently cited lack of administrators and volunteers as a major hurdle to the development of their sport.
- Flexibility in scheduling sport to suit consumer demand has resulted in a decline in Saturday afternoon sports participation, with an increase in

weekday evening activity (and the consequence change in 'traditional' sports field allocation by agencies such as MPDC)

- An increase in participation in pay-to-play sporting options for both adults and children. It is likely that the demand for these options will continue to grow and require appropriate scale and quality of facilities to maintain financial viability³⁹.
- The erosion of club structures through declining senior club memberships and volunteers poses a threat to the provision of these activities, particularly sport for children.
- The co-location of fields and facilities in clusters to form hubs for sport activity.
- New sports hubs are being developed as close as possible to retail and community hubs or on major transport routes to improve convenience for users.
- Increased consumer demand for enhanced leisure facilities that offer a range of opportunities, which has seen increasing development of leisure pools, theme playgrounds and multi-use recreation centres. People are also showing a willingness to travel to these facilities rather than use more limited local facilities (the advent of \$2 per litre petrol prices are likely to curb this trend in the short to medium term).
- A shift in traditional seasons – for example, summer soccer and the possibility of more summer netball.
- The merging of seasons – for example earlier start to winter season with Rugby Super 14 to extend professional rugby season and club rugby pre-season training in January and games in February and March.
- Increasing evidence of cooperation and alliances across codes to ensure survival through sharing facilities and resources to minimise costs. The multi-code sports club is an outcome
- An increasing gap between professional (entertainment focused) and amateur sport (participation focused).
- The treatment and management of sports events as economic and promotional opportunities (such as promoting development and economic activity in townships like Te Aroha that incorporates recreation (swimming) with heritage and tourism (mineral pools)). These events require appropriate and attractive open space and built infrastructure.

³⁹ Recent national studies by GLG suggests this phenomenon could also be termed 'pay to not volunteer'

11.4. Matamata-Piako District

Summary relating to active recreation.

11.4.1. Demographic summary

The 2006 Census data suggest that Matamata-Piako has a slightly increased population⁴⁰, and is characterised by being older (65+) than the national average but also with a higher than average number of residents under 15years, less ethnically diverse, and with a lower than average unemployment rate. This profile provides challenges for MPDC for active recreation with a need to balance and provide for older residents (through heated water, walkways and linkages for mobility scooters) and also for those young residents who will desire a higher level of recreation provision and of a more unstructured, spontaneous basis than is traditionally provided.

Demographic profiles that may impact upon the Active Recreation Strategy include:

- The 2006 census '[usually resident population](#)' count for Matamata-Piako District was 29,469, an increase of 2.1% since 1996. In comparison, the population for New Zealand as a whole had increased by 7.2% since 1996.
- There was an increase in the 'usually resident population' count of 3.3% between the 2001 and 2006 Census
- 15.6% of people in the M-P district were aged 65 and over, compared with all of New Zealand which has 12.3% of people aged 65 and over.
- 23.1% of people in the District were aged 15 and under, compared with all of New Zealand, which has 21.5% of people aged 15 and under.

In 2006 the unemployment rate in the district was 2.5%, compared with 3.4% for all of New Zealand

11.4.2. Population change

Statistics New Zealand⁴¹ projects between a -1.0% and -17% percent decrease over the 2001 – 2021 period in households in the M-P District, compared with a medium projection for New Zealand as a whole of +26 percent. Estimates are produced below:

Territorial Authority	Variant	Estimated/Projected Households at 30 June						Change 2001–2021	
		1996	2001	2006	2011	2016	2021	Number	Percent
M-P District	High			30,500	30,500	30,300	30,100	-200	-1
	Medium		30,300	29,900	29,200	28,400	27,500	-2,800	-9
	Low			29,200	27,900	26,500	25,500	-5,300	-17

The 2006 Census night results will be incorporated into the final strategy. This shows a reversal of the 2001 trends and is the basis upon which recommended actions for each of the Ward is made in sections A,B and C.

⁴⁰ Although there are anticipated population increases for Morrinsville and Matamata over the next 26 years.

⁴¹ Sub-national Family and Household Projections (2001(base)-2021), August 2004

11.5. Preferred activities that may influence active recreation facility provision⁴²

Sport and Recreation New Zealand (SPARC) and the Cancer Society of New Zealand undertook the Obstacles to Action Survey in 2003 based on a survey of over 8,000 New Zealanders aged 16 and over. The objective was to understand attitudes towards, and behaviours regarding, physical activity and nutrition. Sub-sets of the results were analysed by regional sports trust area (the Waikato in the case of Matamata-Piako – the population of which makes up 8.5% of the region's population). At a demographic level there is limited statistical validity to the application of regional results to the districts. The study identified a range of obstacles to individuals adopting active lifestyles. Several key elements emerged:

- There was a high level of awareness about the benefits of physical activity, but in many cases a lack of information about physical activity options,
- The key non-environmental barriers related to personal commitment (including a perceived lack of time) and lack of support (friends to recreate with and external encouragement), while poor street lighting, traffic, lack of cycle-lanes and dog-nuisance were the key environmental barriers,
- Respondents were aware of the 'traditional' facilities. However, there was a lower awareness of more informal ways of accessing physical activity,
- Health professionals were the most trusted sources of information.

SPARC has also been monitoring participation trends nationally using three major studies carried out since 1977. Key results include:

- Participation in sports and/or active leisure activities has remained fairly constant over time among **adults** in the Waikato region overall, with no significant changes able to be determined for either gender or among age groups.
- While the activity levels among **young people** (5-17 years) have declined nationally from 69% in 1997 to 66% in 2001, since 1997, the proportion of young people in the Waikato area who participate in sport or active leisure has increased slightly, from 92% to 95% in 2001, with small increases for both boys and girls over this time (despite a decline among girls in their interest in new sports and activities), and for both teenagers and pre-teenage young people.

⁴² SPARC Facts – www.sparc.org.nz 2001

In 2007/08 a Modified version of the Sport and Recreation Survey **and** a seven-day physical activity recall diary focused on Adults 16+ only. Key results include⁴³:

The 10 most popular sport and recreation activities for Participated In over 12 months by gender (16+) in the Waikato					
Men (%)			Women (%)		
Walking	42	Home exercise	27.6	Walking	78.7
Fishing	40.3	Golf	21.6	Gardening	63
Gardening	39.4	Jogging/Running	16.6	Swimming	38.6
Swimming	29.7	Touch rugby	15	Home exercise	28.2
Cycling	28.7	Dance**	14.8	Dance**	24.8
				Cycling	18.5
				Fishing	13
				Aerobics	12.7
				Exercise (Other)*	11.1
				Jogging/Running	10.5

* Exercise (Other) includes all exercises conducted at home or at the gym, but excludes activities such as aerobics, yoga, pilates, callisthenics or equipment based exercise.

Nationally the 4 most popular sport and recreation activities for participated in over 12 months by gender (16+)					
Men (%)			Women (%)		
Walking	52.3	Swimming	33.4	Walking	75.1
Gardening	37.3	Fishing	29.8	Gardening	48.7
				Swimming	38
				Home exercise	27.0

** Dance includes several dance genres (e.g. ballet, hip-hop, disco, ballroom, modern and tap)

Member of any club or centre in the Waikato during any month				Member of a specific club or centre type in the Waikato***	
Regional Population 33.9(%)				Sport/Physical activity club ****	16.3
Men	35.9	Women	32	Social club/work team	6.9
				Gym/Fitness centre	8.3
				Other type of club	7.3

***Participants could choose multiple club/centre types

noted in this table. As a consequence, the sum of the percentages for each club/centre type does not equal 33.9 percent.

**** 16.3 percent of adults were members of a sport/physical activity club in order to participate in sport and recreation activities.

The community telephone survey of physical activity undertaken to support the Greater Waikato Activity Plan⁴⁴ showed similar participation patterns, but with an older age profile for the districts showing strong participation in walking and gardening as key forms of physical activity. Cycling was popular for all age groups. Swimming and cycling were the two areas where the highest levels of dissatisfaction were evident, although in the main ratepayers showed high levels of satisfaction for all the service areas considered. Consultation for this Recreation Facility and Active Recreation strategy confirms the above findings with cycling and walking, swimming and 'traditional' sports being favoured. This provides Matamata-Piako with compelling evidence on which to base active recreation facility development plans.

⁴³ [1] Sport, Recreation and Physical Activity Profile:Waikato REGION- www.sparc.org.nz 2007/08

⁴⁴ WRPAS 2004/5. Can be viewed at www.sportwaikato.org.nz

DISTRICT ACTIVE RECREATION AND FACILITY ACTIONS

This section of the strategy addresses the active recreation initiatives and interventions recommended to allow planning into the future. It focuses upon **district-wide issues and actions**.

Ward/Township specific issues and actions are addressed in section 12. [Ward/Township issues and actions](#)

12. District goals, objectives and actions

The goals and actions in this section respond to the district-wide issues identified during the strategy process. ‘District’ issues are those that are common across most wards and communities in Matamata-Piako.

Whilst the focus of the strategy is on facility and settings this is not restricted to ‘recreation’ specific facilities – the provision of active transport options for example and linked pathways *is also an important element in enabling the community to ‘get to’ their facility and activity.*

12.1. Policy Framework

Goal: A clear and consistent policy for active recreation across the district

12.1.1. Key Elements

District-wide planning is essential for the effective delivery of active recreation services and facilities and in determining the appropriateness of future initiatives. It is also essential to avoid situations occurring such as ‘traditional’ facility development without determining actual and latent demand, the partners ability to contribute to operational expenditure, or the impact of ‘fad’ elements of specific activities.

Consultation for this strategy demonstrated a wide-spread misunderstanding of council roles and resourcing abilities and it is considered that much of this confusion is reflective of a lack of a consistent and well publicised policy framework.

Recommended Council role: Owner, partner, advocate.

Potential partner agencies: Sport Waikato.

Monitoring requirements: Ongoing role of Community Development Team

12.1.2. Discussion/Issues/Opportunities

In the delivery of active recreation initiatives there are many potential partners who, at a local, regional and national level, offer a variety of services. Local clubs provide and manage some of their own facilities. Sport Waikato co-ordinate and deliver promotion, coaching, training, co-ordination, advisory and event management services. Various health agencies, such as the

PHOs offer educational programmes and targeted preventative health services, many with an active recreation component and disability advocates such as the Disability Resource Centre, the Community Living Trust or IDEA Services/IHC and church groups provide facilities and social connection points for walking groups, performing arts activities and drama.

12.1.3. A clear policy framework for recreation delivery across the district

Objective (s)	<p>A district active recreation policy framework which:</p> <ul style="list-style-type: none"> ▪ Identifies the roles and responsibilities of MPDC ▪ Identifies likely future activity and facility initiatives with district impacts ▪ Addresses and resolves cross-boundary opportunity provision with Hauraki, South Waikato and Hamilton and any Development Contribution Policy that is required ▪ Pre-determines a funding structure for local and district initiatives and their relationship to town funding issues and special rating areas ▪ Identifies relevant community organisations for collaboration and works with communities to get them to agree township priorities ▪ Seeks agreement on the responsibilities of partner agencies/groups in funding on-going capital expenditure for new or retrofitted facilities
Lead agency (s)	MPDC

Recommended Actions	Timing / Resources
27. MPDC coordinate (with appropriate agency) development of a district recreation consultative committee to progress a district policy on behalf of MPDC and community for facility priority setting	2010/2011 New resource
28. MPDC facilitate the development of Ward/Township recreation development plans for Te Aroha, Morrinsville and Matamata (each of which accommodate their immediate rural environments)	By 2010/2011 New resource
29. MPDC adopt the Facility Planning Principles (section 5.3) and identify and apply the Council Role (section 5.2) for each future initiative as part of any policy framework	Immediate Nil resource
30. MPDC promote the outcomes and mechanisms of this strategy to affected groups through local media such as the MPDC Council Quarterly i.e. where the policy has impact upon types of initiatives and funding applications through adoption of the Council Roles.	2009/2010 Existing resource

12.2. Affordable and appropriate scale of facility provision district-wide and within each community

Goal: An affordable and appropriate facility network

12.2.1. Key elements

The identification of affordable and appropriate scale of facility provision within each community, and consideration for how different scales of resource provision and active recreation promotion can assist toward achieving equity of access to facilities and services across the district.

12.2.2. Discussion/issues/opportunities

The three main townships in Matamata-Piako have desires for centralised sport and recreation facilities mostly inclusive of an indoor venue, associated sports and recreation groupings and in the case of Morrinsville and Matamata a redeveloped aquatic centre. Population projections from Statistics NZ suggest a small increase or static population trend across the district with isolated pockets of increase (Matamata). On the condition that a majority of clubs within each town agree to locate in a central venue the development of hubs appears sustainable without any increase in population. Anecdotal evidence suggest that the district will become popular with 'Auckland refugees' as its proximity to Auckland becomes known and the traditional destinations of Coromandel Peninsular become crowded and expensive. A study undertaken for neighbouring districts in 2005 included a survey of non-resident property holders and asked what would make those owners come and live as residents in these districts – the answer invariably focussed upon opportunities for recreation, outdoor activities and facilities friendly to older populations.

MPDC should adopt the "principle of Minimum LOSs". This principle advocates the development of a minimum level of service in relation to physical activity to each community to ensure equity of opportunity for all before the development of major hubs and/or district relevant facilities/ LOSs refers both to Levels of Service and to minimising loss of access in smaller communities. This is also referred to as Maximum Levels of Opportunity.

Secondly, each community through ward/town leisure plans – recommended for development as part of the strategy implementation should consider development of a *leisure* hub specifically designed to meet the majority of leisure needs in the town thereby creating economies of scale and a greater chance of funding investment. Although it is beyond the 'active recreation' scope of this strategy to look at passive recreation and arts activity⁴⁵, it is unrealistic to suggest independent and stand-alone venues for each type of leisure as the low critical mass of residents and the paucity of funding sources makes it unsustainable in the long-term.

In common with many provincial and rural councils across the country MPDC has not traditionally been involved (and we do not consider that they should now be involved) in the delivery of local community *programmes or activities* which are more effectively delivered by clubs, schools, Sport Waikato, community run Trusts and social agencies. MPDC should however have a role in facilitating the provision of the active recreation *settings* (facilities and open space) in which and at which activities occur.

⁴⁵ This is addressed and referenced in the Arts, Culture and Heritage Strategy December 2008..

The availability of affordable and accessible facilities for active recreation could be enhanced through effective partnerships between schools and community groups. Determining the appropriate models for school and community collaboration is crucial.

With the exception of the community of Walton, this strategy process was unable to determine with certainty the active recreation attitudes and therefore facility requirements of rural (mainly farming) residents – what they like to do, where they do it etc. Anecdotally though it appears that many rural residents travel to the main townships for sport and physical activity options and in the absence of significant new funding or a dramatic population increase enabling new facility development in rural locations it is considered that any leisure hub development within the main towns will serve the rural population as well.

Consultation feedback and the asset inventory demonstrate that Matamata-Piako district is well resourced with open-spaces and reserves and we do not see the need for any additional major land purchases. However, there will be neighbourhood reserve development in new sub-divisions in Matamata. A principal network map is needed for identifying 'access' to existing open-space and for the planned development of walkways and linkages on existing public land to fill gaps in the network i.e. walkways and access surrounding Te Aroha.

Opportunities for spontaneous leisure (going for a walk or jog, a ramble in the reserve, skateboard through town, a family cricket match or throwing hoops in cul-de-sac 3-on-3) should not be overlooked. When considering facilities and scales of provision it is important to remember that unstructured, spontaneous activity is highly important (although very hard to quantify).

Council Role: Statutory body, provider, funder, asset manager

Potential Partner Agencies: Sport Waikato, funding trusts such as Trust Waikato, community consultative committees

Monitoring requirements:

12.2.3. *Appropriate scales of facility provision*

Objective(s)	<p>A network of local facilities (built and open-space) are provided that:</p> <ul style="list-style-type: none"> ▪ Are appropriate to the size of each community and their capacity to service such facilities ▪ Add, where possible, to 'what is already there' before development of new facilities ▪ That provide a central hub for the majority of leisure activity ▪ Take into consideration actual and latent demand for such facilities ▪ Provide for local level competition and skills development ▪ Take into consideration the proximity of similar facilities in neighbouring towns and districts/cities ▪ Are integrated within a transport network that encourages physically active transport options (walking and cycling) within each town enhancing opportunities for 'spontaneous' recreation.
Lead agency	MPDC

Recommended Action	Timing / Resourcing
31. Identify with local communities an appropriate location for hub facilities, level of need and priorities for provision (facility and service mix)	2010 - 2012 New resource
32. Identify (with local schools) the best 'intra-town' walking and	2010-2012

cycling routes based on the location of the major recreation facilities as part of developing School Travel Plans and work with relevant agencies to enhance these routes.	New resource
33. Work with SPARC, Sport Waikato and Ministry of Education to research 'good practice' models for school and community partnerships	2011/2012 New resource
34. Work internally with other MPDC departments in enabling spontaneous recreation opportunities in all planning	Ongoing New resource

12.3. Principle of 'Minimum Levels of Service' for active recreation facility provision

Goal: Provision of community agreed levels of service for open-space and built facilities

12.3.1. Key Elements

Associated with reviewing facility provision as in 6.2, service provision should be targeted at providing levels of service that overcome barriers to participation through local entry level and competition standards.

Service provision that specifically addresses the recreational needs and access issues of youth across the district.

Levels of service that meet the desired agreed community outcomes within the LTCCP and reflected in the Active Recreation Community Telephone Survey 2006.

12.3.2. Discussion/issues/opportunities

Council should adopt a level of service for provision (see section 6.2.2) of facilities through a community plan in each township and the relevant activity management plan. The MPDC LTCCP Outcomes for both parks and reserves and recreation and culture refer to '*providing community agreed levels of service*'. The community telephone survey⁴⁶ demonstrates a majority of residents agree with fields and facilities suitable for local i.e. township primarily, then district, participation rather than regional competition.

As a result, this strategy recommends levels of service within the major urban areas of Te Aroha, Morrinsville and Matamata that include:

Type	Level of Service
Indoor recreation and sport	A single indoor venue (agreed by the town active recreation consultative committees) for active recreation and active cultural activities by 2016
Wheeled activity	A BMX or similar significant off-road cycling area (Swap Park model in Matamata as an example)
Playgrounds	At least two high quality multi-age playgrounds or <u>free play areas</u> with equipment suited to toddlers and up to at least 14 years of age. One could be located at a school under appropriate partnership agreements, and one should have public toilets nearby. Facilities should be designed to suit the specific area and each offer a point of difference, but include play equipment for young children, and at least a basketball half court
Skatepark	One moderate-sized skatepark as part of a youth action zone in a <i>central and high visibility area</i> , with the option for a small skatepark in an alternative residential area.
Fitness circuits	At least one defined walking, cycling and fitness circuit for a range of fitness levels; named, sign-posted and well maintained.
Principal network maps	A walking and cycling map showing safe and pleasant routes between all major destinations within each area and also covering inter-and intra-town routes. Each map will clearly state points of public access and the responsibilities of the

⁴⁶ Global Leisure Group 2006. Q3 – 56% of respondents want sports fields and facilities suited to local games aimed at encouraging local participation rather than regional or national competition.

Type	Level of Service
	public if walking over private land.
Swim education	A public swimming pool or school-based swimming pool accessible for public use for swim education ⁴⁷ (see Aquatic Facility Strategy Part C of this report)
Hard courts	Public courts or school-based or club-based courts available for public use for netball, basketball and tennis that meet assessed demand.
Sports fields	Sports-field provision appropriate to the size and proven demand of each township based on an annual forum with sports codes to assess actual level of need rather than 'block-booking' of various fields.

Council's activity management plans for recreation should illustrate the costs implications of these minimum levels of service and indicate timeframes depending on affordability.

Collaboration between schools and the community for use of facilities generated much comment – in all cases it was perceived that the capacity at the schools could not cope with an increase in community use and in some situations there was a 'sense' of space capture by single groups or sports. Determining appropriate models for school and community collaboration, aligning programming with current demand and assessing as a whole of community approach to the facility service, mix and location is crucial and is a priority recommendation of this strategy.

Active recreation opportunities for youth (12-18) appear limited and strategy consultation demonstrated:

- A clear need for youth specific settings
- A significant move away from structured sports club recreation to spontaneous and individual or small group recreation requiring council to assess its active transport role and bylaws relating to skateboards and bikes
- A significant 'lack of awareness' of youth culture and the recreation needs of youth

Many community development plans advocate the provision of *youth centres* but they often do so without regard to the community's ability to resource and sustain such infrastructure for what can be a dynamic and changing culture and fad-prone adolescent period. Certainly consideration should be given to facilitation of programmes and services relevant to youth in a venue appropriate to the larger communities in Te Aroha, Morrinsville and Matamata but only within the community recreation hub concept rather than a separate location. By locating active recreation opportunities within a central location (see recommendation for single indoor venue), with youth appropriate settings and a skatepark and free-play areas these become not only a community focus but also allow for self-policing by their high visibility role.

Greater awareness across Matamata-Piako of inclusiveness issues is a priority. The preferred strategy is promotion of effective policies and initiatives through education and professional development of elected representatives, management, planners, coaches/instructors and administrators that lead to active recreation facilities that are disability friendly and operate under the framework of 'No Exceptions'⁴⁸. Access to recreation opportunities can be enhanced *for all of the population* if design of organisational systems (such as sport events

⁴⁷ From Water Safety New Zealand: "That all young New Zealanders learn to swim as a normal course of growing up, while still held true by many, is no longer the case. Many barriers to having a nation of swimmers have become apparent. These barriers include factors such as schools no longer having or being able to afford to operate their own pools, families being unable to afford swimming lessons, and the changing cultural composition of New Zealand communities. These and other factors have contributed to learning to swim slipping off the priority radar and unless something is done to arrest this slide the situation will continue to deteriorate."

⁴⁸ No Exceptions – SPARC 2004

and leagues, facility design and active transport) provide access for people with disabilities. We recommend this is a council role.

Council undertakes a variety of planning initiatives both in response to legislative requirements and as good stewards of community assets. Levels of Service should, ideally, be complementary across all planning, but where this is not possible council will need to determine the relative primacy of each planning function.

Council Role: Provider, funder(*), asset manager

Potential Partner Agencies: Sport Waikato, identified Community Trusts (*), funding trusts such as Trust Waikato, Disability Resource Centre, PENZ

Monitoring requirements:

Objective(s)	Appropriate and equitable levels of service are provided across the district so that: <ul style="list-style-type: none"> ▪ Residents have reasonable access to structured recreation and sport opportunities at entry and local competition levels within their local area of the District ▪ Residents have reasonable access to unstructured recreation opportunities within their local area of the District ▪ The needs of youth are specifically targeted ▪ Practice inclusiveness and access through a No Exceptions policy
Lead agency(s)	MPDC

Recommended Action	Timing / Resourcing
35. MPDC endorse the findings of the Community Active Recreation survey and adopt an agreed minimum level of service' that reflects township area provision before district and regional provision (also to be endorsed through LTCCP consultation process)	Adopted by Council 2007
36. Workshop with relevant agencies (Sport Waikato, Health, BOTs, Principal Assns, community trusts) to identify and agree on scope of community/school partnerships.	2010-2012 New resource
37. Investigate and develop a 'best practice' partnership model and contracts for community/school collaboration.	2010-2012 New resource

12.4. Sustaining volunteers and vibrant sport and recreation club structures

Goal: Strong and sustainable clubs contributing to community cohesion and identity

12.4.1. Key elements

Consideration of active recreation facilities such as fields, stadiums and aquatic centres and associated levels of service/standard requires a complementary emphasis upon the health and sustainability of those clubs and organisations that form the core user group. The support of sustainable club structures, recruitment and retention of volunteers is therefore a crucial part of any strategy.

12.4.2. Discussion/issues/opportunities

Many clubs suffer from static or reducing membership and an ageing volunteer base. A question asked of all workshop and interview participants focussed upon the health of existing club structures and outlook for the future – this appears to be the single most pressing issue for club viability. Further, a sports club questionnaire undertaken as part of the strategy consultation (see separate appendices document) shows that *68% of respondent clubs have fewer or the same number of members than five years ago*. Recruitment and retention of volunteers is the most urgent issue that needs addressing. Whilst a facility-sharing scenario can bring benefits through economies of scale it is the potential for the joint administration of clubs that can bring the most significant benefits and reduce the burden of ‘many tasks on the same few people’.

Garry Henshall, a leading Australian recreation and sport planner, when asked to comment on the Australian experience noted:

“ We have found from previous investigations that buildings don't necessarily solve problems of management, business planning and membership growth. They just put a group of overworked volunteers together in one building rather than three. Whilst a joint building may be good for economies of scale – that only works when buildings were actually the problem. The development of a multi-sport facility incorporating a multi-management approach tends to generally service one sector's needs very well –e.g. schools having exclusive use for it's students, or often provides a segregated range of groups in the one facility, booking access at different times. This is not (my..) idea of a good management structure.

Trends in Australia also show a reduction of volunteers in sport administration. We have found that specific skill support or the establishment of a sports secretariat service – rather than a facility – to be closer to the answer.”

In January 2000 the Hillary Commission published a discussion paper titled ‘Sport and Active Leisure: The Future Marketing Environment’. It identified nine trends that are likely to affect leisure lifestyles. When considering the recommendations in a strategy like this, these trends are worthy of serious consideration..

The Hillary Commission's report opined that:

We are fooling ourselves if we hang on recklessly to our parents' notions of community service and joint effort. This is not how other developed societies are now behaving and we have to accept that the decline in our society is probably an irreversible reality.

The most significant issue is whether communities choose to fight against macro trends – to regain what was once considered special – or to react to trends to mitigate the negative and capitalise on the positive. In many recreation planning exercises, the first reaction is normally to fight against trends. What we knew to be good in the past (like volunteerism) is being lost and we want it back! However, when we are looking at where to place resources, inevitably we end up working with the likely future in mind and must plan accordingly.

It is recommended that in collaboration with Sport Waikato, volunteer recruitment and retention education programmes and succession planning *should be mandatory for all organisations seeking council assistance*. Similarly, *future council funding policies* should ensure that all avenues including rationalisation and merging of organisations is considered by the group as a part of any funding application.

Supporting 'clubs/groups' *means supporting volunteerism*, which is very important in towns and smaller communities in the district. Means of offering support include⁴⁹:

- Providing information about funding sources for activities and assisting with applications (at least once, to share the necessary skills),
- Introducing appropriate and stream-lined administrative systems (including ensuring incorporated societies maintain their legal obligations),
- Creating alliances between similarly-focused individuals and organisations,
- Providing new ideas and directions to clubs who lack strategic direction,
- Mediating the resolution of seemingly intractable problems,
- Ensuring realistic expectations are maintained.
- Recognising and acknowledging the value of volunteer input (affirmations and a pat on the back).

Human resource and social issues impacting upon the overall delivery of club sport in Matamata-Piako are similar to those found in other provincial and rural studies⁵⁰. As identified by the analysis of community feedback they included:

- The advent of 7-day trading;
- Lack of tertiary education opportunities for youth in the townships and the need to travel (or board) in Hamilton, Auckland, Wellington or Dunedin;
- Changing farming environment and the reduction in the number of families working on the local farms;
- A perceived decline in the number of young residents ready to take on administration roles leading to "too many committees of one";
- Increasing difficulty in retaining members as well as attracting new members;
- Reduced time (and expertise) available for coaching and administration of sport;
- Decreasing parental support;
- Lack of 'local' role models;

⁴⁹ Allan, D. 2004

⁵⁰ GLG analysis of Sportville initiatives 2000-2004

- Lack of a coordinated strategic direction for club sport coaches, managers and administrators;
- Lack of communication between primary and secondary schools and the community sports clubs, leading to an absence of clear pathways from child-teen-post school sport delivery;
- Lack of communication between clubs leading to an absence of linkages and the inefficient use of scarce resources such as volunteers;
- An absence of opportunities for experienced administrators to pass on knowledge and mentor 'new blood'⁵¹;

Council may wish to consider the role of 'facilitator' of volunteer education, That is, rather than undertake the role of volunteer coordinator (and thereby allowing clubs to abdicate their responsibility and adding to a generation of residents who 'don't know how to volunteer'), MPDC could assume the role of educating the volunteer sector and providing a 'dating service' between those residents with the skills and those clubs needing the skills. This role would apply across all community sectors and not be restricted to active recreation and sport.

Council Role: Catalyst, advocate, facilitator

Potential Partner Agencies: Sport Waikato, University of Waikato, WINTECH, District BOT Assn

Monitoring requirements:

Objective(s)	Maintain vibrant leisure organisation structures by encouraging: <ul style="list-style-type: none"> ▪ Recruitment and retention of volunteers ▪ Sustainability of clubs through improved management, promotion and succession planning ▪ Rationalisation and merging of clubs/activities where appropriate ▪ Adaptation of activity to meet changing demand
Lead agency(s)	Sport Waikato

Recommended Action	Timing / Resourcing
38. Sport forum for district sports organisations (RSOs, District Assns, local clubs, and community trusts) to identify common factors between clubs/groups that are struggling/achieving and establish 'best practice model' for district implementation.	2010-11 New resource
39. Community volunteer support forum – identify volunteer specific issues, identify required volunteer skill-sets, set up community based club volunteer network. Possible linkage with Government 2005 budget resourcing for recreation and sport volunteers.	2010-2011 New resource
40. MPDC support amalgamation of 'struggling' clubs and facilities where appropriate in return for support/resourcing (MPDC decline funding/support where clubs do not consider amalgamation of administration and/or facility where appropriate) and provide a 'volunteer educator	2011-2012 Existing resource

⁵¹ GLG analysis of Sportville initiatives 2000-2004

<p>41. Sport Waikato to encourage and support district and town specific sports organisations to undertake a risk analysis regarding the sustainability of their organisation and its activities and introduce the Sportville concept as a development option</p>	<p>2011-2012 New resources</p>
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12.5. The Great Outdoors

Goal: Ensure residents are able and motivated to access quality outdoor settings in the district, while maximising tourism benefits from domestic and international visitors.

12.5.1. Key Elements

Providing information, education and access. Managing competing recreational interests. Sustainability and preservation.

12.5.2. Discussion/issues/opportunities

The Matamata-Piako district has significant outdoor attractions – rivers, valleys, hills and bush – all accessible and generally well maintained. There are no data available on the number of regular ‘users’ of these outdoor opportunities but feedback suggests ample capacity to cope with greater use (whilst this may be debated by river users, discussions tended to be around the style of use and competing demand rather than numbers of users). Similarly there are no data readily available to gauge visitor impact on the rivers and mountains.

The pressures on managers of large-scale public open space are growing. The Matamata-Piako is no exception. A range of issues are directing the need for effective long-term planning, including:

- *Tourism* growth,
- Increasing *expectations* for levels of service (residents and visitors),
- *Biodiversity* imperatives,
- New *statutory requirements*, including, especially, the Local Government Act 2002 with its requirements to effectively address social, cultural, economic and environmental issues⁵² in all management activities,
- High expectations (and statutory requirements) for *cross-cultural* consultation and partnerships,
- A strong sense of *ownership of local resources by locals*, and high expectations for easy accessibility by a much wider audience (creating the potential for recreation displacement),
- The need for sound long-term *financial planning* (statutory and common sense),
- *Commercial interests* in domestic and international tourism venues (with impacts often indistinguishable from general recreational use),
- Expectations regarding the continuance of past recreation pursuits by long-term residents and visitors (and concerns regarding displacement),
- A lack of agreement over the core values of open space and the best means for conserving these, while affording wonderful recreation opportunities.

There is high anticipation that the district will have a rapidly increasing domestic tourism market driven by both the core values of the environment (quiet, unspoilt, dramatic) and the ability to consume (or expend) large amounts of adrenalin and energy. It is considered crucial to both these initiatives, and good management practice, to ensure appropriate quantity and

⁵² In this Great Outdoors context, these four values are considered to be the ‘vogue’ due to their prominence in the Local Govt Act. Environmental values include landscape and ‘natural heritage’ or biodiversity. Cultural values are assumed to include heritage assets. Social values are assumed to include recreation.

quality of infrastructure is available 'before they all come'. Suitable, widely agreed and understood policies on recreational use, conservation and tourism are urgently needed.

12.5.3. Recreational walking and access to information

The most common issue for access to bush and other walkways was a lack of information and signage - at point of decision-making, information about safety or difficulty and increasingly about ownership of the land and visitor responsibility.

The process of developing this strategy also highlighted a number of other consistent themes, being:

- An absence of a consistent *promotion strategy* for recreational walkways
- An absence of a common *signage policy*. Classification, duration, and interpretation information is minimal.
- A desire for more *bilingual signage* to reflect community diversity and heritage significance of recreational walkways.
- An adhoc approach to community/council *partnerships* in the design, implementation and maintenance of recreational walkways leading to an unstructured and often unwieldy delivery of these routes.

A coordinated mapping exercise is required to identify all recreational routes managed by district agencies (MPDC, Environment Waikato, DoC, private land-owners), the access points, linkages and ownership.

Changes in the demographics of recreation walkway users (tourists and those with minimal time) will mean walkway providers developing more short duration (2 to 3 hours) opportunities at or near main roads.

With particular reference to the mountain walkways surrounding Te Aroha there was debate on roles and responsibilities for walkway development. In the current climate we can only see a 'bad outcome' for all parties unless a coordinated approach is adopted – this may require a facilitated workshop between all parties to identify 'agreed and common values' of the mountain and how each agency/group can best contribute. The draft MPDC Track Strategy should address many of these issues.

Council Role: Catalyst and provider

Potential Partner Agencies: Te Aroha Mountain Tracks Group

Monitoring requirements:

12.5.4. Active recreation and rivers

The district has significant active recreation opportunities through the Piako and Waihou rivers. The rivers provide important opportunities for fishing, canoeing, white water rafting and jet boating.

Consultation suggests that the biggest issue for those 'wanting to use but not currently using' the rivers is information on what is available and a lack of access ramps

Similarly for current river users access and ramps are a significant issue. Beyond this the biggest issue for recreational and leisure use of the river surrounds the competing demands from the various users themselves – generally speaking, the trout fishers have an issue with the kayakers, the kayakers have an issue with jet-boats – trampers and hikers have an issue with helicopter-borne tourists spoiling the peace and tranquillity of their experience. It is difficult to qualify these statements without further accurate and dispassionate data on:

- User numbers,
- Types of use,
- Core values and beliefs held about the rivers,
- Visitor impacts,
- Acceptable limits of change,
- Environmental and social impacts of various uses on the environment and alternative user groups.

Consultation suggests the need for a single representative grouping of all the recreational users of the river plus specialist agencies such as DoC, EW and MPDC. The Users Group should undertake (using external resources if required) a Visitor Impact Assessment Study and a Recreational Displacement Study upon which to make informed decisions on the future recreational use of the river, required assets to be provided by MPDC depending on agreed future use, and a conservation philosophy for the rivers.

Poor access roads, a lack of signage (directional and interpretative) and rubbish build-up are pressing concerns also and these can be addressed by the relevant agency without reference to the users group.

Council Role: Catalyst and provider

Potential Partner Agencies:

Monitoring requirements:

12.5.5. Walkways and rivers

Objective(s)	Sustainable and equitable recreational use of walkways and rivers through: <ul style="list-style-type: none"> ▪ An understanding of current and future recreational demand ▪ Identification of the values and beliefs held by recreational users and non-users ▪ Readily accessible information, signage and interpretation ▪ A policy agreed by the majority of stakeholders that allows for diverse use of the river but with the welfare of the river being the first priority
Lead agency(s)	Environment Waikato

Recommended Action	Timing / Resourcing
42. Development of district wide signage and interpretation policy with specific focus on enhancing recreational use of the 'Great Outdoors'	2010-2012 New resource
43. Establishment of a single representative Rivers Users Group	2010-2012 New resource

44. Development of a Visitor Impact Assessment Study and a Recreational Displacement Study	2010-2012 New resource
45. Review roading access and plan to develop ramps in response to River Users groups proven needs	2011-2013 New resource
46. Initiate a key-agency workshop to develop a common mapping tool for district walkways, leisure access and walkway developments.	2009-2010 Existing resource
47. Facilitate workshop with all groups involved in development of walkways and tracks on Mt Te Aroha	2010-2011 New resource

12.6. Active Transport – connectivity for daily-life and discretionary activity

Goal: Active transport options to enable access to recreation opportunities and to enhance daily-life activity levels

12.6.1. Key elements

Coordinated planning to develop a connected and effective network of cycle and walking routes within Ward that deliver high levels of visible and safe physical activity opportunities for both daily-life and discretionary travel.

Development of a District Walking and Cycling strategy is already underway – ensuring linkages between active recreation settings is crucial.

12.6.2. Commentary/Issues/Opportunities

Active transport provides the most readily accessible form of active for residents – active transport incorporates both discretionary and daily-life opportunities by making the active choice the easy choice.

Given the geographically spread nature of the Matamata-Piako District it is unrealistic to develop ‘inter-town’ active transport options for daily-life functions such as walking to work from Te Aroha to Morrinsville or cycling to the library between Morrinsville and Matamata. The development of an integrated ‘intra-town’ cycle and walking network is therefore an appropriate priority target for Matamata-Piako is currently being consulted upon. The network will link the major daily-life needs of residents (school, library, supermarket, social services, pools, sports-fields etc) and the location of any future leisure hubs The District Heritage Trails Plan is an appropriate example where inter-town active transport is achievable given ‘a reason’ to travel (and adding to economic development through short-term tourism).

Investigation of a collaborative approach with Environment Waikato to district active transport options should be explored in conjunction with that agency’s Waikato Regional Walking and Cycling Strategy.

Opportunities for spontaneous leisure (going for a walk or jog, a ramble in the reserve, skateboard through town, a family cricket match or throwing hoops in cul-de-sac 3-on-3) should not be overlooked. When considering non-motorised access to recreation it is important to remember that unstructured, spontaneous activity is highly important and for many, (specifically the senior population) getting ‘to’ leisure is an activity in itself.

Council Role: Planner, coordinator, advocate (and sometimes asset manager)

Potential Partner Agencies: Environment Waikato, Transit NZ

Monitoring requirements:

12.6.3. Integrated town and district cycle and walking networks

Objective(s)	A connected and effective network of local and district cycle, walking, skateboarding and mobility scooter routes.
Lead agency	MPDC /EW

Recommended Action	Timing / Resourcing
48. Work on implementing both the MPDC and EW cycling and walking strategies ensuring linkages with active recreation facilities	2010-2011 New resource
49. Schools in Matamata-Piako complete school travel plans using methods currently being developed by Land Transport NZ and EECA and undertake a walking and cycling audit of their towns using the audit tools from SPARC's 'Activity Friendly Environments' document ⁵³ , The Safe Routes to School programme, and collate findings back to MPDC and Sport Waikato ⁵⁴	2011-2012 Nil resource
50. Relevant agency to facilitate township active transport forums to identify priority routes and establish action plans	2012 New resource
51. Complete a study on the potential of using rail corridors for off road cycling and walking as a basis for a district active transport strategy	2010-2012 New resource

⁵³ www.sparc.org.nz/whatwedo. 'Activity Friendly Environments - Making the active choice the easy choice, SPARC 2004.

⁵⁴ MPDC also have a walking and cycling strategy and a safe routes to schools programme which are central to any future initiative

WARD/TOWNSHIP ACTIVE RECREATION AND FACILITY ACTIONS

The previous section of the strategy addressed the active recreation initiatives and interventions recommended to allow planning into the future across the whole district [District goals, objectives and actions](#). The following section looks at the ward/township specific issues and actions. These are issues that are not relevant to the entire district but they should be read in conjunction with the district and aquatic sections of the strategy.

13. Ward/Township issues and actions

Whilst the focus of the strategy is on facility and settings this is not restricted to 'recreation' specific facilities – the provision of active transport options for example and linked pathways *is also an important element in enabling the community to 'get to' their facility and activity.*

13.1. Current situation

"There are lots of facilities and opportunities and the quality is generally very good – it's more about other issues like volunteers, vandalism, costs and not being able to book them that's the problem..."

The above quote encapsulates the consultation findings and also mirrors the findings of the community active recreation survey.

'Generous supply of active recreation and open-space areas: At peak activity periods (occasional evening trainings and/or 4-6 hours on a Saturday) the supply of active recreation reserves and open-space for sports supplied by MPDC and other organisations is more than adequate to meet the needs of the community. The majority of time the provision is 'generous' and there is no demand or requirement for extra provision over the next 10-15 years'.

Consultation feedback and the asset inventory demonstrate that Matamata-Piako district is well resourced with open-spaces and reserves and we do not see the need for any additional major land purchases. However, there will be neighbourhood reserve development in new sub-divisions in Matamata and to a lesser degree the river-side developments occurring in Te Aroha. A principal network map is needed for identifying 'access' to existing open-space and for the planned development of walkways and linkages on existing public land to fill gaps in the network i.e. walkways and access surrounding Te Aroha.

Current provision to achieve parks and reserves outcomes and goals:

- Active reserves – 13
- Passive reserves – 56
- Esplanade reserves – 44
- Leased reserves – 25
- Playgrounds – 23

Current provision to achieve recreation and culture outcomes and goals:

- Aquatic facilities – 4

- Reserves and community facilities – 104
- Historic reserves - 2

Development of new, or re-development of existing indoor facilities is recommended over the next 6-10 years in each of Te Aroha, Morrinsville and Matamata.

Regional provision of large scale leisure facilities and highly specialised competition facilities by a major city is common throughout New Zealand. In the Waikato, Hamilton provides major facilities beyond the scale that is affordable for a rural district like Matamata-Piako. This needs to continue with provision in the District complementing the provision in Hamilton and neighbouring districts.

During the community workshops there were a wide variety of single club issues such as extra padlocks or squeaky floors. These are asset maintenance issues and do not form part of the reporting for this strategy. There are then maybe four or five primary action for each ward or township that if addressed over time should ensure adequate provision of active recreation facilities over the life of this strategy.

Whilst this strategy has responded to current and 'likely' future locations for active recreation, Council welcomes any 'green-fields' ideas for future development.

13.2. Township Specific – Te Aroha and hinterland

86% of respondents to the community survey from Te Aroha were either Very Satisfied or Satisfied with the level of facilities and services provided in Te Aroha.

The following tables address these areas under the headings Place, Recommended action, Timing and Lead agency. Issues and recommended actions that have a district relevance i.e. active transport, volunteers are not replicated here.

Te Aroha: Issue	Commentary & Recommended action	Timing	Lead agency
The viability, facility and use mix of any potential indoor sport and recreation complex	Develop plans for indoor venue – minimum 2 courts. Multi-use with emphasis on participation rather than 'events'. Most likely development partner with College either at college site or at Boyd Park	Incorporate into next LTCCP for development 2019-2029	MPDC
College and community partnership options for indoor courts	Facilitate meeting between College and Te Aroha sports groups to develop a partnership agreement for use of existing facilities and potential new facility on College grounds	2009/2010	Sport Waikato
Provision of leisure opportunities for youth	A comparative lack of spontaneous recreation opportunities for youth (1-17yrs) creates a sense of un-ease amongst the general community and boredom amongst youth themselves. The development of Urban Umbrellas (areas for spontaneous recreation that are relocated around the district each 6 months) will be beneficial. A specific youth policy should be developed	2009-2014	MPDC Youth Council/MPDC

Te Aroha: Issue	Commentary & Recommended action	Timing	Lead agency
Te Aroha Domain – development initiatives	Development of the Te Aroha Domain has become a contentious issue in the township. The Domain is Te Aroha’s icon and a peg upon which future tourism growth will hang. It currently provides passive leisure primarily with pockets of active recreation (bowls, croquet etc). The wider community has plentiful areas for active recreation and it is demonstrated by consultation that the Domain should retain its present amenity value.		
Space-capture and potential re-location	Whilst the need to retain the heritage values of the Domain are strong there is a sense (and indeed a demonstrable) space capture by a few, low participation sports activities at the Domain – undertake an activity assessment to determine actual levels of usage vs. public access***.	2010-2011	***MPDC
Preservation of heritage status	The specific issue is whether a relatively few people should have ‘ownership’ of a section of the Domain for essentially private good at the expense of public good and greater access to passive leisure and family/whanau activity. ‘Heritage’ activity was centred around family space and areas for picnics and promenading ⁵⁵ and an investigation into heritage activity is needed++++++.	2010-2012	+++++ MPDC
	Investigate bowls and croquet within Te Aroha and open discussions on amalgamation where possible to ensure most efficient and equitable use of space and to enhance the long-term viability of the codes themselves^^^^^^.	2010-2012	^^^ Sport Waikato
	This strategy concurs with the findings of the Te Aroha Domain Management Plan of May 2006 regarding the dis-establishment of the skatebowl and replanting of heritage gardens.		
Walkway developments, roles, responsibilities and access	The spectacular ranges behind Te Aroha are of district, regional and national significance. Whilst no statistically valid data is available on use patterns, it is anecdotally asserted that the tracks are under used, maintained in an ad-hoc		

⁵⁵ Bowls appeared circa 1903 although it is suggested that this was a family activity assuming only one small part of the Domain – Te Aroha Library 2006

Te Aroha: Issue	Commentary & Recommended action	Timing	Lead agency
	<p>manner and lack crucial information re access points, land ownership, interpretation of flora, fauna and heritage.</p> <p>There is ongoing discussion between Council and some voluntary groups over development of tracks, roles, responsibilities and resourcing – collectively it seems to be negatively impacting upon development of the tracks over time. A first stage facilitated ‘visioning’ workshop should be held with all interested parties with an emphasis on future land management and ignoring historical points of difference.</p> <p>The development of a strategic track and walkway network and plan is currently underway.</p> <p>As a matter of basic safety information on access points and basic track information should be developed for existing tracks before and further development is undertaken on ‘breaking in new trails’</p>	<p>ongoing</p> <p>Adopted 2008</p> <p>2009-2010</p>	<p>Independent facilitation – Environment Waikato</p> <p>MPDC</p> <p>MPDC</p>
<p>Boyd Park management plan</p>	<p>It was commented in one consultation meeting that “you could fire a bullet through Boyd Park in the week and not hit a single thing”.</p> <p>The development of a single management plan for Boyd Park is planned and should be brought forward. All existing licenses and leases should be reviewed in light of any agreed direction under the Management Plan.</p> <p>A Boyd Park Users Group to be formed to represent the interests of all users and to identify ways in which to enhance existing use of Boyd Park.</p> <p>Investigate a centralised facility and club-rooms for utilisation by all Boyd Park activity users and look to retire surplus built facilities and replace them with a fitness trail and wheeled activity course (SWAP Park model).</p>	<p>2009-2010</p> <p>2009-2010</p> <p>2010-2011</p>	<p>MPDC</p>

13.3. Township Specific – Morrinsville and hinterland

87% of respondents to the community survey from Morrinsville were either Very Satisfied or Satisfied with the level of facilities and services provided in Morrinsville.

The following tables address these areas under the headings Place, Recommended action, Timing and Lead agency. Issues and recommended actions that have a district relevance i.e. active transport, volunteers are not replicated here.

Morrinsville: Issue	Commentary & Recommended action	Timing	Lead agency
<p>Recreation Ground - Developing critical mass and safety</p> <p>Space capture – small numbers - large spaces</p>	<p>Personal safety (both perceived and actual) limits the current use and future development of the Recreation Ground. Undertake a use and activity survey at the Recreation Ground</p> <p>One scenario is to develop a critical mass of users that will require the re-location of some activities to the Recreation Ground from other locations. This will require activities such as polo to be relocated to alternative sites and the current polo grounds being utilised to a much higher concentration by a larger user group – such as rugby from Campbell Park. Given the move North within Morrinsville and the increase in populations within the school catchments there are very few reasons ‘why’ clubs and organisations would want to re-locate to the Recreation Ground. In addition the proposal within Part B of this Strategy concerning the relocation of the Morrinsville pool to a joint venture with Morrinsville College would further erode the critical mass needed to make the Recreation Ground viable.</p> <p>The alternative scenario is to relocate the existing activities to Campbell Park after negotiations with The Trust and to create an active recreation precinct in that area relatively close to schools, the major population hubs, the Events Centre, and the proposed new velodrome. The Morrinsville Recreation Ground will be ‘reverted’ to passive open-space with a wheeled track on the perimeter and large green space for walking, dog exercise and alternative activities. Existing activities that wish to remain at the Recreation ground i.e. cricket or polo may choose to stay and maintenance would be provided under a LOS agreement with MPDC.</p> <p>The investment of time and human resource</p>	completed	MPDC

Morrinsville: Issue	Commentary & Recommended action	Timing	Lead agency
	<p>into the Campbell Park Trust is to be commended. Whilst no formal discussion took place within this brief, community comment indicated a preference for Council to work with the Trust and to facilitate further in the professional development and knowledge base of the Trust – a significant number of residents ‘play their sport’ at Campbell Park and it is important that structures are in place to maintain that participation into the future. Council to facilitate a Strategic Planning workshop on behalf of the Trust and to be proactive in forming a closer relationship.</p> <p>Enter negotiations with the Trust at Campbell park to ascertain JV possibilities.</p> <p>The preferred scenario will depend on Council’s decision on building a new pool either at the Recreation Ground (making scenario 1 viable) or relocating the pool to the college (making scenario 2 the most preferred option).</p>	<p>2010 in response to Pool decision</p> <p>2010-2011</p>	<p>MPDC</p> <p>MPDC</p>
<p>Provision of leisure opportunities for youth</p> <p>Spontaneous recreation</p>	<p>Provision of active recreation opportunities for youth (10-18) in Morrinsville has historically been catered for through structured club oriented activities. With an increase in spontaneous, individual or small group activities there appears to be a lack of ‘space’ for youth that they can call their own and at which they can congregate and be active. It is recommended that council undertake a Youth Destination Plan approach, identifying elements that youth find attractive and replicating them in various areas across the township. This aligns with the Principle of Minimum Loss advocated in Part A of this strategy.</p>	<p>2009- onwards</p>	<p>MPDC</p>
<p>Future development of Westpac Events Centre</p>	<p>Whilst the Events Centre is considered adequate to meet the current and immediately foreseeable needs of the Morrinsville area, some concern has been expressed about the long-term viability of the centre given its location and constricted foot-print for expansion. An indoor sports users meeting</p>	<p>2009-2010</p>	<p>Sport Waikato/Events Centre Trust</p>

Morrinsville: Issue	Commentary & Recommended action	Timing	Lead agency
	should be held to identify likely needs in the 8-12 year planning horizon, the results of which will determine the programming schedule and redevelopment options for the centre.		
Town perimeter 'wheeled' track	Given the favourable topography surrounding Morrinsville for both flat-land and mountain biking, it is thought appropriate to investigate a town perimeter 'wheeled' track, both for alternative active transport, non-competitive recreation and sport purposes.	2011/2012	TBA

13.4. Township Specific – Matamata and hinterland

89% of respondents to the community survey from Matamata were either Very Satisfied or Satisfied with the level of facilities and services provided in Matamata.

The following tables address these areas under the headings Place, Recommended action, Timing and Lead agency. Issues and recommended actions that have a district relevance i.e. active transport, volunteers are not replicated here.

Matamata: Issue	Commentary & Recommended action	Timing	Lead agency
The viability, facility and use mix of any potential indoor sport and recreation complex. Matamata Domain and/or Pohlen Park	The current population of Matamata and surrounds could support the development of an indoor stadium of 2-3 court capacity. The growth in active recreation such as basketball, volleyball and recent increases in the popularity of badminton could on their own provide the occupancy necessary to make an indoor centre viable. The location of any major centre development will depend on decisions made regarding the Matamata Domain and undertaking a scoping study (pre-feasibility) to determine the most effective scenario between a combined active recreation 'hub' at the Domain or a significant redevelopment and extension of Headon Stadium and the whole of Pohlen Park	2009/2010	MPDC
Matamata Domain Management Plan	<p>Acting as it does as a central sports hub, MM Domain has been the victim of its own popularity, now rapidly running out of capacity to service the community. Sportsfield provision is at a crucial juncture.</p> <p>The proposed Management Plan needs to ensure the users expansion needs and to that end it is recommended to facilitate a combined users meeting to determine actual and latent demand. The sports club surveys conducted as part of this strategy indicates willingness by some clubs to relocate/merge and this is to be commended.</p> <p>The Management Plans for the Domain should be simultaneous with that of Swap Park as the 'space' solutions of each are inter-related.</p>	<p>2009</p> <p>Completed 2009</p>	<p>MPDC/Sport Waikato</p> <p>MPDC</p>
Headon Stadium extension	Regardless of the outcomes of the indoor stadium scoping at Matamata Domain, there will be a requirement to upgrade Headon Stadium within the next 6-8 years. This upgrade should also include an expansion in court	2015-2017	MPDC

Matamata: Issue	Commentary & Recommended action	Timing	Lead agency
	numbers.		
Relationship with Bedford Park	<p>Council should consider its ongoing relationship with Bedford Park in the same way as that of Campbell Park. Whilst no formal discussion took place within this brief, community comment indicated a preference for Council to work with the Bedford Park and to facilitate further in the professional development and knowledge base of the management committee – a significant number of residents ‘play their sport’ at Bedford Park and it is important that structures are in place to maintain that participation into the future. Council to facilitate a Strategic Planning workshop on behalf of the Management Committee and to be pro-active in forming a closer relationship.</p> <p>Enter negotiations with the Management Committee at Bedford Park to ascertain JV possibilities.</p>	2010-2011	

Aquatic provision – context and planning

14. Background

The Matamata-Piako District Council (MPDC) is developing a Recreation, Facilities and Active Leisure Strategy for the Matamata-Piako District to address and meet the future recreation and physical activity needs of the district. In essence MPDC wants to provide residents and visitors with an Activity Friendly Environment where the active choice is the easy choice. Council has requested a District wide view for the provision of aquatic facilities over the next 30 years and the extent to which Council could meet current and future community need.

The Strategy is intended to inform the LTCCP process so any proposed developments can be considered by Council in the context of other priorities for the District, and enable financial provisions to be included in the LTCCP where appropriate.

This aquatic component has been formatted to allow merging with the full strategy and to be used as a stand-alone document if required.

The Council have adopted recommendations made from a subsequent study on a fiscal basis due to current financial constraints. The context behind aquatic provision remain the same and are replicated in this report and in a separate appendices document as important background information.

14.1. Summary

The strategy provides a blueprint for action of the next 20 years to enable residents and visitors to have reasonable access to aquatic facilities that are affordable for the District, sustainable, have appropriate features and scale plus provide a good 'fit' with other aquatic facilities in the region.

The priorities have been ordered on the basis of asset condition of the current pools and looking to retain a minimum level of service in Matamata, Morrinsville and Te Aroha. Council may allocate resources to allow the timeframes to be reduced but should agree on the relative priority weightings

The goals and objectives of the strategy are:

14.2. Goals

- Council aquatic facility network provides residents with accessible opportunities to acquire swim education, water safety and other life skills.
- Council aquatic facilities contribute to healthy lifestyles by providing accessible opportunities for participation leading to increased physical activity levels of residents.
- Council aquatic facility network provides accessible opportunities for residents to train in aquatic sports and compete in swimming events.
- Council aquatic facility network provides residents and visitors with a supervised and safe environment to have fun and to enjoy social interaction with friends and family.

- The Council aquatic facility network contributes to the economic development of the District through hosting events and attracting visitors to the District.

14.3. Objectives

Council provision objectives include:

- One nationally compliant short course swimming facility.
- One anchor facility in the District providing a comprehensive range of features.
- One aquatic facility that attracts visitors to the District for leisure purposes
- Each Ward of the District has an indoor aquatic facility providing core features
- The indoor aquatic facility is located in the major urban area in each Ward.
- New facilities are well located, durable, cost-effective and future-proofed.
- Retire facilities that become obsolete in meeting contemporary needs in comparison to other aquatic facilities in the network.

14.4. 2007 Recommended Actions

Planning principles and criteria have been applied in developing the action plan listed below. However, the 2008/2009 financial environment has convinced Council that this expenditure level, whilst required over the long-term, is not viable in the short term and they have adopted actions presented in the Watershed report of 2008⁵⁶ and presented here under section 3. [Councils 2009 preferred options](#)5.

14.4.1. Capital Developments

The key capital development actions outlined in 2007 to ensure sustainability over a twenty year period are summarised below:

Areas	Major Actions	Timing	Cost
Morrinsville	<p>Replace the 50m lap pool with an indoor pool at existing pool site or develop a new facility at Morrinsville College (the preferred option because of better location in relation to schools and current residential area and projected growth) with:</p> <ul style="list-style-type: none"> ▪ 25m/ 6 lane pool with the depth of the pool to be suitable for lane swimming and racing turns. ▪ New spa/soak pool ▪ Pre-school pool. ▪ Council to offer to install heating plant into recently completed Morrinsville School pool and subsidise heating costs to extend the learn to swim season and capacity of the pool. Relocate learn to swim activity from the current Council operated pool to Morrinsville School pool. A separate indoor learn to swim pool to be developed as part of the indoor complex if demand exceeds capacity of outdoor pools in Morrinsville. 	<p>2009/10</p> <p>2010</p>	<p>\$7.0-8.0 million (2007 value)</p> <p>\$30-60,000 depending upon option chosen (2007 value)</p>
Matamata	Redevelop Matamata Sports Centre as the main District facility for learn to swim, therapy, exercise, sport training and swim competition	2017/18 or sooner if	\$9.0-10.0 million plus \$1.5 million for

⁵⁶ MPDC Aquatic Strategy – Watershed Ltd 2008. Available from council on request.

Areas	Major Actions	Timing	Cost
	activities with: <ul style="list-style-type: none"> ▪ New nationally compliant indoor 25 m long /10 lane pool with 2m depth or movable floor to 2m depth ▪ New shallow water learn to swim pool ▪ New pre-school pool ▪ New therapy pool ▪ New sauna and steam room ▪ New change and toilet facilities 	major plant or pool failure	movable floor (2007 value)
Te Aroha	Investigate the suitability of land for further expansion of the Wyborn Leisure Pools complex. Develop a 25m/ 6 lane indoor pool as an extension to the Wyborn complex (if feasible) with the depth of the pool to be suitable for lane swimming and racing turns Investigate feasibility of using the Te Aroha College swimming pool for club training as an interim measure.	2022/23 2006/07	\$3.4-4.5 million (2007 value)

In the intervening 24 months Council have completed a range of actions related to the aquatic network including⁵⁷:

Te Aroha Leisure Pools

- Upgrade of main pool filtration.
- Heat pumps major maintenance 2008.
- Fencing upgrade.
- Landscaping including retaining walls.
- New covers 2007.

Morrinsville Pools

- Upgrade of plant room items.
- Change rooms upgrade, floors, ceilings, fixtures and fittings.
- Shop upgrade flooring lighting etc.
- Chlorine room upgrade.
- New covers 2006 and new winder 2009.

Matamata Pools

- New heat pumps plunge and spa 2008.
- Replace water pipes indoor pool 2008.
- Replace roofing indoor pool.
- New indoor pool covers 2007.

⁵⁷ As noted in the 'Watershed' report

Of particular importance is the current condition and provision capability of Wyborn Leisure Pools, Te Aroha. It is considered that following the upgrades above, this facility is operating at a service level that meets the current and future needs of the community and offers a unique experience for visitors to the region. The facility has capacity to allow for growth in its target market(s) and as a niche facility requires a different approach to development and the services offered. The upgrade and marketing of the adjacent mineral spas is a good example of this in practice.

For the above reason the Watershed report of 2008 excluded Wyborn pools from consideration for major development works.

14.5. Councils 2009 preferred options⁵⁸

Council have adopted the following recommendations for the Long Term Council Community Plan consultation

Morrinsville

1. Refurbish the existing 50m pool and retain as an outdoor pool (heated and for seasonal use as present).
2. Refurbish the existing learn to swim pool and refurbish the outdoor toddlers pool.
3. Add removable/ relocatable activities such as rope swings and inflatable toys.

The existing 50m pool would be lined with a system such as Myrtha pools (www.myrtha.com) that lines, and therefore creates a guaranteed watertight pool tank. As part of this process the existing weir channels would be removed and converted into contemporary overflow channels. The pool would be 'resized' to a FINA approved 50m length, and certified as such. The width of the pool could also be altered slightly to accommodate at least seven standard width lanes. Depth of the pool would require consultation with relevant stakeholders to ensure suitability for a range of users.

All pipe work and associated systems would be replaced, to and from the pool.

The existing boiler can be reused.

The balance tank would also be lined with the Myrtha system, thereby ensuring the entire pool system was watertight.

The concourse and surrounds would require relaying (due to new pipework laying and current condition).

The plant (filters, pumps and dosing systems) will require replacement. See below for further detail on options and recommendations.

Existing change rooms require an upgrade only.

⁵⁸ As noted in the Watershed report 2008

A new 20m indoor heated pool would be built in the area immediately inside the existing front fence. This new pool will be developed at a later date when demand and resource allows.

This (20m) pool could be of traditional construction (tile/concrete/plaster) or a Myrtha type construction. Of varying (fixed) depth the pool would operate year round, providing access to the community, local schools and other stakeholders (e.g. special needs). By locating the pool close to the entrance, the impression of a vast empty space in winter is removed, and separation of the spaces is achieved during the busier summer season. We suggest the pool building would open up to the 50m pool in summer, thereby retaining a sense of openness and connectivity between the two pools, yet 'turn its back' on the 50m pool in winter.

Change rooms would be required for the 20m pool, especially during winter. The refurbished existing change rooms would be for summer use only.

The existing plant room may be able to be used for the 20m pool (with new plant); however, it will be more economical from a capital and operational perspective to construct a separate plant room immediately beside the new 20m pool. This would allow easy staff access during the winter, and the delivery of chemicals would also be simple from the carpark or service road.

A new office/reception and public area would be constructed.

Given the existing plant structure and location we recommend the existing sand filters are removed and a vacuum DE filter (as currently at Matamata) be installed in the existing plant room, with new pumps, pipe work and associated chemical plant. We consider this the most appropriate filter type for the 50m pool as:

1. The pool is seasonal and as such will require 2-3 backwashes per season, meaning little staff time is required during the summer.
2. At the end of the summer season the filter can be washed out thoroughly and prepared for winterisation. As the filter is open this means no winter deterioration.
3. The plant room is large enough to accommodate this type of filter. Usually the decision is made not to use this type of filter due to building construction costs.

The new 20m pool would have a new plant room, with pressure DE filters (as at Wyborn Pools). These filters require a smaller plant room and would therefore assist with savings on the cost of constructing a new building.

Matamata⁵⁹

As the flagship facility the options available for the development and upgrade of this facility are somewhat limited. We propose an upgrade or replacement of virtually all of the pools and associated amenities. Key to the range of works suggested below is the need for Council to offer facilities and opportunities that are not offered at the other two facilities (Te Aroha and Morrinsville)

⁵⁹ Watershed report 2008

1. Refurbish and line the existing indoor pool, to be used as junior/learn to swim facility.
2. Refurbish and line the existing dive pool.
3. Convert the existing toddler's pool into a splash pad/ toddlers play area.
4. Retain the existing outdoor pool, although converted into an indoor pool.
5. Relocate the spa and therapy pools.
6. Relocate the front entry to Meura St.
7. Add removable/ relocatable activities such as rope swings and inflatable toys.

Currently this facility operates all pools (except spa and therapy) as one body of water. This is operationally challenging and is not considered best practice. Therefore all pools require separation with the construction of plant rooms and the provision of new plant. It is very difficult for staff to maintain pool water that meets NZS 5826:2000, the current New Zealand Standard for water quality.

This will require the concrete concourse to be removed to allow the laying of new pipework to and from the new plant rooms. We suggest the new plant room(s) are located where the grass area is currently at the end of the outdoor 25m pool.

The existing plant room will remain, however it be upgraded, whilst retaining the existing vacuum DE filter, to become the (existing) indoor pool plant room only. There is no need to replace this filter.

We suggest rotating the spa and therapy pool 90°, to face the new front entrance. This will allow the building of new, larger pools and open the pools up to greater lifeguard and general visibility. This central location would provide a safe and visual aspect, and allow the construction of raised, well filtered and modern spa and therapy pools. The existing heating plant could be re-used, however new filters would be required. These pools provide an excellent return per user, when compared with their capital cost. Many visitors to the facility will use only the spa or therapy pool, especially one that is modern, clean and at a consistent high temperature. Relocation also allows the creation of accessible facilities at design stage, rather than as an 'add on'.

The sauna (if retained) would be positioned in a similar location alongside the spa and therapy pool.

The summer outdoor component of this facility is very popular amongst local families and pre-teens. We feel retention of the deep water component is important in attracting and maintaining their patronage. The current dive pool is deep enough for the activities undertaken, however consideration could be given to relatively inexpensive options such as slippery logs, water cannons and similar, as well (of course) as the ability to do bombs!

The existing outdoor toddlers pool can be transformed into a splash pad/play area for non swimming toddlers and their parents. These are interactive play areas with very shallow water (if at all), with water features that allow children the ability to control what the water is doing.

These do not require specific lifeguard supervision by their nature, and are a very safe and fun addition to a facility.

The existing outdoor 25m, eight lane pool can be retained in its current configuration with cosmetic changes such as the raised edges, starting blocks and tiles in key areas. We have been advised that this pool does not leak at present. It will of course require separation from the existing pools, with the plant room being located as outlined previously.

Budget will determine if this pool becomes an indoor facility, however we feel that by converting this to an indoor pool, the swimming club will have an excellent range of facilities at the one site, as will the general swimming public. The building can, and should, open up to the outdoor facilities as the current building does.

Relocation of the front door/reception will have a double positive impact on the facility overall. The current entrance serves the squash club, gym and pools. By relocating the offices and reception for the pools to Meura St, the existing entrance can be remodelled to improve gym and squash services. The gym can expand into the current pool reception area and the squash club entry can be further separated. This also allows redevelopment of the existing change rooms and office spaces into more relevant, appealing and useful spaces. The relocation of the front door/reception area will make use of the underutilised buildings and spaces currently in that area, and relieve the parking and turning issues currently experienced in the driveway.

14.6. Costs⁶⁰

Morrinsville

50m Pool Upgrade (Option One)

Cost	Amount	Notes
Myrtha Lining	\$ 400,000	Based on previous works
Concourse Upgrade	\$ 150,000	Concrete area 3m around the perimeter of the pool - \$285per m ²
Upgrade Existing Change Room	\$ 150,000	allowance
Site Works	\$ 25,000	Preparing area around pool for further works - \$45per m ²
Plant Upgrade	\$ 320,000	Filters/pumps double run pipes etc and install
Minor pool works	\$ 60,000	Remove learn to swim, refurbish toddlers
P & G	\$ 150,000	12% of cost
Total	\$1,380,000	

Matamata

Existing Indoor Pool

Cost	Amount	Notes
Plant Upgrade	\$ 50,000	Tidy up existing plant room

Splash Pad/Play Area

Cost	Amount	Notes
Plant (play)	\$ 100,000	Includes 6 water features, controls, pumps and pipework
Plant	\$ 100,000	Includes filters, pumps, pipework, chemical treatment and install
Pool Builders Work	\$ 50,000	estimate
P and G	\$ 30,000	12% of cost

⁶⁰ Watershed report 2008

Total	\$ 280,000	
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25m Outdoor Pool Upgrade

Cost	Amount	Notes
Plant	\$ 150,000	All filters, pumps, pipework, chemical treatment and install
Re-tile (if required)	\$ 50,000	25m x 10m x 1.2m - \$140per m ²
Building	\$1,000,000	Dependant on level of finish/design Includes tidy of existing buildings
Heating/ventilation	\$ 100,000	Type dependant
P and G	\$ 155,000	12% of cost
Total	\$1,455,000	

Dive Well

Cost	Amount	Notes
Reline with Myrtha	\$ 75,000	Estimate
Plant Upgrade	\$ 150,000	All filters, pumps, pipework, chemical treatment and install
P and G	\$ 27,000	12% of cost
Total	\$ 252,000	

Spa

Cost	Amount	Notes
Plant Upgrade	\$ 50,000	All filters, pumps, pipework, chemical treatment and install
Pool Builders Work	\$ 40,000	Estimate, if enlarged and raised
P and G	\$ 11,000	12% of cost
Total	\$ 101,000	

Plunge Pool

Cost	Amount	Notes
Plant Upgrade	\$ 50,000	All filters, pumps, pipework, chemical treatment and install

Pool Builders Work	\$ 20,000	Estimate if enlarged and raised
P and G	\$ 8,000	12% of cost
Total	\$ 78,000	

