



Strategic Framework

Community Facilities

2020-2023

www.mdc.govt.nz

The Story of the Community Facilities

Community facilities are part of Council's 'social infrastructure' - these are physical places and spaces that Council invests in to help shape the way people connect and form relationships. Healthy and well-sustained social infrastructure strengthen face-to-face interactions and social networks (also known as social capital). For example, community facilities create opportunities to improve health and wellbeing, develop people's personal and professional skills, and facilitates innovation. For these reasons and many more, social infrastructure is not a subset of Council's core infrastructure priorities¹ but an essential part of the community's building blocks for a place to belong and grow.



¹ Such as roading, three waters and property.

Above Photo credit to Lynn Cawood

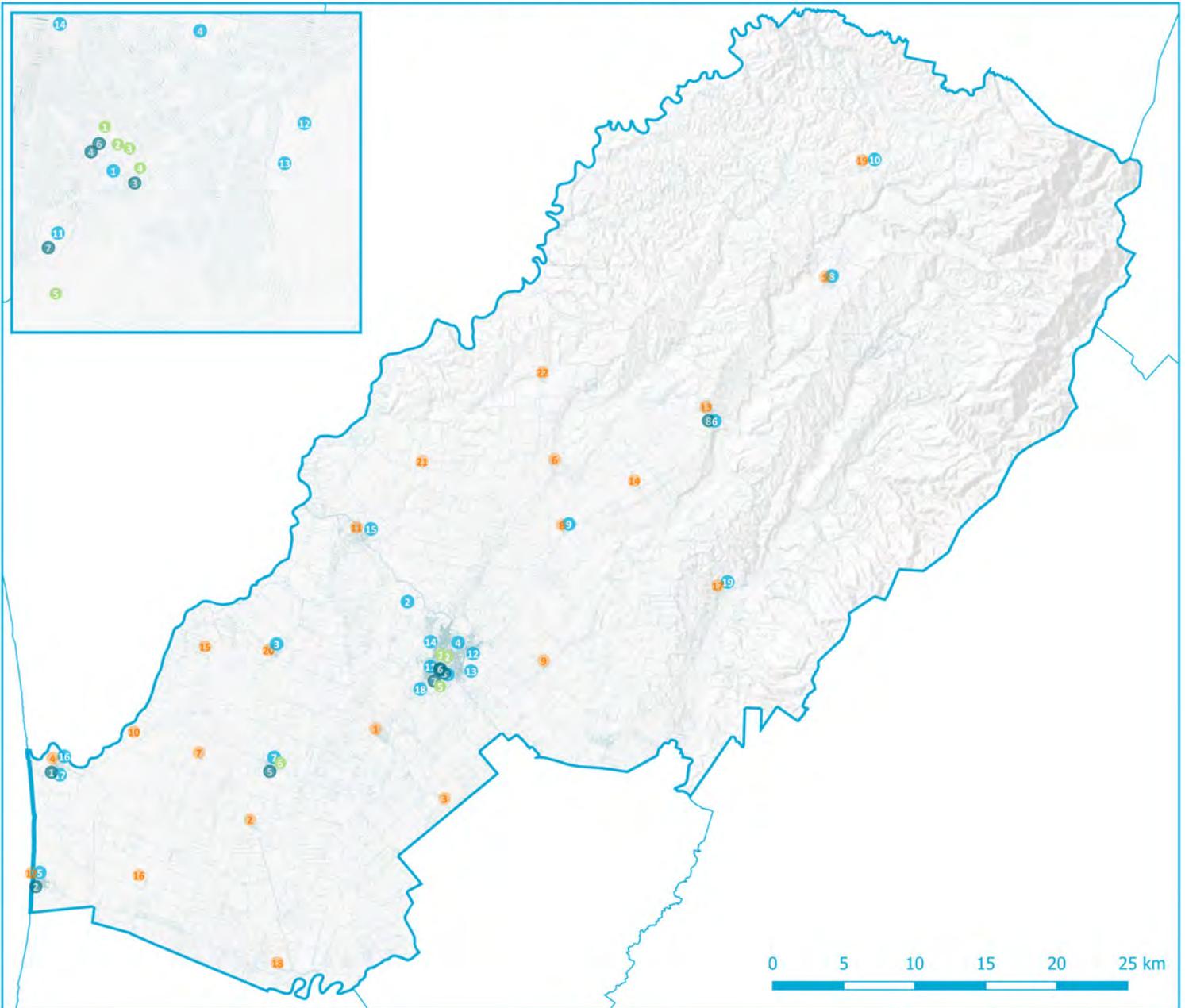
The problem is, over the next 5-10² years, a lot of community facilities in the Manawatū District will reach the end of their 'useful life' (a term used to explain the estimated lifespan of a facility). Many community facilities are ageing, rundown, require earthquake strengthening, require upgrades, or no longer serve the community to their full potential. Council needs a robust, strategic, and long term approach for facilities' provision to be able to deliver the range of services and activities needed by the community. This Community Facilities Strategy (the Strategy) provides Council and the public with guidance on how we will prioritise community and legislative needs, implement transparent decision-making processes and manage the diverse network of community facilities holistically.

The network covers a diverse range of facilities across the entire district. Some facilities are located close together while others are far apart. Some facilities provide different or similar services and were built for a variety of reasons. For example, the Feilding Civic Centre is a large multi-use complex primarily used for indoor sport and performing art activities, while the Halcombe Memorial Hall is a small community hall that was once a picture theatre and is now used for community events and court sports. The one commonality is that these facilities are all part of an interconnected network to improve the quality of life and provide opportunities for the Manawatū community.



² As highlighted in the start-up workshop with Council

MDC Community Facilities



No.	Halls	Address	Valuation	Public Conveniences			
1	Awahuri Hall	1641 State Highway 3, Awahuri	14190/11000	1	Feilding CBD Toilets	Manchester Square, Feilding	14101/04500F
2	Glen Oroua Hall	523 Milner Road, Glen Oroua	14250/08700	2	Feilding Railway Station Toilets	61 Aorangī Street, Feilding	99939/01600
3	Newbury Hall	912 Rangitikei Line, Newbury	14420/11401	3	Sanson Facility Toilets	42 Dumas Road, Sanson	14140/13501
4	Tangimoana Hall	17 Kuku Street, Tangimoana	14230/09601	4	Duke Street Toilets	35 Duke Street, Feilding	14071/36000F
5	Apiti Hall	10 Makoura Road, Apiti	13860/09300	5	Himatangi Beach Toilets	8 Koputara Road, Himatangi Beach	14300/02100D
6	Beaconsfield Hall	74 Beaconsfield Valley Road, Beaconsfield	13830/30300	6	Kimbolton Toilets	2861 Kimbolton Road, Kimbolton	13830/12600
7	Carnarvon Hall	2064 State Highway 1, Rongotea	14250/05300	7	Rongotea Toilets	67 Thames Street, Rongotea	14260/09900
8	Cheltenham Hall	1477 Kimbolton Road, Cheltenham	13830/36300	8	Apiti Toilets	10 Makoura Road, Apiti	13860/09300
9	Colyton Hall	548 Taonui Road, Colyton	14020/05800	9	Cheltenham Toilets	1477 Kimbolton Road, Cheltenham	13830/36300
10	Clydesdale Hall	1370 Tangimoana Road, Tangimoana	14220/02100	10	Rangiwahia Toilets	2527 Rangiwahia Road, Rangiwahia	13810/20100
11	Halcombe Hall	75 Willoughby Street, Halcombe	13990/29300	11	Kowhai Park	South Street, Feilding	14101/38800
12	Himatangi Beach Hall	6 Koputara Road, Himatangi Beach	14300/02100	12	Timona Park	Simon Street, Feilding	14111/51400A
13	Kimbolton Hall	2877 Kimbolton Road, Kimbolton	13830/13400	13	Timona Park	Campbell Street, Feilding	14111/51400
14	Kiwitea Hall	2095 Kimbolton Road, Kiwitea	13830/40500	14	Victoria Park	159 West Street, Feilding	14091/16500
15	Ohakea Hall	355 Speedy Road, Ohakea	14130/12000	15	Halcombe Toilets	49 Willoughby Street, Halcombe	13990/37100
16	Oroua Downs Hall	1097 State Highway 1, Himatangi	14220/29100	16	Tangimoana Toilets	Recreation Street, Tangimoana	14230/04400
17	Pohangina Hall	976 Finnis Road, Pohangina	13860/65100	17	Tangimoana Toilets	Punga Street, Tangimoana	14220/24800
18	Rangiotu Hall	1130 Rangiotu Road, Rangiotu	14280/18900	18	Kitchener Park Toilets	Kawakawa Road, Feilding	14160/08900
19	Rangiwahia Hall	2527 Rangiwahia Road, Rangiwahia	13810/20100	19	Pohangina Toilets	948 Finnis Road, Pohangina	14230/18701
20	Sanson Hall	26 Fagan Street, Sanson	14130/06405A	Property			
21	Stanway Hall	1901 Makino Road, Halcombe	13990/08500	1	Tangimoana Beach Motor Camp	11 Kuku Street, Tangimoana	14230/04400A
22	Waituna West Hall	58 Waituna Tapuae Road, Waituna West	13830/23301	2	Himatangi Beach Holiday Park	30 Koputara Road, Himatangi Beach	14300/02102
Leisure & Recreation Facilities				3	Feilding Community Centre (Te Manawa)	21 Stafford Street, Feilding	14101/19000
1	MAC	10 Council Place, Feilding	14101/04500B	4	Community House (Feilding)	131 Manchester Street, Feilding	14101/04400
2	Feilding Library	64 Stafford Street, Feilding	14101/05200	5	Rongotea Community Care	11 Douglas Square, Rongotea	14260/02800
3	Feilding Civic Centre	84 Aorangī Street, Feilding	14101/07200	6	Brass Band Building	6 Council Place, Feilding	14101/04500
4	Feilding Little Theatre	21 Stafford Street, Feilding	14101/19000A	7	Tote Building	47 South Street, Feilding	14101/38800
5	Manfield Park Stadium	59 South Street	14101/39425	8	Kimbolton Library	5 Edwards Street, Kimbolton	13830/16600
6	Te Kawa Memorial Recreation Centre	1 Wye Street, Rongotea	14260/07100B				

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How does the Community Facilities Strategy work?

What it is...

The Community Facilities Strategy (the Strategy) provides the strategic direction for Council over the next 30+ years and for inclusion in the 2021–2031 Ten Year Plan. It provides a clear vision for the future of our community facilities and a roadmap on how we can get there. This strategy will provide the consistency required for our decision making and management of community facilities. It will also provide information on what we need to think about, we are looking to upgrade an existing or develop a new community facility, as well as facilities’ divestment.

How it works...

The Strategy acts as a tool to assist decisions on the planning of provision and distribution of community facilities. The aim is to provide a ‘fit-for-purpose’ network throughout the Manawatū District. The Strategy is split into three parts:

Part 1: Strategic Framework - sets out the vision and goals we are working towards to have a great network of community facilities in our District. This framework also highlights all the points you need to think about for future investment/divestment in community facilities.

Part 2: Sub-Plans - the community facilities have been grouped into six sub-plans, each has an overall aim, goals, objectives and actions specific to that facility type. These plans do not replace the need for more detailed site-specific research and analysis during project development.

Part 3: Community Tool Box – provides Council and Community with decision-making guidelines and additional information about the Strategy if you want to know more.



Where it fits...

This Strategy does not sit in isolation. There are a number of legislative and statutory documents that Council must adhere to, i.e. a number of non-statutory documents, such as the Community Development Strategy, adopted by Council which will guide and complement the goals and strategic direction of this Strategy.

Council has recently updated its strategic framework to guide the next Ten Year Plan 2021 to 2031.

Vision: Manawatū District – Proudly provincial and a great place to land.

Priorities:

- A place to belong and grow
- A future planned together
- An environment to be proud of
- Infrastructure fit for the future
- A prosperous, resilient economy
- Value for money and excellence in local government.

The Council has other plans, policies and bylaws that guide the 'day-to-day' operation of community facilities, such as Asset Management Plans, Figure 1 provides an overview of these documents and where the strategy fits.

Figure 1



Living document

Communities are dynamic and constantly changing and, as a 'living document', so too will this Strategy. Likewise, the way we view or value facility provision will change too. Each sub-plan (in Part 2) has been developed based on current information and projected trends. When new information becomes available, the sub-plans and Strategy will adapt and change too³.

³This is recommended through regular review of the Strategy every 3 years.

Our Key Community Facilities

Our community facilities network is filled with lots of important social infrastructure. There are some buildings which Council directly provides for and others that different organisations contribute to the provision and distribution of the network. Council directly provides community facilities in the following ways:

No. of facilities	Type	Council Role
5	Recreation Complexes	Council owns, manages or has a vested interest in key multi-purpose recreation complexes.
7	Libraries	Council owns or supports district, satellite community libraries and the Regional Archives Central Facility.
27	Community Halls	Council owns or has a 'social responsibility' to help district community halls.
5	Arts and Cultural Facilities	Council owns or has a vested interest in arts and cultural facilities.
17	Public Conveniences	Council provides public toilets and ancillary facilities for the public convenience.
6	Social Service Facilities	Council owns or has a vested interest in facilities that house social services.
67	Total Community Facilities	Facilities that Council directly provides for Manawatū's community.

Our Community

A variety of factors will influence how community facilities are used and developed, and investment made, for our communities into the future.

Who is our communityⁱⁱⁱ?

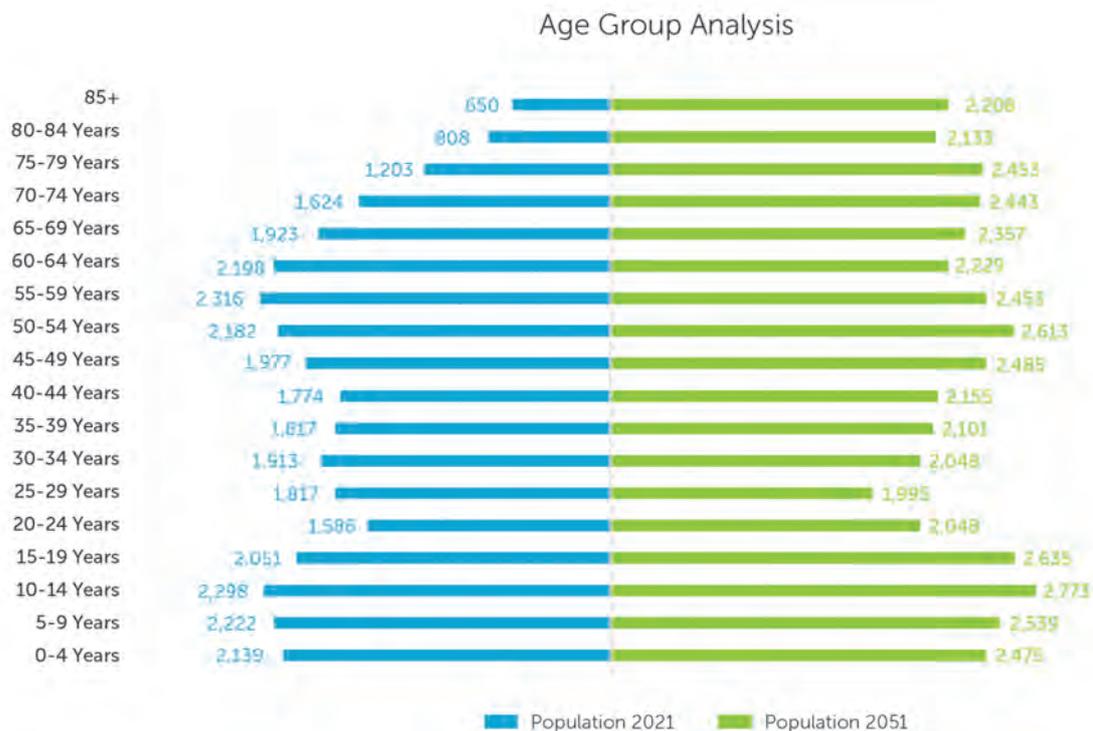
The Manawatū community is made up of all sorts of people. We are different ages, gender, have different physical and mental capabilities and ethnic backgrounds. We are working, retired, in training or education programmes, volunteers or want to be in one of those stages. Our diverse community, therefore, has varying needs, interests and passions which drive us to undertake a range of activities that community facilities can provide.

The District is predominantly bi-cultural, made up of 89.2% of European descent (higher than the national average of 70.2%) and 16.5% that identify as Māori. The district has also doubled in the proportion of residents identifying as Pacific Peoples or Asian between 2013 and 2018.

There are 31,732 people estimated to currently live in the Manawatū District (as at 30 June 2019). The population is expected to increase to 42,525 people by 2051 (based on Statistics NZ high projections). It is estimated that currently 5,757 people aged over 65 live in the Manawatū District but this is forecast to increase to 13,189 residents by 2051. People are now living longer and, by 2051 it is projected that 2,722 residents will be aged 85 or over.

As populations increase and demographics change, for instance, an increasingly ageing population, the type and size of community facilities need to be flexible and adaptable to accommodate these changing needs. This requires the right type of facilities and services that support places that encourage places to socialise rather than isolation in their homes.

Figure 2 - Age group projection 2019-2051 (source MDC Environmental Scan, 2020)



What does our local identity look like?

Local identity influences community facilities as these buildings represent or reflect the values and activities of people in our community. Local Māori have lived on the land, fishing and gathering kai throughout the region. In particular, three tribal groups are identified⁴ – , Ngāti Kauwhata, who occupied the banks of the Manawatū River and its tributaries. Ngāti Apa and Rangitane o Manawatū also have statutory acknowledgements in this area. Community facilities are places to learn, seek understanding and connection within our community identity and history.

The town of Feilding and its surrounding rural villages were largely established by European settlement primarily on farming, with sheep and cattle, harvesting crops and cultivation⁵. Today the District remains focused around the agricultural industry and includes the Feilding Saleyards, which is one of largest in the Southern Hemisphere handling close to a million sheep and 100,000 cattle annually for well over a century. The historical and existing local identity will continue to influence what community facilities are used and how these should be developed into the future. For example, Manfeild Stadium has a strong agricultural tie to the District.

Where do we live?

The Manawatū District covers 256,693 hectares of land. Palmerston North City, Rangitikei District, Central Hawkes Bay District, Tararua District and Horowhenua District all share our boundaries. We have 15 village communities and over half of the districts population at 17,307 people or 54.5%.

Housing affordability and deprivation can influence the community’s ability to access community facilities or may increase demand for particular services provided by community facilities. Housing prices have increased

^{4/5} <http://www.feilding.co.nz/history>

by 66.4% over four years to September 2019 but it compares well against the national housing affordability. Likewise, rental affordability compares well with the national average but weekly rent is now slightly higher in the District than in neighbouring Palmerston North. Attracting and retaining residents to move to the District is a community outcome in the next Ten Year Plan 2021-2031, however, this should be managed in an affordable and connected way so that community facilities are accessible for all.

There is crossover in community facilities provision and distribution with our neighbouring territorial authorities. They can help provide community facilities to our rural, village and urban communities. Likewise, there is potential to encourage people from outside the District to use our community facilities. A greater understanding of their networks as well as closer collaboration and partnerships will strengthen the Community Facilities Network as a whole.



How are we growing?

As our population increases, growth planning becomes critically important in order to identify the areas for future development. Council's Feilding Urban Growth Framework Plan (2013) has identified the main area for anticipated residential and industrial growth over the next 10 years. New growth areas need to consider both their connection with existing facilities as well as identify whether there is a need for new community facilities. The Feilding Urban Growth Framework Plan highlights that both areas and community facilities that are well connected provide greater liveability in the District.

How do we get around?

Arriving at our community facilities in a safe, efficient and reliable way can impact whether people can easily access and use particular facilities. Public transport provision currently runs on a one-way loop around key destinations in Feilding to Palmerston North. Horizons Regional Council is due to commence a two year trial expansion of the current commuter service. This will provide important public transport options for residents as Precinct 4 begins to fill.

Improved access, connected and safe walk and cycle routes for the District have been identified in the Walking and Cycling Strategy (June 2020). The key goals include providing connected and integrated infrastructure to link people to key destinations. Community facilities are key destinations that would benefit from these links. Community facilities can also be a part of delivering unique and diverse walking and cycling experiences locally, regionally and nationally where opportunities arise.

The recent government investment decision to replace the State Highway 3 Manawatū Gorge route (Te Ahu a Turanga: Manawatū Tararua Highway), will provide greater accessibility to the Manawatū District. With greater accessibility, there is a potential for more visitors to the District who would use Community Facilities. This has positive benefits for facilities that wish to attract and increase their occupancy, but this may also increase the demand around servicing of other facilities such as public conveniences.

What's our economic climate?

Economic growth is strong in the district at 3.1% at the end of September 2019 and exceeds the national 2.4% average increase. The economic performance was driven for example by population growth, high employment, robust tourism spending and investment flowing into the District. Targets for the Growing Manawatū - Economic Development Strategy (2017) include improved unemployment rates and employment growth, visitor and tourism spending as well as increasing the highly skilled population and percentage of leavers with NCEA level 2 and 3. Community facilities are physical spaces that can aid economic development potential through capacity building by supporting people to upskill or providing access to resources such as searching for jobs at the library.

Whose visiting our district?

Visitor/tourism spending sits at \$53.9million (to the year ended September 2019). In the Manawatū-Whanganui Region (year-end May 2019) visitor spends increased by 4.9%, a total of \$487.7 million since May 2018⁶. Domestic visitors to the region spent \$434.7 million and international visitors spent \$52.9 million (a 10 per cent increase since May 2018)⁷. The tourism sector has scope to develop and diversify as the visitor/ tourism economy grows within the Manawatū District, the Manawatū-Whanganui Region and nationally.

Australia continues to be the District's largest international tourism market. International visitors spend is also growing faster than visitor arrival numbers which shows the value of visitors to New Zealand is increasing. The Economic Development Strategy (2017), recognises the potential for growing a niche tourism industry through developments as farm tourism. Community facilities can play a role in attracting people to visit the Manawatū through holding events as well as providing the ancillary services that visitors need such as an information centre, public conveniences and libraries.

^{6/7} Source: Central Economic Development Agency (2019) <https://ceda.nz/data-insights/visitor-statistics/>

How sustainable can we be?

The environmental performance of building facilities can play a role in the future sustainability of our towns and communities. They can also help contribute to national and global reduction targets for carbon emissions. For example, both the materials used to build and the efficient operation of our facilities can help to reduce the energy and impact that a building has on the surrounding environment. Sustainable facilities consider the whole of life aspects of a building including greater energy efficiency that can deliver financial benefits to Council during the life of the facility as well⁸.

Sustainability can be enhanced through flexible re-usable spaces. This is a key driver when considering whether existing community facilities can respond to changing community needs while reducing the need for new build facilities in the future. Some of our existing community facilities may have been identified as being an earthquake-prone building under the Building (Earthquake-prone Buildings) Amendment Act 2016. These buildings can have safety and significant cost implications for community facility provision, however, their potential loss could also impact the amenity and vitality of our community



⁸ Sport New Zealand Community Facilities Guide, 2017

Decision Making for Key Facility Profiles

A number of key community facilities across the district have provided valuable services, activities and programmes for a number of years. However, some of these facilities are requiring significant investment to meet the population growth of the district and the changing needs of users.

Feilding Civic Centre

The Feilding Civic Centre is a large multi-purpose events centre with three separate venue options. It is owned by the Council and operated by the Feilding Civic Centre Trust. The building features an indoor sports stadium, a concert chamber (with a stage and dressing rooms) and the Cedar Room for meetings with a small adjoining kitchen.

There are significant intervention and investment decisions required by Council to stop the building from accelerated deterioration. Council recently committed \$576,000 from the 2018-2028 Long Term Plan to undertake critical requirements such as re-roofing and spouting, replacement of the stormwater and sewage pipes under the building and some internal repairs. With some further targeted investment on the building, it is estimated the life could be extended for a further two to seven years. This investment has a total contingency cost of \$1.02 million. Full remediation estimates the building life could be extended for more than 15+ years with a total contingency cost at \$1.26 million but excludes any modernisation or extension to the facility.

With limited life and substantial costs required to prolong the building to 'a reasonable longer-term future', Council need to determine whether further investment or divestment in this facility should occur in the facility or not.



Feilding Library

The Feilding Library provides the Manawatū District Libraries – Feilding full library services. It is a Council owned and operated building. The building consists of a library area, archives, a storage room, reading room, offices, meeting rooms, kitchen and toilets. The building requires extensive modernisation as it is no longer fit for purpose to meet the current and future needs of library users.

There is significant demand to see a modernised and improved public library building delivered. The existing building requires seismic strengthening, acoustic soundproofing, replacement roofing, cladding and additional floor area to meet increased utilisation and the changing demands for the building.

Following the completion of the 2019 Library Needs Assessment and Site Feasibility Study, the library facility will remain at its current site, with a modernised extended footprint to enable multiple community activities from 2021.



Community Halls Network

Community Halls fulfil an important role by providing venues for a range of community activities, particularly those in villages and rural areas. Halls are used by a variety of groups including sporting clubs (e.g. badminton, bowls), community groups (e.g. meetings and support services), outside groups (e.g. political parties), schools and community members (e.g. parties and weddings).

There are 17 halls vested in Council. These halls are managed by a combination local Hall Committees and Community Committees. As a whole, the Community Halls Network varies in condition and utilisation. Recent building condition assessments has identified a large number of maintenance issues and significant upgrades. Some of these halls also have a very low level of use. Others have active hall committees, large numbers of regular users and individual bookings and maintain a positive expenses balance.

Council are now in a position where decisions to divest in low profile community halls must be made.



Manfeild Stadium

Manfeild Stadium is a large 7,750m² single-span building in the middle of Manfeild Park. The building is owned by the Manfeild Park Trust of which council contribute substantial financial support and are settlers on the trust. The stadium is a multi-purpose facility that includes an indoor special surface arena designed for animal-friendly events. The facility has corporate suites, seating up to 5,000 spectators, change facilities, a cafeteria, storage and office space.

The building is not achieving expected occupancy levels. Although Council does not own the facility, their financial contribution results in a significant vested interest. This Council have increased the operating grant it provides the Trust to a total of \$368,000 per year. The future success and sustainable operation of the facility is a key decision that both the Council and Trust must consider if this grant is to continue.

The potential to repurpose Manfeild Stadium including a fit out to allow for a wider range of activities to occur in the facility is a key investment decision that should be made in the near future alongside other similar facility concepts that could provide the same level of service.



Makino Aquatic Centre

The Makino Aquatic Centre is a prominent community facility owned and operated by Council. It features both indoor and outdoor facilities. The indoor facility includes a 25-metre pool, learn to swim pool, splash pad, play pool, offices and community meeting rooms, and family change rooms. The outdoor facility features a 50-metre pool, dive pool, play pool and splash pool.

With an ageing population and increased demand for example by aqua fitness, aquatic sports and continued traditional activities such as club swimming and Learn to Swim programmes the facility can reach its capacity at peak times.

The Regional Sport Facilities Plan has identified in the medium to long-term a need to explore options to alleviate pressure/cater for the demand that the Makino Aquatic Centre experiences such as the introduction of a Hydrotherapy Pool for the aging population.



Feilding Little Theatre

The Feilding Little Theatre is a small intimate theatre located on the fringe of Feildings central business district. The building is owned by the Council. It is leased and managed by the Feilding Little Theatre Incorporated. The facility includes a 100 seat auditorium and stage, storage, changing rooms, toilets, and a kitchen.

The building requires earthquake strengthening and an upgrade to the auditorium/stage, back of the house the kitchen and foyer area. Council has committed \$268,000 towards building upgrade, strengthening and modernisation in the Long Term Plan 2018-2028. Feilding Little Theatre Incorporated must secure the remaining \$1.75 million to carry out the required improvements and retain the building into the future.



PART 1: STRATEGIC FRAMEWORK

VISION AND STRATEGIC GOALS

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

Vision:

'A vibrant and thriving interconnected network of community facilities that cater to our communities' (and their visitors') social, recreational and cultural needs now and into the future.'

Strategic Goals:

1. To have a **resilient network of community facilities** across the Manawatū District that:
 - are built on demonstrated community need to attract and retain residents
 - are diverse and multi-purpose, good quality, accessible and meet community expectations
 - are safe and meet legal standards.
2. To ensure that our **community facilities are sustainable** meaning the network is:
 - sustained through well planned, proactive, financial forecasting and that operate with environmental stewardship
 - value for money and affordable for the community
 - continuously seeking solutions for increased effectiveness, flexibility and adaptive future use to meet the changing needs of the community
 - provided based on robust information, balanced and transparent decision making.
3. To encourage **collaboration and customer-focused planning of community facilities** through providing an efficient organisation that operates:
 - from a clear framework and associated guidance on priorities/prioritisation.
4. To support and help implement the Community Development Strategy's **Wellbeing Framework** through:
 - **Wairua – Spiritual Wellbeing:** provide inclusive and connected places that are personalised, welcoming, healthy community spaces where people want to be.
 - **Whānau – Social Wellbeing:** facilities empower people who will strengthen and influence their communities.
 - **Tinana – Physical Wellbeing:** the right facilities are in the right location, at the right time, for those who need them.
 - **Hinengaro – Cognitive Wellbeing:** facilities assist knowledge sharing and enable life long learning.

PART 2: Community Facility Sub-Plans

Action Plans

Community facilities have been grouped into six sub-plans that each have an overall aim, goals, objectives and actions specific to that facility type. These plans do not replace the need for more detailed site-specific research and analysis during project development.

The operational actions and investment projects for Community facilities can be found within each of the six sub-plans.

Recreation Complexes

This Action Plan summarises the key parts of the Recreation Complexes Sub-Plan including the key issues and opportunities.

Key issues and opportunities		
Provision <ul style="list-style-type: none"> Aging and deteriorating facilities such as the Feilding Civic Centre. Multi-use adaptable complexes. Proposed Feilding Sports Centre Proposed upgrade to South Street Courts, Feilding. Investment in key recreation complexes. 	Levels of Service <ul style="list-style-type: none"> Demand management needs to be addressed. Only single indoor court facilities currently available. Manfeild Stadium is not achieving occupancy levels. 	Management & Monitoring <ul style="list-style-type: none"> Good decision making. Significant investment/divestment based on robust decision making. Historical buildings have high community value, cost and take time to develop.
Key objectives		
Provision An appropriate number of recreation complexes are provided throughout the district for the range of community needs.	Levels of Service District and local level quality recreation complexes that are fit for purpose, safe, accessible and meet legal standards.	Management & Monitoring Recreation complexes have good occupancy rates, are affordable and sustainable to the community.

Libraries

This Action Plan summarises the key parts of the Libraries Facilities Sub-Plan including the key issues and opportunities.

Key issues and opportunities		
Provision <ul style="list-style-type: none"> Provision in smaller settlements have limited access to libraries. Changing social/community activities and needs require flexible multiuse spaces. Most facilities are not fit-for-purpose, either too small or single-use buildings. 	Levels of Service <ul style="list-style-type: none"> The main library in Feilding is earthquake-prone and needs redevelopment. Broaden the definition of a library to include concepts of community hubs and connection to other services. Condition of facilities varies as do the ability to provide welcoming and modern spaces. Demand for technology increases. 	Management & Monitoring <ul style="list-style-type: none"> Monitored in terms of usage demand and type to plan for the changing needs. Regular maintenance/inspections. Automate and standardise provision. Role of committees and council understood.

Key objectives

Provision	Levels of Service	Management & Monitoring
Appropriate, accessible and equitable location and distribution of libraries across the region to support community needs.	Quality library facilities that are fit for purpose, safe, accessible and meet legal standards. Shift towards hub facilities that consider sustainable design.	Customer-focused planning of facilities that are value for money, affordable and have been streamlined and standardised.

Arts and Cultural Facilities

This Action Plan summarises the key parts of the Arts and Cultural Sub-Plan including the key issues and opportunities.

Key issues and opportunities

Provision	Levels of Service	Management & Monitoring
<ul style="list-style-type: none"> Facilities are available for arts and cultural activities, however, no specific provisions for cultural activities. Centralised, versatile and multi-use spaces would attract opportunity for the arts and cultural community to thrive and foster community identity. 	<ul style="list-style-type: none"> Many facilities are ageing or in insufficient condition for continued future use. Provide the right type of facilities in the right place for the level of need. Consider adaptive reuse of existing buildings such as community halls or Manfeild Stadium to meet the needs of all communities. 	<ul style="list-style-type: none"> Efficiency and planned maintenance upheld. Significant investment/divestment based on robust decision-making framework. Role of committees/trusts and Council understood and enhanced.

Key objectives

Provision	Levels of Service	Management & Monitoring
An appropriate number of arts and cultural facilities for the district and the community needs to be identified.	District and local level quality arts and cultural facilities that are fit for purpose, safe, accessible and meet legal standards.	Arts and cultural facilities have good utilisation rates, are accessible to all, affordable and sustainable.

Community Halls

This Action Plan summarises the key parts of the Community Halls Sub-Plan including the key issues and opportunities.

Key issues and opportunities

Provision	Levels of Service	Management & Monitoring
<ul style="list-style-type: none"> Some over provision to be addressed. Changing social/community activities and needs. Partnerships with other agencies. 	<ul style="list-style-type: none"> Most facilities are aging. Historical significance to be acknowledged. Connection to other amenities. 	<ul style="list-style-type: none"> A current and detailed inventory of halls. Regular maintenance/inspections. Centralised management/coordination of bookings. Role of committees and council understood.

Key objectives

Provision	Levels of Service	Management & Monitoring
Appropriate and equitable location and distribution of community halls across the region.	Quality community halls that are fit for purpose, safe, accessible and meet legal standards.	Centralised community hall bookings, value for money and affordable. Community hall committees have focus and halls are maintained.

Social Service Facilities

This Action Plan summarises the key parts of the Social Service Facilities Sub-Plan including the key issues and opportunities.

Key issues and opportunities

Provision	Levels of Service	Management & Monitoring
<ul style="list-style-type: none"> There is limited provision of services in villages. Decisions to reinvest in some existing or future facility developments are required to meet the required provision of options to divest in the Feilding Civic Centre and Community House go-ahead for example. 	<ul style="list-style-type: none"> Care must be taken to ensure the appropriate type of facilities can cater for the right type of services. Transport and accessibility issues. A one-stop-shop for social service provision creates efficiencies but this needs to take into account the specific community-level delivery of the service. 	<ul style="list-style-type: none"> Monitored in terms of usage demand and type to plan for the changing needs. Regular maintenance/inspections. Greater collaboration between agencies' delivery of services and sharing of ideas.

Key objectives

Provision	Levels of Service	Management & Monitoring
Appropriate, accessible and equitable location and distribution of social service facilities across the district to support community needs.	Appropriate facilities that are fit for purpose, safe, accessible and meet legal standards. Investigate the ability for halls to act as social service hubs for village communities.	Customer-focused planning of facilities that is value for money, affordable and accessible for the community.

Public Conveniences

This Action Plan summarises the key parts of the Public Conveniences Sub-Plan including the key issues and opportunities.

Key issues and opportunities

Provision	Levels of Service	Management & Monitoring
<ul style="list-style-type: none"> Potential for future gaps in the distribution in growth areas. Ensure suitable locations. Impact of freedom camping. 	<ul style="list-style-type: none"> Some facilities are aging, while others are new. Monitor and improve the functionality and quality. The dated layout makes it difficult to perform maintenance and upkeep by contractors. 	<ul style="list-style-type: none"> Regular maintenance/inspections. Vandalism and surveillance. Monitor and automate where appropriate to create up-to-date data systems.

Key objectives

Provision

Appropriate and equitable location and distribution of public conveniences across the region.

Levels of Service

Design that promotes the use of facilities and is safe, healthy, attractive and easy to access.

Management & Monitoring

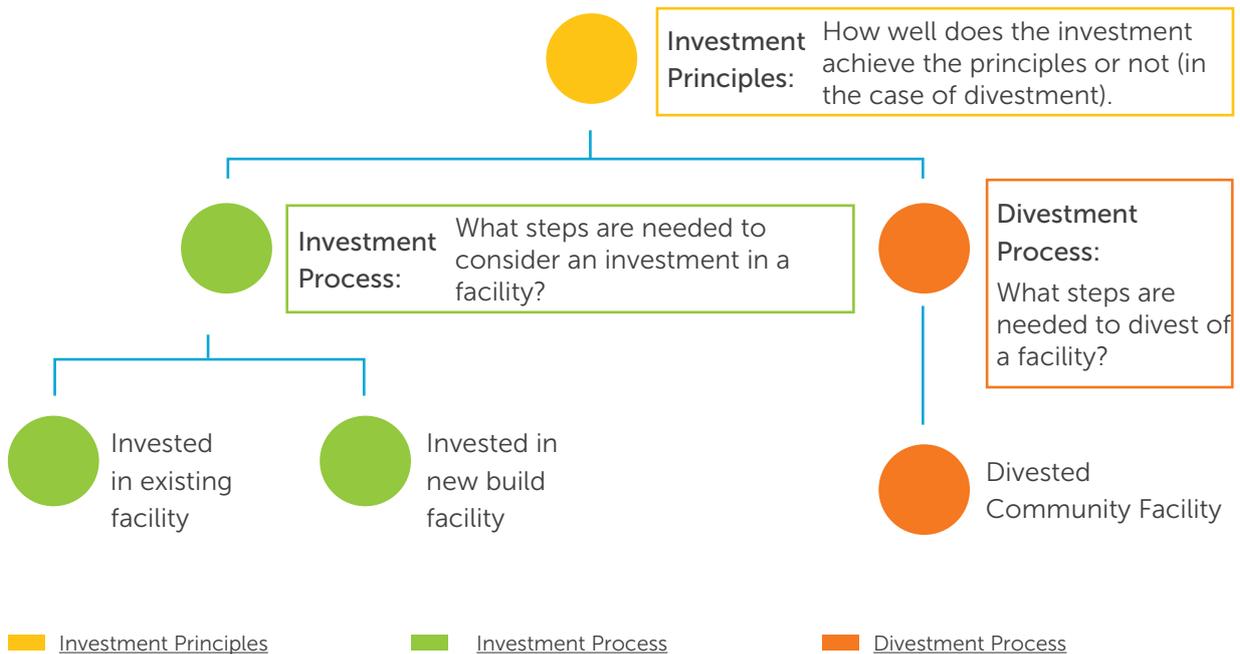
Ensure robust asset management practices and monitoring that have appropriate resourcing is in place.



PART 3: Community Toolbox

Investment Framework (Diagram & wording sits in an appendix 2)⁹

The Manawatū District has a number of investment decisions to make in relation to existing and potential new community facilities over the next 30+ years. The investment framework (principles and process) aims to ensure a robust, transparent and fair process for identifying what Council will invest in and the priorities for investment. It aims to ensure investments meet community needs in a way that the community can sustain.



Investment Principles

The investment principles are a high-level check to guide how decisions should be made on a facility. As well as determining future investments, these principles also provide a way to check whether the divestment of a facility should be considered. For example, if the facility does not demonstrate a community need, it is not functioning at maximum efficiency or is unaffordable then it could be considered through the divestment process below (see Appendix 1 for full explanation).

⁹ Acknowledgement: Adaptation from Tairāwhiti Community Facilities Strategy.

Demonstrated community need	(30% weighting)
Maximum efficiency	(20% weighting)
Financial affordability	(20% weighting)
Strategic fit	(20% weighting)
Partnerships and collaboration	(5% weighting)
Wider benefits	(5% weighting)

Investment Process

Council needs to ensure investment decisions are made that result in the most effective outcome for the community. The reason for this is that there is limited funding available, however, there are multiple and competing community demands. The steps in the Investment Process provide a clear path to ensure the decision to invest in a facility has been well justified by confirming the facility's priority, scale, feasibility and financial sustainability (see Appendix 2 for full explanation).

Step 1: Community Needs Assessment: An evidence-based document on need (often prepared independently from Council with input from relevant specialists).

Step 2: Project Plan and Scope: Builds on 'Community Needs Assessment' on how need could be met.

Step 3: Feasibility Study: Robust study on whether the project can achieve the intended aims.

Stage 4: Detailed Business Case: Determines financial sustainability.

Stage 5: Funding: Secures project capital from sources (both internal and external).

Divestment Process¹⁰

Community facilities that have identified issues are no longer sustainable, or that cost more than they benefit the community should be considered under the Divestment Process (Appendix 3). Decisions for divesting in community facilities need a transparent and robust process to remain fair and just to the community. At times, facilities also need an opportunity to meet their full potential if issues over the facility's overall sustainability is questioned. The divestment process provides a transparent and robust approach to assess whether a facility should be divested. Three options are available for the facility once it no longer has a demonstrated community need. These are determined through the flow diagram in Appendix 3.

Option 1: Rent out the facility at a commercial rate.

Option 2: Demolish the facility and keep the land.

Option 3: Sell facility/ land through appropriate Council process.

¹⁰ See Appendix 2 for full description

Key Projects Schedule of implementation

Each Sub-Plan has identified priority projects and actions for its facility group. For example, the Recreation Complexes Sub-Plan states to repurpose Manfeild Stadium. These key projects were assessed against the investment principles above and ranked. Table 1 identifies the most critical projects for the District.

Table 1 - Key priority projects for the Manawatū District

Project	Ranking	Description	Timing	Cost
Feilding Library	1	To proceed with the strengthening, modernising and extension of the main District Library in Feilding on the existing site.	2020-2022	\$5.7m
Future Sport, Recreation & Event Facilities	2	To take Feilding Civic Centre, Manfeild Stadium, the proposed Feilding Sports Centre and the proposed upgrade of the South Street Courts through the Strategic Framework to determine future facility provision and investment.	2020-2022	TBC
District-wide Community Hall Divestment Process	4	To take all medium and low profile community halls through the investment framework to confirm either to continue to use, repurpose or divest in a low profile community halls.	2020-2022	TBC
Feilding Little Theatre	5	To complete the strengthening and modernisation of the building.	2020-2024	TBC



Appendix 1: Investment Principles¹¹

Demonstrated community need (30% weighting)

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

Maximum efficiency (20% weighting)

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

Financial affordability (20% weighting)

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

Accessibility for all (15% weighting)

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

Strategic Fit (20% weighting)

The degree to which the facility aligns strategically with wider council goals and the overall community facility network. The facility must fit within the vision and goals of the Community Facilities Strategy.

Partnerships and collaboration (5% weighting)

Working together with partners and facilitating community-led opportunities and outcomes to develop and operate community facilities are important. Partnerships allow pooling of resources such as people and funding, and community-driven initiatives is a key tool for ensuring an efficient network.

Wider benefits (5% weighting)

The degree of alignment a facility or proposed facility has with national and regional facility strategies and wider strategic documents and plans, such as those concerned with urban and regional planning, infrastructure development, tourism/economic development, and transport networks. Note this principle provides a catch-all safeguard for the facility's investment. If the facility is meeting the investment principles listed above, it will likely already be a good strategic fit too.

¹¹ Acknowledgement: Adaptation from Tairāwhiti Community Facilities Strategy.

Appendix 2: Investment Process¹²

The steps below outline the investment process for community facilities.

Step 1: Community Needs Assessment

1. Provides a description of needs required by the community now and into the future, and the gaps in facility/activity provision to achieve this.
2. Is an evidence-based document providing robustness. The level of detail required is dependent on the scale of investment required.

Step 2: Project Plan and Scope

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

Step 3: Feasibility Study

8. Determines the overall ability of the project to achieve its intended aims. This is based on various factors including social, cultural, environmental, economic, legal and technological.
9. Needs to include:
 - Reform - change in governance, management, culture or regulations
 - Better use - changes in demand management, pricing, hours of access
 - Improve existing - minor capital works, multiple or shared-use facility
 - New development - construct new assets.
10. Identifies a preferred option.

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

¹² Acknowledgement: Adaptation from Tairawhiti Community Facilities Strategy.

Stage 4: Detailed Business Case

11. Determines the financial sustainability of the preferred option in detail.
12. Needs to include:
 - a detailed assessment of costs (including capital, maintenance and operations)
 - a detailed assessment of potential revenue sources to cover build, maintenance and operational costs
 - strategy for raising funds for capital cost (where significant).

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

Stage 5: Funding

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



ⁱ Klinenberg, E. (2018). Palaces for the People. Crown Publishing Group, New York: United States.

ⁱⁱ A full list of key documents and their strategic fit can be found in Appendix # of the Community Toolbox in Part 3 of this Strategy.

ⁱⁱⁱ Information provided by the Environmental Scan 2020.

^{iv} Elliott, C. (2017). Community wellbeing of the older persons living in Feilding. Massey University – School of Social Work. Manawatū Community Trust.

^v Taken from the Feilding Civic Centre – Building Investigation Report 2019 Conclusion, pg. 12.





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