

Waimakariri District Council Aquatic Facilities Strategy

2021 - 2031



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1. Executive Summary

The Waimakariri District is one of the fastest growing regions in New Zealand. As the population increases and changes, so does the demand for aquatic facilities. In order to ensure the long-term needs of its residents are met, Waimakariri District Council (WDC) engaged Recreation, Sport and Leisure Consultancy (RSL) to prepare an aquatics facilities strategy for the Council.

The Waimakariri District will see continued growth in the next 10 years with the total population expected to exceed 80,000 by 2033. Key points to note are:

- Rangiora and Kaiapoi will continue to be the main centres but there will continue to be a large rural population throughout the District.
- The Ravenswood/Pegasus/Woodend area will be the 3rd largest urban area in the District by 2033 with a combined 8,800 people.
- The 65+ age group will form the largest percentage of the population by 2038.

Dudley Park and Kaiapoi Aquatic Centres are indoor pools open all year-round and Oxford Pool and the Waikuku Beach Paddling Pool are outdoor seasonal pools open during the summer months.

The majority of the District's population is within 15 minutes' drive of a WDC pool during summer when the Oxford Pool is open. During winter when the Oxford Pool is closed, those in the western areas of the District will need to drive more than 15 minutes to Kaiapoi or Rangiora to swim.

Attendances in the years between 2010 and 2019 did not increase as would have been expected given the increase in the population over that time. National comparisons show that all WDC pools are lower than national average for attendances per square metre of pool space.

Analysis shows that the existing network provides:

1. Good provision of lane and learn to swim space across the network – especially when Oxford Pool is open.
2. Little recreation water space other than at the Dudley Park Aquatic Centre.
3. No warm water / hydrotherapy pool primarily for therapeutic or rehabilitation purposes
4. No sauna provision and limited spa access.
5. Limited or no ancillary services at pools e.g. gyms, café, physiotherapy creche.
6. Limited deep-water provision (e.g. for water polo and under-water hockey).

A number of new pools and redevelopments in Christchurch City, Hurunui and Selwyn District will increase the regional network capacity significantly in the next 3-5 years. Of particular consideration is the completion of the Metro Sports Facility which will provide the majority of capacity and capability for regional, national and international aquatic events.

A WDC aquatics programme review was undertaken as part of this strategy development. Findings include:

- Customer satisfaction levels for Aquarobics and Learn to Swim have been consistently good in recent years.

- Learn to Swim programme revenue exceeds expenditure but the sensitivity of the budget means small increases in costs or decreases in revenue can have a large overall effect on the financial result of the programme. This is particularly important at Dudley and Kaiapoi pools where the revenue and expenditure costs are highest.
- Learn to Swim costs are in line with other South Island Pools but classes are about five minutes shorter than most other classes in the South Island.
- Aquarobics revenue exceeds costs but recent increases in revenue have been outweighed by corresponding increases in costs with an overall lower net programme surplus. Although the absolute amounts are small, this trend should be monitored closely.
- A number of other programme opportunities are being provided at other pools across the country which WDC should consider for implementation at its own pools to improve and broaden the customer experience and potentially increase revenue.

A pricing review found that:

- WDC pricing for Adult, Senior and Child pool admission is on par with other facilities but below average price for entry for Under 5-year-olds with a caregiver.
- WDC's charge of \$12 per session for pre-school and school aged children for Learn to Swim classes puts it in the lower half of prices compared to the 11 other South Island pools in the comparison.
- WDC's charge of \$9.20 per casual session for Aquarobics puts it in the mid to lower range compared to other South Island facilities reviewed.

The report recommendations are shown in the table below.

It is proposed that this Strategy is reviewed every three years in line with the Long-Term Plan process so progress can be monitored, new actions identified, and priorities reviewed

	Recommendation	Year 1-3	Year 4-7	Year 8-10	Operational Cost Indication	Capital Cost Indication
1	Monitor and regularly review pool space allocations and usage with users to ensure a fair and equitable allocation of space based on need.	✓			Existing Budgets	
2	Undertake full condition assessment and asset management plan for all pools.	✓			\$20,000-\$40,000	
3	Implement a pro-active maintenance and renewal regime.	✓			Dependent on result of Asset Management Plan	
4	Undertake customer surveys to understand attendee demographic in more detail.	✓			Nil	
5	Continue to closely monitor the financial performance of the Learn to Swim and Aquarobics programmes to ensure variable costs are responsive to changes in attendance income.	✓			Nil	
6	Consider raising the user contribution for the Water Skills for life programmes and seeking additional investment from Water Safety NZ.	✓			Net saving to Council	
7	Consider offering other aquatic programmes for residents based on successful programmes being offered elsewhere in the country.	✓			unknown	
8	Bring entry fee for 'under 5 plus caregivers' into line with average prices around the country and Learn to Swim prices into line with average prices for South Island pools.	✓			Net increase in income ¹ .	
9	Investigate future development options for expansion/re-development of Kaiapoi Aquatic Centre.	✓			\$40-\$50,000	
10	Replace heat pump at KAC.	✓				\$TBC
11	Replace liners at Oxford Pool.	✓				\$TBC

¹ Assumes similar or increased levels of attendance

	Recommendation	Year 1-3	Year 4-7	Year 8-10	Operational Cost Indication	Capital Cost Indication
12	Identify and acquire a site for a pool in Ravenswood/ Pegasus/ Woodend. Consider co-location with Library/ Community Centre.	✓			-	\$2,000,000-3,000,000 ²
13	Undertake a needs assessment and feasibility study into development of a new pool in the Ravenswood/ Pegasus/ Woodend area.		✓		\$40,000 - \$50,000	
14	Redevelop and/or expand Kaiapoi Aquatic Centre with a focus on leisure and warm water offering as well as consideration of professional and customer services (e.g. health services, gym, café).		✓			\$10M - \$20M ³
15	Investigate options for expansion of Dudley Park Aquatic Centre.			✓	\$40,000 - \$50,000	
16	Develop a new Pool in Ravenswood/ Pegasus/ Woodend Area.			✓		\$10M - \$20M ⁴

² Based on approximately 1.0 – 1.5 Ha @ \$200/m²

³ To be reviewed upon verification of facility scope and scale. 2020 figures to be adjusted for inflation.

⁴ To be reviewed upon verification of facility scope and scale. 2020 figures to be adjusted for inflation.

2. Background

The Waimakariri District is one of the fastest growing regions in New Zealand. As the population increases and changes, so does the demand for aquatic facilities. In order to ensure the long-term needs of its residents are met, Waimakariri District Council (WDC) engaged Recreation, Sport and Leisure Consultancy (RSL) to prepare an aquatics facilities strategy for the Council. The purpose of this Strategy is to guide the Council's decisions around provision of aquatic facilities for the region.

The scope of this Strategy is for the period from 2012 to 2031. This is to align with the Council's Long-Term Plan processes.

3. Introduction

3.1 The Benefits of an Active Lifestyle

The benefits of participation in an active lifestyle are well documented. Regular participation in physical activity is known to contribute to personal wellbeing through physical, mental and social benefits. It provides economic, cultural, social, economic impacts and success in high-performance sport contributes to our national pride and identity. The provision of quality aquatic facilities and programmes is a key component in achieving these benefits.

3.2 Why is a strategy needed?

The Waimakariri District is one of the fastest-growing districts in New Zealand. The District attracts people to live and visit, among other reasons, because of the opportunities it provides to lead a healthy, active lifestyle. Swimming and other aquatic activities are a popular way for people to realise that lifestyle. The provision of appropriate aquatic facilities and programmes is fundamental to ensuring as many people as possible are able to participate in their chosen aquatic sport or recreation activity.

An aquatic facilities strategy will ensure the network and programmes are the best they can be to meet the community needs of the community now and in the future.

3.3 What will the strategy do?

This is the first time an aquatic facilities strategy has been prepared by the Waimakariri District Council. The strategy covers a 10-year period from 2021-2031 and will:

- Assess community needs.
- Identify any gaps or over-supply in the existing network.
- Identify and prioritise options to address any gaps or over-supply.

4. Strategic Fit

This strategy is informed by and aligned with a number of other relevant strategic documents. The WDC Long Term Plan provides the overarching direction for the strategy with other sport-specific and generic documents providing further direction. The key strategic documents along with the main aspects are summarised in Table 1 below.

Various other documents have also been used to inform the Strategy. A list of these can be found in the Appendix 1.

Table 1. Strategic Framework

Document	Purpose	Key Points						
Waimakariri District Council 2018-28 Long Term Plan	Council Purpose.	The Council's purpose is to make Waimakariri a great place to be, in partnership with our Communities guided by our outcomes, actioned through the following roles: 1. As a service provider. 2. As a funder of activities by others. 3. As an advocate on behalf of our community. 4. As a regulator under legislation.						
	Community Outcomes are broad, long term goals that guide overall purpose.	Relevant Community Outcomes: <ul style="list-style-type: none"> • There are a wide variety of public places and spaces to meet people's needs. • The accessibility of community and recreation facilities meets changing community needs. • There are wide-ranging opportunities for people of different ages, abilities and cultures to participate in community life and recreational activities. 						
National Facilities Strategy for Aquatic Sports (2013)	Developed by Sport New Zealand. Provides guidance and direction in the development of Facilities for aquatic sports on a National basis.	<ul style="list-style-type: none"> • Demand indicates an over-supply but poorly distributed network of pools in New Zealand. • Identifies the Metro Sports Facility as the Regional and National-level facility for the mid and upper South Island. • Recognises the conflict between access to facilities for training/competition and community and the need to work together to ensure suitable access arrangements for both. • Identifies the need for pools to cater to the needs of our aging population. • Identifies the Canterbury Region as requiring 1 additional pool to meet demand through to 2031⁵ 						
Sport New Zealand Sporting Facilities Framework	Provides a national framework for the provision and management of sport and recreation facilities for the sector.	<ul style="list-style-type: none"> • Identifies six universal principles for the planning and provision of sporting facilities: <table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">✓ Meeting a need.</td> <td style="width: 33%;">✓ Sustainability</td> <td style="width: 33%;">✓ Partnering/collaboration.</td> </tr> <tr> <td>✓ Integration.</td> <td>✓ Future Proofing.</td> <td>✓ Accessibility</td> </tr> </table> • Identifies six stages in the lifecycle of a facility - concept, plan, design, build, operate, improve. 	✓ Meeting a need.	✓ Sustainability	✓ Partnering/collaboration.	✓ Integration.	✓ Future Proofing.	✓ Accessibility
✓ Meeting a need.	✓ Sustainability	✓ Partnering/collaboration.						
✓ Integration.	✓ Future Proofing.	✓ Accessibility						
Canterbury Spaces and Places Plan.	A regional approach to sport and recreation facility planning across the Waimakariri, Christchurch, Selwyn and Ashburton Council areas.	<ul style="list-style-type: none"> • Identifies 7 key planning principles aligned to the Sport New Zealand Sporting Facilities Framework and the Greater Christchurch Urban Development Strategy. • Identifies Dudley Park Aquatic Centre as a Sub-Regional Aquatic Facility. 						

⁵ Overall Canterbury figure – did not break demand and supply down for Waimakariri District.

5. Council's role in providing Aquatic Services

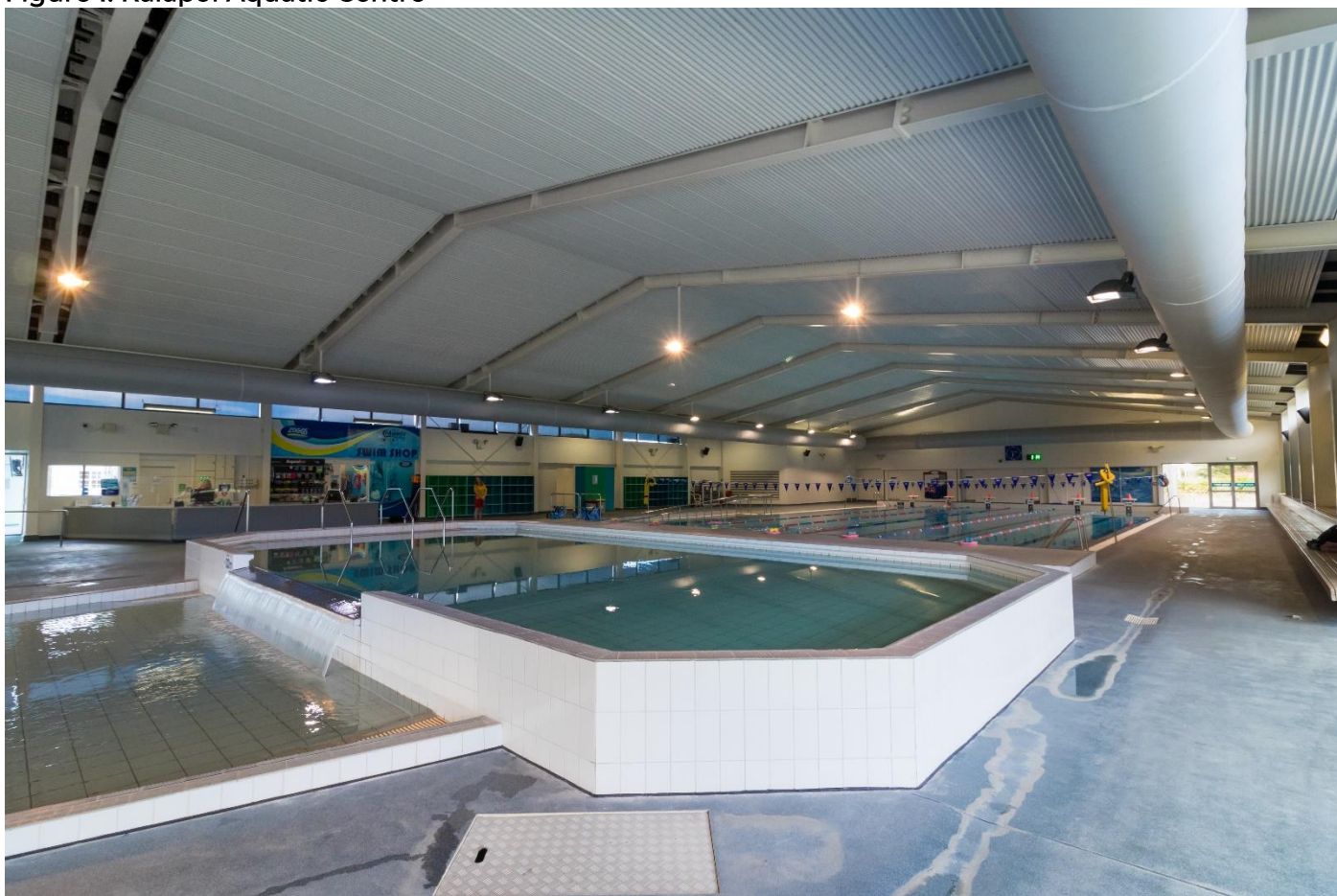
It is important to understand Council's role in the provision of aquatic facilities. At a high level this question is asked and answered indirectly through the development of each Council Long Term Plan. Waimakariri District Council identifies its vision, community outcomes, priorities and levels of service, including around the provision of aquatic facilities, for the subsequent 10-year period and seeks feedback on that plan. Given the significant capital and operational costs associated with building and operating large public swimming facilities, councils throughout the country are seen as the key stakeholder in delivering a network of pools.

However, councils must balance the desire to keep rates down while delivering an affordable and fit for purpose network for residents and visitors and Council cannot do everything itself. It is essential then that opportunities to partner with others to build and operate the network are considered.

In achieving this Strategy, Council may act as:

- Facility owner and operator.
- Partner.
- Funder.
- Facilitator.
- Deliverer.

Figure 1. Kaiapoi Aquatic Centre



6. Demographic Overview

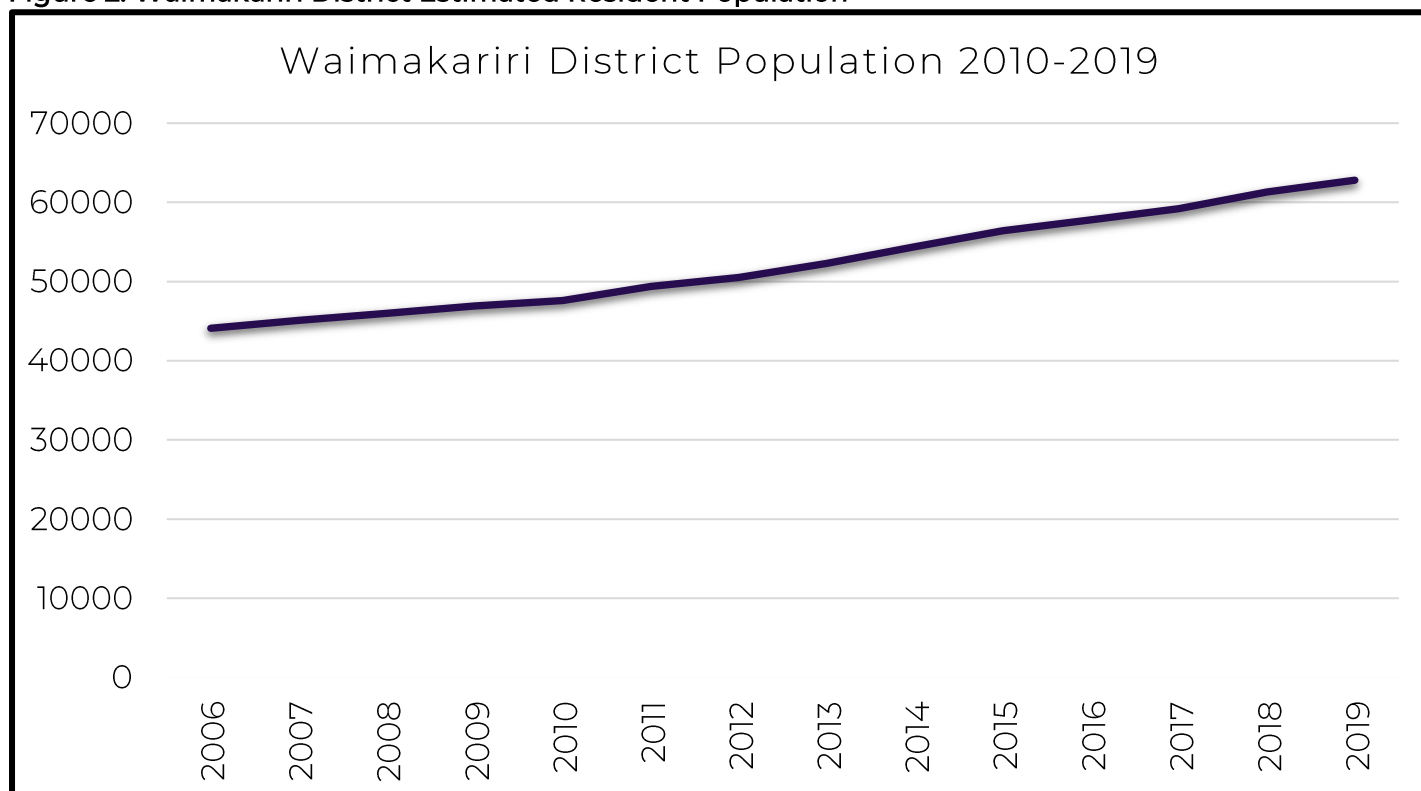
Demographic data used in this section was sourced from either the Waimakariri District Council⁶ or from the 2018 Census data available at the time.

6.1 Population Growth

Figure 2 shows the Waimakariri District population growth in the 10 years to 2019. There was estimated to be 62,800 people living in the district as of 30 June 2019 and according to the 2018 Census, Waimakariri is New Zealand's 17th largest district by population.

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

Figure 2. Waimakariri District Estimated Resident Population



6.2 Population Projections

Figure 3 shows how the District population is expected to grow during the period of this Strategy through to 2033. The total population is expected to exceed 80,000 by 2033. Rangiora and Kaiapoi will continue to be the main centres but there will continue to be a large rural population throughout the District. Of note is the expected increase in population in the Pegasus, Ravenswood and Woodend area.

⁶ WDC Policy and Strategy Occasional Paper #37

Figure 3. Waimakariri District Growth Projections 2019 - 2033

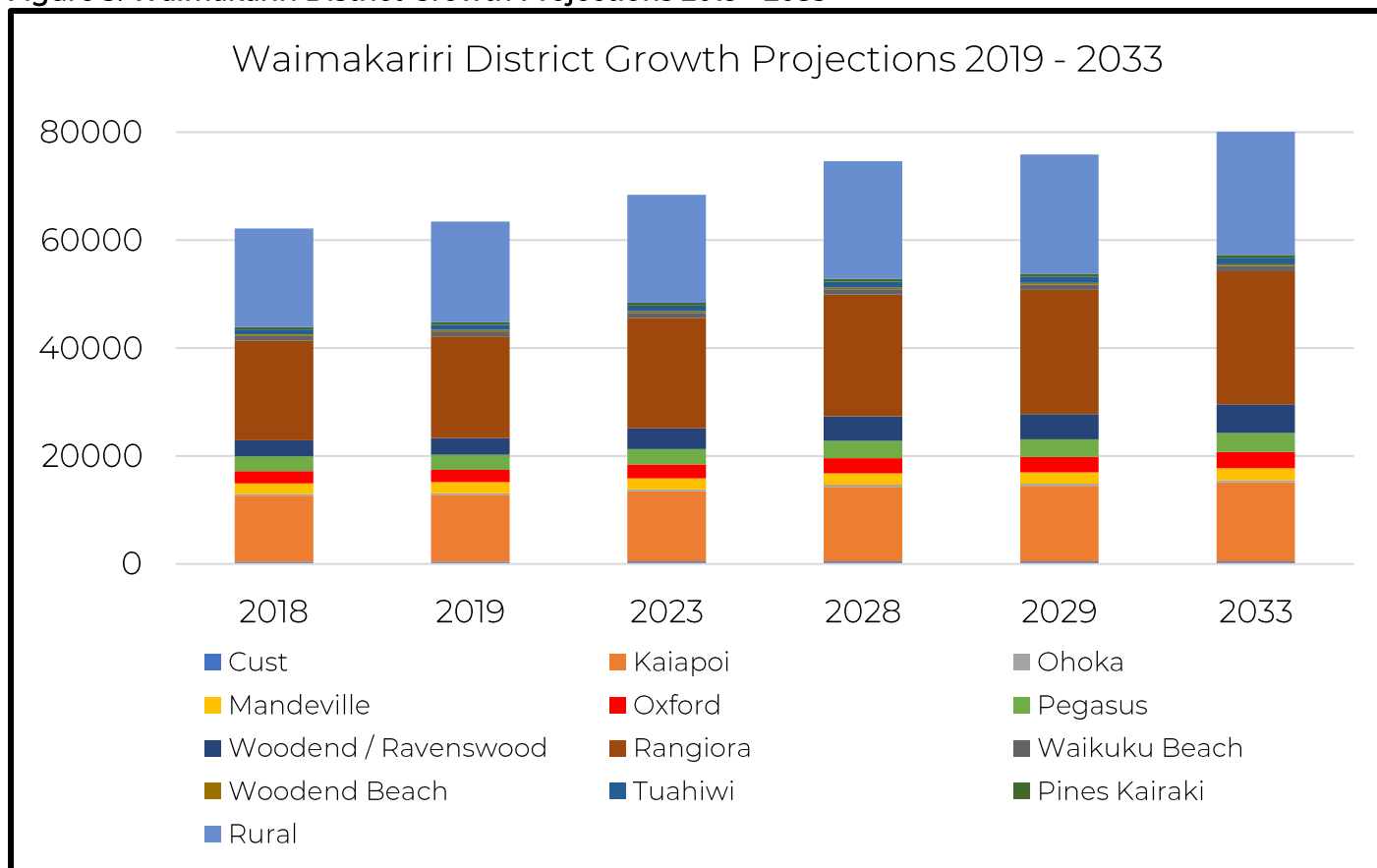
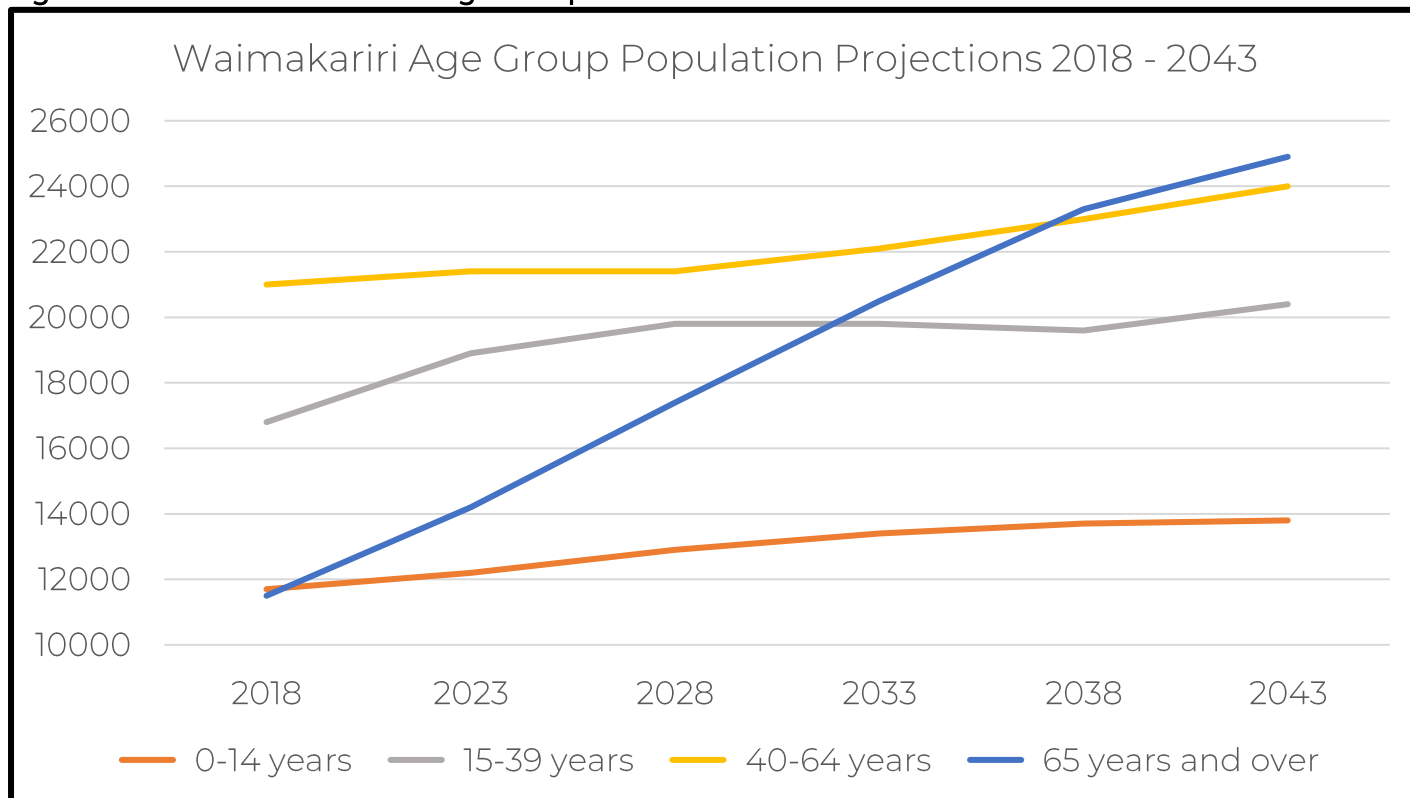


Figure 4 shows the age group projections for the District from 2018 to 2043. It shows that the 65+ age group will be the fastest growing age group where by 2038 it will be the largest age group of the population.

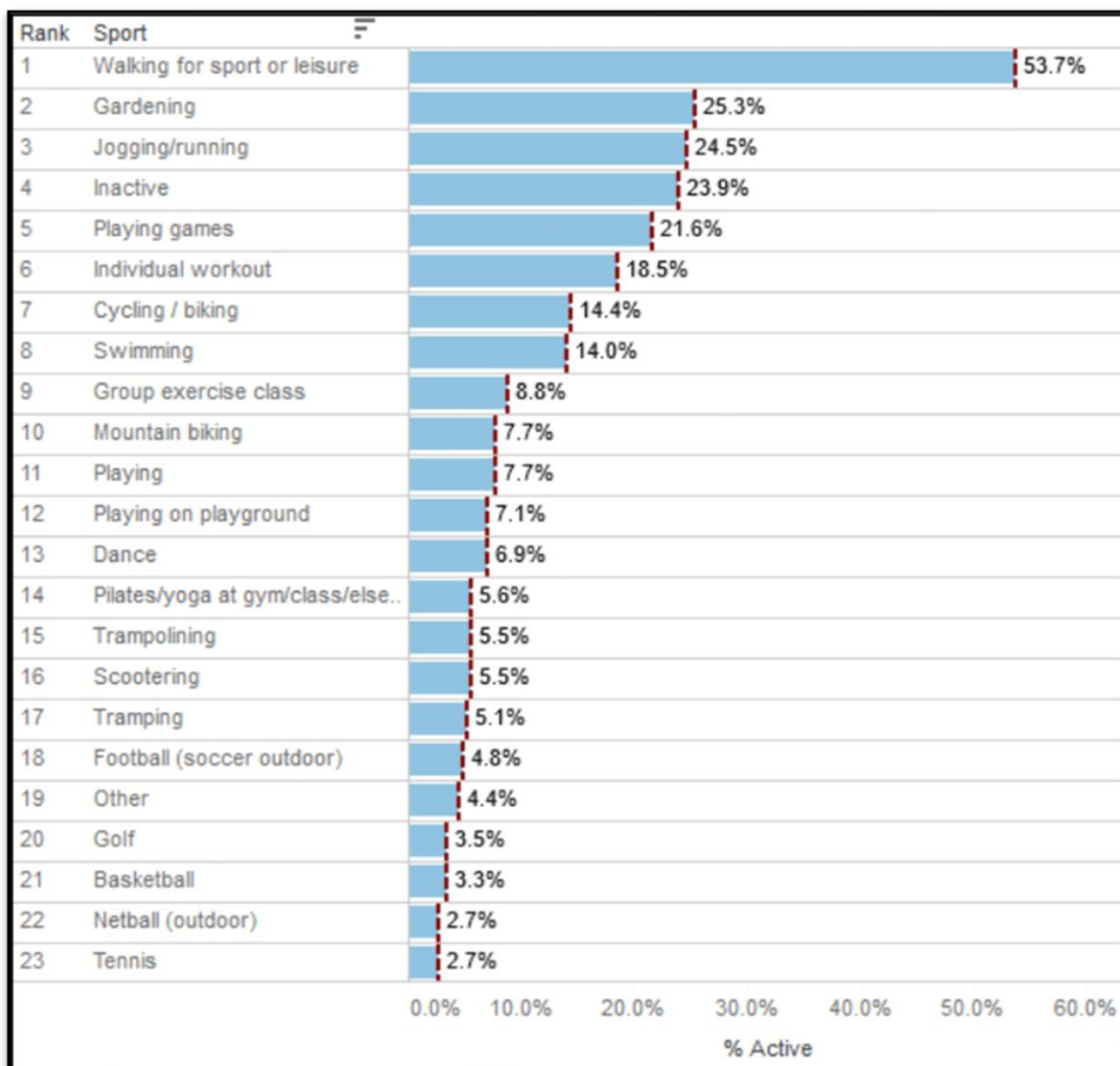
Figure 4. Waimakariri District - Age Group Distribution



6.3 Activity Behaviours

Figure 5 shows data from Sport New Zealand's online insights tool which illustrates that given national participation rates and the demographic profile of the District, it is expected that around 14% of the District population would have an interest and preference for swimming.

Figure 5. Expected Participation Rates for Swimming



6.4 Other Waimakariri Statistics

Waimakariri District has⁷:

- A higher percentage of European population (92.8%) than the national average (70.1%).
- Lower percentage of Maori population (8.6%) than the national average (16.4%).
- Lower percentage of Asian population (3.0%) than the national average (15%).

The median age in the District in 2019 was 43.7 years. New Zealand's median age in 2018 was 37.4 years.

The median household income in Waimakariri in 2018 was \$79,000, which is higher than the national median household income of \$75,700.⁸

⁷ <https://sportnz.org.nz/resources/sport-nz-insights-tool/>

⁸ <http://nzdotstat.stats.govt.nz>

7. Key Aquatic Facility Challenges

Aquatic activities have always been popular sport and recreation pursuits for New Zealanders. Sport New Zealand's 2017 Active New Zealand Survey cites swimming as one of the most popular recreational activity for New Zealanders with 33% of adults participating in swimming at least once in the last 12 months and 9% of adults participate weekly. For young people 36% indicated they had been swimming in the last 7 days and 95% of those were non-competitive.

Meeting this demand does present some challenges. Key challenges for provision of aquatic facilities for the Waimakariri District are outlined below.

7.1 District Geography and Demography

The Waimakariri District covers a large area of more than 2200 square kilometres and there is over 60km from its furthest points. The majority of the population live in the two major towns (Rangiora and Kaiapoi) but nearly a third of the population live in rural areas. This presents challenges in providing a network that is accessible to all but efficient to deliver.

7.2 Quantity and Type of Pools

Conflict for access between training/competition and community use can occur at peak times while at other times pools can remain relatively underutilised. Having good systems to ensure allocation of space to meet demand is important to maximising existing space before providing more space.

Total pool space is just one measure of a network. Having the right types of pool space is critical to meeting need current and future need of residents – especially as the needs of the population changes as the population ages.

7.3 Ageing network

Some of the existing network's major plant is at or past its' expected service life. Ageing plant requires more maintenance and has a higher risk of unplanned outage.

It is important to understand the condition of the network so adequate planning and budgeting can be put in place to ensure the network is well maintained. A comprehensive Asset Management Plan will provide this.

7.4 Limited space to expand at existing sites

The Kaiapoi Aquatic Centre has limitations on the amount of space adjacent to the existing pool for any potential future expansion.

It is usually more efficient to expand existing facilities than build new ones. Should additional pool space for the District be required, securing land around existing sites will be necessary.

7.5 Demographic changes

The District has two main demographic challenges.

- The population is expected to keep growing over the next 10 years (and beyond) which will increase demand for pool use overall and
- Like most of the rest of New Zealand, the population on average will age. By 2038 the 65+ age group will be the largest section of the population.

The aquatic network will need to provide for this large section of the community.

7.6 Increasing drive for value for money.

Communities are becoming increasingly aware of the cost to build, operate and maintain aquatic facilities. The need to provide fit-for-purpose and accessible aquatic facilities at an affordable price for all residents can be challenging for Councils. New technology, more efficient facilities and services that generate income all keep costs down, while more attractive and appropriate facilities increase usage, which increases income and reduces the net cost to Council and the ratepayer.

7.7 Health and Wellbeing

Wellbeing is becoming increasingly important in all aspects of our lives. People are increasingly considering how their decisions and actions might meet their own physical, mental, social, spiritual and cultural wellbeing needs – particularly when choosing how, when and where they recreate. The link between physical activity and health and wellbeing is understood now better than ever. A well-designed aquatic facility network can provide the environment to meet many of those needs.

7.8 The Changing Face of Aquatic Users

Swimming has been a popular past time for New Zealanders for many years. One thing that has changed over this time, is the way we participate. Like many other pools in New Zealand, Kaiapoi and Oxford Aquatic Facilities were designed at a time when lane space was seen as the primary pool space requirement. While this type of use will continue to be important, other types of space will be needed to meet demand for leisure users, the elderly and those with mobility or similar issues.

7.9 Climate Change.

Climate impacts will increasingly affect our natural and built environment and the wellbeing of our communities through increasing temperatures, changed rainfall patterns, rising sea levels and more severe weather events.

Future facilities should consider the operational efficiency both in design and build and consideration will need to be given to the use of renewable energy.

7.10 Covid-19.

The medium and long-term impact of the recent Covid-19 pandemic are not fully understood yet. However, the short-term impact from loss of income from a decline in attendance as well as the cost of temporarily shutting down facilities during the lock-down period has had a negative financial impact on Councils and other providers across the country.

8. Waimakariri District Council Aquatic Facility Network

8.1 Network Overview

Waimakariri District Council provides three main public swimming facilities; Dudley Park Aquatic Centre, Kaiapoi Aquatic Centre and Oxford Community Aquatic Centre as well as a paddling pool at Waikuku Beach.

Dudley Park and Kaiapoi Aquatic Centres are indoor pools open all year-round and Oxford Pool and the Waikuku Beach Paddling Pool are outdoor seasonal pools open during the summer months. The pools are operated directly by Waimakariri District Council staff.

Dudley Park Aquatic Centre

The Dudley Park Aquatic Centre (DPAC) is the largest and most modern pool in the network. It is an indoor heated aquatic facility located in Church Street, Rangiora. It was officially opened in February 2010 and contains an 8-lane 25m lane pool, learn to swim pool, children's leisure area including toddler area and a spa pool.

The pool is in generally good condition although some of the plant is 10 years old now and certain components e.g. UV treatment units will need increasing levels of maintenance as they start to approach the end of their design life.

Attendance patterns from analysis of attendance⁹ show typical peak time use during the week between 9am and 11am and again from 3pm to 5pm and on Friday nights, and Saturday and Sunday mornings.

Kaiapoi Aquatic Centre

The Kaiapoi Aquatic Centre (KAC) is located in Cass Street, Kaiapoi. It is an indoor, heated facility containing a 6 lane 25m lane pool, learn to swim pool and a small splash pad for children.

The pool received an upgrade in 2012 but some of the plant is at or coming to the end of their serviceable life. The main heat pump system was designed to operate for 20 year but is 25 years old now and is requiring increasing levels of maintenance with an associated increased cost and failure risk.

Attendance patterns from analysis of attendance¹⁰ show typical peak time usage during the week although peaks are somewhat lower than at Dudley Park Aquatic Centre and Friday nights, Saturdays and Sundays show lower attendance, possibly due to the limited amount of leisure space. This data is reflected in the overall attendance figures provided in later sections of the report.

Oxford Community Aquatic Centre

The Oxford Community Aquatic Centre is an outdoor seasonal, heated pool located in Burnett Street, Oxford. It comprises a 4 lane 25m lane pool with an access ramp and a small learn-to-swim pool with toddlers stand. The pool usually opens in late November for the summer season.

The pool is in generally good condition although the pool liners are currently 15 years old and approaching their intended lifespan of 20 years and will require replacing.

⁹ Google maps attendance based on mobile phone location data

¹⁰ Google maps attendance based on mobile phone location data

Waikuku Beach Paddling Pool

The Waikuku Beach Paddling Pool is located on Domain Terrace, Waikuku Beach. It is a small shallow rectangular paddling pool centred in the Waikuku Domain. New water features were added in 2019 including a spraying whale, three floor sprays and an outdoor shower. The open season for the pool runs from Labour weekend through to Easter each year.

Figure 6. Waikuku Beach Paddling Pool¹¹



8.2 Drive Times

Figures 7, 8 and 9 show an indicative 15-minute drive time to the Dudley Park Aquatic Centre, Kaiapoi Aquatic Centre and Oxford Community Aquatic Centre. Drive times were generated using an established online mapping tool for a typical weekday at 5pm and are indicative only. Factors such as road works, heavy traffic or holiday periods may affect these times.

The maps show that the majority of the District's population is within 15 minutes' drive of a pool during summer when the Oxford Pool is open. Residents in Kaiapoi and Rangiora have access to both the KAC and DPAC. Many northern Christchurch City residents are also within 15 minutes' drive time of KAC as well.

During winter when the Oxford Pool is closed, those in the western areas of the District will need to drive more than 15 minutes to Kaiapoi or Rangiora to swim.

¹¹ Waikuku Beach Paddling Pool Facebook Site

Figure 7. 15-minute Drive Time to Dudley Park Aquatic Centre.

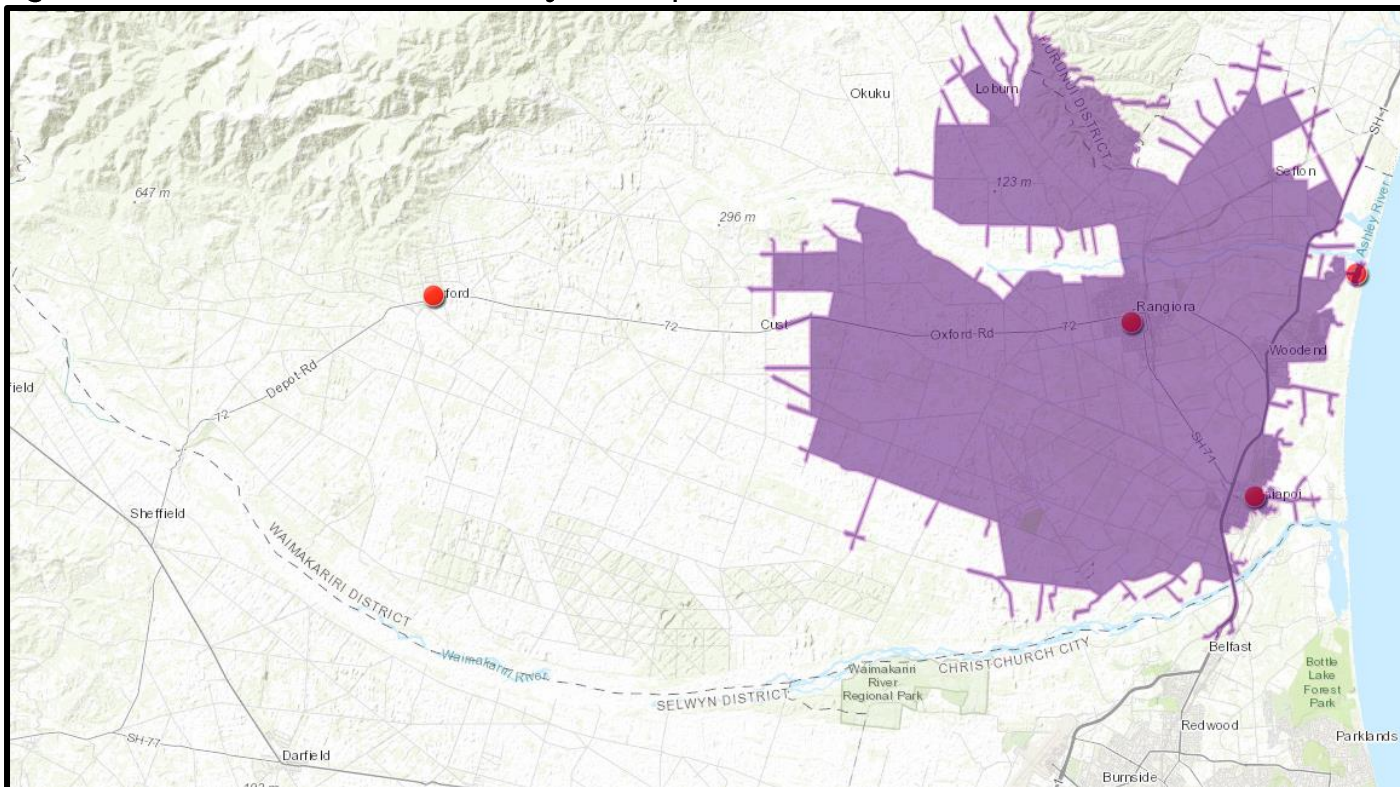


Figure 8. 15-minute Drive Time to Kaiapoi Aquatic Centre.

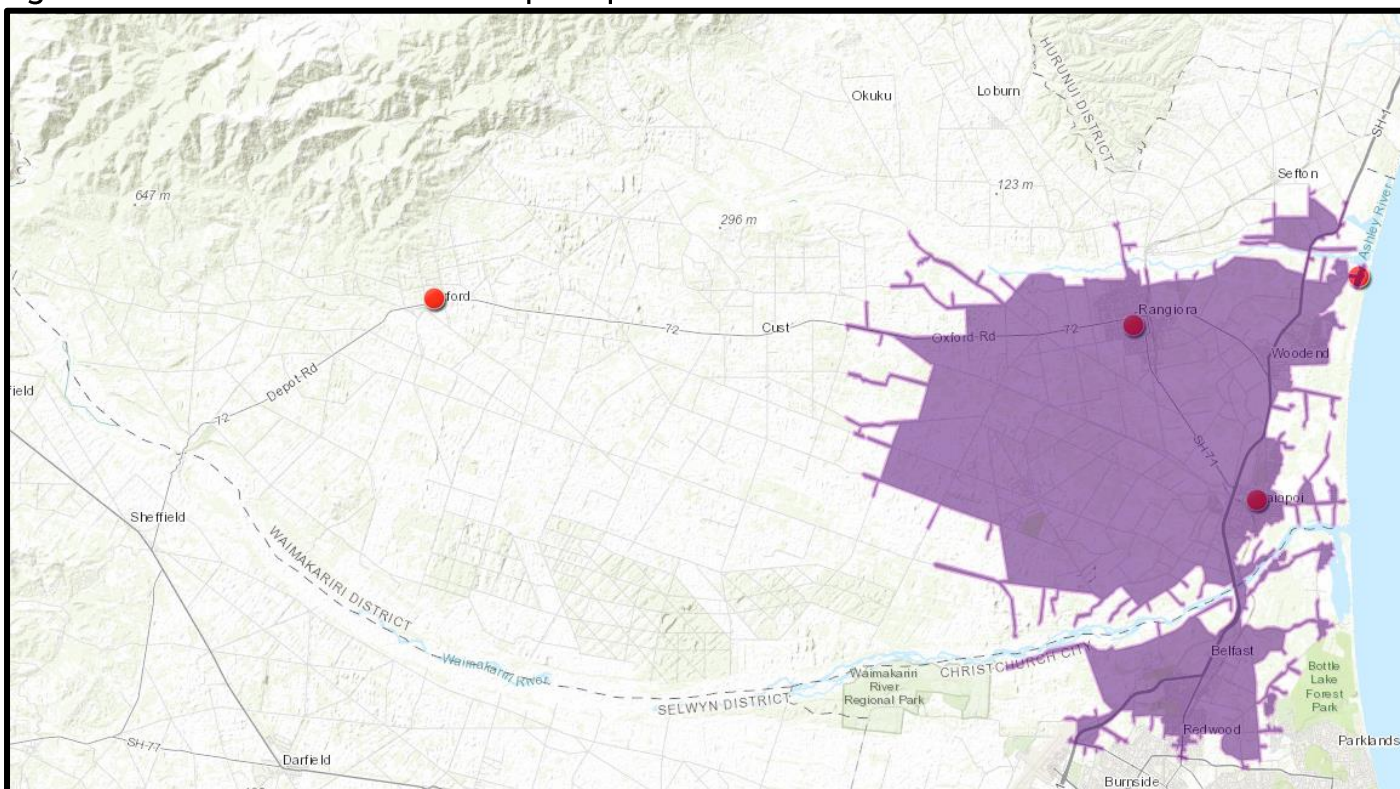
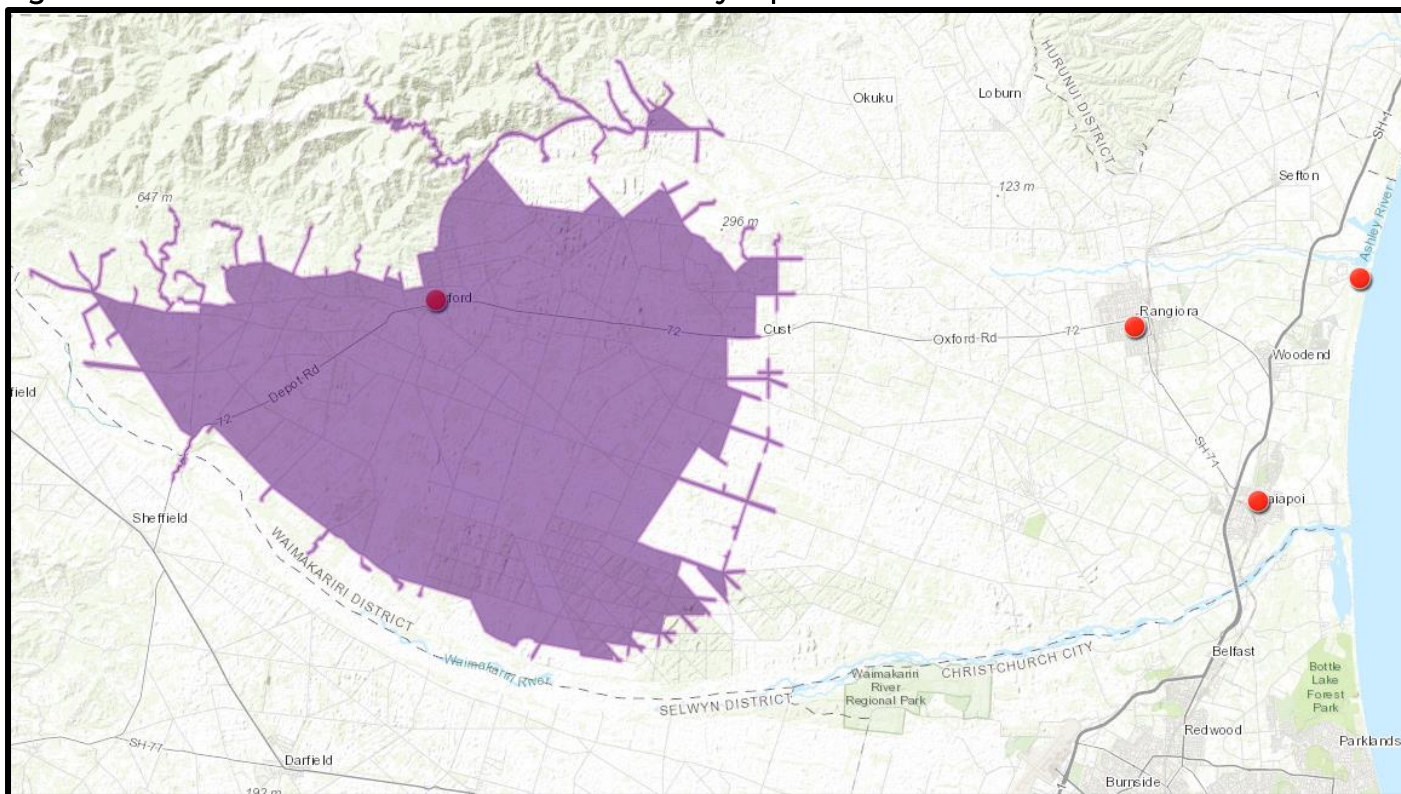


Figure 9. 15-minute Drive Time to Oxford Community Aquatic Centre.



8.3 Attendances

Figure 10 shows total pool attendances for each of the three pools for the last 10 years¹². The graph shows DPAC with the highest attendance, then KAC then Oxford Pool.

Attendances for all pools in recent years (since 2014) have not climbed overall as expected with the increase in the population base over that period (see figure 2). Further, since 2017, figures at Dudley Park and Kaiapoi have decreased. This may be due to the opening of Taiora QEII with some patrons choosing to attend there instead of their local pool.

¹² Provided by Facility Operator.

Figure 10. Total Pool Attendances

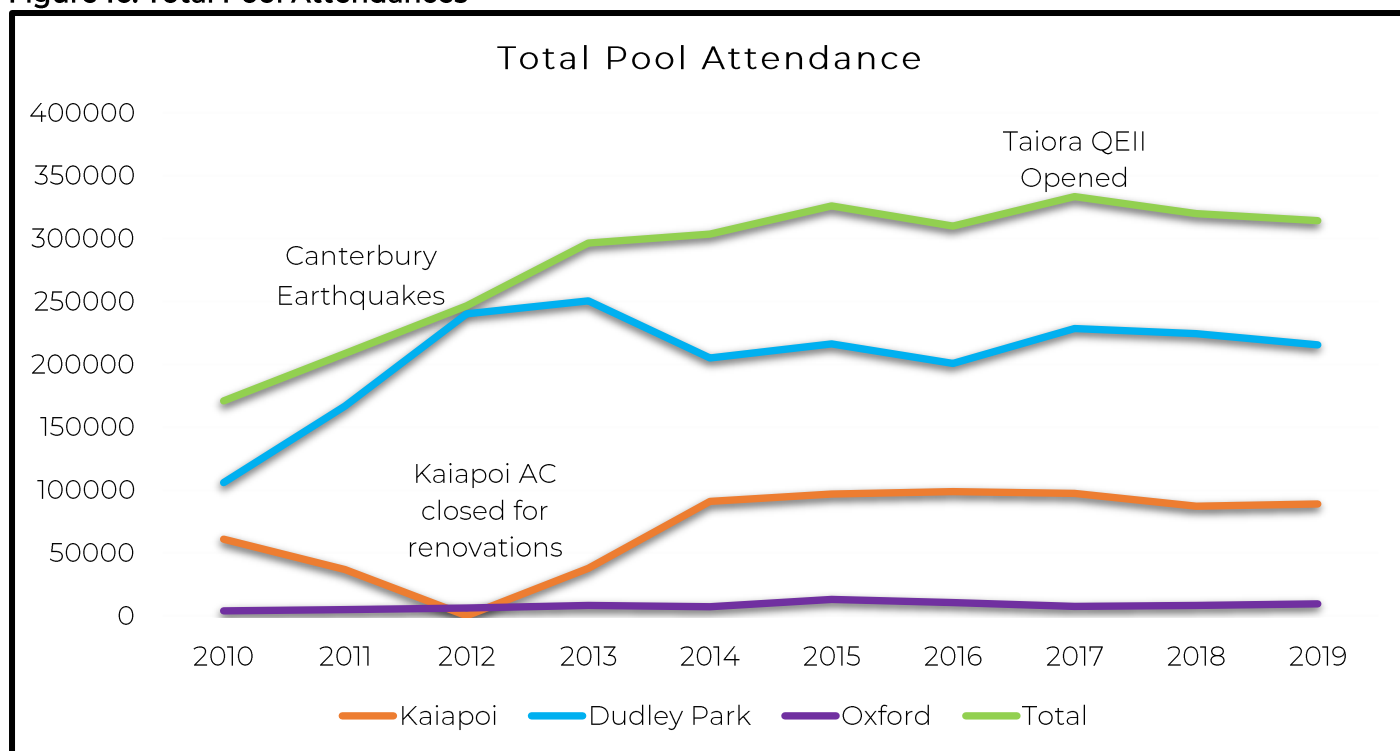


Table 2 shows how attendances at the three facilities compares to national attendances¹³ when compared on a square metre basis. This shows that all facilities are slightly lower than the national benchmark for attendance.

Table 2. Pool Attendance National Benchmarking

Pool Type		Visits / m ²
Year-Round	Benchmark	311*
	Dudley Park	285
	Kaiapoi	222
Seasonal	Benchmark	47**
	Oxford	34

* Facilities between 500 – 1000m²

** Facilities between 250 – 500m²

8.4 Customer and Stakeholder Facility Feedback

Customer and stakeholder feedback was obtained through:

1. Undertaking an aquatic facility user-group survey.
2. One-on-one stakeholder interviews.
3. Analysis of previous WDC aquatic and annual general customer satisfaction surveys.

Most users rated facilities as 'meets' or 'mostly meets' their needs.

Comments made by a multiple respondents or across different surveys over time included:

¹³ Sport NZ / Recreation Aotearoa Benchmarking tool 2016

- The provision of a hydro-slide.
- More changing room space at DPAC
- More spectator space required around pool at DPAC during school swimming competitions.
- Reception area at KAC needs to be streamlined.

When asked what improvements users would like to see in the network the following comments were provided:

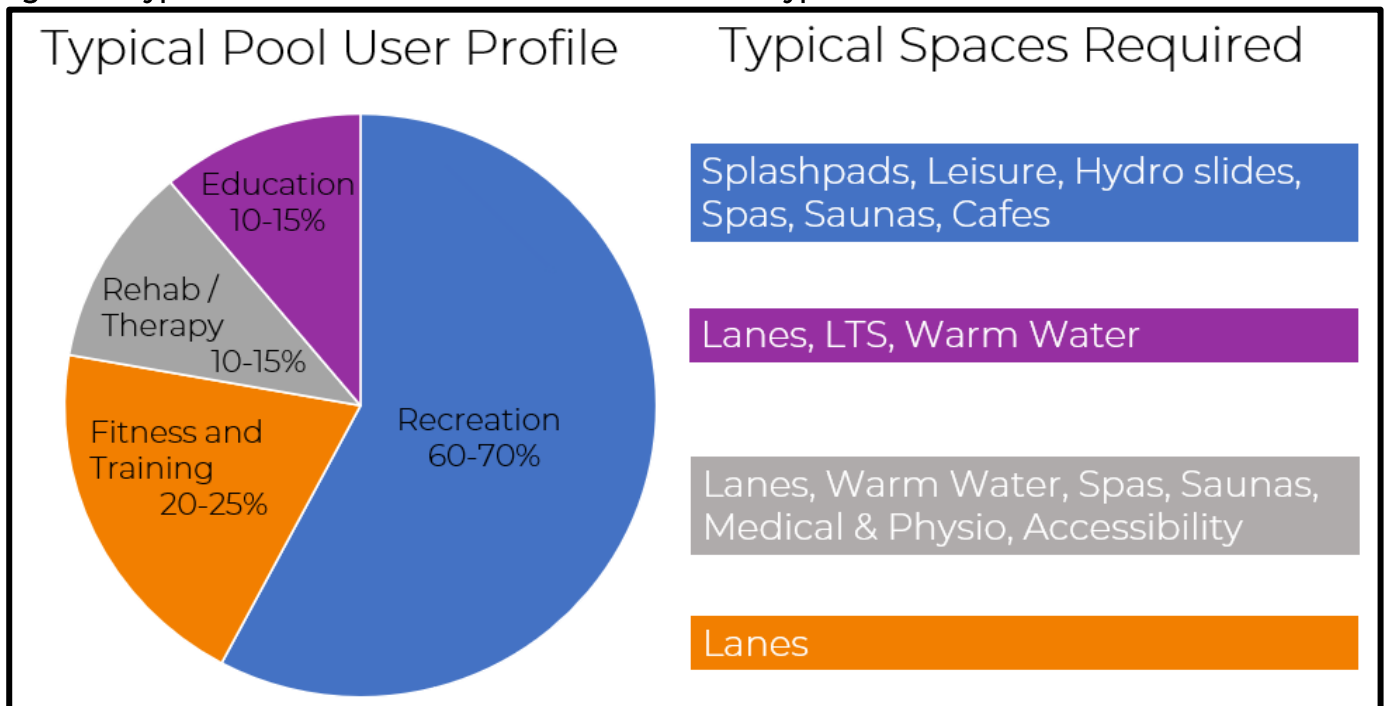
- More lane space required as there is competition for lane space between competitive and community users at peak times.
- An indoor 50m pool as there is none available in the Region.
- More leisure/recreation offering.
- Hydro-slides, hot pools and a wave pool.
- A paddling pool in Woodend/Ravenswood.
- A plunge pool and therapy pool.
- A dedicated Learn to Swim pool at Kaiapoi.
- A gym and physiotherapy.

Some users commented that they use local school pools as there is less travel cost/time and hence more time on task. It was unclear if this was a school or programme provider. Other comments related to minor and/or one-off operational issues.

8.5 Match of the Current Network to User Group Needs

Figure 11 shows four broad types of aquatic facility user groups and what percentage of total pool users each group makes up on average in facilities across New Zealand and Australia¹⁴. The graphic shows that recreation and leisure type users now account for the majority (60-70%) of users¹⁵. Further, the ‘therapy’ user group is likely to increase as the population ages and the increasing number of people with obesity issues will seek non-weight bearing activities.

Figure 11. Typical New Zealand and Australian Pool User Type Breakdown



¹⁴ Adapted from original concept from SGL Leisure diagram (2013)

¹⁵ Variations will occur from community to community.

Aquatic facility design has adapted to meet these changes in use by including:

- Zero depth play spaces.
- Hydrotherapy pools.
- Spa pools and saunas.
- Progression from outdoor seasonal pools to indoor year-round provision.
- Facility Hubs for effectiveness and efficiency.
- Flexibility in spaces e.g. 2 x 25m pools or a boom system rather than a single 50m pool and movable floors.
- Leisure pools – wave pools, play spaces, lazy rivers.
- Lighter, warmer and more accessible pools.
- On-site provision of other services such as cafes, creches, physiotherapy and other medical services.

Of particular note is that as the older adult population in the Waimakariri District increases so will the need for those services offered in the grey Rehabilitation / Therapy section of Figure 11.

Figure 12 takes the types of facilities required by users as identified in Figure 11 and shows how the existing WDC network meets this need.

Figure 12. Current Network Match to Current Need

Pool	Lanes	Learn to Swim	Zero Depth/ Splash pad/ Toddlers	Leisure	Spa/ Sauna	Hydro Slide	Hydrotherapy and warm water	Other Services	Deep water and dive boards
Dudley	Mostly meets need	Mostly meets need	Mostly meets need	Mostly meets need	Partially meets need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	Specialist area - Metro
Kaiapoi	Mostly meets need	Mostly meets need	Partially meets need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	
Oxford	Mostly meets need	Mostly meets need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	Mostly does not meet need	

Key

	Mostly meets need
	Partially meets need
	Mostly does not meet need

Figure 12 shows that Recreation and Rehabilitation/Therapy users are not well catered for in the current network. Other ancillary services (gyms, physiotherapy and café etc) are also not well supplied.

Specifically, the existing network provides:

7. Good provision of lane and learn to swim space across the network – especially when Oxford Pool is open.
8. Little recreation water space other than at the Dudley Park Aquatic Centre.
9. No warm water / hydrotherapy pool and sauna provision and limited spa access.
10. Limited or no ancillary services at pools for example gyms, café, physiotherapy creche etc.
11. Limited deep-water provision (for example for water polo and under-water hockey).

8.6 Lane Space Demand and Supply

The following section uses established National benchmarks to determine what level of demand for 'standard' pools would be expected for a population the size of the Waimakariri District. This data can then be applied to the current network to determine any gaps or over supply.

Demand Benchmarks

The National Facilities Strategy for Aquatic Sports 2013¹⁶ identified a number of useful benchmarks for the provision of pools based on population. Benchmarks were arrived at by reviewing available international benchmark calculators and developing a New Zealand-appropriate tool to translate population profile into demand.

One of the key benchmarks was the development of a 'standard pool' which enables comparison of lane-pool provision across networks, against demand and over time. It is a relatively high-level measure used to indicate lane pool provision. A standard pool is the equivalent of a 25m 8-lane pool that is open year-round. This equates to an area of approximately 500m².

The second benchmark is the number of people per square metre of lane pool space. This was developed to enable estimates for demand for 'standard pools' and used participation data to determine a ratio of people per square metre of pool space. The square metre rate was then converted into the number of standard pools required to meet demand. Different ratios were developed for different population centres to account for provision where populations are spread over large areas.

For a population centre of around 100,000 the ratio was 60 people/m².

It is important to note that the National Strategy only considered standard lane pools and did not consider seasonal variations, leisure pools, slides or health facilities in the calculations.

Current 'Standard Pool' Supply

Table 3 shows that the Waimakariri District has 2.7 standard pools when Oxford Pool is open and 2.1 standard pools when Oxford is closed.

Table 3. Current Waimakariri 'Standard Pool' provision

Pool ¹⁷	Length	Lanes	Std Pool equivalent (Oxford Open)	Std Pool equivalent (Oxford Closed)
Oxford	25m	4	0.6	
Kaiapoi	25m	6	0.9	0.9
Dudley	25m	8	1.2	1.2
Total Pool Space			2.7	2.1

Current and Projected 'Standard Pool' Demand

Waimakariri District has a current population of 62,800 and is projected to have a population of 80,000 by 2033 and 90,000 by 2045.

Using the ratio of 60 people per m², Table 4 shows that 2.1 standard pools are required for the current Waimakariri Population, 2.7 standard pools by 2033 and 3.0 standard pools by 2045.

Table 4. Demand for 'Standard Pools' in Waimakariri based on Population

Date	2020	2033 ¹⁸	2045
Population	62,800	80,000	90,000
National Facilities Strategy Ratio (people / m ²)	60	60	60
Pool space demand (m ²)	1,046	1,333	1,500
Standard Pools Required (1,333m² / 500m²)	2.1	2.7	3.0

¹⁶ Sport New Zealand National Facilities Strategy for Aquatic Sports (2013)

¹⁷ Plus, LTS pool space (Oxford 8x4m, Kaiapoi 12.5 x 6m, Dudley 19.5 x 6m).

¹⁸ Closest date to the upper time period for this Strategy

The tables show that:

- The District is currently slightly over-supplied for 'standard pools' when Oxford Pool is open and sufficiently-supplied when it is closed.
- The District will require one additional 'standard pool' (500m²) some-time between 2033 and 2045.

As this is a district-wide calculation, consideration should be given to the expected distribution of the population (higher numbers of people will live in the eastern part of the District than the West) when developing additional pool space in the future.

8.7 Hydrolides

The addition of a hydroslide has been raised by the community through customer surveys and other forums over recent years. A hydroslide would fill some of the current gap in provision of 'recreation' type spaces as identified in section 8.5.

A single slide could be installed at a facility such as Dudley Park Aquatic Centre. It would cost \$1.5M - \$2M to install depending on the length, height and type of slide.

Table 5 is a summary of an indicative revenue and expenditure model for a typical single slide at DPAC. The figures are based on combined actual operational figures for a number of hydrolides in New Zealand then adapted for the WDC region. The table shows that a hydroslide could provide a financially sustainable recreation attraction for residents.

Table 5. Hydroslide Indicative Operational Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue ¹⁹	\$133,000	\$121,660	\$117,993	\$114,363	\$168,268
Operational Expenditure ²⁰	-\$23,792	-\$23,792	-\$23,792	-\$23,792	-\$23,792
Depreciation and interest on capital	-\$92,292	-\$92,714	-\$91,504	-\$90,446	-\$89,427
Deficit/Surplus	\$16,916	\$5,154	\$2,697	\$125	\$55,409

Figures were provided by a slide manufacturer²¹ and include a number of assumptions and variables which should be validated through a thorough planning and investigation process prior to any decision being made.

The figures above assume a Council funded and operated slide. However, Council may consider the opportunity to enter into a Public-Private Partnership (PPP) with a private entity to build and/or operate the slide(s). A PPP can reduce the capital burden and operational risk on Council.

¹⁹ Includes additional pool admission revenue from people who attend the pool just to ride the slide

²⁰ Electricity, chemicals, maintenance. Assumes automation of slides and no additional staffing required.

²¹ New Wave Aquatics Ltd

9. Ravenswood/Pegasus/Woodend Area Growth

The Ravenswood/Pegasus/Woodend area is predicted to grow in size in the next 10-15 years. By 2033 it will be the 3rd largest urban area in the District with a combined 8,800 people and will be 60% of the size of Kaiapoi. Oxford by comparison will have a population of just over 3,000.

Customer and stakeholder feedback indicated the desire for a paddling pool in the area. Currently, residents have the option of driving to Dudley Park Aquatic Centre (12 minutes' drive), the Kaiapoi Aquatic Centre (11 minutes) or the Waikuku Beach Paddling Pool (7 minutes) in the summer.

As the population grows, consideration should be given for the provision of a pool in the area to service that population. The WDC is currently considering site options for the provision of a potential community centre and library in the Pegasus/Ravenswood area. It may also be prudent to consider the possibility of land banking additional space for the long-term provision for the co-location of a pool.

An area of 1 – 1.5Ha for the facility and adjacent parking is estimated to be required. If a community facility is considered in co-location with the pool then space savings can be found through shared car parks and other spaces.

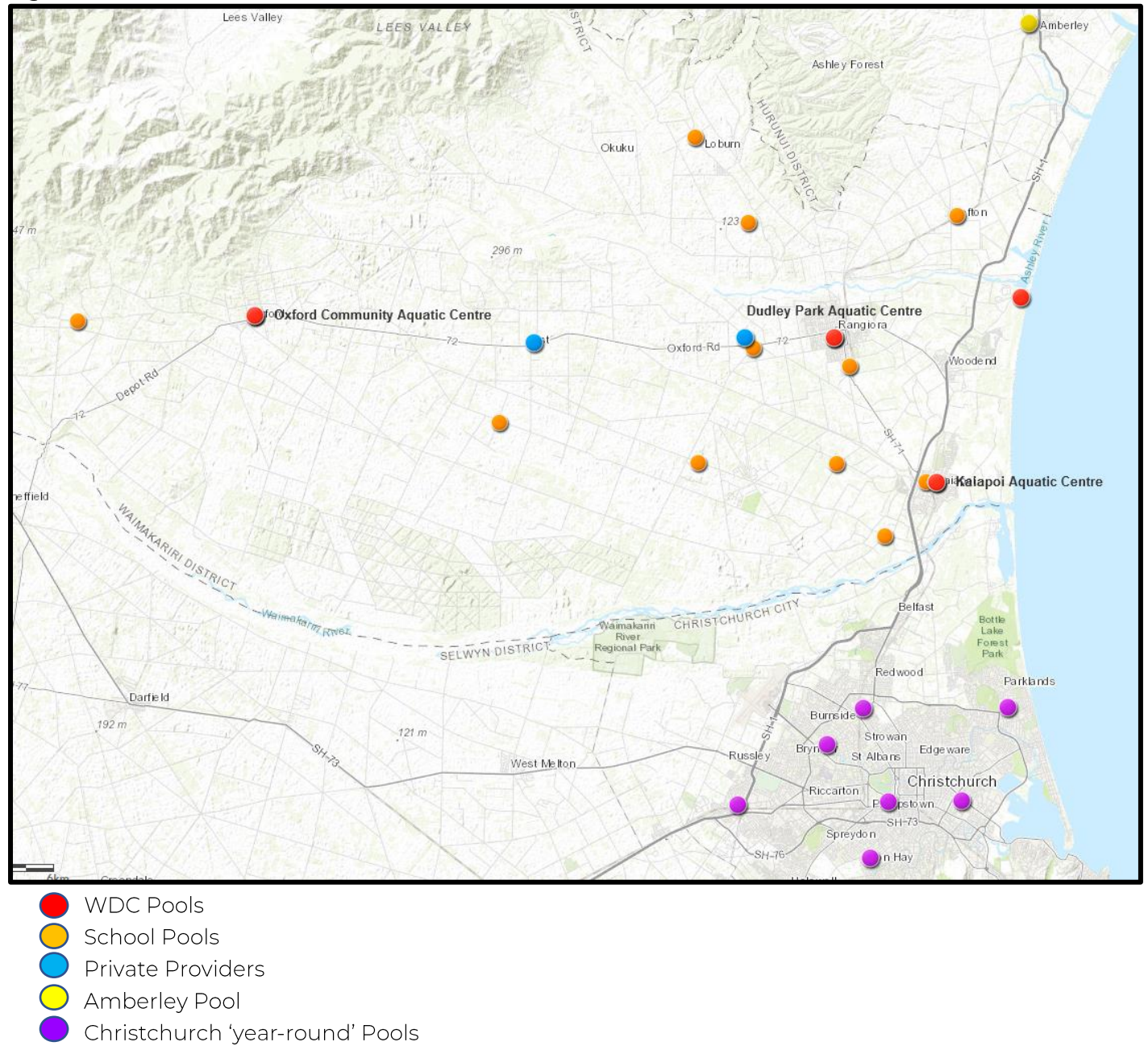
Figure 13. Lane swimming at Dudley Park Aquatic Centre



10. The Wider Aquatic Facility Network

Figure 14 gives an overview of the Waimakariri District and surrounding Christchurch City and Hurunui District Council aquatic facility network.

Figure 14. District Pool Provision

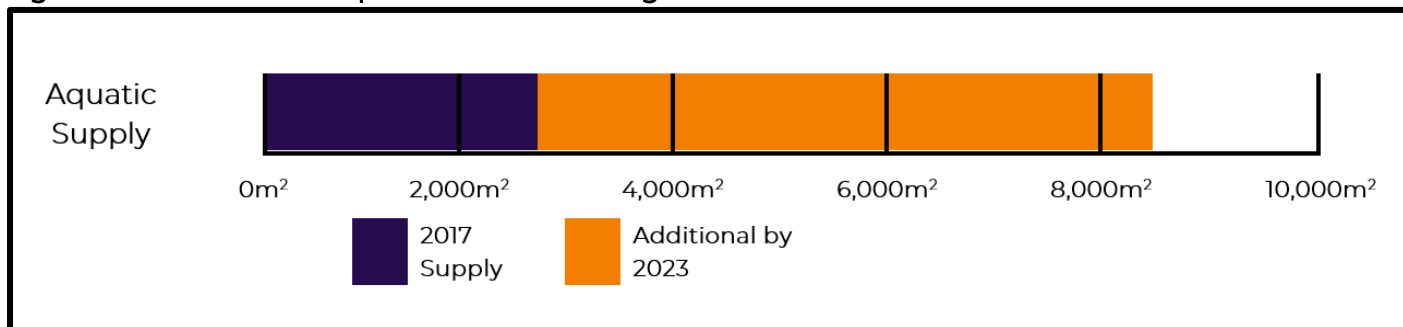


The Waimakariri District itself contains three main WDC pools plus the Waikuku paddling pool, 10 school pools and two private providers.

The Christchurch City Council currently has 4 year-round pools operating plus another three due for completion in the next 3 years. The Metro Sports Facility will provide a FINA level competition facility for hosting regional, national and international swimming and diving meets as well as a destination-level leisure aquatic offering.

Figure 15 shows how the network of aquatic space will have nearly tripled in size between 2017 and 2023 when all currently planned facilities are complete. In the next 3-5 years there will be new community pools in Linwood, Hornby and the Metro Sports Facility.

Figure 15. Christchurch Aquatic Network Changes 2017 -2023.



A dip in attendance at WDC facilities was experienced when Taiora QEII was opened and it would be expected that the same will occur as other planned facilities in Christchurch open. This would be particularly noticeable when the Metro Sports Facility opens as this facility:

- Will be the largest aquatic facility in the South Island.
- Is a FINA²² compliant international-level competition facility.
- Will likely be a ‘destination’ facility for leisure swimming.
- Will be the only 50m indoor pool in the Region.
- Will be actively seeking to host aquatic events.

However, once the initial interest dies down it is likely Waimakariri residents will continue to use their local pool for their regular activities and travel to the Metro Sports Facility (or other Christchurch facilities) for events or specialist needs that cannot be provided locally. As the Metro Sports Facility will be a fully FINA compliant competition pool, there will be no need for a 50-metre pool in the Waimakariri District.

A further consideration is the effect of the completion of the Christchurch Northern Corridor which will make commuting to Christchurch simpler and quicker - especially for those in the Eastern areas of the District. This may make a visit to a pool in Christchurch City a more attractive proposition for Waimakariri residents – especially if they are seeking spaces or programmes not on offer locally

The Hurunui District’s main nearby pool is the Amberley Pool. The Hurunui District Council recently resolved to redevelop the Amberley Pool including:

- Pool heating.
- New changing rooms, toilets and showers.
- Improved access into the pool for disabled and elderly.
- Changes in the depth for better swimming instruction.
- A ‘bombing’ platform.
- A family outdoor area.
- New pool lining, filtration system and improved pool surround.

The redevelopment is planned to take place in the winter of 2021. The upgrade is not expected to have a major impact on attendance at WDC pools in the long term as it will not offer any additional services than those already available to WDC residents.

²² Federation Internationale De Natation. The World Body for Aquatic Sports

11. Network Summary - Issues and Solutions

Table 6 takes the key findings in the previous sections and provides potential solutions for each on a short (0-3 years), medium (4-7 years) and long (8-10+ years) term basis for each.

Table 6. Waimakariri District Network Issues and Options

Issue	Solution		
	Short Term (0-3 years)	Medium Term (4-7 years)	Long Term (8-10 years)
Limited leisure spaces in network.	Investigate options for development or expansion of Kaiapoi Aquatic Centre.	Redevelop and/or expand KAC.	Investigate Expansion/ re-development of DPAC.
Insufficient warm water space.			
No gym, physio, café or similar ancillary services for customers			
Need for additional lane space post 2033.			Part of DPAC expansion or Ravenswood/ Pegasus/ Woodend.
Ravenswood/ Pegasus/ Woodend growth	Identify site for future pool. Consider co-location with Library/ Community Centre.	Undertake a needs assessment and feasibility study into development of a new pool.	New Pool in Ravenswood/ Pegasus/ Woodend Area
Change rooms at DPAC. Reception at KAC		Redevelop and/or expand KAC.	Investigate Expansion/ re-development of DPAC.
Asset condition and age. Reactive maintenance regime. No comprehensive asset management plan.	Undertake full condition assessment and asset management plan. Implement a pro-active maintenance and renewal regime. Replace heat pump at KAC. Replace liners at Oxford Pool.		
Other	Monitor and regularly review pool space allocations and usage with users to ensure a fair and equitable allocation of space based on need.		

12. Programme and Pricing Review

A review of existing programmes and pricing at WDC aquatic facilities was undertaken to:

1. Ensure existing programmes meet the needs of the community and are financially effective and efficient.
2. Identify opportunities to for including additional programmes or services.
3. Compare current aquatic facility pricing against national benchmarks.

12.1 Overview of Current WDC Aquatic Programmes

Learn to Swim

A good range of learn to swim classes are offered for babies through to masters, catering for both recreational and competitive swimmers. Classes are well attended and are delivered seven days a week during school term and one week during school holidays.

Costs are in line with other South Island Pools but classes are about 5 minutes shorter than most other classes in the South Island.

Clinics for technical aspects such as tumble turns and race starts are occasionally run in the school holidays.

A free 20 hour 'water safety' holiday programme is available.

Table 7 shows the total Programme revenue and expenditure for the Learn to Swim programme across all three centres. In each year, revenue has exceeded expenditure. However, the sensitivity of the budget means small increases in costs or decreases in revenue can have a large overall effect on the financial result of the programme. Recent trends, (2018/19 and 2019/20 budget), indicate this is the case and this trend should be monitored closely. This is particularly important at Dudley and Kaiapoi pools where the revenue and expenditure costs are highest.

Table 7. Learn to Swim Financial Summary 2014/15 – 2018/20

Year	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20*
Revenue	\$669,387	\$741,063	\$719,190	\$728,612	\$710,055	\$731,860
Expenditure	\$459,190	\$471,853	\$504,729	\$501,294	\$557,375	\$575,930
Surplus/Deficit	\$210,197	\$269,210	\$214,460	\$227,318	\$152,680	\$155,930

*Budget

Overall customer satisfaction levels have been consistently high and steady although some recurring concerns include

- Unnotified changes to instructors.
- Inattention by instructors.
- Length of time the children are active/learning in sessions.

Aquarobics

16 aquarobics classes are run a week at the Dudley Park Aquatic Centre and Kaiapoi Aquatic Centre. 2 classes per week are available during the summer at Oxford Pool. Classes are well attended usually by regular attendees aging in range from 30 to 80 plus. Cost and duration of classes is in line with other South Island facilities.

WDC staff have indicated that they often find it difficult to find tutors to take classes due to the low number and fragmented hours that are required to deliver classes.

Table 8 shows the total Programme revenue and expenditure for the Aquarobics programme across all three centres. In each year revenue exceeded costs to provide a net positive financial result for the programme. Costs usually exceed revenue at Oxford Pool but the quantum is relatively minor so does not affect the overall result significantly.

Recent increases in revenue have been outweighed by corresponding increases in costs with an overall lower net programme surplus. Although the absolute amounts are smaller than in the Learn to Swim programme, this trend should also be monitored closely.

Table 8. Aquarobics Programme Financial Summary 2014/15 - 2019/20

Year	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20*
Revenue	\$45,821	\$46,907	\$50,659	\$44,034	\$53,441	\$52,220
Expenditure	\$33,513	\$34,531	\$35,830	\$35,943	\$42,212	\$41,890
Surplus/Deficit	\$12,308	\$12,375	\$14,828	\$8,091	\$11,229	\$10,330

*Budget

Customer satisfaction levels are satisfactory and steady²³, but some recurring concerns are

- Sometimes hard to hear the instructor over the music.
- Quality of the equipment.
- Water feels cold if not active enough during the sessions.
- Changing rooms less than desirable after use by school groups.

Waiswim - Water Skills for Life.

The Water Skills for Life programme was developed by Water Safety New Zealand (WSNZ) and is delivered locally by WDC in partnership with the North Canterbury Sport and Recreation Trust (NCSRT) under the Waiswim banner.

It is hosted at WDC pools as well as 13 local school pools and focusses on water survival skills rather than learn to swim skills. 33 primary schools are involved in the programme which is delivered to nearly 6000 school aged children per annum.

Table 9 shows the 2019/20 budget for the programme. Sponsorship and funding are sourced by NCSRT to fund the programme and any deficit is funded by WDC.

Table 9. Waiswim Programme Budget 2019/20

Revenue	
Schools (5,905 children @ \$2.00 x 10 lessons)	\$118,100
Water Safety NZ	\$38,000
Sponsorship	\$73,000
KiwiSport Funding	\$15,438
Revenue Total	\$244,538
Expenses	
Pool Space	\$71,400
NCSRT Administration (NCSRT)	\$20,000
Tutors and Schools Administrator	\$127,993
Transport	\$83,746
Expenses Total	303,139
Surplus/Deficit	\$58,601

²³ Customer response rates relating to aquarobics classes is often low

Students pay just \$2 per session for a block of 10 sessions which includes transport if the school does not have their own pool. The programme is heavily reliant on external grant funding from year to year and this is a potential financial risk to the programme as this income cannot be guaranteed each year.

WDC's involvement and investment in the programme is admirable in the absence of others delivering this programme. However, the nature of the partnership with NCSRT and their ability to secure external funding is critical to keeping participant costs as affordable as possible and this presents a risk for WDC as effectively it is the underwriter of the programme.

A small increase in the user fee from \$2 to \$2.50 would net an additional \$29,500 and virtually halve the WDC's contribution requirement (based on the figures in Table 9.)

Discussions with Water Safety New Zealand indicated that they rated the WDC programme highly. Based on levels of WSNZ investment in other regions, there may be an opportunity to negotiate a more favourable contribution to reduce the cost to WDC.

Figure 16. Children enjoying their Waiswim Lesson



12.2 Other Programme Opportunities

As part of preparing this strategy, WDC wished to identify other programme opportunities to increase usage and revenue at their aquatic facilities.

Discussions were held with representatives from Community Leisure Management, Belgravia Leisure, YMCA, and Wellington and Christchurch City Councils. Consideration was also given to the programmes on offer at around 30 other pools across New Zealand.

Older adults

Despite many pools being in areas with numbers of older adults, most offer limited and similar products such as aquarobics, adult learn to swim and aqua jogging. Some of the aquarobics on offer for older

adults are also promoted for people with mobility issues and people requiring rehab from injuries. They tend to be the gentler classes, offered in both deep and shallow water. Whangarei Aquatic Centre offers a Hydro Tonic class which introduces both tai chi and yoga principles. Their Tai Chi class offers an exercise and relaxation class that focuses on deep breathing with slow broad movements of arms, legs and torso in continual patterns. The classes are priced at \$15 for a casual session that lasts 45-60 minutes.

People with disabilities

Some pools such as Freyberg Community Pool in Palmerston North have a close relationship with disability groups like Special Olympics and offer them either free or heavily discounted lane swimming and event hosting. The Whangarei Aquatic Centre offers Parafit –an aquatic group fitness class for people with disabilities. This costs \$5.50 for a 45-minute session and only goes ahead if there are 10 or more attendees. These sessions are delivered in the main and hydrotherapy pools.

Ethnic Groups

Pools in areas of high numbers of a particular ethnic group offer some classes in the language of that group. For example, the Mt Albert Aquatic Centre in Auckland delivers swimming lessons in Chinese. In Huntly, Belgravia Leisure developed a Swim Tangaroa brand to recognise the significance of Māori culture in that community and delivers learn to swim classes to children in Te Reo.

Women Only

While initially introduced to cater for the needs of an increasing Muslim population, more pools around New Zealand are offering 'women only' evenings. H2O Extreme in Upper Hutt was one of the first pools to introduce this. While initially introduced for cultural reasons, they soon discovered that it was attractive to a much wider audience, particularly women of all ages who felt self-conscious in front of too many people. The sessions usually provide lane swimming, aquarobics and sometimes learn to swim classes. If necessary, screens are erected so the pool users cannot be seen from the street and the pool is only staffed by women. YMCA's Cameron Pool and Leisure Centre in Auckland has a thriving women-only learn-to-swim and drowning prevention programme, which while catering for the broader population, has a focus on migrants.

Pre and Post Natal Mums

While many pregnant women simply join in gentle aquarobics classes, some pools offer specific pre- and post-natal classes. Todd Energy Aquatic Centre in New Plymouth offers 45-minute classes for \$7.50 a session, while Owen Glen Pool at AUT Millennium Centre in Auckland charges \$25 a session. A letter or certificate from prospective participants' lead maternity carer is required.

Young People

This is the area where most pools seem to concentrate their effort and creativity, with many programmes only delivered during school holidays. The Lido Aquatic Centre in Palmerston North offers school holiday daytime pool parties for children, summer bombing competitions and pool movie nights. Mt Albert Aquatic Centre offers Dive in Disco Nights for youth.

Babies and Toddlers

Another area that many pools focus on is drowning prevention/water safety for babies and toddlers, not just learn to swim. Christchurch City Council (CCC) offers a 'Bubbletimes' programme for pre-schoolers which teaches basic fundamental skills around water safety with a focus on fun and play. A parent/caregiver is in the pool with the child for each session. CCC has also been trialling a 'Sleepytimes' programme at Pioneer Pool which is held in a quiet section of the pool in the evening, timed to be shortly before children's bedtime with the aim of helping them sleep.

Other Programmes

Aqua Board Yoga

EA Networks Centre in Ashburton claim to be the only pool in New Zealand to deliver in Aqua board – Yoga body balance. The boards are described as inflatable mattresses, which are anchored at each end but otherwise unstable. Classes of no more than 8 people last 30 minutes at a cost \$16 for a casual session. These have been running for about a year and have proved very popular with clients needing to book to ensure a spot in the class.

Aqua Pole and Aqua Pole Boxing

YMCA's Glenn Innes Pool in Auckland claims to be the only pool in New Zealand to offer aqua pole classes which run for 40 minutes at a casual cost of \$20. The poles cost \$1500 each and are fixed to the floor of the pool.

Dog Events in Outdoor Pools

Making outdoor pools accessible to dog-owners at the end of the summer season has become increasingly popular and has been offered at Oxford Pool previously. Chlorine levels are reduced and the pool is usually drained and cleaned the following week. There is usually a gold coin donation which goes to charities like the SPCA. Dogs have to be registered with the local Council and can book into a small dog session or a big dog session. Many pools are turning this into a community event, inviting stall holders who sell dog related food and merchandise to set up on site.

Figure 17. Dogs in Togs at Oxford Pool



12.3 Pricing Review

Admission Pricing

Table 10 shows a comparison of entry pricing at WDC pools and the average price of 22 other similar pools nationally. The table shows that WDC pricing for Adult, Senior and Child admission is on par with other facilities but below average price for entry for Under 5-year-olds with a caregiver.

Table 10. WDC Pool Admission Price Comparison

Customer	WDC Price	Average Price*	WDC % of average
Adult	\$6.20	\$6.50	95%
Senior	\$4.60	\$4.60	100%
Child	\$3.60	\$3.47	104%
Under 5 plus caregiver	\$3.60	\$4.47	80%

*22 pools nationally

Programme Pricing²⁴

Learn to swim

Prices for group learn to swim lessons across 11 other pools in the South Island range from \$8.50 to \$17 per session for pre-school children and between \$10.50 and \$17 for school age children.

WDC's charge of \$12 per session for pre-school and school aged children puts it in the lower half of prices compared to the 11 other South Island pools in the comparison.

Aquarobics

Prices for casual aquarobics-type classes across 11 other pools in the South Island range from free in one case (included in entry admission) to between \$3 and \$16. The average is around \$10. WDC charge \$9.20 per casual session with a further \$1 discount per session for concession cards. WDC's charges for Aquarobics are in the mid to lower range for the other South Island facilities reviewed.

Further detail on pricing can be found in Appendix 2.

²⁴ All prices are for 2020/21 financial year.

13. Strategy Principles

Very few organisations have all the resources they require to deliver the facilities they need for their communities. Waimakariri District Council must consider sport and recreation facility provision against other priorities. It is important therefore when planning an effective and efficient facility network that decisions are made based upon some agreed principles.

A set of principles will:

- Drive decisions based on achieving the best possible overall outcome.
- Ensure investment decisions will provide the best value for money.
- Best match supply with demand.
- Help decision-makers understand and manage risk.
- Ensure decisions are made with the best available information so all parties understand the costs and benefits.
- Build trust with stakeholders through showing credibility, legitimacy and responsibility in planning and prioritisation of needs.

The following principles have been applied in developing this Strategy:

Table 11. Strategy Principles

Principle:	Explanation:
1. Meeting an identified need	Clear demand is demonstrated within the community.
2. Financial Sustainability	Well utilised facilities, able to meet their operational costs and with strong governance and management.
3. Environmental Sustainability	Facilities that are environmentally friendly and actively reduce carbon emissions
4. Partnering and Collaboration	Working together to achieve maximum return on investment.
5. Integration	Organisations work together to integrate facilities and programmes to maximise use.
6. Future- Proofing	Ability to adapt facilities to changing needs and trends
7. Accessibility	Facilities and spaces that are accessible for all to get to, move within (physically accessible) and use (need for personal changing spaces/cubicles).

14. Conclusions

The Waimakariri District Council understands the benefits of an active lifestyle and identifies its objectives for investing in sport and recreation activities and assets through its Long-Term Plan Purpose and Community Outcomes.

The District has seen significant growth in the past 10 years and this is predicted to continue with those in the older age groups expected to become the highest percentage of the population by 2038. To meet the needs of this section of the community, more Rehabilitation / Therapy type spaces will be required. This also has an influence on facility design with better lighting, clearer signage, easier access and fewer trip hazards to be considered.

Most growth of the District Growth will continue to be in Rangiora and Kaiapoi with the Woodend/ Ravenswood/ Pegasus becoming the third largest urban area of the District.

During Summer, most of the Region is within 15 minutes-drive from at least one of the three main pools. In winter, the western part of the region is not well supplied when Oxford Pool is closed.

Customer feedback was generally good with the following comments being made on a consistent basis:

- More recreation offerings e.g. hydro slide
- More family change rooms at DPAC
- Dedicated LTS pool at KAC (as there is very little play space when this is being used for LTS)
- Improvements at Oxford – increase size of pool, repair/ improve shade and larger change rooms
- Competition for pool space during peak times – related to 'leisure users' having to use the lane pool
- No therapy or warm-water pool
- Gym, physio services

An analysis of the current provision of pool space shows that recreation and therapy/ rehabilitation users are not well catered for in the existing network. Nor does it include ancillary services such as café, physiotherapy or gyms as a one-stop-shop for users.

Attendances for all pools in recent years (since 2014) have not increased as expected with the increase in the population base over that period. This is reflected in the slightly lower than national benchmark attendances per m² of pool space. This could be due to the lack of recreation and therapy/ rehabilitation spaces on offer.

The current supply of standard pool space (lane space) is adequate for the population during summer and winter but the District will require one additional 'standard pool' (500m²) some-time between 2033 and 2045.

The opening of the Metro Sports Facility will provide a FINA compliant regional-level competition pool that will be able to accommodate many aquatic events at all levels up to international standard. A 50-metre pool is not required for the Waimakariri District.

Land for the expansion of the Kaiapoi Aquatic Centre should be identified and acquired in the medium term to allow for expansion of the centre in the longer term.

Land for the development of a pool should be identified or acquired in the Pegasus/ Ravenswood/ Woodend area to service this community in the long term.

The Waiswim water skills for life programme provides an important service for WDC school children and the partnership with NCSRT enables the price to be kept as low as possible. The uncertainty of funding presents a constant risk to the financial cost of the programme. A small increase in the user fee would

reduce WDC's financial commitment for the programme. There may also be an opportunity to leverage additional investment from WSNZ to reduce WDC exposure to the programme.

A review of other programmes offered in other parts of the country has identified a number of opportunities that could be implemented in the existing pool network while others require the use of warm-water or hydrotherapy pools.

Adult, Senior and Child casual admission charges are about average compared to a review of 22 other pools nationally with entry for a pre-school child and caregiver at the lower end of the spectrum.

Aquarobics charges are in the mid to lower end of the spectrum when compared to 11 other South Island Pools reviewed.

Learn to swim prices are at the lower end of the spectrum when compared to 11 other South Island Pools reviewed.

15. Recommendations

Table 12 shows the short, medium and long-term recommendations and the indicative operational and capital cost where known.

Table 12. Report Recommendations

	Recommendation	Year 1-3	Year 4-7	Year 8-10	Operational Cost Indication	Capital Cost Indication
1	Monitor and regularly review pool space allocations and usage with users to ensure a fair and equitable allocation of space based on need.	✓			Existing Budgets	
2	Undertake full condition assessment and asset management plan for all pools.	✓			\$20,000-\$40,000	
3	Implement a pro-active maintenance and renewal regime.	✓			Dependent on result of Asset Management Plan	
4	Undertake customer surveys to understand attendee demographic in more detail.	✓			Nil	
5	Continue to closely monitor the financial performance of the Learn to Swim and Aquarobics programmes to ensure variable costs are responsive to changes in attendance income.	✓			Nil	
6	Consider raising the user contribution for the Water Skills for life programmes and seeking additional investment from Water Safety NZ.	✓			Net saving to Council	
7	Consider offering other aquatic programmes for residents based on successful programmes being offered elsewhere in the country.	✓			unknown	
8	Bring entry fee for 'under 5 plus caregivers' into line with average prices around the country and Learn to Swim prices into line with average prices for South Island pools.	✓			Net increase in income ²⁵ .	
9	Investigate future development options for expansion/re-development of Kaiapoi Aquatic Centre.	✓			\$40-\$50,000	
10	Replace heat pump at KAC.	✓				\$TBC
11	Replace liners at Oxford Pool.	✓				\$TBC

²⁵ Assumes similar or increased levels of attendance

	Recommendation	Year 1-3	Year 4-7	Year 8-10	Operational Cost Indication	Capital Cost Indication
12	Identify and acquire a site for a pool in Ravenswood/ Pegasus/ Woodend. Consider co-location with Library/ Community Centre.	✓			-	\$2,000,000-3,000,000 ²⁶
13	Undertake a needs assessment and feasibility study into development of a new pool in the Ravenswood/ Pegasus/ Woodend area.		✓		\$40,000 - \$50,000	
14	Redevelop and/or expand Kaiapoi Aquatic Centre with a focus on leisure and warm water offering as well as consideration of professional and customer services (e.g. health services, gym, café).		✓			\$10M - \$20M ²⁷
15	Investigate options for expansion of Dudley Park Aquatic Centre.			✓	\$40,000 - \$50,000	
16	Develop a new Pool in Ravenswood/ Pegasus/ Woodend Area.			✓		\$10M - \$20M ²⁸

²⁶ Based on approximately 1.0 – 1.5 Ha @ \$200/m²

²⁷ To be reviewed upon verification of facility scope and scale. 2020 figures to be adjusted for inflation.

²⁸ To be reviewed upon verification of facility scope and scale. 2020 figures to be adjusted for inflation.

16. Implementation, Monitoring and Review

As this is a WDC Strategy, the Council will need to take the lead role in its implementation, monitoring and review. Some of the actions in this strategy will require further work before being considered for inclusion in Council's Long-Term Plans against other priorities. Adoption of this Strategy does not necessarily commit Council to any of the actions identified.

These actions should be considered as a starting point for any future feasibility studies.

It is proposed that this Strategy is reviewed every three years in line with the Long-Term Plan process so progress can be monitored, new actions identified, and priorities reviewed.

Appendix

Appendix 1: Reference Documents

- Waimakariri District Council Long Term Plan 2018-2028
- Waimakariri District Council Sports Facility Plan 2017-2027
- Waimakariri District Council Annual Plan 2020-2020
- Waimakariri District Council Customer Satisfaction Survey 2016 – Findings & Further Comments Analysis
- National Facilities Strategy for Aquatic Sports 2013 Waimakariri District Council 2019 Community Survey
- Sport New Zealand Value of Sport Infographic
- Waimakariri District Council Attendance Data 2009-2019
- Waimakariri District Council Aquatic Facilities Financials 2015-2019
- Waimakariri District Council Aquatic Facilities Plan 2020-21 Annual Plan Service Plan and Budget
- Waimakariri District Council Internal Customer Satisfaction Surveys
- Waimakariri District Council Policy and Strategy Occasional Paper - Estimated Resident Population 30 June 2019
- Sport New Zealand Sporting Facilities Framework
- Canterbury Spaces and Places Plan 2018

Appendix 2: Price Comparison – South Island Pools

District	Venue	Pool Entry				Learn to swim				Pool Memberships		Programmes
		Pre-school with caregiver	Child	Adult	Senior	Preschool	School Age	Adult	Individual Lesson	Adult	Child/ Student/ Senior	
Waimakariri DC ²⁹	Dudley Aquatic Centre	\$3.60	\$3.60	\$6.20	\$4.60	\$12	\$12	\$12	\$24	3 months - \$169.10 6 month - \$292.10 12 Month - \$502.30	(Seniors) 3 months - \$133.30 6 month - \$235.80 12 Month - \$420.30	Aquaerobics Casual Adult - \$9.20 Senior - \$7.20
	Kaiapoi Aquatic Centre											
	Oxford Community Aquatic Centre											
Selwyn DC	Selwyn Aquatic Centre	\$3.50	\$3.50	\$6	\$4.50	Child + parent - \$10.00 Child only \$12.00	\$12.00		20min- \$30.00 30 min - \$40.00	3 months - \$165 6 months - \$285 12 months - \$490	Child: 3 months - \$115 Senior 3 months - \$130 6 months - \$230 12 months - \$410	Aqua Fitness Casual Adult \$9.00 Senior \$6.00
Ashburton DC	EA Networks Centre	\$7	\$4	\$7	\$4	\$8.50	\$10.50			Weekly: \$15.50 (\$806/year)	Weekly: \$14 (\$728/year)	Aquasize: Adult: \$16 Senior: \$11
Nelson CC	Riverside Swimming Pool	Free	\$3.40	\$5.50	\$4.70	\$15 per week	\$15 per week		15 mins \$40 30 mins \$65	\$15.95/week (\$829 per year) – pool, gym and classes.		
Tasman DC	Richmond Aquatic Centre	\$3	\$5.10	\$8	\$5.10	\$17 per week	\$17 per week			3 month - \$250 6 month - \$400 12 months - \$700	3 month - \$230 6 month - \$340 12 month - \$570	Aqua Class: \$9
Christchurch City Council	Taiora QEII, Christchurch	\$3.70	\$3.70	\$6.30	\$4.72	20mins - \$13.30	20 mins - \$13.30	20 mins - \$13.30	15mins - \$26	Monthly - \$65.60 Weekly - \$15.10 Three months - \$241.40 12 months - \$697.10		Aquaerobics Adults - \$11.20 Concession Cards x10 - \$101.20
	Pioneer Recreation & Sports Centre											
	Graham Condon											
	Jellie Park											
Timaru DC	Caroline Bay Trust Aoraki Centre	\$6.00	\$4.00	\$6.00	\$5.00	\$11.50 / lesson	\$12.50 / lesson	\$84 (4 pax, 6 lessons)	\$30	12 month - \$725	Child 12 month - \$499 Senior 12 month - \$599	Aquafit - \$5.00 Aqua Gentle Exercise - \$3.00
Queenstown Lakes DC	Alpine Aqualand	\$7.00	\$4.00	\$8.50	\$5.00	\$11.50 / lesson	\$11.50 / lesson		30 min - \$30	3 months - \$189 6 months - \$280 12 months - \$425	Child 12 month - \$179 Senior 12 month - \$209	Aquafit, Aquamix and Aqua Jogging all included in entry fee. Maternity aqua class – 5-week block @ \$10 (including pool entry)
	Wanaka Pool											

²⁹ From 2020/21 Annual Plan

Appendix 3: Waimakariri District Council 2020/21 Annual Plan Pool Pricing

	Current 2019/2020	Proposed 2020/2021
	\$	\$
14.1 General Admission		
Adult	6.00	6.20
Child	3.50	3.60
Parent and Pre-schooler	3.50	3.60
Adult - Community Services Card	4.50	4.60
Family 1 Adult + 1 Child	7.50	7.70
Family 1 Adult + 2 Children	10.00	10.30
Family 2 Adults + 1 Child	12.50	12.80
Family 2 Adults + 2 Children	15.00	15.40
Additional Child with Family	2.50	2.60
Shower only	3.00	3.10
14.2 Memberships		
Standard - 3 months	165.00	169.10
Standard - 6 months	285.00	292.10
Standard - 12 months	490.00	502.30
Community Services Card (CSC) - 3 months	130.00	133.30
Community Services Card - 6 months	230.00	235.80
Community Services Card - 12 months	410.00	420.30
Platinum 3 months	245.00	251.10
Platinum 6 months	395.00	404.90
Platinum 12 months	665.00	681.60
Platinum CSC 3 months	185.00	189.60
Platinum CSC 6 months	300.00	307.50
Platinum CSC 12 months	505.00	517.60
14.3 Concession Cards		
10 Swim Child	32.00	32.80
20 Swim Child	60.00	61.50
50 Swim Child	140.00	143.50
10 Swim Adult	55.00	56.40
20 Swim Adult	103.00	105.60
10 Swim Adult - CSC	41.00	42.00
20 Swim Adult - CSC	77.50	79.40
Family 1 Adult + 2 Children (10 swims)	95.00	97.40
Family 2 Adults + 2 Children (10 swims)	130.00	133.30
Family 1 Adult + 2 Children (20 swims)	170.00	174.30
Family 2 Adults + 2 Children (20 swims)	240.00	246.00

	Current 2019/2020	Proposed 2020/2021
	\$	\$
14.4 Aquarobics		
Aquarobics Casual Adult	9.00	9.20
Aquarobics Casual CSC	6.50	6.70
Aquarobics Adult 10	80.00	82.00
Aquarobics Adult 20	145.00	148.60
Aquarobics CSC 10	60.00	61.50
Aquarobics CSC 20	103.00	105.60
14.5 Learn to Swim		
Weekly - Adult	11.00	12.00
Weekly - Preschool	11.00	12.00
Weekly - School aged	11.00	12.00
Weekly - Individual	23.00	24.00
Weekly - Shared per child	14.00	15.00
Weekly - Shared per lesson	28.00	30.00
Weekly - Development Squad	9.50	9.50
Weekly - Multi Squad	9.50	10
Weekly - Multiple day Development Squad and Multi Squad	8.25	8.70
Weekly - Jnr Masters	7.00	7.50
Monthly - Mini Comp 3 days	75.00	79.00
Monthly - Mini Comp 4 days	75.00	84.00
Monthly - Mini Comp 5 days	75.00	89.00
Monthly - Mini Comp Gold	94.00	100.00
Monthly - Division Two	112.00	115.00
Monthly - National Age Group	148.00	153.00
14.6 Hire		
Lane p/hr	20.00	20.50
Facility hire p/hr (Dudley)	200.00	As at 1 Jan 2020 250.00