

Parks and Recreation Strategy

# Issues and Opportunities paper

November 2019

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# Executive Summary



Parks and Recreation in Invercargill faces a number of major challenges over the next 30 years. With challenges come opportunities. In this section, issues and opportunities relating to Parks and Recreation (including Cemeteries) have been identified.

## Purpose

This issues and opportunities paper has been developed to inform the development of the Parks and Recreation Strategy. It provides the collection of issues and opportunities obtained as part of the broad community and stakeholder engagement phase of this project.

Presentation and circulation of this issues and opportunities paper provides the opportunity for stakeholders to confirm the right themes have been captured before commencing on the drafting of the Open Spaces Strategy itself.

The themes that have come through particularly strongly through the issues and opportunities paper are:

- The need for increased recognition of the principles of the Treaty of Waitangi/Te Tiriti o Waitangi
- Impacts of, and responses to Climate Change
- Use of Parks (activation of open spaces) – maximizing use while being sustainable
- Ageing of assets
- The need to be more considered in the type and location of assets across the parks network.

Nine topic areas categorise the issues and opportunities (in no particular order):

- **Land and Linkages** - The land provision, connections and linkages of land to land managed by others and ICC
- **Environment and Ecosystems** - Managing, protecting and providing the opportunity for our biodiversity and natural environment to thrive

- **Assets (built and natural)** - The physical assets within Invercargill's parks and cemeteries
- **Partnerships, Collaboration and Relationships** - Managing and maintaining our partnerships with iwi and relationships with other Council departments, agencies, land owners, volunteers, funders, our parks and reserves users
- **Changes and Trends** - Global, National and Regional
- **Management and Governance** - Transparent decision making guided by strategies influence what happens within our Parks and Reserves
- **Strategic** - High level policies and documents align with the community and Council vision to guide what happens in Invercargill's Parks and Reserves
- **Education** - Helping future generations stay connected with nature and open space
- **Experience** - The physical, spiritual, social and emotional benefits that occur during connections with open space

These topic areas are what has been heard to date and are discussion points to take forward into the Parks and Recreation Strategy development.

# 4 Issues and Opportunities - Land and Linkages

Involves the land provision, connections and linkages of land for people and wildlife.

Issues/Challenges	Rationale	Opportunities	References
<p>There is a <b>lack of connectivity</b> linking spaces and places through the City.</p>	<p>Linkages create opportunities for people to recreate and/or commute through.</p> <p>People should be able to move through open spaces from one end of the City boundary to the other and possibly beyond.</p> <p>A connected network enhances biodiversity, improves amenity and provides physical links between communities and all parts of the district for recreation.</p>	<p>Linkages could be enhanced by collaborating with other agencies to update an integrated refreshed plan for priority linkages (eg establish master plan with roading and other agencies to develop fluid city connections).</p> <p>Encourage development of liveable streets so people can be more active, streets are more people-friendly, and neighbourhoods more vibrant.</p>	<ul style="list-style-type: none"> <li>▪ Southland Cycling Strategy</li> <li>▪ ICC Recreational Trails Strategy 2014 (internal document)</li> <li>▪ Iwi Management Plan 2008</li> <li>▪ Linkage Reserves Omnibus Management Plan 2014</li> <li>▪ Parks Strategy 2013</li> <li>▪ Land Transport Plan</li> <li>▪ Innovative Streets Programme</li> </ul>
<p><b>Strategic ecological corridors</b> between open spaces have not been identified.</p>	<p>Further progress establishing ecological corridors between strategic open spaces is possible; this would achieve improved ecological connections for fauna and flora throughout the District.</p>	<p>Identify missing links and create corridors with improved accessibility for people as well as flora and fauna over the long term.</p> <p>The potential for ecological corridors, gardens, fruit and nut trees or forests to encourage birdlife and encourage community ownership is recognised.</p> <p>Further ecological connection could be made with future provision planning.</p> <p>Work with other Council departments, agencies, community groups, developers and private land owners to achieve improved ecological connections across the District.</p>	<ul style="list-style-type: none"> <li>▪ Environmental Reserves Omnibus Management Plan 2011</li> <li>▪ ES Biodiversity Strategy</li> <li>▪ Iwi Management Plan</li> <li>▪ Tree Plan (to be developed)</li> </ul>



Issues/Challenges	Rationale	Opportunities	References
<p><b>CBD is disconnected</b> from the parks and recreation network.</p>	<p>The CBD has major developments being undertaken and part of this process needs to consider how to link it with the rest of the parks and recreation network.</p>	<p>Collaborate on major capital developments to improve the amenity value and use of green spaces within and bordering the CBD.</p> <p>Link the CBD with the Town Belt Reserve.</p>	<ul style="list-style-type: none"> <li>▪ Inner City Project</li> <li>▪ Town Belt Reserve Management Plan</li> </ul>
<p><b>Accessibility to open spaces</b> regardless of age or ability.</p>	<p>NZ is experiencing a trend of an ageing population and it is important there is also the need to ensure that expectations of all age groups and abilities are being provided for.</p> <p>This coupled with likely changes in leisure trends may produce quite different requirements from those seen in the past.</p> <p>These factors will continue to influence the planning, development and evolution of Council's open spaces.</p>	<p>When developing new or retrofitting existing facilities or open spaces, consider opportunities for all abilities through universal design<sup>1</sup>.</p> <p>Consider park facilities which are accessible and appropriate for reduced levels of physical activity, linking spaces with active transport.</p>	<ul style="list-style-type: none"> <li>▪ Regional Space and Places Strategy (under development)</li> <li>▪ AMP 2017</li> <li>▪ Land Transport Plan</li> <li>▪ Hamilton Age Friendly Plan is a useful case study</li> <li>▪ Invisible Disability Case Study: Recreation Aotearoa</li> </ul>
<p>Open space areas can be geographically <b>difficult to access</b>, especially those without access to a vehicle.</p>	<p>Many open spaces require a vehicle or active transport to get to them, meaning they are limited to those who have access to a vehicle.</p>	<p>Consider the public transport network as well as other community based transport options and the role they have in increasing recreational use of open spaces.</p> <p>Create a plan to identify priority areas and their connections.</p>	<ul style="list-style-type: none"> <li>▪ Southland Cycling Strategy</li> <li>▪ ICC Recreational Trails Strategy 2014</li> <li>▪ Land Transport Plan</li> </ul>

<sup>1</sup> Universal design: an approach to design that considers people at all life stages (makes things more accessible, safer and convenient for everyone regardless of age and ability).

# 6 Issues and Opportunities - Environment and Ecosystems

Managing, protecting and providing the opportunity for biodiversity and our natural environment to thrive.

Issues/Challenges	Rationale	Opportunities	References
<p>While there is some pest management occurring through the District <b>there is a need to increase pest animal management activity</b> especially if the goals of Predator Free 2050 are to be achieved.</p>	<p>Predator Free 2050 is a national target to eradicate rats, stoats and possums by 2050 and requires all parts of Aotearoa to engage in the initiative.</p> <p>Improving pest control in the District will help sustain healthy ecosystems and enhance biodiversity.</p> <p>The community is looking to Council to lead and/or coordinate this on Council land.</p>	<p>Better co-ordinate pest animal control initiatives.</p> <p>A closer alignment with the work of Predator Free 2050 may enable further improvements to current initiatives and increased resourcing/coordination of activities.</p> <p>Collaborate with community based pest animal control initiatives.</p>	<ul style="list-style-type: none"> <li>▪ <a href="https://predatorfreenz.org/">https://predatorfreenz.org/</a></li> <li>▪ Linkage into Pest Free Southland Coordinator role</li> </ul>
<p><b>Pest animal threats</b> outside of the scope of the Predator Free 2050 are a significant threat to biodiversity and to open space management (eg cats, feral rabbits).</p>	<p>Pest animals disrupt eco-systems as well as recreational and amenity areas.</p>	<p>Work with other agencies on effective methods of pest animal control.</p> <p>Develop a pest control plan.</p>	<ul style="list-style-type: none"> <li>▪ Reserves Act 1977</li> <li>▪ AMP 2017</li> <li>▪ Southland Regional Pest Management Plan</li> <li>▪ Iwi Management Plan 2008.</li> </ul>
<p><b>Pest plants are a significant threat</b> to biodiversity and to open space management for recreation and amenity use.</p>	<p>Effective control creates significant expense and risk (eg. methods used when controlling pest plants, can cause potential problems and have flow on effects) for the Council.</p>	<p>Collaborative landscape scale approaches to pest plant management.</p> <p>Education of what good pest plant control is, such as the consideration to the repercussions of short term areas through use of nurse crops to mitigate potential impacts.</p> <p>Explore more environmentally friendly ways of controlling pest plants.</p> <p>Collaborate with community based pest plant groups.</p>	<ul style="list-style-type: none"> <li>▪ Southland Regional Pest Management Plan</li> <li>▪ AMP 2017</li> <li>▪ Reserves Act 1977</li> <li>▪ Iwi Management Plan 2008</li> <li>▪ National Pest Plant Accord.</li> </ul>



Issues/Challenges	Rationale	Opportunities	References
<p><b>Water quality and appearance</b> of water ways in reserves and across the city is below community expectations.</p>	<p>Water quality and appearance through reserves and storm water drainage need to be improved.</p> <p>Council is responsible for managing water ways. However, this is out of the scope for Parks and Recreation to fix water quality.</p>	<p>Open spaces and riparian areas along waterways, where managed effectively, can positively contribute to improved stream and river quality outcomes and eventually lead to better habitats for fauna and water activities.</p> <p>Encourage community recreational activities, education, research, and art displays along waterways.</p> <p>Collaborate with other organisations, communities and agencies to discuss effective ways to manage waterways in both appearance and cleanliness.</p> <p>Work with Environment Southland around enhancement options for water corridors.</p>	<ul style="list-style-type: none"> <li>▪ Ministry for the Environment paper - 'Action for Healthy Waterways' is currently out for discussion.</li> <li>▪ ES Proposed Southland Water and Land Plan</li> <li>▪ ES River Corridor Concept Plan</li> </ul>
<p>Invercargill <b>has little shelter cover</b> to contribute to reducing climate effects.</p>	<p>Invercargill's climate is getting warmer, drier, windier and harsher. Invercargill's UV protection is lower and UV rays are stronger than the rest of New Zealand.</p> <p>Tree planting makes a contribution to shelter, improved ecological connectivity and the enjoyment and amenity of open space.</p>	<p>Providing shelter from sun, rain and wind through various methods is considered during any renewal or refurbishments of our Parks.</p> <p>Through forward planning of the Tree Plan, Environmental Reserves Omnibus Management Plan and site master planning there is the opportunity to provide appropriate shade cover and plantings in open space fit for purpose for each individual site.</p>	<ul style="list-style-type: none"> <li>▪ Tree Plan (when developed)</li> <li>▪ Environmental Reserves Omnibus Management Plan 2011</li> <li>▪ Site master planning</li> <li>▪ Ministry for Environment Guidelines</li> <li>▪ Developing a carbon inventory for a sports park – Recreation Aotearoa case study</li> <li>▪ Global examples for shelter protection</li> </ul>

# Environment and Ecosystems

Managing, protecting and providing the opportunity for biodiversity and our natural environment to thrive.

Issues/Challenges	Rationale	Opportunities	References
<p><b>Need to think smarter from an environmental perspective.</b></p>	<p>The activity of parks and recreation has an environmental impact and there is a need to continuously improve practices.</p>	<p>Designing out waste at the beginning of projects when planning.</p> <p>Consider ways to minimise the parks footprint and allocate resources to be greener eg robotic mowing, electric vehicles and equipment and using sensitive solutions.</p> <p>Monitor incidents and develop programmes to keep parks and cemeteries clean eg recycling, bins, dog doo bins.</p> <p>Collaborate with the Wastenet team.</p>	<ul style="list-style-type: none"> <li>▪ Ministry for the Environment/waste programme</li> <li>▪ Southland Waste Management and Minimisation Plan</li> </ul>
<p><b>Conflict of income from forestry vs ecology and biodiversity.</b></p>	<p>Currently some environmental areas are exotic plants that receive income from logging but inhibit the biodiversity of the area.</p> <p>Environmental areas may be considered for replacing exotic with native plantings to then provide ecological enrichment and therefore enhancing ecological standards and biodiversity of the area.</p>	<p>Consider mechanisms to achieve biodiversity protection and restoration.</p> <p>Develop and implement a planting programme.</p> <p>Consider the contribution of the Billion Trees initiative.</p>	

# Issues and Opportunities - Assets (built and natural)



Is the physical assets within Invercargill's parks and cemeteries.

Issues/Challenges	Rationale	Opportunities	References
<p><b>Play equipment</b> is considered <b>boring, repetitive</b> across the play spaces or there is <b>not enough play equipment</b>.</p>	<p>Play equipment is costing more to keep maintained due to age and there are many of the same items at Council play spaces located closely together.</p> <p>There is little diversity of initiatives to play in those spaces.</p>	<p>Provision of new, modern and diverse play equipment in play spaces that meet community needs (including intergenerational play, nature play and fenced areas for young children).</p>	<ul style="list-style-type: none"> <li>Playground Strategy 2014</li> <li>Play Strategy (to be developed)</li> <li>Enabling play in urban settings – Recreation Aotearoa case study.</li> </ul>
<p><b>Assets</b> throughout the Parks and Recreation network are <b>ageing and many are of low quality</b>.</p> <p>Effectively maintaining and replacing of ageing assets is constrained by <b>limited resources and funds</b>.</p> <p><b>Ageing assets</b> means increased maintenance requirements for existing assets. In some cases the existing asset does not meet customer expectations or has reached the end of life and a review is to be made on whether to renew this item or use this space differently.</p>	<p>Limited funding means that either the number of assets being maintained needs to reduce, the level of maintenance provided is reduced or the funding available is increased.</p> <p>Over half of play equipment is past or nearing the end of its useful life and is due for replacement.</p> <p>The cost of ongoing maintenance is increasing and there is the challenge of funding replacements with limited funds.</p> <p>There is little diversity of initiatives to play spaces and distribution through the District is not quite right.</p> <p>Engagement provided stated that the public are asking for "fewer spaces with heaps of options of playground equipment, and equipment is a higher quality."</p>	<p>Improve asset management system maturity from "core"<sup>2</sup> to "intermediate"<sup>3</sup> level.</p> <p>Include all parties (eg club, Council, funders) at the same table when planning for community projects.</p> <p>Consider the Regional Spaces and Places Strategy when developed for asset development to ensure maximum use of resources and the most efficient use of funds across the District.</p> <p>Consider Council's play spaces and opportunities through the development of the 'Play Strategy':</p> <ul style="list-style-type: none"> <li>Creative play</li> <li>Inspired by communities and surroundings</li> <li>Considered as network along with other spaces managed by others</li> <li>Efficient use of resources</li> <li>Diverse</li> <li>Full of life</li> <li>Imaginative Play</li> <li>Nature Play</li> </ul>	<ul style="list-style-type: none"> <li>Regional Space and Places Strategy (under development)</li> <li>Play Strategy (to be developed 2020)</li> <li>AMP 2017</li> <li>Enabling play in urban settings – Recreation Aotearoa case study</li> <li>Community-led Development – Recreation Aotearoa case study</li> <li>Playground Strategy 2014</li> </ul>

<sup>2</sup> Core: There is sufficient information to complete asset valuation (basis attributes, replacement cost and asset age/life) and support prioritisation of programmes (criticality). Asset hierarchy, identification and attribute systems documented.

<sup>3</sup> Intermediate: A reliable register of physical, financial and risk attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place.

## Assets (built and natural)

Is the physical assets within Invercargill's parks and cemeteries.

Issues/Challenges	Rationale	Opportunities	References
		<p>Rationalise equipment within Parks and Recreation network and provide less but higher quality spaces.</p> <p>Review Play Strategy.</p>	
<p><b>Donations of assets</b> from community led initiatives have ongoing maintenance requirements and implications.</p>	<p>While new assets can be funded for construction, there is often a challenge in funding their maintenance and replacement. This is especially relevant for community led initiatives on open spaces.</p> <p>New assets increase the community expectation of the asset being available indefinitely and therefore require replacement in the future.</p>	<p>Ensure assets are managed and funding planned for from the outset to ensure appropriate replacement at the end of the asset's useful life.</p>	<ul style="list-style-type: none"> <li>▪ Donations Guidelines (under development)</li> </ul>
<p>There is a <b>lack of toilets</b> within the parks and cemeteries network.</p>	<p>There is currently no public amenities strategy with the Council.</p> <p>Toilet needs from the public have been voiced and further investigation needs to be undertaken.</p>	<p>Develop and implement a Public Amenities Strategy.</p>	<ul style="list-style-type: none"> <li>▪ Toilet Assessment of Parks and Recreation toilets (internal document, 2016)</li> </ul>
<p>Managing <b>the long term sharing of parks spaces</b>.</p>	<p>To guarantee access to multiple groups for public benefit, formalised agreements should be established.</p>	<p>Identify and discuss with all interested potential users of parks and recreation.</p> <p>Formalise agreements for greater certainty around management of use.</p> <p>Improve booking systems and experience.</p>	



Issues/Challenges	Rationale	Opportunities	References
<p>Meeting <b>minimum earthquake standard requirements</b> and the safety risk the assets pose to public and staff who would enter them.</p>	<p>Some major Council assets are closed due to not meeting earthquake standards, meaning the public cannot enjoy their benefits until they are back at the required standard.</p>	<p>Regional Spaces and Places Strategy should inform the Council for decision making developing the long term framework for asset development.</p>	<ul style="list-style-type: none"> <li>Regional Spaces and Places Strategy (under development)</li> </ul>
<p><b>Clubs are competing for resources.</b></p>	<p>User groups want to retain their identities but at the same time funding and volunteer resources are becoming more competitive and there needs to be sharing of facilities, amenities and grounds to allow for the future sustainability of Council owned parks and reserves.</p> <p>Parks and Recreation is supportive of balancing multipurpose areas to allow for cohabitation between user groups.</p>	<p>Consider multi use spaces, hubs. User groups need to support each other so they are not competing for resources but instead sharing them. There needs to be cohabitation (sharing) of Council owned spaces.</p>	<ul style="list-style-type: none"> <li>Regional Space and Places Strategy (under development)</li> </ul>
<p><b>Limited shelter facilities</b> are inhibiting the use of reserves and cemeteries to protect users against bad weather.</p>	<p>Lack of shelter on sunny, rainy or windy days makes it difficult for spectators to attend events or go out to play, when there is nothing protecting them from the elements.</p>	<p>Consider in long term planning covered areas for sports and entertainment areas and play spaces (eg winter play) when reviewing or developing in certain sites.</p>	<ul style="list-style-type: none"> <li>Regional Space and Places Strategy (under development)</li> <li>Tree Plan (under development)</li> </ul>

# 12 Issues and Opportunities - Partnerships, Collaboration and Relationships

Managing and maintaining our partnership with iwi and our relationships with land owners, volunteers, funders, our parks and reserves users.

Issues/Challenges	Rationale	Opportunities	References
<p>Recognise and provide for expression of <b>tangata whenua values</b> in parks and recreation provision, development and management.</p>	<p>There has been limited presence to date of tangata whenua expression across the parks and cemeteries network.</p> <p>Mana whenua are an important partner in land management and management of assets.</p> <p>Council works in partnership with local iwi, Te Ao Marama and two Runanga (Te Runanga o Waihopai and Te Runanga o Awarua).</p>	<p>Develop better relationships with iwi to understand the tikanga values of parks, recreation and cemeteries and how they can be applied.</p> <p>Learn what resources are required to enable expression of tangata whenua values.</p> <p>Explore and develop co-management and cultural identity outcomes through further discussion with iwi.</p>	<ul style="list-style-type: none"> <li>▪ Mayoral Forum partnership with Te Ao Marama</li> <li>▪ Te Tiriti o Waitangi (the Treaty of Waitangi)</li> </ul>
<p><b>There needs to be better collaboration</b> between Council and other agencies and stakeholders.</p>	<p>Agencies and groups may not be working towards the same outcomes and the open space network could be disjointed. Or there are multiple agencies and groups wanting the same outcomes and all doing their own projects to achieve them.</p> <p>Maintaining these relationships and collaborating is essential to achieving the best results for the District.</p>	<p>Explore asset sharing with other agencies for shared community provision and linking of projects.</p> <p>Suggest a framework for clear and transparent leadership model across agencies.</p> <p>Careful managing and coordinating parks and cemeteries development programmes can help prioritise funding and work programmes so that community aspirations are realistically achieved in a transparent manner.</p> <p>Consider a clear hierarchy of parks and recreation investment.</p>	<ul style="list-style-type: none"> <li>▪ Regional Space and Places Strategy (under development)</li> </ul>



Issues/Challenges	Rationale	Opportunities	References
<p>There has been a <b>lack of engagement between the community and Parks and Recreation staff</b>, despite there being a community desire to collaborate and be involved with their amenity, recreation and environmental values.</p> <p><b>Youth do not feel empowered to explore and get involved with parks and recreation</b> as there is not a lot for them to do, or they cannot access them.</p>	<p>Other segments of the community also lack engagement. For example it is difficult to engage with non users of parks and cemeteries about their preferences. However their input is needed to see how Council can incorporate their views into long term planning.</p> <p>Council is focusing on delivering better customer service.</p> <p>Through the engagement undertaken, the youth segment highlighted there is a need to activate open spaces. Ensure open spaces and associated facilities provided encourages use by this demographic. This will encourage their protection and enhancement for future generations.</p>	<p>Identify ways to engage with different community sectors. Targeted engagement will help with sense of ownership.</p> <p>Build on the engagement undertaken for this strategy to engage with schools, alternative education providers and students to better understand how youth could better connect with Parks and Recreation in the future. Use this feedback to help with future decision making.</p> <p>Encourage promotion, education, support and awareness of community user groups through collaboration methods and programmes to share information with the community. Understand roles and responsibilities Parks and Recreation plays when working with community groups.</p>	<ul style="list-style-type: none"> <li>Community-led Development – Recreation Aotearoa case study</li> </ul>
<p><b>Booking process is complicated and time consuming</b> for use of parks and cemeteries.</p>	<p>Processes (eg bookings) are complicated and it takes a long time to get permission.</p>	<p>Improve the parks and cemeteries booking processes.</p> <p>Consider online system for booking spaces, equipment, facilities and cost to hire.</p>	

## Partnerships, Collaboration and Relationships

Managing and maintaining our partnership with iwi and our relationships with land owners, volunteers, funders, our parks and reserves users

Issues/Challenges	Rationale	Opportunities	References
<p><b>Volunteer groups</b> are <b>ageing</b> and many groups <b>do not have a clear succession plan</b> in place.</p> <p><b>Processes people go through to become volunteers</b> can be challenging and the level of engagement has dropped.</p>	<p>If there is no succession plan in place for the next generation of volunteers, then the work of current volunteers is at risk unless alternative resourcing is provided.</p> <p>There are increased responsibilities through the Health and Safety Act 2014.</p>	<p>Collaborate with community groups to develop a succession plan for volunteer projects and opportunities.</p> <p>Support a volunteer work force or co-ordinate them through common objectives and desired outcomes and active spaces with the community.</p>	
<p>There are a <b>growing number of community groups requiring support</b> (eg funding, promotion, agreements) <b>and resources</b></p>	<p>It is challenging for Council to adequately support the various expectation and aspirations of some groups while planning ahead for sustainability.</p> <p>To guarantee access to multiple groups for public benefit, formalised agreements should be established.</p>	<p>Consider the ongoing support, value and resourcing of these groups to maintain and grow their contribution.</p> <p>Identify and discuss with all interested potential users of parks and recreation.</p> <p>Establish agreements and planning between Parks and Recreation and other parties for greater certainty around management of use.</p>	<ul style="list-style-type: none"> <li>Community-led Development – Recreation Aotearoa case study</li> </ul>

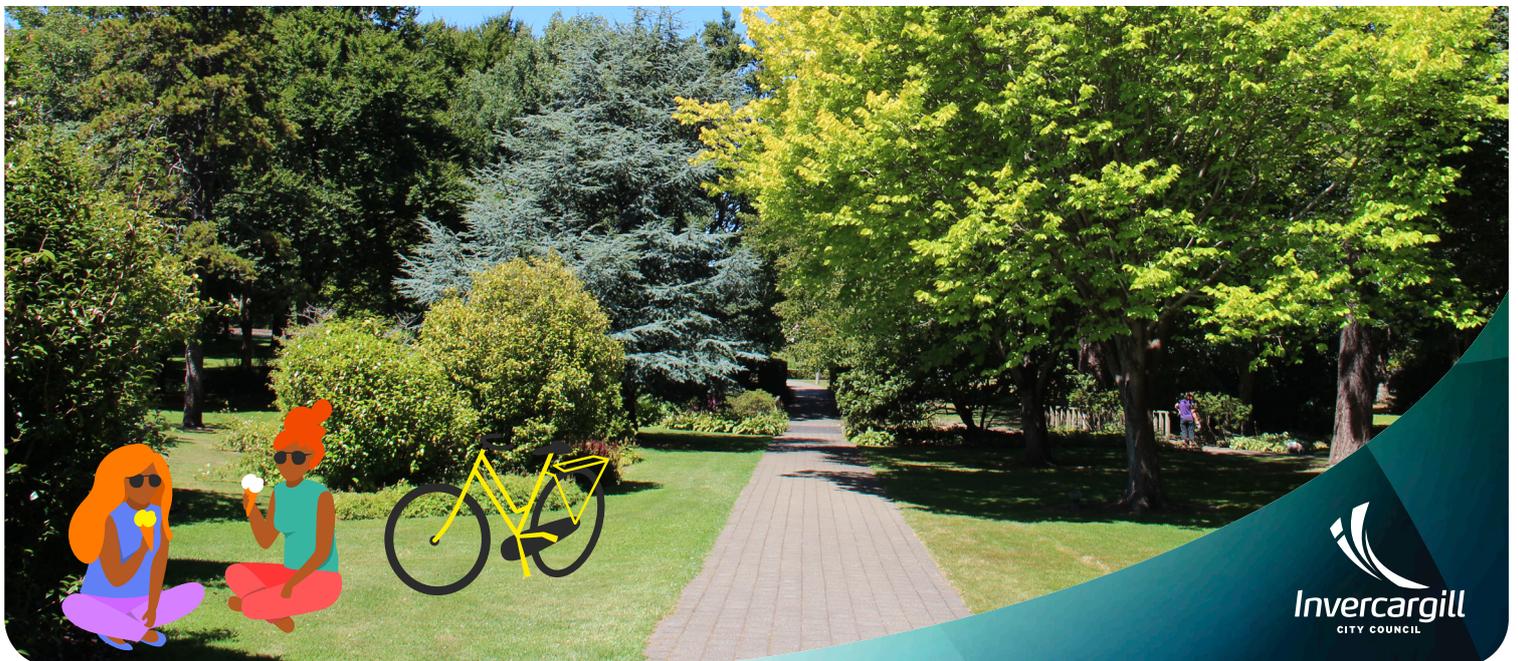
# Issues and Opportunities - Changes and Trends



## Global, National and Regional

Issues/Challenges	Rationale	Opportunities	References
<p><b>Invercargill's population is becoming more diverse<sup>4</sup></b>, with changing demographics and incurring social changes.</p>	<p>Challenges include keeping up with changes in demand and expectations and adjusting best practice to meet new requirements.</p>	<p>Collaborate with communities to understand opportunities to provide for future changes of the parks and recreation network.</p>	
<p>The <b>rate of change in technology</b> means Council departments need to keep up with the latest trends or software requirements.</p>	<p>Technology changes have resulted in open spaces being utilised for new and different activities such as electric scooters, drones, mobile charging stations, Wi-Fi, e-play and solar panels.</p> <p>Software uptake with parks and recreation has not been as progressive as other departments of Council.</p>	<p>Be proactive and plan for integration of technology with open spaces changes on the horizon.</p> <p>Explore opportunities open spaces offer to escape technology and reconnect with nature.</p> <p>Implement software changes already adapted by the rest of the organisation.</p> <p>Consider the growth of informal internet based recreation (eg geocaching, Pokemon Go).</p>	

<sup>4</sup> made up of people or things that are different from each other.



# Changes and Trends

## Global, National and Regional

Issues/Challenges	Rationale	Opportunities	References
<p><b>Climate change</b> is a growing concern globally.</p>	<p>There are many effects that climate change could possibly have on our open spaces such as erosion and sea level rise.</p> <p>It is also recognised that some Council reserves have a flooding risk.</p> <p>Change in climate could have a long lasting impact on the ecosystem.</p> <p>Parks and reserves use a lot of machinery and heating equipment which have impact on the carbon emissions.</p>	<p>Greater recognition and profiling of open space and vegetation contribution to climate change mitigation and resilience.</p> <p>Explore and identify key risks and undertake long term planning to consider the impacts on assets and public land near the coast to be incorporated into coastal management areas.</p> <p>Study impacts of climate change on local flora and fauna and work collaboratively with other groups to form actions to help minimise effects from climate change.</p> <p>When renewing plant and machinery consider low emission options and carbon zero requirements.</p> <p>Scan constantly and keep ahead of best practice.</p>	<ul style="list-style-type: none"> <li>▪ Carbon Zero Bill</li> <li>▪ Ministry for Environment Guidelines</li> <li>▪ Developing a carbon inventory for a sports park – Recreation Aotearoa case study</li> </ul>



Issues/Challenges	Rationale	Opportunities	References
<p><b>The City's increasing population</b> is having a greater human impact on the assets and environment.</p>	<p>Related effects include increased pollution, erosion, habitat disturbance, increased wear and tear of assets and conflict over multiple users sharing spaces.</p>	<p>Communicate the awareness of human impact issues.</p> <p>Encourage best practice and planning to support community values and environmental protection.</p> <p>Incorporate adjusted effects on wear and tear of assets into long term planning and budget.</p>	<ul style="list-style-type: none"> <li>▪ Statistics NZ</li> <li>▪ Corporate assumption/ LTP</li> <li>▪ SORDS targets</li> </ul>
<p><b>Central government changes in legislation.</b></p>	<ul style="list-style-type: none"> <li>▪ Wellbeing budget targets</li> <li>▪ Living Standards framework</li> <li>▪ Fresh Water Bill</li> <li>▪ Carbon Zero Bill</li> <li>▪ 1 Billion Trees</li> </ul>	<p>Parks and Recreation is well placed to react to well-being and living standard targets.</p> <p>Collaborate and complement other Council departments in achieving Fresh Water targets.</p> <p>Potential to offset Councils carbon credits with planting more native forests.</p> <p>Mass planting with the community to add to the 1 Billion Trees initiative.</p> <p>Consider resourcing a community volunteer planner/coordinator.</p>	<ul style="list-style-type: none"> <li>▪ Living standards framework</li> </ul>

# Changes and Trends

## Global, National and Regional

Issues/Challenges	Rationale	Opportunities	References
<p>Changing trend <b>from traditional formal sports and recreation to informal recreation.</b></p>	<p>With changes from formal to informal recreation, users are recreating in different ways on the same open spaces.</p> <p>Changes to sporting activities and user groups of parks and reserves versus availability of resources will impact levels of service.</p> <p>Formal sports require even higher quality facilities including playing surfaces.</p>	<p>Reassess sports and recreation provision based on identified need.</p> <p>A decrease or increase in the amount of formal team sports will require a change in the frequency of monitoring these affected areas and whether a change in resources is required to meet demand changes.</p>	<ul style="list-style-type: none"> <li>▪ Regional Space and Places Strategy (under development)</li> <li>▪ AMP 2017</li> </ul>



# Issues and Opportunities - Management and Governance



Decision making guided by strategies influences what happens in our parks and reserves

Issues/Challenges	Rationale	Opportunities	References
<p><b>Strengthening iwi partnership.</b></p>	<p>Treaty and partnership obligations between iwi and Council.</p> <p>Iwi bring strong cultural values that could enhance the experience through the parks and recreation network.</p>	<p>Explore co-management options alongside iwi.</p> <p>Increase the expression of iwi values and education in our parks and cemetery areas.</p>	
<p><b>Balancing strategic forestry activity</b> with amenity and recreational needs.</p>	<p>Users are worried logging could lead to the loss of recreational spaces.</p>	<p>Investigate best recreational use and guidelines of forestry blocks for activity use e.g. sled dogs, orienteering, MTB.</p> <p>Raise topic of progressive regeneration bush along the forestry operation.</p> <p>Review Forestry Management Plan.</p>	<ul style="list-style-type: none"> <li>Forestry Management Plan (internal document)</li> </ul>

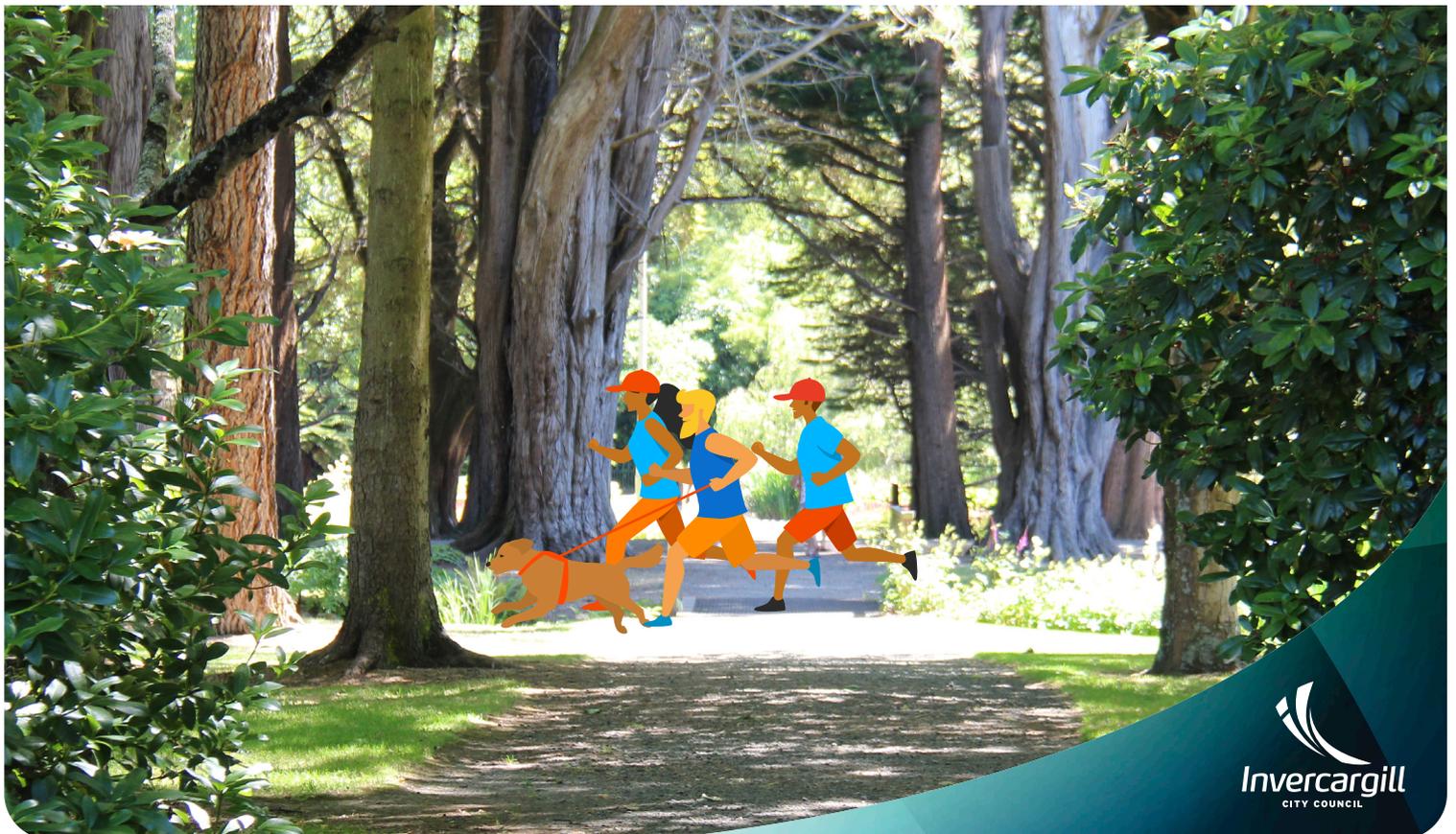
## Issues and Opportunities - Strategic

High level policies and documents that guide what happens in Invercargill's Parks and Reserves

Issues/Challenges	Rationale	Opportunities	References
<b>Succession planning.</b>	Over time as staff change there is a need for good succession planning.	Defined framework should be developed to indicate Parks and Recreation's stance on succession of the strategy and confirmation of its role, responsibilities and decision-making.	
<b>"Recreation" is not understood.</b>	This strategy needs to show how recreation will be managed as part of the parks and cemeteries network.	Define "recreation" in Council portfolio.	
<b>Alignment with other Council documents.</b>	There is a need to ensure that there is consistency across strategies, plans and policies within Council.	<p>Ensure the Strategy links with legislation and other plans, strategies and policies.</p> <p>Collaborate with other departments when planning documents to ensure a consistent approach is undertaken and their needs are addressed.</p> <p>Strengthen the collaboration with other Council planning departments.</p>	



Issues/Challenges	Rationale	Opportunities	References
<p><b>Lack of City identity.</b></p>	<p>Open space qualities should be defining characteristics of the City. Without identity it is difficult to understand sense of place.</p>	<p>Enhance natural advantages to guide, align and support economic development.</p> <p>Consider how the open spaces network contributes to the overall visitor attraction for the City (signage, landscaping, design, entrances).</p> <p>Collaborate with tourism agencies to ensure the open spaces network features as part of the visitor offering.</p>	



## Issues and Opportunities - Education

Helping future generations stay connected with nature and open space.

Issues/Challenges	Rationale	Opportunities	References
<p><b>Lack of communication and promotion of parks and recreation.</b></p> <p><b>Lack of awareness of all the parks and cemeteries in Invercargill and Bluff.</b></p>	<p>Users are unaware of where parks and cemeteries are, activities at parks, services provided, rules and regulations, their history, and how to book etc.</p>	<p>Increase use of ICC staff to help educate community groups and members of the public.</p> <p>Market (through more use of technology and social media) to promote parks and recreation with a focus on activation, service provision and location.</p> <p>Collaborate with iwi, key stakeholders and user groups to promote and create more awareness of parks and recreation.</p>	
<p><b>Lack of all-encompassing signage</b> across the parks and recreation network.</p>	<p>There is little identity and story or background illustrated through signage for all types of visitors to parks and reserves.</p>	<p>Demonstrate cultural identity through partnering with iwi and educating people about Māoritanga (world view), tangata whenua (indigenous people) and Te Reo Māori (Māori language). Include integration of Māori culture through landscaping, interpretational signage and use of Te Reo Māori.</p> <p>Include opportunities for other cultures that also have interests and history with the parks and recreation network.</p> <p>Collaborate with other agencies to incorporate other forms of communication in signage eg brail and sign language.</p>	



Issues/Challenges	Rationale	Opportunities	References
<p><b>Lack and inconsistency of wayfinding, interpretation signage and online information</b> at parks and cemeteries makes the use of them difficult.</p>	<p>A consistent approach to signage and wayfinding will help people to easily find and appropriately use parks and cemeteries.</p>	<p>Develop and provide consistent effective wayfinding and signage across the City's parks and cemeteries.</p> <p>Work with other agencies to provide online wayfinding maps for tracks and trails.</p>	



## Issues and Opportunities - Experience

The physical, spiritual, social and emotional benefits that occur during connections with open space

Issues/Challenges	Rationale	Opportunities	References
<p><b>The need for a cohesive network.</b></p>	<p>Parks and cemeteries are lacking a narrative that supports sense of place and experience.</p>	<p>When planning for individual identities of parks, consider landscaping, historical research, technology and signage, while keeping cohesive, coherent and consistent with levels of service according to Recreation Aotearoa Categories set in the Parks Strategy 2013.</p> <p>Review of Reserve Management Plans to ensure policies for reserve categories are cohesive and consistent.</p>	<ul style="list-style-type: none"> <li>▪ Reserve Management Plans</li> <li>▪ Parks Strategy 2013</li> </ul>
<p><b>Lack of activation of open spaces.</b></p>		<p>Collaborate with communities to activate spaces for a range of play opportunities and promote other ways to use play spaces.</p> <p>Utilise spaces for pop-up, temporary arts, culture and play opportunities.</p>	
<p><b>Impacts of holding events in Parks and Cemeteries.</b></p>	<p>Events are beneficial in supporting the use and community value of open space. However there can also be adverse effects on assets.</p>	<p>Develop and maintain a range of parks and cemeteries suited for events in coordination with other providers.</p> <p>Collaborate with event organisers to address issues and impacts when planning events.</p> <p>Potential for legacy events to be supported through Council's programming.</p>	<ul style="list-style-type: none"> <li>▪ Great South Event strategy</li> </ul>



Issues/Challenges	Rationale	Opportunities	References
<p><b>Incompatibility of some users leads to conflict</b> in parks and recreation.</p>		<p>When planning for future provision or revitalising spaces, consider the compatibility of uses for different recreation communities and how these should be best managed in a way that results in positive experiences (and discourages anti social behaviours) for all users.</p>	<ul style="list-style-type: none"> <li>National CPTED Guidelines</li> </ul>
<p><b>Invercargill City entrances are not appealing.</b></p>		<p>Landscape in collaboration with Council and other agencies to improve entrances.</p>	
<p>Sense of security - Some users of parks and recreation network are saying they are <b>not feeling safe</b>.</p>	<p>User groups should be able to feel safe when using parks and cemeteries as they are public areas and are there for the benefit of users.</p>	<p>Investigate why people don't feel safe in spaces and work towards developing ways to mitigate this issue.</p> <p>Work with police to make areas safer.</p> <p>Include CPTED approaches in design and review of reserve spaces.</p> <p>Landscaping, monitoring, collaboration with groups who are using parks and cemeteries.</p>	<ul style="list-style-type: none"> <li>National CPTED Guidelines</li> </ul>

## Issues and Opportunities - Experience

The physical, spiritual, social and emotional benefits that occur during connections with open space

Issues/Challenges	Rationale	Opportunities	References
<b>No spaces for gathering.</b>	People (young people and youth) have expressed they want places to hang out in parks and feel there is nothing currently available or there are limited space options (eg skate park).	Plan and design spaces or facilities in parks and cemeteries for social networking and gathering.	
<b>Inconsistent levels of service.</b>	Bluff residents are feeling a sense of parks not being managed and maintained consistently with the rest of Invercargill.	Develop a Master Plan and collaborate with agencies and the community to ensure it covers Bluff's needs.  Review levels of service and manage accordingly.	<ul style="list-style-type: none"> <li>Southland Tourism Strategy (under development)</li> </ul>
<b>Provision of food outlets, BBQs and places to eat</b> at parks and cemeteries.	Public feedback through consultation suggests there is demand for more food shops or vendors, BBQs and picnic tables at parks and cemeteries.	Review and collaborate with food vendors and agencies to consider ways to incorporate food in parks and cemeteries.  Investigate provision of BBQs and picnic tables where there is a need (eg places that lack facilities that could be alternative picnic destinations).	
<b>Lack of progressive and innovative design, art and sculptures</b> within the parks and recreation network.	Public feedback suggests that parks are ideal locations for the provision of arts.	Ensure major capital works, landscaping and developments have budget included to integrate arts, culture and/or sculpture where requirements arise.  Consider the need for a Public Art Work Policy.	<ul style="list-style-type: none"> <li>Murihiku Southland Regional Arts Strategy 2020-2030</li> </ul>

# Notes

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## Issues and Opportunities