

Property - Parks, Community & Public Toilets

LTP Council Workshop

4 July 2023

Overview of Activity

The Property Team acts in the role of “owner” of ICC property and manages the community owned and publicly used facilities of Council for the benefit of Invercargill residents, ratepayers and visitors to the city. The Team exists to provide buildings as the bases for Service Activities which contribute to the Community Outcomes.

Eg. Splash Palace has an activity plan for its day to day operations.

Strategic priorities and community outcomes

- Cater the changing needs of the demographics – Youth, aging population, culture.
- Encourage sustainable options to improve general well being.
- Match expectations between stake holders, operations & the road map.
- Activity management plan to clarify responsibilities.

Key Challenges

- **To reduce the information gap and increase Asset Management maturity**
- **Better Asset Management Systems**
- **Aligning stakeholder expectations with operational renewal plans**
- **Ageing assets no longer fit for purpose**
- **Connecting forward budgeting with all stakeholders**



Current Budget

Annual Plan
2023/2024
(\$000)

Operational

Targeted rates revenue	0	0%
General rates revenue	7,761	100%
Other revenue (excluding capital subsidy revenue)	10	10%
	<u>7,771</u>	

Operational expenditure (excluding depreciation)	3,140
Depreciation expenditure	<u>4,631</u>
	<u>7,771</u>

Capital

Capital subsidy revenue	4,010
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Capital expenditure

• to improve the level of service	9,156
• to replace existing assets	<u>2,844</u>
	<u>12,000</u>

Staff levels (excludes Casuals and Elected Members):

FTE	8
Head Count	8

Maintaining levels of service

What we have done well

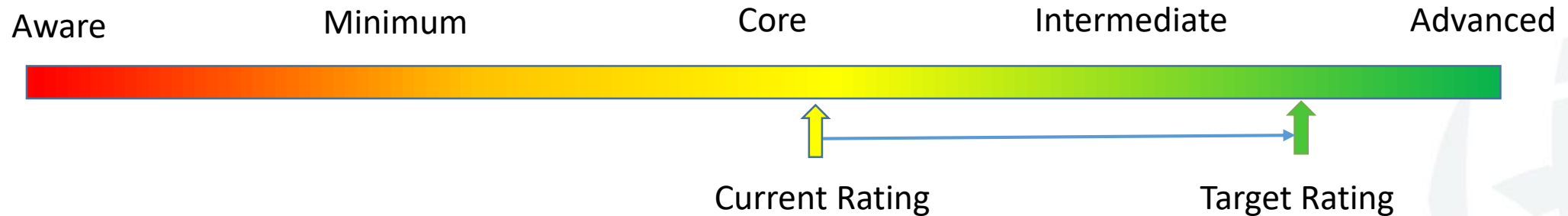
- Compliance requirements met at 100% with BWOFF, ACM inspection updates, EPB Evaluations completed on key buildings.
- Manage financial, technical and property practices to ensure that the level of service required by customers is provided. LOS managed with internal customers....
- Completed assessments to understand property condition to enable informed decisions.

Challenges

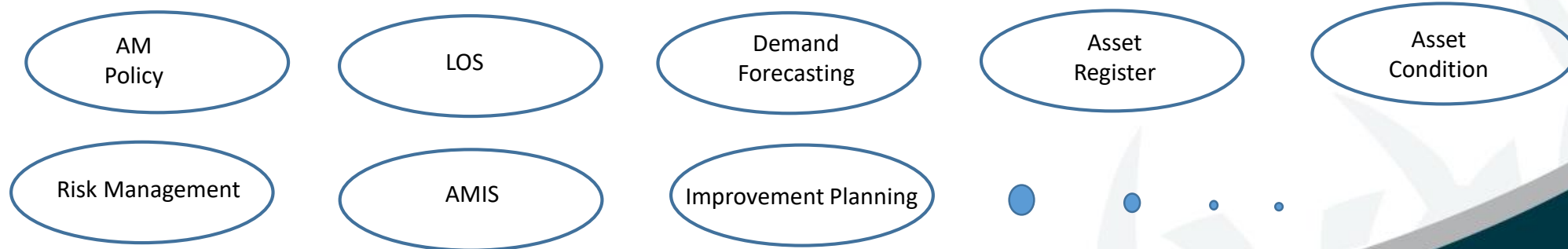
- Good processes and integrated Asset Management Software needed
- New staff & resource levels – still a work in progress
- Condition Assessments completed but only part of the answer!
- Asset Management Maturity

Asset Management Maturity

Based on IIMM framework



Elements for Asset Management Maturity Evaluation



Requirements to maintain compliance

- ✓ BWOFF – Requirement to manage a safe facility for all users.
- ✓ ACM inspection – To ensure the we are aware of all the hazards of asbestos exposure and are managed as appropriate.
- ✓ EPB Evaluations – Need to be reviewed with changing regulations and any changes to building elements.

Proposals for new or lifted level of service

- Upgrades to property assets by embracing new technology, changing legislation & compliance requirements.
- Understand utilisation of facilities to improve Level of Service requirement.
- Investment needed for AM processes which support good decision making
- Carbon footprint measurement and reduction.

Opportunities for cost savings

- Long term saving - Implementation of an Asset Management System – Common software for activity stake holders.
- Better decisions for renewals and Opex.
- Do we have too many operational buildings (project to consider and review)

Measuring performance

Levels of Service

Council provides a range of services to its community which help the community to achieve its outcomes. Some of these services require specialist buildings that are not commercially viable developments, e.g. swimming pools & theatres. Therefore, Council provides them as an essential part of providing the Service Activity; this allows the Service Activity Manager to focus on the service and not the asset requirements.

KPIs

- Public toilets are kept operational 95 % of open hours.
- Maintain BWOFs at 100 %.
- Update ACM records every 5 years.
- Review EPB with new legislative requirements and update and appropriate.
- Update asset condition assessments every 3 years.

Current Roadmap Projects

Delivered by PMO

- Southland Museum & Art Gallery Storage
- Housing Innovation Project – Stirrat Street
- Civic Administration building
- Rugby Park
- Surrey Park Grandstand
- Water Tower
- Others...

Overview of Portfolio

~~Museum~~	Housing	Library	Civic Theatre	~~CAB~~
Parks – Office	~~Rugby Park~~	Public Toilets	Crematorium	Splash Palace
Scottish Hall	Tea Kiosk	Winter Gardens	Investment Property	Others

Key issues

Key Issues from check-in with Activity Managers

Parks & Recreation.

- Winter Garden Buildings – Fit for Purpose?
- Sporting field strategy – Sports Hubs buildings – Impact on buildings and costs.
- QP Kiosk - Cheeky Lama needs a building refresh and update
- QP - Ranger's House – future and purpose

Public Toilets

- Need for a strategic review and plan – no consistent approach
- Number & locations required – criteria and importance
- Condition assessment of Exeloos being planned as many near end of life.

Library

- Refurbishment of Office spaces – Floor coverings, painting (not done in 2019)
- Leak from barrel roof – review and strategy

Key issues

(Continued..)

Splash Palace

- Roof renewal – now 30+ years old and at it's end of life.
- Poolside resurfacing – renewal in 3 years.
- Boiler replacement – renewal in 10 years.

Civic Theatre

- Weather tightness assessment & remedy, especially on Tay Street facade.
- Interior Renewal 2025 – Budgets at \$865K but may need more??
- Lift Renewal as unreliable at times.
- Casement windows – upgrade. To improve energy and noise efficiency

Key issues

(Continued..)

Scottish Hall

- Seismic Strengthening to be coordinated with other works likely to be triggered by the consent process.
- Ceiling Insulation required.
- Accessibility upgrade needed.

Others

- Masterplans – Sandy Point, Queens Park, Donovan Park..
- Roadmap projects – Splash Palace, Museum....
- Sports hubs
- Anderson Park

Asset Management Improvement

Asset Management Information System

New integrated AMIS	Existing
Ideally have one unified AMIS.	Currently we use – IPS, TechOne, Pathways, ADT etc...
Consistent one source of information.	Data inconsistent across different sources.
Work towards having data, condition etc. updated in-house	Rely on contractors to update at regular intervals.
Ability to maintain live updates.	Done at intervals. Eg. Condition assessments every 3 years, ACM every 5 years etc..

Capex-Going Forward

Big 5 Portfolio

Portfolio	3yr	10yr	30yr
Parks	\$ 1,260,000.00	\$ 2,797,000.00	\$ 7,257,000.00
Splash Palace	\$ 2,990,000.00	\$ 3,548,000.00	\$ 4,038,000.00
Library	\$ 125,000.00	\$ 1,609,000.00	\$ 2,359,000.00
Civic	\$ 631,000.00	\$ 862,000.00	\$ 2,042,000.00
Scottish Hall	\$ 108,000.00	\$ 740,000.00	\$ 740,000.00
Total	\$ 5,114,000.00	\$ 9,556,000.00	\$16,436,000.00

Options for Council to consider

Big 5 Opportunities

Portfolio	Asset	Description	Estimated Budget	Considerations	Inflated Estimated
Parks	Winter Gardens	Maintain asset in current condition, doing just what is required.	\$ 55,000.00	Complete update and refresh of facility with new design and technology. Can potentially be a part of Queen's park "Master Plan".	\$ 2,000,000.00
Splash Palace	Roof	Replace roof cladding	\$ 1,500,000.00	The existing system has served well this might be an opportunity to look at a more modern solution rather than like for like replacement.	\$ 2,000,000.00
Library	Barrel Roof	Replace leaking Barrel Roof	\$ 250,000.00	Alternative roofing rather than like for like to reduce maintenance costs and glare issues.	\$ 500,000.00
Civic Theatre	Internal Refit	Last internal refit over 20 years ago	\$ 611,000.00	Given that it will be considerable refresh it would be ideal to look at the whole building as it is a Heritage site and will be better to plan all major requirements and include a conservation management plan.	\$ 1,200,000.00
Scottish Hall	Internal refit	Insulation, accessibility	\$ 108,000.00	Any alteration/additions is likely to trigger a building consent process and as a part of the heritage building management will need a conservation management plan.	\$ 800,000.00

End of presentation slides