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Christchurch City Council

ATTACHMENTS - UNDER SEPARATE COVER

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**Ferrymead Heritage Trust**  
Developing a new Strategic Direction  
Single Stage Business Case (SSBC)

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## Executive Summary

### Introduction

Ferrymead Heritage Park (the Park) is a collection of heritage experiences created by a diverse community of volunteer-based organisations. It is collectively owned by The Ferrymead Trust (the Trust) and operated by Ferrymead Park Limited (the Company). The Park is unique in New Zealand and sits partly on land owned by the Trust, and partly on land leased from the Crown. The Park was founded in 1964 and the result today is a reflection of hundreds of thousands of hours of volunteer labour and millions of dollars of personal investment, donations and ratepayer money. It is unique due to its unparalleled collection of working technologies and heritage resources, and unrivalled educational opportunities.

The development of the Park over the past six decades has created both a sense of place and a sense of community (defined as “a feeling that members have of belonging, a feeling that members matter to one another and to the group, and a shared faith that members’ needs will be met through their commitment to be together”<sup>1</sup>) that has intrinsic value and real potential.

It is very important to acknowledge that the financial efficiency of the Park, from both a development and an operational perspective, can be enhanced through the leverage of volunteer labour and charitable donations, to significantly multiply public investment. One dollar of public money can readily be transformed into much more value through utilising the effort, knowledge and social capital of the Park’s member organisations.

Six strategic projects have been identified to support the new purpose of the Park, to be a living museum of technology, crafts and heritage.

It is the opinion of the authors that there has been a failure in the past to exploit this opportunity. This is backed up by a report by BDO and discussions with key external stakeholders. The intent moving forward is to introduce: good governance practices; solid operational management; a unified strategic direction, and; structured cooperation between volunteers and paid staff.

### Business Case

This business case follows the Better Business Cases (BBC) process, which was chosen to ensure a robust basis for development and investment planning. It is organised around the five-case model to systematically ascertain that the investment proposal:

- is supported by a robust case for change - the Strategic Case;
- optimises value for money - the Economic Case;
- is commercially viable - the Commercial Case;
- is financially affordable - the Financial Case, and;
- is achievable - the Management Case.

This business case has been prepared with the support of Christchurch City Council (CCC) with the intent of seeking ongoing sustainable funding for the Park as part of the Long Term Plan (LTP). Such an injection of capital

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1 McMillan, D. W., & Chavis, D. M. (1986). Sense of community: A definition and theory. *Journal of Community Psychology*, 14(1), 6–23

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will be used to improve the safety and operation of the Park and to ensure it develops into an economic, tourism and educational powerhouse for the residents of, and visitors to, Ōtautahi Christchurch. The aim is to create a sustainable financial model that eventually generates all funding through operational activities and private philanthropy.

The development of the case is the result of over 580 hours of time volunteered by trustees Dr Margaret Noble and Jarrod Coburn. They were given a mandate in June 2023 to address the issues raised in a 2022 report by BDO, which was commissioned by the CCC. Both trustees have a professional management background: Dr Noble is an expert in education and urban history; Jarrod Coburn has expertise in tourism and SME management. Both have worked as CEOs.

There have been some challenges to completing this case using the BBC model. Normally the BBC would be applied with a start-to-finish approach with full collaboration from management and staff. In this instance there are a number of sensitive and counter-intuitive operational issues that have been identified, which cannot be considered or resolved without the antecedent governance perspective being determined first.

As such, this business case has a heavy governance bias. The Company has been treated as a separate stakeholder. The reader will see this most obviously in the Commercial and Management Cases, which are light on detail. Once completed the case will be used to inform decisions about the Company and, as the veil is lifted, will be revisited with an added operational perspective.

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### Strategic Case

The strategic case outlines the strategic context for the investment proposal and makes a robust case for change.

### Organisational overview

Ferrymead Heritage Park (the Park) is Canterbury's premier collection of heritage stories, artefacts, buildings and equipment covering a wide range of historical topics and interest areas including aeronautics, trains and trams, photographic equipment, post and telegraph communication systems, fire engines, printing technology, vintage radio and rural machinery. The Park has been in existence since the late 1960s and has become a well-known and well-visited feature of the regional landscape.

Ferrymead Heritage Park is made up of three distinct entities:

- The Ferrymead Trust (the Trust): A charitable trust with overall responsibility for the planning, capital development and oversight of the Park.
- The 15 independent charitable societies: Responsible for the conservation, enhancement, curation and presentation of their own artefacts and stories.
- Ferrymead Park Limited (FPL): a not-for-profit company, wholly owned by the Trust, with responsibility to 'market, maintain, operate, supervise and manage the property and the Park'.

The Park has always been run on a marginal break-even basis, but there have been increasing financial pressures due to a reducing level of income from CCC, the loss of funding from the Ministry of Education for the Park's educational programmes and declining visitor numbers occasioned by the COVID19 pandemic, which are now only slowly recovering. Income from CCC has been used to support marketing, maintenance, operation and management of the Park and has been supplemented by additional sources of income from visitor admissions, events, venue hire, and grants. The latter have become increasingly important as core funding from CCC has reduced<sup>2</sup>, and has not been increased for ten years. The result has been some diversion of the mission and purpose of the Park from its key role as a heritage, educational and tourism destination and a consequent threat of the dilution of the Park's main purpose.

There are many aspects of the Park that support CCC's heritage strategy including support for the heritage trail along the Ōtakaro Avon river, the significance of Ferrymead as a historic transport hub and the public interest in traditional crafts such as blacksmithing, boot making and traditional food preparation.

### Park Resources

The Park consists of 50 buildings, of which 30 are managed and maintained by the operating Park company FPL, on an area of land of 24 hectares. Two thirds of the land is freehold and one third leased from the Crown for specified use ('rail purposes'); features of the Park include open green space, heritage gardens and connecting paths and roads.

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<sup>2</sup> Note that CCC provided a nominal \$400K one-off grant to support it in the lead-up to the LTP funding round.

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Many of the buildings are very old and require significant skill and expertise to keep them in working order. Much of the underlying infrastructure of the Park is also in a very poor state of repair and requires significant investment.

It is worth noting that the Park, though generously supported by CCC and other funders over the years, has been a passion project that sprung from wasteland. The external investment pales compared to the labour and personal sacrifice of thousands of volunteers who have built it from the ground-up. It is a shining example of community cooperation and development. Any urban area in the world would love to have a historical precinct like Ferrymead Heritage Park.

#### Collections

The Park has several national and internationally significant heritage collections including:

- The largest collection of working fire engines in the Southern Hemisphere.
- A walk-through/walk-in Edwardian village made up of original and replica cottages, buildings and a railway station – all reflecting the early era of Christchurch City.
- New Zealand's finest collection of steam, diesel, and electric locomotives, rolling stock, signalling equipment and buildings; one of only two places in the world that all three forms of traction power (plus trams) can be seen operating. Along with being the original site of New Zealand's first public railway, the resident steam engine Peveril is the oldest operating locomotive in New Zealand.
- An impressive aeronautical collection including one of only 34 de Havilland Mosquito fighter planes left in the world, an ex-Operation Deep Freeze DC3 aircraft and several helicopters.
- A post and telegraph collection that includes a working exchange and a large collection of historical communication exhibits.
- A large collection of rural history items including rural farm equipment, mills, machinery, and tractors dating back over a hundred years.
- A fleet of South Island restored heritage steam, horse-drawn and electric trams, a small fleet of heritage omnibuses and working trolleybus and tram lines.
- One of the Southern Hemisphere's foremost collections of functioning rare and antique printing and bookbinding equipment.
- A nationally significant collection of antique and vintage camera and photographic equipment, along with experts in their use, maintenance and restoration.
- A world-class collection of 19th century music boxes, organettes and 20th century gramophones.

#### Member Societies

- Ferrymead Aeronautical Society
- Canterbury Railway Society
- Garden City Model Railroad Club
- Diesel Traction Group
- Fire Services Historical Society
- National Railway Museum of New Zealand
- Tramway Historical Society

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- Society of Rural History
- Ferrymead Post and Telegraph Historical Society
- Ferrymead Printing Society
- Friends of Ferrymead Fraternity
- Heathcote Studios Theatrical Society
- New Zealand Radio Preservation Society (Ferrymead)
- Canterbury Centre for Historic Film and Photography
- Lions Club (Ferrymead)

#### Rights to Occupy

- Masonic Lodge of Unanimity Sumner # 3
- Manchester Unity

#### Strategic Context

The context for this investment is informed by the report commissioned by CCC in 2022, prepared by BDO New Zealand (BDO), to review strategic opportunities for the Park. This was executed in light of ongoing financial constraints and recognition that the Park faced a number of short- and long-term challenges. The report, released in January 2023, recognised the Park was at a crossroads and funding, promotion, changes to governance arrangements, structure, operational management and a new strategic plan were essential in securing its long-term future. The report made several recommendations, which have been considered by the Trust, and a resulting plan was developed to respond to the recommendations made in that report.

In early 2023 a presentation was made to the Mayor and Councillors from CCC on priorities for future development. The nine priorities identified included the following:

1. To place the Park on a stable financial footing through securing base funding each year to ensure stability for ongoing development;
2. To reposition the operating model of the Park to reduce complexity and provide a revised governance structure, strategic direction and accountabilities among all the operating entities on the Park (recognising that funding will be needed to support this work);
3. To develop an exhibition space/centre to display the precious artefacts and documents that the Park has and to be a venue for visiting exhibitions;
4. To position the Park as a significant domestic and international visitor destination in the context of the celebration of Christchurch and Canterbury's heritage and in a period when Canterbury Museum will be closed;
5. To secure funding to upgrade the buildings through essential renewal, upgrading (including of storage facilities) and maintenance work to support structural repositioning work and to create a sustainable organisation;



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6. To upgrade and develop signage and guidance in the Park and its displays and treasures through, for example, developing a visitor app and the engagement of part-time and volunteer visitor guides;
7. To secure external grants to support educational development, cataloguing and exhibition work with priorities clearly identified;
8. To develop bicultural representation and activities on the Park through the forging of partnerships with mana whenua;
9. To establish the site in a way that will attract and engage visitors better and increase length of stay and engagement in park activities.

CCC subsequently requested that a detailed response to the recommendations made in the BDO report be prepared. The Trust's response to the BDO report (table 1) was shared with CCC together with an outline of a new strategic plan; as a result, the Trust was asked to develop a business plan together with a financial analysis to secure funding to enable the Park to operate over the next twelve months until a decision could be made on the allocation of long term funding. Following the receipt of the initial business plan and the accompanying financial analysis, CCC granted \$400k to sustain the operation of the Park in this interim period until July 2024 and to assist with the production of the business case.

The Trust's initial action plan in response to the BDO report is outlined in the table below.

Table 1 Response to BDO Report

Recommendation/ Issue Raised	Response	Action	Responsible	Timescale
Secure baseline grant funding – ideally as a line item in annual CCC plan as a key heritage attraction in Christchurch	Will be dependent on response to other issues raised in the report	Ongoing dialogue with CCC. Put in an early response to the Annual Plan and the Long Term Plan	Trustees	Response to plan by 1/5/23 Interim funding approved by end May 2023 Final agreement by October 2023
Revisit, revise and/or reconfirm the purpose of Ferrymead Heritage Park	To be set out in clear strategic plan	Review and update FPL Strategic Plan to encompass the whole of FHP. Discussion will need to take place with societies and stakeholders to endorse and approve new Strategi Plan and strategic direction	FPL Directors Trustees MN /JC to lead	Initial draft May 2023 Finalised/approv ed plan following consultation with community and societies September 2023
Revise governance model	Review of current constitution to assess what changes can be made in the context of what currently exists. Look at areas such as: length of tenure, rotation, position descriptions, self-review, training and development.	Meeting with FPL and Trustees to discuss and agree proposals. Legal advice will be needed to be sought if there are significant changes. Document to set out providing clarity on respective responsibilities.	FPL Directors Trustees MN /JC to lead	End June 2023
Appoint additional independent trustees/directors	Skills matrix to be undertaken for current Trustees and Directors to identify any skills gaps	Skills survey circulated to members	MN/DJ	July/August 2023
Revise Management Agreement between FPL and TFT	Need to determine if the current structure and agreement can work with some minor revisions or if a full refresh is required	Review current Management Agreement. New service level agreement or MoA to be established	FPL Directors Trustees MN /JC to lead	End June 2023

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Develop a new business model for the Park	Current business model to be revised and assessment made of appropriateness of commercial aspects	Review current business model and develop a new model. To be assessed in context of strategic direction	FPL Directors Trustees	July 2023
Increase action in securing new funding sources	Will follow once revisions made to governance structure, strategic direction confirmed and support from CCC secured.	Consider if an external bid writer should/could be secured. Assessment needed of funding for such a role. May be possible to incorporate into roles if baseline funding secured from CCC	FPL Directors Trustees MN to advise	September 2023 and ongoing
Increase marketing presence and visibility	Refresh of website required and also enhanced links to CCC website	Discussion with key link at CCC. Increase social media presence. Appointment of new member of staff with marketing responsibility and/or advice from Trustee/ Director.	FPL Directors	July 2023 and ongoing
Ongoing engagement with CCC	Links with CCC to be identified to support ongoing development	Council to identify link person to support FHP and advise on steps to be taken	CCC in consultation with Trust	April 2023
Increase engagement with Māori and Pasifika communities	Key contacts to be identified	Commencement of engagement with Ngai Tahu and bodies such as Core Education	JC to lead	From May 2023
Develop new education plan and seek external funding to support	Assessment to be made of current numbers, reach and plans	Revision of current plan as appropriate and seek external funding for programme. Explore potential links with Canterbury Museum	Education staff support from MN	May- June 2023 and ongoing
Develop strategy to strengthen FHP as a domestic and international tourist destination	Essential in context of increasing visibility and visitor numbers	Develop links and conversations with Christchurch NZ and with tour companies. Visitor guide and app to be developed in due course – will require funding.	FPL Directors Trustees Staff	May 2023 and ongoing
Develop new funding lines for FHP e.g., through donations, sponsorship, grants	Essential to supplement the securing of a base funding line from CCC	Will require updating of website to mention opportunities for sponsorship, donations and bequests	Trustees to take on responsibility for key areas e.g., corporate sponsorship, donations and bequests, grants, sale of services e.g., hiring of premises etc.	July 2023 and ongoing

It was agreed that plans for the redevelopment of the Park would take place across three phases:

- Phase 1:** (Jul - Dec 23) focus on developing a detailed business case to secure long-term funding together with the identification of potential options for future development.
- Phase 2:** (Jan - Jul 24) commencement and implementation of structural improvements, including implementation of revised governance and management structures and the piloting of new development and delivery initiatives.
- Phase 3:** (Aug 24 -) long-term transformation of the Park including new appointments, implementation of new developments and application of external funding to support infrastructure upgrades, cataloguing of artefacts and documents, and storage and exhibition facilities.

The strategic case is closely aligned to city regional and national development objectives. It is aligned with the *Christchurch District Plan* and the recognition that historic heritage contributes to the Christchurch district's character and identity and that conservation of historic heritage is of significance in maintaining cultural and historic themes and activities and sense of place and identity (District Plan 9.3). It is also aligned to the *Christchurch Economic Development Strategy* and the positioning of Canterbury as a first-class visitor

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destination increasing visitor spend and dwell time in the region and to the four pillars and key priorities of *Te Haumako; Te Whitingia Strengthening Communities Together Strategy* and in particular:

**“Encourage community led activities that increase volunteering in local neighbourhoods, supporting the activation of public spaces and places to increase inclusion and a sense of belonging.”**

### Strategic Case for Change

The proposals for the development are aligned with the following city, regional community and national priorities:

#### *Christchurch City Council*

Ferrymead Heritage Park is woven into the fabric of Christchurch. It is a repository of history, a place for local people to call their own, a destination, a working technology campus, a site for people to volunteer and form friendships. The Park has a great deal to offer the City, and one filter to view this through is that of the aims and desires of CCC.

The Community Outcomes describe what the council aims to achieve for Christchurch. They are:

- Resilient communities
- Liveable city
- Healthy environment
- Prosperous economy

The Mayor and Councillors have identified five strategic priorities for the City:

#### *Enabling active and connected communities to own their future*

The Park can actively contribute to this strategy through being a hub to bring together local people and organisations, building social capital and contributing to overall community resilience.

#### *Meeting the challenge of climate change through every means available*

The Park can actively contribute to this strategy by taking greater responsibility for the environment stewardship of the previous ecosystems that touch its borders, in particular Ihutai (Avon-Heathcote Estuary).

#### *Ensuring a high-quality drinking water supply that is safe and sustainable*

Whilst there are no active measure the Park could take to improve the water supply (as it lies at the very edge of the ocean), it can attempt to reduce the demands it places on the city's water supply and support CCC's public education efforts.

#### *Accelerating the momentum the city needs*

The Park currently contributes to the creation a vibrant, functioning central city through the efforts of one of its founding members, the Tramway Historic Society, through its links to the City Tramway company and Canterbury Railway Society.

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The Park has the potential to contribute significantly to this strategy by helping create public transport links to the City using heritage vehicles, complementing the City's tramway attraction, and being a major tourist destination in its own right.

#### Ensuring rates are affordable and sustainable

The Park will support this strategy through careful spending and seeking ways to source non-rated funding to fund the operation. Whilst the current economic environment is tough, thought must be given to the longer-term health and prosperity of the City. During periods of downturn a number of opportunities arise to create an environment conducive to change and improvement. The Park's vision extends 20 years into the future, establishing an iconic visitor attraction and important hub for heritage and technology research and community interaction.

In achieving its long-term vision the Park will support this strategy through attracting domestic and international tourism to the City and as a significant attraction encourage extended stays in the City.

#### *Te Rūnanga o Ngāi Tahu*

*Te Rūnanga o Ngai Tahu* is focused on building resilience and promoting sustainable business practices through the adoption of an intergenerational approach to address the current issues of environmental and climate change. Eighty eight actions have been set out to address these issues through a series of eight plans. Those for optimising resources and reusing, repurposing and recycling resources, renewable energy and educations, communication and delivery link in particular to the priority focus areas of Ferrymead Park. All levels of the Park's operation and governance will focus on building genuine partnerships with Ngāi Tahu, to ensure that we can work jointly to support and address these areas.

#### *Te Hāpū o Ngāi Tūāhuriri*

A more granulated relationship with the local hāpū will hopefully result in one or more member of mana whenua seated on the Board of the Park. We hope to work bilaterally to improve educational outcomes for Christchurch children, to tell the story of the land the Park sits on, and to enhance the native flora and fauna in keeping with the strategic aims of *Ngāi Tūāhuriri*.

#### *Environment Canterbury*

Environment Canterbury's strategic priorities for healthy freshwater, land and coastal ecosystems; fostering relationships to underpin regional leadership for communities; promoting sustainable and healthy living and working environments, and; helping communities respond to and adapt to climate change, are aligned to the Park's new strategic objectives. The aspirations for the development of the Park as a living museum of crafts, technology and heritage align with Environment Canterbury's aspiration of empowering communities to take action, developing prepared and resilient communities, regeneration of the natural environment and improved land use outcomes. As the historic hub for transport in Christchurch the work also links into the focus on transport choices and an understanding of how these first developed in the region.

#### *Te Kaunihera Māori o Aotearoa/New Zealand Māori Council*

As part of the strategic plan for the Park one of the priorities is to build relationships and partnerships with tangata whenua through, for example: Kai on special occasions; Rongoa (traditional Māori healing including medicinal use of plants) incorporated into gardens and native plantings at the Park; Pūrākau (Māori stories and

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mythology) specific to the local areas integrated into educational programmes. As part of this work links with district groups of the *New Zealand Māori Council* they will be important in their advocacy of community initiatives that contribute to te mana Motuhake o te iwi Māori.

#### *Avon-Heathcote Ihutai Estuary Trust*

The *Avon-Heathcote Estuary Ihutai Trust* (AHEIT) is a non-profit organisation formed in 2002 by the general public and supported by Christchurch City Council, Rātā Foundation and Environment Canterbury. Their vision is: Communities working together for Clean Water - Healthy Ecosystems - Open Space and Safe Recreation that we can all enjoy and respect.

The Avon Heathcote Estuary is of high indigenous and global interest. Te Ihutai and its catchment has been a place of settlement and mahinga kai for Waitaha, Ngāti Māmoë and Ngāi Tahu since about 1290AD. Today the estuary and its catchment continue to be held in high regard for their ecological, landscape, and recreational values. Awarded Wetland of International Significance in 2018 by the East-Asian Australasian Flyway Network, the estuary is home to 586 species including 149 birds, 26 fish, 235 invertebrates, 95 microalgae, and 92 saltmarsh and other plants and provides diverse habitats for resident and migratory fish and bird species. The AHEIT advocates for future protection policies and works to mitigate the detrimental effects of development on the estuary edge and public access for recreational activity: rising sea levels and acidification, drought, sedimentation, vulnerable species disturbance, loss of biodiversity, and pests.

The Park has a duty as a good neighbour to maintain a working relationship with the AHEIT and early discussions have proven positive. The AHEIT is willing to inform the Park's education programme and provide expert advice on predator control and native plantings.

#### *Waihoru Spreydon-Cashmere-Heathcote Community Board*

Our local community board's vision is "Our people are actively engaged and contribute to thriving communities and environments, where they feel they belong and are safe and connected with each other".

The Park can and will be a major contributor to achieving that vision. With 15 diverse organisations based permanently in the Park, there is literally something for everyone to engage with, learn about, or volunteer on.

One of the Board's priorities is "Ki uta ki tai – from the hills to the sea". The Park's strategies align with this priority in two main ways: identifying and protecting the treasures and taonga of the area, the land and the knowledge of its people, and; ensuring the Park is not just being kind to the environment, but also protected from its inevitable changes, in particular sea level rises.

Another priority relates to community facilities. Ferrymead Heritage Park should be a jewel in Heathcote's crown. At the moment it carries the perception of being run-down, neglected and isolated. It could be a much more friendly and welcoming place. The kaupapa of the Park will be one that encourages inclusiveness, communication, outreach and generosity.

#### *Heathcote Valley Community Association*

This group of very active community-minded people are enthusiastic about the changes coming to the Park. As part of this process the association has been briefed and further consultation is promised. They have voiced their support, offering to promote the Park through their community newsletter and assist with working bees.

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### Local Community

There are a number of opportunities for long-term engagement with nearby community organisations. The *Bays Area Seniors' Project* provides a number of activities and programs available for older adults in the area, and there could be opportunities to invite their members into the Park to collaborate on restoration projects. The *Spreydon-Cashmere Age Friendly* committee has recently expanded into Heathcote and again, opportunities exist for a number of interactions. The *Sumner Redcliffs Anglican Church* have an established youth programme and centre, which might be a source of young volunteers keen to learn about and contribute to heritage preservation. Likewise, the *Shoreline Trust* operates its FUSE Youth Centre at the Matuku Takotako Sumner Centre. Rāpaki Marae is based on the other side of Tuhiraki maunga (Mt Bossu – Port Hills) and has a history of heritage preservation. It would be wonderful if the Park and *Ngāti Wheke* could work together and share our knowledge and skills.

### Development Priorities

Several priorities were identified by internal stakeholders through an extensive process of consultation covering five months (Jul – Nov 2023). A full report of these are included as Appendix A, however of central importance was the need to revise business arrangements:

- Clarifying the relationship between the societies, Trust and FPL and identifying and agreeing common goals.
- Having a clear strategic direction with measurable and attainable KPIs monitored on a regular basis by the governing body.
- Developing a new business plan for the next five years which supports the individual societies.
- Ensuring the financial, operational and people systems for the Park are sustainable.
- Building and maintaining new relationships with communities especially Māori (iwi, hapū and rūnanga), businesses and potential corporate sponsors and funders.
- Improving the visitor experience the presentation of the Park and its exhibits to the public.
- Improving the Park infrastructure and upgrading of buildings.

### Organisational Arrangements

The current aims of the organisation are set out in the 2022 Constitution and included as Appendix B. The core activities of the organisation are set out in the Management agreement with FPL which was drafted in 2020 and which sets out the respective responsibilities of the Trust and the Company. The respective responsibilities are set out in Appendix C. It is a priority of the Trust to update these documents, to reflect the revised purpose and strategic direction of the Park.

While FPL and the Trust have agreed to jointly collaborate to present and operate the exhibits to provide better visitor facing activities, that enable history exploration rather than just exhibit artefacts, this to date has not worked to achieve the desired objectives. It was acknowledged when the concept plan was developed that that the Park was in a period of having to develop a higher level of visitor value to provide more income to survive, and this change was severely affected by COVID 19.

The Trust and Member Societies own the artefacts, exhibits and the associated intellectual property and have the responsibility to ensure that their materials are conserved and presented in an accurate manner.

### The Ferrymead Trust: Ferrymead Heritage Park Redevelopment

FPL aims to work cooperatively with the Trust and Member Societies to ensure that public displays and activities are presented in a manner consistent with current park protocols and guidelines and in a manner likely to engage, interest and inform members of the public.

The Trust works with the Member Societies to encourage them to make available appropriate artefacts and materials for FPL to use in public displays, activities and events.

In 2020, FPL and the Trust planned to work with all Member Societies to develop a new code of operations to apply to all Member Societies and their members, FPL and its staff, tenants and lessees and education providers. The code of operations aimed to cover:

- health and safety issues, including reporting of accidents;
- access to the park including vehicle access and parking;
- security;
- fire safety, and;
- animals and pets.

FPL and the Trust also aimed to jointly ensure that all earthquake repairs, for which there has been a pay-out, are completed in a timely manner.

Unfortunately, many of the aspirations set out in the 2020 plan were not realised due to the impact of COVID19 and the absence of the development of a coherent project implementation plan. While some developments continued, this lack of implementation meant that by the start of 2023 most of the proposed objectives had not been realised and the Park continued to operate in a challenging financial context and hence the 2022 BDO report and the proposals for a comprehensive development plan set out in this business case.

#### Evaluation of current organisational structure

FPL as the organisation responsible for managing the Park currently employs 13 staff either full or part-time (8.5 FTE) and has an annual expenditure of \$755K.

Analysis of the current and expected operating environments has identified the following key factors for Ferrymead Heritage Park:

- The need to increase visitor numbers both domestic and international.
- Delivering the education programme on a break even basis.
- Raise awareness of the Park and its rich resources, locally, regionally and nationally.
- Enhance the visitor experience through more heritage activities and more accessible information.
- Reposition the Park a living museum celebrating crafts, technology and heritage.
- Move from a passive to a more active learning experience for all visitors.
- Maximise the use of digital technology.

#### Strategic Context and Organisational Outcomes

Review of the governance and organisational structure, financial situation and the recommendations of the BDO report identifies a number of key areas for action and these are encapsulated in a new vision, purpose and values.

### The Ferrymead Trust: Ferrymead Heritage Park Redevelopment

As a result of the consultation process new purpose, vision, mission and value statements were agreed by the Trust:

Purpose: ***A living museum of crafts, technology and heritage***

Vision: *Share the knowledge of Christchurch and leave a legacy*

Mission: *We will be the heart of Christchurch's heritage: genuine and brave in our presentation of the stories of the people of this land and this city*

Values: *Knowledge and artifacts that are precious to Christchurch must be protected*

*Sharing what we know ensures that knowledge is passed on*

*Visitors are necessary to ensure the Park's success, and they will be made welcome*

*All must work together to ensure the Park is sustainable and in good condition for future generations*

*Trust is built through transparency and strong communication and eroded by obscurity*

These priorities will be delivered through a programme of six strategic projects, which provide the context for the redevelopment of the Park. Consultation has taken place with Member Societies and with FPL on the strategic direction and on the options to deliver this. Member Societies have confirmed the preferred option of aspirational development to meet the desired operational objectives for the Park and have endorsed the programme of change that comprises the six priority projects.

#### Investment Objectives

The six investment objectives (projects) are outlined below and discussed in detail in Annex 2, with the rationale examined in Annex 3.

Objective One: Establish good governance

Objective Two: Incorporate te ao Māori into the Park experience

Objective Three: Create an environmentally sustainable environment

Objective Four: Protect and upgrade Park infrastructure

Objective Five: Create a world-class visitor experience

Objective Six: Professional guardianship of heritage resources

The programme of change will require a number of discrete arrangements to resource the projects. These include: —

**Operational Excellence:** The Park's operation will need to be sufficiently and sustainably funded to allow the employment of key personnel required to implement the strategic vision, by July 2024. Key posts include those of:

- Chief Executive Officer
- Head Curator



### The Ferrymead Trust: Ferrymead Heritage Park Redevelopment

**Secure Collections:** Funding will be allocated, and additional external funding sought, to ensure all items and historic treasures owned or stewarded by the Park are protected from ongoing decay, damage or theft, with the aim of achieving significant progress by December 2025. This will include work on the following areas:

- Linwood Store upgrade
- Watertight building repairs
- Digitising historic material
- Categorising archives
- Security upgrade for the Park

**Public Safety:** Capital funding will be sought and raised to ensure the buildings and ancillary services of the Park are safe and fit-for-purpose by June 2029, including:

- Repairing vulnerable buildings
- Earthquake-proofing
- Horizontal infrastructure repair and upgrade
- Surface area upgrade
- Carbon-neutral and energy efficiency review

**One Plan/One Park:** Funding will be used, and external funding sourced as appropriate, to assist the Member Societies to improve their governance capacity and capability and integrate into the Park's curation plan. This work will be ongoing from July 2024, including:

- establishing minimum governance standards for membership to Ferrymead Trust;
- governance training for member organisations;
- compliance with ISO37000:2021 Governance of Organisations, and;
- formal conservation plans developed for Member Societies.

**Self Sufficiency:** The Park will enhance its recognition as a cultural icon of Christchurch and a major tourist attraction for the region, with excellent environmental credentials. By December 2029 the aim will be to:

- fund at least 50% of base operational costs through visitor and event activity;
- increase the number of international and domestic tourists visiting the Park as a tourist destination;
- achieve recognised museum status, and;
- achieve certified carbon-zero status.

**Future Vision:** The Park will adopt innovative use of technology and design to provide the next 'Te Papa Leap', making it a leader in the national and international museum and heritage sector.

The Ferrymead Trust: Ferrymead Heritage Park Redevelopment

Economic Case

A range of options were identified and short-listed by stakeholders as part of a facilitated workshop process. These included the debate on the vision for the Park as to whether it should retain a primary focus as *a living museum of crafts, technology and heritage* or whether it should revert to a broader focus on activities and events with the prime objective of raising revenue.

Options were identified and discussed at a workshop with Societies as part of a more detailed economic analysis in this business case, and four were subsequently short-listed.

- Option One: Do nothing (retained as a baseline comparator).
- Option Two: Make minimum changes to ensure Park remains functioning.
- Option Three: Intermediate: Secure base funding to initiate mid-term goals.
- Option Four: Aspirational: Secure long-term base funding and secure and generate significant external funding to help realise the Park’s full potential (*the preferred way forward*).

*This part of the economic case has undertaken more detailed options analysis to determine the preferred option likely to optimise the relative value for money and the role of the Park in preserving the heritage of the region and in developing its role both as a living museum and a significant tourist attraction and education resource for the city, region and communities served. Table 2 Options Analysis Results<sup>3</sup>*

	Option 1: Do Nothing	Option 2: Do Minimum	Option 3: Intermediate	Option 4: Aspirational
Appraisal Period (years)	3 years <sup>4</sup>	5 years	5 years	10 years
Capital Costs	\$0M	\$0.5M	\$0.8K	\$10M
Whole of life costs	\$2.9M	\$5.9M	\$9.8M	\$20M
Cost-benefit analysis of monetary costs and benefits				
Present Value of monetary benefits (000) Visitor, education, hireage, events, grants income	2,314	5,198	10,001	18,261
Present Value of costs (000) Salaries, general expenses, COGS, maintenance	2,959	5,458	8,955	18,028
Net present value	(645)	(157)	1,046	233
Benefit criteria 1 Governance and management	Retain existing governance and staffing in a known structure	Changes to governance structure but no changes to existing company structure or staffing	Changes to governance and company structure Restructure of staff resulting in a more strategic focus and better business processes	Changes to governance and company structure Restructure of staff resulting in a more strategic focus and better business processes Investment in long-term projects Financial sustainability
Benefit criteria 2 Visitor and volunteer experience	No disruption to current activities	No disruption to current activities	Trialling and implementation of new approaches to Park activities and functions	Implementation of new strategic initiatives including through partnerships with external organisations
Benefit criteria 3 Perception and market reach	Regression of brand value as Park deteriorates	Some increase in awareness of the Park through efforts at governance level	Enhancement of Park infrastructure and buildings and enhanced external perception in particular at local and regional levels	Sustainable upgrading of infrastructure and facilities. Increased awareness of park at a regional and national and international level

3 Note: The following table has been prepared on imperfect information, and is likely to change once further operational data has been gathered.

4 Assumes Park will close after three years of no investment or redevelopment.

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<b>Benefit criteria 4</b> <b>Preservation of heritage</b>	Degradation and loss of taonga due to poor archiving practices and deteriorating environment	Limited cataloguing and initial steps towards establishing systems	Significant increase in cataloguing work and initial work on preservation of resources	Substantial changes to guardianship of artefacts and documents through conservation, cataloguing and adoption of Museum best practice
<b>Preferred option</b>	<b>Preferred option</b>			

The options analysis is sensitive to significant drivers and the following four scenarios were tested:

1. Whether the development of the Park would be viable if it retained its current governance and operating models;
2. Whether a short-term injection of funding would enable the Park to move to a sustainable position without significant changes;
3. The benefits of securing a significant input of funding for the next five years to bring the Park to an acceptable visitor standard and experience and to support a revised operating and governance model;
4. Consideration of development in two key phases of a five-year period and subsequent 15 years to see the first five years as placing the Park on a firm financial footing and then to seek ongoing funding and resources to realise the Park’s full potential.

The preferred option is Option Four because it provides the option of both immediate development and the enablement of governance changes, resulting in enhanced clarification of respective responsibilities to develop the Park’s sustainability while also presenting longer term horizons for planning and investment. It also enables the ideal staffing structure to deliver the approved strategy for future development. Option Four recognises that substantial change to (for example) building and infrastructure will take several years to fully realise.

Options One and Two are not feasible. The BDO report pointed out the need for change at the most fundamental and foundational levels of the Park, and the authors agree. There is also no appetite from the Member Societies to retain the current governance arrangements and key funding agencies have expressed discomfort with the status quo.

Option Three is feasible but was rejected as the outcomes of the preferred option can be achieved with only marginal increase in cost and expenditure. Option Three is in many cases a shorter-term version of Option Four, and the Park by its very nature is an intergenerational operation that relies on both structured and organic growth.

Economic Case Context

The main benefits of the redevelopment of the Park and the securing of long-term base funding include:

- development as an important leisure, recreation, tourist and education facility for city, economy and society;
- an unparalleled living heritage experience;
- development of an iconic tourist attraction for Christchurch and Canterbury that will encourage increased stays in the City;
- preservation of resources and technology that are in danger of being lost, and;
- support to societies in acquiring, maintaining and preserving resources.

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Stakeholders identified the benefits detailed on the following page at a facilitated workshop on Wednesday 4th October 2023 and at the Society Members workshop on 27 November 2023.

Table 3 Potential benefits that can be expressed in monetary terms

Benefit/disbenefit name & description	Indicator & description	Measure(s) and evidence base (data source)	Who Benefits?	Direct or Indirect?
New strategic plan and identification of KPIs	KPIs identified for Trust, Societies and Company as part of new strategic plan	Super KPIs KPIs linked to strategic Plan Society KPIs Company KPIs	Trust Member Societies Company Funders	Indirect
Increasing domestic visitor numbers	Marketing and promotion strategy to increase visitor numbers Analysis and agreement of pricing strategy Links with community groups Linkage with Christchurch Attractions as part of a three/four-way pass Targeting domestic heritage market	Number of visitors Number of return visits Number of annual passes Number of specific visits by community groups Number of direct tours	Park Christchurch Canterbury region	Direct
Increasing international visitor numbers (1)	Marketing and promotion strategy to increase international visitor numbers Link with tour companies and to cruise terminal in Lyttleton Linkage with Christchurch Attractions as part of a three/four-way pass	Number of visitors Number of tour companies entering into agreements with Park	Park Christchurch Canterbury region New Zealand	Indirect
Increasing international visitor numbers (2)	Targeting global heritage tourist market	Number of direct tours	Park Christchurch City Canterbury Region New Zealand	Direct
Focusing opening on key dates and times	Agreement on opening days and times Schedule of Theme Days and special events	Number of visitors per day Attendance at Theme days and special events	Park Member Societies Visitors	Direct
Number of hires and external events using the Park	Marketing and promotion of Park and facilities for e.g. weddings, birthdays, corporate events, filming etc.	\$ revenue secured through external hires and events Number and type of events secured annually	Park Member Societies Christchurch residents Corporates Tourists	Direct
Use of Park for Educational activities	Partnerships with schools to promote educational experience Partnerships with environmental trusts and groups to promote the ecology of the Park Partnerships with tertiary institutions to support Park infrastructure and through placements and internships	Number of partnerships with Schools Number of partnerships with other educational providers Number of pupils attending events \$ revenue earned Balance of income and expenditure Number of tertiary internships	Park Member Societies Schools Tertiary Institutes Christchurch residents Christchurch City Canterbury Region	Direct
Upgrading of buildings and infrastructure	Identification of priorities for investment and upgrading Securing grants to support redevelopment/upgrading	\$ external funding secured \$ spent Number of sponsorship arrangements in place to support Park buildings Visitor feedback	Park Staff Visitors Member Societies	Direct
Opening of an onsite eatery/cafe	Securing tenant to operate café (tenant could also be Park Company or Member Society)	Turnover Length of stay Visitor spend Visitor satisfaction	Visitors Member Societies Staff	Direct

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Creating stronger transportation links to the Park	Securing transport link to the Park Agreement with transport company	Number of visitors using transport links Visitor satisfaction Numbers attending special events	Park Visitors Member Societies Christchurch residents	Direct
External revenue secured through grants, sponsorship and bequests	Number of projects gaining funding Number of sponsorships secure	Increase in bequest income \$ secured through external grants Number of organisations providing grants % success in applications \$ of sponsorship secured \$ of bequests	Park Visitors Member Societies Christchurch City Canterbury Region CCC	Direct

Table 4 Potential benefits that cannot be reliably expressed in monetary terms

Benefit/disbenefit name & description	Indicator & possible measure(s)	Quantitative or Qualitative?	Who Benefits?	Direct or Indirect?
Preservation of heritage and resources	Condition analysis Cataloguing of range of artefacts and documents Disseminating information both to researchers and relevant societies New donations to complement collection	Qualitative – but potentially some quantitative benefits through greater knowledge of assets and their potential for hiring and loaning for research purposes	Park Member societies Community Schools Tertiary institutes Heritage organisations New Zealand	Direct
Revised governance arrangements	New Trustees Establishment of new committees Changes to Trust Deed Attendance at meetings Establishment and monitoring of KPIs	Qualitative but with indirect quantitative benefits as enhanced governance arrangements will give greater confidence to underpin bids for financial support through grants etc.	Park Member societies Schools Tertiary institutes Heritage organisations Funders Community	Direct
Cataloguing of artefacts, documents and resources	Cataloguing of resources Categorisation of assets by number, type, condition	Qualitative but with indirect quantitative benefits as may support selective enhancement of resources	Park Member societies Schools Tertiary institutes Heritage organisations Community	Direct
Improved storage facilities	Size of storage facilities sq m Condition of storage facilities Conservation work undertaken	Quantitative and qualitative	Park Member societies Heritage organisations Staff	Indirect
Enhanced signage and information	Visitor feedback Numbers attending the Park Number of return visits	Quantitative and qualitative	Park Member societies Visitors Staff	Direct
Increased memberships of societies and volunteers	Activities offered by Societies Level of society membership and recruitment of new members Number of Park volunteers	Quantitative and qualitative including increased diversity of society memberships	Park Member societies Community Staff	Direct

## The Ferrymead Trust: Ferrymead Heritage Park Redevelopment

### Risk Context

Risks result from uncertain events that potentially negatively impact on the achievement of benefits. The main risks that might create, enhance, prevent, degrade, accelerate or delay the achievement of the investment objectives are identified and analysed below.

For the purpose of analysis we have divided risk into the following types:

- Economic
- Legal
- Operational
- Reputational

#### Economic Risk

The Park currently relies heavily on external funding through Christchurch City Council and other sources to remain open. This is not envisaged to change in the short-medium term. The economic situation the country (and world) is currently facing in the post-COVID19 environment is concerning and the ability of the Park to manage its finances responsibly and strategically is essential.

**Risk statement EC001:** Due to increasing pressure on public funds and the reliance on those funds to operate the Park, there is a risk that public and philanthropic funding will not be forthcoming either now or in the future, resulting in reduced operational capacity or insolvency.

**Risk statement EC002:** Due to a 'recession-type' economic environment, there is a risk that fewer people will visit the Park (or the Park cannot charge an amount per visitor that supports its operation), resulting in reduced finances and operational capacity.

**Risk statement EC003:** Due to the need for ongoing maintenance and security functions, there is a risk that these operational costs will persist (even if the Park were to be closed) resulting in financial strain without the offset of visitor revenue.

**Risk statement EC004:** Due to the need for the Park to demonstrate responsible and strategic financial management to its funders, there is a risk that any perceived financial mismanagement could lead to the withdrawal of funding, resulting in severe financial consequences.

**Risk statement EC005:** Due to the Park's financial dependency on external sources, there is a risk that any changes in funding priorities or criteria among its funders could result in a decrease in financial support, potentially causing financial strain and operational difficulties.

**Risk statement EC006:** Due to the Park's financial dependency on external sources, there is a risk of insufficient funding to cover unexpected costs or emergencies, potentially leading to financial crisis or operational disruption or potential closure.

#### Legal Risk

There are a number of laws that the Park must comply with in order to operate. These include the Health & Safety at Work Act (HASWA), Companies Act, Employment Relations Act and the Railways Act. There are also local government bylaws that affect the Park as well as contractual obligations in the form of electricity and data provision.

If the Company were to cease to operate the contracts it holds for power, data and phone supply would need to be picked up by the Trust to ensure there was continuity of service for Societies. If the Park ceased to operate the company would close leading to loss of jobs and there would be no employer thus creating a risk for the Trust. The Trust could become a Person Conducting Business or Undertaking and s36 of the HASWA would apply to Trustees, but this would create a legal liability around the health and safety of any staff employed, volunteers and visitors to the Park.

**Risk statement LE001:** Due to the Company ceasing to operate, there is a risk that Trustees and the Trust in general are exposed to legal liability, resulting in Trustees resigning.

**Risk statement LE002:** If the company closed, there is a risk that essential services to the Park would cease, resulting in potential legal action by member organisations.

## The Ferrymead Trust: Ferrymead Heritage Park Redevelopment

- Risk statement LE003:** Due to the Park's need to comply with legislation, there is a risk of legal penalties or sanctions if the required laws are not fully adhered to, resulting in potential financial costs and reputational damage.
- Risk statement LE004:** If the Company ceases to operate, there is a risk that contracts for power, data, and phone supply would need to be transferred to the Trust, potentially causing legal complexities and service continuity issues.
- Risk statement LE005:** If the Company were to cease to operate there would be a potential change in employment status for staff and the attendant risk if the Trust became an employer they would become a Person Conducting Business or Undertaking (PCBU) under HASWA, resulting in personal legal exposure and potential fines or penalties if health and safety regulations are not met.

### Operational Risk

Irrespective of whether the Park remains open or is closed some functions undertaken by staff would still need to be carried out. These include security, emergency repairs, lawn mowing and ongoing maintenance. In addition, there are planned remedial works for earthquake-affected buildings requiring liaison with contractors.

Health and safety is a key operational risk. Even if the Park is closed, Member Societies would still require access to their buildings and areas, and whether or not the Trust became a PCBU the prevention of injury or death would need to be monitored at a macro level. Closure of the Park and the absence of visitors could also present safety risks and an increase likelihood of crime.

Most Societies also rely on visitors to raise money and as a source of income. The Canterbury Railway Society, Tramway, Friends of Ferrymead, Victorian Theatre, the Hall of Flame and to a lesser extent Post and Telegraph, rural History, the Garden City Model Railway Society and the Printing Society gain revenue directly by virtue of the Park being open to the public and the activities and retail sales they provide. Closing the Park would as a result have a downstream effect on many groups.

- Risk statement OP001:** If the Company ceased to operate there is a risk the Park will decay through lack of maintenance and/or provision of essential services, resulting in a terminal degradation of assets.
- Risk statement OP002:** Due to the Park being closed, there is a risk that safety and trespass become significant concerns and that crime and vandalism could increase resulting in safety concerns for Member Societies and potential degradation of assets.
- Risk statement OP003:** Due to the Park being closed, there is a risk that member groups suffer loss of budgeted revenue resulting in financial hardship.
- Risk statement OP004:** If the Company ceased to operate, there is a risk that essential Park services cease, resulting in member groups being forced to reduce or close their operation.
- Risk statement OP005:** Due to insufficient funds or operating capacity there is a risk that the remedial works, costs and management capability required for earthquake-affected buildings would increase reducing the overall efficiency and sustainability of the Park.
- Risk statement OP006:** Due to the dependency of some Societies on Park visitors for revenue, there is a risk that closing the Park could have an adverse financial impact on these groups, resulting in the loss of attractions and further reduction in park attractiveness for redevelopment.

### Reputational Risk

Due to the Park's history and significance to generations of Cantabrians, there is likely to be a backlash if the Park were to be closed either temporarily or permanently. However, sinking money into a venture that has little or no hope for success brings its own reputational risks to funders. The public, and particularly the media, are quick to judge and it is very difficult to change a public narrative once it has taken hold. As such, there is pressure on both CCC and the Trust to ensure the Park is able to operate within acceptable financial parameters and show that it has an assured future and can be a good steward of public funding.

There are also some internal reputational issues due to the current governance arrangements as outlined in the BDO report and while most societies are aware that there have been financial challenges the current financial risk facing the Park has only more recently been communicated to Member Societies.

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Finding and agreeing on a pathway that leads to operational success, with solid governance oversight and predictable outcomes for funders is essential. This includes convincing stakeholders, and in particular Council officers, some Councillors and potential external funding bodies, that the Park has a clear strategic direction and that the Trustees are capable of delivering on the proposed strategic plan to create a sustainable Park widely valued locally, regionally and nationally. Failure to achieve this could result in the Park's permanent closure.

**Risk statement RI001:** Due to a requirement of council staff and Councillors to be prudent with public money and their need to be convinced of the Trust's ability to achieve operational success, there is a risk that the Trust will not convince CCC it is capable of operating the Park successfully, resulting in critical funding not being approved and hence the need to close the Park.

**Risk statement RI002:** If there is a temporary closure of the Park, there is a risk of negative public sentiment and backlash, resulting in reputational damage to both the CCC and the Trust.

**Risk statement RI003:** Due to the lack of clarity on governance arrangements there is a risk that member groups could lose confidence in the Trust's ability to govern the Park resulting in potential disengagement or withdrawal of support from member groups.

### Analysing Risk

For the purpose of this business case, each risk has been categorised into preventable, strategic, and external. Preventable risks are those threats arising from within the Park that generate no strategic benefits. Strategic risks are risks that can be taken to achieve favourable long-term outcomes. External risks are risks that are outside of the Park and not under our control. The following table provides an overview of the risk environment.

Table 5 Risk Identification

Ref.	Situation	Risk	Consequence	Type	Category
EC001	Increasing pressure on public funds to operate the Park	Public and philanthropic funding will not be forthcoming either now or in the future	Reduced operational capacity or insolvency	Economic	Strategic
EC002	Recession-type economic environment	Fewer Park visitors (or the Park cannot charge suitable fee)	Reduced finances and operational capacity	Economic	External
EC003	Ongoing need for maintenance & security	Continued operational cost burden	Financial strain on Trust & member groups	Economic	Strategic
EC004	Need to demonstrate responsible governance	Perceived mismanagement of funds results in loss of funding	Severe financial consequences	Economic	Preventable
EC005	Dependence on external funding sources	Changes to criteria result in decreased financial support	Financial strain on Trust & member groups	Economic	External
EC006	Dependence on external funding sources	Insufficient funds to cover unexpected costs or emergencies	Financial strain on Trust & member groups	Economic	Strategic
LE001	Company liquidation	Trustees and the Trust in general are exposed to legal liability	Trustees resigning	Legal	Preventable
LE002	Company liquidation	Essential services to the Park cease	Legal action by member organisations	Legal	Preventable
LE003	Legislation related to operating the Park	Legal penalties or sanctions if law is not complied with	Financial cost or criminal charges for Trustees	Legal	Preventable
LE004	Company liquidation	Transfer of existing contracts to the Trust	Legal exposure to Trustees	Legal	Strategic
LE005	Need to employ staff directly	The Trust will become a PCBU under the HASWA	Legal exposure if someone is injured/killed	Legal	Strategic
OP001	Company closure	Park decays through lack of maintenance and/or provision of essential services	Member groups forced to cease operation. Terminal degradation of assets	Operational	Preventable
OP002	Park closure (to public)	Criminal elements, trespass and vandalism adversely impact on safety and on park assets	Heightened danger to members/asset degradation	Operational	Preventable



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OP003	Park closure (to public)	Societies loose forecast revenue	Financial hardship for member groups	Operational	Strategic
OP004	Park closure (to public)	Asset degradation, danger to people lawfully in the Park	Injury, death or hardship to an individual	Operation	Preventable
OP005	Earthquake-affected buildings	Increased costs and management complexity	Reduction in efficiency & sustainability of the Park	Operation	Strategic
OP006	Loss of revenue for some groups	Groups choosing to close or leave the Park	loss of attractions and reduction in Park attractiveness	Operation	Strategic
RE001	Council staff/Councillors required to manage public money prudently and to be convinced of the Trust's governance ability	Trust unable to convince CCC it is capable of operating the Park successfully	Critical funding not approved leading to permanent closure of the Park	Reputation	Preventable
RE002	Temporary closure of the Park	Negative public sentiment and backlash	Reputational damage to CCC and the Trust	Reputation	Strategic
RE003	Lack of internal communication by Trust	Member groups lose confidence in the Trust	Withdrawal of support from member groups	Reputation	Strategic

Table 6 Initial Risk Analysis

Main Risks	Consequence (H/M/L)	Likelihood (H/M/L)	Comments and Risk Management Strategies
Funding not forthcoming resulting in reduced operating capacity/insolvency	VH	VH	Seeking alternative funding sources Seeking to raise awareness of the unique opportunities presented by the Park Cutting staff overhead
Fewer Park visitors (or the Park cannot charge suitable fee) resulting in reduced finances and operational capacity	H	L	Different pricing strategies will be piloted e.g. reduced price for locals and annual passes
Continued operational cost burden resulting in financial strain on Trust and Member Societies	H	M	Revised business planning processes and new financial arrangements for hiring, loans etc
Perceived poor management of funds results in loss of funding and severe financial consequences	VH	M	Strengthened role of Trust in strategic and financial oversight
Difficulty of recruiting and maintaining staff	H	M	Clear strategic focus and assured future will encourage applications and retention of staff seeing Park as a significant opportunity
Park closure through insufficient numbers and events to provide financial stability	H	M	Reduced number of opening days New relationships with societies and willingness to provide support on key days

The Risk Management Strategy & Framework and Risk Register will be progressively updated as more detailed analysis is undertaken.

### Risk Treatment

The following table outlines the four risk ratings and the Trust's approach to each, to assist in adequately mitigating the risk to point where any residual risk is tolerable.

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Table 7 Risk Treatment

	NEGLIGIBLE	MINOR	MODERATE	SIGNIFICANT
<b>Tolerance</b>	Accept	Share Accept	Transfer Share	Transfer Avoid
<b>Reporting</b>	nil	monthly	weekly	weekly
<b>Auditing</b>	nil	regular cycle	active audit – random	active audit – all
<b>Approval</b>	none required	management approval	Trust approval	Trust approval
<b>Notification</b>	Risk Compliance Officer	Risk Compliance Officer Management Team	Risk Compliance Officer Management Team Board Secretary	Risk Compliance Officer Management Team Board Secretary
<b>Monitoring</b>	Entered into Risk Register Reviewed six-monthly by Board	Entered into Risk Register Reviewed monthly by Board	Entered into Risk Register Assigned to the Risk Sub Committee for active review	Entered into Risk Register Assigned to a Board member to keep active watch over

There are a variety of accepted risk treatment strategies available to the Trust. These include:

- Avoidance:** eliminating or bypassing the risk altogether by discontinuing or not engaging in the activities associated with the risk.
- Sharing:** distributing or transferring the risk burden to other parties through contracts, insurance, or partnerships.
- Reduction:** implementing measures to decrease the likelihood or impact of the risk.
- Transfer:** shifting the consequences of the risk to another party, such as an insurance provider.
- Ignoring:** consciously deciding not to take any action, usually reserved for risks with low potential impact.
- Exploitation:** taking advantage of opportunities within the risk to maximise benefits while minimising potential negative outcomes.

Moving forward, the Trustees will review each risk and choose which of the above treatments is most appropriate based on their feasibility, effectiveness, and alignment with the Trust's objectives and resources.

Once that has been decided, mitigations for each risk will be established. Mitigating these risks will hopefully reduce them to a level the Trust can tolerate. This will then create a point of dialogue between the Trust and the City Council, provide evidence to council officers of our appreciation of and ability to manage the risks we face, and ultimately assist us in strategic planning.

Key constraints and dependencies

Constraints are limitations imposed on the investment proposal from the outset. These can include constraints on available resources. Dependencies are external influences on the success of the project, where project success is contingent on the future actions of others.

The proposal is subject to the following constraints and dependencies. These dependencies will be carefully monitored during the project.

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Table 8 Key Constraints and Dependencies

Constraints	Notes
CCC facing financial constraints that adversely impact on LTP	Funding available adversely impacted by CCC budget and level of rates increases
Ability to secure desired level of external funding	Increasing demand on external grant making bodies, requirement to make a compelling case for investment in Ferrymead and to align Park priorities with external strategic objectives
Sufficient funding to make key appointments	If anticipated level of funding is not secured careful consideration of key post required and the associated skills and capabilities
Ability to attract new staff with appropriate level of skills and capabilities	Historical uncertainty of Park's future and ability to pay living wages may adversely impact on attracting and retaining staff. Importance of selling the Park's new direction and vision to ensure potential employees want to be part of the journey
Dependencies	Notes and Management Strategies
Increasing attractiveness of the Park to visitors	Clear strategic direction, comprehensive programme of events; carefully costed hiring, loan, event costs and expenses
Establishment of new partnerships particularly with Iwi and hapu	Developing network of relationships, aligning of priorities to external organisation's strategies and objectives
Continuing involvement of societies and societies recruiting new members	Publicity boards promoting membership and volunteering opportunities. Specific promotion events. Educational links encouraging young people to become involved in the diversity of Member Societies
Marketing and promotion of the Park	Enhanced use of digital media and linking with external organisations through partnerships

Exploring the preferred way

The Economic Case has identified the investment options that optimise value. Having determined the strategic context for the investment proposal and established a robust case for change, this part of the Economic Case:

- identifies critical success factors;
- identifies a number of options available for the future development of the Park;
- assesses the short-listed options;
- undertakes cost benefit analysis of the short-listed options;
- assesses any intangible benefits and costs, and;
- assesses risk and uncertainty.

Critical success factors

The following critical success factors were identified by stakeholders at the facilitated options workshop held on 4 October 2023. Stakeholders agreed the generic descriptions as shown below:

Table 9 Critical Success Factors

Generic Critical Success Factors	Broad Description	Proposal-Specific Critical Success Factors
Strategic fit and business needs	How well the option meets the agreed investment objectives, related business needs and service requirements, and integrates with other strategies, programmes and projects.	Efficiency of governance operation Achievement of KPIs Project milestones
Potential value for money	How well the option optimises value for money (i.e., the optimal mix of potential benefits, costs and risks).	Leverage of volunteer labour Multiplier effect of external investment

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		Increase in park visitation Increase in volunteerism
Supplier capacity and capability	How well the option matches the ability of potential suppliers to deliver the required services, and is likely to result in a sustainable arrangement that optimises value for money.	Staff efficiency Volunteer effort Pro bono support from businesses
Potential affordability	How well the option can be met from likely available funding and matches other funding constraints.	Budgets met Fundraising targets achieved Internal revenue targets achieved
Potential achievability	How well the option is likely to be delivered given the organisation's ability to respond to the changes required, and matches the level of available skills required for successful delivery.	Make-up of Trust and Company boards Management performance Staff retention Member society satisfaction

Initial options assessment

A range of options were generated by stakeholders through meetings with individual societies and these were gathered into four options, with the opportunity to identify additional options, at the facilitated options workshops held on 4 October 2023 and 27 November 2023 . These workshops built on previous meetings with all the societies where a wide range of ideas had been identified to support the development and sustainability of the Park.

Options identification

Under five dimensions, stakeholders identified a comprehensive list of in-scope options as follows.

Table 10 Potential Options

Dimension	Description	Options within each Dimension
Scale, scope and location	In relation to the proposal, what levels of coverage are possible?	<ul style="list-style-type: none"><li>• Do nothing</li><li>• Do minimum</li><li>• Intermediate</li><li>• Aspirational</li></ul>
Service solution	How can services be provided?	<ul style="list-style-type: none"><li>• Through the operating company</li><li>• Through support of the trustees</li><li>• By Member Societies</li><li>• Though recruiting a larger number of volunteers</li></ul>
Service delivery	Who can deliver the services?	<ul style="list-style-type: none"><li>• Operating company FPL</li><li>• Support from the Advisory Forum</li><li>• Member societies</li><li>• Vendors and service providers to support particular activities and events</li></ul>
Implementation	When can services be delivered?	<ul style="list-style-type: none"><li>• Through the work of the Societies, Trust and operating company</li><li>• Through strategic partnerships with, and support from, external organisations including, for example, iwi and hapu, education establishments, community groups and environmental trusts</li></ul>
Funding	How can it be funded?	<ul style="list-style-type: none"><li>• Through Long Term Plan base funding from CCC</li><li>• Through income generated by the Park through entry fees, hires and events</li><li>• Through bidding for, and securing, external grant income</li><li>• Through sponsorship and bequests</li></ul>

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### Short-list options assessment

The potential short-list options in each of the five dimensions were assessed against the investment objectives and critical success factors.

Assessment methodology used involved discussions with Member societies, undertaking financial scenario analysis and analysing the impact of current financial planning and income and expenditure data.

The summary assessment of the short-list options is included below.

Table 11 Option: Do nothing (status quo)

Heading	Rationale
Do nothing (status quo)	This option would involve the Park continuing to operate in the context of existing structures and financial arrangements with no, or only a very low, level of annual financial support being provided by CCC and the seeking of small grants to support business projects both by FPL and Member Societies.
Advantages	<p>The main advantages are:</p> <ul style="list-style-type: none"> <li>Limited disruption to existing staffing and governance arrangements</li> <li>Societies continue to operate independently</li> </ul>
Disadvantages	<p>The main weaknesses and threats are:</p> <ul style="list-style-type: none"> <li>The likelihood that the Park will need to close within three years because of ongoing financial deficits</li> <li>Weak governance arrangements will continue</li> <li>The Park's infrastructure will continue to deteriorate due to lack of investment</li> <li>Emphasis will continue to be placed on bringing in external hires and festivals that do not support the key mission and vision for the Park</li> <li>The Park will remain 'hidden' and primarily 'unknown' by Christchurch city residents, Cantabrians and by the domestic and international visitor community</li> <li>Links with Māori and Pasifika communities will remain underdeveloped</li> <li>Programmes such as the Education programme, will continue to struggle financially and will likely cease</li> </ul>
Costs	Operating costs of c. \$864K per annum supported by c \$693K in income per annum ex grants. Grant of \$180K would be needed from CCC.
Benefits	There are few if any benefits save that there would be no significant call on investment in the Park by CCC over and above the \$140K funding received through Strengthening Communities Fund.
Conclusion	This option would fail to meet any of the project's investment objectives and would lead to the demise and probably closure of the Park and its amenities. While Member Societies might continue to operate without any support from the Trust or FPL and with a loss of visitors to the Park it is likely that many would cease to operate.

Table 12 Option: Do minimum

Heading	Rationale
Do minimum	This option would involve seeking to increase the amount of funding available to the Park annually and to seek to make some limited governance and operational changes.
Advantages	<p>The main advantages are:</p> <ul style="list-style-type: none"> <li>Could operate with minimum change to existing arrangements</li> <li>Existing staffing structure would be maintained</li> <li>Limited call on investment</li> <li>Ability to trial one or two small initiatives</li> </ul>
Disadvantages	<p>The main disadvantages are:</p> <ul style="list-style-type: none"> <li>The challenges faced by the Park would continue</li> <li>There would be very limited revenue to move key developments forward</li> <li>Governance revisions would be minimal and therefore the ability to implement the desired strategic direction would be very limited</li> <li>The visitor experience would only be marginally enhanced</li> </ul>

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	<ul style="list-style-type: none"> <li>Ongoing difficulties of retaining staff in the light of uncertain future</li> <li>Visitor numbers likely would only marginally increase</li> </ul>
Costs	Operating costs of c. \$983K per annum supported by c. \$762K in income and per annum external grants. Grant of \$221K per annum would be needed from CCC.
Benefits	There are some, albeit, limited benefits. It would enable the Park to make very small terms changes but it would be likely that it would be impossible to sustain these. Some changes to governance arrangements could be beneficial but be unlikely to address the real need.
Conclusion	This option would not deliver the investment objectives and would be likely to provide only a short stay of execution for the Park with the likelihood that the Park would be likely to close. Societies would not have the motivation to seek to recruit new members and invest in technology and premises.

Table 13 Option: Intermediate

Heading	Rationale
Intermediate	This option would provide the Park with a more certain future over the next five years and would facilitate the making of much needed changes. Governance arrangements would be revised and new management and operational structure implemented.
Advantages	<p>The main advantages are:</p> <ul style="list-style-type: none"> <li>The availability of funding to enable the trialling of new initiatives</li> <li>The ability to recruit staff with particular skills</li> <li>Initial funding to take forward investment in identified strategic projects</li> <li>Trialling, implementing and evaluating the benefit of new initiatives</li> <li>It would provide a basis on which to apply for more substantial grants</li> <li>Priorities for maintenance and capital investment would be established</li> <li>Implementation of changes to the visitor experience</li> <li>Securing vulnerable buildings with urgency</li> </ul>
Disadvantages	<p>The main disadvantages are:</p> <ul style="list-style-type: none"> <li>Insufficient time to make a substantial and sustainable difference</li> <li>Does not acknowledge the time take to establish mutually beneficial two way partnerships e.g. with mana whenua</li> <li>Uncertainty as to the future at the end of the initial investment period</li> <li>Insufficient time in which to address the comprehensive infrastructure needs of the Park</li> </ul>
Costs (aggregated over 5 years)	Operating costs of c. \$1.80M per annum, supported by c. \$1.50K in income and external grants. Grant of \$3M over five years from CCC (might potentially be distributed in a decreasing sum year-by-year, subject to success of programme).
Benefits	This option would deliver a range of benefits to the Park and would provide support to the societies to implement plans and objectives.
Conclusion	This option would enable the Park to move forward in a more assured way than currently and would allow for a measurable timetable in which changes can be made. It would provide the opportunity for the Park to raise its profile and awareness and to establish links with international visitor organisations. However, long-term sustainability will be difficult to ensure without the assurance of ongoing base funding.

Table 14 Option: Aspirational

Heading	Rationale
Aspirational	This option takes a longer term view of the Park and provides a realistic projection of the phases needed to place the park on an ongoing sustainable footing.
Advantages	<p>The main advantages are:</p> <ul style="list-style-type: none"> <li>The ability to take forward all the strategic investment objectives</li> <li>Ability to implement new financial models that would sustain the park</li> <li>Realistic timescale in which to undertake the infrastructure and capital investment</li> <li>Full implementation and evaluation of governance changes</li> </ul>

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	<ul style="list-style-type: none"><li>• Providing external funders with confidence in the longevity of investment</li><li>• Likelihood of realisation of fundraising and sponsorship objectives</li><li>• Ability to recruit and retain a high quality complement of staff</li><li>• Delivery of a world class visitor experience</li><li>• Provides a basis on which planning can take place in an assured future</li><li>• Would enable the Park to realise its full potential</li><li>• Security to plan and invest in key initiatives including new storage facilities and exhibition space</li></ul>
Disadvantages	<p>The main disadvantages are:</p> <ul style="list-style-type: none"><li>• There are no obvious disadvantages</li></ul>
Costs	<p>The Aspirational Option assumes the first five years are as per the Intermediate Option. The ten years following the Intermediate Option has the promise of significant external investment in major Park projects (e.g. from corporate entities and major philanthropists).</p>
Benefits	<p>This option would enable the Park to reach its full potential, preserving heritage, running community and tourism events and the progressive upgrade of buildings and infrastructure. It will position the Park as an iconic recreation, educational and tourist attraction for Christchurch City.</p>
Conclusion	<p>This option would be undertaken in two phases: an initial phase of five years to ensure foundational work is completed and a second phase for the following five years with a view to being financially sustainable for the remaining 10 years of the strategic plan (total 15 years).</p>

Economic assessment

The process for each of the short-listed options is to:

- establish the assumptions and scope underlying the analysis
- decide an appropriate period for the analysis
- identify all significant benefits and costs
- assign monetary values to the benefits and costs, wherever possible
- consider the effect of any intangible costs and benefits that cannot be reliably assigned monetary values
- assess risk and uncertainty, and
- identify the preferred option and test robustness using sensitivity analysis.

The assessment is outlined in the table below.

Table 15 Shortlist Scoresheet

Assessment criteria	Assessment Scores for Four Options			
	Do Nothing	Do Minimum	Intermediate	Aspirational
<b>Investment objectives:</b>				
Good Governance	1	2	4	5
Te Ao Māori	1	2	3	4
Environmental Sustainability	1	2	3	4
Infrastructure	1	2	3	5
World-Class Visitor Experience	1	2	4	5
Guardianship of Resources	1	1	2	4
<b>Critical Success Factors:</b>				
Strategic fit and business needs	1	2	4	5
Potential value for money	2	3	4	4
Supplier capacity and capability	1	2	3	3
Potential affordability	5	4	3	2

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Potential achievability	5	5	4	3
Advantages and Disadvantages	1	2	4	5
Overall Assessment:	21	29	41	49

The short-listed options

On the basis of this analysis, the recommended short-list for further assessment is as follows:

- Option 1: Do nothing
- Option 3: Intermediate
- Option 4: Aspirational

Assessment period

The start date for valuation purposes is assumed to be 1 July 2024.

The economic life of the proposed assets is assumed to be five years; this is the period over which costs and benefits are assessed. This would need to be extended depending upon funding (Aspirational option is measured over 20 years).

Estimated costs

Depreciation, capital charges, interest and other financing costs are excluded from the analysis.

The following costs were estimated by analysis of the existing financial situation of the Park and assessment of level of investment required:

- Staff overhead
- Other OPEX
- Capital expenditure to remedy immediate safety concerns and/or conserve vulnerable buildings

All dollar figures are expressed in GST exclusive terms.

Estimated monetary benefits

Stakeholders identified the following benefits at the facilitated workshop on 27 November 2023 and through meetings of the Trust and FPL limited.

Table 16 Estimated Monetary Benefits

Monetary Benefits	Estimates and Timing	Description
Increased visitor spend	From July 2024 Entry fee increases	Proposal for an annual pass that then gives unlimited entry except for special events. Higher charge for entry to special events. Social enterprises established in the Park. Provision of additional food & beverage outlets.
Reduced entry charges for local residents	From July 2024 Reduced entry fee for CCC ratepayers/residents	Will increase visitor numbers and increase community equity (ability to provide dependent on level of funding received from CCC).
Reduced opening days	From February 2024 Staffing savings \$	Reduction in opening days from seven to four days and specific dates to meet the needs of tour groups, etc. Redirection of staffing costs to strategic projects. Will provide more downtime for conservation and Park maintenance.
Increase international visitors (1)	From February 2024	Coaches to run from Gondola on demand when cruise ships are in port. All-inclusive fee proposed for coach transport and entry.



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Increase international visitors (2)	From November 2024	Coaches to run to cruise ships in Lyttleton or from central City. All-inclusive fee for coach transport, entry and VIP tour. Aiming for high wealth individuals.
Revised educational programme	From March 2024 Break even position	Reduction in education programme and wider focus on technology and environment. May increase participation from senior schools and bring in additional revenue. Move to the minimum of a break-even position.
Revised hiring and loan charges for special events	From April 2024	Robust costing of hires and deposits required for major events to ensure that any damage to the infrastructure is repaired/made good.

Non-monetary benefits and costs

Some benefits could not be reliably quantified in monetary terms and are described below.

Non-Monetary Benefits	Description
Cataloguing and conservation of resources	Enhancement of research and heritage knowledge. Preserving treasures for future generation. Costs through appointment of a fulltime curator/conservator c. \$80K/annum.
Onsite cafe/eatery	Encouraging longer stays.
Enhanced signage	Improve the visitor experience c. \$30K.
Visitor app	Guidance on the Park's unique experience and enhancing knowledge of crafts, technology and heritage c. \$40K development costs.
Environmental sustainability	Protecting and enhancing the flora and fauna of the Park.

Option risks and uncertainty

Risk identification and assessment

The key risks have been revisited and assessed for each of the short-listed options.

At the facilitated workshops on 4 October 2023 and 27 November 2023, stakeholders identified and evaluated the key risks that might prevent, degrade, delay the achievement of the investment objectives. The results of this assessment are detailed below.

Table 17 Option risk assessment

Risk	Consequence (H/M/L)	Likelihood (H/M/L)	Comments and Risk Management Strategies
Insufficient funding made available from CCC	H	H	Analysis of where costs can be reduced through reduced opening hours, review of charges; seeking alternative funding sources drawing on the information in the BBC; staff overhead reduction; reduction of public services.
Securing insufficient additional external funding to support strategic objectives	H	M	Prioritisation of objectives especially in relation to capital spend. Seek to broaden the range of options for securing additional funding. Appointment of a fundraiser on a commission basis.
Inability to make governance changes	H	L	Societies and trustees are supportive of proposed changes. Constitutional changes are planned and will be executed from January 2024.
Company cannot/will not execute strategic direction	H	H	Executive directors appointed who will act as operational managers in the short to mid-term. Trustees have the power to remove and appoint directors who are underperforming or obstructive.
Inability to recruit sufficient new volunteers to support Park societies and visitor services	M	M	Strong links have been made with societies and groups keen to support the Park. Centralised induction programme to be established for all new volunteers. More focus will be made on assisting Member

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			Societies to recruit new volunteers. Succession planning training will be delivered to Member Society committees.
Deteriorating storage of resources	M	M	Plans in place for external funding to be secured to support appropriate storage of heritage items.
Willingness of all societies to embrace the new vision for the Park	H	L	Extensive consultation has ensured that the strategic objectives reflect in aggregate the wishes and aspirations of the Member Societies.

This risk analysis was also used to inform the development of the risk register.

Sensitivity analysis

The purpose of this section is to identify the preferred option, test the robustness of this option using sensitivity analysis and present the overall results of the options analysis.

Identifying preferred option

The table below presents the results of the benefit cost analysis using core assumptions.

Table 18 Result of options analysis

Summary of Benefits and Costs (based on 2023 values)		Notes	Option 1: Do Nothing	Option 3 Intermediate	Option 4: Aspirational
Benefits					
Visitors		Unless immediate investment is made, the Park will remain largely unchanged, and slowly deteriorate over time. Staff morale is low and there is high staff turnover due to limited budget, below-market wages and uncertainty. The visitor experience can only be improved through Options 3 and 4.	Minimal	Med/\$900K	High/\$2M+
External hires and loans		This area is important to the viability and cashflow of the Park and has significant possibility to improve subject to investment.	No change	25% increase	95% increase
Good Governance		Improving the governance of the 15 Member Societies would enable more successful and focused fundraising, better retention of volunteers and greater interaction with similar organisations across NZ and the world.	Reduction	Significant improvement over mid-term	Significant improvement over long-term
External grants <sup>5</sup> (not including CCC)		There is currently no expertise within the Park operations or governance to leverage the Park's brand to attract major sponsors, funders or bequests. Investment in this area will contribute greatly to financial sustainability.	Minimal	300% increase in revenue	1,000% increase in revenue
Costs					
Good Governance		The initial governance changes suggested by BDO are only the tip of the iceberg. Much more could be done to improve the governance of Member Societies, and community organisations who are associated with the Park. In doing so, there would be substantial benefits realised (including financial, volunteer labour, and reputation). Costs reflect timescale of option and resources for archival activities.	-	\$150K	\$400K

<sup>5</sup> Current external grants are very low, thus the high percentage increases

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Preferred Option	No	Yes	Yes
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Table 19 Benefit/Cost analysis

Main benefits and disbenefits (present value)	Option 1: Do Nothing	Option 3 Intermediate	Option 4: Aspirational
Quality of visitor experience	30% satisfaction	65% satisfaction	80% satisfaction
Retention of staff	Poor	High	Very High
Upgraded infrastructure	No change	Suitable change	Full upgrade
Avoided lost work/productivity	Nil	High	High
Increased visitor numbers	None	Medium-High	High
Total Benefits	Minimal	Med-High	High
Costs (present value)			
One-off costs	\$0M	\$0.8M	\$10M
Ongoing operating costs	\$2,314K	\$5,198K	\$10,001K
Whole of Life Costs	Minimal	Med-High	High
Benefit/Cost Analysis			
Appraisal period (years)	3	5	10
Net present value (monetised)	\$(645)K	\$1,046K	\$233K
Assessment (non-monetised)	1	4	5
Rank:	3	2	1

The preferred option is Option 4 because this provides for the long term sustainability of the Park and provides a realistic estimate of capital development and visitor revenue. What has not been estimated is the potential value of grants that may be secured beyond the five year period. However, it is hoped that \$3.5m in grants may be secured in the initial five year period.

## Commercial Case

This section is included to provide insight into the practicalities of the investment strategies. Further analysis of the financial situation of the Park Company will be undertaken to provide a more informed assessment.

The prime aim of the procurement strategy is to secure ongoing base funding to place the Park on a sustainable footing and to enable and support key developments.

The procurement strategy is in two parts, first for the provision of funding of \$3M over five years through the Christchurch City Council's LTP to support the ongoing development of the Park. The second part is to procure external funding to support the investment needed to realise priorities and benefits.

The required services are:

- Securing long term annual funding from Christchurch City Council to provide base funding for the Park and to support key appointments to ensure it can continue to operate and develop its services for the city and wider communities served.
- Seeking support from the Ministry of Culture and Heritage for a significant project to assist with building and infrastructure developments including conservation of historic treasures and upgrading of storage facilities.
- Applying for funding from e.g., lotteries for a cataloguing and conservation project to ensure the effective guardianship of artefacts and documents and resources.
- Applying for funding from e.g., Rātā Foundation for the construction of new storage facilities and an Exhibition Hall.
- Enhancement of the visitor experience through improved information through a visitor app, signage, improved transport links to the Park and establishing a café/eatery at Ferrymead to support visitors (and volunteers) and to encourage visitation and longer stays.

The proposed approach is to use the services of a bid writer and fundraiser to develop applications for external funding.

Any external funding received would be subject to reporting and the achievement of key milestones and targets. It would require prudent business and financial control in terms of staffing and the delivery of outputs.

Specific contract terms proposed include: paying a bid writer on a commission basis of c.5% of the value of funding secured with a minimum percentage of 10% for bids secured of under \$50K.

For the establishment of a cafe/eatery at the Park it is proposed that a provider is sourced to run this but that minimal payment is required in terms of rent or use of power for the first two years of operation to build a sustainable business. It may be the case that support of up to \$10K will be required for the first nine months of operation to enable the implementation of the service.

Financial Case

The proposed funding arrangements are to:

- Secure funding of \$3M over five years from Christchurch City Council to enable key appointments and to ensure an appropriate structure is in place to enable growth and development.
- Seek external funding for specific projects including storage, exhibitions and infrastructure and cataloguing.
- Establish partnerships to support Park development.
- Seek sponsorship from key stakeholders.

The financial analysis of the preferred option demonstrates that it is affordable but is dependent on:

- Securing base funding.
- Accurate financial modelling through scenario analysis.
- New pricing structure for visitor admissions.
- Prudent commercial management including for events, booking and hiring.
- Effective marketing and promotion making full use of digital media.
- Success in applying for bids.
- Agreement on the key funding priorities for the Park.

Appropriate contingencies have been made for risks and uncertainties.

The proposed cost of the project is \$29.8M over the expected lifespan of the contract, of fifteen years.

Table 20 Financial Costing

	\$,000					
	2024/25	2025/26	2026/27	2027/28	2028/29	Total
CAPEX	500	200	100	0	0	800
OPEX						
Salaries	680	1,002	1,299	1,438	1,481	5,920
Property	81	235	245	216	165	942
Other	247	433	460	474	499	2,113
Tot Expenditure	1,508	1,870	2,104	2,128	2,145	9,755
Tot Revenue <small>Excl. grants</small>	763	916	1,132	1,207	1,244	5,262
CAPEX req	500	200	100	0	0	800
OPEX req	245	754	872	921	901	3,693

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Management Case

This section is included to provide insight into the operational restructure of the Park. Further analysis of the operation will be undertaken to provide a more informed assessment.

If this investment proposal receives formal approved, a programme will be established to deliver the required services. Each project has been prioritised in terms of urgency and funding type.

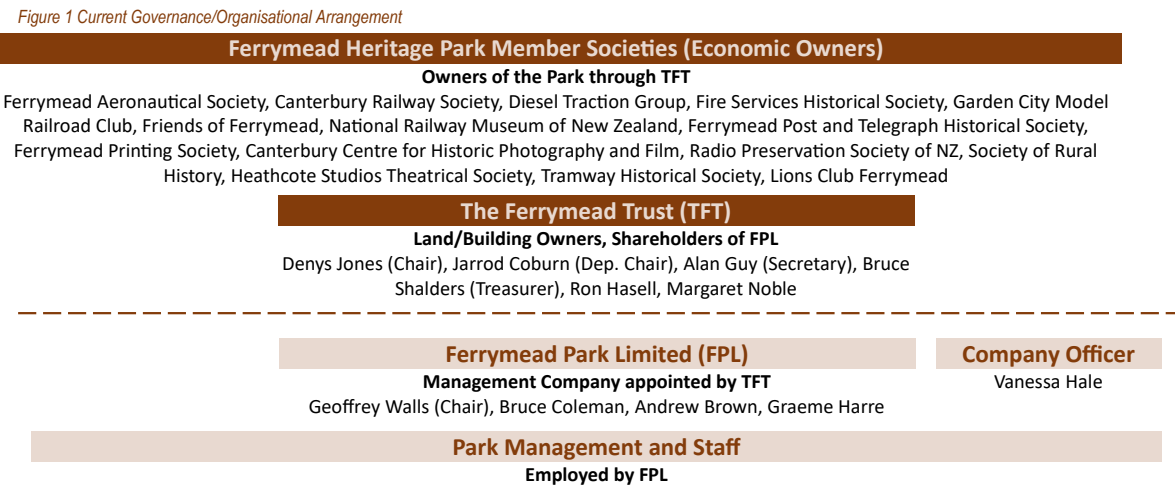
Table 21 Programme Priorities

Funding Type	PROJECTS		
	Important, long-term	Important, short-term (1-3 years)	Urgent (in next 6 months)
CAPEX		Protection/Upgrading of Infrastructure	Guardianship of Heritage
OPEX	Environmental Sustainability	World Class Visitor Experience Te Ao Māori	Good Governance

Good Governance

There is wide acknowledgement that the current governance and organisational structure of the Park does not provide an effective structure to service the development of the Park going forward. The overwhelming feedback from the BDO report commissioned by CCC and the consultation that has been undertaken with all Member Societies is that the current structure is too complex resulting in limited understanding by component elements of the respective responsibilities resulting in duplication of effort and absence of clarity on strategic direction.

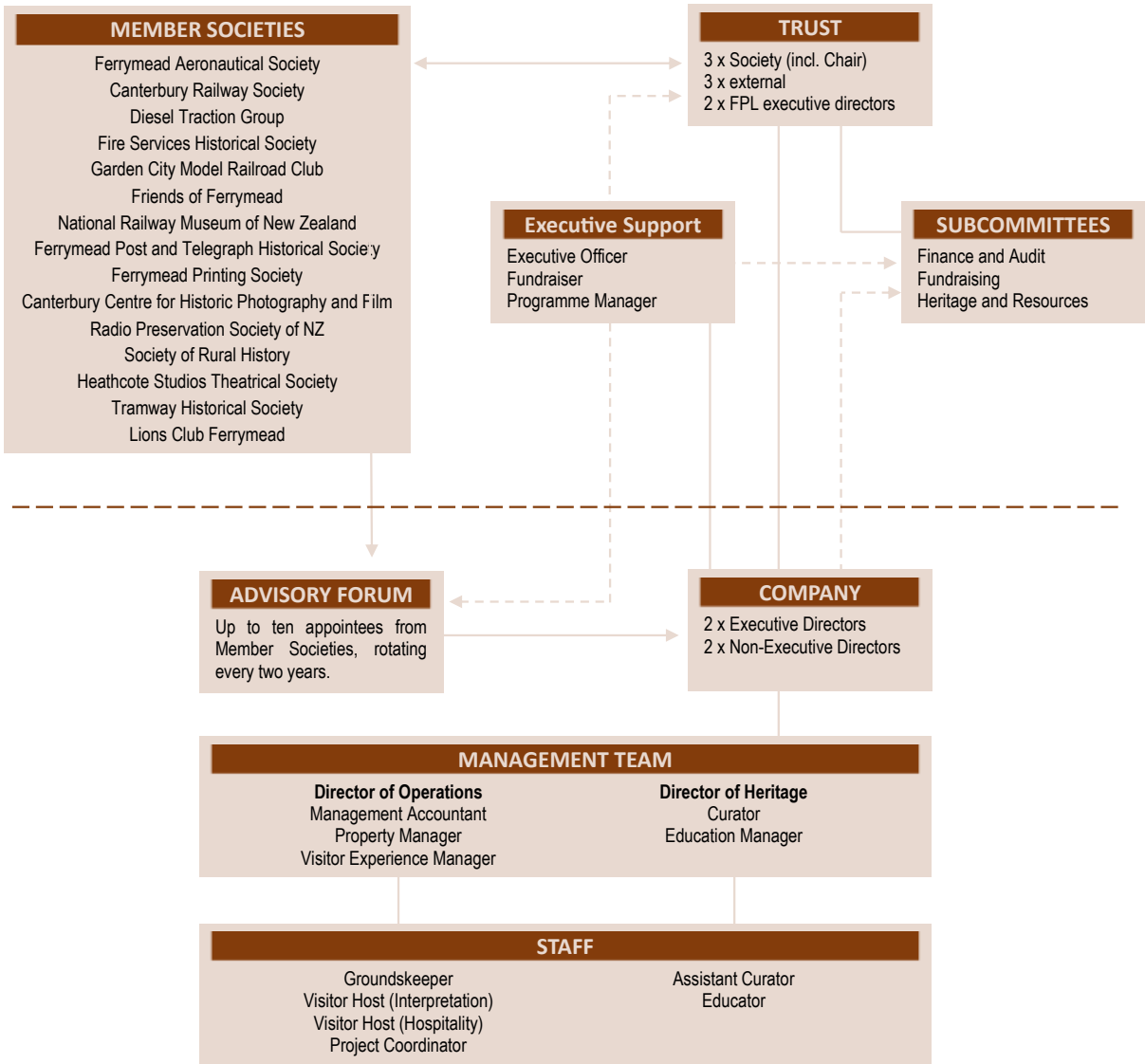
A review has been undertaken of the current governance and organisational structures and changes have been proposed. The two Trustees undertaking the review and Business Case development have considerable experience in governance, organisational change and repositioning and have used this expertise in the arrangements proposed. The detailed proposals for future operational staffing structure will be determined following the completion of phase one of the redevelopment plan.



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New Governance Structure

Figure 2 Proposed Organisational Structure



The strategy, framework and plan for dealing with change and associated contract management is as follows:

Board of Trustees

- eight members (three from Societies, three external, two FPL directors)
- meet six times a year plus subcommittee meetings
- supported by Executive Assistant

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Advisory Forum

- elected bi-annually from among Member Societies(10 members)
- meet five times/year
- supported by Executive Assistant

Skill Sets

The following skills have been identified as essential across the body of governance representatives:

- Finance
- Governance
- Māori
- Heritage/Conservation
- Fundraising
- Public relations
- Education



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## Next steps

This Single Stage Business Case seeks formal approval from Christchurch City Council to provide funding for the ongoing development of Ferrymead Heritage Park through inclusion of annual base funding as part of the CCC long term plan.

## Appendices and Annexures

### Appendix A – Development Priorities of Internal Stakeholders

Discussion with the Park societies has identified a number of priorities to realise the Park's vision and mission. They include:

#### *Revising business arrangements*

- Clarifying the relationship between the societies, Trust and FPL and identifying and agreeing common goals.
- Having a clear strategic direction with measurable and attainable KPIs monitored on a regular basis by the governing body.
- Developing a new business plan for the next five years which supports the individual societies.
- Ensuring the financial, operational and people systems for the Park are sustainable.
- Building and maintaining new relationships with communities especially Māori (iwi, hapū and rūnanga), businesses and potential corporate sponsors and funders.
- Improving the visitor experience the presentation of the Park and its exhibits to the public.
- Improving the Park infrastructure and upgrading of buildings.

#### *Mission and Purpose*

- Celebrate the history of Cantabrians and Aotearoa New Zealand.
- Importance of Member Societies inputting into the future vision, mission values and aims of the Park.
- Clarifying the vision are we, for example, a working museum, an outdoor museum, a heritage museum, an interactive museum or potentially an amalgamation of all of these.
- Develop as a museum of science and industry.
- Define the period over which the park should be represented e.g. not just an Edwardian village but up to the 1950s or later.
- Clarifying the purpose of the Park as it relates to Member Societies and to heritage.
- Balancing the needs of societies vs those of visitors and the general public.
- Identifying the stories that can be told – emphasising how the Park has developed individuals.
- Identifying what is unique about what is offered by the Park.
- Clarity about what individual societies want to achieve and what we want to achieve for the Park as a whole.
- Identification of what is important to the individual actors of the Park.
- Make the Park a living and interactive museum.
- Include transport and technology in title and develop an acronym for the Park.
- Emphasise the importance of the Park for preserving and displaying arts and crafts.
- Alignment with priorities of City, district and community plans.

#### *Exhibitions and Displays*

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- Ensuring the Park maintains a number of working exhibits e.g. printing, blacksmith, bakery.
- Recognition of the historic importance of many of the exhibits and buildings.
- Ensuring that exhibits are working e.g., sound in the Dini collection.
- Improving signage both external e.g., outside buildings and use of street signs, to and within buildings, e.g., photography collection.
- Societies to identify exhibitions they could support – could the lodge be more widely used as an exhibition venue when not booked?

#### *Buildings and Infrastructure*

- Understanding the health and safety issues posed through age of buildings, work of societies etc.
- Establishing new buildings to enable the work of Member Societies to be further developed.
- Resources to enable new display centres/buildings e.g. for Aeronautical.
- Health and safety within the Park.
- Bringing buildings up to standards and preventing future decay.
- Making the Park more secure to avoid break ins etc – change combination lock on gate on a three month basis.
- Improving parking facilities and the safety of parking onsite – have a separate area for coaches.
- Have a more defined entry and exit to the Park.
- Need for a café eatery to be established to support both visitors and the Member Societies.
- Improved signage and information e.g., through display boards, use of QR codes.
- Erect lightweight structure on concrete slab for exhibitions – possibilities to relocate external buildings.

#### *Marketing*

- Marketing the park and securing an increased number of visitors.
- Opening the Park on key days when facilities are open and activities are taking place e.g. Thursday to Sunday and public holidays (including Christmas).
- Market the Park as a venue for weddings and corporate events.
- A revised booking system.
- There is a lack of identity in and of the Park.
- Is the term Park the right one to use - should we be using the term Museum?
- Are fees set at the correct level, should there be a lower fee for local residents and a higher fee for tourists?
- Is fee level a disincentive, should it be inclusive of all activities, or should they be paid add-ons?
- In past societies were supported by a percentage of gate takings.

#### *Commercial activities and business planning*

An enhanced website with details of when societies meet and when new potential members can find out more

- Ensuring that commercial events are aligned with the Parks true purpose.

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- Whether the Park should be open on selected days only – this would not preclude booked visits such as for education groups.
- Closing the Park on some days would provide opportunities for essential maintenance and many volunteers might be more inclined to contribute to this area as opposed to being ‘visitor hosts’.
- Closed days would also enable team building and training activities to take place on these days.
- Identifying the minimum number of people/volunteers to keep particular exhibits and interactive displays/crafts running.
- Should there be a roster of opening days and exhibits to ensure that societies can be present?
- Restriction on opening buildings on certain days e.g., carriage sheds due to the Railways Act 2005.
- More emphasis on fundraising and encouraging bequests.
- Increase sponsorship – seek to links with companies that align with main activities – use sponsorship to support specific projects.
- Ensure there is some branding when sponsorship is made for activities/projects.
- Are commercial tenants making an appropriate contribution to the Park? More transparency on income received.
- Ensuring all Societies have a revenue stream through social enterprise and centralised fundraising support.

#### *Activities*

- Using the park as a venue for other events such as car rallies, vintage car displays, folk music festivals, technical conferences, etc.
- Have a swap meet, antiques roadshow.
- Develop kids trails – success of Easter egg hunt.
- Providing transport to the Park in particular for event days and e.g. Night markets.
- Provide a transport service that links with the Ferrymead and Heathcote/Lyttleton buses.
- Promote theme days e.g. rural, railways, working workshops and repairs, technology and the development of electric communication.
- Implications of providing e.g. tractor/fire engine rides in terms of health & safety.
- Park is currently too static, needs more activity.
- Scheduling of activities e.g. should night market and Ferrymead alive be held on adjacent days does this affect demand?
- Some of the events do not bring benefits to all Societies (e.g. Illuminate) and the way in which they can participate is unclear.
- Would it be possible for the Societies to get a % of gate/event takings?

#### *Resources*

- Clearer accession and deaccessioning policies.
- Clarification of procedures when goods are donated.
- Resources to be offered to groups if being disposed of.

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- Providing a system that all Societies can use for cataloguing.
- Use Comp[any]/Trust as a clearing house of all applications – would there be more success if there is alignment in the context of an agreed plan and priorities for the Park?
- Park to be informed when societies apply for grant funding and vice-versa.
- Ensure that any funding is allocated to the resources for which it is intended.

#### *Staffing*

- Training for volunteers many of whom are amateurs – vetting of volunteers and the Vulnerable Children's Act.
- Having highly recognisable heritage-friendly uniforms that would identify active members in the Park.

#### *Communication and Governance Relationships*

- Enhancing the contact with the Trust and ensuring there are clear pathways of communication between the Societies and the Trust.
- Clarifying the role of the Trust as the owner of the buildings and how it can assist with (e.g. resource consents).
- Ensuring Member Societies fully understand the role of the Trust and FPL.
- Developing the Park while at the same time maintaining the autonomy of Member Societies.
- Emphasising the links that already exists with mana whenua.
- Clarification of what the Trust and the Company can do for Member Societies.
- Increase interaction between key elements of the Park viz Trust, FPL and Member Societies.
- Revise governance arrangements to increase member society representation in the Park.
- Fixed terms for governance roles.
- Geater transparency and sharing of reports with Societies (e.g. on finances and the lease of properties on the park).
- Clarify the role of the operational company – this should be operationalising with the Trust and Member Societies' agreement.
- Societies are a living part of the museum.
- Leasing arrangements some of which end in 2029.
- Geater clarification of access to repairs and maintenance funding which is an addition to the power bill paid by societies.
- Have a means of encouraging interaction between societies to share plans e.g. having open nights offered by one or two societies when others could attend.

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Appendix B – Objects of the Trust

5. Objects of the Trust

The objects for which the Trust exists are:

- 5.1. To create, maintain, improve and operate a park adjacent to the site of the first public railway in New Zealand for the purpose of the preservation of man-made social, transport, communication and scientific technologies, and their operation or display, in particular placing emphasis on interpretation of their social impacts by way of the establishment of
  - a) An authentic, operating and living New Zealand city suburb portraying, as accurately as practicable, the architectural style and technological state of the social fabric of New Zealand in the Edwardian era and later but no more recent than two generations from the present time,
  - b) Operational transport systems indicative of the history and development of transport in New Zealand, and
  - c) Museums to display the preserved technologies, in an area separate to the aforementioned city suburb.
- 5.2. To provide a base for groups involved in the restoration and preservation of such items, and to provide practical support to those groups to foster their development and achievement of their aims and objects within the concept of the Park.
- 5.3. To work with the Member Societies, the Christchurch City Council, or other appropriate parties to achieve the Objects of the Trust, including public education.
- 5.4. To undertake such works of a promotional or collaborative nature, in the community at large and in conjunction with persons or corporate bodies therein, as are consistent with the Objects or conducive to their attainment but not prejudicial to the interests or activities of the Member Societies or contrary to any Rule.
- 5.5. To do any other such acts and things as are incidental to the attainment of the Objects.

## The Ferrymead Trust: Ferrymead Heritage Park Redevelopment

### Appendix C – Roles and Responsibilities

#### Roles of Ferrymead Trust

The Trust will be responsible for the preservation, conservation, curation and presentation to the public of all artefacts, materials and resources that it owns. This includes the preparation of any conservation plan the Trust considers necessary. The Trust is responsible for the funding and provision of capital works for its collections and major developments in the park grounds.

The Trust, as owner of the Park, is responsible to bring up to standard any building identified by the Christchurch City Council as an earthquake prone building.

#### Roles of Ferrymead Park Limited

Ferrymead Park Limited (FPL) is solely responsible as an independent contractor for the daily operational management and visitor coordination of Ferrymead Heritage Park (the Park) as a separate charitable business and not as an agent of the Trust. FPL is provided access to the Trust exhibits for the purpose of visitor presentation and events.

Any operational profits generated from the operation of the park will be reinvested in improving the amenity of the park and enhancing services and activities for the general public. FPL will not be expected to pay rent and/or dividends to the Trust either annually or periodically.

FPL will produce a strategic plan on a revolving three-year basis. The strategic plan will outline FPL's objectives, outcomes and goals for the conservation and improvement of those parks assets for which it is responsible. The strategic plan will be produced in collaboration with the Trust.

FPL will prepare and present an annual return of its activities to the level required by the Charities Act 2005.

As part of its role of managing the Park FPL will be responsible for:

- Employing all staff associated with the Park's overall operation, promotion and events
- Negotiating with concessionaires, contractors, volunteer groups, educational authorities and others required to operate in the Park including the provision of exhibits, activities and entertainment
- Applying all funding from gate takings, FPL organised events, rents and commissions, fees from educational authorities, sponsorship funds and donations, fundraising and applications to public bodies to the maintenance, improvement and presentation to the public of the Park in general and the exhibits and assets under its control.
- Maintaining and managing any residential tenancies on the Park
- Marketing the park to the general public via multiple media formats.
- Coordinating park activities and the park environment to provide an appealing community orientated history engaging experience.
- Preparing and submitting application to funding institutions and charities to seek operational/maintenance and project specific funding as related to improving the immediate visitor experience. The does not include long-term capital project funding.
- Maintaining the common public areas of the park including lawnmowing, garden maintenance, tree care and general landscape maintenance.

#### Shared roles and Park Concept Plan

Under the current arrangements there are some shared roles and a broadly agreed concept plan for the Park.

FPL and the Trust are jointly responsible for the development of an overall concept plan for the Park. The concept plan includes:

- A protocol and guidelines for all signage, information boards and wayfaring within the park in areas and buildings controlled by the two organisations. Park-based societies will be supported and encouraged to understand and use the protocols.

The Ferrymead Trust: Ferrymead Heritage Park Redevelopment

Annex 1 – Six Investment Priorities

The principal aim of Ferrymead Heritage Park is to create a *living museum of crafts, technology and heritage* that has a sustainable future as a significant heritage attraction and tourist and educational destination resource for Christchurch communities and for national and international visitors.

It is widely acknowledged that to create a sustainable future for the park a revised strategic direction, simplified governance structure and clarification of lines of responsibility between the Trust, the operational company and the societies operating from the Park, and new relationships and partnerships are essential.

As part of developing a new vision and strategic direction extensive consultation has taken place with key stakeholders including all Member Societies, FPL and organisations in Christchurch to determine and agree on future direction. There was overwhelming consensus from stakeholders that the Park is a rich asset for Christchurch with much untapped potential. Stakeholders agreed that the ongoing development of the Park is consistent with the city’s development, tourism and regeneration objectives and there was widescale commitment to support its rejuvenation and future direction.

Through a robust consultation process the authors identified six strategic and investment priorities for this proposal which are being integrated into the five-year strategic plan for the Park. See Annex 2 for additional context of the Economic Case. The strategic priorities are:

- Good Governance;
- Te Ao Māori;
- Environmental Sustainability;
- Protection/ Upgrading of Infrastructure;
- World-Class Visitor Experience;
- Guardianship of Heritage.

The case for change is summarised in the investment objectives detailed in the table below.

Table 22 Investment Objectives

Investment Objective One	Good Governance
	<ul style="list-style-type: none"><li>• Simplify the current complexity in governance arrangements (the legal structure is fit for purpose and provides an appropriate framework for future development).</li><li>• Identify, monitor and track key performance indicators (the capacity and capability for the Park’s governance structure is adequate and appropriate to needs with the correct skill sets).</li><li>• Ensure clarification of responsibilities between the Trust, Member Societies and FPL (there is clear articulation and delineation of responsibilities between governance and day to day operations of the Park).</li><li>• Develop and agree a common strategic direction for the Park (there is a strong and independent interface between governance and park management).</li><li>• Improve collaboration between volunteers and paid staff (establish an Advisory Forum to improve communications between Park Member Societies and the Company).</li><li>• In addition, the following will be assured:<ul style="list-style-type: none"><li>– an agreed strategic direction is in place;</li><li>– all aspects of the Park comply with the law;</li><li>– limited terms of office are established for trustees/directors;</li><li>– reports on progress are made regularly to stakeholders and community.</li></ul></li></ul>



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<b>Existing Arrangements</b>	<p>Confusing governance structure with lack of clarity and understanding of the relevant roles of each of the key elements viz Trust, FPL, and Member Societies.</p> <p>Lack of coordination between the work of the three component elements, viz. Trust, FPL, and Member Societies leading to duplication of energy and resources and lack of understanding of aims and objectives of each of the three key elements.</p> <p>Dissonance between owners (Member Societies) and operators (FPL) resulting in lost opportunities.</p>
<b>Business Needs</b>	<p>Revisions to governance structure and clarification of roles and expectation of key management and government entities of the Park.</p> <p>Enhanced coordination and agreement of future strategic direction, and priorities for development and investment.</p>
<b>Potential Scope</b>	<p>Clarity of roles and identification of accountabilities, agreement on strategic direction and vision by all parties.</p> <p>New blood, new energy and new skills around the governance tables.</p> <p>Enhanced coordination and the agreement on common goals, objectives and KPIs which will drive positive future development.</p>
<b>Potential Benefits</b>	<p>Smoother operations and governance structure and the creation of a common vision and objectives.</p> <p>Ability to set and monitor agreed KPIs.</p> <p>Enhanced funding opportunities as good governance is recognised as important for sustainable community investment.</p> <p>A better-functioning organisation with key elements working together in mutual understanding.</p> <p>Enhanced coordination between the Trust, Member Societies and FPL and agreement on goals and objectives to drive future development.</p> <p>Opportunities for the Park to be enhanced by increased volunteer contributions, resulting in additional resources and visitor engagement activities.</p> <p>Opportunities for the Park to develop into a sustainable iconic attraction that will benefit generations to come.</p>
<b>Potential Risks</b>	<p>Due to a lack of agreement on revised governance and management arrangements, there is a threat that the Park will remain primarily directionless, resulting in a stagnation represented by the current and past situation</p> <p>Due to existing trustees being unwilling to step aside, there is a threat that major funders will lose faith in the governance of the Park, resulting in loss of significant funding opportunities.</p> <p>Due to resistance from FPL directors for change, there is a threat that the Park operation is interrupted, resulting in exposure to risk for Trustees and the Park as a whole.</p> <p>Due to the lack of respect for the work and knowledge and aims and objectives of Societies, Trust and Company, there is a threat that stated objectives are not achieved, resulting in wastage of time and investment.</p>
<b>Constraints and Dependencies</b>	<p>Willingness of Trust, FPL and Member Societies to invest in the work required to bring about change.</p> <p>Ability to make changes in the context of the current Trust, FPL and member society constitutions.</p> <p>Existing long-serving personnel resigning from positions.</p> <p>Sufficiency of time and resources to bring about change.</p>
<b>Investment Objective Two</b>	<p><b>Te Ao Māori</b></p> <ul style="list-style-type: none"> <li>Developing trust with mana whenua (seeking advice from Ngāi Tahu and Ngāi Tūāhuriri and Ngāti Wheke).</li> <li>Recognising the original uses and users of the land that the Park occupies (learning the whakapapa of the Park and the land it is on).</li> <li>Promoting mātauranga Māori within the Park's education and visitor programmes (creating opportunities to tell the true story of Māori settlement in the area and the effect of colonisation).</li> <li>Ensuring harmony between the Park's strategies and the strategic purposes of mana whenua (identify activities that could be incorporated into the Park that represent value and importance to local hapū).</li> <li>Being kaitiaki of the land (encouraging the return and protection of native fauna through planting of flora as advised by mana whenua).</li> </ul>
<b>Existing Arrangements</b>	<p>Current arrangements are limited. Individual Societies have a range of links but these are not part of a coherent plan for the Park, nor are they necessarily based on equity and authenticity.</p> <p>The Park is Anglo-centric in its presentation of the history and colonisation of Ōtautahi</p>

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<b>Business Needs</b>	<p>Given the nature of the Park and the impact colonisation had on mana whenua, and the importance of the Avon estuary for the traditional gathering of kai, it is appropriate that te ao Māori (the Māori worldview) is represented.</p> <p>International visitors and many people from Aotearoa New Zealand celebrate tikanga Māori (Māori culture) and its absence in the Park is noticeable.</p> <p>The education programme needs to be more closely aligned and incorporative of mātauranga Māori (Māori knowledge) and the authentic history of the City.</p>
<b>Potential Scope</b>	<p>A genuine partnership with Ngāi Tahu and local hāpū.</p> <p>There are many opportunities to provide mātauranga Māori to visitors through existing artefacts and documents.</p> <p>Enhanced linkage with the New Zealand education curriculum.</p>
<b>Potential Benefits</b>	<p>Widening visitor base, strengthening ability to secure external funding through stronger community links.</p> <p>More honest representation of pre and post European history and heritage.</p> <p>Increased likelihood of alignment with funding bodies due to stronger bicultural links and representation.</p> <p>Recruitment of a more diverse range of volunteers.</p> <p>Partnership with mana whenua will provide access to knowledge, advice, networks and a level of equity expected by the museum and tourism sectors.</p> <p>Mana whenua could benefit from a relationship with the Park through the promotion of te reo Māori, increased visibility, expressions of biculturalism and equity, improvements to the natural environment, access to archival material, and public displays of taonga and pūrākau (traditional stories and narratives) pertaining to the area.</p>
<b>Potential Risks</b>	<p>Lack of governance and operational capacity and experience in developing links with mana whenua.</p> <p>Pressures on iwi for support from a range of business, organisations and communities in the region.</p> <p>Push-back from conservative volunteers of Member Societies.</p>
<b>Constraints and Dependencies</b>	<p>Will require new links and partnerships to be established.</p> <p>Trust and authenticity is necessary for these partnerships to be built.</p> <p>These partnerships will take time, as they need to be progressed at the convenience of mana whenua due to the cultural aspects of decision-making and consultation. In other words: we cannot and should not rush this.</p>
<b>Investment Objective Three</b>	<p><b>Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>Recognition of the Park's position in an area of environmental significance (the Park's impact on the environment and ecologies are understood and mitigate as appropriate).</li> <li>The Park integrates seamlessly with the local ecosystem, community and city (developing links with the local ecosystem and environmental societies with expertise to aid the Park's environmental development, such as the Avon-Heathcote Estuary Ihutai Trust).</li> <li>Incorporating environmental activities into Park education and visitor programmes (knowledge and understanding of the sustainability of the natural environment are promoted).</li> <li>Anticipating and preparing for the environmental effects of climate change (future capital works account for projected changes in climate, in particularly sea level rises).</li> <li>shifting toward environmentally sustainable practices (invest in solar and wind energy production; focus on waste reduction, re-use and repurposing; ensure water usage is minimised and does not create pollution).</li> </ul>
<b>Existing Arrangements</b>	<p>Limited focus on partnerships with environmental organisations.</p> <p>Some work by Member Societies toward alternative fuels/energy generation.</p>
<b>Business Needs</b>	<p>Developing an understanding of the unique ecology of the Park and its surrounds.</p> <p>Support for and partnership with neighbouring organisations and societies working in the environmental area.</p> <p>Enhanced links to the wider community and community organisations.</p>
<b>Potential Scope</b>	<p>Seek advice from mana whenua in kaitiāngitanga and environmental protection.</p> <p>Work with Māori and Pasifika communities and environmental organisations to develop enhanced educational programmes for both school children and adults.</p>

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	<p>Highlighting the Park's flora and fauna to visitors – sharing stories of the plants and animals that live in and around the Park.</p> <p>Embedding environmental sustainability as part of activities and programmes.</p> <p>Improving the ecosystem overall.</p> <p>Contributing to wider district outcomes around water.</p> <p>Creating efficiencies through use of alternative energy.</p>
Potential Benefits	<p>Enhancement of the education programme and to broaden its focus through partnerships with mana whenua and environmental organisations.</p> <p>Saving or creating income by being self-sufficient and eco-friendly (e.g. solar power, recycling and repurposing, repairing appliances and equipment for the public).</p>
Potential Risks	<p>Due to a heightened focus on environmental sustainability, there is a risk that the principal focus of the park and its unique elements is diluted, resulting in a conflict between the heritage brand and environmental outcomes.</p> <p>Due to climate change, there is a risk that sea and water table levels will rise in the Park, resulting in drainage issues, flooding and unstable building foundations.</p>
Constraints and Dependencies	<p>Timescale and ability to establish new relationships.</p> <p>Willingness of Societies and Park programmes to broaden the focus to embrace environmental issues.</p> <p>Sufficiency of resources.</p>
Investment Objective Four	<p><b>Protection/Upgrading of Infrastructure</b></p> <ul style="list-style-type: none"> <li>Identifying and preserving vulnerable buildings (built environment of the Park is protected and improved).</li> <li>Refurbishing and upgrading other buildings and storage facilities (earthquake vulnerable buildings are upgraded to meet the required standards).</li> <li>Required infrastructure upgraded to support the visitor experience (constructing an exhibition centre, improving park information and visitor interpretation).</li> </ul>
Existing Arrangements	<p>Many of the buildings (including significant heritage buildings) and infrastructure are in need of investment. Some earthquake-prone buildings are below minimum standards.</p> <p>Current finance and maintenance funds are insufficient to meet the investment required.</p> <p>Poor storage facilities adversely impact the preservation of historic artefacts and documents and reduce the ability of the Park to take donations of artefacts.</p>
Business Needs	<p>Improved infrastructure particularly in terms of roads, paving and visitor amenities (e.g. rest rooms) and storage.</p> <p>Upgrading of buildings through essential repairs and maintenance e.g. leaking roofs, painting, plumbing.</p> <p>Enhanced visitor, staff and volunteer facilities including exhibition space and the provision of food &amp; beverage.</p>
Potential Scope	<p>Significant grants or donations to enable substantial change to the quality of the built environment.</p> <p>Identification of priorities to ensure a clear plan of action and programme of works.</p> <p>Securing of partnerships with other Museums and the wider heritage community to provide advice and support.</p>
Potential Benefits	<p>Improved visitor experience, return visits and increased word of mouth advertising.</p> <p>Increased sustainability and preservation of Park heritage and resources.</p> <p>Prominent international exhibitions.</p> <p>Ability to bid in the MICE (meetings, incentives, conferences, events) market.</p> <p>Grow the reputation of the Park among the museum sector.</p> <p>World-class visitor destination.</p>
Potential Risks	<p>Due to a lack of investment, there is a risk that buildings will deteriorate, resulting in increased maintenance costs and/or loss of buildings.</p> <p>Due to a lack of investment, there is a risk that horizontal infrastructure will fail, resulting in damage to buildings/artefacts, temporary or permanent closure of the Park, and expensive repair bills.</p> <p>Due to poor upkeep of buildings, visitors will experience reduced levels of satisfaction, leading to fewer visitors and income through events and hireage.</p>

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Constraints and Dependencies	<p>Lack of experience in fundraising and bid-writing among staff, volunteers, directors or trustees.</p> <p>Limit of external funding to support large scale initiatives.</p> <p>Absence of key relationships to lobby and support on the Park's behalf.</p> <p>Absence of relationship with mana whenua.</p> <p>Lowered availability of financial support from external organisations that face an increasing call on their resources.</p>
Investment Objective Five	<p><b>World-Class Visitor Experience</b></p> <p><i>Note: Visitors include tourists, potential volunteers, interns, school children, academics and people attending public or private events.</i></p> <ul style="list-style-type: none"><li>• Develop the Park as a cohesive visitor attraction (managing and marketing visitor admissions both on a day to day basis and through special event).</li><li>• Establish a storytelling and tour guide/hosting function (assisting Member Societies to tell their stories and present their activities and material through interactive and informative experiences, scheduled tours and presentations to the public).</li><li>• Raise external awareness of the Park as a leisure/recreational and tourism destination.</li><li>• Support the NZ histories school curriculum through a bespoke educational programme (managing a robust education programme to cater for several thousand school students each year as well as for adult learners)</li><li>• Generate external income through fundraising, applications for external grant funding and commercial ventures, events and the hiring of facilities for e.g. filming, weddings, funerals, parties, corporate events etc.</li><li>• Promote the significance of the Park as a major educational resource for young people, adults, communities of interest, and those interested in preserving and developing skills in traditional craft industries (craft demonstration, activities and experiences, support for societies to develop activities and presentation material).</li><li>• Provide enhanced interactive experiences through digital, oral and written presentations and activities (developing a visitor guide and app).</li></ul>
Existing Arrangements	<p>Limited promotion of the Park outside of Christchurch and currently reliance primarily on the domestic tourism market.</p> <p>Education programme does not break even and as a result impacts on financial stability of the Park.</p> <p>Current education programme is dated and Anglo-centric, not aligned with modern curriculum.</p> <p>There has been limited bidding for external grant income save by the Company for specific activities and applications made by societies, but this has been piecemeal and generally uncoordinated.</p> <p>Current hiring arrangements are relatively ad hoc and arguably not always central to the mission and purpose of the Park.</p> <p>A commercial lens has not always been appropriately applied for the types of events held in or by the Park.</p>
Business Needs	<p>Generate an increased footfall that will be of benefit to all of the Park's societies leading to increased visitor numbers and more consistent income flow.</p> <p>Meet the consistent request for provision of food &amp; beverage services on site.</p> <p>Sufficient resource to run the education programme on a break-even basis and to enhance and broaden focus through partnerships with e.g. iwi and environmental organisations and other education providers.</p> <p>Generation of additional external income to support key priorities such as upgrading of buildings, storage facilities, cataloguing etc.</p> <p>Securing of external funding to supplement income and to enable investment in priority areas.</p> <p>Robust costing of use of Park and consideration of increasing charges for external hires.</p>
Potential Scope	<p>To look beyond the current domestic market through forging links with tour companies through e.g., cruise ships, and links with other major Christchurch attractions.</p> <p>Establishment of designated visitor attraction days building on the success of current activities including the night market. This may mean concentrating openings on specific days or periods when all facilities are open and setting up theme days and guided tours.</p> <p>Development of a visitor app and improved signage and information in the Park.</p> <p>Provision of an eatery/café.</p>

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	<p>Work with Māori, iwi and Pasifika communities and environmental organisations to develop an enhanced educational programmes for both school children and adults</p> <p>The Park provides an excellent location for a range of heritage events as well as for wider commercial activities. There is potential to offer more community usage of facilities.</p> <p>Upgrading of facilities and infrastructure would enhance the visitor experience and generate increased footfall.</p>
Potential Benefits	<p>Widening the knowledge of Ferrymead as a full day tourist attraction</p> <p>Increased attraction of visitors; ability to attract tour groups and; revenue resulting from increased visitor numbers.</p> <p>Developing academic prowess in heritage, the history of Christchurch and its region, transport and environmental history and developments</p> <p>Support for the school histories curriculum.</p> <p>Preservation of heritage buildings, artefacts and oral history that could potentially be lost.</p> <p>Generation of additional income that can sustain the Park and be invested in future developments in context of an agreed list of priorities.</p> <p>Generation of much needed funds for societies and for refurbishment work.</p> <p>Centralisation of volunteer induction, creating consistency, enhancing the volunteering experience, creating efficiencies for Member Societies.</p>
Potential Risks	<p>Due to insufficiency of resources, there is a risk that Member Societies are unable to open and provide support on key days, resulting in a sub-optimal visitor experience.</p> <p>Due to a lack of public transport to the Park, there is a risk that visitors will not make the extra effort to travel, resulting in lowered visitor numbers.</p> <p>Due to the absence of suitable visitor interpretation in the Park, there is a risk that visitors have a sub-optimal experience, resulting in a lack of repeat visits and lowered reputational capital.</p> <p>Due to a lack of investment in the educational programme, there is a risk that schools will seek to patronise other facilities, resulting in lowered (child) visitor numbers.</p> <p>Due to a lack of any relationship with mana whenua, there is a risk that the Park is seen as exclusively Pākehā, resulting in lowered visitor experiences, lack of engagement with schools and difficulty attracting funding.</p> <p>Due to a lack of funding, there is a risk that the education programme will need to be scaled down, resulting in lowered (child) visitor numbers and staff loss.</p> <p>Due to a lack of funding, there is a risk that the Park is unable to attract diverse and/or low decile schools with more limited ability to pay, resulting in social inequities and the Park becoming exclusive.</p> <p>Due to current hiring policies, there is a risk on adverse impacts on the mission and purpose of the Park, resulting in a failure to achieve strategic objectives.</p> <p>Due to parlous state of Park infrastructure, there is a risk that some events will be unable to be supported, resulting in lost opportunities and income.</p>
Constraints and Dependencies	<p>Timescale and ability to establish new relationships.</p> <p>Willingness of Societies to commit to key days and events.</p> <p>Suitability of premises including a need for a café/eatery to encourage lengthier stays at the Park.</p> <p>The support of schools, Ministry of Education and mana whenua.</p> <p>Availability of resources to support more robust commercial activities.</p> <p>Financial acumen and business planning experience in the Trust, FPL and Member Societies.</p> <p>Personnel experienced in applications for bids and in fundraising.</p>
Investment Objective Six	<p><b>Guardianship of Heritage</b></p> <ul style="list-style-type: none"> <li>Cataloguing, collation and preservation of existing artefacts and documents.</li> <li>Preservation of significant historic artefacts (engaging with academia and the museum sector).</li> <li>Identification of heritage skills and creating opportunities to pass them on to future generations.</li> <li>Utilising artefacts and documents for education, storytelling, visitor information, signage and exhibitions.</li> <li>Developing a sustainable source of income to assist with preservation through loans and hiring.</li> </ul>
Existing Arrangements	<p>Current arrangements are ad hoc and there is no centralised system for cataloguing of resources and limited ability to preserve resources outside the work of the societies.</p>

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	<p>Individual Societies have undertaken some cataloguing work and regularly undertake preservation work, but they are hampered by insufficient resources.</p> <p>Voluntary part-time curatorial position does not provide sufficient expertise or resource to enable the development required.</p>
Business Needs	<p>Comprehensive and robust systems for acquisition, loans and cataloguing, and enhanced storage facilities that enable the preservation of current and future resources.</p> <p>Establishment of credibility among academia and the museum sector internationally.</p> <p>Skilled personnel or training to assist staff and volunteers to contribute meaningfully to curation programme.</p> <p>Buildings and infrastructure that is conducive to preserving artefacts.</p>
Potential Scope	<p>If cataloguing and storage improves there is the potential for a series of exhibitions to display many of the collections that are not available for public view.</p> <p>Increased awareness of the heritage resources by the community and researchers.</p>
Potential Benefits	<p>Knowledge and accurate records of current collections would assist in requests for loans and promotion of the Park for e.g. filming and special events.</p> <p>Generate income through loans and exhibitions.</p> <p>Preservation of resources to aid the developing understanding of heritage, the history of Christchurch and its region, transport and environmental history and developments.</p> <p>Support for the school histories curriculum.</p> <p>Preservation of heritage buildings and infrastructure that could potentially be lost to time.</p>
Potential Risks	<p>Due to very poor storage facilities, there is a risk that preservation of artefacts/documents is compromised, resulting in a reluctance of people/organisations to make donations of heritage items.</p> <p>Due to the absence of skilled personnel, there is a risk that artefacts and documents cannot be properly catalogued, resulting in loss of heritage assets.</p>
Constraints and Dependencies	<p>Would require the appointment of a permanent curatorial position and also part-time exhibition staff in due course.</p> <p>Implementation of a new digital cataloguing system which could be used by all societies.</p> <p>Securing an external grant from e.g. lotteries would enable this area to move forward.</p>

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Annex 2 – Economic Case Rationale

Strategy (CCC)	Governance	Experience	Environment	Infrastructure	Resources/Taonga	Māori
<i>Enabling active and connected communities to own their future</i>	<p>Review human resource policies and procedures to ensure employment practices are fair and staff and volunteers are empowered.</p> <p>Adopt the United Nations Women's Empowerment Principles, to improve equity outcomes.</p> <p>Work closely with CCC staff to identify opportunities where the Park can support and collaborate with local communities.</p> <p>Actively participate in any Community Plan process in the local area.</p> <p>Engage closely with the people of Heathcote and be good neighbours, always contributing to the area's improvement where possible.</p>	<p>Actively promote and celebrate the diversity of our Christchurch communities.</p> <p>Make space available to community organisations who want to celebrate special events and are willing to open the event to all of Christchurch.</p> <p>Work within the CantAge (Canterbury Heritage) group to promote the City's story to locals and visitors.</p> <p>Engage with refugee and migrant services to provide educational and networking opportunities for newcomers to the City.</p> <p>Work with social services to develop parts of the Park devoted to the needs of the elderly and disabled (such non-visual sensory experiences).</p>	<p>Provide access to, and otherwise support, Avon-Heathcote Estuary Ihutai Trust to reduce pests and improve ecology for native fauna.</p> <p>Work alongside schools to develop community-led projects that contribute to positive environmental outcomes (such as native butterfly gardens).</p> <p>Partner with environmental protection groups to enhance the Park and provide educational opportunities and activities for visitors and schools.</p>	<p>Provide meeting spaces at no charge for community organisations to come together for the purpose of sharing history, knowledge, and other activities relevant to the Park's purpose.</p> <p>Work with the Community Gardens movement to see if land can be utilised in the Park to grow produce and teach others (incl. children) about self-sufficiency.</p> <p>Work with hāpū to grow and develop traditional kai and teach others (incl. children) about mātauranga Māori.</p> <p>Work with social services to improve accessibility for the elderly and disabled, and develop visitation programmes and events specifically with them in mind.</p>	<p>Identify communities of place, of interest and of shared experience that are linked to the Park's artefacts or activities.</p> <p>Engage with communities to adopt their stories into narratives offered by the Park.</p> <p>Be a resource for all Christchurch communities to share their histories, stories and passions with one-another.</p>	<p>Forge strong relationships with local hāpū Ngāi Tūāhuriri and Ngāti Wheke, with a view to creating a safe cultural space for Māori to engage with pre- and post-colonial heritage and technology.</p>
<i>Meeting the challenge of climate change through every means available</i>	<p>High-level commitment to environmental sustainability.</p> <p>Publish an annual report on the Park's environmental footprint.</p>	<p>Environmental education programme for schools.</p> <p>Visitor interpretation embracing the importance of environmental sustainability.</p>	<p>Partnership with Avon-Heathcote Estuary Ihutai Trust:</p> <ul style="list-style-type: none"> <li>– predator control</li> <li>– ecological repair</li> <li>– education</li> </ul>	<p>Utilisation of green energy esp. solar power.</p> <p>Modern approach to water reticulation and filtration.</p> <p>Recycling and re-use programme to give old technology new life.</p> <p>Use of recycled building materials where appropriate.</p>	<p>Use our artefacts, knowledge and skills to provide education and interpretation on ways our ancestors cared for the environment.</p>	

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			Utilise energy-efficient lighting wherever possible, and give consideration to light pollution.		
Ensuring a high-quality drinking water supply that is safe and sustainable	Policy on use of non-harmful chemicals in the Park Work with Taumata Arowai and ECAN to ensure Park contributes to clean water outcomes	Environmental education programme for schools that focuses on the story of potable water	Regular testing of Park drainage and waters for contaminants Plantings that improve water quality	Install mechanisms that reduce harmful discharge into estuary or waterways Water conservation methods employed when upgrading infrastructure	
Accelerating the momentum the city needs	Aim to be an exemplar of good governance and provide support to assist local organisations to improve governance	Become a 'must-see' icon of the domestic and international tourism experience	Support Christchurch NZ to attract environment-related conferences to the City	Research? Training/Apprenticeships?	
Ensuring rates are affordable and sustainable	Building a reputation for good governance that enables the Park to generate revenue from non-ratepayer sources	'Give back' to the ratepayers through City Library partnership (reduced entry fee to Christchurch ratepayers)			



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Annex 3 – Board of Trustees letter

28 December 2023

Joshua Wharton  
Christchurch City Council  
PO Box 73011  
Christchurch 8154 (via email Joshua.Wharton@ccc.govt.nz)

Dear Josh,

**Re: Ferrymead Heritage Park Business Development Plan (Single Stage Business Case)**

This Single Stage Business case is a significant deliverable of a strategic project to investigate value for money options to meet the future development and sustainability of Ferrymead Heritage Park.

I confirm on behalf of The Ferrymead Trust that:

- We have been actively involved and consulted on in the development of the attached investment proposal through its various stages;
- We accept the strategic aims and investment objectives of the investment proposal, its functional content, size and services;
- The indicative cost and benefit estimates of the proposal are sound and based on best available information;
- The financial costs of the proposal can be contained within the agreed long term funding and proposed available budget through seeking additional external and grant funding;
- The organisation has the ability to meet its objectives if the requested annual based funding for the Park is made available, and;
- Suitable contingency arrangements are in place to address any current or unforeseen affordability pressures.

This letter fulfils the requirements of the current Better Business Cases guidance. Should either these requirements or the key assumptions on which this case is based change significantly, revalidation of this letter of support should be sought.

Yours sincerely,



**Denys Jones**  
Chair  
The Ferrymead Trust

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Annex 4 – Letter of Peer Review

