



NOTICE OF MEETING

PROJECTS SPECIAL COMMITTEE

I hereby give notice that an Ordinary Meeting of the Projects Special Committee will be held on:-

DATE: **Wednesday, 1 October 2003** **TIME:** **9.30 am**

VENUE: **Civic Centre, 6 Waipareira Avenue, Lincoln, Waitakere City**

to consider the business as set out herein and to take any necessary action connected therewith.

26 September 2003

Audrey Chan
COMMITTEE SECRETARY

Telephone (09) 836 8000 extn 8603

MEMBERSHIP:

Councillors	RP	Dallow, QPM, JP (Chairperson)
	JP	Lawley (Deputy Chairperson)
	DQ	Battersby, JP
	BA	Brady, JP
	JM	Clews, QSO, JP
	AC	Fenton
	GW	Russell, JP

Mayor Bob Harvey, QSO, JP (ex officio)
Deputy Mayor CA Stone (ex officio)

(Quorum 4 members)

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(The reports and recommendations contained in all agendas are reports and recommendations only and are not to be construed, in any way, as Council policy until adopted).

WAITAKERE CITY COUNCIL



**AGENDA FOR AN ORDINARY MEETING OF THE PROJECTS SPECIAL COMMITTEE
TO BE HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN,
WAITAKERE CITY, ON WEDNESDAY, 1 OCTOBER 2003
COMMENCING AT 9.30 AM**

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1 APOLOGIES



2 URGENT BUSINESS

Section 46A(7) and (7A) of the Local Government Official Information Act and Meetings Act 1987 provides that where an item of business is not on the agenda, it may only be dealt with at the meeting if:

- (i) the item is a minor matter; and
- (ii) the Chairperson has explained at the beginning of the meeting (when open to the public) that the item will be raised for discussion, why the item is not on the agenda, and why it cannot be delayed until a subsequent meeting; and
- (iii) the Committee resolves to deal with the item.

No resolution, decision, or recommendation may be made in respect of the item except to refer the item to a subsequent meeting for further discussion.

NOTE: Urgent Business need not be dealt with now and may be delayed until later in the meeting.



3 CONFIRMATION OF MINUTES

Ordinary - Wednesday, 6 August 2003

RECOMMENDATION

That the minutes of the Ordinary Meeting of the Projects Special Committee held on Wednesday, 6 August 2003, as circulated, be taken as read and now be confirmed.



4 **HOUSING FOR OLDER ADULTS PROGRAMME**

PURPOSE OF THE REPORT

The purpose of this report is to update the Projects Special Committee on the Council's Housing for Older Adults Programme.

BACKGROUND

The current Housing for Older Adults (HFOA) stock of 335 units was established 30+ years ago under the Government loan system. It is now debt-free and the Council provides the service on a cost-recovery basis. Rents are currently being increased to 25% of gross income in a phased manner (Housing New Zealand Corporation level is 25% of net income).

There have been no new units built for 17 years and the average age of the units is approximately 32 years. Most of the 68 units at Wilsher Village are 40 years old. Even though the condition of the units has deteriorated over time, the June 2003 annual survey of the residents living in the villages showed that 93% of residents were very satisfied or reasonably satisfied with their unit.

In August 2002, Auckland City sold its social housing stock to Housing New Zealand Corporation. In response to widespread concern expressed by many local authorities throughout New Zealand, Local Government New Zealand called a meeting in October 2002 with Housing New Zealand Corporation representatives and Council officers from Councils around the Country. The purpose of the meeting was to brainstorm partnership options between Government and Councils. Local Government New Zealand presented those options to the Housing Minister for his consideration.

In November 2002 the City Development Committee requested that a report be prepared commenting on the standard of current older adults housing stock, identifying urgent maintenance required and likely costs of bringing housing stock up to an acceptable standard and setting out a proposed timeline for remedial work.

A report was prepared outlining the standard of the stock and set out some options for partnerships with central government based on the October 2002 meeting with Local Government New Zealand. The report was discussed at a meeting between Councillors Stone, Presland, Clews and Hulse and Ann Magee and Harry O'Rourke. At the meeting it was decided to investigate alternative sites for developing housing for older adults and to push at a political level for a joint venture with Housing New Zealand.

Sites identified for possible development together with Housing New Zealand included Carter Holt (1ha) and Delta Avenue/Rewarewa Creek (0.3 ha). There has been a hiatus on pursuing joint venture possibilities with Housing New Zealand for various reasons, including the resignation of Housing New Zealand's Chief Executive and the development of the BEACON consortium, which may provide a mechanism for leveraging funding for retrofitting and developing older adult housing.

BEACON is a consortium of public and private organisations focused on delivering a building and research programme within the context of Kyoto protocol compliance requirements. The participating organisations are New Zealand Forest Research Institute Ltd, Fletcher Building (Winstone Wallboards), Waitakere City Council, BRANZ Inc and Housing New Zealand Corporation. The Consortium has been approved for funding by the Foundation for Research Science and Technology and plans to be operational by 1 November 2003.

A primary objective of the BEACON Consortium will be on generating consumer demand for sustainable housing solutions and developing solutions to meet that demand. The programme is initially based around a three phase home programme that showcases, monitors and develops energy efficiency outcomes. The home research programme includes a Now House - using existing technologies, Then House(s) - demonstrating retrofit solutions and Future House(s) - demonstrating innovative technologies.

The Government has also recently announced that \$63 million will be allocated for third sector and local government housing initiatives. Funds will be available as interest free suspensary loans to assist Councils to expand their social housing stock and to modernise units, up to \$30,000 per unit for modernisation. The objective of the initiative is to encourage Councils to retain and add to their existing stock of social housing by providing assistance with the purchase of new stock and the modernisation of existing rental stock. Details of the initiative have not yet been finalised.

STRATEGIC CONTEXT

Council's policy regarding Housing for Older Adults was ratified at the March 2001 meeting of the Community Facilities and Recreation Committee:

- “ 2. *That Council continue providing housing for older adult service on a cost recovery basis...*
- 3 *That rents be slightly increased in a phased manner and the proceeds be reinvested to upgrade existing housing ...*
- 4 *That the current eligibility criteria for housing for older adults be retained.”*

429/2001

The Housing for Older Adults supports two of Council's nine strategic platforms, Urban and Rural Villages and Strong Communities.

ISSUES

The issues can be divided into operational and strategic.

Operational Issues

The Council's policy is for Housing for Older Adults to operate on a cost recovery basis. As most units are around 30-40 years old they are approaching the need for renovation/replacement at the same time.

The standard rent for a single superannuitant is approximately \$72 per week (or \$3,500 per year). Total rent received is around \$1 million annually. The revenue stream covers administration/tenant liaison, general/response maintenance, operational costs and replacement /revitalisation (funded from depreciation).

Social Aspects

Current staff resources allocated to Housing for Older Adults is one full time equivalent (1 FTE) for the 335 units and the work is split 50:50 between office and field work. With tenancy matters, debtors, maintenance issues and following up on requests for services (RFS), approximately 25% of time is spent on social issues and outside agencies liaison.

Council's direction has been to provide affordable accommodation for older adults (over 55 years of age) and that the tenants be able to live independently with family and/or other agencies support. Some liaison with other agencies to provide a link service is carried out but to significantly improve the social welfare aspects within the 12 villages (335 units) additional resources would be required.

Health and Safety

Reasonable standards of living and in particular health and safety issues, are a priority and should be the focus of any planned maintenance or renewal programmes.

As reported previously a condition rating survey for all units (including the surrounding grounds) has been commissioned for asset management purposes and to address any urgent health and safety issues.

The survey for Wilsher Village (68 units), the oldest of the villages has been completed but the full comprehensive report, which will include prioritisation and an estimate of costs has not yet been received from the expert consultants.

Feedback received and additional audits have also been developed into a programme, which has seen a significant improvement at Wilsher Village with the installation of new concrete footpaths, water blasting of walls, footpaths, roadway, removal of stored "junk" and the construction of new planters and unit screening walls. The grounds have also had a cleanup and the new grounds contractor who commenced 1 July 2003 work appears to be of a higher standard, with increased supervision.

Some of the other villages have also benefited from a good cleanup including water blasting of roofs, walls and footpaths.

There are still some minor ongoing housekeeping or deferred maintenance issues that still have to be addressed in an efficient and effective manner but there are no significant health and safety issues at any of the villages.

Tenancy Issues

It is recognised that there have been some tenancy issues and these are being addressed. Recently two tenants within Wilsher Village had their leases terminated and both have since left the village.

It is proposed to take a "tougher" line in the future with regard to tenancy issues and will focus on behaviour, "social drinking", keeping of pets, storage of items outside units, caring for common gardens/areas and other matters.

New/Renewal/Revitalisation

Some minor works with exterior footpaths has been carried out at Wilsher Village. In addition some new fencing (or replacement) is planned to ensure both safety but also privacy and security of the residents within Council's villages.

Instructions have been given to proceed with the refurbishment of the six communal laundry's within Wilsher Village. This will entail the replacement of existing cement lined washing sinks with stainless steel ones as the existing sinks are old, porous and could pose a health risk to users. The lino flooring will also be replaced as in some cases this has lifted at the joints creating a potential tripping hazard.

Advice provided to the Property Assets section suggests that debt funding should be avoided and that an ongoing programme of steady replacement/renovation should commence as soon as possible, starting at Wilsher Village because:

- Wilsher is the Council's largest and oldest village. It requires reconfiguration to promote choices of privacy and interaction. Whilst most units need replacement or major work, 12 units (3 blocks) towards the back of the site were renovated in 1993 and have many years of life left;
- Wilsher is well located for shops, bus, train and Civic facilities;
- Council owns a bare site adjacent to some of the worst units at Wilsher. New units could be built there and the tenants of the next units to be replaced/renovated could move into the new ones;
- Land in the centre of Wilsher could possibly be bought providing more options for configuration of the overall village;
- Amenity in the Wilsher Village area will improve once the new Civic Centre is built.

It was planned to commence the revitalisation of one block of four units at Wilsher Village along similar lines as to the three blocks refurbished in 1993. This is now on hold pending the outcome of discussions/decisions with the BEACON Consortium and consideration with regard to the strategic context.

STRATEGIC ISSUES

Any decisions about proceeding with the replacement/renovation programme should be considered in a strategic context. Some of the long-term issues for the Council to consider include:

- Whether the Council should continue with providing villages for older adult housing or focus on "pepper potting" older adult housing in mixed-used development clustered around transport modes, in line with its Urban Development strategy;
- Whether the Council is willing to expand social housing stock, which appears to be a condition of receiving government assistance for social housing;
- Whether the Council should continue managing the Housing for Older Adults service or should it consider contracting out the management (e.g. to Housing New Zealand Corporation)?

Resources

There is \$396,000 allocated in the 2003/04 Budget to begin an operational programme of replacement and/or renovation for Housing for Older Adult units. As the units are currently in blocks of four units it is impractical to commence the building of new units this year (4 units would require \$480,000 excluding fees) so renovation of a few blocks would seem a more practical solution.

The Property Assets section is currently under resourced, with recruitment underway to appoint a permanent Property Assets Manager. In addition the Strategy and Development Unit are to appoint a Strategic Property Manager, but at present do not have any resources to assist with strategic issues including pursuing alternative funding sources.

CONCLUSIONS

Advice received regarding health and safety issues is that the units are currently compliant with building regulations.

A programme of maintenance has commenced at Wilsher and other villages to address deferred maintenance issues. Wilsher Village has received a good cleanup and is significantly improved from eight weeks ago.

Tenancy and other associated issues are being addressed and action taken at Wilsher Village.

The planned renovation of one block (4 units) at Wilsher Village is on hold pending further discussions with the Strategy and Development Unit (on the BEACON consortium initiatives) and strategic issues outlined.

A survey conducted in June 2003 indicate that 93% of tenants were very satisfied or reasonably satisfied with their unit. Wilsher Village should be the priority in terms of location, size, age and condition.

RECOMMENDATIONS

1. That the information be received.
2. That the allocation of any necessary resources to follow up on strategic issues and funding/partnership matters be supported.
3. That the committee support a request be made to Council to consider the Strategic Issues in the report to ensure a clear direction with regard to Housing for Older Adults is obtained.

Report prepared by: Alan Tresadern, Group Manager, Project Services



5 PROPOSED SUMMERLAND DRIVE COMMUNITY FACILITY

PURPOSE OF THE REPORT

The purpose of the report is to present the results of the proposed Summerland Drive Community Facility Consultation, Concept Design and Analysis of Strategic Outcomes and Development options, as undertaken during the 2002/2003 financial year. The report also seeks the Committee's approval to proceed with detailed design and funding commitment for capital development of the proposed community facility in Summerland Drive.

BACKGROUND

A partnership between Council and the Ministry of Education was established several years ago to develop the idea of co-locating a community facility with the now existing Summerland Primary School. The concept of a community facility co-located with the school was presented to the community for consultation, with resulting widespread support for a collaborative approach.

The Community Facilities and Recreation Committee resolved:

“That \$350,000 be included in the 2001/2002 Annual Plan to complete the purchase of sites adjoining the new Sturges Valley Primary School on which new community facilities can be co-located at a future date.”

4112/2000

The land was subsequently purchased in the 2001/2002 financial year.

With this initial commitment shown from Waitakere City Council, the Ministry of Education altered the proposed layout of the Primary School. The school hall was increased in capacity to allow for more active recreation to be undertaken, with the proposed community facility to be developed to meet the community needs for passive and social leisure. In addition, to better foster potential synergies between the school and proposed facility, the administration block was relocated to the other side of the land in order to be adjacent to the land purchased by Waitakere City Council.

The 2002/2003 Annual Plan provided a further \$30,000 to progress the concept plan for a proposed community facility and to undertake comprehensive community consultation. This has now been completed and is detailed in this report.

The City Development Committee, in December 2002, endorsed the consultation and concept development process (3522/2002) undertaken by Leisure Services, with the following outcomes sought:

- A basic concept plan with estimated costs and project brief;
- A community planned facility that will meet the needs of the area as it continues to grow;
- A stronger cohesive community.

The 2003/2004 Annual Plan provided \$60,000 to progress the project and commence detailed design. Future capital development funding has been forecast in the Long Term Council Community Plan for 2004/2005.

STRATEGIC CONTEXT

The initial (1998) brief conceived of a “Sustainable School Development Project” with the potential to integrate the social, environmental, educational and environmental ethos of Council into a practical initiative. The project was seen to contribute to the “Urban Village” concept through improving social contacts for residents and protecting the natural environment. Through partnerships with the Ministry of Education and the local school community it was envisaged that the new primary school would become the focal point for the area and also be a leading national example of sustainable development through the integration of:

- Sustainable building principles;
- Energy, waste and water efficiency;
- Co-location and shared use of school and community facilities;
- Green network projects.

Community and Leisure facilities and activities contribute to Council’s Strong Communities and Urban and Rural Villages Strategic Platforms by helping provide networks of appropriate and accessible public buildings as key community focal points, and through a wide range of low cost, low impact community activities.

Council's strategic objective for leisure is that a comprehensive range of leisure, recreation and sports services and facilities are provided.

Through adoption of First Call for Children, Council has also stated its commitment to proactively supporting children, young people and their families in Waitakere City.

The Local Government Act defines one of Council's responsibilities is to promote the social, economic, environmental and cultural well being of communities, in the present and for the future.

ISSUES

In order to develop a concept plan for the Summerland Drive community facility, there were two key components that needed to be undertaken. They were community consultation and an analysis of the relevant strategic outcomes to assist in the decision making process to determine the benefits and capital development costs of developing the proposed community facility. The findings of each component are identified below.

Community Consultation

A significant level of consultation was undertaken, with a wide variety of views captured from the different segments and key stakeholders of the Summerland Drive community. Strong community interest was shown in the proposed facility with clear views expressed as to what the facility should deliver to the local community.

A1-A5

A Project Advisory Group was formed from community representatives for this project, with support and advice provided by Waitakere City Council staff. A consultation strategy was developed, whereby different segments of the community were brought together for workshops, focus groups and community events. The strategy was supplemented by the production of project newsletters distributed to the local community and project presentations to the local residents and ratepayer meetings. Refer to the attached pages A1 to A5 for Calendar of Consultation Events, and individual event objectives.

Below are the consistent themes that came through strongly throughout the consultation process. These themes provide the essential community expectations for the community facility development and ongoing management and services.

1. A facility that is the hub and heart of this new community.
2. A facility that is quiet, just for locals and does not disturb surrounding residents.
3. A facility that blends in with the surrounding homes and school.
4. A facility with attractive landscaping and outdoor seating at the front of the facility that provides a place to meet or take a rest.
5. A facility that offers a place to meet socially or to take part in classes or activities.
6. A facility that is multi-functional.
7. A facility that has a lot of input from local residents in terms of management, services and classes provided.
8. A community notice board that can be used by the facility and residents to promote classes and local news and events.
9. A place where all sections of the community are valued.

Summerland Primary School Relationship

The relationship with Summerland Primary School has been strengthened through the inclusion of Principal Luke Summich on the Project Advisory Group, to ensure that as a key stakeholder the concept of co-locating the community facility with the school is fully explored to its potential.

The need to have some form of visual/physical link with the proposed community facility was identified throughout consultation, as it was deemed an important element in fostering a sense of unity with the school. The idea of physically adjoining the community facility with the school library has been negated due to earlier discussions with both National and Waitakere Libraries that the idea of a shared Library was not possible.

The school hall is a complementary facility to the proposed community facility as it offers a larger space to cater to the active recreation needs of the community. Whilst not physically linked, the two facilities could be jointly managed (for use out of school hours) to ensure maximum utilisation of the hall as a community facility. This effectively creates the proposed community facility as a “one stop shop” for booking community facilities. This “one stop shop” concept would help to strengthen the concept of a community hub/focal point, based around the proposed community facility and school.

In addition to the above, the potential uses by the school of the proposed IT suite are also significant.

Analysis of Strategic Outcomes

An analysis of relevant strategic outcomes, as identified in the Long Term Council Community Plan, was undertaken to determine the feasibility and benefits of developing the proposed community facility. This analysis was undertaken by consultants Hill, Young Cooper Limited, utilising the information collated during the Community Consultation and the Long Term Council Community Plan. This analysis was undertaken at a high level, with limited resources associated with the project.

The analysis was undertaken primarily to determine and highlight the costs and benefits of the project across the range of values held by the community - Social, Economic, Environmental and Cultural.

The following approach was adopted for the preparation of the analysis required for the proposed community facility:

- the proposed project needs to be considered alongside the likely course of action should the project not proceed. This approach highlights the point that while there will be costs and benefits associated with the current project, there are also costs and benefits for not proceeding with it. For the purposes of this particular exercise it has been assumed that if the project does not proceed, then community demands generated by the Sturges Road/Summerland Drive area will not just “go away”. Rather, other facilities in the City are likely to have to meet, at least in part, the demands of the local area for a community facility;
- the analysis should usefully highlight areas where further data and information gathering may assist with later decision-making;
- currently there is no common metric to allow comparison across the range of social, environmental and economic outcomes. As a result, a qualitative assessment was used.

The action plans for all nine platforms in the Long Term Council Community Plan were reviewed and the action areas most applicable to the Summerland Drive facility have been selected, while still ensuring a range of social, economic, and environmental issues are addressed. The strategic outcomes selected are:

- build a City which is socially inclusive, environmentally sound, ecologically viable and leading edge in design;
- create imaginative, interlinked urban public places;
- promote the use of sustainable transport options;

- promote life-long learning;
- work to ensure that local services match changing needs;
- support people to develop a strong sense of identify and enjoy other cultures;
- model clean air and clean and efficient energy possibilities in the design and management of our own buildings, fleet, infrastructure and operations;
- economic affordability.

A6-A15 Refer to the attached pages A6 to A15 for the analysis of each strategic outcome.

Table 1 below lists the four “well beings” and the ways in which the project progresses their advancement to a more sustainable city.

Well Being	Net Benefits of the Project
<p>Environmental</p> <p>Reduced ecological footprint</p>	<p>Local benefit will be derived from establishing a community-based focal point to the Sturges Road/Summerland Drive community. This will help to cement in the overall urban form for the area which seeks to facilitate a liveable compact urban area, well integrated with the green network.</p> <p>City-wide benefit will come from completing the integrated land use, transport and infrastructure planning process followed for the Sturges Road/Summerland Drive area, and using this experience in the planning for the much more significant NORSGA corridor.</p> <p>Reduced resource use will also come from water and energy saving devices, and from a facility that is easy to walk to.</p>
<p>Economic</p> <p>Improved prosperity from fewer resources used and less waste generated</p>	<p>The capital cost of the project is likely to be less than other options due to the sunk costs of the land and the ability to share facilities with the school – e.g. Hall and car parking.</p> <p>Costs to the community will be less than other options due to the accessible location of the facility – more travel by foot, shorter vehicle trips, as well as the facility being cheaper to run than other potential options (lower opex costs and potential revenue stream from sub-letting office space).</p>
<p>Social</p> <p>Greater liveability and well being</p>	<p>Community well being will be enhanced through the community having an identifiable public centre to their suburb at an early stage of its development, and by having a space which allows for community activities to be held that reflect local needs. A reliance on other community facilities will see less opportunity to meet social needs, both in the Sturges Road/Summerland Drive area, as well as in the other communities that would need to meet the demands generated by this community.</p>
<p>Cultural</p> <p>An inclusive society that promotes cultural diversity and identify</p>	<p>The facility will allow for the further expression of the diverse communities that make up the City. In particular it will assist with the cultural needs of the new migrants being attracted to the community.</p>

Table 1: Net Benefits of Well Being

The conclusion of the analysis is that the Summerland Drive community facility will significantly assist with the attainment of Council’s outcomes related to social, economic, environmental and cultural well being.

Funding

Capital Development Funding Options for Construction of the Proposed Community Facility

The potential funding options were generally addressed to identify the favoured option for capital development. The potential funding options are:

1. Council Funded
Council fund the full capital development costs to build the facility.
2. Council and Community Trust Partnership Funded
Council part fund capital development costs to build the facility, with the remainder funds sourced and secured by a Community Trust from alternative organisations (i.e. ASB Trust).
3. Community Funded
Full capital development costs to build the facility secured by a Community Trust from alternative organisations. A lease or land transfer option will need to be negotiated for the land, purchased by Council in 2001.

This report recommends that the Council funded option be the preferred funding option. This is due to:

- funding for capital development is currently provided for in the Long Term Council Community Plan;
- historical provision of Council funding for the capital development of community facilities of this nature (Community House model);
- consistency by Council in provision of capital development funding for community facilities of this nature (Community House model);
- relationship already established with the Ministry of Education in Council's commitment to developing community facilities in partnership with school facilities;
- provides direction and commitment from Council on the long-term viability of this project;
- ensures Council retains a sense of governance in setting the direction of services provided to the community by this facility, mitigating the risk of dominance or takeover by individual sectors of the community;
- the historical difficulties experienced where a community facility is managed by a Community Trust, in particular governance and capacity issues;
- the difficulty in facilitating the creation of a local Community Trust to partner the facility development by way of securing all or additional capital development funds. Whilst this option works at a Citywide level, it is significantly more difficult to find enough people with the passion and dedication for such a project within a localised community area.

In addition to capital development funding, Council could be expected to provide an operational subsidy for the facility, consistent with other community facilities of a similar nature (Community House Model). This will be provided for in the 2005/2006 Annual Plan.

Funding Sources

The potential funding considerations, should Council elect to fully or partly fund capital development for the proposed community facility, have been identified and are outlined below.

- \$600,000 Leisure Capital Expenditure 2004/2005 (Loan Funded)
This will require a variation, with no change to the bottom line, to Leisure Capital Expenditure in the Long Term Council Community Plan.
- \$60,000 Parks and Landscape Development Capital Expenditure (Development Contributions Fund)

A Development Contributions Policy is currently being developed by the Strategy and Development Unit and the Parks Planning section and is to be adopted by June 2004. This policy will determine a methodology for development contributions towards reserves and network infrastructure and must be attributed to developments that meet increased demand resulting from growth in the district.

With the completion of the reserves contributions methodology, it is the intention to seek \$60,000 for Landscaping costs for the proposed community facility from the Development Contributions Fund. This is made possible, as the proposed development of the community facility has been identified in the current Long Term Council Community Plan, however a decision on fund availability will not be determined until June 2004.

If Development Contribution funds are secured this will require the land to be reclassified as a Reserve (not currently).

If Development Contribution Funds are not secured, the \$60,000 will need to be considered through the 2004/2005 Annual Plan.

Budget Line Item in Long Term Council Community Plan	Proposed Forecast		Current Forecast	
	2004/2005	2005/2006	2004/2005	2005/2006
Leisure Facilities Improvements	\$600,000	\$400,000	\$500,000	\$500,000

Table 2: Budget Information

Total funding required for Capital Development is \$660,000 (as outlined further in the report).

Non-Council Funding Sources

Creative Communities funding for exterior Arts projects can be applied for, with a maximum of \$5,000 per project.

Management Options

A full analysis of potential management options will be completed during the detailed design stage.

Concept Design

The findings of the community consultation and strategic outcome analysis were collated to create a concept design for the proposed facility.

The potential function of the facility was widely canvassed through the community consultation undertaken, to identify what space was required in order to meet the community need and demand. This included functional space requirements as well as visual/architectural, environmental and cultural needs. It is important to note that this is not the final design, and appearance and/or space allocations could be altered during the next phases of design.

Utilising the extensive list of activities the community desired/need in their local community, the following functional spaces are included in the initial concept design:

- Meeting Rooms - one large (divide to 2 medium) and one small;
- Administration Office;
- Additional Office;
- IT Suite;
- Arts and Crafts / Children's Room;
- Kitchen;
- Toilets;
- Adequate storage within facility;
- Enclosed exterior children's playground (for users only);
- Enclosed outdoor seating and BBQ area.

The visual / architectural elements of the design take into consideration the community's desire to have a facility that blends with the surrounding areas, including the Summerland Primary School, and that has a welcoming and attractive street frontage. A desire for significant "green" space was also strongly expressed throughout the consultation.

Sustainable design and eco-building principles were also considered when developing the concept design, in particular to energy efficiency in regards to placement of corridors and windows to maximise natural light, and passive solar heating. An example of this is the Gallery north facing wall which is glazed glass as opposed to solid wall, which being north facing will facilitate both heat gain and natural lighting.

A16

Areas that will require further design considerations include the car park and walkway to facility, landscaping and how the site can physically and visually be linked to the Summerland Primary School. These will be explored further in the next phase of developed design. Arts features will also need to be explored in more detail, however, the initial design allows for numerous possibilities, both interior and exterior. The estimated costs for these elements are included in the development cost projections outlined in this report. Refer to the attached at page A16 for the Concept Design plan.

Facility Development Costs

Using the Concept plan as guidance, a Facility Development Costs options table has been developed in order to identify and select the preferred capital development cost options. The costs outlined in this table have been established using benchmarking recently developed by the Special Projects section of the City Services unit, for development costs of recently built public spaces.

Capital Development Options	Building Size (sqm)	Estimated Capital Development Costs
Option One - As per concept plan Top Class facility with all the features indicated	350	\$940,000 As per Quantity Survey Estimate provided
Option Two - As per concept plan, but costing	350	\$770,000 *

Capital Development Options	Building Size (sqm)	Estimated Capital Development Costs
based upon benchmarking as opposed to external Quantity Surveyors report		
<u>Option Three</u> - Reduce facility size (and therefore capacity) to 300sqm, with potential to extend in future years	300	\$660,000 *
<u>Option Four</u> - Reduce facility size (and therefore capacity) to 250sqm, with potential to extend in future years	250	\$550,000 *

* Benchmarking formula = \$2,200 per square metre

Table 3: Facility Development Costs Options

The capital development costs for the proposed community facility include the following components:

- Professional Services Fees, including detailed design and documentation;
- Building Physical Works;
- Exterior Works and Landscaping;
- Arts Features / Projects;
- Consents, Service Connections and Miscellaneous Contracts;
- Contingencies.

There are a number of factors that impact on the Summerland Drive development which have necessitated higher development costs than more recent community facilities of similar size have required. These factors include:

- Significant landscaping requirements;
- Car park facilities required;
- Architectural need to blend with school and surrounding area;
- Increased functional art content;
- Increased sustainable design;
- Increased costs (inflation) on construction prices.

A cost per resident has been calculated and compared with recent developments of a similar nature (Titirangi Community House and Ranui Community Centre), as detailed in Table 4:

Facility	Facility Size (sqm)	Catchment # of Residents	Cost per resident (Actual cost of recent developments)	Cost per resident (Benchmarking cost \$2,200 per sqm)
Proposed Summerland Drive Facility	300	11,200	N/A	\$59 per resident (\$660,000)
Titirangi Community House	255	12,030	\$37 per resident (\$443,157)	\$47 per resident (\$561,000)
Ranui Community Centre (Renovations only)	392 (excludes Library)	16,137	\$9 per resident (\$142,637)	\$53 per resident (\$862,400)

Table 4: Comparison of Cost Per Resident

A number of factors impact on this calculation, and are identified as follows:

- actual cost for Ranui Community Centre is for renovation of existing building only (in conjunction with addition of new Library), and did not increase the facility in size or capacity;
- actual cost for Titirangi Community House is considerably lower than the proposed Summerland Drive facility development as car parking, landscaping and services were already in place prior to development;
- 2001 Census information utilised;
- due to rapid growth in the area, the Summerland Drive population has increased by approximately 1000 households since the 2001 Census. Accordingly, the number of residents for the purpose of this calculation has been recalculated to reflect this estimated increase;
- to reflect a more accurate comparison with the proposed Summerland Drive facility, a cost per resident has also been made utilising the benchmarking formula of \$2,200 per sq m.

Non-fixed assets and equipment, such as IT Suite computers, interior furniture and playground equipment, are not included in the capital development costs. It is anticipated that the elected management body will externally source funding for this once the facility is developed.

This report recommends that Capital Development Option Three be the preferred development costs option. This is due to:

- the building size meets the immediate capacity demand indicated by the community throughout the consultation undertaken, and provides for the inclusion of the IT suite, which the community and school has indicated a need for;
- the facility capacity caters to the current population of residents (equity set at current rate), with future expansion development costs to be sought from the Development Contributions Fund;
- the facility meets community expectations from a sustainable building element, and achieves a suitable visual architectural and design standard that reflects and complements the adjacent Primary School and surrounding community;
- immediate future facility development potential is soundly captured by identified need for expansion to meet increased capacity demands resulting from growth, as identified by occupancy levels achieved since first developed;
- recently developed community facilities of a similar nature (Titirangi Community House and Ranui Community Centre) have achieved maximum capacity within 18 months of redevelopment, without having the same level of increased urban growth as is forecasted for the Summerland Drive surrounding areas:
 - Titirangi Community House = 255sqm;
 - Ranui Community House = 392sqm (excluding Library).

Proposed Facility Development Timeline

- detailed Design Commenced - 2003/2004 Financial Year;
- detailed Design Completed - July 2004 to August 2004;
- facility Construction - October 2004 to June 2005.

Detailed Design 2003/2004

The 2003/2004 Annual Plan provides \$60,000 to progress this project to the next stage of design.

As part of the design process the project will be defined in more detail, with documentation prepared to enable the project to go out for construction tender early in 2004/2005.

Detailed design will address the following:

- Facility layout and a detailed floor plan - reduce to 300sqm;
- Design of the building services and structure, including detailed construction documentation;
- Landscape design - including car park, school linkage, gardens and features;
- Art features - both interior and exterior;
- Elevations;
- Earthworks required;
- Resource Consent;
- Management Options analysis and Financial projections for Operation.

The detailed design will then be presented to the Waitakere Community Board for approval upon completion.

It is intended that detailed design will be completed early in the 2004/2005 year.

CONCLUSION

The initial (1998) brief conceived of a "Sustainable School Development Project" with the potential to integrate the social, environmental, educational and environmental ethos of Council into a practical initiative. The project was seen to contribute to the "Urban Village" concept through improving social contacts for residents and protecting the natural environment. Through partnerships with the Ministry of Education and the local school community it was envisaged that the new primary school would become the focal point for the area and also be a leading national example of sustainable development through the integration of:

- sustainable building principles;
- energy, waste and water efficiency;
- co-location and shared use of school and community facilities;
- green network projects.

Recent community consultation undertaken has clearly identified a vision and need for a community facility on Summerland Drive. The community has expressed a desire to create a sense of heart in this relatively new community, a place where everyone feels welcomed and valued and where the community can come together to share cultures, arts and learn something new.

An analysis of strategic outcomes was undertaken, at a high level, to determine the feasibility and benefits of developing a community facility on Summerland Drive. The analysis identified the net benefits of the project from a Social, Environmental, Economic and Cultural well-being perspective, and concludes that a community facility on Summerland Drive will significantly assist with the attainment of council's strategic outcomes.

Three funding options have been identified and explored as potential options for capital development. These options are: Council Funded, Council and Community Trust Partnership Funded and Community Funded. The Council Funded option has been identified as the option that best meets the needs and expectations of the community.

Funding sources for capital development have been forecast in the 2004/2005 Long Term Council Community Plan. Leisure Capital Expenditure is to be re-forecasted to reflect capital development costs in 2004/2005, along with forecasting of Parks and Landscape Development Capital Expenditure for landscaping costs. This variation does not alter the bottom line.

A concept design has been developed, based upon community vision and expectations identified through community consultation, to provide an estimated capital development cost for this facility. A variety of capital development costs have been identified based on the size of the proposed facility. An estimated capital development cost of \$660,000 to build a 300sqm community facility is the option recommended in this report. A cost per resident for capital development costs has been calculated, equating to \$59 per resident.

The proposed timeline for capital development has been identified as:

- detailed Design Commenced - 2003/2004 Financial Year;
- detailed Design Completed - July 2004 to August 2004;
- facility Construction - October 2004 to June 2005.

The next stage of the project is to progress to Detailed Design, with construction documentation prepared to enable the project to go out for construction tender early 2004/2005. In conjunction with this, the preferred management options and financial projections for operations will be determined. The design will then be presented to the Waitakere Community Board for approval.

RECOMMENDATIONS

1. That the information be received.
2. That Summerland Drive Community facility detailed design commence during the 2003/2004 year and be funded from the funding provided in the 2003/2004 Annual Plan for a facility size of 300 sqm.
3. That Council fund the full cost of the Summerland Drive Community facility as provided in the 2004/2005 Long Term Council Community Plan.
4. That it be recommended to the Long Term Council Community Plan and Annual Plan Special Committee that capital expenditure allocated for the Summerland Drive Community Facility for 2004/2005 in the Long Term Council Community Plan be reconfirmed.

Report prepared by: Jo-Anne Inancsi, Leisure Planner, City Services.



6 **YOUTH EVENT INITIATIVES**

PURPOSE OF THE REPORT

The purpose of the report is to update the Projects Special Committee on upcoming youth events in Waitakere City.

BACKGROUND

Consultation with youth over the past two years has identified a strong need to increase the provision of youth events and activities throughout the City.

The consultation has been undertaken through several mediums; the Waitakere Youth Leisure Needs Analysis, Annual Plan submissions, Strategic Review - Community Consultation, and on a regular basis with the Waitakere Secondary Schools Youth Council and Te Roopu Puawai O Waitakere. The consultation has highlighted a strong need regarding the provision of youth based initiatives, in particular leisure events, activities and services.

Consultation undertaken during recent 2002/2003 youth events has indicated a strong demand for an increased provision of these types of events and programmes. Comments captured include "da bomb! I think we should have more of these", "great atmosphere, I like the emphasis on drug and alcohol free" and many to the effect of "awesome, more please". This consultation process has continued, to ensure a constant flow of information from the youth is captured to identify further initiatives.

In response to the growing demand for youth events, Council approved \$20,000 in the 2003/2004 annual budget for youth events.

STRATEGIC CONTEXT

Through adoption of First Call for Children, Council has stated its commitment to proactively supporting children, young people and their families in Waitakere City, and as such, First Call for Children has been identified as one of the City's five priorities in the Long Term Council Community Plan.

Community and Leisure facilities and activities contribute to Council's Strong Communities and Urban and Rural Villages Strategic Platforms by helping provide networks of appropriate and accessible public buildings as key community focal points, and through a wide range of low cost, low impact community activities.

Council's strategic objective for leisure is that a comprehensive range of leisure, recreation and sports services and facilities are provided.

The Local Government Act defines one of Council's responsibilities is to promote the social, economic, environmental and cultural well being of communities, in the present and for the future.

ISSUES

A calendar of youth events has been developed by Leisure Services for the 2003/2004 financial year, with consultation undertaken to validate the demand for the events. The consultation findings and an event calendar are outlined below:

Recent Youth Event Consultation

A variety of consultation methods have been undertaken during August and September to determine the demand and appeal of youth event ideas developed by Leisure Services. This was undertaken by way of workshops/forums and a survey at various youth programmes around Waitakere City. In addition, a survey was completed by students at Lynfield College (as part of a community activities display recently undertaken by Leisure staff).

The survey identified three main youth event proposals, with respondents asked to indicate a desire to attend and why (or why not), the preferred locality of the events and any ideas/comments they wished to make.

The following youth were consulted with:

- Waitakere Secondary Schools Youth Council;
- Te Roopu Puawai O Waitakere;
- Lynfield College Students;
- The Village New Lynn Friday Night Programme;
- Ranui Action Project Youth Group;
- Massey Leisure Centre Friday Night Youth Programme.

The total number of youth consultation respondents was 154.

A summary of the consultation findings is as follows:

Table 1

Event Idea	Would you go?		No Response	Preferred Locations
	Yes	No		
Hip Hop Nation Youth Socials \$5 entry 13 - 18 years 8pm till 11.30pm	61%	38%	1%	New Lynn Henderson Te Atatu Peninsula Massey
Summer Slamz - FREE EVENT Outdoor summer events series Basketball Skateboarding Volleyball/Frisbee/Touch Rock Climbing Wall & Music/DJ	84%	12%	4%	Te Atatu Peninsula Ranui Henderson New Lynn Oratia
Wild Out West – Gold Coin Donation Live Music Basketball Skateboarding	77%	18%	5%	Piha Corban Estate Art Centre
Other Ideas:	More events that feature live bands Art / Film Festival Citywide Youth Ball			

Some of the comments included:

"These things are awesome. It's a good way to keep youth outta trouble and shows there are other ways to have fun without alcohol and drugs."

"Summer Slamz sounds exciting."

"Fun times for all people."

"Lots of chances to meet new people and socialise."

"These things sound like fun - there's not much free things to do these days."

"Go hard Waitakere City!"

The overall consultation findings are well represented by the youth across Waitakere City. The responses have determined the planned calendar of events for the year provides a good cross-section of events that appeal to a wide variety of youth.

Calendar of Youth Events

Leisure Services in collaboration with other Council departments and external partnership organisations plan to continue developing a variety of youth events in Waitakere City, some that are staged on an annual basis and others as one-off events.

The following calendar of events has been developed:

Table 2

Event	Date(s)	Location
Hip Hop Nation	10 events in total <u>Events confirmed to date</u> Friday 01 August 2003 (<i>attendance 800+</i>) Friday 19 September 2003 Friday 03 October 2003 Friday 07 November 2003	* <i>Other locations include New Lynn*</i> Massey Leisure Centre Te Atatu Peninsula Massey Leisure Centre West Wave Recreation Centre
Summer Slamz <i>1pm till 4pm</i>	Saturday 13 December 2003 Saturday 10 January 2004 (TBC) Saturday 14 February 2004 Saturday 13 March 2004	Te Pai Park, Henderson Jack Pringle Park, Te Atatu Peninsula Starling Park, Ranui Shadbolt Park (TBC), New Lynn
Wild Out West	Date in January – yet to be confirmed <i>Joint event with Public Affairs</i>	Piha or Corban Estate Art Centre
A dance catering for youth with disabilities <i>Event yet to be named</i>	Date yet to be confirmed <i>Project in conjunction with Waitakere College Special Needs Unit and other community organisations</i>	Kelston Community Centre
Youth Week Celebrations	May 2004	

Advertising/Promotions

A new advertising campaign is to be trialled throughout the 2003/2004 summer holidays when youth are away from school (the primary avenue for promotions to youth), to promote Summer Slamz, Wild Out West, West Wave and Massey YMCA youth events/programmes.

The campaign is summarised as follows:

- Posters located in West City and St Lukes Mall, and Westgate, West City and St Lukes Village 8 Cinemas;
- 16 week poster campaign at the various locations (late November thru to mid-March);
- Total of three different posters throughout campaign;
- Estimated reach of 700,000 people throughout duration of campaign.

This advertising avenue take promotions to where the youth are (the Leisure Needs Analysis determined that a significant portion of youth spend their leisure time at the movies or hanging out at the Mall), and also serves as an excellent public relations exercise to highlight what Waitakere City Council is doing for the youth of our city.

RESOURCES

Staff resources for Leisure services are sufficient to adequately manage the programmes outlined above. 2003/2004 Annual Plan budgets meet the funding levels required to increase the provision/funding of youth events.

CONCLUSION

Consultation with youth over the past two years has identified a strong need to increase the provision of youth events and activities throughout the City. The inclusion of \$20,000 in the 2003/2004 annual budget provides the youth of Waitakere City with a variety of free/low cost youth events throughout the financial year.

A number of youth were consulted with throughout August and September to validate the demand and appeal of upcoming youth events as developed by Leisure Services. The overwhelmingly positive responses determined that the planned calendar of youth events provide a good cross-section of events that appeal to a wide variety of youth.

The planned calendar of youth events includes 10 Hip Hop Nation youth socials, an outdoor summer events series titled Summer Slamz, Wild Out West, a dance catering to youth with disabilities and Youth Week Celebrations.

A new promotional campaign, featuring a variety of posters placed in local Mall and Cinema bathrooms, is planned to jointly promote youth events and programmes over the summer period.

RECOMMENDATION

That the information be received.

Report prepared by: Jo-Anne Inancsi, Leisure Planner, Leisure Services.



7 YOUTH FACILITY DEVELOPMENT

PURPOSE OF THE REPORT

The purpose of the report is to update the Projects Special Committee on the completed feasibility study of the proposed youth facility. The report also seeks the Committee's approval to proceed to the next phase for the development of the proposed youth facility.

BACKGROUND

Research has been completed over the last three years as a result of resolutions passed by the Community Facilities and Recreation and City Development Committees, which have identified the need for an indoor youth orientated facility in Waitakere City.

Three important research projects have been undertaken; the Waitakere Youth Leisure Needs Analysis, the Henderson Concept Development Planning Workshop and the Strategic Review - Community Consultation.

All three studies indicate strongly that Henderson Town be the location for a centralised indoor youth orientated facility, and further suggest that the current site of the Henderson Recreation Centre be investigated as the potential site.

To progress the development of the proposed 'Youth Facility', the City Development Committee on the 11 November 2002 approved the following resolutions:

"That the Committee endorse that council officers research the Henderson Recreation Centre to assess its suitability in terms of location, cost effectiveness and how practicable it is to develop into an indoor youth orientated facility."

"That the Committee endorse in principle that the scope of services for a centralised youth orientated facility focuses on the social/passive leisure aspect of youth leisure activities."

"That a more detailed scope of services will be further researched and be brought back to the Committee for endorsement."

3240/2002

Resources in the form of \$30,000 and staff time in Leisure Services and \$10,000 and staff time in Strategic Projects included in the 2002/2003 Annual Plan were utilised to develop the proposed indoor 'Youth Facility' Concept further.

STRATEGIC CONTEXT

Leisure facilities and activities contribute to the well being of the City's residents by providing recreation opportunities that promote health and social cohesion.

Council's strategic objective for leisure is that a comprehensive range of leisure, recreation and sports services and facilities are provided.

Through adoption of First Call for Children, one of Council's five overarching priorities, Council has also stated its commitment to proactively supporting children, young people and their families in Waitakere City.

The Long Term Council Community Plan also states as a measure of its success that a youth recreation precinct will be built in Henderson.

To meet Council's strategic objective of providing vibrant safe town centres it is important that youth are not alienated from the mainstream public areas but are able to become part of the social, leisure and economic factors of the urban landscape.

Henderson is at the geographical and historic heart of Waitakere City. The decision in 2002 for Council to strengthen this centre to become a Central Business District for Waitakere and locate the new Civic Centre, Waitakere Library, UNITEC and major leisure facilities in the area is a key stimulus to attract a high level of new investment. It is essential that all projects necessary to present an area that is visually appropriate of a Central Business District are undertaken. This involves presenting an image of a thriving bustling economically successful business area, with good public amenity and leisure facilities and that is safe for people to live work and play in. In the 2001 Henderson Workshop Concept Plan the Kemp Economic and Employment Report identified the current Recreation Centre site as the appropriate place to develop the Passive Youth Centre. This report was further expanded in 2002 to indicate the initiatives essential to make such a centre function to meet the leisure and education aspects for youth. This centre will improve linkage between the Aquatic Centre the town centre and the new Henderson Hub.

ISSUES

The 'Youth Facility' study focused on the feasibility of developing the new 'Youth Facility' on the Henderson Recreation Centre site.

To determine if the proposed development is feasible to progress, there were numerous issues that needed to be addressed in detail.

It is anticipated that all the issues, solutions and recommendations will be discussed during the 'Workshop' that is proposed to take place during the Projects Special Committee meeting of 1 October.

Workshop issues

The issues that will be discussed at the 'Workshop' are:

- Travel/Transport
 - Travel time to proposed site from throughout Waitakere City
 - Travel costs to proposed site from throughout Waitakere City
 - Transport options to proposed site available for youth
- Analysis of Existing Australasian Youth Facilities
 - Development history
 - Management
 - Funding sources
 - Services on offer
 - Perceived benefits and negatives associated with facility
- Visitation assumptions
 - School visitation
 - After school visitation
 - Student weekend visitation
 - School holiday period visitation
 - On site private sector tertiary provider
 - Non secondary school youth

- Retro fitting of existing facility versus purpose built youth facility
 - Discussion on the preferred option to proceed with.
- Mix of spaces (rooms) within proposed youth facility
 - Spaces have been identified as core components of the proposed facility
 - Outline of form, function and operation of each space
- Revenue streams
 - High, medium and low revenue streams have been estimated
 - These have been broken down into per space (room) of the proposed facility
- Concept design
 - Architectural drawings and artist impression will be provided
- Bulk and location
 - Architectural drawings will be provided
- Costings
 - Breakdown cost for developing the proposed facility will be provided
- Sustainable design
 - A discussion on the sustainable design elements of the concept will be provided

It is envisioned that a significant amount of time during the workshop will be dedicated to a question and answer session.

Youth Facility Work Plan for 2003/2004

The following work plan for the next phase of the youth facility project is proposed:

- Funding Partnership Analysis - undertake research and consultation to determine the level of funding that is possible from external sources for a share of the capital costs and operational costs associated with the project;
- Staff will investigate possible avenues for central government contribution towards the project;
- Report to Projects Special Committee - It is anticipated that the report will outline key partners willing to contribute to the cost of the facility and will identify the preferred option to development the youth facility.

The report will also seek approval from the Committee to develop 'partnership agreements' with the potential funding partners.

- Develop 'Partnership Agreements' with the potential funding partners.

A complete work plan including the construction period will be brought back to the next committee meeting.

RESOURCES

Council has committed \$250,000 in the 2003/2004 financial year to develop the design of the proposed Youth Facility.

It is recognised before any additional design work commences that a funding analysis should be undertaken to determine what other avenues are available to assist in the funding of the project.

It is anticipated that a portion of the \$250,000 in the 2003/2004 annual plan for the development of the proposed youth facility will need to be carried forward into the 2004/2005 year.

CONCLUSION

A 'Youth Facility' study focusing on the feasibility of developing a 'Youth Facility' on the Henderson Recreation Centre site was undertaken during the 2002/2003 year.

To determine if the proposed 'Youth Facility' development is feasible to progress, there were numerous issues that were addressed in detail in the study.

The issues, solutions and recommendations from the study will be discussed during the 'Workshop' that is proposed to take place during the Projects Special Committee meeting of October 1st.

The workshop will cover the issues of:

- Travel/Transport;
- Analysis of existing Australasian youth facilities;
- Visitation assumptions;
- Retro fitting of existing building versus purpose built youth facility;
- Mix of spaces;
- Revenue streams;
- Concept design;
- Bulk and location;
- Costings;
- Sustainable Design.

RECOMMENDATIONS

1. That the information be received.
2. That the Projects Special Committee approve that a workshop be held in conjunction with the Special Projects Committee meeting, 1 October 2003, on the Youth Facility Development.
3. That the Projects Special Committee approve that the Funding Partnership Analysis be undertaken with partners wishing to assist with the capital and operational costs associated with the proposed youth facility.
4. That a report be brought back to the Projects Special Committee identifying the key partners willing to assist with the capital and operational costs and identifying the preferred option to develop a youth facility in Waitakere City.
5. That the Projects Special Committee recommend to the Long Term Council Community Plan Annual Plan Special Committee that funding allocated to the youth facility development in the 2003/2004 budget be carried forward into the 2004/2005 year to contribute towards the detail design of the youth facility project as required.

Report prepared by: Danny O'Donnell, Leisure Services Manager and Janet Hannan, Project Manager, Revitalisation.



8 EVENTS PROGRAMME

PURPOSE OF THE REPORT

This report is an update on the series of public events held since the last report to the Projects Special Committee in May 2003.

BACKGROUND

The Annual Plan 2003/2004 has continued a desire to extend the Council's reach into the community through events, present a more "friendly face" of Council to the public.

STRATEGIC CONTEXT

The programme is particularly aligned to the Council's Annual Budget and 10 year plan priorities of:

- Creating vibrant (and economically viable) town centres;
- Developing strong communities;
- Promoting Waitakere as a "Fun City";
- Raising City profile and awareness;
- Fostering civic/community pride;
- Seen as a 'friendly face' Council.

ISSUES

It is important the Events that are provided to the public meet the above criteria. Events must be of appeal to a different demographic, cultural, or specific community interest. The following events have been planned based on these criteria and are bought to the City by various intercouncil and external partnerships.

Events Held since the last report in May:		Approx. Audience
Harbourview Community Planting Day	31 May	300
Legacy of Peace Exhibition	1-22 August	500
Matariki Celebrations	June – July	3,900
Moon Festival	5-6 September	7,000
Storyfest	20 September	4,000
Literary Festival	12-14 September	1,000
One Express Train trip	21 September	180
Jog The Dog	21 September	400 dogs, 650 people

Proposed Events to end 2003

Pacifika Games	4 October - Te Pai Park
Diwali Festival of Light	11 October - Corban Estate Arts Centre
W.O.W event guide Oct-April	October release with Waitakere City News
Trash to Fashion	31 October - Corban Estate Arts Centre
Pioneer Day	15 November - Corban Estate Arts Centre
New Lynn Organic Market	November
Waitakere Christmas Festival	29 November - Parris Park
Eco City Business Awards	November
Carols by Candlelight	mid December - Henderson Primary School

The aim is to have a minimum of 50,000 people over a 12 month period (roughly a third of the City's population) involved in at least one of these activities. This has been exceeded.

In addition, an important function will be to identify opportunities and mount "bids" for significant regional or national events in the coming months.

Proposed Events 2004

National Surf Champs	3 - 11 January - Piha
Elvis in the Park	January - Cranwell Park
Wild Out West youth concert	February - Piha
Wild Out West Jazz in the Park	end January - Falls Park
Harbourview Park night opening	8 February - Harbourview
Waitakere Soap Box Derby Champs	March 2004 - Westgate
Eco Day Festival	27 March 2004 - Corban Estate
Blankie Day Out	April 2004
Wild Out West Jazz in the Park	end April 2004

Successful national bids which have been worked on in partnership with external organisations:

- National Surf Championships to be held at Piha 3-11 January 2004 with the Keyhole Boarders Association and we are supporting to the value of \$8,000;
- Waitakere Stadium Trust to co-host the New Zealand Kennel Club National Dog Show in September 2004 to the value of \$10,000. The first time this event will leave its home in Wellington. Estimated economic impact to our city of \$2.5 million (stats. NZKC);
- New Zealand Badminton Masters Champs with Badminton Waitakere to the value of \$1,500 with supported pencilled for the Oceania Championships in 2004 and the World Masters Championships in 2005.

CONCLUSION

Over the past three years Council has signalled a desire to see a growing number diversity of events. The programme to date - as approved by this committee in May - has been extremely successful and a number of high profile events are about to begin. Benefits include raising the City's profile, and fostering civic pride. In addition, the successful bids made for national and international events.

RECOMMENDATION

That the information be received.

Report prepared by: Andrea Johnston-Taylor; City Events Co-ordinator.



9 **CLOSED LANDFILL REGULATORY COMPLIANCE**

PURPOSE OF THE REPORT

The purpose of the report is to outline to the Projects Special Committee the progress and status of the Aftercare programme with regard to regulatory compliance for all Council owned closed landfill sites.

BACKGROUND

In 1993 Waitakere City Council was advised by the Auckland Regional Council that under the Resource Management Act 1991, Council were required to identify any effects on the environment from its closed landfills and apply for consents where appropriate.

At the time there was very little information available within Council or within the industry and minimal experience with closed landfill consenting. In 1994 Council undertook a preliminary investigation of a limited number of its historical landfill sites. This identified 67 sites with 25 being cleanfill and 42 containing refuse. From this investigation a prioritised plan for investigation and resolution was prepared.

STRATEGIC CONTEXT

In 1995 Council adopted a prioritised plan for the investigation and resolution of aftercare issues on closed landfill and baleful sites within Waitakere City Council. A strategic objective for waste, under the Zero Waste platform, is that all former waste sites are clearly identified and managed in a safe and environmentally acceptable manner.

Council's strategy is underpinned by the fact that landfill aftercare has statutory requirements under the Resource Management Act and the Proposed Regional Plan: Air, Land and Water.

PROGRESS

By the beginning of the 2002/2003 financial year Council had achieved regulatory compliance for three of its sites, namely Taipari Strand, Archibald Park and Kay Road. To this point, although the investigation programme had gone well, interpretation of the regulatory process under the Resource Management Act had been difficult which meant that enormous time and resource had been spent managing the consenting process for only three landfills.

With the issue of the Proposed Regional Plan: Air, Land and Water in October 2001 there were now specific rules in place for Council to benchmark its consent applications against, so in the 2002/2003 financial year it was decided to perform a gap analysis and undertake a comprehensive investigation programme for all Council sites.

At this stage the number of Council owned sites was believed to be 50 and was based on the best information available at the time and it was decided to undertake a comprehensive programme to identify any other sites Council owned. The result of this was that a total of 64 sites were identified as belonging to Council.

With a complete list of sites and a defined set of regulatory standards, the Aftercare section was able to accurately plan and budget for its investigative programme and with the use of in-house expertise was able to exercise better control over the direction and quality of the outputs. This was done in a stage manner so as not to overwhelm the Auckland Regional Council with information and to spread the use of resource across the financial year.

By August 2003 Waitakere City Council had achieved regulatory compliance for all Council responsible sites either by way of resource consent or by way of a letter notifying that no consent be required under the Proposed Regional Plan: Air, Land and Water. Due to the proposed nature of the Regional Plan the Auckland Regional Council was unable to give permitted activity status for these sites, however, the section of the plan in question is likely to become operative in March 2004 with no changes, which means that these sites will be granted permitted activity status.

Consents were required and achieved for Kay Road, Archibald Park, Taipari Strand, Waitakere Domain, Ceramco Park and Corban Reserve.

Waitakere City Council is the first Council in the Auckland region to achieve this level of compliance and is possibly the first in the country, but due to differing rules in the different Regional Plans, this cannot be confirmed.

A17 In recognition of this achievement, the Auckland Regional Council issued a press release, which is attached at page A17.

RESOURCES

The long term financial liabilities for Council's landfills, reported as a net present value (NPV) in the Annual Report for the year ending 30 June 2002, was \$16,817,000.

Following the investigation and consenting programme, the new liability (NPV) is \$7,836,00 as at 30 June 2003. The reduction in the liability has come about from gaining a more accurate understanding of future requirements.

The Aftercare section within City Services consisted of David Nelson as the Closed Landfill Aftercare Engineer with Alan Tresadern as Section Manager. Matthew Eyer and Rebecca Hilton from Consultancy Services provided the in-house expertise with Rebecca looking after the site identification and Matthew being responsible for the investigations and report preparation.

SUMMARY

In 1993 Waitakere City was approached by the Auckland Regional Council to investigate all of its landfills, identify all effects on the environment and achieve regulatory compliance. By August 2003 this had been achieved and Waitakere City Council is the first in the Auckland Region to achieve this.

RECOMMENDATION

That the information be received.

Report prepared by: David Nelson, Manager, Sustainable Engineering: Asset Management.



10 WEST WAVE AQUATIC CENTRE FINANCIAL FORECASTS

PURPOSE OF THIS REPORT

The purpose of this report is to update the Project Special Committee on the operational financial forecasts for the 2003/2004 budget.

BACKGROUND

West Wave Aquatic Centre reported a loss of a million dollars in the 2002/2003 financial year. The major reason for incurring this loss was due to casual attendance numbers well in excess of what was happening in reality being budgeted for and loss of patronage due to operational problems. In April 2002 the main pool and the dive pool areas were shutdown for routine maintenance. This maintenance period has been extended to the 6th October for the main pool and mid November for the dive pool and this has had an impact on the revenue forecasts for the 2003/2004 budget.

STRATEGIC CONTEXT

The three key strategic goals for the West Wave Aquatic Centre are as follows:

1. The relationship with other projects, the linkages it has with other projects in Henderson such as the Stadium and Henderson Creek Corridor.
2. The regeneration of Henderson City Centre.
3. Build better and healthier communities.

In addition there are two other key strategic issues, these being;

- Youth, an increasing need for activities in youth orientated locations as a significant number of our population is under 20 years of age;
- Community, there is a need to recreate a sense of community to cater for an ageing population and to support the volunteer sector.

ISSUES

Current forecast for the 2003/2004 operations of the West Wave Aquatic Centre indicate a deficit of \$1.1 million. The cause of the deficit is in two key areas, the revenue forecasts and the payroll forecasts.

REVENUE FORECASTS

The portion of loss attributed to revenue generation is \$852,618. Of this amount \$777,608 is due to the decline in casual visitor numbers over budget. The revenue from casual users in the 2003/2004 budget was built on the forecast of 344,000 visits. This was a reduction from the 725,000 in the original forecast for the 2002/03 Annual Plan. However the forecast for casual users in the 2003/2004 year further reduces the expected visits from 344,000 to 209,000. The factors influencing this are:

- The maintenance shutdown. The budgeted revenue was based upon the shutdown period lifting by the 1 July 2003. However a number of issues have arisen in that time period which has meant that this shutdown period has been extended to 6 October 2003. These issues are:
 - Dive Pool
 - Balance Tank leak

The maintenance shutdown has closed down facilities which are utilised by clubs as well as casual users. Club revenue from the likes of water polo and kayaking has contributed \$95,000 to the loss. Casual users, particularly lane swimmers have similarly been affected.

- **Pricing increase** - The revenue budgeted in the 2003/2004 Annual Plan factored in a price increase. The average increase being \$1.70 and the assumption being that there would be a seamless introduction of the increase with minimal resulting loss in visitor numbers. The forecasted deficit includes provision for the price increase to be implemented on 15 September and for a 10% loss in patronage as a result. The break even point for the price increase is a 15% decline in casual visitor numbers and beyond that point the price increase is detrimental to revenue. The difference between the budgeted incremental revenue attributed to the price increase and the forecast is compounded by the reduced forecasted attendances;
- The 2003/2004 Annual Plan revenue budget was established prior to the maintenance shutdown and was based primarily on the attendance figures of February and March. These are known peak seasonal months and although this was taken into account when forecasting attendances for the 2003/2004 Annual Plan, the resulting budget was based on a best case scenario. However, these attendances are not going to be reflective of this operating year and hence the revised forecast. It is difficult to itemise the loss and attribute reduced revenue dollar values to any particular incident. The extended maintenance shutdown as well as the other events publicised through the newspaper are likely to have had an impact on people's perceptions leading to a decline in visitor numbers. These events occurring at a time when the budgeted attendance targets were going to require major effort in order to be achievable have resulted in the forecasted deficit.

FUTURE YEAR FORECASTS

It is anticipated that at least some of the deficit reported this year will be regained in future years and in time casual attendances back to the budgeted level of 344,000 are achievable. Certainly the pool does have the capacity to cater for this number and currently apart from peak times the capacity is under-utilised. However, it is now recognised as a long term stretch target and will be bound by the functional capacity of the pool at peak times.

Forecasting attendance numbers is still a difficult task as there have been few periods of good results to benchmark against that have not been affected by adverse events and adverse publicity. The new revised budget for 2004/2005 is still being developed and the visitor numbers utilised in the model will reflect a gradual increase from those in the 2003/2004 forecast but are unlikely to reach the 2003/2004 Annual Plan expectations. The next 6-12 months of continuous and incident free operating will provide clarity on the way forward to achieving the pools full potential. Marketing will be critical to achieving the anticipated attendances once operational problems are sorted.

PAYROLL

The Payroll forecast has increased by approx \$220,000 from budget. This is principally due to flawed development of the payroll budget and as such a number of critical omissions were made with regards to overtime and casual cover for fulltime personnel. A breakdown of the \$220,000 is as follows:

Casual cover for Full Time staff leave	84,000
Training cover	34,000
Part time staff under budgeted	22,000
Special projects	<u>24,000</u>
	220,000

Overtime Component

All lifeguard and reception staff are paid an additional half hour overtime for an 8 hour day. This is paid at time and a half and is per their contracts. This is to acknowledge the fact that the staff do not get a normal lunch break.

Leave and Training coverage

The pool has minimum staffing requirements for lifeguards and reception and therefore if a full time staff member is sick or on annual leave then casual cover must be brought in. Casual cover for leave and training was not adequately budgeted for. During that period two wages are being paid as the full time staff member is on an annual salary.

CONCLUSION

The 2003/2004 Annual Plan operational targets for the West Wave Aquatic Centre will not be achieved. The forecasted deficit is currently 1.1 million. This forecast is very contingent upon achieving the opening dates for the main pool and the dive pool.

For the future, the revised 2004/2005 Annual Plan operational budget is still being developed but will fall short of the Long Term Council Community Plan targets. Some perseverance and skilful marketing will be required before Council realises the Aquatic Centre's full financial potential.

RECOMMENDATION

That the information be received.

Report prepared by: Stephen Drumm, Group Manager, Service Management.



11 WEST WAVE MARKETING AND PROMOTIONS UPDATE

PURPOSE OF THE REPORT

The purpose of the report is to update the Projects Special Committee on the status of the West Wave marketing plan. The Committee has requested quarterly updates.

BACKGROUND

The original Aquatic Centre was built for the 1990 Commonwealth Games. Although the city was left a valuable asset that was heavily used, and was the regional aquatic facility for Auckland, it was basically a competition venue not fully suitable for the more casual leisure demands and expectations placed upon it by the wider community.

This was addressed by the re-development project, which was opened in November 2002 by the Rt Hon. Helen Clark. This redevelopment included the construction of:

- A leisure/wave pool;
- A hydro slide;
- A remodelled reception area and changing facilities;
- A hydrotherapy pool;
- And a new fitness centre.

As part of this redevelopment a new position was created within the Centre. The purpose of the Project Leader (Programmes and Marketing) position is to develop, implement, market and promote programmes, activities and events at West Wave Aquatic and the adjacent Recreation Centre.

At the completion of the redevelopment the centre was rebranded as West Wave and is now the major recreation and leisure attraction in Waitakere City. West Wave is a community facility, which caters for a broad range of user groups through both casual use and programmed activities.

STRATEGIC CONTEXT

Leisure facilities and activities contribute to the well being of the City's residents by providing recreation opportunities that promote health and social cohesion.

Council's strategic objective for leisure is that a comprehensive range of leisure, recreation and sports services and facilities are provided.

West Wave Aquatic Centre is a public facility that provides a safe and enjoyable venue for people to relax and play, linking into two of Council's strategic platforms, namely Urban & Rural Villages and Strong Communities.

A key consideration for the facility is the level of use by the community. Maintaining a high level of safe community use will ensure that, via this facility, Council is also able to meet its commitments in respect of a number of other priorities, particularly around sustainable development (vibrant town centres); First Call for Children, and Lifelong Learning).

ISSUES

A broad based marketing plan has been implemented utilising a variety of media in order to effectively reach the Centre's key target markets. The components of this plan are as follows:

Marketing Objectives:

- to position West Wave as a safe, family friendly recreation option of choice;
- to maximise patronage and related revenue streams;
- to ensure the public perceives West Wave as a high quality and safe leisure option;
- to raise public awareness of the affordable nature of the facilities;
- to increase facility use during off peak times, through bundled services and products;
- to increase the use of the facility by youth (aged 13-18 years).

Target Markets:

- All Waitakere City residents, with a particular emphasis placed on those within 10km of the Aquatic Centre;
- Existing facility users;
- Parents of children aged 0-12 years, particular emphasis on mothers;
- High youth emphasis (particular emphasis on those currently not attending, 13-18 years age group).

Action Programmes

In the last quarter, a number of specific targeted campaigns have been implemented to increase the patronage of the facility and improve the level of service provided. These have included:

- Cinema advertising within Waitakere City;
- Targeted radio campaigns (Mai FM and the Edge);
- Targeting of tourist groups via specific media;
- Superdocket advertising throughout Auckland;
- Youth events (Splashnight and Hip Hop Nation);
- Direct Marketing to schools, clubs and businesses;
- Mall marketing within Westfield West City;
- Off peak product "bundling";
- Added value and branding campaigns in local media (Western Leader, West Weekly);
- Water Safety pilot (in conjunction with Watersafe Auckland);
- New service development (such as massage therapy, physiotherapy);
- Implementation of a comprehensive customer retention and feedback scheme;
- Cross-promotions with McDonalds, Mai Fm, Waitakere Libraries and other parties;
- Customer loyalty programme.

Results:

Over the last quarter, it has been difficult to accurately gauge the overall performance of the facility's marketing plan, due to a number of extenuating circumstances that have affected the facility's attendance. These being:

- The continued closure of the main pool and dive well;
- The closures of the main pool and dive well have had a significant impact on income streams, both through reduced casual attendances (lane swimming, swim schools and water walking) and also revenues from swimming clubs, water polo and diving;
- Adverse media coverage of other operational issues.

However, to offset this, the Centre ran an extremely successful media campaign for new fitness centre members.

Swim School:

The Swim School has been performing well against the financial expectations set down in the 2003/2004 Annual plan, despite being hampered by space limitation caused by the closure of the main pool and dive well. The 2003/2004 Annual Plan forecast \$310,000 in income, the Swim School is progressing favourably against this budget, with income for July 2003 being \$58,696.

In addition to this the Swim School is working in partnership with Watersafe Auckland and 2 local intermediate schools to implement Water Safety programmes for its students. The Swim School is also looking at the possibility of holding Water Safety education sessions for specifically targeted community groups (such as new migrants).

Bookings for Term 4 2003 are progressing very well, and it is expected that this will be our busiest term to date.

Fitness Centre:

During June 2003 an advertising campaign was undertaken to encourage the residents of Waitakere City to become members of West Wave. The emphasis of this campaign was placed upon the Fitness Centre as this has been identified as one of our key growth areas.

This promotion consisted of display advertising in the Western Leader, supported by a short-term radio campaign on Mai Fm 88.6. The offer associated with this promotion was discounted membership prices.

The total cost of this campaign was \$3,400 + GST (or 3.5% of the 2002/2003 marketing budget). The target for the June promotion was \$45,000 (excluding GST) in membership sales (the revenue from Fitness Centre memberships is split, with 80% allocated to the Fitness Centre and the remaining 20% allocated to the Aquatic Centre).

June results:		Income	June % of year	Exceeded June forecast by
Fitness Centre	=	\$67,330	18.4%	\$27,330
Aquatic Centre	=	\$15,734	17.8%	\$10,734
Total membership	=	\$83,064	18.3%	\$38,064

This highly successful campaign saw 197 new memberships. Over the past weeks membership has continued to grow; gaining an additional 120 members during July 2003.

The Fitness Centre has continued to build on the success of this promotion; in July 2003 membership revenue was \$31,480, with the projected total for the 2003/2004 financial year being \$375,000 (\$125,000 above the expectation set down in the 2002/2003 Annual Plan).

The one downside of this success is that the Fitness Centre is now so popular that at peak times it is experiencing considerable congestion, and thus future expansion will most likely be required if it is to continue providing a high quality service.

Customer Feedback:

The Service Development Team has established a system for providing feedback from customers. The questionnaires were distributed to customers during May 2003 and June 2003. A total of 243 were returned.

Results:

- West Wave overall was rated by 89% as excellent or good;
- 82% stated West Wave was excellent or good value for money;
- 91% stated safety overall was excellent or good;
- 94% would recommend West Wave.

CONCLUSION

West Wave Aquatic & Recreation Centre has been providing unique and innovative services and programmes for a broad range of user groups through both casual use and programmed activities such as Aqua Aerobics, Fitness Squad, Learn to Swim, Water Safety, Water Walking, Kayaking and much more.

A broad based marketing plan has been implemented utilising a variety of media in order to effectively reach the Centre's key target markets.

In the areas where the impact of the marketing plan can be accurately gauged, these being the Fitness Centre and the Swim School, the plan has been demonstrably successful with these areas performing above the expectations set down in the Annual Plan.

Overall attendance has been adversely affected by the ongoing closure of the main pool and dive well areas.

It is intended to continue marketing the facility using the same broad based approach, but with a greater emphasis on events as key attractors for youth, and the use of periodic targeted television campaigns to reach a mass audience.

RECOMMENDATION

That the information be received.

Report prepared by: Paul Evans, Project Leader (Programmes and Marketing).



12 WEST WAVE FITNESS CENTRE - PURCHASE OF ADDITIONAL FITNESS EQUIPMENT

PURPOSE OF THE REPORT

The purpose of this report is to seek the Project Special Committee's agreement to the purchase of additional equipment for the West Wave Fitness Centre.

BACKGROUND

The major upgrade of the West Wave Aquatic & Recreation Centre included the establishment of a high quality health and fitness centre within the upgraded facilities. The Fitness Centre has been very successful, with substantial growth occurring in member numbers. The initial membership of 550 people has grown rapidly to the present day, where the Centre boasts 1,450 members.

STRATEGIC CONTEXT

The West Wave Aquatic & Recreation Centre contributes to the achievement of the Council's vision of developing strong communities, which is one of nine strategic platforms that have been established through the Long Term Council Community Plan.

Council has stated its intention to develop the City as a renowned hub of social activity, arts, leisure, sports and recreation. These activities promote health, wellbeing and contentment and are highly valued by the community.

ISSUES

The growth of the Fitness Centre has exceeded expectations, with membership increasing rapidly to the point where there are currently approximately 1,450 members.

The pace of this growth has outstripped the capacity of the Centre to accommodate the demands of the members, in terms of the availability of equipment. This has resulted in significant congestion and queuing at peak times, particularly in relation to the cardiovascular equipment (treadmills and bikes). Although membership is still open at the present time, there is no active promotion occurring given the current capacity limitations.

A18-A19 This situation is leading to dissatisfaction amongst current members, who feel that the Centre should be obtaining additional equipment to provide a level of service that is consistent with current demand. Attached at pages A18 to A19 is a sample of customer feedback on this issue. The comments are indicative of those that are frequently received by Fitness Centre staff.

If the concerns of current users are not addressed, there is an increased likelihood that members may cancel their memberships or fail to renew them once they have expired. This would have implications for the revenue projections that relate to the Fitness Centre. The budgeted surplus for the Fitness Centre for the current financial year is \$164,000.

A20 There are industry standards that benchmark the amount of equipment and floor space that is required to service a particular number of members. A table indicating the ratios that are generally considered to be acceptable within the fitness industry is attached at page A20. The circumstances that apply at the West Wave Fitness Centre have been identified on the table, and this demonstrates a significant shortfall of equipment relative to the number of members that use the Centre.

It is proposed to purchase seven pieces of cardiovascular fitness equipment in an attempt to address this shortfall. While this will still not meet the industry standard, it will at least alleviate current problems that are being experienced with unsatisfied demand for equipment use during peak times. The proposal recognises the current budget constraints that exist and seeks to do only that which is necessary to address the problem.

The cost of the required equipment has been priced at \$65,000. This will comprise a combination of treadmills, upright bikes and recumbent bikes. The funds to purchase this equipment have not been specifically provided for in the Aquatic & Recreation Centre budgets, as membership growth was not anticipated to reach the levels that have necessitated this current proposal for more equipment.

Leasing options have been considered, but rejected on the basis that they are significantly less cost-effective when compared to purchasing. Typical lease packages require annual payments that would equate to the capital cost of the equipment within a three-year period, whereas purchased equipment is estimated to have a usable life of six years.

There is some prospect that the outlay on new equipment can be at least partially recovered through increased revenue. Although the proposed equipment purchase is primarily intended to address current congestion issues, the Fitness Centre supervisor believes that it would provide the capacity to increase current membership by up to 100 additional members. Such an increase in membership would recover the majority of the proposed outlay.

RESOURCES

It is proposed that the funding for the equipment purchase would come from a loan, recovered by increases in future Fitness Centre membership subscriptions.

CONCLUSION

Additional equipment is required to provide for the needs of current members of the West Wave Fitness Centre, due to substantial and rapid membership growth. The cost of this equipment is approximately \$65,000. The agreement of the Committee is sought to purchase the required equipment, using loan funding.

RECOMMENDATIONS

1. That the information be received.
2. That it be recommended to Council that borrowings of up to \$65,000 be approved for the purchase of additional equipment for the West Wave Fitness Centre and that repayment of any borrowing be sourced from Fitness Centre membership subscriptions over six years.

Report prepared by: Philip Brown, Group Manager: Planning & Community Services.



13 HERITAGE STRATEGY AND DECISION MAKING

PURPOSE OF THE REPORT

The purpose of this report is to outline the current status of the draft Heritage Strategy and to update the Projects Special Committee on the proposed next step, which is to develop a Heritage Action Plan. The Projects Special Committee is asked to approve the project scope of this plan. A discussion on current decision making principles is also part of the report.

BACKGROUND

Council has undertaken work over the last ten years to support various heritage initiatives. In summary, these are:

- District Plan listings of heritage buildings, trees, whaitapu, archaeological and historical sites;
- Background report - Dinah Holman 1999;
- Draft Heritage Strategy - Gael Ferguson 2000;
- Some consultation as part of the Arts and Cultural Strategy development 2002;
- Long term community envisioning as listed in key platforms in Long Term Council Community Plan 2003.

However, despite the work that has been done, there has also been concern for a number of years from sectors of the community as well as staff that work to support heritage goals is ad hoc, uncoordinated and under resourced. The current situation is that responsibilities are carried by various staff across Council, including regional representation on the Cultural Heritage Liaison Group which meets six monthly. A volunteer ambassador, Mary Gilligan, has been appointed by Council in May 2003 to undertake a process of listing heritage collections and artefacts in the city, as well as research on the development of protocols and policies. This work is reported to the Finance and Operations Committee.

The work undertaken within Council this year includes:

Library collections: in the 2003/4 Annual Plan approval was given for the appointment of a staff member to progress the development of the documentary heritage collections at the Henderson Library and approved a budget of \$126,000 to undertake preservation and conservation work on photographs and manuscripts within the collection. \$86,000 was also given by the Trusts to enable the Library to undertake the digitisation of key components of the photographic collection.

Projects Special Committee, Heritage issues in the Long Term Council Community Plan report March 2003:

“That it be recommended to Finance and Operations Committee that \$15,000 be carried forward from 2002/03 to 2003/04 for the purposes of completing the Heritage Action Plan.”

521/2003

In July, the Projects Special Committee resolved:

“That a report be brought back to the Projects Special committee on the current decision-making principles and process regarding Heritage items, buildings and collections, and that the report includes the status of the development of a Heritage Strategy identifying gaps, current and future resources, and timeline to undertake the completion of a comprehensive Heritage Strategy.”

1349/2003

In August, the Projects Special Committee resolved, (as part of the Progress Report on Historical Collections Research):

“That the draft heritage strategy in its present form be reported back to the Project Special committee at its next meeting.”

1674/2003

The Draft Heritage Strategy is in the Councillors lounge and this report includes a very short summary of this draft strategy.

This report proposes that these issues as outlined in the above resolutions are addressed through the development of a Heritage Action Plan, and this report includes a summary of work proposed for the Committee to endorse.

STRATEGIC CONTEXT

The Long Term Council Community Plan 2003/2012 includes references to supporting heritage in the city by:

- Urban and Rural Villages - protect and celebrate the City's cultural diversity and heritage;
- Strong Communities - ensure that local heritage, environments, and other taonga are treasured and expanded.

Both regionally and nationally, there are a range of initiatives at local council level and the Parliamentary Commissioner for the Environment has produced a Heritage Management Local Authority Good Management Guide.

ISSUES

Draft Heritage Strategy

In response to resolution 1674/2003 regarding the Draft Heritage Strategy, staff have placed two copies of the draft strategy in the Councillors lounge.

In summary, the draft strategy proposes that heritage involvement is a key Council activity and suggests that the main management areas be protection, recording, and understanding. The draft strategy does not address issues related to the natural environment or iwi.

The draft Heritage Strategy from 2000 needs updating - both in terms of content and context i.e. references to Local Government Act 1974.

Reviewing and updating the strategy will involve the following broad steps:

- To review and update the document itself;
- To provide a prioritised and staged three year action plan regarding heritage as to how Council will act to support the community's aspirations (as expressed in the Long Term Council Community Plan 2003);
- To provide a museum feasibility study for Waitakere City.

Current and future resources

It is expected that this will provide guidance with priorities and costs for the actions Council could undertake over the next three to five years. This identification of priorities will be done with the funding of \$15,000 carried forward from 2002/2003. Proposals for future expenditure will be brought to the appropriate committees as required.

Proposed timeline to complete comprehensive strategy

Phase 1 - update strategy and develop action plan	Task	Timeline
Review existing material	Read and assess: Heritage assessment Draft Strategy Long Term Council Community Plan	By mid October 2003
Update draft Heritage Strategy	Rewrite and reprioritise as necessary to achieve Councils objectives as expressed in the Long Term Council Community Plan. Meet with staff for advice and support.	By end October 2003.
Develop three year action plan 2004/2007	Prepare action plan and meet again with Council staff for final review of work.	By mid November 2003
	Agenda item to Council with short term (3 year) budget implications as part of 2004/2005 Annual Plan process.	December 2003
	Undertake Cultural Heritage Inventory	December 2003

Phase 2 - museum feasibility study	Task	Timeline
Consultation	Develop consultation material and discuss with key stakeholders	February 2004
Assessment of options		Mid March 2004
Report with recommendations	To staff for review	April 2004
	To Council for immediate consideration as part of the Annual Plan or for long term consideration as part of the next Long Term Council Community Plan 2006	May 2004

Museum Feasibility Assessment: the Heritage Strategy update project scope also includes a component to work on this issue as it is of keen interest to many in the community, and is also noted in the Long Term Council Community Plan. This will be stage two of the Heritage Strategy update work and, depending on the final contract arrangements is expected to be done by May 2004. This study would consider the range of options open to Council regarding its role concerning museums, such as support for major collections, through to support for community and local museums.

Built Heritage Issues

An increase in the property staff of Council in the Long Term Council Community Plan 2003/04 will go some way towards increasing Council's activities (such as strategic planning for property issues) although there has been no increase in the budget allocated to the physical care of Council's heritage buildings. This will not address issues around identification, preservation, protection and enhancement of other aspects of our heritage, particularly oral, Maori and culturally specific requirements.

A fully adopted strategy would provide a guide to Council as regards possible mechanisms to support the community's heritage aspirations. It may also identify potential costs to Council such as properties that should be purchased by the Council. If Council seeks to ensure heritage items are retained, thereby ensuring that the cultural fabric of the City remains intact, Council may wish to consider a fund (and priorities) to assist owners of heritage sites and buildings to maintain and restore them. This and other options will come forward to the appropriate committee as part of the Heritage Action Plan.

Natural Heritage Issues

Natural heritage is addressed, in part, within the District Plan with provisions relating to Protected, Managed, Coastal Edge and Riparian Margin Natural Areas, Significant Ridgelines and Vegetation Clearance Rules. However, there is no specific provision for wildlife or biodiversity per se.

The most recent amendments to the Resource Management Act included a clause to section 31 Functions of territorial authorities:

*"The control of any actual or potential effects of the use, development, or protection of land, including for the purpose of-
.....(iii) the maintenance of indigenous biological diversity."*

Furthermore a National Policy Statement on biodiversity is in the preparation stages for notification for submissions.

In anticipation of a potential Plan Change becoming necessary or desirable, a biodiversity strategy and action plan for Waitakere City is under preparation.

Cultural Heritage Issues

Waitakere is behind the rest of the region in reviewing the accuracy and validity of Waitakere's quota of listings in the region's Cultural Heritage Strategy. Undertaking this work will most likely lead to District Plan changes to ensure the accurate identification of sites. All heritage items in the District Plan schedules need reviewing. It is proposed that undertaking a Cultural Heritage Inventory be included in this years work programme.

Council faces a number of issues regarding collections, including issue of ownership, scattering of physical locations, no suitable adequate storage space and no resourcing for the ongoing preservation and conservation of artefacts. A heritage listing of cultural items in the public domain by a volunteer is being undertaken as noted.

Decision Making Processes – Heritage Items, Buildings and Collections

Given the diverse nature of what is considered 'heritage', some shared responsibility between the community and council is to be expected. For Council staff, heritage work is shared on an informal basis between personnel in arts, property, city development, resource management, parks, libraries and Maori issues teams.

Current decision making and advisory processes:

- **Libraries** - seen as responsible for the documentary history of the city, with 2.3 full time people working in this area. The library has undertaken the role of being the collector and conservator of the documentary heritage for the city. The key issues are the cost of the ongoing preservation and conservation measures necessary. The Library staff have a collaborative relationship with many other organizations that also have a role in this area including West Auckland Historical Society and the Society of Genealogists at a local level, with other regional library and with National Archives and the Alexander Turnbull Library, on a national level. The Library also supports the research and scholarship of local historians and writers through providing local access to a wider range of primary research materials;
- **Strategy** - there are some major questions around Council's role in citywide heritage issues - role, funding mechanisms, and support for community infrastructure. While Council has not signalled any major new initiatives in the Long Term Council Community Plan 2003, this does not preclude council preparing for the Long Term Council Community Plan 2006. This preparation would be facilitated through the proposed Heritage Action Plan development. The role of District Plan: Principal Advisor in the Strategy and Development Unit will review heritage assets and sites, look at GIS systems and information and undertake the cultural heritage inventory listings work;
- **Arts and Events** - the city has developed a valuable collection through the recording of the Literary Festival events over the years. This section is also key in implementing the strategy;
- **Council owned property** - staff are in the process of being appointed to positions which will enable provision of advice on processes such as the use of Trusts and other processes to retain heritage sites;

- **Arts and Cultural Strategy** - while developing this strategy, it was recognised that there are many potential crossovers with heritage issues. The Arts and Cultural consultation process noted heritage concerns where expressed, and included a cultural heritage 'strand' in the development of the Arts and Cultural Policy;
- **Regulatory** - Council has District Plan policies and consent procedures and processes for approval. The current development of the new Rates remissions policy will include consideration for heritage protection encouragement;
- **There are a number of heritage organisations active in the city** - e.g. railway station trusts, community groups e.g. West Auckland Historical Society, Friends of Waikumete Cemetery, Henderson Heritage Trust, local museums (e.g. Oratia, Huia), and many interested people. Liaison with these groups is largely on a project by project basis;
- **Council archives** - there is an ongoing issue of the relationship and role of the Council archivist in relation to Council history and citywide history. This includes the heritage role of the planned Waitakere Central Library.

RESOURCES

As noted above, \$15,000 has been carried forward. This is sufficient for the updating and prioritisation work for the strategy and to fund initial work on a Cultural Heritage Inventory.

The updated heritage strategy will provide some recommendations for Council over the next three years. The action plan is likely to propose a range of prioritised actions concerning buildings, archiving, collections, storage, and documentation which will be considered by Council as part of the 2004/2005 Annual Plan and 2006 Long Term Council Community Plan.

Natural heritage issues will be dealt with by the City Development, Strategic Planning and Policy, Landscape Development and Resource Management teams.

CONCLUSION

Council has undertaken work over the last ten years to support various heritage initiatives, and currently has a draft Heritage Strategy which requires updating.

However, despite the work that has been done, there has also been concern for a number of years from sectors of the community as well as staff that work to support heritage goals is ad hoc, uncoordinated and under resourced. The current situation is that responsibilities are carried by various staff across Council, and recently, a volunteer appointed by Council.

This report proposes that heritage issues are addressed through the development of a Heritage Action Plan, and undertaking a Cultural Heritage Inventory. This report includes a summary of work proposed.

RECOMMENDATIONS

1. That the information be received.
2. That the Projects Special Committee recommend to the City Development Committee, the project scope of the Heritage Action Plan and the Cultural Heritage Inventory as outlined in this report.

Report prepared by: Cathy Kenkel, Group Manager: Strategic Planning and Policy.

