Waitakere City Council
Te Taiao o Waitakere

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, 4 February 2004 **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.

30 January 2004

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, 4 FEBRUARY 2004 COMMENCING AT 9.30 AM.

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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, 4 FEBRUARY 2004 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 - Friday, 5 December 2003

RECOMMENDATION

That the minutes of the Ordinary Meeting of the Projects Special Committee held on Friday, 5 December 2003, as circulated, be taken as read and now be confirmed.

4 WAITAKERE SPORTS COMPLEX - PROGRESS UPDATE

PURPOSE OF THE REPORT

The purpose of this report is to provide an update on the progress of the key aspects of this project as provided by the Waitakere Sports Complex Development Board in a written report dated 21 January 2004.

BACKGROUND

Waitakere Regional Sports Trust (WRST), in partnership with the Waitakere City Council (Council) is developing a multi purpose indoor Sports Complex, with two additional sports fields and an all weather athletic track to provide an integrated, affordable, convenient and accessible sporting, recreation and leisure experience for the community, with a focus on participation as well as hosting major events. Funding for the project has come from Council, ASB Charitable Trust, Waitakere Licensing Trust, Portage Licensing Trust, Lion Foundation, Douglas Pharmaceuticals Limited, Century Foundation, Genesis Energy, New Zealand Lotteries Commission, Waitakere Regional Sports Trust, a personal commitment from Bryan Heron and other corporate and gaming industry donors.

The original signed Charter between the Waitakere Regional Sports Trust and the Council identified the project objectives and defined the basis for the relationship between Council and the Waitakere Regional Sports Trust. The Charter also defined the Waitakere Sports Complex Development Board (WSCDB), which is an executive committee of the Waitakere Regional Sports Trust charged with the implementation of the project.

At the Council meeting of 31July 2002 a revised Charter was signed by the Waitakere Regional Sports Trust, Council, the Waitakere City Rugby & Athletic Sports Trust, the Waitakere City Rugby Football and Sports Club and the Waitakere City Athletic Club Inc. This encapsulated a considerably enhanced development scenario embracing those organisations, which necessitated the revision of the original documentation to reflect the new proposal. However, the broad structure for legal implementation remained the same as the original Charter, subject to incorporation of the additional parties into the updated Charter.

The revised Charter identifies a number of requirements that the Waitakere Regional Sports Trust has to fulfil with the Council. This report provides a written update on the progress of the key aspects of this project.

STRATEGIC CONTEXT

Council's Leisure Strategy sets the strategic framework for the provision of the Waitakere City leisure services and within that framework Council resolved to develop an indoor stadium/events centre via a Charitable Trust. The Leisure strategy identified the need to:

- Promote a regional centre for leisure and major sporting competitions, building on the strength and variety of existing facilities, e.g. Corban Estate, Aquatic Centre, Recreation Centre, Outdoor Bowls Centre, Te Pai Park, Ten-Pin bowling, Waitakere Stadium;
- Develop City identity;
- Expand development and promotion of programmes for youth in the community;
- Develop facilities, which cater for casual users and are exciting and provide a range of activities in one place.

ISSUES

A written progress report, dated 21 January 2004 has been received from the Waitakere Sports Complex Development Board on the Waitakere Sports Complex project.

This report provides details on progress being made on various construction and operational elements of the project. It reports on issues such as progress with the construction works, stadium seating, sports floor, governance of the Waitakere Regional Sports Trust, management of the Waitakere Regional Sports Trust and the Sports Complex, user group agreements, catering contract and other aspects of the project.

A1-A6 A copy of this report is attached at pages A1 to A6. The Chairman of the Waitakere Sports Complex Development Board, the CEO of Sport Waitakere and the Project Manager of the Waitakere Sports Complex will be present at the Projects Special Committee meeting to answer any question and elaborate on aspects of their report as required.

A presentation will also be made giving detailed information on the cost of the project, savings achieved through the main construction contract and funds raised to date. These contain confidential financial information, which both the Waitakere Regional Sports Trust and the Council are party to and good reason exists under the Local Government Official Information and Meetings Act 1987 for the public to be excluded for this part of the presentation.

CONCLUSION

From the report received from the Waitakere Regional Sports Trust and the Waitakere Sports Complex Development Board, the project appears to be progressing well and progress is now being made on all aspects of the project to enable commencement of business in mid 2004.

RECOMMENDATION

That the information be received.

Report prepared by: John Dragicevich, Director: City Services.

5 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 and 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

The Aquatic Centre is now fully operational and enjoying a successful summer. However, during the period that this report covers there were extended delays in the reopening of the dive pool and main pool due to the balance tank leak along with defects in the development of the Leisure Pool which required periodic closure of parts of the new facility.

The closure of the main 50m lap pool and dive pool meant the moving and reorganisation of a lot of programmes and the wave pool becoming a mixed use pool which it is not primarily designed for. This caused a number of issues for staff to manage through and complaints for our clients, especially members who paid for services in advance.

Further, following a review in the new financial year of the usage projections, taking into account the extended delays and recent history, a report was forwarded to the Projects Special Committee advising of a budget shortfall of approximately $1.1 million.

This together with staff and management changes, and West Wave's prior operational history required the marketing to be modified around retaining existing users and generating revenue where facilities were operational such as the Wave Pool and Fitness Centre.

Action Programmes

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;

- Youth events (Splashnight and Hip Hop Nation);
- Direct Marketing to schools, clubs and businesses;
- Direct Marketing to former members;
- Mall marketing within Westfield West City;
- Added value and branding campaigns in local media (Western Leader, West Weekly);
- Implementation of a comprehensive customer retention and feedback scheme;
- Customer loyalty programme.

Membership Retention - Closedown period

- All members received vouchers for use in the pro shop, membership extensions, or other services. This was a proactive response with regard to the extended delays. Overall this delay meant an average of 1 month additional membership spread over 1500 Swim and Fitness Members, but the end result was no net loss in memberships;
- Additional internal updates and member newsletters were also forwarded out.

Successes and New Initiatives

Ambassadors - West Wave has implemented a new Ambassador programme during peak periods such as school holidays. The purpose of West Wave Ambassadors is to provide a friendly face to the facility as fielding customer inquiries and troubleshooting. This ensures that we maintain a high customer focus whilst not diverting our lifeguards from their primary focus. Particularly this involves emphasis on the Under 8 Supervision Policy.

Target Market Identification - West Wave will specialise in niche marketing and specifically targeting the client base that should be attracted to and prefer to use West Wave.

Customer Feedback - We have continued to monitor Customer Feedback via our comment card system. This has enabled us to identify a number of areas where we can lift our game, and measures are being implemented to ensure this happens. We have set ourselves a goal of achieving an average score of four out of five for all areas, and a recommendation rate of 90%. In addition to this we have also been receiving some excellent feedback on the facilities and service we are providing.

Membership Growth Strategy - Our intention over the next quarter is to grow the membership of West Wave (particularly the Fitness Centre) by 25%. This will be achieved via a multi-faceted marketing strategy involving media placement, direct mail, staff sales training and customer retention strategies. This process will also be greatly aided by the new fitness equipment, which has been approved for the centre. In conjunction with this we will also review our pricing strategy to ensure we are somewhat more consistent with commercially operated facilities, whilst continuing to provide equitable access for those on low/fixed incomes.

Swim School Strategic Direction - As with the fitness centre our intention is to grow the swim school by 25% over the next quarter. Our goal for Term 2, 2004 is 1500 children through lessons each week. To achieve this we are implementing a new customer retention strategy and increasing our use of client databases and direct mail. At the same time we are also evaluating our space allocation to ensure that we continue to provide the same high quality service.

Customer Service - Customer care is of the highest priority to West Wave; we have undertaken a thorough review process and identified the areas, which require improvement. Further to this all West Wave staff have undergone *FISH Customer Service Training* (facilitated by Clubsmart) and a *FISH* committee has been established within the facility to ensure that staff are actively involved in and take ownership of our customer service strategies. In the coming weeks we also have specialist sales training planned for key frontline staff (Reception and Fitness Centre) to ensure that we maximise our sales leads and provide consistency of service in all areas.

Branding Initiatives - We are currently developing new branding initiatives to ensure that our brand remains fresh and vital. This includes the development of a mascot/icon to appeal to children (particularly those in the 5-12 years bracket), which can be used in all forms of promotion as well as new advertising templates.

A7 **Casual Attendance Increase -** Following the reopening of the main pool and dive well areas we have seen a significant increase in the casual usage of the facility, with the October - December quarter being our most successful thus far. Based on our current projections January will be our busiest month ever, and our intention is to continue this momentum for the rest of this quarter (please refer to attachment on page A7).

Business Financial Plan - All aspects of the Aquatic Centre have been reviewed and a business plan is currently being drafted in response to this for consideration and further development by Directors and Councillors.

CONCLUSION

West Wave has had a period of consolidation with marketing emphasis aimed at retaining and generating new business for the Leisure aspect of the facility, whilst mitigating the effects of an extended closure of the main and dive pools.

The facility is now in a strong position to lift its current performance with a view to significant growth in the 1st quarter of 2004. This growth will occur through the use of media placement, customer retention strategies and a focus on direct mail.

In addition to this our key aim is to increase our customer service levels (particularly in targeted areas) to ensure that we provide consistent service of the highest possible quality. Ongoing staff training, as well as giving staff ownership of the project will support this.

Finally to ensure that West Wave's corporate image and branding remains "fresh" we will be introducing new strategic branding initiatives focussed upon our key target markets.

RECOMMENDATION

That the information be received.

Report prepared by: Ben Davies (Aquatic Centre - Interim Manager) and Paul Evans (Interim Marketing and Fitness Manager).