



**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 AUGUST 2004  
COMMENCING AT 9.30 AM.**

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**TABLE OF CONTENTS**

<b><u>ITEM</u></b>		<b><u>PAGE NO.</u></b>
1	<b>APOLOGIES</b>	1
2	<b>URGENT BUSINESS</b>	1
3	<b>CONFIRMATION OF MINUTES</b>	1
4	<b>COMMUNITY AFFORDABILITY FOR LEISURE</b>	2
5	<b>YOUTH FACILITY DEVELOPMENT</b>	4

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**1 APOLOGIES**



**2 URGENT BUSINESS**

Section 46A(7) of the Local Government Official Information 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 Council by resolution so decides; 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 and decision, why the item is not on the agenda, and why it cannot be delayed until a subsequent meeting.

The Council may make a decision on a matter determined to be urgent.

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



**3 CONFIRMATION OF MINUTES**

Ordinary - Wednesday, 2 June 2004.

**RECOMMENDATION**

That the minutes of the Ordinary Meeting of the Projects Special Committee held on Wednesday, 2 June 2004, as circulated, be taken as read and now be confirmed.



## 4 COMMUNITY AFFORDABILITY FOR LEISURE

### PURPOSE OF THE REPORT

The purpose of this report is to address concerns that the Projects Special Committee had expressed previously over the community affordability of the City's leisure facilities and outline the steps being taken to ensure community affordability for leisure in Waitakere City.

### BACKGROUND

At its 4 February 2004 meeting, the committee sought a report on community affordability of leisure facilities. The Committee resolved as follows:

*“That the report:*

- a) Outlines and confirms the basis and levels of affordable access currently*
- b) Outlines how Council will move towards and ensure affordable access for all its provisions of leisure services, both solely and in partnership; and*
- c) Outlines the process to ensure equitable access and provision of leisure services to reflect Council's demographics, including age, gender and youth”*

32/2004

Leisure Services is responsible for providing Waitakere City residents with leisure opportunities ensuring the well being of those residents.

Leisure opportunities for residents, as facilitated by Council and Leisure Services, include Community Centres, Houses and Halls, grants offered through the Wellbeing and Creative Community funds, Service contracts with Sport Waitakere and YMCA to provide community based programmes, youth specific programmes and events and planning for current and future needs. The Leisure Services section also offers specialised advice and guidance to the community on leisure issues.

Leisure Services is currently producing the new Leisure Strategy to supersede the previous strategy endorsed by Council in 1994. At present all the base data for Waitakere City is being collated to feed into the strategy, thereby providing the data will assist in formulation of the strategy. It is anticipated that the Strategy will to be completed by July 2005.

### STRATEGIC CONTEXT

Leisure Services operates within Council's Strategic Priorities and Platforms. Those most relevant to Leisure Services are Treaty of Waitangi and First Call for Children as strategic priorities, and Urban and Rural Villages and Strong Communities as strategic platforms.

Of these, Strong Communities is the key strategic platform that Leisure Services operates from with such principles as people are active, healthy and content, that they feel safe and there is a strong sense of community and that the City is a great place for children. As such Council provides Community Centres, houses and halls, facilities such as West Wave and contributes to the establishment and operation of The Trust Stadium.

## ISSUES

Council recognises the fact that for leisure activities and opportunities to be of value to the community they must be accessible and affordable. This can be seen with the strategic placement of Community Centres around the City as key hubs of the wider community, with local communities serviced by community centres and halls.

Community centres have a three tier charging scheme for users. Private sector users are charged at the upper level, community groups at the mid level and social service and voluntary groups are charged the lowest rate. These rates have not changed since last adjusted five years ago.

Community Halls and houses set their own user charging rates. However, Leisure Services staff work very closely with these groups to ensure sustainability through finding a balance between revenue generation through charging users and sustainability through ensuring the facilities are well utilised by the local communities. All the houses and halls recognise and support Council's strategic objectives as well as their own for the local communities. Where there is Council assistance given, then a contract is entered upon which key community objectives are determined and monitored.

The pricing schedule for Council's community centres, houses and halls are under those of North Shore, Auckland and Manukau City Councils. Auckland City Council has recently increased facility hire rates. Operational subsidies to community houses are slightly on the lower side when compared to other Auckland Councils. Waitakere rates range from \$20,000 to \$30,000 where as Auckland range from \$15,000 to \$40,000 and North Shore averages \$30,000. Hamilton has an average funding of \$40,000.

For a facility such as West Wave there is a fine balance to be met between entry price, patronage and rates support. West Wave's goal is to attract as many people to the facility as possible at a price that is competitive and attractive to the community and users. Pricing is therefore set to be affordable to attract as many customers as possible and thereby maximising revenue and subsequently reducing the amount of rates subsidy. The pricing at West Wave is competitive with other Auckland facilities, excluding Manakau which has a policy of free entry into their pool facilities as the costs are funded entirely through rates.

The Trust Stadium has a charter agreed between Council and the Regional Sports Trust, which has a section on Community Objectives. One of the key objectives for the Stadium is to "be accessible and affordable to the wider community of Waitakere City". The Charter also states that "the success of the Sports Complex will be measured in the Trust's ability to achieve the objectives". Measurement of the Community Objectives will be via agreed quantitative and qualitative measures and reported through a six monthly performance report.

If the Council believes the Trust has not made reasonable progress towards achieving the Community Objectives, as set out in the Charter and in the contract, then the Charter states that Council can terminate the contract with the Trust with a three strike notice system.

The review of the Leisure Strategy is currently in progress and is due for completion in July 2005. Substantial effort is being put into information gathering to validate the strategy. The information will build a picture of the City's demographics by mesh block. The research will also identify current assets and future needs for the city when combined with population growth assumptions. The information gathered will also determine barriers and the strategy will seek to break down those barriers to the Community using facilities. One of those barriers may be that the cost of using the facilities in certain areas is too great. If that is the case then pricing in certain areas could be looked at as part of developing the strategy by 2005.

## CONCLUSION

It is the aim of Leisure Services to provide as many opportunities for the Waitakere residents to use the leisure facilities as possible. The best way to do this is provide facilities that are easily accessible and are affordable. Currently we are seeing participation growth at the Community Centres and at West Wave which suggests the community finds the facilities both accessible and affordable. Community Houses and Halls see strong support for the facilities which also suggests they are meeting the community's needs.

Community affordability will be monitored by Leisure Services through the contracts with YMCA and Sport Waitakere. Pricing at West Wave is under regular review to make sure the facility is competitive and attracts customers. The Community Centres have not had a price increase in five years and pricing will need to be reviewed. Community affordability for all leisure services will be addressed through the Leisure Strategy to be released in July 2005.

## RECOMMENDATIONS

1. That the Community Affordability For Leisure report be received.
2. This issues of Community Affordability of Leisure Services be addressed as part of reviewing the Leisure Strategy by July 2005.

Report prepared by: Louis Rattray, Leisure Services Manager.



## 5 YOUTH FACILITY DEVELOPMENT

### PURPOSE OF THE REPORT

The purpose of the report is to update the Committee on recent project developments, and have membership confirmed for the proposed two key working parties to be established in order to move forward with the next phases of development for a purpose-built youth facility in Waitakere City.

### BACKGROUND

Research and feasibility studies for the development of an indoor youth facility have been completed over recent years as a result of resolutions passed by the Community Facilities and Recreation and City Development Committees, based on an identified need for such a facility in Waitakere City.

The Waitakere Youth Facility Concept Feasibility Study was undertaken in 2003 to assess the suitability of the West Wave Recreation Centre as a potential site for an indoor youth facility, and was presented to Projects Special Committee in October 2003 during a workshop held in conjunction with the regular committee meeting.

The feasibility study addressed the following:

- Waitakere youth profile and Henderson Ward school analysis;
- Travel and transport analysis;
- Profile of existing youth facilities - New Zealand and Australia;
- Visitation assumptions;
- Retro-fit versus purpose built;
- Feasibility of seniors space;
- Concept design - spatial layout, bulk and location, budget;
- Revenue streams and operational cost assumptions;
- High / medium / low;
- Management and development options;
- Sustainability report - Concept Design.

It was endorsed by the Committee that:

*“a further report be bought back to the Projects Special Committee outlining the next major phases for the development of the youth facility”*

1997/2003

Following a report presented to Projects Special Committee in June 2004 outlining the proposed management and development options and other project information, the following recommendations were moved by the committee:

*“the report not be considered until such time as a debrief is carried out with regard to the Trust Stadium mechanism including governance for implementing the Stadium, and also including consideration of private/public partnerships and other possible options for location in Henderson, and reporting back to the Projects Special Committee”*

890/2004

*“That in the interim a Project Advisory Group as follows be set up, with any such other representative that may be needed to move the project forward:*

- *Councillor Hulse*
- *Councillor Dallow*
- *Director: City Services, John Dragicevich*
- *Group Manager: Planning and Community Services, Philip Brown”*

890/2004

This report seeks to update the Committee on the key tasks that are to be undertaken in order to address some of the key issues raised at the June 2004 Projects Special Committee meeting, and that the Committee has asked Council staff to report back on.

## **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.

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 linkages between the Aquatic Centre the town centre and the new Waitakere Central and is handy to a range of public transport systems.

## ISSUES

Discussions pertaining to the report presented at the June 2004 Projects Special Committee meeting identified there are several issues that need to be addressed before critical decisions for the youth facility development project can be recommended and endorsed by the appropriate Council Committees.

As per June 2004 Committee meeting recommendations (detailed in the background section of this report), a new Project Advisory Group has been established in the interim, to provide direction and guidance for the next critical phases of the project development. The interim Project Advisory Group has had an initial meeting to establish the project parameters (as outlined in this report), and will continue to meet on a regular basis to progress the project.

It has been recommended by the interim Project Advisory Group that two key working groups be established, each working to progress various elements of the project - a Project Advisory Group and a Youth Advocacy and Advisory group. It is proposed by the interim Project Advisory Group to retain existing working party members appointed at prior Council meetings (3377/2002).

The interim Project Advisory Group recommends the following Project Advisory Group appointments be confirmed:

- Chairperson of Project Advisory Group - Council Representative: Cr Penny Hulse;
- Chairperson of Projects Special Committee: Cr Ross Dallow;
- Director: City Services;
- Group Manager: Planning & Community Services;
- Representative of Youth Advocacy & Advisory Group - *recommended by the interim Project Advisory Group to be current representative from Waitakere Community Board - Chairperson Christine Shepherd.*

The Project Advisory Group will be supported by a staff team which will include the Leisure Services Manager and the Leisure Planner.

The core function of the Project Advisory Group will be to guide and endorse the work undertaken by Council project staff in addressing critical issues and developing robust processes for the project. This will include the following:

- Assist with holding a council-wide Trust debrief workshop in conjunction with the Director: Quality Assurance, to address Trust formation and operation issues (discussed in detail in the Development and Management Options section of this report);
- Profile national and international youth facilities to identify key success factors and critical issues faced in both development and operational management;
- Review and bring forward recommendations with respect to the existing feasibility study;
- Formulate internal process for this project, and address Council's preference for ownership, development and the management of on-going operations (including the formation or use of a Charitable Trust), including:
  - Council's financial and resource/staff commitment, both short term and long term.
- Analyse the existing Henderson Fire Station as a potential site for the youth facility;
- A draft project plan that will include:
  - Realistic project timeline;
  - Identify critical project components - key decisions required, by who and when;
  - Council contribution - staff capacity, resources, financial;
  - Selection or establishment of external entity;
  - Project process - identified in project stages;
  - Communications Plan;
  - Risk Management Plan.

The Project Advisory Group recommends the Youth Advocacy and Advisory Group representation be appointed as follows:

- Chairperson of Youth Advocacy & Advisory Group - Council Representative: Child & Youth Advocate (*current representative is Brenda Brady (appointed 3377/2002)*);
- 1 Representative from Henderson Community Board;
- 1 Representative from Waitakere Community Board (*current representative is Chairperson Christine Shepherd (appointed 3377/2002)*);
- 1 Representative from Massey Community Board;
- 1 Representative from New Lynn Community Board;
- 2 Representatives from Waitakere Secondary Schools Youth Council;
- 2 Representatives from Te Roopu Puawai O Waitakere;
- 2 Student representatives from Unitec Waitakere.

The Projects Special Committee may wish to consider other appointments in order to capture a wide mix of youth representation and participation, and possibly partnership opportunities.

The Project Advisory Group will be supported by a staff team which will include the Partnerships and Advocacy Leader - Child and Youth, Leisure Services Manager and the Leisure Planner.

The core function of the Youth Advocacy and Advisory Group will be to represent and involve Waitakere youth in developing the youth facility. Some of the key tasks this group will undertake include:

- Take lead role in developing and facilitating consultation with youth throughout the project;
- Consult with youth on Concept Design to confirm the mix of core elements/functions meets needs and expectations;
- Develop youth vision and key outcomes and objectives of the facility;
- Identify activities and services to meet needs of present and future youth;
- Align the project with Council strategic objectives for youth;
- Act as the key reference group for input and feedback on all aspects of Design throughout project;
- Engage with Waitakere secondary schools to maximise and confirm usage potential of the facility - as per Concept Design.

It is recognised that the identified Youth Advocacy and Advisory Group tasks cannot be undertaken until such time as the development options and Council's financial commitment is confirmed and endorsed by the appropriate Council committees.

### **Development and Management Options**

Prior to any decision on an entity to raise capital funding, and deal with ownership and ongoing management of the facility, it has been identified that issues relating to recent Trust - Council relationships and performance must first be addressed before progressing.

In conjunction with the Director: Quality Assurance, a "Trusts Debrief" workshop for all Councillors is being planned to address the following issues:

- Positive lessons learned in developing Trusts;
- What are the pitfalls and things to be done better next time;
- Development phases - successes and failures;
- Operational phases - successes and failures;
- What are the alternatives to Trusts.

Prior to facilitating the workshop, Council staff will collate background information on five recent Waitakere City Council - Trust relationships (The Trusts Stadium, Corban Estate Arts Centre, Playhouse Theatre, Olympic Park Development and Lopdell House), as well as collating examples of best practice for similar national and international facility developments and governance.

Due to resource and time limitations and increased Councillor workloads with the upcoming local body elections, the workshop will be planned for November/December 2004.

A report will be completed at the conclusion of the workshop, outlining the workshop's findings and the proposed models developed. This will include:

- A model for Trust/external entity - Council relationships:
  - Standard of Council's commitment - funding (project seed funding, capital development funding, operational funding) and provision of resources and staff.
- Accountability processes, standards and expectations established for governance and operations as appropriate;
- Model for Trustee selection process if Council is to be involved in this.

The report will be presented through a workshop for all Councillors in early 2005.

### Council's Financial Contribution

The Project Advisory Group will need to make a recommendation to Council's Projects Special and City Development Committees regarding Council funding for the project. An approach that has been discussed in the interim Project Advisory Group has been for Council to fund up to 50% of the capital development, by way of a grant (total capital development cost currently estimated to be around \$10 million).

It is also anticipated that Council may consider providing the Waitakere Youth Facility with an operational subsidy to assist with the facility maintenance, and youth programmes and services.

All approved financial contribution commitments will need to be considered in the 2006 Long Term Council Community Plan, including the operational subsidy which will be forecast in the 2007/2008 Annual Plan.

### Project Work Programme and Timeline

Critical and key tasks that need to be achieved over the next six months have been outlined below. The project timeline included in the recent June 2004 Projects Special Committee report will be reviewed and updated as the project plan is developed over the next few months, and endorsed by the Project Advisory Group.

**Table 1 - Key Project Tasks (short term)**

Key Task	Month to be achieved (2004/2005)	By Who
Trust debrief workshop	November/December	Director: Quality Assurance
Trust debrief report	Early 2005	Director: Quality Assurance
Analyse Henderson Fire Station site	Early August	Project Staff
Report to Projects Special Committee to: <ul style="list-style-type: none"> <li>• approve location of facility</li> <li>• endorse financial commitment (in principal) from Council</li> </ul>	September Meeting	Project Advisory Group, with input from Youth Advocacy
Report to City Development Committee, to approve: <ul style="list-style-type: none"> <li>• financial commitment in principal</li> <li>• inclusion in the 2006 Long Term Community Plan</li> </ul>	September meeting	Project Advisory Group

### RESOURCES

A sum of \$250,000 funding was allocated in the 2003/2004 Annual Plan to develop the detailed architectural design of the youth facility. A request to carry this amount into the 2004/2005 year was approved by the Long Term Council Community Plan and Annual Plan Special Committee meeting held on 29 June 2004.

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A further \$50,000 has been included in the 2004/2005 Annual Plan to resource the establishment of a Charitable Trust to take ownership of the youth facility and manage the on-going operations - pending the outcome of the 'Trusts Debrief' workshop.

## CONCLUSION

Several issues have been identified by the Projects Special Committee that need to be addressed before critical decisions for the youth facility development project can be recommended and endorsed by the appropriate Council committees.

The Project Special Committee in June 2004 moved that a new Project Advisory Group be established in the interim, to provide direction and guidance for the next critical phases of the project development. The interim Project Advisory Group has recommended that two key working groups be established, each working to progress various elements of the project - a Project Advisory Group and a Youth Advocacy and Advisory Group.

The core function of the Project Advisory Group will be to guide and endorse the work undertaken by Council project staff in addressing critical issues and developing robust processes for the project. The core function of the Youth Advocacy and Advisory Group will be to represent and involve Waitakere youth in developing the youth facility. The key tasks to be undertaken by each of the groups have been outlined in the body of this report.

Critical and key project tasks that need to be achieved over the next six months in order to progress the youth facility development project have been outlined in this report, Table 1 - Key Project Tasks (short term).

## RECOMMENDATIONS

1. That the Youth Facility Development report be received.
2. That the Projects Special Committee confirm the representation of the Project Advisory Group, as recommended by the interim Project Advisory Group, and be appointed as follows:
  - Chairperson of Project Advisory Group - Council Representative: Cr Penny Hulse;
  - Chairperson of Projects Special Committee: Cr Ross Dallow;
  - Director: City Services;
  - Group Manager: Planning & Community Services;
  - Representative of Youth Advocacy & Advisory Group: (*Confirmed as current representative of Waitakere Community Board - Chairperson Christine Shepherd*).
3. That the Projects Special Committee confirm the representation of the Youth Advocacy and Advisory Group as recommended by the interim Project Advisory Group, and be appointed as follows:
  - Chairperson of Youth Advocacy & Advisory Group - Council Representative: Child and Youth Advocate (*Current representative confirmed as Brenda Brady*);
  - 1 Representative from Henderson Community Board;
  - 1 Representative from Waitakere Community Board (*Current representative confirmed as Chairperson Christine Shepherd*);
  - 1 Representative from Massey Community Board;
  - 1 Representative from New Lynn Community Board;
  - 2 Representatives from Waitakere Secondary Schools Youth Council;
  - 2 Representatives from Te Roopu Puawai O Waitakere;
  - 2 Student representatives from Unitec Waitakere.

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

