Historic Village

STRATEGY

2012 - 2022
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Introduction

The Historic Village is a unique multi-dimensional location that fulfills an important role in Tauranga. The Historic Village Strategy sets out the vision for the Village over the next ten years. It recognises and guides Tauranga City Council’s contribution to the provision, management and use of the Historic Village. The Strategy provides specific direction on the future of each of the five interlinked elements that make up the Village – the community, historic, trading, culture and environment dimensions.

The Strategy Development Process

Elected Members as part of the discussion regarding the Draft Annual Plan in December 2010 requested that a Project Steering Group (PSG) be established to develop an Historic Village Strategy.

At its meeting on 21 February 2011 Council established the Historic Village Project Steering Group. The purpose of the group was to bring together the different interest groups at the Historic Village to recommend to Council the future direction of the Village. The Project Steering Group was made up of three Councillors, six Historic Village Tenants representatives (three community group tenants and three non-community groups) and three community representatives (see Appendix one).

In developing a Historic Village Strategy the Project Steering Group was also tasked with reviewing and incorporating six strategic objectives as defined by Council resolution. These objectives form the core strands of the Strategy.
Vision

Our Community heart where people visit, connect and belong – to the past, present and future

The vision recognizes the key role the Historic Village plays in providing a multi dimensional focal point for community activities. It also acknowledges the unique setting and character of the Village. The vision incorporates the dynamic nature of the work done by organisations there to create future directions for the community and environment.

Five interlinked dimensions make up the Village – the community, historic, trading, culture and environment dimensions – and give the Village a uniqueness that needs to be developed.

The community focus comes from the number of community organisations at the Village providing a range of services to the wider community and from the unique community environment that the Village itself has. The historic focus comes from the village’s beginning as a working historic village and the character buildings that make up the Village. The cultural dimension comes from the many art and cultural activities at the village and the environment dimensions is evident in the bush and gardens and the focus of the Village to take sustainable actions.

Principles

The following principles underpin this strategy. The Historic Village will be

• Highly valued by the community.
• Accessible to both the local community and visitors.
• Collaborative: joint approaches between the various dimensions of the village.
• Inclusive: welcoming and encouraging the involvement of the local community
• Sustainable and Efficient: The Historic Village will be operated in an environmentally and financially sustainable manner. The Village funding is to be self sustaining with no allocation of rates funding for operational expenditure.
Goals

The six interrelated strategic objectives, previously defined by Council define the key goals of the strategy. These goals also reflect the multi dimensional nature of the Village.

1. **A community place** that welcomes a range of community groups who provide services for Tauranga residents, while being supported by an active trading and visitor experience.

2. **Visitor Experience** – the Historic Village is to provide a seven day a week character experience for residents and visitors to Tauranga, which is enhanced by a regular programme of events and activities.

3. **Asset management** – the Historic Village assets are to be maintained in a planned manner that is affordable, enhances the assets’ lives and supports objective 4, by drawing on the support in the community.

4. **Financial sustainability** – The Historic Village Activity is to be managed in a manner that ensures it maintains a long term self sustaining financial position, through providing opportunities for other sources of funding in addition to rental revenue.

5. **Former Wickham Site** is to be used to enhance objectives 1-4, by providing a mix of commercial and community tenants, parking and spaces for community and event purposes.

6. **Village Management** – the core management of the Village be established to involve active community groups such as the “Friends of the Village” to assist in the meeting of the five objectives above.
Where We Are Now

What is the Historic Village?

The Historic Village in Seventeenth Avenue is a 5.6 hectare property that provides a venue for a range of community and commercial entities. It contains a collection of historic and replica buildings set in a unique village setting of gardens and bush. A large part of the site remains undeveloped.

The Historic Village also houses a Boardroom, the Village Hall, a Theatre, a Chapel and a number of streets with a unique ambience. Several of these unique character buildings are available for hire. The Village grounds can be hired for special events such as expos and festivals.

The Historic Village is home to a diverse range of community organizations and commercial enterprises. The community groups collectively help thousands of members of the community each year by providing social, community, leisure and health services. Some of the groups currently operating from the Historic Village include Age Concern, Tauranga Budget Advisory Services, Volunteer Western Bay of Plenty and the Turning Point Trust. The Historic Village is also home to a number of local artists — with classes and workshops available. (A full list of the current tenants can be found in Appendix two.)

Our Community Places 2008 - the community facilities strategy for Tauranga – notes the value of community facilities like the Historic Village. ‘They provide opportunities for community development, places for community and social services to take place in, places for arts and culture and places to educate and inform the community and provisions of spaces for collaboration and interaction by the community. They contribute positively to the development of strong communities and provide a focal point for our local communities by providing places for social interaction and community involvement’.

The History of the Historic Village

The Historic Village opened in 1977 and has a diverse history. It originally began as a working museum. In 2000 Compass Community Village Limited was given a 20 year lease and the focus shifted to providing accommodation for community groups within the Western Bay of Plenty. During this time considerable refurbishment and redevelopment took place to enable the village to become a multi-functional community while still retaining its colonial atmosphere. It became home to many of the regions charitable and not for profit organizations and provided halls and meeting rooms for exhibitions and special events.

In 2005 Tauranga City Council took over ownership of the Village. The objective was to operate under a sustainable self funding business model. By November 2007 the Village reached 100 per cent occupancy and to date has remained above 90 per cent since.

The Historic Village is therefore operated as an activity of Council that sits under the Community Property Services Portfolio. The policy and governance direction comes directly from the Council through the consideration and approval of the Activity plan. All budgets are reviewed and set by Council on a regular basis.
Major infrastructure upgrades at the Village began in 2008 which included:

- flood protection work;
- electrical distribution;
- cabling;
- internal drainage; and
- development of a comprehensive asset management program.

**Current Direction and Focus**

The current strategic direction for the Historic Village is:

‘The site is to be fully developed with high quality tenant relationships. The Village is to be fully occupied with high visitor numbers enjoying a vibrant mix of community and commercial entities with a well presented and maintained village environment.’

The Village direction is further outlined in the Annual Operations Plan 2010/2011:

- To provide a self-funding facility with primary focus on affordable accommodation for community organizations, supplemented by commercial business lease revenue.
- To utilize the unique location and environment to maximize event opportunities.
- To provide venues for hire for professional, community and social use.
- To develop a unique retail facility for small local business.
- To compliment Tauranga’s tourism network and provide an accessible recreation destination for the community.
- To maintain the buildings and infrastructure while respecting character and heritage of the site.

The current focus is on providing affordable accommodation for community service organisations, supplemented by commercial and retail operators. The current tenant mix reflects this – see table one.

**Table One: Tenant Groups at the Historic Village – as at September 2011**

<table>
<thead>
<tr>
<th>Tenant Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Groups</td>
<td>31</td>
</tr>
<tr>
<td>Trading</td>
<td>12</td>
</tr>
<tr>
<td>Commercial Enterprises</td>
<td>10</td>
</tr>
<tr>
<td>Workshop</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
</tr>
</tbody>
</table>
The occupancy rate is currently around 95 per cent and has been at this level since 2008. Providing accommodation for community groups fulfils an essential role in ensuring the community is able to access the support and services offered by these organisations. The Historic Village also provides venues for hire for a range of events and activities. The table below presents information on venue and events attendees.

Table Two: Venue & Event Attendees

<table>
<thead>
<tr>
<th></th>
<th>2007/08</th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Venue hire attendees</td>
<td>18,329</td>
<td>20,910</td>
<td>25,200</td>
<td>19,790</td>
</tr>
<tr>
<td>Festivals and event attendees</td>
<td>1,000</td>
<td>23,000</td>
<td>25,000</td>
<td>17,000</td>
</tr>
</tbody>
</table>

All building assets in the Village have been surveyed and a planned programme of maintenance exists.

The current plan of the Village is made up of three distinct but related areas:

A Visitor area – Main Street and Market Street:

- Tenants on ground floor premises to be trading – retail, café, attractions.
- Upstairs offices can be for community or commercial.
- The Chapel and Faulkner House are on the Periphery of this area. The grounds area between these two buildings could be developed into a visitor space.

An Event area:

- Village Hall, Theatre, Schoolhouse, Chapel, Café and Balcony Room.
- Large green space areas

Community Organisation Premises:

- Taniwha Street and Brook Street
- Upstairs in Main and Market Street

There is also a bush walk between Taniwha and Market Street. There is potential to create additional bush walk ways.
Key Challenges

Part of developing a strategy for the Village involves identifying the key challenges facing the Village. The PSG identified seven key challenges:

- Tenure restrictions
- Village profile
- Age and condition of buildings
- Venue features
- Access to the Village
- Diversity at the Village
- Current economic climate

Tenure Restrictions

The short term tenancy agreements for both new and existing tenants are reported to be one of the most important challenges facing the Village. Currently the maximum term of any lease agreement is one year. Tenants would like greater certainty to enable them to make long term business development plans. With longer term leases greater investment could be made at the Village.

The issue of short term lease agreements was identified as being particularly relevant for development of the Village café. A café is seen as an essential ingredient for the future success of the Village. A high quality café creates a central hub for the Village and helps draw people and events to the Village.

Village Profile

The lack of community awareness of the Village was identified as a key challenge to be addressed. The message was that many people were not aware that there were shops and workshops in the Village. However the PSG noted that the Village came alive during events.

Age and Condition of the Buildings

The Village has been surveyed and a programme of maintenance exists. However, the implementation of the maintenance plan is constrained to a large extent by the Village’s existing budget. The age and condition of many of the building in the Village is a key challenge for the future viability of the Village.

The PSG suggested that some maintenance work could be carried out by members of the Village and Volunteers wishing to be involved in the Village. Other partnership initiatives could also be explored – these actions are proposed in the next section of the strategy that focuses on actions for the future.
Venue Equipment

Venue hire at the Historic Village provides an important opportunity to provide funds for the Village. Venue hire for conferences attract visitors and help promote the village. The buildings available to be hired as venues provide a unique environment for conferences and events but lack some essential features – such as wireless internet and heat pumps.

Access to the Village

A major strength of the village is its central location and proximity to the CBD and it is serviced by public buses. However car parking is a major challenge at peak times.

Diversity at the Village

Part of what makes the Historic Village unique is the diverse range of organisations involved in the village. This important characteristic of the Village also provides a challenge in meeting the different needs of all members of the Village.

Current Economic Climate

The current economic climate – especially coupled together with the building and infrastructure requirements - pose a significant challenge for the Village. A key objective is for the village to be financially sustainable and to do so the Village depends on robust rental returns and revenue from venue and events held at the Village. Rental returns and venue activity are always more challenging in difficult economic environments.
What We Will Do

The proposed vision, goals and principles for the 2012-2022 Historic Village Strategy tell us where we want to be with the provision, management and use of the village. The following section outlines proposed actions to be undertaken to achieve this over the next ten years. Any future development of the Village will be carried out in accordance with the relevant provisions in the City Plan.

The actions are grouped together under each of the six key objectives of the Strategy. One of the primary actions is for a Village master plan to be prepared. The strategy itself guides the development of the master plan – in particular it includes the following actions:

- attractive and functional gardens;
- parking integrated around the village;
- retention of some green space for event and community use;
- tenant on ground floor to be premises to be trading – retail, café, attractions;
- upstairs offices to be used for community or commercial tenants;
- creation of rotunda feature;
- development of further rental accommodation;
- the Wickham site opportunities to be explored; and
- additional bush walkways.

Another key recommendation included under Goal six is for the Historic Village to be retained as an activity of Council and an advisory group be established to support the Village management. In reviewing a number of different management and governance arrangements the PSG decided that the retention of the existing structure – with the addition of an advisory group - would most effectively achieve the Village’s vision. It would also provide certainty and continuity of service to the Historic Village and wider community.

The costs associated with each of the proposed actions in the Strategy are indicative only and may need to be revised as more detailed information becomes available. Indicative costings are needed to ensure that some level of budgeting can be included in the ten year plan.

Many of the proposed actions involve the development of options to improve the Village. This process of developing options will provide more detailed information on the implementation costs associated with different options. When more information on the cost and benefits has been assessed - decisions can then be made on whether to pursue the implementation of the options.

Time frame for actions:

Short term = 2012/13 – 2014/15
Medium Term = 2015/16 – 2017/18
Long Term = 2018/19 – 2021/22
Goal One:
A community place that welcomes a range of community groups who provide services for Tauranga residents, while being supported by an active trading and visitor experience.

<table>
<thead>
<tr>
<th>What will we do?</th>
<th>Why will we do it?</th>
<th>Who will do it?</th>
<th>What will it cost?</th>
<th>When will it happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Prepare a master plan for the Historic Village – based on the specific direction provided by the Village Strategy. This would include: • attractive and functional gardens • parking integrated around the village • retention of some green space for event and community use • creation of rotunda feature • development of further rental accommodation • the Wickham site opportunities to be explored • additional walkways</td>
<td>To provide a specific plan for the future of the Village</td>
<td>Tauranga City Council.</td>
<td>Costs to be advised</td>
<td>Short term</td>
</tr>
<tr>
<td>1.2 Develop guidelines to support tenants in developing and displaying their own histories.</td>
<td>To promote the historic dimension of the Village</td>
<td>Tauranga City Council – Village Management.</td>
<td>No specific costs</td>
<td>Short term</td>
</tr>
<tr>
<td>1.3 Continue to raise the profile and branding of the Village through the following actions: • Special offers to targeted groups; • Regular newspaper advertising – shared with tenants; • Annual and one off advertising in Tourism networks; and • Developing a social media program.</td>
<td>This action will help raise the profile of the Village and promote activities that occur within it.</td>
<td>Tauranga City Council – Village Management.</td>
<td>To be included as part of the Village operating budget.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Activity</td>
<td>Benefits</td>
<td>Responsible Party</td>
<td>Costs</td>
</tr>
<tr>
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<td>--------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>--------------------------------------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>1.4</td>
<td>Ensure a site manager is present at the Village during working hours.</td>
<td>To help create a welcoming environment for visitors and tenants and to ensure access to Village management.</td>
<td>Tauranga City Council – Village Management</td>
<td>No costs associated directly with this action.</td>
</tr>
<tr>
<td>1.5</td>
<td>Improve Street signage to the Village.</td>
<td>This will assist in improving awareness of the Village.</td>
<td>Council – Village Management</td>
<td>Costs to be determined.</td>
</tr>
<tr>
<td>1.6</td>
<td>Investigate options for a smoke free environment at the Village – ensuring appropriate provision for smokers.</td>
<td>To provide a healthy environment.</td>
<td>Council – Village Management</td>
<td>Incorporated in the existing operating budget.</td>
</tr>
<tr>
<td>1.7</td>
<td>Further develop the gardens in the Village to showcase a variety of attractive and functional gardens – specific areas for the gardens will be set aside in the Village’s master plan.</td>
<td>To increase the aesthetics of the Village and to showcase ecologically sustainable design techniques.</td>
<td>Village Management and Tauranga Environment Centre</td>
<td>Costs to be determined when options are developed.</td>
</tr>
<tr>
<td>1.8</td>
<td>Continue to enhance the existing community house concept – with a focus on art and culture. Community House – a building or property where a range of service organizations can locate together – a base for community organizations.</td>
<td>To promote community art and culture at the Village.</td>
<td>Village Management and Tenants</td>
<td>No specific costs</td>
</tr>
<tr>
<td>1.9</td>
<td>Provide parking on the peripheral areas of the Village that are not able to be developed. Incorporate these areas into the master plan for the Village.</td>
<td>To ensure accessibility to the Village.</td>
<td>Tauranga City Council - Village Management</td>
<td>Costs to be determined when options are identified in the Master Plan.</td>
</tr>
</tbody>
</table>
## Goal Two:

Visitor Experience – the Historic Village is to provide a seven day a week character experience for residents and visitors to Tauranga, which is enhanced by a regular programme of events and activities.

<table>
<thead>
<tr>
<th></th>
<th>What will we do?</th>
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<th>Who will do it?</th>
<th>What will it cost?</th>
<th>When will it happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Actively promote the unique location and environment to maximise event opportunities.</td>
<td>To ensure visitors are offered a wide range of experiences.</td>
<td>Council – Village Management</td>
<td>Incorporated in the existing operating budget.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2.2</td>
<td>Encourage synergy of hours with trading tenants.</td>
<td>To help promote the Village as a seven day a week character experience.</td>
<td>Council – Village Management and Tenants.</td>
<td>No specific costs.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2.3</td>
<td>Install and maintain information plaques to each building with historic information.</td>
<td>To provide heritage information to visitors.</td>
<td>Council – Village Management and the Tauranga Heritage Collection.</td>
<td>Costs to be determined.</td>
<td>Short term</td>
</tr>
<tr>
<td>2.4</td>
<td>Create interpretation panels that tell stories around the Village. Use these panels to create a self guided tour of the Village.</td>
<td>To enhance the historical dimension of the visitor experience.</td>
<td>Council – Village Management</td>
<td>Costs to be determined.</td>
<td>Medium term</td>
</tr>
<tr>
<td>2.5</td>
<td>Continue to maintain and extend the Village Events Calendar.</td>
<td>To secure a regular programme of events and activities for visitors.</td>
<td>Council – Village Management</td>
<td>Existing Village operating budget</td>
<td>On going</td>
</tr>
<tr>
<td>2.6</td>
<td>Continue to develop the Village Bazaar.</td>
<td>To secure a regular programme of events and activities for visitors.</td>
<td>Council – Village Management and Village Tenants.</td>
<td>Existing Village operating budget</td>
<td>On going</td>
</tr>
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<td></td>
<td></td>
</tr>
<tr>
<td>2.7</td>
<td>Facilitate options for providing a range of environment, craft and heritage education workshops</td>
<td>To provide meaningful visitor experiences.</td>
<td>Council – Village Management and Village Tenants.</td>
<td>Costs would be within tenant and venue client activities.</td>
<td>On going</td>
</tr>
<tr>
<td>2.8</td>
<td>Develop options for providing barbeques and seating areas.</td>
<td>To enhance the community’s recreational use of the Village.</td>
<td>Council – Village Management</td>
<td>Costs to be identified when the options are developed.</td>
<td>Medium term</td>
</tr>
<tr>
<td>2.9</td>
<td>Continue to engage with local tourist operations to promote the Village as a local attraction.</td>
<td>To assist in informing tourists about the Village.</td>
<td>Council – Village Management and Village Tenants.</td>
<td>No specific costs.</td>
<td>On going</td>
</tr>
<tr>
<td>2.10</td>
<td>Investigate options for improving access to the Village – continue to work with those in the surrounding area.</td>
<td>To ensure the Village is accessible. This includes providing car park space for visitors to the Village.</td>
<td>Council – Village Management and the Transport team</td>
<td>Costs yet to be determined.</td>
<td>Medium term</td>
</tr>
<tr>
<td>2.11</td>
<td>Investigate the potential of relocating relevant historic items currently off site back to the Village or arrange the temporary display of relevant items.</td>
<td>To enhance the historic dimension of the Village and provide an additional features of interest to the Village.</td>
<td>Council – Village Management and Tauranga Historic Collection.</td>
<td>Costs to be determined when items are identified.</td>
<td>Medium term</td>
</tr>
<tr>
<td>2.12</td>
<td>Investigate the viability of putting model train tracks and or a motorised model train through the Village.</td>
<td>To provide an additional visitor attraction to the Village.</td>
<td>Council – Village Management and Interested Community Groups.</td>
<td>Costs to be determined when options are developed.</td>
<td>Long Term</td>
</tr>
<tr>
<td>2.13</td>
<td>Ensure the Village is accessible 7 days a week by providing a programme of active events and encouraging tenant activity that draws the local community to the Village over a seven day period.</td>
<td>To ensure that the different dimensions of the village are utilised over the seven day period.</td>
<td>Council – Village Management and Friends of the Village Group.</td>
<td>No specific costs</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2.14</td>
<td>Incorporate Heritage days into the regular events programme.</td>
<td>To provide a unique visitor experience with a historic focus</td>
<td>Council – Village Management, Tenants and Friends of the Village Group.</td>
<td>Costs to be determined.</td>
<td>Short term</td>
</tr>
<tr>
<td>2.15</td>
<td>Explore options for additional walkways to be incorporated into the Village. Include these plans in the Master plan.</td>
<td>To provide an additional feature to the visitor experience.</td>
<td>Council – Village management.</td>
<td>Costs to be determined when options are developed.</td>
<td>Medium term</td>
</tr>
</tbody>
</table>
Goal Three:  
*Asset management – the Historic Village assets are to be maintained in a planned manner that is affordable enhances the assets’ lives and supports objective 4, by drawing on the support in the community.*

<table>
<thead>
<tr>
<th>What will we do?</th>
<th>Why will we do it?</th>
<th>Who will do it?</th>
<th>What will it cost?</th>
<th>When will it happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Continue to update and prioritise the Village Asset Management Plan</td>
<td>To ensure the efficient asset management at the Village.</td>
<td>Council – Village Management.</td>
<td>Existing Village operating budget.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3.2 Continue and enhance the maintenance programme while respecting the character of the buildings.</td>
<td>To ensure buildings are maintained at appropriate standards.</td>
<td>Council – Village Management.</td>
<td>Existing Village operating budget.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3.3 Explore opportunities for maintenance and services to be provided by Village and or community Organisations.</td>
<td>To utilize existing skills and Village Knowledge.</td>
<td>Council – Village Management and Village Tenants.</td>
<td>Existing Village operating budget.</td>
<td>Short term</td>
</tr>
<tr>
<td>3.4 Investigate partnership opportunities for infrastructure provision and investment in the Village – through the City Partners Programme and sponsorship.</td>
<td>Partnership opportunities could help achieve the Villages objectives without having to fully fund the development. While this is an advantage there is a need to ensure that this approach does not restrict community access in any way.</td>
<td>Council – Village Management.</td>
<td>Costs to be determined.</td>
<td>Costs to be determined.</td>
</tr>
<tr>
<td></td>
<td>3.5</td>
<td>Assess the venues at the Village to identify what is required to make them more attractive as a venue location.</td>
<td>This action will identify what is needed to provide high quality venue facilities at the Village.</td>
<td>Council – Village Management.</td>
</tr>
<tr>
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<td>-------------------------------------------------------------------------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td></td>
<td>3.6</td>
<td>Identify the feasibility of relocating to the Village where appropriate older buildings in Tauranga. These buildings would have to be suitable for tenants or as a venue.</td>
<td>This action will support the creation of additional assets.</td>
<td>Council – Village Management and Property Services.</td>
</tr>
</tbody>
</table>
**Goal Four:**  
Financial sustainability - The Historic Village Activity is to be managed in a manner that ensures it maintains a long term self sustaining financial position, through providing opportunities for other sources of funding in addition to rental revenue.

<table>
<thead>
<tr>
<th>What will we do?</th>
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<th>What will it cost?</th>
<th>When will it happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Provide a variety of lease options and locations for up to 20 years - are available to a variety of tenants at the Village.</td>
<td>To provide greater certainty to tenants to enable them to undertake longer term investment planning. This action will also help to secure on going rental income for the Village.</td>
<td>Council – Village Management.</td>
<td>No costs involved</td>
<td>Short term</td>
</tr>
<tr>
<td>4.2 Continue to provide venues for hire for professional, community and social use.</td>
<td>To ensure space for community meetings and provide venue income to the Village.</td>
<td>Council – Village Management.</td>
<td>Existing Village Operating Budget.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4.3 Develop a unique retail facility for small local businesses – ground floor premises to house retail attractions.</td>
<td>This will add to the character of the Village and provide rental income to the Village.</td>
<td>Council – Village Management.</td>
<td>Cost to be determined.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4.4 Develop a sponsorship programme with naming rights for key buildings.</td>
<td>To provide a wider sense of community connection to the Village.</td>
<td>Tauranga City Council - Village Management</td>
<td>No specific cost</td>
<td>Short term</td>
</tr>
<tr>
<td>4.5</td>
<td>Facilitate a retail mentor programme for tenants at the Village.</td>
<td>To provide support and advice to tenants at the Village to help grow their organisations.</td>
<td>Tauranga City Council - Village Management</td>
<td>No specific costs</td>
</tr>
<tr>
<td>-----</td>
<td>---------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>4.6</td>
<td>Explore options for reducing water consumption by using rainwater and groundwater.</td>
<td>To help create a sustainable village model and to reduce costs.</td>
<td>Tauranga City Council - Village Management and Tauranga Environment Centre.</td>
<td>No specific costs</td>
</tr>
<tr>
<td>4.7</td>
<td>Investigate options for increasing energy efficiency within the Village</td>
<td>To promote sustainable practices within the Village and to reduce cost.</td>
<td>Tauranga City Council - Village Management and Tauranga Environment Centre.</td>
<td>No specific costs</td>
</tr>
<tr>
<td>4.8</td>
<td>Investigate alternative transport initiatives for Village tenants – such as car pooling.</td>
<td>To promote sustainable practices and relationships within the Village.</td>
<td>Village Management and Tauranga Environment Centre.</td>
<td>No specific costs</td>
</tr>
<tr>
<td>4.9</td>
<td>Implement waste minimization initiatives.</td>
<td>To promote sustainable practices within the Village – and to show case this to visitors.</td>
<td>Village Management and Tauranga Environment Centre.</td>
<td>No specific costs</td>
</tr>
</tbody>
</table>
Goal Five:
Former Wickham Site is to be used to enhance objectives 1-4, by providing a mix of commercial and community tenants, parking and spaces for community and event purposes.

<table>
<thead>
<tr>
<th>What will we do?</th>
<th>Why will we do it?</th>
<th>Who will do it?</th>
<th>What will it cost?</th>
<th>When will it happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Develop the Former Wickham Site to include a range of tenants – community, preschool and commercial office space - with buildings to compliment the unique character of the Village. This will be incorporated into the Master Plan.</td>
<td>To maximise revenue opportunities to ensure the Village is self funding and the unique character and historic nature of the Village.</td>
<td>Tauranga City Council.</td>
<td>Costs to be determined.</td>
<td>Medium term</td>
</tr>
<tr>
<td>5.2 Incorporate the retention of some green space within the former Wickham site for community and event use - in the Master Plan.</td>
<td>This action ensures that a diverse environment is maintained at the Village. The green space will also provide important event space at the Village.</td>
<td>Council – Community Property Services Activity Area.</td>
<td>Costs to be identified at the time the proposed plan is considered.</td>
<td>Short term</td>
</tr>
<tr>
<td>5.3 Investigate city partnership opportunities for the recreation of the Village rotunda.</td>
<td>This would create an additional venue for hire for concerts, weddings and functions. It would also add to the character of the Village.</td>
<td>Tauranga City Council – Village Management.</td>
<td>No specific costs</td>
<td>Short term</td>
</tr>
<tr>
<td>5.4</td>
<td>Integrate some additional car parking space within the former Wickham site in the Master Plan.</td>
<td>This helps ensure access to the Village.</td>
<td>Tauranga City Council – Village Management.</td>
<td>Costs to be identified at the time the proposed plan is considered.</td>
</tr>
<tr>
<td>5.5</td>
<td>Investigate options for a character playground at the Village.</td>
<td>This action will help to enhance the community space at the Village.</td>
<td>Tauranga City Council – Village Management.</td>
<td>Costs will be determined once the options are developed.</td>
</tr>
</tbody>
</table>
Goal Six:  
*Village Management* - the core management of the Village be established to involve active community groups such as the “Friends of the Village” to assist in the meeting of the five objectives above.

<table>
<thead>
<tr>
<th></th>
<th>What will we do?</th>
<th>Why will we do it?</th>
<th>Who will do it?</th>
<th>What will it cost?</th>
<th>When will it happen?</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
<td>Retain the Village as an activity of Council.</td>
<td>To achieve the Village's vision and to provide future certainty and continuity of service to the Village. The PSG reviewed a number of other arrangements and recommends that the Village remain an activity of Council.</td>
<td>Tauranga City Council</td>
<td>No costs</td>
<td>Ongoing</td>
</tr>
<tr>
<td>6.2</td>
<td>Establish a Historic Village Advisory Board – set out role and scope.</td>
<td>To help guide the implementation of the Village’s Strategy. Establishes a relationship with Village management and provides a broad set of knowledge to support and advise the Village.</td>
<td>Council – Village Management</td>
<td>No specific costs</td>
<td>Short term</td>
</tr>
<tr>
<td>6.3</td>
<td>Establish a ‘Friends of the Village’ network to facilitate activities such as – fundraising, heritage guides, events, maintenance and garden development.</td>
<td>To increase the community’s involvement in the Village.</td>
<td>Council – Village Management</td>
<td>Minimal establishment costs</td>
<td>On going</td>
</tr>
<tr>
<td>6.4</td>
<td>Continue tenant meetings and tenant newsletters.</td>
<td>To encourage tenants to participate and bring ideas to help in the collective success of the Village.</td>
<td>Council – Village Management and Village Tenants</td>
<td>No specific costs</td>
<td>On-going.</td>
</tr>
<tr>
<td>6.5</td>
<td>Explore options for engaging Iwi in the Village.</td>
<td>To ensure Iwi are involved in the Village.</td>
<td>Council – Village Management</td>
<td>No specific costs</td>
<td>Short term</td>
</tr>
</tbody>
</table>
Monitoring and Review

Progress made in meeting the goals and working towards the Vision of the Village will be measured against the following targets. These measures will be assessed on a 3 yearly basis. A full review of the strategy is intended to be undertaken every five years following adoption or when needed.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Measures</th>
<th>What this Measure tells us</th>
<th>Method</th>
</tr>
</thead>
</table>
| A community place that welcomes a range of community groups who provide services for Tauranga residents, while being supported by an active trading and visitor experience. | • Number and range of people visiting the Village.  
• Number of community tenants at the Village.  
• Number of commercial trading tenants at the Village.  
• Tenant satisfaction levels | How the Village is welcoming and responding to community groups and visitors.  
How the Village is meeting tenants requirements. | • Visitor survey.  
• Occupancy rates.  
• Tenant Records  
• Tenant surveys |
| Visitor Experience – the Historic Village is to provide a seven day a week character experience for residents and visitors to Tauranga, which is enhanced by a regular programme of events and activities. | • Number and range of people visiting the Village.  
• Number and range of activities taking place at the Village. | How the Village is providing a character visitor experience, | • Visitor surveys  
• Visitor numbers for events.  
• Event data |
| Asset management – the Historic Village assets are to be maintained in a planned manner that is affordable, enhances the assets’ lives and supports objective 4, by drawing on the support in the community. | • Number of tenants at Village  
• Satisfaction levels of tenants  
• Condition of infrastructure and buildings | If an appropriate level of service is maintained for tenants and visitors.  
If buildings and infrastructure will maintained. | • Occupancy rates.  
• Maintenance program  
• Tenant surveys |
<table>
<thead>
<tr>
<th>Goal</th>
<th>Measures</th>
<th>What this Measure tells us</th>
<th>Method</th>
</tr>
</thead>
</table>
| Financial sustainability - The Historic Village Activity is to be managed in a manner that ensures it maintains a long term self sustaining financial position, through providing opportunities for other sources of funding in addition to rental revenue. | • Rental income from tenants  
• Venue and event income  
• Financial performance | If the Village is financially self funding.                                                | • Income and expenditure data               |
| Former Wickham Site is to be used to enhance objectives 1-4, by providing a mix of commercial and community tenants, parking and spaces for community and event purposes. | • Rental income from tenants  
• Venue and event income  
• Number and range of people visiting the Village.  
• Number and range of activities taking place at the Village.  
• Financial performance | If the former Wickham site is being used to enhance the four objectives above.          | • Income and expenditure data  
• Occupancy rates  
• Visitor numbers  
• Number of events held |
| Village Management- the core management of the Village be established to involve active community groups such as the “Friends of the Village” to assist in the meeting of the five objectives above | • Activities carried out by the friends of the Village network. | Whether an active friends of the Village Group has been established                      | • Number of events and activities organized by Friends of the Village/ |
### Appendix One:

**Historic Village Project Steering Group Membership**

<table>
<thead>
<tr>
<th>Role</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHAIRPERSON</strong></td>
<td>Cr Murray Guy</td>
</tr>
<tr>
<td><strong>DEPUTY CHAIRPERSON</strong></td>
<td>Cr Catherine Stewart</td>
</tr>
<tr>
<td><strong>TAURANGA CITY COUNCIL MEMBERS</strong></td>
<td>Cr Bill Grainger</td>
</tr>
<tr>
<td><strong>SIX REPRESENTATIVES OF THE HISTORIC VILLAGE TENANTS</strong></td>
<td>Karen Williams (Community)</td>
</tr>
<tr>
<td></td>
<td>Arlene Foster (Community)</td>
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<tr>
<td></td>
<td>Anne Parkinson (Community)</td>
</tr>
<tr>
<td></td>
<td>Kevin Nicholson (Commercial)</td>
</tr>
<tr>
<td></td>
<td>Jo Miller (Commercial)</td>
</tr>
<tr>
<td></td>
<td>Pauline Jacobs (Commercial)</td>
</tr>
<tr>
<td><strong>UP TO THREE COMMUNITY REPRESENTATIVES</strong></td>
<td>Pauline Cowens</td>
</tr>
<tr>
<td></td>
<td>Robin van der Breggen</td>
</tr>
<tr>
<td></td>
<td>Karen Wallace</td>
</tr>
</tbody>
</table>
Appendix Two:

Historic Village Tenants – as at 29 November 2011

VILLAGE TENANCIES

- ACVE - Aotearoa Cultural & Volunteer
- Age Concern
- Autism NZ
- BOP People Assisted Reintegration Service
- BOP Symphonia
- Carter, Sam t/as Fairy House
- Compurail
- Deaf Aotearoa
- Detour Theatre Company
- Garner Interactive Systems
- GetSmart Tauranga
- Gipsy Ltd (Wickham Preschool)
- Grey Power
- Home Instead Senior Care
- HTK Youth Group
- James, Yvonne
- Ka Reka Multimedia
- Kohu, Peri
- Leadlight Expressions/Clay Art Studio
- MacLean Partnership t/as Not Forgotten
- Maori Women's Welfare League
- Miller, Jo t/as Capture It NZ
- Moana Moko Creative Natives Ltd
- Murray, Jennifer t/as NZ Health Now
- National Advocacy Trust
- NZPC
- Parent to Parent & Altogether Autism
- Paterson, Mark t/as Nature's Place
- Petersen & Carver t/as Giftopia
- Senior Net
- Shakti - Ethnic Women’s support
- SPELD (Parent Contact)
- Sunckell, Helen t/as Be Beaded
- Tauranga Regional Multicultural Council
- TCC Park Ranger
- TCC Zero Waste Funky Junk
- Te Hunga Manaaki Services
- Te Puna I Rangiriri Trust
- Te Tuinga Whanau
- TGA Budget Advisory Service
- TGA Environment Centre
- TGA Gem & Minerals Club
- TGA Moana Artisans Limited
- TGA Parents Centre
- The Men’s Shed Charitable Trust
- Tiny Tots Boutique Ltd
- Turning Point : PATHS
- Turning Point : SAGE
- Turning Point Trust
- Village Café & Functions
- Village Radio
- Volunteer WBOP
- Wairere Education & Land to Sea
- WBOP Mental Health
- Youth Development Trust WBOP