

Final

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**Queen Elizabeth Park**

**Heritage Precinct Concept  
Review**

**Greater Wellington Regional  
Council**

**EMERGENCY  
ONLY  
TURN HANDLE  
AND  
PUSH DOOR**

**8**

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**Heritage Precinct Concept Review**  
**Greater Wellington Regional Council**  
**Contents**

<b>1</b>	<b>Executive Summary</b> .....	<b>4</b>
1.1	Recommendations .....	6
1.2	Summary.....	7
<b>2</b>	<b>Introduction</b> .....	<b>8</b>
2.1	What is a heritage precinct?.....	8
2.2	Study objectives.....	9
2.3	Method.....	9
<b>3</b>	<b>How is a heritage precinct considered in the Parks Network Plan?</b> .....	<b>10</b>
3.1	General objectives , policies and rules.....	10
3.2	Policies relating to Queen Elizabeth Park .....	13
3.3	How does a heritage precinct fit at QEP considering the Parks Network Plan?.....	13
3.3.1	Summary.....	16
<b>4</b>	<b>Kapiti Coast District Plan</b> .....	<b>17</b>
4.1	District Plan summary .....	18
<b>5</b>	<b>Review of heritage centres in New Zealand</b> .....	<b>19</b>
5.1	Types of heritage centre .....	19
5.2	Community Benefits.....	19
5.3	Challenges .....	20
5.4	Management structures .....	20
5.5	Lessons for Queen Elizabeth Park.....	21
<b>6</b>	<b>Heritage as tourism</b> .....	<b>22</b>
6.1	Summary.....	24
<b>7</b>	<b>Heritage ideas for QEP</b> .....	<b>25</b>
7.1	Summary.....	26
<b>8</b>	<b>Development concepts</b> .....	<b>27</b>
8.1	Improved park gateway and information centre .....	27
8.2	Heritage precinct at MacKays Crossing (community development option and semi-commercial visitor development).....	27
8.3	Dispersed heritage interpretation ('whole park').....	28
<b>9</b>	<b>Interview summaries</b> .....	<b>29</b>
<b>10</b>	<b>Heritage development options for QEP</b> .....	<b>33</b>
10.1	Decentralised heritage precinct.....	34
10.1.1	Costs.....	34
10.1.2	Management structure .....	36
10.2	An interest specific heritage precinct.....	37
10.2.1	Costs.....	37
10.2.2	Management structure .....	37
10.3	Semi-commercial heritage precinct.....	38
10.3.1	Costs.....	38
10.3.2	Management structure options.....	40
10.4	Risk and management summary.....	40
<b>11</b>	<b>Conclusions and recommendations</b> .....	<b>42</b>
11.1	Decentralised heritage precinct.....	42
11.2	Interest-specific heritage option .....	42
11.3	Semi-commercial visitor attraction .....	42
11.4	Final comments.....	43
<b>12</b>	<b>References</b> .....	<b>45</b>
<b>13</b>	<b>Appendix 1: Queen Elizabeth Park maps</b> .....	<b>46</b>
13.1	Park Zones: 2006 Queen Elizabeth Park Management Plan .....	46
13.2	Projected changes – Greater Wellington Parks Network Plan 2010 .....	47

<b>14</b>	<b>Appendix 2: Existing heritage attractions – interview summaries</b>	<b>48</b>
14.1	Founders Heritage Park, Nelson	48
14.2	Tauranga Historic Village (Historic Village on 17 <sup>th</sup> )	50
14.3	Shantytown, West Coast	48
14.4	Bushtown, Waimate	51
14.5	Brayshaw Heritage Park, Blenheim	53
14.6	Ferrymead Heritage Park, Christchurch	56
14.7	Southward Car Museum	58
14.8	Museum of Transport and Technology (MOTAT), Auckland	58
14.9	Sovereign Hill, Australia	59
<b>15</b>	<b>Appendix 3: Consultation feedback</b>	<b>60</b>
15.1	Omnibus Society	60
15.2	Stables on the Park	61
15.3	Department of Conservation	63
15.4	Chris Evans – restaurant proposal	64
15.5	Paekakariki Community Board	65
15.6	The Printing Museum	67
15.7	Friends of Queen Elizabeth Park	69
15.8	Paekakariki Station Precinct Trust	71
15.9	Wellington Tramways Museum Inc.	72
15.10	Whareroa Guardians Community Trust	74
15.11	Horowhenua Tractor Club	76
15.12	Kapiti Coast District Mayor, Kapiti US Marines Trust	77
15.13	Raumati South Residents' Association	79
<b>16</b>	<b>Appendix 4: Design concepts</b>	<b>81</b>



## 1 Executive Summary

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This report considers the feasibility of various heritage precinct options at Queen Elizabeth Park (QEP or 'the Park'). The brief supplied by Greater Wellington Regional Council (GW) has shaped the report and required:

- A. Options for the focus of a heritage precinct to be identified and assessed,
- B. Interviews to be carried out with the key stakeholder groups to gather information and gauge views,
- C. The identification and assessment of the range of possible features that might be included in a heritage precinct, with advice on any criteria that might be applied to selecting attractions,
- D. A feasibility assessment of the capital set up costs as well as ongoing operational costs to support/maintain a precinct,
- E. Options for management structures of a heritage precinct area to be examined,
- F. A high level concept plan be developed to indicate how a heritage precinct could be developed, outlining any relevant design goals.

### A. Options

There is a suite of options that may be developed at QEP. For the purposes of this report three options were distilled and tested. In all the options a new joint QEP and Whareroa visitor centre and improvements to the Park entrance were incorporated into the design, although the scale of the visitors centre may vary. The options are as follows:

1. A decentralised heritage precinct which is effective a heritage enhancement programme including development and interpretation of existing heritage and cultural values.
2. An interest-specific heritage precinct for groups of enthusiasts to carry out their interests. This would create a moderate visitor attraction, in the same vein as that which currently exists with the Kapiti tram. New heritage assets would relate to what heritage enthusiasts want rather than the preferences of the regional visitor market.
3. A semi-commercial heritage precinct driven by market demand for a regional or national-scale visitor attraction. The visitor centre could become a regional visitor asset.

All options include the improvement of the entrance – the 'gateway' – to the Park, and a visitor's centre of a relevant scale.

Design concepts are included in Appendix 4 and Section 8.

### B. Interviews

Support for a heritage precinct was tested by seeking the opinions of various stakeholders about the options presented. Interview summaries are found in Appendix 3 and are reviewed in Section 9. of this report. Support and opposition for a precinct were both evident. A key focus was the degree to which new or 'non-indigenous' heritage should be introduced into the park. Those who opposed the precinct preferred a focus on 'indigenous' heritage (activities that pre-existed the formation of the park or are present now). There was almost universal support for improving the park gateway using the concept plans, and also the development of a visitor centre. Most palatable for all groups interviewed was the decentralised precinct or 'whole park enhancement'.

### C. Possible features and criteria

The first option of a decentralised precinct has one clear criteria as to what visitor attractions warrant development, namely, those that enhance the local heritage assets which pre-dated the formation of QEP.

The second option – an interest-specific heritage precinct – is an open opportunity, limited only by any adverse effects on existing users at QEP. In terms of acceptable activities, if a printing museum is acceptable, so too would a craft centre or car museum, for example. A limit on the space occupied by general community groups needs to be identified and this should be specified in the Parks Network Plan.

Criteria for a heritage precinct that would work as a regional visitor attraction (Option 3) should focus on market demand, and not simply the availability of heritage assets. As this involves further research into what the market desires, no specific criteria can be listed here. The current suite of ideas for heritage developments is inadequate as a basis for immediate promotion of a heritage precinct, although they may support general community development (Option 2).

### D. Feasibility assessment of the capital set up and operational costs

The estimated development costs for a heritage precinct (2,500m<sup>2</sup> floor area) which includes a visitor information centre (600m<sup>2</sup>) range from over \$4 million to over \$12 million. Estimated annual operating costs range from just over \$300,000 to \$600,000. These are very coarse estimates and the assumptions behind them are given in Section 10.3 of this report.

It is not possible to state whether these are 'feasible' per se. If the decision is to make the precinct entirely self-funding, then its feasibility will depend on the ability of interest groups to raise capital from grants, for example. As the review of other heritage precincts carried out for this study illustrates, funding is often balanced between Council and community. Many (if not most) heritage attractions are subsidised and may still be considered 'feasible'; for example:

- MOTAT – ~\$10 million pa from the Auckland Council (required by statute)
- Founders – \$350,000 to \$400,000 pa (excluding accounting, IT, HR and health and safety services provided by the Nelson City Council)
- Brayshaw – \$170,000 pa from the Marlborough District Council
- Ferrymead – \$160,000 pa from the Christchurch City Council

Aside from funding there are other issues that affect feasibility such as the durability of volunteer workforces, the lack of coordination between promoters.

To fully understand feasibility there needs to be more research with regard to:

- what visitors to the Kapiti District are seeking as an experience
- assessment of willingness to pay for activities
- assessment of the best strategic location for a precinct within the region (not just within the Park)

Several elements of risk require consideration, including:

- the lack of co-location of complementary commercial activities, meaning that precinct located at the Park has to stand purely on its own merits
- the risk of volunteer burn-out and poor succession if there is ongoing pressure to perform at a professional level

### E. Options for management structures for a heritage precinct

A range of management options are available. They should reflect the purpose for which a heritage precinct is provided: community development opportunity or regional visitor centre. A review of the



options is given in sections 10.1.2, 0 and 10.3.2. However, this review is superficial at this stage, as a preferred management structure would depend on the outcomes of the further work recommended.

## 1.1 Recommendations

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None of the options for heritage development at QEP is fatally flawed. Rather, each has its own set of costs, benefits and risks.

The concept of a decentralised precinct has immediate relevance and support. GW should be confident in furthering work in this area, requiring the development of a heritage development and interpretation plan, budgeting (including a joint QEP Whareroa information service or centre) and the approval of a work plan.

The concept of an improved gateway to the park and a visitor centres has strong support from those interviewed. It can be achieved for a relatively low cost and with low risk while providing enhanced facilities and attractions for visitors.

An interest-specific heritage precinct entails less risk to the Council initially, but it may have issues in the long-term. This option may be progressed using the currently available heritage assets, but with little expectation for the development of an important regional visitor destination. Formal arrangements with interest groups would need to be progressed with reference to self-funding, licences to occupy and expectations for building levels-of-service and multi-use opportunities. The risks of this option relate to the management and operation of facilities by volunteer groups, potential conflict with other users of QEP, and the ability to sustain a set of attractions which are of interest to the wider public.

A full-scale heritage precinct and regional visitor centre at MacKay's crossing involves significantly higher costs and should only be pursued if further market research indicates that it has an important regional or national role and if business planning indicates that it is a financially sound investment. It is unlikely to be self-funding. For the Council to progress this option we recommend that:

- market research be conducted into visitor preferences for attractions and activities in the Kapiti District. The research should not be predicated on a heritage precinct, but on what visitor assets the District lacks generally,
- market research be used to identify gaps in activity and information provision in the Kapiti District, and a review of the preferred locations for attractions and information services be completed. This would include a review of the potential – if not the necessity – for creating critical mass in existing visitor and commercial settings,
- a business plan and an economic cost/benefit analysis be completed for a heritage precinct at QEP, if one is identified as attractive to the local and visitor market. The need to subsidise the activity is highly likely – at least in the early years – and a defensible case should pre-exist a subsidy,
- market research drive the identification of appropriate attractions at QEP.

## 1.2 Summary

Table 1 summarises the costs, risks and benefits of each development option using the following 'traffic light' key.

Best / least cost
  Moderate
  Worst / highest cost

	Development and operational costs (rounded and very approximate)	Risk	Scale of benefits
A. Visitors centre and improved gateway	\$800,000 to \$2.5 m capital \$100,000 to 180,000 p/a	Low. Council owned / operated, has full control. Potential for partnership with DOC in relation to Whareroa	Will definitely improve visitors' experience. Local/regional scale, providing a better reference point for both QEP and Whareroa
1. Decentralised heritage precinct (through wider park enhancement)*	\$2.8 to \$6.3 m capital \$170,000 to \$560,000 p/a	Low. Council owned / operated, has full control	local / regional by better capturing our history
2. Interest-specific heritage precinct*	\$3.2 m capital \$200,000 p/a	Moderate risk but potential long term risks of failure with costs to Council	Local and group specific
3. Semi-commercial visitor attraction*	\$3.2 to \$9.4 m capital \$205,000 to \$430,000 p/a	High investment required	National / regional

\* Options 1, 2 and 3 do not include the cost of a visitors centre and improved Park gateway which are stated in Row 1.



## 2 Introduction

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Greater Wellington Regional Council has identified the potential to develop a heritage precinct within Queen Elizabeth Park. Several groups have indicated their interest in establishing heritage projects at the Park, and one is already active there (the Wellington Tramway Museum Incorporated). This report reviews what a heritage precinct might be, how it could be delivered, what it might look like, what risks and costs are associated with it, and what a variety of stakeholders think about it.

### 2.1 What is a heritage precinct?

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The Greater Wellington Parks Network Plan 2010 includes the possibility of a heritage precinct at MacKay's Crossing. It does not define what such a precinct might be, only that it would be family friendly attraction.

The *New Zealand Arts, Cultural and Heritage Tourism Strategy to 2015* (Ministry for Culture and Heritage 2008) takes a very general approach to defining 'heritage', and related tourism attractions (p3):

*The definition of "arts, cultural and heritage" used throughout this strategy is deliberately broad. It includes Maori cultural experiences; performing arts; visual arts (e.g. galleries, artists' studios); museums, galleries and art in public places; historic and heritage sites; festivals; interaction with people and shopping for cultural souvenirs/gifts.*

The Resource Management Act 1991 defines 'historic heritage' to mean (Section 2):

*...those natural and physical resources that contribute to an understanding and appreciation of New Zealand's history and cultures, deriving from any of the following qualities:*

- *archaeological*
- *architectural*
- *cultural*
- *historic*
- *scientific*
- *technological; and*

*includes—*

- *historic sites, structures, places, and areas; and*
- *archaeological sites; and*
- *sites of significance to Māori, including wāhi tapu; and*
- *surroundings associated with the natural and physical resources*

For the purposes of this study then, the scope of the heritage precinct is considered to include historic items of archaeological, architectural, cultural, historic, scientific and technological interest which may be displayed and interacted with in a variety of ways.

There is some blurring between what is a museum and what is a heritage precinct. John Ralston Saul (1995) rather unkindly describes museums as "safe storage for stolen objects". However, museums are shifting towards providing more interactive experiences beyond the mere viewing of stored collections, whether they be stolen or not. Museums tend to be managed by a single entity and centrally coordinated, although they generally rely on volunteer input to some degree.

A heritage precinct conjures the idea of a collection of independent organisations working together to deliver a visitor experience in the one location. In the case of QEP, several interest groups have approached Greater Wellington to consider locating more heritage-based activities at the Park. The

Wellington Tramway Museum has been established there for several decades. This incorporated society works independently (without Council funding) to deliver a heritage experience on a public park.

The style of precinct under consideration may be described as a heritage-focused visitor experience delivered by a coordinated group of independent interest groups. The degree of coordination may vary (as does the level of Council involvement/funding). For example, Shantytown on the West Coast has only one incorporated society involved, while Ferrymead in Christchurch has many.

## 2.2 Study objectives

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The brief supplied by GW for the project offered the following objectives:

- a. Identify and assess options for the focus of a heritage precinct.*
- b. Engage by interviewing relevant organisations and meeting with the key stakeholder groups to gather information and gauge views.*
- c. Identify and assess the range of possible features that might be included. Advice on any criteria for determining what type of attractions should be considered.*
- d. Feasibility assessment of the capital set up costs as well as ongoing operational costs to support/maintain a precinct. Highlight any significant issues for Greater Wellington.*
- e. Examine the options for management structures of a heritage precinct area.*
- f. Develop a high level concept plan indicating how the heritage precinct could be organised and set out based on the conclusions above. Suggest any relevant design goals for more detailed work.*

## 2.3 Method

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The assessment is based on:

- a review of relevant policy and published material (see references),
- site visits,
- a review of existing heritage precincts in New Zealand,
- a design review of MacKays Crossing as the gateway to QEP,
- a design review of heritage precinct options and the development of several draft design concepts,
- meetings and interviews with 13 stakeholder groups (see Appendix 3) using the draft design concepts for guidance,
- the development of this report, considering stakeholder input and the data gained via the method,
- ongoing conversations with Greater Wellington staff and review of a draft version of this report.



### 3 How is a heritage precinct considered in the Parks Network Plan?

The Greater Wellington Parks Network Plan ('the Plan') is the guiding document for the development and management of the Region's parks for the period 2010 to 2020; although such management plans are generally considered to be 'live documents' and subject to ongoing review. The Plan (p9):

*... sets out the direction for managing the regional parks and forests in the Wellington region. It provides a framework for addressing issues common to these areas and managing them in a comprehensive and consistent way. The plan highlights the unique nature and values in the different parks, and addresses the need for specific management of these areas. It represents a common understanding between Greater Wellington and the community about the future management of the parks network.*

The vision for the park network is (p22):

***To enrich lives by connecting people with healthy natural places***

*This means that in our parks you will find:*

- *Healthy natural ecosystems and the varied landscapes that sustain them,*
- *Heritage features that tell the stories of human interaction with our landscape,*
- *A variety of easily accessible settings, natural and modified, for people to experience and enjoy.*

#### 3.1 General objectives , policies and rules

This section reviews the objectives, policies and rules that may apply to the development of a heritage precinct at QEP, but which also apply to the management of all GWRC parks.

There are 18 'guiding principles for management' of the park network, relating to: the environment, recreation, community and park management. The principles focus on the heritage values of the parks network that currently exist and aim to ensure that new developments are compatible with 'traditional informal activities'. The principles are silent in relation to the use of the parks network for the development of unspecified regional attractions. Guiding principles relevant to the development of a heritage precinct at QEP (or anywhere else within the park network) are listed below:

***4 – Protect the visual quality of significant landscapes from inappropriate development and use***

*Significant geological features and regionally significant landscapes that have high cultural or historic values will be protected and managed with minimal built development.*

***11 – Identify and protect significant heritage features and associated history, stories and knowledge***

*The parks network contains sites of regional significance to tangata whenua and the wider community, eg, waahi tapu, historic places and structures. Greater Wellington will work with tangata whenua and the regional community to record, acknowledge and maintain associations with these heritage features.*

***12 – Provide interpretation, activities and learning experiences to enhance community understanding of the natural and cultural heritage in our parks***

*Where appropriate, Greater Wellington will provide information on significant ecological and heritage features, including opportunities for the regional community to experience parks through a range of educational activities and experiences.*

***14 – Promote community participation and sense of ownership***

*Greater Wellington will encourage and engage in partnerships with different interest groups and organisations, to accomplish mutual goals for the benefit of the parks and ecosystems of*

the region. Greater Wellington will support volunteers and community groups and work co-operatively with leaseholders to enhance park visitor experiences.

**16 – Manage all activities in parks to ensure that they do not compromise what makes parks a special place for visitors**

Greater Wellington will manage activities in parks to make certain that traditional informal activities are retained and that restricted activities, such as large events, and leases on land, do not impact on park values and the quality of visitor experience (outlined in the park characteristics).

**17 – Ensure decisions about the future of the Greater Wellington parks network are based on up-to-date quality information**

Decisions will be better informed through the use of research and monitoring; input will be sought from the public, interest groups and existing stakeholders and partners.

**18 – Promote in conjunction with other organisations and landholders, a variety of open space settings that meets the needs of the community for current and future generations**

The lands owned or managed by Greater Wellington will contribute to and enhance the open spaces provided in the Wellington region.

Section 4.3 of the Plan refers to the management of 'cultural heritage' values. The objectives refer to the identification and protection of 'significant heritage features and associated histories' and further, that 'the cultural heritage in Greater Wellington parks is enhanced through cultural awareness and appreciation.' Policies define how heritage and cultural values located within the parks are managed and interpreted.

Sections 4.5 and 4.6 of the Plan identify how 'visitor services' and 'park infrastructure' are to be provided. Visitor services should ensure that public experiences in the parks are safe, enjoyable and informative and that the parks can be accessed by all sectors of the community. Parks infrastructure should encourage access for all, and that "opportunities and settings for sustainable activities and uses that are consistent with this plan and the management focus of parks are provided."

Relevant policies relate to the design of infrastructure and include:

*Policy 64: To concentrate intensive use and development of park facilities at existing developed areas and main park entrances, wherever possible.*

*Policy 65: To ensure any new park infrastructure (facilities, buildings and other structures):*

- a. Meets any national design standards relevant to the structure and use*
- b. Fits with the focus for the park*
- c. Recognises and reflects the park's key characteristics and is in keeping with the setting of the park, utilising materials which reflect the natural or historical context*
- d. Takes into account the needs of people, including safety, security, disabilities and/or limited mobility*
- e. Does not detract from or adversely affect the existing heritage of the area, including archaeological sites*
- f. Minimises displacement of other activities and park users*
- g. Has considered alternative locations and alternative means of meeting the intended purpose, including using or adapting existing infrastructure*
- h. Where practical and appropriate, group built structures together to minimise vegetation clearance and visual intrusion on the landscape.*

*Policy 66: To provide amenities and vehicle parking areas which take into account the type of recreational activity and uses as well as the desired level of public use in each location.*



Section 4.6.4 refers to the 'use and development' of the parks network. Policies in this section are all relevant to the introduction of a new visitor amenity, such as a heritage precinct:

*Policy 82: To provide for sustainable activities and uses that are consistent with the outcomes of this plan and the management focus and key characteristics of the park.*

*Policy 83: To manage and maintain discretion over specified activities to ensure appropriate allocation of park resources.*

*Policy 84: To maintain discretion over other activities (including new activities and utilities) to avoid or limit impacts on the environment and key park characteristics, as well as ensure the safety of park users.*

*Policy 85: To follow a process for determining whether new activities and development are appropriate for the park (refer to Rules Part 7).*

*Policy 86: To prohibit activities that are inappropriate for the park setting or outside the specified location (refer to Rules Part 7).*

Part 7 of the Plan outlines "the rules relating to the provision and management of recreational and non-recreational activities in the Greater Wellington parks network". Activities are 'allowed', 'managed', 'restricted' or 'prohibited'. This provides a scale of assessment for activities which are considered entirely compatible with the core park values, such as picnicking and walking, through to those which are considered entirely incompatible, such as dumping rubbish and building private houses.

Structures and buildings associated with a heritage precinct would be regarded as 'Restricted' activities (p120) which:

*... are not specifically 'allowed' or 'managed' through a permit system, or are not 'prohibited' in this management plan and require a case-by-case assessment. Each application is considered on its individual merits, compatibility and appropriateness to the location. Some applications may need to be publicly notified, and can be either approved, subject to conditions, or declined.*

*They may:*

- *Involve the exclusive use of an area for an extended period of time*
- *Require the development of permanent structures and buildings*
- *Include commercial activities*
- *Be large scale events and a range of other uses*

The assessment process for considering restricted activities is drafted with the expectation that proposals for development originate from non-Council agencies who will require a concession, easement, lease or licence to occupy public space. Licences are preferred over leases to ensure that the land has the least restrictions for public access, with the explanation (p123):

*There are a number of existing activities on the parks that are generally compatible with the vision and outcomes of regional parks but offer an exclusive service to a selected group. The most appropriate way of providing for these existing activities and any future proposed activities of this type is by way of a licence. Leases grant a legal right to occupy land covered by the agreement. The lessee is able to carry out activities as of right when provided for under a lease without further reference to the Council, and to restrict public access to the leased land. Greater Wellington will only consider leases in exceptional circumstances, and will give preference to licences over leases.*

Section 7.4.7 sets out the 'decision making guidelines' which should be applied to an application for a restricted activity. The thrust of the guidelines is towards ensuring compatibility with existing park values and uses, as well as relevant statutes. These guidelines are referenced in Table 2 of this report with notes on its application to a heritage precinct. It should be noted, that in considering a restricted activity, the Council must ensure that alternatives outside the parks network have been considered.

### 3.2 Policies relating to Queen Elizabeth Park

Section 6.7 of the Plan refers to the management of QEP. Specific reference to a heritage precinct possibility is made. The prescribed management focus for the Park is to:

- (1) *Preserve the coastal ecosystems, dunes, wetlands and bush remnant*
- (2) *Implement a sustainable farm management plan and continue farming operations to manage open space where appropriate*
- (3) *Provide family recreational opportunities*
- (4) *Make provisions for a heritage precinct and associated visitor attractions (our underline)*
- (5) *Recognise the historical occupation of the area by both European settlers and Māori*
- (6) *Re-evaluate future land management of the north-eastern area of the park that may be affected by any expressway development*
- (7) *Work with the Department of Conservation to integrate management processes, where appropriate, between Queen Elizabeth Park and Whareroa Farm.*

The Plan indicates that 'projected changes' to the Park should (6.7.5):

*Make provision for a heritage precinct which contains facilities and activities that are family friendly and focused on heritage.*

Page 107 of the Plan indicates that the preferred location of the heritage precinct is at or near MacKays Crossing (Appendix 1).

Existing important elements of the Park's cultural heritage are identified and provided for (6.7.4):

- e. *To protect significant cultural heritage values and features relating to Māori, early European settlers, and WWII US Marine occupation.*
- f. *To recognise the following cultural heritage sites, and to develop and implement conservation plans where applicable:*
  - *Wainui Pa and Whareroa Pa*
  - *United States Marine camps*
  - *Budge House (ranger's residence)*
  - *MacKay's Crossing Stables*
  - *Tramway Museum*

Several policies in relation to 'partnerships in parks' identify relationships that affect planning for a heritage precinct (or any other park development) (6.7.4), namely with tangata whenua, Friends of Queen Elizabeth Park and the Department of Conservation (particularly in relation to Whareroa Farm).

### 3.3 How does a heritage precinct fit at QEP considering the Parks Network Plan?

The Plan refers to the desire to consider a heritage precinct at QEP (6.7(4)). The heritage precinct is considered in addition to the need to manage the existing cultural heritage features of the Park, but there is no direct reference to what should be in the precinct, bar that it should contain, "facilities and activities that are family friendly and focused on heritage" (6.7.5).

General policy relating to the parks network refers to the need to engage the community in the management and enjoyment of parks, but focuses quite strongly on supporting existing cultural heritage values. The allocation of land resources for general community developments – whether they be for sports or indoor activities – are not directly provided for in the Plan. As such, the proposal for a heritage precinct at QEP, although specifically referenced in Section 6.7(e) of the Plan, is likely to constitute a 'restricted' activity under Part 7 and would still require consideration as per the guidelines in Section 7.4.7, assuming that it would (p120):



- *Involve the exclusive use of an area for an extended period of time*
- *Require the development of permanent structures and buildings*
- *Include commercial activities*
- *Be large scale events and a range of other uses.*

Should long-term surety of tenure be required by an external agency which invests in infrastructure development in the Park, their preferred form of tenure would likely be a lease. The licence option, which is stated in the Plan as the preferred option (7.4.8), would offer less security and would be more suited to assets fully managed by Council in association with community groups, or by community groups operating relatively independently from Council but with recourse to a tightly defined set of performance measures.

The criteria for assessing 'restricted' proposals on a network park (from section 7.4.7 of the Plan) are summarised in Table 2 and a summary of the 'fit' of a heritage precinct is provided.

<b>Criteria – section 7.4.7 of the Network Plan</b>	<b>Comment</b>
a. The degree to which the proposal is consistent with the park key characteristics, the management focus, any proposed concept plans and relevant policies as outlined in this plan.	The management focus includes specific reference to a heritage precinct development opportunity and is therefore compatible with this consideration.
b. Whether the proposal is consistent with the reserve classification for land which is subject to the provisions of the Reserves Act 1977.	<p>QEP is a recreation reserve under the Reserves Act 1977. This classification requires a management focus on, "providing areas for the recreation and sporting activities and the physical welfare and enjoyment of the public, and for the protection of the natural environment and beauty of the countryside, with emphasis on the retention of open spaces and on outdoor recreational activities, including recreational tracks in the countryside."</p> <p>The Act also requires (17(2)(d)): "where scenic, historic, archaeological, biological, geological, or other scientific features or indigenous flora or fauna or wildlife are present on the reserve, those features or that flora or fauna or wildlife shall be managed and protected to the extent compatible with the principal or primary purpose of the reserve".</p> <p>While the apparent intent of these provisions might appear to restrict the development of such things as heritage precincts, the implementation of the Reserves Act nationally suggests a high degree of flexibility in the Act's interpretation as it relates to recreation reserves.</p>
c. Whether the proposal is consistent with all additional Acts that guide Greater Wellington in the management of the area of interest...	As the precinct is specifically referred to as a potential option for QEP in the Plan, it is assumed for the purposes of this report that the proposal is consistent with the broad policies of the Council as derived from the Local Government Act and other statutes which guide the Council's land management activities. However, the proposal would also need to be acceptable under the Kapiti Coast District Plan, which is not referred to in the criteria. This is discussed in Section 4 of this report.



<b>Table 2: Review of assessment criteria for a 'restricted' activity considering a heritage precinct proposal at QEP</b>	
<b>Criteria – section 7.4.7 of the Network Plan</b>	<b>Comment</b>
d. Any effects on park infrastructure, approved activities, the surrounding environment and the enjoyment of other park users	An assessment would be required at the time of design. The focus of any development should seek to improve the Park setting. A heritage precinct would require additional car parking and toilet facilities which are likely to be more extensive than what is currently available at the MacKay's Crossing Entrance.
e. The extent to which the proposal affects current or future public access	
f. How the activity would benefit Greater Wellington parks and forests	An assessment would be required at the time of design. The focus of any development should seek to improve the Park for visitors.
g. The level of any additional benefits, enjoyment and use opportunities for park visitors, local and regional community and tangata whenua	
h. The degree to which persons are affected (including tangata whenua) by the proposal	
i. Any enabling of tangata whenua to enhance their hauora (long-term well-being) while sustaining the mauri of the park's natural and cultural values	Consultation with tangata whenua has not yet been undertaken.
j. Whether the proposal could reasonably be undertaken in another location, eg, on another park or on another location in the park, where the potential adverse effects would be significantly less	The Parks Network Plan identifies MacKays Crossing as the preferred location for a heritage precinct within the Park. However, the bigger question, is whether this is the preferred location in the Kapiti District or in the Wellington Region. The Plan does not consider a district or regional review as part of the prescribed planning process and it is generally assumed that alternative location assessments would be undertaken by the applicant.
k. The degree to which the applicant has promoted appropriate behaviour in the park with respect to environmental stewardship and other park users	This would be addressed via good information services and educational opportunities in a heritage precinct. It would naturally form an element of the proposal.
l. The degree of risk caused by the activity (in relation to biosecurity, sustainability, etc.).	The zoning in the previous 2006 Queen Elizabeth Park Management Plan indicates low environmental risk in the Mackay's Crossing area. The location specified has a history of unexploded ordinance and other construction issues (ground stability, flooding, etc) which would need to be avoided or mitigated. Risks for sustainability relate to finance, the ability of the community to invest time and effort and the legacy risk of any failed facility development.



### 3.3.1 Summary

The policies and objectives about heritage in the Parks Network Plan focus on delivering an experience that relates to the existing heritage of the park. This does not preclude introducing new elements. Where developments are proposed that introduce new activities to the park careful consideration is required via the restricted activities application process (as shown in Table 2) to ensure the new activity does not compromise existing Park values. The Heritage Precinct may include a broad range of activities, but those which are most compatible with the Plan would focus on:

- promoting elements of existing heritage within the park
- being family friendly
- being open to the public (as opposed to providing for exclusive use) as the policy of a licence over a lease illustrates

Another issue is compliance with the Reserves Act 1977, where the required focus of a recreation reserve is to provide for open space recreation opportunities and activities, and "protection of the natural environment and beauty of the countryside". The Act requires that heritage values present on the land should be 'managed and protected'. The compatibility of a heritage precinct with these requirements would have to form part of the overall assessment process.

## 4 Kapiti Coast District Plan

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The Kapiti Coast District Plan ('the District Plan') zones QEP as *Open Space General*. The District Plan states (C.12):

*Queen Elizabeth Park is a unique feature of the Kapiti Coast District. It is managed by Wellington Regional Council as a regional park and comprises an open space area of over 600 hectares. It is important as a recreational resource and landscape. Appropriate provision is required in the District Plan to facilitate efficient management of the park.*

The District Plan has various policies, expected outcomes and rules which apply to the Park. However, the Regional Council, as a requiring authority, has a designation over QEP to enable certain activities to occur. While a district plan may state that certain activities are controlled within a specific zone, a designation may act to make those activities permitted in a specific area. However, while a designation gives the requiring authority 'permission' under a district plan for certain activities, the requiring authority must still address all the relevant matters under regional plans – including discharges to air, water and land, and earthworks of a certain scale. Regional resource consents can still be required if the proposed activity complies with the designation. A consent under a district plan would also be required if the activity was not provided for in the designation.

The designation states (D04, p399):

*Queen Elizabeth Park - Regional Park and recreation reserve for the purpose of active and passive recreation, including a golf course, conservation, production farming, facilities and buildings associated with recreational and operational activities of the Park.*

This is a broad designation and although it does not specify a heritage precinct, such a development is likely to be considered a contribution to the 'recreational activities' within the Park. Otherwise, the District Plan relies on reserve management plans (the Parks Network Plan in this case, which specifically refers to a heritage precinct opportunity at QEP) and its own open space zoning and performance standards to achieve the desired policy outcomes for the Park. The policies refer to:

- Recognising the statutory role of the Queen Elizabeth Park Management Plan (now the Parks Network Plan),
- Recognising the special role of Queen Elizabeth Park as a Regional Park providing for recreation, education, production farming, conservation and natural and cultural heritage protection,
- Recognising the importance of existing uses and facilities (including, at the time that the District Plan was prepared, the tramways museum, farm buildings, sports pavilions and clubrooms, dwellings and motorcamp) to the management, operation and recreational value of the Park,
- Providing for a range of recreational opportunities that meet the needs of the District and Region.

The District Plan states:

*Queen Elizabeth Park is a regional recreational asset. It is important to recognise and provide for the management and development of the Park within the policies and objectives of the Plan. The Park is designated as a recreation reserve which allows the existing activities to be undertaken and provides for the day to day management and operation of the Park. However, in the future activities that do not fall within the designation may be proposed. The objectives and policies are to provide for existing activities and to guide decision makers on any potential future resource consents.*



The key planning questions are whether a heritage precinct fits the Queen Elizabeth Park designation under the District Plan, and whether the District Plan's partial deferral to the Parks Network Plan for defining the degree to which certain activities are permitted is sufficient to avoid district consenting requirements for new heritage developments at QEP. If not, then there are only a few restrictions in the District Plan that require consideration.

Non-complying activities in the Open Space Zone includes 'places of assembly' and 'industrial and commercial activities' (D.6.1.4). Both of these may be associated with a heritage precinct and would require a consent if not permitted by the designation. However, if these activities were shown to be advantageous to the operation of the Park and not injurious to other Park users or nearby residents then there would be little reason to decline a consent.

Similarly, the Open Space Zone 'permitted activity standards' limit building heights to four metres and a maximum floor area for any one building of 30m<sup>2</sup> (D.6.2.1). Noise standards also apply, as do many others which are of only minor relevance (vegetation clearance, management of events, etc).

#### **4.1 District Plan summary**

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It is most likely that the QEP designation in favour of the Regional Council will permit most, if not all activities associated with a heritage precinct, as provided for in the Parks Network Plan. This conclusion is only at the most basic level as the detail of what a precinct might include is not as yet known.

## 5 Review of heritage centres in New Zealand

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Interviews with the managers of six New Zealand heritage-focused visitor centres were carried out and some publicly available data were gathered in relation to other relevant centres. Interview summaries are presented in Appendix 2. The centres for which interviews were completed were:

- Founders Heritage Park, Nelson
- Tauranga Historic Village (Village on 17<sup>th</sup>)
- Shantytown, West Coast
- Bushtown, Waimate
- Brayshaw Heritage Park, Blenheim
- Ferrymead Heritage Park, Christchurch

In addition, short reviews of the Museum of Transport and Technology (MOTAT), Southward Car Museum and Sovereign Hill are provided.

This section summarises the key findings and the important lessons for a potential heritage precinct at QEP.

### 5.1 Types of heritage centre

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Heritage centres vary in style and delivery. For example, Shantytown on the West Coast focuses strongly on creating a visitor attraction for domestic and international visitors with many 'live' heritage experiences, while The Village on 17<sup>th</sup> (Tauranga) provides a base for private businesses and community organisations within a heritage setting. The common theme appears to be that heritage areas are developed with the motivation of creating a heritage visitor attraction, relying on live experiences, the display of heritage collections and buildings, and the activities of volunteer groups, but then evolve to remain sustainable.

In Tauranga's case, the original concept was not financially viable and an alternative means of keeping the setting within public ownership at no cost to ratepayers was sought. A similar outcome has resulted at Founders Park in Nelson and Ferrymead Park in Christchurch, although both of these rely on ratepayer subsidies for operational costs (up to \$400,000 at Founders and \$160,000 at Ferrymead). Where visitor income and benefaction have supported a project, such as Southwards Car Museum, the original ideal (which varies from site to site) has been adhered to.

The Museum of Transport and Technology (MOTAT) has not been classed as a heritage attraction in this study, but as a museum. MOTAT is managed under its own Act of Parliament, and is able to levy Auckland City to support its operations and maintenance. The sum levied in 2010 was just over \$10 million.

There appears to be no standard heritage formula that 'works'. Rather, heritage attractions have evolved as the result of, predominantly financial pressures, to their current status from an original intention to provide a community and visitor service, and to collect and manage heritage assets. Each centre has developed to improve their capacity to attract visitors, to generate income and to attract other financial support.

### 5.2 Community Benefits

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Contributions made by heritage centres include:

- a place to unlock local stories – an educational role



- providing space and an organised approach for the management and display of existing collections
- the preservation and use of heritage artefacts, particularly large items like buildings and vehicles
- a community facility for holding events and commercial activities, such as conferences
- providing space for a commercial cluster of complementary businesses (retail and professional services)
- the provision of a community service cluster
- increasing the number of regional tourism attractions and regional visitor spend (although no economic benefit analysis has been sighted through this study)
- providing activity areas for special-interest volunteer groups, supporting local enthusiasts
- providing space for hosting and celebrating community events
- the ability to build and operate heritage industries which can be viewed by the public
- creating a local recreation opportunity

### 5.3 Challenges

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Existing heritage areas aim for better coordination of volunteer input, new and better displays, and more visitors. There is some mention in the interviews of the need for better marketing and promotion of heritage, an issue identified as a significant weakness in the sector in the *New Zealand Arts, Cultural and Heritage Tourism Strategy to 2015* (Ministry for Culture and Heritage 2008).

Finance is a big issue for heritage centres. For some of the interviewees the potential for the withdrawal of local authority financial support is a major ongoing worry. One interviewee noted:

*Heritage politics need to be resolved. There is a tension between 'open air' parks and indoor museums. An outdoor park is expensive to establish and operate. It is expensive as you need to have options for getting items undercover. Marlborough is lucky in that it has a dry climate so items do survive outside and visitors can still view exhibits.*

Another issue is around upskilling volunteers and attracting younger volunteers. The same interviewee noted:

*Volunteers have challenges, particularly if there is a lack of co-ordination. Challenges include health and safety, compliance, agreements and terms and conditions, people management. What do you do about the 80 year old painting the roof?*

*Volunteers tend to be retired and it is difficult to attract younger volunteers. The exception to this is the rock and mineral club, and model planes club.*

These comments reflect those made by most interviewees. Additional concerns were raised in relation to the general health of regional tourism. A couple of interviewees also mentioned the importance of proximity to a regional 'tourist trail'.

### 5.4 Management structures

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There was no clear trend in how centres were owned or managed. Most are based on land wholly owned by the relevant council, although Shantytown on the West Coast is owned by an incorporated society and Ferrymead in Christchurch by a trust. The Village on 17<sup>th</sup> (Tauranga) and Founders in Nelson are wholly owned and operated by the local council. Ferrymead and Brayshaw in Blenheim have multiple societies relating to a central agency (trust or society) represented by a board. Shantytown has only one society and one board involved.

There is a high rate of local council intervention and subsequent management and financing where heritage centres have begun to fail.

## 5.5 Lessons for Queen Elizabeth Park

The main message from the interviews is that a clear vision, excellent coordination, and financial security are key to sustaining a centre which has sufficient popularity and commitment for at least, the volunteer agencies involved and the artefacts that they manage, and at best, for visitors to the area.

What defines 'success' will depend on the purpose of the development. Is it a community facility that is well used by locals or a centre that will bring tourists in from outside the region? Is it a cost-neutral centre that sustains itself (with flexibility on how this occurs) or is it subsidised because of the community good outcomes it achieves? For example, the level of subsidy at MOTAT of approximately \$10 million annually represents a per visitor subsidy of over \$35. Conversely, the objective at The Village on 17<sup>th</sup> is to deliver a set of community benefits at no cost to the ratepayer. At MOTAT, a key focus is on the management and preservation of heritage artefacts, as well the delivery of a visitor experience. In Tauranga, the focus has moved away from delivering a living museum to providing commercial and community activities in a heritage setting (although some museum exhibits remain). Each is successful with regard to their objectives.

It is not an easy environment in which to be successful. The *New Zealand Arts, Cultural and Heritage Tourism Strategy to 2015* (Ministry for Culture and Heritage 2008, p10) found:

*Many cultural tourism operators are small and under resourced in terms of human and financial resources. As a result of these constraints and the problems of tourism seasonality there are sometimes issues with consistency of service and even hours of operation.*

*It was apparent that, for the sector as a whole, the marketing orientation of many arts, cultural and heritage organisations could be enhanced - particularly given that 62% of the 188 organisations surveyed had a marketing budget of less than \$20,000 per annum.*

*While a majority of the organisations surveyed considered that they required neither help nor encouragement to engage effectively with the tourism sector, it follows that improved marketing capability and tourism collaboration will generate more development of mutually beneficial opportunities.*

*Finally, given the importance of cultural tourism to the overall visitor satisfaction levels of New Zealand as a visitor destination, new and ongoing research will be required to uncover valuable opportunities and highlight necessary areas of improvement.*

The survey of heritage centres illustrates that there is no ideal management structure for a heritage precinct. The centres' management structures have evolved in response to threat and opportunities. If visitor numbers are high and gate takings are adequate, societies and trusts may remain in full control. They may also achieve this by gaining local subsidies for operational costs. A financial threat may force full adoption by a local authority, although management would still be via an appointed trust or board.

The common theme is management by a board which either represents the interests of the centre as a collective; or which brings together the interests of the boards of a variety of independent interest groups operating within the heritage centre.

Winter is an important consideration. This is a down-time for attractions which have a strong outdoor component. Sustaining an operation over this period is difficult and relies on a strong summer income.

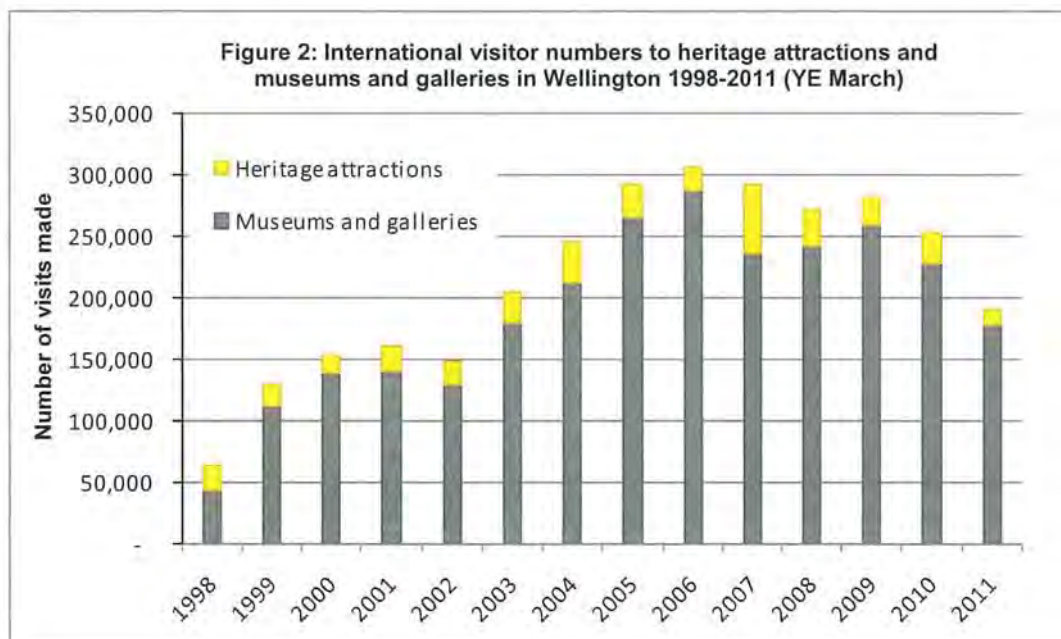
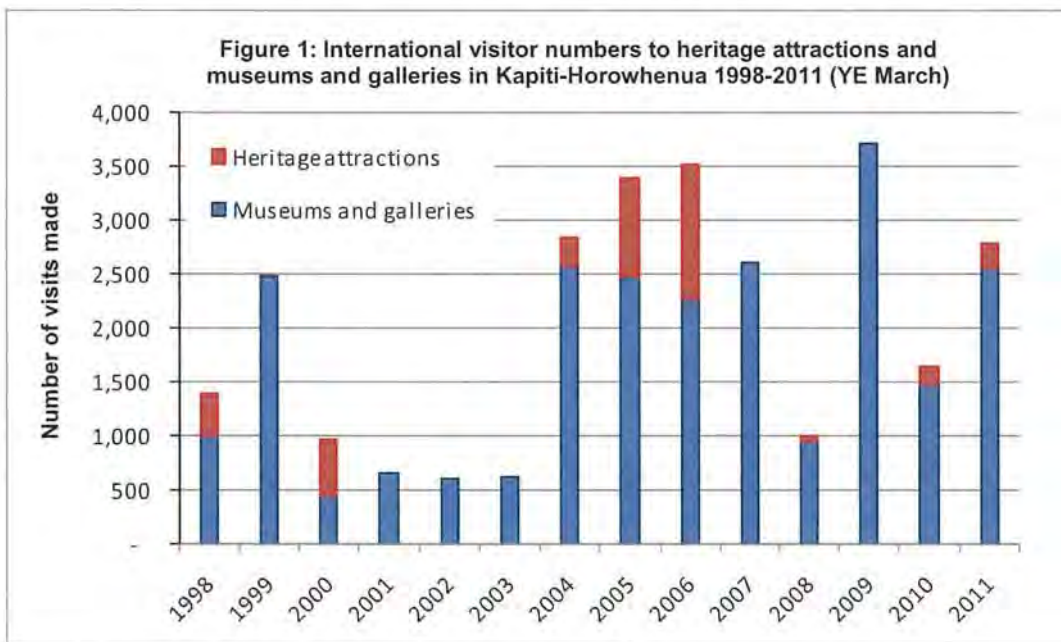


## 6 Heritage as tourism

The *New Zealand Arts, Cultural and Heritage Tourism Strategy to 2015* (Ministry for Culture and Heritage 2008, p3) notes:

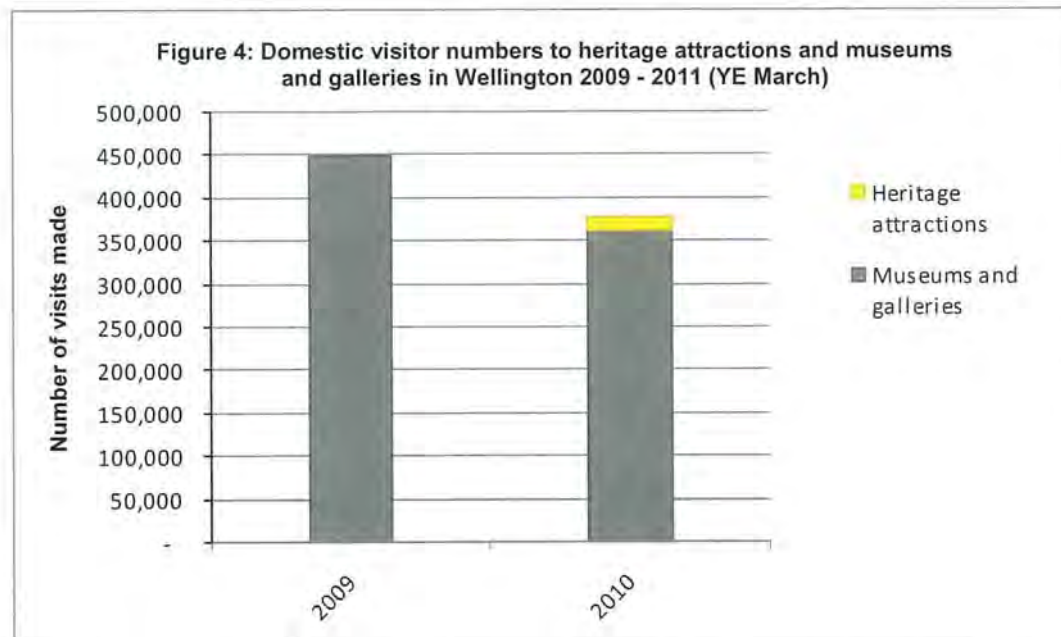
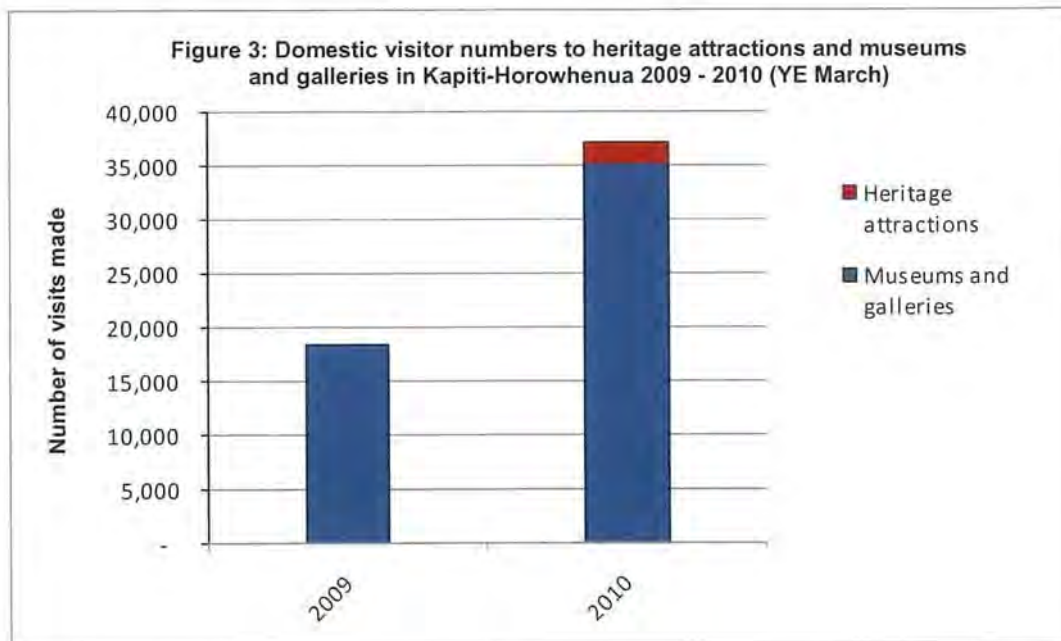
*Visitor research showed arts, cultural and heritage tourism fails to appear "on the radar" for the majority of international and domestic visitors on holiday in New Zealand. Current tourism research shows that around one-third of all international visitors who travel to New Zealand on holiday are interested in learning about our culture. However, even this moderate level of interest is not shared by the same proportion of domestic travellers as they holiday around New Zealand. Less than 10% of domestic holiday makers demonstrate an interest in experiencing the local culture.*

Heritage tourism attracts fewer visitors than museums and galleries. Figure s 1 and 2 show the



results from the Ministry of Economic Development's International Visitor Survey<sup>1</sup> for visits to 'heritage attractions' and museums and galleries in the Wellington and Kapiti-Horowhenua areas. The results are based on a survey of just over 5,000 international visitors annually. For the Kapiti-Horowhenua, there is a high level of annual variability in the data due to the small size of the data set (there is a high level of error in the data since few respondents to the survey report visiting these attractions in the region). For the Wellington region, the trend is more consistent. Te Papa opened in 1998, at the beginning of the data set. In both areas, museums and galleries are preferred to heritage attractions by a large factor.

Figures 3 and 4 show the results from the Ministry of Economic Development's Domestic Travel Survey for visits to heritage attractions and museums and galleries in the Wellington and Kapiti-Horowhenua areas. Data are sourced from surveys of approximately 15,000 households annually.



<sup>1</sup> All data are available online at <http://www.tourismresearch.govt.nz>



The method of data collection changed in 2009 and historic data are not able to be compared. As for international visitors, the attraction of heritage is far less than that of museums and galleries, but more-so. Heritage attractions did not feature at all in the 2009 results (that is, there were no visits by survey respondents). From this we can conclude that a heritage centre comprising heritage attractions alone are less likely to attract visitor numbers. Galleries and museums can increase the interest to visitors and the likelihood of visiting.

In 2010, the total number of international and domestic tourists who visited heritage attractions in the Kapiti-Horowhenua area, according to the domestic and international tourism surveys, was 2,187.<sup>2</sup> By comparison, almost 39,000 tourists visited museums and galleries in the same area. Of the 1.78 million domestic tourism visits to the Kapiti-Horowhenua in 2010, just over 0.1% involved a visit to a heritage attraction. For international visitors, the figure was closer to 1%. By comparison, more than 34% of international tourists visited a scenic or natural attraction in the Kapiti-Horowhenua, as did 13% of domestic tourists.

## 6.1 Summary

Heritage attractions are not highly attractive destination for tourism, especially domestic tourism. To some degree, there may be a lack of heritage activities and a lack of critical mass to create a strong market base. However, at the national level, less than 0.4% of all domestic tourists visited a heritage attraction in 2010 anywhere in New Zealand (and 2.3% for museums and galleries), while the figure was 27% for international tourists (the same level for museums and galleries). This represents a low level of uptake of heritage options for domestic tourists, considering that international tourists visited heritage attractions as frequently as they did museums and galleries, and at a relatively high rate.

This does not represent a show-stopper for a heritage precinct at QEP, but it does present a caution against expectations that it will automatically work as a domestic or international tourism destination, and highlights that the available local tourism market is currently not very large.

From these figures we can predict that the main market for a heritage precinct will be domestic day-trips from within the Wellington region. However, given that there is nationally a higher level of uptake of heritage attractions from international tourists (27% compared with 1% for Kapiti-Horowhenua) this suggests some scope to increase their uptake in the Kapiti-Horowhenua area by increasing the supply of options.

If the Kapiti-Horowhenua was able to attract the national level of international interest in heritage attractions (27%), there would be a shift from several hundred heritage attraction visits annually to over 15,000 (using 2010 data). For domestic tourists, a shift from 0.1% to 0.4% would represent a change from 2,000 visits annually to just over 7,000 visits.

The New Zealand Arts, Cultural and Heritage Tourism Strategy to 2015 (Ministry for Culture and Heritage 2008, p12) noted:

*The research conducted by McDermott Miller this year [2008] highlighted that there were significant differences between different types of cultural organisations regarding the relative importance of the local, domestic and international visitor markets i.e. 91% of performing arts respondents cited the overwhelming importance of the local market while 50% of heritage organisations cited international tourists as their core market.*

There is also a higher uptake of museum and gallery attractions over heritage generally, and incorporating this style of service into an attraction at QEP will add to its appeal.

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<sup>2</sup> This low figure will be subject to high levels of error; around ±50%

## 7 Heritage ideas for QEP

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Ideas for the development of heritage attractions at QEP are based on:

- what currently exists in the Park, but better developed and delivered (such as better development and interpretation of Maori heritage),
- what special interest groups have identified (such as a printing museum), and
- what could be extrapolated from existing cultural values and activities within the Park (such as heritage gardening and a cottage flax industry).

Community feedback (see Section 9) and review of relevant literature (see references) identified a limited number of ideas for heritage development at the Park and included:

### From established heritage or interest groups

- a printing museum – The Printing Museum Incorporated
- an operating trolley bus service – the Omnibus Society
- further development of the Kapiti Coast Electric Tramway – the Wellington Tramway Museum Incorporated
- further development of existing heritage opportunities on site in general – Friends of QEP
- further development of the US Marines heritage – Kapiti US Marines Trust
- development of a regional visitor centre to service the Kapiti District, Whareroa Farm and QEP – Kapiti Coast District Council (KCDC), Department of Conservation (DOC) and GW
- development of a national tourism destination/iconic visitor centre

### Commercial options

- tram restaurant
- cafe
- bicycle hire

### Other ideas raised

- whale migration and whaling (the idea of a life-size artwork at Whareroa Beach proposed by individual local artists)
- Tararua tramping museum
- aviation museum
- model village/railway
- cottage flax industry
- vintage cars
- vintage agricultural machinery (potentially in combination with cars and Clydesdale horses)
- vintage fire engines
- wallpaper collection

The existing Stables on the Park equestrian operation is considered by all stakeholders as complementary to all Park development options.

Kotuku Consultancy (2005) identified the following existing major elements of a 'heritage landscape' at QEP:

- Whareroa pa



- Wainui pa
- Mataihuka pa
- Tipapa pa
- Tipapa urupa
- numerous Maori occupation sites, including midden and pits
- Camp Russell
- Camp MacKay
- Camp Paekakariki
- a farm burial site

To date there has been no market research into 'consumer preferences'. Consideration has focused largely on heritage development opportunities based on what is located at QEP and other regional heritage assets which are seeking a home. QEP appears to have been identified due to its availability of open space rather than its strategic location as a visitor setting,

As stated in Section 6, to ensure a high visitor update of any heritage precinct, must be tailored to meet the market's interests – both in content and presentation style.

### 7.1 Summary

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Three broad possible heritage development options can be distilled from the ideas available:

- A. A decentralised heritage precinct, relying on development and interpretation of only those heritage and cultural values which currently exist at QEP and at the locations where they currently lie or lay.
- B. An interest-specific heritage precinct to support the activities and interests of groups of enthusiasts from within the region. This would provide a venue for hobbyists to pursue their activities in a public setting. This is akin to the current operation of the Kapiti tramway at QEP, where the development has no historical relationship to the Park, but offers some benefits to visitors and a lot of benefit to the enthusiasts. It would be centralised around the park entrance.
- C. A semi-commercial visitor attraction based on heritage, which may include those values provenant to QEP, plus those that are of general interest to tourists (based on market research). This may or may not includes heritage attractions currently proposed – depending on their ability to attract visitors. Again, this would be located at the park entrance.

All three options would benefit from a information centre, which would be tailored according to the scale of development. Option C is likely to require a larger centre when compared with A.. All options would also benefit from improvements to the entrance to QEP and strengthening connections with Whareroa Farm.

## 8 Development concepts

A set of draft concept plans for heritage developments at QEP is included in Appendix 4. These concept plans were used to focus discussion with stakeholder groups and feedback is outlined in Section 9 and in Appendix 3. The concepts illustrate alternative ways to develop a heritage precinct. These are discussed further below.

### 8.1 Improved park gateway and information centre

The improved park gateway concept is overlaid into all options for heritage development at the Park (as identified in Section 7.1) because it is seen as an essential base on which to build any Park development. The information centre would also be a common element, but the scale of development would differ based on the final development option chosen.

Page 10 of Appendix 4 illustrates a low-key development option at the park entrance featuring an improved entry sequence and a combined QEP and Whareroa Farm visitor centre (although the building may have a larger role). Design ideas included:

- making the entry visible from the highway
- using the existing historic gates for pedestrian/cycle entry, reinforcing the pedestrian/cycle link to Whareroa, and developing a new vehicular entry alongside the gates
- providing the experience of crossing into a wetland on entry
- developing a new visitor centre as a gateway to the park and for visitor orientation (approx. 600m<sup>2</sup> shown in yellow)
- maintaining potential for future integration with rail network through entry realignment



### 8.2 Heritage precinct at MacKays Crossing (community development option and semi-commercial visitor development)

Pages 11 to 16 of Appendix 4 present a range of spatial layouts for locating a heritage precinct at MacKays Crossing. Alternatives include a 'square' layout (shown right), cluster layout, heritage street, a 'crossing' with a one-way traffic system, and a 'long house'. All but the latter include the provision of separate buildings for individual groups or activities. The 'long house' provides a large multi-purpose building for shared use.

These layouts would support both the interest-specific heritage precinct option and the semi-commercial visitor attraction.

The option chosen is likely to reflect the management style, with separate buildings allowing individual trusts to operate autonomously or in some form of loose cooperation, while the 'long house' option is more workable with only one management entity.

The 'crossing' was the preferred layout identified through community feedback (it received the most support across the stakeholder groups).

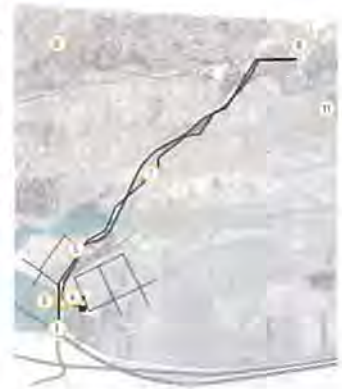




### 8.3 Dispersed heritage interpretation ('whole park')

There are various cultural heritage assets within QEP which could be better developed as visitor and educational settings. The concept of a 'dispersed' or 'whole park' approach was developed subsequent to early community meetings. This is shown on page 17 of Appendix 4 and incorporates the 'park gateway' (as above: it includes a redesigned main entrance and a visitor orientation building) and development of:

- the Paekakariki entry
- the Raumati South entry
- the existing tramways museum and pony club
- the Camp Russell interpretation
- wetlands interpretation
- historic route interpretation
- pa site interpretation
- dune environment interpretation
- Camp Paekakariki interpretation
- stream environments interpretation



Other interpretive nodes could be added, such as a whales statue at Whareroa Beach or farming heritage, where appropriate.

An information centre and improved park entrance would also support this option.

## 9 Interview summaries

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Interviews with 13 organisations were undertaken to gauge the level of community support for the heritage precinct and to hear community views about development of QEP generally (see Appendix 3 for interview notes). Given the selective nature of the community groups interviewed, this commentary is *indicative* of community views; it does not represent full community consultation on the proposal.

### What is 'heritage' at QEP?

Heritage at QEP can be categorised by whether it is 'indigenous' or not. The concept of "indigenous" heritage (also called "relevant" and "autochthonous"<sup>3</sup> by individuals) was often voiced.<sup>4</sup> This was described as the values or land uses that pre-existed the formation of the Park, in contrast to activities that had been (or could be) introduced, and which did not represent any pre-existing heritage value at QEP, such as the Tramways Museum or The Printing Museum.

Indigenous: There was universal agreement that indigenous activities are appropriate at QEP. Common responses to what constitutes heritage at QEP were: the natural environment, Maori, US Marines and farming. Where priority was given, the natural environment was usually placed first. Some groups used the term "open space" explaining that this included people's use and enjoyment of the natural environment through walking, mountain biking and horse-riding, in particular.

Opportunities exist to increase the presence and quality of the interpretation of indigenous activities. For example, the Kapiti US Marines Trust would like to enhance the on-ground presence of the Marines' camps and interpretation about their presence in Queen Elizabeth Park and neighbouring areas. Similarly, greater prominence could be given to the wetlands and dune ecosystems of Queen Elizabeth Park.

Non-indigenous: Two 'foreign' activities have been at QEP for a long time, which made them acceptable to many people. The Tramway Museum was established in 1964, and the riding stables have operated in the Park since 1986. Their long tenure overcame, for some, any concern about their 'foreign' status. Other interviewees held the firm belief that these activities were not appropriate and that no new activities should be introduced to the Park.

At the heart of the proposed heritage precinct is the potential introduction of additional non-indigenous heritage to QEP. Interviewees seemed well informed about the interests of The Printing Museum and, to a lesser extent, the Omnibus Society, to locate themselves at QEP. When questioned, a small number of other opportunities was raised – from collections of wallpaper to dolls houses and fire engines. More feedback about the proposed precinct is given later in this section.

In summary, there are two perspectives – those who believe QEP can and should accommodate historic heritage that 'needs a home' and can enhance the visitor experience at QEP, and those who believe QEP should represent the values indigenous to the area.

### What is the primary purpose of QEP?

Definitions of appropriate heritage at QEP related to beliefs about the underlying values or purpose of the Park. These divide into two primary perspectives – that the Park provides open space for the protection of natural heritage and provision of recreational opportunities such as walking, horse riding and mountain biking; and that the Park offers an ideal location for an historic heritage precinct.

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<sup>3</sup> Meaning, indigenous

<sup>4</sup> Double quotation marks denote the exact words used by interviewees



Adherents of the open space philosophy suggested that:

- The maintenance of open space is critical for the future of the Park and the Kapiti District: in 50 years time open space will be precious on the Kapiti Coast and QEP should not be 'filled up' with other things to the detriment of this primary value.
- Opportunities to enhance/rehabilitate natural values (e.g. revegetation programmes) contribute to natural heritage values, as well as providing recreational opportunities (conservation volunteerism).
- With the opening of Whareroa Farm, the swath of public land comprising QEP, Whareroa Farm, Akatarawa Forest and Battle Hill Farm Forest Park creates even greater opportunities for open space – the potential to plan recreation opportunities, landscape interpretation (e.g. geology) and biodiversity restoration projects on a grand scale. This would require inter-agency cooperation.

Those supporting an historic heritage precinct in QEP argued that:

- QEP offers one of very few opportunities in the Wellington Region for a home base for significant collections (The Printing Museum was often mentioned). These organisations need both a location for their 'working heritage' and want to show it off to the public (as a tourism attraction, as well as creating the potential to recruit new members).
- These collections can attract visitors to QEP. Universal agreement was evident that QEP should be used – it is public land for the public to use and appreciate. Provision of an expanded heritage precinct could attract more visitors, who may then connect with and enjoy the other values of the Park (they may come for a ride on the tram but then enjoy a walk around the wetland or a horse ride).
- There is enough room for everyone's needs to be fulfilled: keep the heritage precinct footprint compact allowing visitors to experience heritage while keeping much of the Park 'natural'.

### **Wider context**

QEP should not be considered in isolation: it is part of the regional park network and a jewel on the Kapiti Coast. The question arises of how QEP can contribute to district and regional goals. Taking this wider perspective presents the following considerations:

- A litmus test for the proposed heritage centre is, 'Will it attract more people to QEP?'. This can be linked to regional economic development – supporting business opportunities and community well-being through more people staying longer.
- Visitor hub: The opportunity for developing a multi-agency visitor centre (GW, KCDC, DOC). A range of scenarios was suggested – from an international standard 'wow' tourism destination or iconic visitor centre to a regional visitor centre or i-SITE. The local equivalent would be a QEP-focused visitor orientation centre. Funding opportunities were not articulated beyond the usual community funding opportunities (e.g. Lottery Grants Board), with the exception of the Kapiti US Marines Trust which is confident of funding opportunities for their work.
- A rail platform at MacKays Crossing received universal support. It would provide for visitors to QEP and Whareroa Farm. Some see this as critical to the success of the precinct and for the future of the Park.
- Interpretation: Many of the 'stories' that relate to QEP also encompass adjacent land (e.g. US Marines, geology, biodiversity sequence). Opportunities for integration of the visitor's understanding of these values suggest an integrated inter-agency approach (GW, KCDC, DOC) rather than separate, potentially disjointed, threads.

## Heritage precinct

Questions and conceptual drawings specific to the proposed heritage precinct were discussed with interviewees. When asked what the heritage precinct should look like, people commonly mentioned other heritage attractions (especially "a small version of MOTAT" or Ferrymead) or described it as "things like the Tramways Museum". Several themes ran through these responses:

- the precinct should be about industrial and technological heritage,
- its focus should be working heritage (that is, 'live' exhibits and experiences),
- there are several purposes for a precinct: providing a home to significant regional/national collections, as well as a visitor attraction and educational opportunity,
- synergy can be created by a collection of "like things" clustered in a compact area,
- visitor services should be included in the mix – a café and a bike hire service were specifically mentioned (an individual who is developing a restaurant in a restored railway carriage is keen to locate at QEP),
- do not 'Disneyfy' the precinct – it should not be a theme park.

The following issues were apparent:

- Feedback often related to either blanket support or opposition to the concept of a heritage precinct. Those who did not support a precinct took less interest in the finer details of design.
- There was a lack of universal community support for the idea. However, participants in the meetings recognised that opinions differ, and all recognised that GW will need to make a decision that might not please everyone.
- It was preferred that individual attractions were self-supporting (although some people commented that this was challenging and that local government funding should be available). Issues around the sustainability of attractions often led to concern being expressed about the reliance on volunteers. The availability of professional staff was seen as very positive, but with no bright ideas on how to achieve (the Tramway Museum has tried and failed to sustain paid staff).
- Potable water and infrastructure issues were occasionally mentioned.
- The proposed location of the heritage precinct at MacKays Crossing would place more buildings on top of the footprint of the US Marines Camp Russell. The effect upon the authenticity of the site was not a concern to most people (including the Kapiti US Marines Trust). One idea was to use the spatial layout of the Camp to configure the heritage precinct.

In response to the concept plans (see Appendix 4), many people thought all alternatives were good ideas, although some did not support the heritage precinct itself, as already noted.

Most people supported the idea of a new Park gateway:

- positive comments were received about the visitor entrance building. However, those who supported a national or regional visitor centre noted that a Park orientation building was insufficient – a bigger vision was needed,
- there was support for wetland re-creation (in some cases, people did not care about this – but there was no negative reaction),
- generally, people responded positively because they thought visitors, on arrival, did not currently learn what the Park offered.

The concept of a decentralised precinct (or 'whole park enhancement') got many people excited and had universal support:

- provides something for everyone (all values of QEP benefit from greater prominence and interpretation),



- sets the industrial and technological heritage within the broader context of all Park values.

Specific spatial layouts for the 'industrial and technological heritage precinct' received varying responses:

- no alternative geographic areas within QEP were suggested for the precinct beyond MacKays Crossing, although one person suggested shifting the precinct across the park road to the old playing fields area,
- options that would have the least effect on the Park's other natural and cultural values were preferred, and those which were acceptable to the majority of stakeholders (participants were aware that there was opposition to the precinct idea and wanted an option that was as palatable as possible),
- some people liked the street and crossing designs because they provided a compact visitor setting and replicated the urban setting for trams and trolley buses. For the same reason, others did not like the street design: it urbanised the natural environment,
- concern was expressed about potential loss of grazing land near the Stables (which reinforced the supportive community stance for this attraction). The grazing land should be maintained,
- commonly, responses included reference to keeping the heritage precinct compact.

## 10 Heritage development options for QEP

While many people have 'an idea' in their mind for a heritage precinct as a regionally important visitor attraction, this is often expressed in vague terms and there is no universally accepted proposal. This report has investigated three options (with an overlay of an improved gateway and visitor information centre):

- A. A decentralised heritage precinct, interpreting QEP heritage generally across the whole park,
- B. An interest specific heritage precinct, providing a cluster of heritage attractions,
- C. A semi-commercial heritage attraction that is market focused,

There is clear agreement that any development at QEP must complement Whareroa Farm.

As yet, insufficient heritage assets have been identified that would qualify QEP as a significant visitor destination. Rather, there are only a handful of ideas – only two of which has been market-tested via their historical operations. These include:

- the existing tramway
- the existing equestrian centre (the Stables on the Park)
- a printing museum
- a trolley bus centre
- a restaurant in a restored railway carriage
- a visitor information centre for just QEP and Whareroa Farm, a visitor centre for the Kapiti District, a national tourism destination/iconic visitor centre
- expansion of the US Marines presence at QEP and in adjacent areas
- a whales sculpture

To put this in context, The Village on 17<sup>th</sup> (Tauranga) has 42 community groups and commercial agencies engaged, Ferrymead in Christchurch 16 heritage groups (plus café services).

Shantytown on the West Coast offers 30 shops and buildings, as well as a steam train, gold panning, bush walks, cafe services and a small Victorian theatre with a holographic show. In addition, Shantytown has a very strong and consistently applied theme (a historic West Coast frontier town).

It is worth noting that visitor numbers to Shantytown have decreased over the past ten years, from a high of 110,000 in 1988 to 70,000 in 2010. The manager noted:

*In the 1980s, Shantytown was a 'big deal' and a popular tourist attraction. Today's tourists are very sophisticated and are used to a high entertainment component in their activities. In the past ten years, Shantytown has been working to increase interactivity in its displays.... The park has to keep 're-inventing' itself, which is expensive. Visitors are very discerning, even over things like coffee in the café. There is no external funding for operating Shantytown so it is essential to get door sales.*





Conversely, Ferrymead in Christchurch grew its visitor numbers from 45,000 in 2008 to 70,000 in 2010 due to, in part, better promotion to locals.

The take-home-message is that heritage parks need to have a variety of attractions that are well-themed and marketed, are sophisticated and of an appropriate scale. A collection of interesting artefacts and a small number of working displays will not be enough. They will serve only to satisfy special interest groups and operate as, potentially, 'successful' individual activities, much in the vein of the existing tramway at QEP.

At it currently stands, a coherent proposal for a heritage precinct does not exist. That is not to say that it is a bad idea but, rather, that the heritage precinct needs clear definition in order to take it to the next stage. This would include a significant increase in the number of heritage assets available and for those assets to be of interest to the public, and for the development of a coordinated vision for a visitor centre/tourism attraction. We also note that there is a good level of community support for the heritage precinct, but this is not universal.

Nonetheless, the following scenarios are presented for heritage development at QEP, including a heritage precinct, should there be sufficient momentum to create one.

### **10.1 Decentralised heritage precinct**

#### **The enhancement of QEP as a visitor destination via the interpretation and development of existing components throughout the Park's natural and heritage landscape, plus gateway development and visitor centre**

The concept is summarised in Section 8.3 of this report. It is based on existing or 'indigenous' Park values and would result in a more cohesive presentation of these values to the visitor. It is likely to provide a higher quality experience than currently exists for visitors entering the park and offer a deeper understanding of the Park's natural values and history. The work would have synergy with the existing cycleway development providing more points of interest on or near the route.

##### **10.1.1 Costs**

The costs of these developments could form part of the ongoing capital investments for the Park, or include some major on-site developments, such as pa reconstruction. Costs would include redevelopment of the park entrance and visitor centre as per the concept design on page 10 of Appendix 4.

A major pa development, for example, would be completed in partnership with iwi. Investment costs could be in the \$500,000 area with ongoing maintenance and annual operational costs of perhaps 10% of the development cost. Other heritage assets may have lower annual operational costs (such as whale sculptures).

Depending on the speed of work on the development, an extra 0.5 full-time equivalent (FTE) GW staff member may be required to coordinate community groups, special projects (capital works) and develop an operations and maintenance programme for new assets.

Park entrance redevelopment, including wetland works, would require a more detailed design and a quantity survey, but could be in the \$500,000 to \$1,000,000 area.

Estimated construction and annual operating costs for a 600m<sup>2</sup> visitor centre are given below. Estimates are for a basic and upper specification building and operation.<sup>5</sup>

<sup>5</sup> Rawlinsons New Zealand Construction Handbook 2010 provides m<sup>2</sup> rates for buildings. The figures used are based on Suburban Retail rate of \$1140/m<sup>2</sup> - \$1300/m<sup>2</sup> for suburban retail buildings and \$3650/m<sup>2</sup> - \$3950/m<sup>2</sup> for art galleries and museums.

Upper specification – park information centre	
Building floor area (m <sup>2</sup> )	600
Construction rate upper (\$/m <sup>2</sup> )	\$3,000
Construction cost	\$1,800,000
External developments <sup>6</sup>	\$310,000
Fit out – 10% construction	\$180,000
<b>Capital</b>	<b>\$2,290,000</b>
Maintenance at 1%	\$22,900
Depreciation at 2% straight line	\$45,800
Insurance - 20c per \$100 value	\$4,580
Staff – 1 FTE - full service cost	\$100,000
Operations - \$20 per sq metre	\$12,000
<b>Annual operating</b>	<b>\$185,280</b>

Basic specification – park information centre	
Building floor area (m <sup>2</sup> )	600
Construction rate upper (\$/m <sup>2</sup> )	\$1,000
Construction cost	\$600,000
External developments <sup>6</sup>	\$130,000
Fit out – 10% construction	\$60,000
<b>Capital</b>	<b>\$790,000</b>
Maintenance at 1%	\$7,900
Depreciation at 2% straight line	\$15,800
Insurance - 20c per \$100 value	\$1,580
Staff - 1 FTE - full service cost	\$75,000
Operations - \$15 per sq metre	\$9,000
<b>Annual operating</b>	<b>\$109,280</b>

<sup>6</sup> At 15% of construction cost plus \$2000 per car park



The very rough cost estimates for the whole park developments, including the information centre as above, are:

<b>Whole Park – High</b>	
Park information centre	\$2,290,000
Say, three major projects	\$3,000,000
Park entrance	\$1,000,000
<b>Capital</b>	<b>\$6,290,000</b>
Park information centre	\$185,280
Other new asset maintenance at 1%	\$40,000
Other new asset depreciation at 2%	\$80,000
Other new asset insurance – 20c per \$100 value	\$8,000
Other new asset operations – 5% capital value	\$200,000
0.5 GW FTE	\$50,000
<b>Annual operating</b>	<b>\$563,280</b>

<b>Whole Park – basic</b>	
Park information centre	\$790,000
Say, three major projects	\$1,500,000
Park entrance	\$500,000
<b>Capital</b>	<b>\$2,790,000</b>
Park information centre	\$109,280
Other new asset maintenance at 1%	\$20,000
Other new asset depreciation at 2%	\$40,000
Other new asset insurance – 20c per \$100 value	\$4,000
Other new asset operations – 2.5% capital value	\$50,000
0.5 GW FTE	\$50,000
<b>Annual operating</b>	<b>\$273,280</b>

### 10.1.2 Management structure

The majority of the interpretation works would be owned and managed by GW. A partnership model with iwi would be required for a major Maori cultural project, such as a pa reconstruction. Other partnerships with special interest groups could be developed for specific developments.

The information centre would be wholly owned by GW with joint-funding or alternatively, it could be funded and operated fully in partnership between GW and DOC (shared costs). KCDC may also be prepared to contribute say for display space or community space that may be utilized by local residents.

## 10.2 An interest specific heritage precinct

### The location of various heritage developments at QEP to satisfy the interests of groups of enthusiasts, with the development of a low-key visitor attraction

This development focuses on satisfying community demand for space to carry out special interest heritage projects. It should have some effect on increasing visitor numbers (though not quantified in this report) and broadening the experience of visitors.

#### 10.2.1 Costs

The park entrance and visitor information centre developments at the basic level are included in this option.

The floor areas for each precinct option shown in Appendix 4 range from 700m<sup>2</sup> for the 'long house' to 2,500m<sup>2</sup> for the 'square'. Costs for the 'long house' would be similar to those for the park gateway and information centre, which is added to the cost estimate for the precinct buildings below using the 2,500m<sup>2</sup> model. There is no consideration given here as to how these costs would be funded. Some or all may be raised by individual interest groups. However, the scale of the potential total cost is important to keep in mind. A 'basic' cost specification only is given (and recommended).

Basic specification – interest specific heritage development		Add info centre and park entrance (basic)
Building floor area (m <sup>2</sup> )	2,500	
Construction rate upper (\$/m <sup>2</sup> )	\$1,000	
Construction cost	\$2,500,000	
External developments <sup>7</sup>	\$455,000	
Fit out – 10% construction	\$250,000	
Capital	<b>\$3,208,500</b>	<b>\$4,440,000</b>
Maintenance at 1%	\$32,050	
Depreciation at 2% straight line	\$55,000	
Insurance - 20c per \$100 value	\$5,500	
Staff - 1 FTE - full service cost	\$75,000	
Operations - \$15 per sq metre	\$37,500	
Annual operating	<b>\$205,050</b>	<b>\$360,000</b>

#### 10.2.2 Management structure

Community groups could lease sites for specific buildings, which they would construct and manage at their own cost. Alternatively, groups could rent space in a centre owned and operated by GW as community building (such as in the 'long house'). Either way, a single trust would be required to operate the project, with group, community and GW representation.

<sup>7</sup> At 15% of construction cost plus \$2000 per car park



### 10.3 Semi-commercial heritage precinct

**A major regional or national visitor attraction driven by a desire to attract new international and domestic visitors to QEP and the Kapiti District.**

Until further market research is undertaken, the necessary scale of a heritage precinct is undefined. For the purposes of further consideration, the larger scale option is considered here – using the 'square' concept plan.

#### 10.3.1 Costs

As for the 'interest specific heritage development' option, the floor areas for each precinct option shown in Appendix 4 range from 700m<sup>2</sup> for the 'long house' to 2,500m<sup>2</sup> for the 'square'. Costs for the 'long house' would be similar to those for the gateway and information centre, which is added to the cost estimate for the precinct buildings below. Capital may be raised by grant funding or loans.

Upper specification – semi-commercial heritage precinct		Add info centre and park entrance (upper)
Building floor area (m <sup>2</sup> )	2,500	
Construction rate upper (\$/m <sup>2</sup> )	\$3,000	
Construction cost	\$7,500,000	
External developments <sup>8</sup>	\$1,125,000	
Fit out – 10% construction	\$750,000	
<b>Capital</b>	<b>\$9,420,500</b>	<b>\$12,700,000</b>
Maintenance at 1%	\$94,150	
Depreciation at 2% straight line	\$165,000	
Insurance - 20c per \$100 value	\$16,500	
Staff – 1 FTE - full service cost	\$100,000	
Operations - \$20 per sq metre	\$50,000	
<b>Annual operating</b>	<b>\$425,650</b>	<b>\$600,000</b>

Basic specification – semi-commercial heritage precinct		Add info centre and park entrance (basic)
Building floor area (m <sup>2</sup> )	2,500	
Construction rate upper (\$/m <sup>2</sup> )	\$1,000	
Construction cost	\$2,500,000	
External developments <sup>8</sup>	\$455,000	
Fit out – 10% construction	\$250,000	
<b>Capital</b>	<b>\$3,208,500</b>	<b>\$4,440,000</b>
Maintenance at 1%	\$32,050	
Depreciation at 2% straight line	\$55,000	
Insurance - 20c per \$100 value	\$5,500	
Staff - 1 FTE - full service cost	\$75,000	
Operations - \$15 per sq metre	\$37,500	
<b>Annual operating</b>	<b>\$205,050</b>	<b>\$360,000</b>

<sup>8</sup> At 15% of construction cost plus \$2000 per car park

To get a better sense of scale, if the upper specification was chosen the operating costs are similar to that for Ferrymead in Christchurch, which is approximately \$640,000 pa.

Under this option, it is assumed a cost of entry will apply to some exhibits. If capital is costed at 6% per annum (a low rate) with no capital repayment, and all operating costs are expected to be fully recovered, the following income would be required from visitors:

#### Upper specification

- annual recovery required: \$1,300,000
- high patronage (100,000 pa<sup>9</sup>): \$13 per person
- medium patronage (70,000 pa<sup>10</sup>): \$19 per person

#### Basic specification

- annual recovery required: \$580,000
- high patronage (100,000 pa): \$5.80 per person
- medium patronage (70,000 pa): \$8.30 per person

In Section 6.1 of this report, we stated:

*If the Kapiti-Horowhenua was able to attract the national level of international interest in heritage attractions (27%), there would be a shift from several hundred heritage attraction visits annually to over 15,000 (using 2010 data). For domestic tourists, a shift from 0.1% to 0.4% would represent a change from 2,000 visits annually to just over 7,000 visits.*

If 22,000 was a patronage count, the cost recovery for the upper specification would be almost \$60 per person, and just over \$26 per person for the basic specification.

No costs have been provided for the development, servicing and maintenance of heritage collections. A contingency of at least 20% should be applied to all sums, and all costs presented here should be treated as very rough estimates based on a formulaic approach.

Several existing heritage attractions offer free entry to locals (Ferrymead and Founders for example), and the per-person recovery cost for non-locals may need to be more than trebled if this approach is taken (a range of \$17.40 to \$57.00 per non-local visitor). It should be noted that Founders Park in Nelson had 100,000 visitors in 2010 and gained \$42,000 in gate-takings from this (42 cents on average per person). Shantytown had 70,000 visitors (excluding education and conference) but supported 24 FTE staff (their salary scale was not identified). The figures applied above include only two FTE staff. Sub-lease and retail sales are required to support income, and most centres survive on subsidies, including:

- MOTAT – ~\$10 million pa from the Auckland Council (required by statute)
- Founders – \$350,000 to \$400,000 pa (excluding accounting, IT, HR and health and safety services provided by the Nelson City Council)
- Shantytown – grants for capital developments
- Bushtown – unspecific grants and donations
- Brayshaw – \$170,000 pa from the Marlborough District Council
- Ferrymead – \$160,000 pa from the Christchurch City Council

It is unclear if the cost of capital is factored into the operating costs of these establishments.

<sup>9</sup> Founders high figure for 2010

<sup>10</sup> Shantytown high figure for 1998



### 10.3.2 *Management structure options*

Several options are available:

1. Operate the information centre within Council or as a contract to a private provider.
2. Lease land to a trust or incorporated society to operate a heritage precinct and to fund and own all structures associated with it. Place GW, iwi, park and heritage community representatives on the administrative board. This is the Shantytown model.
3. Offer individual leases to separate heritage groups for individual structures and areas, and have each society or trust own their own structures. Coordinate efforts via a separate and additional heritage precinct board. This is the Ferrymead model.
4. Own and operate the precinct within Council. This is the Village on 17th model.
5. Offer leases or licences to occupy Council buildings which Council or another entity owns.

Leasing land to one or more groups enables them to focus on fundraising from a variety of public and private sources with some guarantee of tenure. However, there is little encouragement for groups to perform at a high level once they have gained a lease.

Multiple licences to occupy may be issued by Council or by a trust or society which holds a lease to the precinct. This will allow constant evolution of the visitor attraction and require strong ongoing performance from licence holders. This is recommended management model. The decision to make is whether an entity separate from Council holds the lease, or whether the land remains in Council administration. Licence agreements will need to detail building and other asset ownership arrangements, and these may differ for each licence holder. Where there is a high level of investment by a group, a sub-lease may be necessary.

All management options have merit. The choice will partly depend on the skills of the personnel involved and may need to change over time as those skills – some of which will be in the local voluntary sector – come and go. Central coordination is afforded by options 1, 2 and 4, and this is the preferred model. Option 1 relates to the management of only an information centre.

### 10.4 **Risk and management summary**

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There is no risk reduction available for Council if any of the models fail, as they all leave unused structures on Council land (with the exception of Option 1 which has the least structures involved). It is unlikely that community groups will be able to provide bonds to remove structures should they no longer be affordable, or if interest wanes.

The 'decentralised heritage precinct' and 'interest-specific heritage precinct' options are of relatively low financial risk as the costs can be easily forecast. In either case the options are unlikely to attract a large number of new tourists to the area (either domestically or internationally) – this market is relatively small. Provision of gallery space and a museum that is carefully designed and marketed will attract more people. If visitor attractions rely on sales from patronage for operating costs, the attractions are unlikely to survive in the long term without subsidy.

The heritage precinct, as a semi-commercial undertaking, is of the greatest cost and risk. The developments would represent a major investment for which operational cost recovery, at the least, should be expected. If there were identified regional benefits gained via the location of a national or regional visitor attraction at QEP, the capital investment may be considered to be returned via other regional economic gains. However, if the cost of capital is expected to be returned via gate-takings at the precinct, then the direct financial risk of the project is raised substantially, to the point of being unviable.

Other non-financial risks are apparent, but have not been built into the above analysis:

- the incremental development of a visitor attraction, considering the current lack of a critical mass of heritage assets required to create a precinct, and the lack of opportunity to create a fully functioning attraction in the short-term,
- the need to keep heritage attractions relevant to visitors, especially when they are likely to be operated by groups of enthusiasts rather than those experienced in marketing and/or in the curating profession,
- the lack of co-location of complementary commercial activities, meaning the precinct has to stand purely on its own merits,
- the risk of volunteer burn-out and poor succession, particularly amongst groups who are already experiencing an aging volunteer workforce.



## 11 Conclusions and recommendations

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This study has set out a number of potential paths – each with its potential risks and benefits – that the Council can consider if it wishes to create a heritage precinct as signalled in the Parks Network Plan.

Whatever option is chosen it is recommended that, at a minimum, improvements to the park entrance are made and a visitor centre is developed. This comes at the capital cost of \$800,000 to \$2.5 million for a basic or his specification development respectively. There is the potential for some subsidy to the Council through co-funding from development partners (DOC and KCDC), depending on how the visitor centre also meets their objectives. In the case of DOC, the visitors centre would also focus on Whareroa Farm. However, the development of a visitor centre for the two Parks should only be advanced once the concept of a regional information and visitor centre has been fully considered. For KCDC, a community space or display space that can promote local artists may be amenable.

### 11.1 Decentralised heritage precinct

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The interpretation of the various heritage features in situ at QEP has merit as a natural extension to the QEP visitor experience. This option aligns well with the expectations of the Parks Network Plan and has the broad support of the stakeholders consulted for this report. It clearly fits within the designation for the park and the Recreation Reserve classification.

It is mostly likely to come at a cost to the Council with some assistance where partnerships are formed with a community groups that can access external funding

If the intent of the better development and interpretation of local heritage assets to Park visitors is to develop an improved visitor experience and education, then this option is low risk. Costs are predictable and the level of stakeholder support is high. The construction of a centralised QEP and Whareroa information centre would maximise the potential for this option, but also increase the capital and operational costs for QEP.

### 11.2 Interest-specific heritage option

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This is a moderate risk option. If the prime objective is to merely support the activities of enthusiasts, and a secondary objective is to develop a visitor attraction, then the performance measures are more easily achieved and the net costs are more predictable. This option has support from some stakeholders interviewed, and certainly there are a range of views as to what extent new 'heritage features' should dominate the entrance area.

The designation for Queen Elizabeth Park in the District Plan should take precedence over any Plan rules that impose restrictions on the size of buildings in an open space zone. The Recreation Reserve classification should allow this type of activity but it is likely that the concession to lease or licence would need to be granted by the Department of Conservation. Heritage attractions can be hosted through licences to occupy space and it is recommended that self-funding for operations made a minimum requirement. The main risk is in relation to the failure of specific groups and the need to reoccupy spaces. The requirement to build only multi-use spaces would reduce this risk. The cost of entry improvement, parking, landscaping and toilets would still remain with the Council unless some cost sharing was agreed.

### 11.3 Semi-commercial visitor attraction

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This is the highest risk option. Based on the experience of other heritage centres, the current heritage assets identified for a QEP precinct are insufficient and unlikely to attract the tourist market required to sustain the precinct. There is a high risk that the current suite of options have no



strategic market appeal. The national experience is that heritage centres require ongoing operating subsidies.

However, if a large-scale heritage precinct at MacKay's Crossing or a national tourism destination centre is envisioned and supported by Council, the following recommendations provide a way to progress this option:

- market research be conducted into visitor preferences for attractions and activities in the Kapiti District. The research should not be predicated on what heritage features are currently mooted for inclusion in a heritage precinct, but on what the District lacks generally,
- market research be used to identify gaps in activity and information provision in the Kapiti District, and a review of the preferred locations for attractions and information services be completed. This would include a review of the potential – if not the necessity – for creating critical mass in existing visitor and commercial settings,
- a business plan and an economic cost/benefit analysis be completed for a heritage precinct at QEP, if one is identified as attractive. The need to subsidise the activity is highly likely – at least in the early years – and a defensible case should pre-exist a subsidy, and
- market research drive the identification of appropriate attractions at QEP.

Market research will indicate whether a heritage precinct has the potential to succeed as a regional or national visitor destination, or whether it would only serve as a general community development programme. The degree of subsidy required should reflect the expected quantum of commercial and community benefits available. This quantum is not currently apparent.

#### 11.4 Final comments

This study has shown that the concept of a heritage precinct is not an impossible ideal for QEP. However, depending on what option is pursued, each will have some risk and cost to Council. The lessons learned from other heritage centres and tourism statistics indicate:

- there is usually a high degree of reliance by heritage centres on local authorities to provide core funding and management support,
- volunteer labour requires coordination and often requires paid staff to achieve this,
- the best model for management should include a trust that coordinates the various groups,
- multipurpose facilities (e.g. as a functions venue, community space, café) are commonly incorporated into heritage centres,
- the tourism market, domestic and international, interested in visiting heritage attractions in the Kapiti / Horowhenua area is relatively small,
- art galleries and museums are more likely to appeal to visitors than pure heritage attractions.

The concept of an improved gateway to the Park and a visitor centre has strong support from those interviewed. It can be achieved for a relatively low cost and low risk while providing enhanced facilities and attractions for visitors.

With regard to the heritage precinct options, the concept of a 'decentralised' precinct has immediate relevance and support. GW should be confident in furthering work in this area, requiring the development of a heritage development and interpretation plan, budgeting (including a joint QEP Whareroa information service or centre) and the approval of a work plan.

An interest specific heritage precinct via the provision of space at QEP has relatively low risks and it may be progressed using the currently available precinct ideas, but there should be little expectation for it to development as an important regional visitor destination. Formal arrangements



with interest groups would need to be progressed with reference to self-funding, licences to occupy and expectations for building levels of service and multi-use opportunities.

A full-scale heritage precinct and regional visitor centre is high risk and should only be considered after further market research and business planning is completed, as recommended.

None of the options for heritage development at QEP is fatally flawed. Rather, each has its own set of costs, benefits and risks. However, two developments are immediately tenable: a joint visitor centre for QEP and Whareroa Farm, and the development of an improved entry to the Park.

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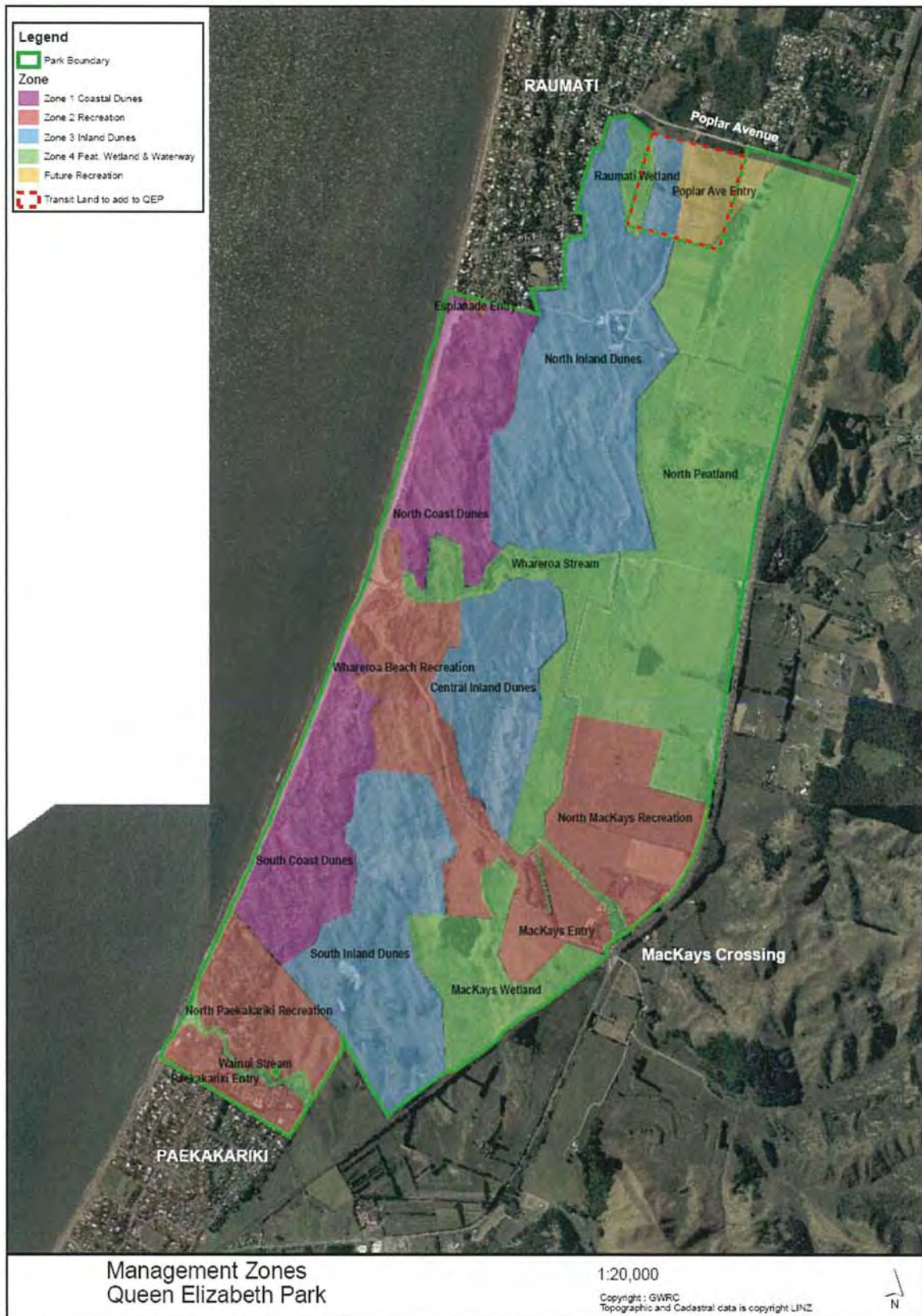
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### 13 Appendix 1: Queen Elizabeth Park maps

#### 13.1 Park Zones: 2006 Queen Elizabeth Park Management Plan





13.2 Projected changes – Greater Wellington Parks Network Plan 2010





## 14 Appendix 2: Existing heritage attractions – interview summaries

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### 14.1 Founders Heritage Park, Nelson

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Facilities Manager: Maria Anderson, 17 May 2011

#### **What was the original motivation for establishing the park/village?**

Founders Heritage Park, just north of central Nelson on five hectares, was the result of efforts of enthusiastic Nelson citizens who wanted to leave a legacy from the early founding businesses and families. Founders (Inc.) was established in 1977 and instrumental members included Sir Jack Newman (Newmans Coaches) and the Lucas family (newspaper business).

A number of Nelson businesses assisted in constructing historic replica buildings and the donation and re-location of original buildings. An extensive historic collection of up to 20,000 items was also donated by Nelson residents, leading to the opening of Founders Heritage Park to the public in 1986.

#### **Why is the park important?**

- A community facility for holding events e.g. gardening, beer festival, art, weddings, book launches, meetings and festivals. The park facilities are hired out.
- A place to store and unlock Nelson stories. The park is a site for history and heritage and thus attracts locals as well as outside visitors.
- The 25 tenants in the park have office and retail space. Tenants have a 'fit' with the park's strategic plan and operating guidelines.

#### **Is there an anchor attraction in the park/village?**

The park is busy in the summer. It is an outdoor museum experience and has village streets and mature gardens and tells heritage stories. In winter, the park is very quiet and if it was a commercial enterprise would most likely be unviable.

A signature event for the park is an annual ten-day book fair which has been running for 25 years. The book fair is a popular local event and the park receives books every day of the year for this fair.

The park has the Founders Café and Organic Brewery and although this is a big attraction for locals, it is not necessarily so for non-locals. The park has an artisan bakery and resident artists working in ceramics, wrought iron, stone jewellery. Founders Heritage Park hosts a farmers market every Friday evening.

A specific anchor attraction would probably benefit the park.

#### **What is the land tenure?**

The Founders Park land is owned by the Nelson City Council.

#### **What is the management structure?**

The park has a Facilities Manager (1 FTE) who reports to the Nelson City Council.

#### **What is the role of private businesses in the park?**

The park has 25 tenants who work in the park.

Events and conferences run at Founders are run by private businesses.

The park is located next door to the Whakatu Marae and there is a good relationship between the two organisations for showcasing heritage.

#### **What is the role of the local authority in the park?**

Nelson City Council took over ownership and management of the park in 1995. The Council funds the park \$350,000 - \$400,000 per annum, including 3.5 FTE. The Council also provides services such as accounting, IT, HR, health and safety. But in return the park is responsible to the Council for reporting and operating overheads.

**What are the primary income sources for capital works?**

The annual book fair provides \$100,000 for capital works.

**What are the primary income sources for operating costs?**

The Nelson City Council provides income for operating costs. For specific projects the park can apply for grants through the Nelson City Council.

**How many permanent staff?**

Founders Park has 3.5 FTE paid staff, including the Facilities Manager (1.0 FTE) and a Curator (0.4 FTE). These salaries are paid by the Nelson City Council from the Community Development budget.

The park has volunteers who work in the following areas: front of house, book fair, community events, the train. The park uses probation workers and also has contractors who help with gardens.

**How frequently is it open?**

Is open daily from 10:00 am to 4:30 pm (except Good Friday and Christmas Day).

**How many visitors in 2010? Locals? Nationals? Internationals?**

The park had 100,000 visitors in 2010. The park had \$42,000 income from paying visitors. The park is free to locals. The split of internationals to national is 30:70 – i.e. 3,600 visitors were international and 8,400 nationals.

**How have visitor numbers changed over the past decade?**

Visitor numbers are increasing, particularly local visitors. This is likely to be because of: telling better stories, and since 2009 the park has been free to locals.

**Location**

The park is located 5km from the Nelson CBD, which is too far to walk. Ideally, the park would be located at Trafalgar Park or next to the i-SITE. A plan to link the railway from the CBD to the park would assist the location.

**What were the biggest challenges in starting the park?**

Challenges in starting the park included a lack of a clear plan and a poor governance structure and these were contributing factors to the failure of the Founders Trust in the 1990s.

However, by establishing the park in the 1970s and 80s, the environment was favourable in terms of ease in areas such as obtaining consents, health and safety and building availability. Further, there was subsidised government labour which meant the park was able to do its building relatively cheaply.

**What have been the biggest challenges in keeping the park operating?**

The biggest challenge to the park is the wide and varied stakeholders – the Council, the community and tenants.

**What have been the biggest successes?**

The biggest success has been buy-in from the community, and thus from the Council.

**What are the greatest opportunities for developing the park further, or is it good as it is?**



Future opportunities includes: extending the train track into the CBD, taking over running of the train from the volunteers, more conferences and events, telling better heritage stories, developing an anchor attraction, increasing winter visitor numbers, developing the relationship with Whakatu Marae.

**What are the biggest threats in the future?**

Future threats include: Council withdrawing funding, lack of alternative investors if Council funding withdrawn, local tourism market drying up, international tourism market drying up, economy remaining in depression, tenants departing.

**What sustains the volunteer base? Are there younger supporters coming along?**

The volunteer base is strong. There is budget for the volunteers to ensure that they have appropriate support and feel that their activities are worthwhile. The park recognises that volunteers are interested in community and comradeship. The park has been able to attract younger volunteers. The book fair, which is a large revenue generator has a large group of committed volunteers.

**How frequently do your displays change?**

The park displays are permanent but are updated by the curator as required.

**14.2 Tauranga Historic Village (Historic Village on 17<sup>th</sup>)**

Manager: Janie Hyde, 17 May 2011

**Location**

The village is based in a valley off the main road (Cameron) in Tauranga, near the hospital.

**What was the original motivation for establishing the park/village?**

The Village was originally established as the Tauranga Museum and operated until 1998 when the Museum operation was closed, mainly due to financial reasons. The Village was then leased to Compass Community Trust to be run as a community village.

In 2005 Compass relinquished its lease back to Council and consideration was given as to how best use the Village at no direct cost to the ratepayer.

The Village now is managed as a property under Community Property Services with the buildings leased to local community organisations and small businesses, and offering venue hire for conferences, functions, weddings and festivals.

**Why is the park important?**

These days the Village is a community facility that incorporates elements of: reserving and storing heritage artefacts, supporting local enthusiasts, providing a regional tourism attraction, providing a local family activity area, providing an education resource, a venue for clubs to meet, and a community meeting place generally.

The village's mission is:

- To provide a self-funding facility with primary focus on affordable accommodation for community organisations, supplemented by commercial business
- To utilise 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 complement 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

Over the years the heritage element has reduced, due to the fact the Museum collection was moved from the Village, and to the changing use of the facility. Although not an actual 'historic village', visitors still appreciate the unique setting of the replica and original buildings. There are currently two buildings within the Village that are still museum-owned and have informational exhibits.

The following community organisations are based at the Village:

- Advocacy Network Services Trust
- Age Concern
- Arthritis New Zealand
- Autism NZ
- Deaf Association
- Get Smart Tauranga Kia Kaha
- Grey Power
- Heni te Kiri Karamu Youthgroup (HtK) Cafe
- Home Instead Senior Care
- Maori Women's Welfare League
- Multicultural Tauranga
- New Zeal Foundation
- NZPC
- Parent to Parent & Altogether Autism
- People Assisted Re-integration Service (PARS)
- SeniorNet
- Shakti—Ethnic Women's Support
- SPELD
- Tauranga Budget Advisory Service
- Tauranga Environment Centre
- Tauranga Maori Wardens Sub-Association
- Tauranga Parents Centre
- Te Ataarangi Educational Trust
- Te Hunga Manaaki Services
- Turning Point Trust
- Volunteer Western Bay of Plenty
- Western Bay Mental Health
- Youth Development Trust Western BOP

#### **Is there an anchor attraction in the park/village?**

There is no museum collection at the Village. There is a variety of objectives for the Village which attracts visitors.

#### **What is the land tenure?**

Council owned and operated.

#### **What is the management structure?**

Council manages operations – leasing, venue hire, asset management

#### **What is the role of private businesses in the park?**

There is currently no private investment in this Council facility. Private businesses may hold a licence to occupy premises.

Businesses include:

- Clay Art Studio & Leadlight Expressions: Ceramics, mosaics, leadlights, giftware, classes
- Be Beaded: beads and findings, jewellery and gifts
- Kiwi Heart: selection of gifts and souvenirs with a New Zealand flavour
- Compurail: Card making and hobby supplies, card and craft supplies, model railroading
- Tauranga Gems & Mineral Club Inc: Museum display of rocks and minerals



- The Fairy House & Enchanted Studios: Birthday parties, dance classes, fairy costumes
- Capture-it NZ: photography classes
- Tauranga School of Photography
- Gate Photography
- Eikona – Photographic gallery
- Pikitia – New Zealand photography
- Detour Theatre
- Village Radio - Tauranga's vintage radio station
- HtK @ Village Cafe - brunch & lunch

**What are the primary income sources for operating costs?**

Lease and venue hire revenue

**How many permanent staff?**

Two.

**How frequently is the park open?**

Village grounds are open daily 8am – 10pm. Businesses within the Village have varying operating hours; venues are available 7 days per week.

**14.3 Shantytown, West Coast**

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Chief Executive: Andrea Forest, 18 May 2011

**Location**

Shantytown is located on Rutherglen Road (off the main highway), 10 km south of Greymouth. The location is not close enough to Greymouth and people are reluctant to turn off the main highway. Time is precious and tourists are reluctant to stop once they are 'on the road'. Also, Shantytown can't be seen from the highway so people don't know what is there. It would be great if smoke/steam from the trains was visible from the road.

There is no public transport from Greymouth to Shantytown.

**What was the original motivation for establishing the park/village?**

Shantytown was the dream of a West Coast landowner who, after visiting Knott's Berry Farm in the 1960s, decided he wanted to set up a heritage park. The private individual had a gold claim and owned land and decided that a focus on gold and heritage would be good for the West Coast. The discovery of gold on the West Coast in 1864 had led to population growth from around 300 to almost 30,000 residents. Isolation, rugged terrain and extreme weather conditions produced stories of fortitude and ingenuity. Shantytown was developed to tell these stories through a mix of experience and displays.

In 1968 an incorporated society was formed and the first two clauses of the legal document refer to Shantytown as being: a repository of items for the West Coast and a place for telling stories about the West Coast.

Today, Shantytown Heritage Park is set on 500 acres of native rainforest. The town and surrounding buildings consists of 30 shops and buildings.

**Why is the park important?**

Shantytown has multiple purposes:

- Telling West Coast stories and a celebration of the West Coast people
- A repository for heritage and preservation of important items
- An education centre
- A place where steam engines are preserved and run
- Largest conference centre on the West Coast

Is there an anchor attraction in the park/village?

The trains are the anchor attraction to the park. The trains run 8 – 10 times every day and there are 70,000 passengers annually. All tickets to Shantytown include a ride on one of two vintage steam trains. The first train departs from the railway station at 9:45am and then at regular intervals throughout the day until 4pm. The trains take a short trip through native rain forest along the Infants Creek Tram line, which follows an original sawmill tram track of the 1800s. The route back stops at a sawmill and a gold claim and sluice area.

Shantytown, in partnership with Tai Poutini Polytechnic, offers a Certificate in Steam Powered Vehicles.

#### **What is the land tenure?**

Shantytown land, buildings, assets and collection items are 100% owned by an incorporated society.

#### **What is the management structure?**

The park has a governing Board of seven volunteers. The Board employs all staff, including a Chief Executive and a Marketing Manager.

#### **What is the role of private businesses in the park?**

Although Shantytown has shop sales, these have no connection with private business – Shantytown does not lease out any retail or income generating components. Space is leased to three tenants who occupy three buildings for display purposes only e.g. gem club for rock displays, vintage car club for clubroom space and a Masonic lodge for lodge rooms. Leases are peppercorn in the main.

#### **What is the role of the local authority in the park?**

The local Council provides no input or funding to Shantytown.

#### **What are the primary income sources for capital works?**

Capital work costs are met by grants for specific projects. Specific projects may also attract funding from the Council and from Development West Coast.

#### **What are the primary income sources for operating costs?**

The park's operating costs are met by entry fees. Costs are also met by rent for meeting rooms, functions, shop sales and tenants.

Shantytown has three organisations who sub-lease premises. The lease agreement states clear terms and conditions for operations.

#### **How many permanent staff?**

The park has 24 FTE paid staff and 9 (up to 50) casual staff.

Three staff are employed for education. Marsden Valley Education Centre based in Shantytown, is funded by the Ministry of Education under a Learning Experiences Outside The Classroom



(LEOTC) grant. Schools from any part of New Zealand may visit the centre, which boasts a range of learning programmes based on the history of the West Coast.

#### **How frequently is the park open?**

The park is open every day 8:30am to 5.00pm (Closed Christmas Day only)

#### **How many visitors in 2010? Locals? Nationals? Internationals?**

The park had 70,000 visitors in 2010. This excludes visitors who were functions or education.

The split of visitors is: international 50%, national 50% (locals from the West Coast have free entry).

#### **How have visitor numbers changed over the past decade?**

Visitor numbers have decreased in the past 10 years. This is likely to be due to: increased fuel prices, recession, FIT instead of bus groups, and natural disasters which dampen travel.

Visitor numbers peaked in around 1988 at 110,000.

In the 1980s, Shantytown was a 'big deal' and a popular tourist attraction. Today's tourists are very sophisticated and are used to a high entertainment component in their activities. In the past ten years, Shantytown has been working to increase interactivity in its displays.

#### **What were the biggest challenges in starting the park?**

There were few challenges in establishing Shantytown: land was available, in the 1960s it was one of the first of its kind in New Zealand. Shantytown benefitted from voluntary labour and donated goods and services.

#### **What have been the biggest challenges in keeping the park operating?**

The biggest challenge to the park is visitor numbers. The park has to keep 're-inventing' itself, which is expensive. Visitors are very discerning, even over things like coffee in the café. There is no external funding for operating Shantytown so it is essential to get door sales.

It is difficult to attract good quality staff as the industry doesn't pay high salaries.

Marketing is expensive.

#### **What have been the biggest successes?**

The biggest success has been the longevity of Shantytown. The idea was conceived 44 years ago and it is 40 years since Shantytown opened.

Shantytown is an ideal place for train enthusiasts. Trains require constant attention and there are ongoing opportunities for repairing old trains and operating trains.

#### **What are the greatest opportunities for developing the park further, or is it good as it is?**

Shantytown is good as it is. BUT more visitors are needed so ideas for development include:

- marketing to a different demographic
- better utilising the land – maybe getting people in for mountain biking, horse trekking, having other operators on the site.

#### **What are the biggest threats in the future?**

Reduced operating and capital income.

What sustains the volunteer base? Are there younger supporters coming along?

The volunteer base is small and there are limited opportunities. Volunteers can cause difficulties e.g. health and safety, supervision and trust. There is also a line that needs to be recognised

between employee and volunteer status. For volunteering to work there must be a mutual feeling of value and worth.

Volunteers tend to be retired and are generally male.

There is a trend to having offering people space to do strategic displays at Shantytown e.g. operating a forge, woodturning.

Shantytown is unlikely to adopt the Ferrymead approach of having volunteer societies. Their preference is have one incorporate society and for everyone to work under that umbrella.

#### **How frequently do displays change?**

Displays and exhibitions change every two months. The buildings stay the same, but changes are made to sound, information panels and interactive experiences.

### **14.4 Bushtown, Waimate**

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Chairperson: Allan Laurie, 20 May 2011

#### **Location – how important is where you're based for patronage?**

The park is located 10 minutes drive off the main state highway. It is located on the main road to Mt Cook and also on the Waimate stop-off point. Not being on the road is not perceived as being a handicap to attracting proposed visitors.

#### **What was the original motivation for establishing the park/village?**

Waimate was built on forestry and milling. A fire in the 1870s decimated the bush. The primary focus of Bushtown was to recognise the bush as the primary resource of Waimate and the contribution that bush related activity has made to the Waimate District and Canterbury.

The concept was put to a public meeting in April 2002. In 2003, land was allocated by the District Council and an incorporated society was formed. Although Bushtown is not yet open to the public significant work has been done in clearing the land and getting the paperwork completed for consents etc.

Bushtown will have a historic sawmill and timber village and information education village.

The Bushtown project is part of a range of developments within Waimate that includes The Museum, the Arcadia Building, Parks, White Horse (monument) and Second Hand Businesses. The range of displays proposed for Bushtown will provide a window to the last 150 years that celebrates all sectors of the community working together.

#### **Why is the park important?**

Bushtown will be important for local enthusiasts and for tourism. The park's activity will be focused on providing learning and enjoyment through an interactive facility for school groups, the local community, volunteer membership and visitors.

Is there an anchor attraction in the park/village?

The anchor attractions will be the construction of an historic steam driven sawmill, a diesel powered sawmill and a pit saw. The Sawmills will be fully operational and working on site.

Bushtown has a Heritage Totara Forest Planting Project. As well as re-creating a totara forest, trees are being sold to raise funds. All tree locations will be located by GPS co-ordinates, have a plaque and Bushtown personnel will assist during planting. There will be a total of approximately 750 Totara planting sites allocated. A series of walking tracks will provide access to all sites. An additional 20,000 native species will also be planted to create the forest. These additional plantings



will involve local groups/organisations/schools as much as possible to ensure a sense of ownership.

**What is the land tenure?**

100% owned by the Waimate District Council.

**What is the management structure?**

Bushtown has a Committee of 12 – 15 volunteers.

**What is the role of the local authority in the park?**

The local authority owns the land and also provides for a rates rebate. It does not provide any operating funding.

**What are the primary income sources for capital works?**

Grants and donations.

**What are the primary income sources for operating costs?**

Grants and donations.

When the auditorium is built income will flow from rental of this (functions and conferences).

**What were the biggest challenges in starting the park?**

- Funding. In the early days the Committee had to get together around \$20,000 to produce a feasibility study (business plan). This plan was necessary to attract capital funding. The Committee obtained the money by asking for donations from individuals and businesses. Ongoing funding is an issue e.g. for the auditorium, re-roofing the church.
- Land. The land that was donated by the Council had to be cleared of gorse and then fenced.
- Paper-work. The Committee has found that obtaining the necessary consents and permits has been time-consuming and expensive.

**What have been the biggest successes?**

The biggest success has been the support from the community. A core of 10 – 15 people are driving the project.

**What sustains the volunteer base?**

The volunteer base is sustained by the project. People are passionate and inspired and enjoy the friendship associated with the project.

Volunteers tend to be retired and aged over 50 years.

Volunteers undertake specific projects e.g. Edwardian cottage

**As the park is not yet open the following questions are not relevant:**

- How many permanent staff?
- How frequently is it open?
- How many visitors did you have in 2010?
- How have visitor numbers changed over the past decade?
- Who are your visitors? Locals? Nationals? Internationals?
- What have been the biggest challenges in keeping the park operating?
- What are the greatest opportunities for developing the park further, or is it good as it is?
- How frequently do your displays change?

## 14.5 Brayshaw Heritage Park, Blenheim

Chief Executive: Steve Austin, 23 May 2011

### Location

Brayshaw is a five minute drive from Blenheim. There is no public transport.

At the time that Brayshaw was established, the central Blenheim area was subject to flooding and Brayshaw was attractive being on higher ground. Ideally, Brayshaw would be located where the visitors are, rather than visitors having to find it.

### What was the original motivation for establishing the park/village?

In 1959, as part of the Marlborough anniversary celebrations, there was a display of historical farm implements. The display was organised by a team of enthusiasts, including Norman Brayshaw. Afterwards, there was a desire to have a permanent place for storing and displaying the farm machinery. The Marlborough District Council donated land on Blenheim's south-west boundary and the Brayshaw Heritage Park was established in 1968.

Today the park is home to a number of organisations including: Marlborough Historical Society (museum), Marlborough Vintage Farm Machinery, The Vintage Car Club of NZ (Inc) Marlborough Branch and Marlborough Associated Modellers Inc.

Other Marlborough Clubs and Societies are also based at the Park, including the local Rock & Mineral Club, Riverside Railway, Creative Fibre Guild, Genealogy Society, Woodworkers' Guild, Havelock Lodge 104, Marlborough Choral Society, Marlborough Poultry and Pigeon and Cage Bird Club.

### Why is the park important?

Brayshaw park is a 'heritage island' for Marlborough. The District has very few heritage features and no historic home are open to the public. To many people in Marlborough, heritage is irrelevant as they have lived in the district for ten years or fewer.

From the 1960s until recently, the park was a site for 'accumulating' objects. People bought objects for preserving and storing by enthusiasts, but this was done without a strong strategic focus. The park is now working to ensure that items in the park form part of a heritage 'collection'.

### Is there an anchor attraction in the park/village?

The museum is the anchor attraction - the museum and archives complex has a range of Marlborough history, there are regular showings of local and international film clips from the past, and there are streets built in the style of old Blenheim. A replica Fire Station houses a collection of early fire-fighting appliances. The museum is the only attraction that is staffed and open every day.

Also important is the vintage machinery collection, which is the largest display of vintage farm machinery in the Southern Hemisphere with rare tractors, engines, and machinery. Over 80 different tractors are on display including a 1910 Blackstone, the only known one in existence.

### What is the land tenure?

Brayshaw land is vested in the Marlborough District Council.

### What is the management structure?

The park has a governing Board of 8 – 10 – the Brayshaw Heritage Park Administrators. All groups who occupy the park vote delegates onto this body.

### What is the role of private businesses in the park?



Private business interests at Brayshaw include sponsors (mostly from the wine industry) and also sponsors for the marine farming display that is being developed.

**What is the role of the local authority in the park?**

The local Council provides an operating grant of \$170,000 per annum to the museum. Other groups at the park receive assistance with insurance from the Council.

The Brayshaw Heritage Park Administrators has recently received assistance for a landscaping project. This project is aiming at linking the various societies and groups at Brayshaw in such a way that the resources provide a total 'visitor experience' rather than a series of individual displays.

Annual contestable funding from the local authority is also available for groups to apply for.

**What are the primary income sources for capital works?**

Capital work costs are met by grants for specific projects. Each society makes an application.

**What are the primary income sources for operating costs?**

The park's operating costs are met by entry fees. Costs are also met by donations, bequests, local government grants and renting out facilities.

**How many permanent staff?**

The Marlborough Historical society is the only group with permanent employees. It employs four full-time and three part-time staff, including a Chief Executive of the museum.

This staffing includes 1.2 FTE who are employed under a contract with the Ministry of Education Learning Experiences Outside The Classroom (LEOTC) grant.

**How frequently is the park open?**

Museum open every day (except Christmas Day and Good Friday) from 10.00 am - 4.00 pm.

Vintage Car Club of New Zealand (Marlborough Branch) Museum open every Wednesday and Sunday from 1.30 - 4.00 pm.

Marlborough Associated Modellers- trains operate for riders on the first and third Sunday of every month.

Marlborough Vintage Farm Machinery Museum open every Sunday from 1.00 pm or by arrangement.

**How many visitors in 2010? Locals? Nationals? Internationals?**

The park had 10,000 visitors in 2010 - this includes the education programme. The split is 75% international and the remainder are split half local and half national.

**How have visitor numbers changed over the past decade?**

Visitor numbers have been increasing – in 2006 the park had 6,000 visitors. This is due, in part, to increased profile of the park and promotions aimed at locals e.g. 10 free days per year, one free month and a membership of the historical society that provides unlimited entry to the park.

**What were the biggest challenges in starting the park?**

When the park was started, people gave generously and had high expectations that their donations would be looked after. In the absence of professional staff there were gaps in the records kept and also the conditions for storing items was inadequate. This situation was the result of poor planning and unrealistic expectations.

**What have been the biggest challenges in keeping the park operating?**

The biggest challenge to the park is ensuring that it is seen as an asset, not a liability.

There are politics around individual societies who are all fighting for the same limited pool of funding. There is a tension between acting in the interest of individual societies or in the interests of the total community.

It is essential that the park is viewed positively by the community.

#### **What have been the biggest successes?**

The biggest success has been the building up of a collection over 50 years. Many items would not have survived if they hadn't been bought to Brayshaw.

Another success is the recognition that the societies need to work together to survive and grow.

Brayshaw is proud of the fact that it has had the three elements to develop a successful park: enthusiasts and grass-roots members, local government support, a trust or ginger group who can push things through.

#### **What are the greatest opportunities for developing the park further, or is it good as it is?**

Developments include:

- people working together more
- marine farming exhibition – this project is estimated to cost around \$600,000
- development of the park as 'one' visitor experience. The landscape plan is part of this. The park will become more integrated with the addition of pathways, signage, lighting and joint marketing.

#### **What are the biggest threats in the future?**

Financial - reduced operating and capital income. Although the museum is included in the Council's ten year planning, Brayshaw park is not.

Politics - heritage politics need to be resolved. There is a tension between 'open air' parks and indoor museums. An outdoor park is expensive to establish and operate. It is expensive as you need to have options for getting items undercover. Marlborough is lucky in that it has a dry climate so items do survive outside and visitors can still view exhibits.

Economy – there is a drive in Marlborough to reduce rates

Community support is essential for the continued success of the park.

#### **What sustains the volunteer base? Are there younger supporters coming along?**

The volunteer base is large – 30 at each of the museum and modellers society and more than 30 at the vintage car and farm machinery clubs.

Volunteers have challenges, particularly if there is a lack of co-ordination. Challenges include health and safety, compliance, agreements and terms and conditions, people management. E.g. what do you do about the 80 year old painting the roof?

Volunteers tend to be retired and it is difficult to attract younger volunteers. The exception to this is the rock and mineral club and model planes club.

#### **How frequently do displays change?**

Displays don't change often as this requires money and expertise. Brayshaw has a lot of static displays.

There are event days such as the annual 'heritage day' where all the machines are operating. There is also a 'steam up' day on the first Sunday of each month.



## **14.6 Ferrymead Heritage Park, Christchurch**

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General Manager: Newton Dodge, 17 May 2011

### **Location**

The park is 15 minutes by car from Christchurch city centre, which is too far to walk and there is a perception that the park is a 'long way' out of town. Public transport to the park relies on a bus from the city. In an ideal world, the park would have a direct public transport link.

### **What was the original motivation for establishing the park/village?**

Ferrymead Heritage Park features an early 1900s Edwardian township complete with homes, picture theatre, school house, church, jail and railway station, as well as museum and heritage collections. The location is important, as it is the site of the first commuter train into a city in New Zealand.

The railway and tram societies started meeting in the 1970s and proposed a heritage park; they were joined by the aeroplane society in 1985. The (then) Heathcote Council offered land to the societies. Service groups, such as Jaycees, got involved in establishing the park and putting down railway tracks. In 1977, 'the street' was formed and buildings from around Canterbury were re-located to Ferrymead.

The Ferrymead Heritage Park Trust was established in 1985 as a charitable trust with more than 15 partner societies. Today there are 20 partner societies.

### **Why is the park important?**

Ferrymead is the only public space in Christchurch that shows off heritage buildings, streets and societies in one location.

Ferrymead is a place for societies to meet and 'do their thing'.

### **Is there an anchor attraction in the park/village?**

The trams and trains are the anchor attraction to the park. Trams run every weekend, during school holidays, public holidays and on 'event days'. Trains run on the first Sunday of the month and on special event days. During event days there are more museums and displays open for viewing as well as food stalls and a bakery / tea room.

The Sunday event days are popular and attract around 800 visitors, compared with an ordinary Sunday of around 40 visitors.

### **What is the land tenure?**

Ferrymead is owned in perpetuity by the Ferrymead Heritage Park Trust. The buildings at Ferrymead are all vested in the Trust, apart from four which are privately owned.

### **What is the management structure?**

The park has a General Manager (1 FTE) who reports to the Ferrymead Heritage Park Company.

### **What is the role of private businesses in the park?**

The park has five buildings with tenants who provide income. The park also rents out meeting and function rooms e.g. Friendly Society Lodge Hall, Church, food staff.

The park has a contract with the Ministry of Education to provide education. This is a three year contract and three staff are employed.

### **What is the role of the local authority in the park?**

In 1995, a land swap between the Christchurch City Council saw the establishment of the Ferrymead Heritage Park Company, who were given responsibility for running and managing the park. The land ownership remained with the Trust.

**What are the primary income sources for capital works?**

Capital work costs are met by grants for specific projects and by bequests to the Trust.

**What are the primary income sources for operating costs?**

The Christchurch City Council provides \$160,000 per annum for operating expenses. This is about 25% of the park's income. Costs are also met by grants from charitable trusts and door sales.

**How many permanent staff?**

The park has 22 paid staff (11 are full-time and 11 casual) who are paid by the Ferrymead Heritage Park Company.

The individual societies have volunteers who work in the park.

**How frequently is the park open?**

The park is open seven days of the week 10.00 to 4.30 pm (except Christmas Day).

**How many visitors in 2010? Locals? Nationals? Internationals?**

The park had 70,000 visitors in 2010 and another 2,000 education visitors. This is up considerably from 2008 when the number of visitors was 45,000.

The split of visitors is: international 10%, national 8% and local 82%

**How have visitor numbers changed over the past decade?**

Visitor numbers are increasing, particularly local visitors. This is likely to be because of better marketing and communication and what is at the park.

**What were the biggest challenges in starting the park?**

The main challenge in starting the park was getting the different societies to work together for a common cause. Because the society members were volunteers there was no 'boss' and decision making was slow.

Funding was an issue because of the number of societies involved. When money was received there was a tension between whether it should go to individual societies or to the park as an entity. Societies wanted autonomy and when applying for funding it was difficult to ensure that applications were made via the Trust so the park could develop in a co-ordinated manner.

**What have been the biggest challenges in keeping the park operating?**

The biggest challenge to the park is the wide and varied stakeholders – the Council, the community and tenants.

**What have been the biggest successes?**

The biggest success has been when working together for an event – Easter festival and Labour festival. These events get 100% co-operation and are a common focus from all the societies.

The park has a current focus on liaison, marketing and promotion of heritage park that everyone is a part of.

**What are the greatest opportunities for developing the park further, or is it good as it is?**

Future opportunities include: replacing and redeveloping buildings, relocating some societies and business to other locations within the park, and growing the visitor numbers.



**What are the biggest threats in the future?**

Future threats include: Council withdrawing or reducing funding, lack of alternative investors if Council funding withdrawn and lack of grant income.

Another threat is weather. The park has 87 separate buildings and bad weather makes it difficult for visitors. It may be better to have 25 buildings open.

**What sustains the volunteer base? Are there younger supporters coming along?**

The volunteer base is strong and is very much by individual society. The trams and trains are very popular volunteer societies. There are not a lot of young volunteers.

The IHC do the lawns and gardening on a voluntary basis.

**How frequently do your displays change?**

The house displays in the park are looked after by the 'Friends of Ferrymead'. These volunteers keep updating the properties and are 'in' the houses dressed in costume on open days.

**14.7 Southward Car Museum**

An interview was not obtained. Data was sourced from public information.

The museum houses over 350 cars, three aircraft and other exhibits including motorcycles, bicycles, fire engine etc. The collection includes Marlene Dietrich's 1934 Cadillac Town Cabriolet, a 1915 Stutz Indianapolis race car, gull-winged Mercedes-Benz, a 1950 Cadillac "gangster special" that belonged to gangster Mickey Cohen, and an 1895 Benz Velo, imported to New Zealand in 1900.

The motor museum is run by a charitable trust, incorporated in 1972. The car museum is located at Otaihangā, an hour's drive from Wellington and is situated between the North Island Main Trunk Railway to the west and State Highway 1 to the east.

The car collection was the work of Sir Len Southward and his wife, Lady Vera Southward. They began collecting cars in 1956. The Southward Car Museum was opened in 1979.

The car museum is a purpose-built building, featuring a 6000 square metre exhibition hall, engineering workshop, gift shop, and Cafe/Restaurant, and is set in six hectares of park-like grounds. The museum building also includes a 474-seat theatre, and features a 1929 Wurlitzer theatre organ, which was originally installed in the Civic Theatre in Auckland.

The museum is open 9am– 4.30pm every day. Admission charges apply.

**14.8 Museum of Transport and Technology (MOTAT), Auckland**

An interview was not sought. Data was sourced from public information.

In 1964 MOTAT was started by people passionate about saving Auckland's Transport heritage. Today MOTAT has over 300,000 items in its collection. It has a focus on: road transport, tramways, tramcars, aviation, military, rail and buses. MOTAT is an interactive museum with a focus on creating a fun, visually stimulating environment for its visitors.

The Museum is built on a site that once pumped water drawn from Western Springs Lake to early Auckland homes and businesses. The Pumphouse, with its magnificent Beam Engine has had extensive conservation to ensure its significance in Auckland's history is preserved.

MOTAT has an education programme (LEOTC) that includes: Kiwi Identity, Simple Mechanisms, The Development of Household Technology, Back to School - In Role Discovery, Transport, Electricity, Inventions, The Great Race - Team Building, Communications, Toys, Flight, Lights and Mirrors, Energy is Everything, Life in Early Auckland - In Role Discovery, Christmas Programme



For research purposes, MOTAT also has the Walsh Memorial Library. This is a reference library that is open to the public. Charges apply.

Since the passing of the Museum of Transport and Technology Act in 2000, new management and the support of full-time professional museum staff and a large number of dedicated long term volunteers have ensured the Museum's future. New public programmes and facilities now promote the collections. MOTAT has a long history of volunteer work. The museum's success is largely the result of the dedication and commitment of all MOTAT staff, volunteers and supporters. At the Museum, the volunteers work alongside paid staff.

MOTAT is administered under the Museum of Transport and Technology Act 2000 No 1. This requires the Auckland Council to part fund the Museum via the following provision:

*Contribution by Auckland Council to Museum funding*

*(1) Subject to the provisions of subsection (7), the Board may, for each financial year, for the purposes of funding its activities (including maintenance, operations, and development) under this Act, by resolution make a levy against the Auckland Council of such amount and in such manner as is authorised or is required by this Act.*

*(2) The total amount of the levy must not exceed in any year 1/300 c in the dollar on the total capital value of rateable property in the Auckland Council's district plus 1.5 c per person of the population of the Auckland Council's district.*

The total subsidy gained via the levy was \$8.49 million in 2008/09, \$10.06 in 2010/11 and forecast to be \$11.95 million in 2012/13, according to the 2010/11 MOTAT Annual Plan.

There were 266,273 visitors to MOTAT in 2009/10, an increase of 8.5% on the previous year when there was 245,442 visitors, which was 59,000 more than in 2008/09.

#### **14.9 Sovereign Hill, Australia**

An interview was not sought. Data was sourced from public information.

Sovereign Hill is an open air museum in Ballarat, Victoria, Australia. It was officially opened in November 1970 and is one of Victoria's most popular attractions.

Set in the Australian 1850s, the complex is located on a 25-hectare site that is linked to the richest alluvial gold rush in the world. The site comprises over 60 historically recreated buildings, with costumed staff and volunteers, who are able to answer questions and will pose for photos. The recreation is completed with antiques, artwork, books and papers, machinery, livestock and animals, carriages and devices all appropriate to the era.

Sovereign Hill is located on the site of one of Ballarat's major gold diggings. The idea of Sovereign Hill was floated in Ballarat in the 1960s, as a way to preserve historic buildings, and to recreate the gold diggings that made the city.

The gold diggings are the centre-point of the complex, featuring a winding creek in which visitors are able to pan for real gold. This area is surrounded by tents and buildings contemporary to the early years of the gold rush. A recent addition to Sovereign Hill is the Gold Pour where pure gold valued at over \$100,000 is melted and poured into a three-kilogram bullion bar. There are two mines which have guided tours at regular intervals.

The Main Street is lined with shops, two hotels and a theatre. Among the shops on Main Street there is also a blacksmith's workshop, stables, photography studio, apothecary, bakery, jeweller's shop, grocer, tentmaker, tinsmith, bank, post office, nine-pin bowling saloon and library. Behind the Main Street there are a number of cottages which are open for visitors. There are also four schools where children in school-groups dress in period costume and attend as a child of the 1850s. A number of workshops at Sovereign Hill, display traditional trades such as coachbuilder, wheelwright, tinsmith, blacksmith and farrier.



## 15 Appendix 3: Consultation feedback

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**Interview summaries have been reviewed and returned by those groups indicated. The remainder must be considered a draft response.**

### 15.1 Omnibus Society

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27 June 2011

Peter Rendall (Omnibus Society)

Kay Booth (Lindis Consulting)

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**This summary has been checked and returned**

#### What is your vision of a heritage precinct at QEP?

- Trams and buses operating in context so visitors can envisage what it was like in the old days
- Potential for re-enactment (period costume) as done elsewhere
- Heritage encompasses transport history but also wider

#### Why should it be located at QEP?

- Omnibus Society very keen to locate at QEP – they have nowhere else to go – QEP is the only viable place
- The Society has funds to construct a building, but they need a location to do so
- Buses dovetail with trams – buses came after trams in transport technology
- Co-location with the Tramways Museum is ideal (overlap of members, share equipment, electricity, etc) – new building next to the tramways barn would be ideal
- A heritage precinct would broaden the appeal of the Park to visitors
- Potential to leave cars at the gate and have trams and buses servicing visitors within the Park
- Societies themselves are about recreation – members are recreating when doing maintenance

#### What would be required to make a heritage precinct work?

- Precinct ideas: Vintage Car Club (they have social space at Seaview but no display space), earthmoving machinery (1940-60s), fire appliances (collector had to sell machines as had nowhere to put them), vintage machinery in general, doll/toy museum, The Printing Museum (fits well at Ferrymead)
- As precinct grows, it will get more visible and increase in size
- Rail stop at MacKays Crossing would be very helpful: QEP is inaccessible if you don't have a car – the Tramways Museum was set up in 1960s when New Zealanders went for Sunday drives – no-one does this now
- In Brisbane the Tramway Museum has joined with the Men's Shed movement (workers for the Museum)

#### What are the greatest threats to the success of a heritage precinct at QEP?

- Older membership of both Tramways Museum and Omnibus Society – recruitment is an issue for all museums of this type
- People like to revisit what they grew up with – these types of museums will die out if young people do not think they are relevant
- Security is an issue
- Need to look after OSH issues with visiting public
- Lack of staff will be a significant issue
- Isolation and inaccessibility

#### If there was a heritage precinct in QEP, what is the best management structure?

- Need liaison between organisations

- Suggested the Ferrymead trust approach: mix of representatives of on-site organisations and external people with relevant skills (e.g. people like Gareth Morgan, )
- MOTAT has had problems with their governance structure – professionals and volunteers often have different perspectives of what is important: professionals not sympathetic to volunteer passions and volunteers think professionals do not understand

#### About the organisation

- 50-60 members – about 5 maintain buses or drive them – many members of the Omnibus Society are also members of the Tramways Museum
- Incorporated Society and a registered charity
- Omnibus Society effectively represents bus heritage for central NZ (MOTAT for the north and Ferrymead for the south)
- Society does charter work – would seek funds from philanthropic trusts
- They have about 40 buses spanning 1920s to 1970s
- Intention is to retain workshop at Karori and exhibit restored buses at QEP – potentially run trolley buses in QEP for visitors to ride

#### Concept design proposals

- Scenario 1: Entry sequence  
Support
- Scenario 2: Heritage precinct  
Support heritage precinct  
Prefer the street layout
- Scenario 3: Whole park precinct  
Support

## 15.2 Stables on the Park

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24 June 2011

Mandy Robinson (Stables on the Park)

Jamie Roberts (Wraight + Associates)

Kay Booth (Lindis Consulting)

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**This summary has been checked and returned**

#### What is your vision of a heritage precinct at QEP?

- Things that are "within keeping" with what is already there
- QEP values include Maori, US Marines, geological, ecological (last remaining natural coastal dunes in the area, remnant bush stand, etc)
- Something that offers people a cultural and historic view of QEP and is educative
- Public generally are unaware of QEP history and areas of interest

#### What would be required to make a heritage precinct work?

- The support of the local community - the Greater Wellington community
- Envisages a visitor centre and a railway station/platform
- The Printing Museum and the Omnibus Society would be ok located at QEP
- 'Anything Vintage' Festival was started up – no longer running

#### How would you define a successful heritage precinct?

- Being authentic - e.g. the Stables barn has been on site since 1901 (although was moved to current location)
- Positive recreation opportunities with links to other activities in QEP
- New rail platform



- The US Marines interpretive site is a good model
- Offer interactive visitor experiences – e.g. visitors print a paper themselves
- A café would fit – also something for the children (play area) – need some indoors options – need to keep costs down
- Build a visitor centre: the current GW Ranger Office looks all wrong – provide information to the public on-site
- Could relocate the 1906 house currently at Paekakariki to QEP and put a café in it (already has a commercial kitchen in it) – represents local history and restored it could house a visitor centre, café and entrance to QEP

#### **What would be the adverse effects of a heritage precinct at QEP?**

- A lot of people would be sensitive to the construction of a lot of new buildings – don't want this outcome
- Risk that new buildings would become run-down if no funds for maintenance
- Use might change

#### **What are the greatest threats to the success of a heritage precinct at QEP?**

- Funding – How fund it?
- Management – How run it?
- Security – vandalism is already a problem at QEP
- Aging membership of Tramways Museum and similar organisations that are likely to form the heritage precinct – succession is a major issue
- Don't want retail that is unrelated to QEP values

#### **Would any of these threats be removed/reduced by locating it in another location?**

- Southwards Car Museum or the airport at Paraparaumu are options

#### **If there was a heritage precinct in QEP, what is the best management structure?**

- Funding from GW / KCDC
- Put out opportunities for commercial tender (just like her Stables operation is) – but this brings risk of loss of control of who goes into QEP
- Individual operators need year-round operations to ensure income
- Otherwise, not sure

#### **About the organisation**

- Offers trekking and pony rides
- A community riding stables that offers a wide range of opportunities
- Mainly local customers (mostly from Wellington to Palmerston North) – most customers are beginners
- In QEP there is eventing twice a year (Mar and Nov) – quite big – as well as dressage and pony club events
- QEP visitors often come over and look at the horses and riders – it is a point of interest for families to show the kids
- Established Stables on the Park in 1986 – Mandy also runs the Te Horo Equestrian Centre
- QEP beach is the first beach when driving from Wellington – few restrictions so can ride anytime – it is an ideal location (benign traffic in QEP, trails, beach, grazing, barn)
- A Barn Dance in the barn once a year
- Sole operator with a concession (lease) from GW for the Stables
- Staff: Mandy + one contractor + a lot of volunteers (often ex-customers who work for a ride)

#### **Concept design proposals**

- Scenario 1: Entry sequence

Supports

- Scenario 2: Heritage precinct

The square ('atea') is a problem as it is on top of her grazing land – needs to graze horses close to her operation, as need to bring in up to 20 horses at one time

Perfers the crossing as works well with proposed rail platform

Other options would work – key thing is being able to graze horses and easily bring them in for customers

- Scenario 3: Whole park precinct

Supports

### 15.3 Department of Conservation

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29 June 2011

Wayne Boness (DOC Kapiti Wellington Area)

Matt Barnett (DOC Kapiti Wellington Area)

Yolanda Vogel (DOC Kapiti Wellington Area)

Kay Booth (Lindis Consulting)

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**This summary has been checked and returned**

#### What is your vision of a heritage precinct at QEP?

- Heritage is appropriate if it is indigenous to the place, or if it fits in with (supports) indigenous heritage
- QEP values: Trams, US Marines, Maori
- Avoid 'Disney-fication' at QEP
- Recognise need to be realistic about defining heritage at QEP – e.g. trams already present and provide a visitor attraction
- Need a mix of attractions, e.g. a café and bike hire suitable in the mix
- Other ideas: Tararua Tramping Museum Trust (have displays of material that is relevant to the area)
- A dead whale is buried at QEP

#### What would be required to make a heritage precinct work?

- Heritage must be sustainable – attractions that are able to support themselves into the future
- Opportunity associated with US Marines – they have potential external funding source/s

#### How would you define a successful heritage precinct?

- Encourages people to stop in KC District and stay longer
- Approx 18-23,000 vehicles pass the gate every day

#### Opportunity for cooperation QEP and Whareroa Farm

- Opportunity for a joint regional visitor centre (DOC, GW, KCDC) – could replace the iSite currently in Paraparaumu – provide information to visitors travelling south into Wellington and north into Kapiti Coast
- Over time, could increasingly integrate QEP and Whareroa management, e.g. complementary provision of recreation facilities across QEP – Whareroa – Akatarawas
- No-man's-land between QEP and Whareroa – opportunity to put visitor centre in this space, or car parking (e.g. horse floats)
- Could develop restoration plans in liaison – to encourage landscape management across the 'mountains to sea'
- Opportunities for interpreting stories to the public across both parks – e.g. farming and US Marines history (Whareroa has visual footprint of Camp Mackay)
- Outcomes from GW decisions at QEP will influence what DOC do at Whareroa



- Useful to think about opportunities to link together the two agencies (DOC, GW) and the two lead community organisations (Friends of QEP, Whareroa Guardians)

#### About Whareroa Farm

- DOC works with Whareroa Guardians in partnership – e.g. preparing a joint 10-year operational plan
- Whareroa Farm is a recreation reserve under the Reserves Act 1977 (yet to be gazetted)
- DOC gained title in 2008 – put a lot of initial effort into planning
- Developing recreational facilities – e.g. downhill mt bike tracks in association with Kapiti Mt Bike Club (under a management agreement)
- Noticed strong visitor interest already, based on number of vehicles in car park
- Don't intend to be a farm park – grazing is seen as a source of revenue – only viable because grazed by adjoining landowner (i.e. Whareroa not a viable farm in own right)
- In short term will focus on interpreting history at Whareroa (effort into history rather than biodiversity in the short term)

#### Concept design proposals

- Scenario 1: Entry sequence  
Support – like the enlarged wetland and the visitor orientation building
- Scenario 2: Heritage precinct  
Prefer the street and crossing designs because provide centrality of attractions for visitors  
Suggested using a design layout based on the US Marines Camp Russell – lay out new buildings along a parade ground/Camp configuration – could use US Marines building designs (army huts)  
This would help to interpret the Marines history while super-imposing new buildings with new uses  
Offers a realistic way to protect Marines history whilst allowing development of the heritage precinct
- Scenario 3: Whole park precinct  
Strong support – like this idea
- Support simultaneous development of all three scenarios

#### Miscellaneous

Work by Peter Handford (Paekakariki)

#### 15.4 Chris Evans – restaurant proposal

##### PLEASE NOTE: COMMERCIALY SENSITIVE

30 June 2011

Chris Evans (Entrepreneur)

Kay Booth (Lindis Consulting)

**This summary has been checked and returned**

#### Restaurant proposal

- Chris proposes to purchase and restore a railway carriage as a restaurant/venue
- He intends to restore the carriage to a 1930s style Pullman carriage
- His proposed operation includes:
  - Mon-Fri casual dining (styled on English pie and mash), perhaps English high teas
  - Sat evening fine dining
  - Private functions
- 'Venue' refers to his interest in providing a community space for events such as poetry readings, club meetings, etc
- He envisages seating 20 people comfortably – his kitchen would be a small field kitchen (outside the carriage – modelled to look like a station)

### Location at QEP

- Chris wishes to undertake his operation on the Kapiti Coast
- He is open to various locations but Mackays Crossing (QEP) is top of his list given the Tramways Museum is located there
- He believes the restaurant/venue will complement the Tramways Museum and any other heritage attractions at QEP
- The restaurant could provide a positive addition to the heritage precinct and become an attraction in its own right. He expects it will take some time before the operation is fully-fledged
- He envisages that restaurant goers could visit the other attractions as part of their visit (issue of QEP opening hours - 8am-6pm)
- He does not want to simply provide a restaurant – the heritage component is important to his vision (“a modern café just doesn’t seem right there”)
- He sees the heritage precinct offering a sum that is greater than the parts

### Miscellaneous

- Chris is a trained French-style chef.
- Market: Chris believes he can get through slow winter periods – his projections are based on low numbers initially
- He is negotiating purchase of a carriage for the latter part of 2011 – he needs a location to put it as soon as it is purchased

## 15.5 Paekakariki Community Board

29 June 2011

Adrian Webster (Paekakariki Community Board)

Kay Booth (Lindis Consulting)

### What is your vision of a heritage precinct at QEP?

- The Community Board has supported the heritage precinct idea for 6 years and remains supportive
- Opposed a previous proposal for motorised sport at QEP
- Supports the idea of a small version of MOTAT at QEP – sees the heritage precinct in this way
- Focus is industrial and technological heritage
- One way to describe it, is to think of the trams and augment them with like attractions – e.g. The Printing Museum, aviation museum, enhanced presence for US Marines, and things of that kind
- The label “heritage” is tricky as there are multiple types of heritage at QEP – the whole Park is about heritage
- QEP values: predominant and underlying value of QEP is natural heritage – supports restoration of dunes and wetlands
- Want to recognise all the heritage values of QEP – and build on the existing industrial and technological heritage because it offers an opportunity for enhancement to the Park

### Why should a heritage precinct be located at QEP?

- Enhance the visitor experience – this will be achieved by providing connections across the multiple values of QEP – visitors who came for one reason could then enjoy other things (e.g. may visit to ride the tram, then enjoy a wetland walk)
- Potential major tourism hub – opportunity for tourism business (e.g. bike hire)
- Also need for a emergency transport link (not a road per se) to connect Paekakariki and Raumati South (in case of emergency road/rail closure) – ensures community resilience – also, it makes sense to have cycleway (Paekakariki to Peka Peka) within QEP



#### What would be required to make a heritage precinct work?

- Willingness on part of stakeholders to welcome newcomers – given there are some differing views, GW will need to rank the authority of those who speak on behalf of QEP (suggests that KDC and Paekakariki Community Board would be uppermost on the list, followed by the Friends of QEP)
- Rail platform is very important – previously been turned down, so need to provide something different to provide rationale for a different response to the next request: heritage precinct provides this opportunity – Mackays Crossing rail stop likely to operate best as a weekend stop – Plan B could be a tram line to Paekakariki
- Keep precinct compact, so visitors get synergy from cluster of attractions
- Attractions need to be self-funding – not supported by rates (i.e. follow the existing model used for Tramways Museum and the Stables)
- Need to think long-term vision – think ahead to 50 years time (not just 5 years time)

#### How would you define a successful heritage precinct?

- More people visiting QEP and supporting local economic development
- If people don't come, then it will not have worked

#### What are the greatest threats to the success of a heritage precinct at QEP?

- Need potable water supply – NZTA could provide water supply as part of mitigation for expressway
- Achieving goodwill of stakeholders
- A strong working relationship between GW and the community

#### Would any of these threats be removed/reduced by locating it in another location?

- Why would you look elsewhere? QEP is the best location
- QEP has the largest visitor numbers of any regional park (well patronised), it has existing heritage attractions (Tramways Museum), and is close to regional transport links

#### About the organisation

- Community Board of Kapiti Coast District Council
- The proposed heritage precinct falls within the rohe of the Paekakariki Community Board

#### Concept design proposals

- Scenario 1: Entry sequence  
Supports
- Scenario 2: Heritage precinct  
Supports heritage precinct  
Suggest place buildings on other side of the road (on old playing fields) because need to keep grazing for Stables – fine to have heritage precinct on both sides of the road, which also serves to keep precinct small and to leave the rest of QEP as is  
Preference for the square ('atea') or the cluster – doubts the street will appeal to other stakeholders  
Crossing layout encroaches on wetlands – will be impractical  
Choose design layout based on achieving greatest appeal across stakeholder groups (compromise may be necessary)  
In response to Q: has no problem that new buildings would go on top of Camp Russell footprint (already happened in Paekakariki)
- Scenario 3: Whole park enhancement  
Supports – because it recognises the different heritage elements of QEP that need interpretation

## 15.6 The Printing Museum

27 June 2011

Bill Nairn (The Printing Museum)

Royce Jacobson (The Printing Museum)

Ted White (The Printing Museum)

Annette O'Sullivan (The Printing Museum)

Michael Curry (The Printing Museum)

Jamie Roberts (Wraight + Associates)

Kay Booth (Lindis Consulting)

**This summary has been checked and returned**

### What is your vision of a heritage precinct at QEP?

- Support Fran Wilde's vision of a small version of MOTAT at QEP
- Sees great potential in a technology heritage precinct
- It's focus should be the history of technology and how it has influenced the development of NZ
- Heritage defined as: "The result arising from the social, cultural, economic and technological processes which have influenced the development of a country". Ethical, ethnic, lingual, moral, religious, geographic, communication, environmental, political and educational issues could all be considered as sub-sets of this definition
- Tramways Museum is the nucleus of the precinct
- The Printing Museum is an ideal participant – it has working printing presses (40 major machines)
- The precinct should not be a theme park with bouncy castles and the like

### Why should it be located at QEP?

- Key attraction of QEP is the opportunity to engage with the public
- Want to locate The Printing Museum so that it is accessible to the public 7 days a week with professional (paid) staff
- The Museum would need to budget for paid staff – currently they do not have sufficient numbers of members in Wellington to run a weekly, seven-day service
- Two reasons for public engagement: visitor attraction (income generation, sharing knowledge and artefacts with the public), and recruitment (attract new members and develop/share skills)
- Envisage an entry charge
- The Printing Museum needs a large amount of space (building of 836 sq m = 36mx24m) – the society has sought premises elsewhere – there isn't anything else available in the Wellington Region
- QEP fits their need very well – The Printing Museum fits well with the heritage precinct concept and has affinity with Tramways Museum and the Omnibus Society (all technology related heritage)
- Other links exist – the first Maori printers (e.g. the pair who were taken to Austria for training) – could be another focus for display
- The Museum has regularly hosted school group visits – especially intermediate and above – community groups, service clubs and specialist parties
- There is a safety aspect for visitors: barricades (etc) are required – the safety aspect influences the size of the building required

### What would be required to make a heritage precinct work?

- They recognise that need to generate income and recruit new members
- Rail station at MacKays Crossing (to bring visitors)

### How would you define a successful heritage precinct?

- A collection of kindred organisations with working exhibits – synergy between the different organisations is important to its success



- Ideas for other attractions: special displays e.g. wallpaper collection; other printed items like stamps, specialty posters, theatre programmes, etc
- US Marines memorial is inadequate – noted that a lot of printing innovations came out of the USA (so a link there)

#### What are the greatest threats to the success of a heritage precinct at QEP?

- Lack of support from other groups – sought meetings with Friends of QEP but not been successful – been a lack of communication which has led to misperceptions
- Thinks there is enough open space and their footprint is not large – currently the immediate area has low natural value and people walk past it without looking
- Need some infrastructure provision: electricity, water, sewerage
- Security is important – need a separate building for each organisation because of security issues

#### If there was a heritage precinct in QEP, what is the best management structure?

- Management could be by a Board of Trustees formed by members of participating organisations. However, those members must have full autonomy (delegated from its organisation) to make decisions without the need to refer back for discussion
- The Board should include GW and be accountable to GW

#### About the organisation

- Provided their concession application to GW in 2008 – very frustrated that nothing has happened
- Museum established in 1984 – it is now in storage (no premises – previously located at Silverstream). That place was hard to get to and never worked very well for visitors. The museum is in limbo
- Their focus is print technology – the history of print in NZ – have the biggest collection of printing presses in NZ – other print collections are located at: MOTAT (small collection), New Plymouth, Napier/Hasting (Colenso press), Founders (not in working order), Shantytown (not in working order), Ferrymead (not open very often), Yaldhurst in Christchurch (private)
- Nearest working museum that is a good model is in Melbourne. An international model of a contemporary, accessible and interesting way of presenting printing technology is provided by the Deutsches Museum in Munich: <http://www.deutsches-museum.de/en/exhibitions/communication/printing-technology/panorama-views/>
- They have working printing presses, some of which are internationally rare – the collection encompasses hand printing/ mechanised printing/ offset printing (but not digital printing). They stop at about 1980 (end of the letterpress era) – at least, at present (no reason could not extend the collection – but need premises to do so)
- Previously attracted visitors from community groups, schools, technical interest groups
- Produce boutique print items (e.g. wedding invitations, posters) – there is an international trend towards the old style of printing – their constitution allows for commercial printing where there is no commercial printer available
- Book binding – currently produce lines of type ('slugs') for use by commercial binders. Do not have a binding operation at present, although do have the equipment ready to be used in a new building
- 60 members from throughout NZ – most are Wellington based

#### Concept design proposals

- Scenario 1: Entry sequence  
Support – support rail platform at MacKays Crossing – good idea to take the road around the side of the gates – like new wetland
- Scenario 2: Heritage precinct  
Support heritage precinct  
Should define the style of the buildings to provide some cohesion – but be practical (their building is proposed as a steel barn, influenced primarily by cost)  
Street option offers a navigational aid to visitors  
Prefer the crossing as this coincides with where they had envisaged locating the museum  
Important for visitors that heritage attractions are located close together

Do not support 'one building for all' concept

- Scenario 3: Whole park precinct

Do not support (but support from some members if implemented in combination with scenario 2)

## 15.7 Friends of Queen Elizabeth Park

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20 June 2011

John Lancashire (Friends of Queen Elizabeth Park) and approximately 10 other members

Martin Bryant (Wraight + Associates)

Jamie Roberts (Wraight + Associates)

**This summary has been checked and returned**

### What is your vision of a heritage precinct at QEP?

- No objection to the idea of a heritage concept, but object to the removal of land for a purpose which is irrelevant to the park
- No objection if it's confined to the MacKays Crossing area, the tramway provides a good service at the moment for visitors and improvements to MacKays Crossing area could attract more visitors
- Haven't really thought about it before, not something ever envisaged
- There hasn't been any consultation on the specifics of the proposal, just the idea, what are we going to look at?
- The park is important for its heritage values, the most important being Maori, early Settlers and marines, also for natural heritage
- Viability of trams is questionable
- Equestrian, pony clubs ok but motorised and machinery is a different ball park
- Colonial village idea has been around for years but is unviable
- People come here to get away from it all
- Legal boundary of the precinct at MacKays could limit the ability to interpret the actual heritage of the place in situ, e.g. at Whareroa Pa site. The pa was very substantial and productive with good soils and agricultural enterprise, kumara and wheat
- Waka used to be able to travel through the wetlands from Paekakariki to Waikanae
- There isn't enough interest in artefacts alone to make a precinct viable. People like things which are interactive, not static objects
- History of the park names, Maori history and archaeology: there is a need for the heritage of the place better conveyed/displayed
- Who is driving this idea of a 'precinct' anyway. Who wants it? – seen as a politically driven and to appease the museum and printing people.
- An information centre requires information, and there isn't enough information of relevance to warrant a precinct

### Why should it be located at QEP?

- Plenty of room (jokes) – it shouldn't be at QEP. Southwards? Airport? – QEP is a living park: dunes wetlands, streams, forest
- A range of successful attractions and tours already exist on the Kapiti Coast – there is currently plenty of business activity on the Kapiti Coast that fits the heritage vision. This is really the key issue – how to better use what already exists, rather than think up new things
- Some companies are already building successful businesses around the heritage theme, expanding the 'nature coast' project. This includes:
  - Trilogy Travel offer a variety of tours around the Kapiti Coast – an Art Deco tour and specialty tours (and high tea) at the nationally famous Ruth Pretty catering business at Te Horo, Nyco chocolate factory, Prenzel liqueurs, Lindale (Kapiti (prize winning) cheese and ice cream shop), art studio, honey shop, a modern screen printing business (do great made to order T-shirts in 20 minutes) and the farm (wide range of unusual farm animals), Queen Elizabeth Park and soon Whareroa farm, horse trekking, biking, prize winning olive oil enterprises and the very successful Ohau gravels winery business, Kapiti island tours, etc.



Trilogy have also been approached about providing tours for visiting cruise trips to Wellington. This builds on the highly successful annual local Arts Trail and Garden tours.

- o Chris Wootton, a former Parks Ranger for Greater Wellington, is setting up a business specifically targeting Queen Elizabeth Park and Whareroa Farm for a true nature experience of bush, wetlands, streams and animal and bird life, etc. Just one item the magnificent current flowering of giant Kohekohe trees covered in feeding tui would be a once in a lifetime experience for many locals let alone international visitors.

#### **What would be required to make a heritage precinct work?**

- It depends how a precinct is defined and that's something we need to get clear. It could be hides around a wetland, a distribution of resources throughout the park, e.g. at the entry and to interpret heritage in situ. The whole park is a "heritage precinct", a virtual precinct
- The US Marines Trust want a 3D memorial
- The rail platform is a perfect place for an orientation building
- If the precinct is a group of buildings that would require ongoing tenancy, then if there's a vacancy there's less control over who comes and goes. We could end up with retail
- What's driving this? QEP already gets 5 times as many visitors as other regional parks, why do we need it?

#### **How would you define a successful heritage precinct?**

- Southwards works well, it has focus, purpose, parking and a place for a cup of tea
- The QEP "heritage precinct" is being setup as a grab bag

#### **What would be the adverse effects of a heritage precinct at QEP?**

- It will take funding from the core purpose of the park
- Maintenance will be an ongoing cost
- More cars and more parking

#### **What are the greatest threats to the success of a heritage precinct at QEP?**

- Lack of demand
- Lack of public support – Anything Vintage Day was cancelled this year
- The idea appears to be to develop a tourist attraction – who pays? The cost of the buildings, rent – it's not viable
- Potential for the larger ideas (e.g. a mini-MOTAT, extended tram tracks) to become a large financial burden on ratepayers
- Tramways Museum has already tried to expand, ran annual vintage fairs and took on paid staff – this all failed. Their current activities are not going that well
- Don't want a whole lot of static vehicles that turn the place into a 'Smash Palace' – these fail as public attractions

#### **Would any of these threats be removed/reduced by locating it in another location?**

- It could be an opportunity for QEP if done well – to improve the existing facilities and keep the heritage relevant to QEP

#### **If there was a heritage precinct in QEP, what is the best management structure?**

- Co-managed with the community, not commercial. The Friends are already in transition to a co-management role with Council

#### **About the organisation**

- We were set up by GW as a link between them and the community
- 40-50 core members
- Our role is to maintain the integrity of the park
- 270 people at one of our planting days last year
- Approaching a co-management role with Council

## 15.8 Paekakariki Station Precinct Trust

29 June 2011

Anthony Dreaver (Paekakariki Station Precinct Trust)

Vic Young (Paekakariki Station Precinct Trust)

Kay Booth (Lindis Consulting)

**This summary has been checked and returned**

### What is your vision of a heritage precinct at QEP?

- Aim for a link to local history, both Maori and settler
- Friends of QEP are opposed to imported curios – they have a point
- Support The Printing Museum locating at QEP – Cobblestones at Greytown comes to mind as a model: their printing press is a great attraction and does many useful tasks for the museum as a whole
- Perhaps appropriate to have a building or reconstruction associated with Maori settlement at QEP; other opportunities also (e.g. farm machinery, vintage buses, blacksmith)
- Appropriate to shift the US Marines collection from their museum to Whareroa or QEP – it is part of QEP and Whareroa history. Kapiti US Marines Trust keen to erect memorial at Whareroa Beach (to commemorate drowning of Marines when ship went down)
- QEP heritage values include: Maori settlement (including Wainui and Whareroa Pa), farming (physically depicted today in the Stables barn and the Mackay family graves), US Marines, tramways
- Trams: now been on site for about forty years so is now 'at home' in QEP – a quirky activity for visitors, especially for children
- Appropriate to locate autochthonous (inhabitants of the place) things at QEP (i.e. indigenous rather than migrant or colonist)
- The whaling story along Kapiti Coast is not told anywhere – this offers another opportunity – this dramatic period of our region's history gave rise to high numbers of present Maori and Pakeha families, including many Maori leaders
- Could relocate the 1906 Paekakariki house or the Lynch Homestead to QEP
- Education on-site is important – a building for school groups and other groups would be helpful
- Provide a playground for the kids
- Do not Disney-fy QEP

### Why should it be located at QEP?

- Think about how QEP can contribute to telling the story of the Kapiti Coast
- Printing Museum: there is a link between early Maori settlement and printing – early Maori settlement was strongly influenced by a book (St Luke's Gospel – the first book printed in NZ) which brought fundamental change to the lives of Maori on the Kapiti Coast – there is also a wealth of writers in the area

### What would be required to make a heritage precinct work?

- Needs funding – volunteers can only do so much
- Harmonise the buildings – e.g. Te Wananga o Raukawa at Otaki where many different types of heritage buildings form a comfortable whole (includes Health Camp nursing home, Levin School buildings, railways houses, a Hutt Valley old people's home and the Otaki Maori Boys College) – effect achieved by paint colours and the use of covered ways

### How would you define a successful heritage precinct?

- That it brings the past into the present

### About the organisation

- Within the Paekakariki Station Precinct they operate a museum that encompasses history of Maori, the Paekakariki community, rail, and the US Marines
- Precinct includes the station and signal box – has Historic Places Trust registration
- Museum established about 1993



- Registered charity

#### Concept design proposals

- Scenario 1: Entry sequence  
Support – the US Marines sewerage system underlies this area
- Scenario 2: Heritage precinct  
Support heritage precinct  
Square or 'village green': grid or main street pattern more typical NZ settlement pattern – adverse effect on Stables (need to support the riding stables – an excellent but low-key operation)  
Does not favour the agricultural cluster – it is all over the place  
The crossing may best meet needs of environmental groups  
Important to keep the precinct compact
- Scenario 3: Whole park precinct  
Strong support

### 15.9 Wellington Tramways Museum Inc.

28 June 2011

Trevor Burling (Wellington Tramways Museum)

Keith McGavin (Wellington Tramways Museum)

Robert Hatten (Wellington Tramways Museum)

Kay Booth (Lindis Consulting)

**This summary has been checked and returned**

#### What is your vision of a heritage precinct at QEP?

- Heritage within QEP includes many things: Maori heritage, farming history (the only extant farming buildings are the Stables barn and the MacKay family graves), US Marines, transport heritage
- Critical that the attractions are working displays (not static)
- The purpose is to attract more people to QEP so that they can appreciate all of QEP (reference was made to the Recreation Reserve status of the land)
- Ideally would like to extend the tram line through the Park to Paekakariki, but this would need substantial funding

#### Why should a heritage precinct be located at QEP?

- Need to think in terms of what is available rather than only in terms of what is suitable at QEP – both are important (What do we want? – What can we do?)
- At least two groups are keen to locate in QEP: The Printing Museum, the Omnibus Society – this is the opportunity

#### What would be required to make a heritage precinct work?

- Need to get people through the gate – that is the biggest challenge
- A critical mass of attractions is needed to attract more visitors and in turn make each group, including the tramway, sustainable
- Critical to have public transport to MacKay's Crossing – there is no current bus service or train stop (expensive taxi fare to QEP from Paraparaumu station)
- Need to "do it properly" when establishing new attractions
- Needs GW funding to get it off the ground – without public funding, it will not happen. Less funding simply means slower growth

#### How would you define a successful heritage precinct?

- Visitors come to the Park to see the heritage attractions and also to enjoy the other opportunities (e.g. horse riding, walking and the natural environment and beach)
- QEP heritage precinct sits within a network of regional transport heritage attractions on the Kapiti Coast, e.g. Steam Incorporated at Paekakariki, Southward Car Museum, Paraparaumu Museum of Aviation. KCDC developed a brochure around transport heritage on the Kapiti Coast
- Other potential heritage opportunities include: farm machinery (like the Plains Museum at Ashburton), model railways/model village type of attraction, motor garage, aviation, fire engines, vintage farm machinery, vintage cars, industries (e.g. flax, timber)
- Be good to have food concessionaires (e.g. old style bakery with coffee) – Chris Evans has a proposal for a restaurant
- The model aircraft club offers something for visitors to look at – there is a tram stop there – they add to the Park
- GW could offer visitors more at Whareroa Beach – it is a natural hub for visitors (end of tram line etc)

#### **What are the greatest threats to the success of a heritage precinct at QEP?**

- Those who believe QEP is about the natural environment only and not suitable for human-built heritage
- Not sure whether any iwi values may be adversely affected
- Sustainability into the future when rely on volunteer effort and have no major funding sources

#### **If there was a heritage precinct in QEP, what is the best management structure?**

- Suggested the Ferrymead governance model – an umbrella Trust which acts as gatekeeper for on-site organisations (what is there and how they operate). GW should have a voice on this Trust – shift to a partnership approach between GW and the on-site organisations
- Don't adopt the MOTAT governance model – it does not empower individual organisations. The MOTAT Board decides what will happen, not the individual organisations
- MOTAT has one entry fee to the precinct (this suits MOTAT because it started up all attractions at the same time - QEP precinct likely to be a progressive development). Organisations should retain control of their own attractions

#### **About the Tramway Museum operation**

- Open weekend days and public holidays, also daily Christmas Day - Anniversary Day and in most school holidays. Opens for group bookings by request (e.g. school groups, community groups like Probus, railway enthusiasts)
- Run tram rides to the beach (return); also interpretive displays in the tram barn which depict the development of trams in Wellington (traces the impact of trams on the development of Wellington City) – includes the film trailer for 'King Kong' because it used one of their trams. Operate a small kiosk that sells ice creams, soft drinks and similar snack foods
- Specialist museum with a single focus (trams)
- They encourage their drivers to interpret the Park and its broader values to visitors riding the tram
- 10-15,000 people ride the trams p.a.
- Attract two primary markets: families with young children (take the kids for a ride on the tram), and older people (often bring their grandchildren). Both organised groups and casual drop-in visitors. Increasing tourist visitors (campervans etc.)
- See an opportunity to increase educational role – more school visits, and keen to see the role of trams in the development of Wellington become part of the school curriculum (are developing information for teachers)
- The trams provide an attraction 'for free' as something for QEP visitors to enjoy (look at) even without taking a ride
- Ticket prices are: \$8/adult, \$4/child, free for under-5s, \$20/family ticket. Day tickets include tram rides and museum entry (estimate that 75% of tram riders also go to the museum). Offer group discounts. Prices set in context of other regional attractions and keeping it affordable for families
- Ticket sales revenue covers the costs of running the trams, considering that the labour is free (volunteers)



- Experimented with paid staff but could not sustain wages - ideally like a couple of paid staff

#### About the organisation

- About 100 members – about half are active
- Membership overlaps with Omnibus Society (i.e. some people belong to both)
- Registered charitable organisation – volunteer-based organisation
- There is a national Federation which embraces anything to do with rail
- Organisation is in good financial heart but rely on volunteers and will have occasional large capital costs (e.g. if trams need major overhaul, or building needed a new roof)
- Organisation is self-funded – revenue from entry fees. No financial support from Council
- Establish (obtained concession) at QEP in 1964 – first tram ride occurred in 1965

#### Concept design proposals

- Scenario 1: Entry sequence  
Support – car park might need to be larger – ideally would like to provide a tramline to link with the new rail platform (or trolley bus route)
- Scenario 2: Heritage precinct  
Supportive of expanded heritage precinct  
Prefer street design as offers opportunity to see trams running down a street (like at Ferrymead) – would give visitors a sense of how trams used to be. For similar reasons, think the crossing design is attractive (street running laterally)  
Need to consider wind protection for visitors
- Scenario 3: Whole park precinct  
Strong support – see transport heritage as one part of a wider picture of QEP heritage

### 15.10 Whareroa Guardians Community Trust

27 June 2011 (meeting) & 28 June 2011 (walk on Whareroa Farm)

Ann Evans (Whareroa Guardians)

Liffet Stewart (Whareroa Guardians)

Penny Redwood (Whareroa Guardians – walk only)

Kay Booth (Lindis Consulting)

**This summary has been checked and returned**

#### What is your vision of a heritage precinct at QEP?

- Heritage that is "relevant to the area" is appropriate at QEP – that which relates to the local environment and its history
- Not appropriate to bring in new historic heritage simply because QEP appears to offer empty space
- QEP is more than empty space – it is critical to protect open space in the District – population and urban growth will make open space even more precious in the future
- Values of QEP are: natural heritage, open space, Maori, US Marines, farming, railways, holidaying
- Tramways Museum should stay because it has been there a long time

#### Why should a heritage precinct be located at QEP?

- It shouldn't – heritage precinct more appropriate elsewhere (e.g. near Southwards Museum; in Paekakariki where the rail heritage cluster is located)

#### What would be required to make a heritage precinct work?

- Heritage must be interesting, educational and well maintained

**How would you define a successful heritage precinct?**

- Encourages people to come and visit QEP – want to share QEP and Whareroa with the public
- Visitors who come to both parks

**What would be the adverse effects of a heritage precinct at QEP?**

- Questions whether purpose of QEP and Whareroa is for outdoors recreational opportunities or a version of MOTAT
- Should not be "filling it up" but rather protecting open space for the future
- Loss of open space spectrum from 'hills to the sea'
- Noise – QEP should be about peace and quiet
- If volunteer or visitor numbers drop, the cost of maintenance would fall on GWRC and thus rate payers

**What are the greatest threats to the success of a heritage precinct at QEP?**

- Reliance on volunteer effort – museums work well while there are personnel to give energy and enthusiasm to the project but when that wanes, what happens?
- Potential cost to ratepayers (GW) in terms of ongoing maintenance costs

**Opportunity for cooperation QEP and Whareroa Farm**

- Keen to see a rail stop at QEP – would also serve Whareroa visitors
- Opportunity to tidy up the mess left by highway re-alignment – revegetation would help – joint project NZTA, GW, DOC, KCDC – also would allow to reclaim the Mackay Family cemetery
- Provide information to visitors that links the two parks – e.g. opportunities to tell the story of the US Marines camps between QEP (Camp Russell) and Whareroa (Camp Mackay)
- Encourage visitors to go to both parks – they are both community parks for the community to enjoy – signage to assist orientation for QEP and Whareroa (in both parks)

**About Whareroa Farm**

- Landcorp intended to sell Whareroa for subdivision in the early 2000s – the community campaigned to save it as public land. Led to Government purchase in 2005, followed by the formation of the Whareroa Guardians Community Trust to represent the community's ongoing interest
- 438 ha. recreation reserve
- In days of Lands & Survey was seen as a key recreation space (e.g. had first wheelchair accessible track in NZ)
- Some areas of significant native bush, grazed by neighbouring farmer, recreation tracks/facilities being constructed (for walkers, mt bikers, horse riders)
- Opened 30 April 2011 – about 400 people attended Opening Day

**About the organisation**

- 300 people on email list
- Membership overlaps with Friends of QEP (i.e. some people belong to both)
- Guardians work in partnership with DOC (similar to Friends of QEP – but for Whareroa). In process of gaining an MOU with DOC. Working with DOC on a strategic plan
- 12-70 people (average 25-30) at planting days (had 3 volunteer planting days so far in 2011 but monthly working bees through the year) – key focus has been revegetation along streams
- Applied for two funding grants for riparian restoration – both successful (MfE, WWF/Tindall Foundation) – these have contributed approx \$100k to Whareroa. Contributed equal amount of in-kind support through volunteer hours
- Incorporated charitable trust

**Concept design proposals**

- Scenario 1: Entry sequence



Support – needs more parking – could use space between QEP and Whareroa for parking

- Scenario 2: Heritage precinct

Not supportive of heritage precinct

Prefer the square ('atea') and the crossing - do not like the heritage street as too urban

Don't mess with anything associated with Camp Russell

- Scenario 3: Whole park precinct

Strong support – this idea fits well with plans for Whareroa

## 15.11 Horowhenua Tractor Club

16 June 2011

Rod Clifton (Horowhenua Tractor Club) + one other club member

Isobel Gabites (naturalTEXTures)

### QEP heritage precinct

- Not inclined to locate within any QEP heritage precinct because:
  - Most members prefer to work out of their own sheds and workshops
  - Elderly members don't like to travel too far, even for their monthly meetings
  - Many members collect very valuable pieces - and don't trust security beyond their own properties. What are the insurance implications?
  - Many members can afford to have this hobby because they make their own 'bits' which they envisage being more difficult in a heritage precinct setting
- They have had involvement at QEP as part of an agricultural fair. This did not go well - including being told to shut down the various engines as people had difficulty hearing the band.
- OSH restrictions are onerous for working machines, and even non-working machines but which have moving parts – requiring, for example, constant attendance alongside visitors, lots of safety barriers, ear muffs, etc. These restrictions would create a big distraction to their hobby work, but also a disincentive for constant showcasing.
- But recognize that there is little public interest in just looking at machines sitting gathering dust - people prefer to see something moving.
- Do not consider that urban Wellingtonians have any intrinsic interest in farm machinery (compared to people from Taranaki, Hawkes Bay, etc). They suggested visits would be fleeting and once-only, compared to people with a deep interest who might return again and again.
- The club has no money. Transporting machines to field days comes out of individual pockets. Some old machines require timber or coke to run as well as diesel. So any QEP-based option would need to be cheap or free (rates, insurance, fees, fuel) if entry fees didn't cover costs.
- Although keen to show the public their equipment in organised events (in particular joint events with other clubs such as draught horses, vintage cars and trucks, etc), they felt that having a singular, constantly open-to-public location wouldn't suit their current desires or membership.

### About the organisation

- 60 members.
- Club established 9 years ago. Volunteer organisation.
- Organise annual Harvest Festivals (Levin every 3 years, Martinborough every 3 years) where they actively put vintage agricultural equipment through their paces (farmers donate fields planted up with corn, turnips, wheat, etc) - very successful.
- There are tractor clubs all around NZ.

## 15.12 Kapiti Coast District Mayor, Kapiti US Marines Trust

24 June 2011

Jenny Rowan (Kapiti Coast Mayor + Kapiti US Marines Trust)

Allie Webber (Kapiti US Marines Trust)

Jamie Roberts (Wraight + Associates)

Kay Booth (Lindis Consulting)

**This summary has been checked and returned**

### What is your vision of a heritage precinct at QEP?

- A place where the region comes to play (at QEP and Whareroa Farm)
- Underpinning this is the corridor of land (open space: QEP – Whareroa – Akatarawas: significant landscape values) which has a transport (road/rail) corridor through the middle and therefore is the most accessible of Wellington's regional Parks
- The heritage precinct is a clearly defined, compact area (where the current buildings are) within this expanse of open space
- Key values of QEP (that should be interpreted through a visitor centre): Natural heritage (including the 'whale song', sand dunes, open space, etc), Conservation Heritage (this is the big story of how Kapiti Island is used to help preserve and conserve native fauna, it was the 1<sup>st</sup> off-shore island in NZ to be used in this way and has been a model for a number of other off-shore conservation initiatives around the country. Maori heritage, US Marines heritage – can define 'heritage' in these different ways, as well as built transport-related heritage (which support at QEP)
- 'Whale song' – idea is to have life-size whale models at Whareroa Beach (end of tramline) to interpret whale migration, and history of whales and whaling. Last year 45 humpback whales migrated between the shoreline and Kapiti Island. Could add stories about Maori navigation, local whaling stations, etc.
- Ideally the history story we highlight and interpret in the park and the precinct needs to reference back to pre-European history i.e. 1<sup>st</sup> the whales, then the waka, the sailing ships and then U.S. warships. We need to portray the strategic links between Kapiti Island and the south island.

### Why should it be located at QEP?

- QEP is a regional park that should serve regional needs – Whareroa Farm is a national (DOC) asset – keep this context in mind – it is not just about local things at the local scale
- Kapiti District has the fastest growing aging population in NZ – so opportunity for locals to stay connected with the land through QEP/Whareroa also. It is the fastest growing district in the Wellington region and will shortly exceed Porirua in size.
- Arguments that some heritage (e.g. Printing Museum) should not be located at QEP can be countered by "but they belong in the region – if not here, then where?"
- QEP an ideal central focus for interpreting US Marines history (one of 3 large camps was based in QEP, the other is over the road on Whareroa Farm and the third in neighbouring Paekakariki) – 2012 is 70<sup>th</sup> anniversary of encampment and the Trust wants to mark it with suitable events/ developments (there is a time imperative therefore)
- Heritage precinct will be located on top of some of Camp Russell: this is not of great concern

### What would be required to make a heritage precinct work?

- The protection of the open space upon which it is built – open space is fundamental to the vision
- Heritage precinct is appropriate at QEP but keep it compact (small footprint) based around area where Tramways Museum is located
- A visitor/information centre: to act as the gateway to Kapiti Coast (inter-agency development) – see this as an interactive 'wow' visitor experience destination, that could add value to Te Papa, it could include commercial operations and should have multi-agency input (KCDC, GW, DOC) – a place to tell the nationally-important stories (e.g. Kapiti Island conservation stories) – international best practice / standard centre
- Heritage should include both indigenous (to QEP) and new immigrant heritage



- Printing Museum and Omnibus Society both should be located at QEP – they need a place to go and have heritage machines worth protecting – similarly, the Tramway Museum is a regional resource whose home is already at QEP (they have nowhere else to go)
- Organisations such as these can share volunteers – volunteers themselves are living heritage (knowledge repositories, good stories)
- There don't appear to be many other heritage groups that would immediately want to locate in the QEP – Te Rau O Te Tangi (Kapiti weavers) already have a weaving house on the other side of the park. Most other heritage groups already have a home, although there could be interest in some space to hold vintage-type fairs every now and again.
- Be realistic about what is available (what needs a home)
- Rail platform at MacKays Crossing and bus stops for tourist buses are critical to future success and should be planned for.
- If we have double tracking of rail we can get cruise ship passengers to/from Wellington in one day – trains can take bikes also
- Volunteers are critical to success – need to keep up capacity – volunteer fatigue is an issue
- Opportunity for Ngati Toa involvement at QEP post Treaty settlement (e.g. Ngai Tahu Rock Art Museum in Timaru)
- Want to coordinate signage for visitors throughout KC District – link together the various heritage locations (e.g. QEP, Paekakariki Steam Inc, Paekakariki Station Precinct, etc)
- Keen to enhance the existing Marines interpretative monument at QEP
- NZ cycleway through QEP is a real opportunity
- Need to plan ahead for development of Transmission Gully
- Model aeroplanes at QEP – be realistic: they are there and they need a home too
- Such heritage ideas are not appropriate elsewhere (e.g. Kapiti airport development) as that is fully commercial. These ideas should be implemented on public land

#### **How would you define a successful heritage precinct?**

- A long-view needs to be taken (do not be short-sighted):
  - Recognition that there is a fast-growing local population and on the doorstep of a major city (domestic tourism opportunity) and potential international tourism opportunity also
  - QEP is a real gem and has fantastic stories to tell (especially 'whale song', US Marines, Maori)
  - Offers economic development opportunity (more visitors, staying longer, spending more locally)
- Provides a central focus for US Marines heritage (bring together information about the 3 camps)

#### **If there was a heritage precinct in QEP, what is the best management structure?**

- Needs to be grass-roots up
- Precinct needs to have GW funding - and have commercial operators involved

#### **About the organisation: Kapiti US Marines Trust**

- Trust established in 2010 by Mayor of Kapiti (Jenny Rowan)
- Trust represents various groups with an interest in the collection, conservation, exhibition and promotion of Marines' history – particularly that associated with the 3 Marines' camps in Southern Kapiti during WWII (Camp Russell at QEP, Camp MacKay at Whareroa Farm, Camp Paekakariki at Paekakariki)
- Groups on the Trust are: KCDC, GW, US Embassy, NZ American Association Second Marines Division, Paekakariki Station Precinct Trust, Friends of QEP, Guardians of Whareroa Farm
- Gained grant from US Embassy of \$35,000
- Trust sees it has opportunities to raise funds in America for interpretation of US Marines on Kapiti Coast – envisage could fund visitor centre interpretation of Marines story – US Ambassador is interested in a permanent collection

- Been collecting oral histories – now want an interactive visitor centre to bring these stories to life (current static exhibition is at Paekakariki Station Museum) – developing a web-based history portal – developing an asset register identifying key Marines' sites – want to see this evolve into an interpretive trail
- In America, the Marines are "huge" – e.g. \$57 million Arizona Memorial Museum in Hawaii, National Museum of Marines in Quantico, Virginia. National Museum of Marines is the no. 1 tourist attraction in Virginia (500,000 visits p.a.). The Trust has been invited to place small exhibitions about Kapiti/NZ links in both of these museums

#### Concept design proposals

- Scenario 1: Entry sequence
  - Support – gates very important (but many of us wouldn't die in a ditch to replicate the current design. What is there should be kept – but we wouldn't necessarily want to see this design replicated in other areas) – do not like local-scale orientation/visitor centre: if start small will never achieve the Big Picture visitor centre that is needed
- Scenario 2: Heritage precinct
  - Support heritage precinct
  - Prefer either the square or the crossing layout – do not like the street layout because it is too urban
- Scenario 3: Whole park precinct
  - Strong support – this is the one that fits with the bigger vision as all QEP values could be tied together in the visitor/tourism centre (which could be built to look like a US Marines shed)

#### Miscellaneous

- Get a copy of the Open Space Gateway paper (done)

#### 15.13 Raumati South Residents' Association

21 July 2011

Jayne Staple (Chair)

Committee Members: Naomi Shepherd, Phill Simmonds, Cree Hatfield (left before presentation), Linda Allen, Jim Anderson, Mavis Cain, Jenny Scott, Trevor Daniell (also Paraparaumu Raumati Community Board).  
Apologies: Boggy Bognuda

Jamie Roberts (Wraight + Associates)

**This summary has been checked and returned**

#### What is your vision of a heritage precinct at QEP?

That the heritage precinct told the history of the area:

- US camp
- Maori settlement – pa sites
- Trains and transport – history of the railway
- European settlement
- History of the camping ground and family stories of the place – historical films
- Restoration and ecology
- Creative culture

Form/Structure/Media:

- Old barn used presently for stables
- Could develop new buildings to suit the content
- Would be good to link up bits of existing bits in the park, needs to be more cohesive
- Any buildings need to be in scale with existing
- Perhaps a sculpture park, with elements representing various aspects of heritage, funding possibly from Creative NZ
- Not a museum full of static displays, farm equipment, lace etc.



- Innovation – need to look at what has been done elsewhere and do it in a new way, tell stories throughout and utilise technology like GPS or video with theatrettes representing life of the place
- Audio is possible like the Somes Island example – poles with interactive stories – press a button
- There is a shortage of things to do on wet days – an indoor component could provide options to the community when the weather is wet
- Make it a destination for the train, incorporated with a platform at the entry

#### Discussion:

- The area is home to a lot of creative people, poets, writers, artists, this creative culture should be incorporated, locally resourced creative inputs are a great opportunity and possibility
- Keep it relevant to QEP and the area
- Printing museum doesn't relate to park, what about Southwards site?
- There are 11 museums in Kapiti already

#### Why should it be located at QEP?

- Lots of history which could be combined with the ecology to provide a unique educational experience
- Central, on main highway and train route, accessible for people region wide
- Could be a good attraction to bring people out to the area [from Wellington]

#### What would be required to make a heritage precinct work?

- Money
- The involvement of local people
- Local iwi

#### How would you define a successful heritage precinct?

- People visit from out of the area
- Preserves the park and its stories
- Locals involved – would include employment of local people as appropriate

#### What would be the adverse effects of a heritage precinct at QEP?

- If it didn't reflect the values of the area, and lead to the degradation of these values

#### What are the greatest threats to the success of a heritage precinct at QEP?

- Lack of funding or budgets being prioritised elsewhere

#### If there was a heritage precinct in QEP, what is the best management structure

- Umbrella trust for management - with representatives from each of the stakeholder groups
- Particularly local iwi (involved from the beginning) and local historical group

#### About the organisation

- RSRA is an incorporated society with 201 households currently registered, and growing
- Membership area covers households situated in the area encompassed by QEP in the south, to the southern side of Menin Road in the north, the coast to the west and State Highway 1 to the east including Waterfall Road and Emerald Glen
- The Raumati South Residents' Association's purpose is to identify, enhance and protect the unique character and heritage of Raumati South and promote the values of the residents as identified by surveys. The key things that members value are:
  - The natural relaxed environment – its unique land forms, flora and fauna and fresh air
  - The seaside village community look and feel
  - The recreation that the unique natural landscape offers.

## 16 Appendix 4: Design concepts

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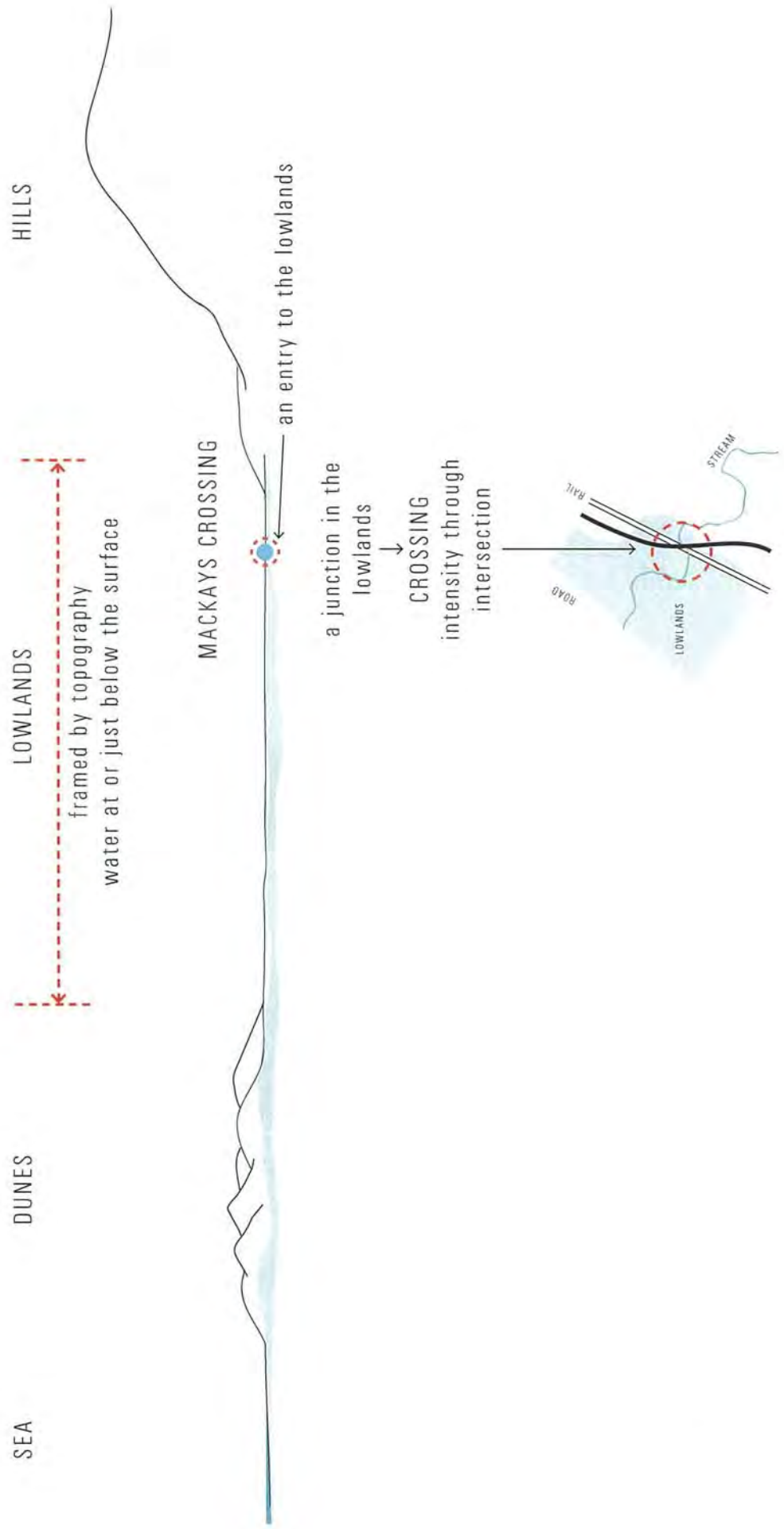








*precinct = enclosure, boundary, definition*



# introduction

Greater Wellington Regional Council adopted a Parks Network Plan in 2010 to give direction to the management of regional parks and forests in the Wellington region. The Parks Network Plan includes Queen Elizabeth Park (QEP) and identifies the Mackays Crossing area, as the location where a Heritage Precinct might be developed.

This report forms part of a wider investigation into the establishment of a Heritage Precinct in QEP, and provides preliminary spatial strategies for (1) the Mackays Crossing entry and (2) for the creation of a heritage precinct. The intention is for the document to assist with engaging what shops a heritage precinct might take and to facilitate the development of options through stakeholder consultation and feedback.

1. Mackays Crossing represents the main entry to QEP and functions as a point of orientation and dispersal to other areas of the park. As such, a Heritage Precinct in this area needs to assist with this function as a gateway to the wider park. For this reason a new Mackays Crossing entry sequence is the first strategy presented in this report.

2. Following this, scenarios for the inception of a heritage precinct are explored. The approach for each heritage precinct scenario is informed by precinct types drawn from New Zealand's wider landscape context, these being the 'square' (A), the heritage 'street' (B), the agricultural 'cluster' (C), the 'crossing' (D) and the 'long house' (E). A final strategy considers the whole park as a heritage precinct and instead of clustering activities at the entry proposes interventions throughout the park to interpret site heritage in situ (F).

The concepts herein are intended to engage with the unique cultural and environmental heritage of the place as a priority while maintaining the potential for other regionally significant heritage attractions to be integrated into a heritage precinct should this be appropriate. To varying degrees, the options create a framework that could be adapted and modified in the future as heritage activities expand, are refined or as new attractions are developed.

Each of the heritage precinct concepts includes an approximate floor area considered appropriate for achieving the formation of a 'precinct' based on the scenario identified.

Given the objective of this report has been to gauge stakeholder feedback on the formation of a heritage precinct the high level concepts within are not sufficiently detailed to undertake a rigorous costing exercise for each option. However rough costs associated with development are provided based on a square metre rate ranging from \$1000/m<sup>2</sup> to \$3000/m<sup>2</sup>. These rates are associated only with construction and fitout of the building footprints shown and do not include costs associated with external works such as re-ignition of roads, new entry structures, formation of wetland areas, carparks and planting.

This report provides a summary the qualities of QEP, the Mackays entry and its context. Further analysis of these options is provided in a separate report.

\*Rawlinsons New Zealand Construction Handbook 2010 provides m<sup>2</sup> rates for buildings. Range based on Suburban Retail rate of \$1140/m<sup>2</sup> - \$1300/m<sup>2</sup> for suburban retail buildings and \$3650/m<sup>2</sup> - \$3950/m<sup>2</sup> for art galleries and museums.



Queen Elizabeth Park location map, adapted from Greater Wellington Parks Network Plan December 2010, p18.



# dune phases



Sketch map overlaid on aerial photo. Map source: McFadgen, B (1987) Archaeology of the Wellington Conservancy: Kapiti-Horowhenua - a prehistoric paleo-environmental study. Department of Conservation, p10.

- Mackays Crossing
- Archaeological Sites

# hydrology





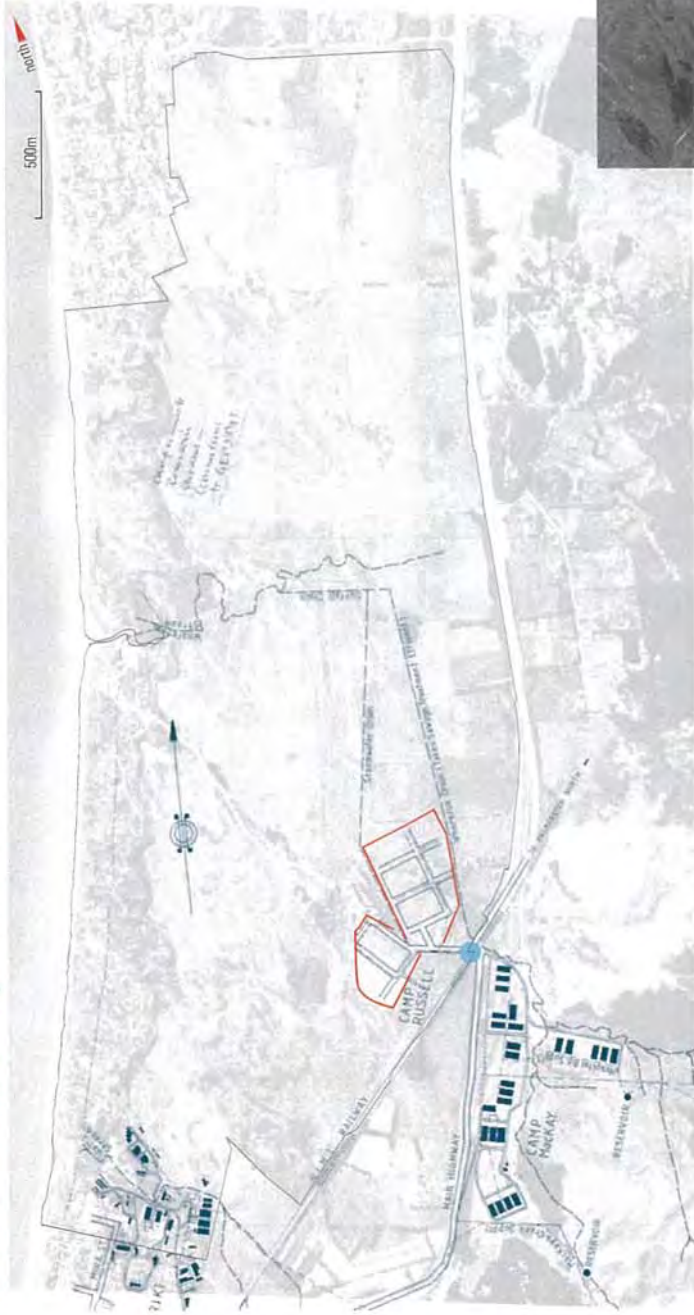
# 1874 survey



Adapted from: Sheets 1 & 2 Wainui and Whareroa Blocks - West Coast (1874); redrawn by W.A. Nicholson. Overlaid on 2007 aerial photo.

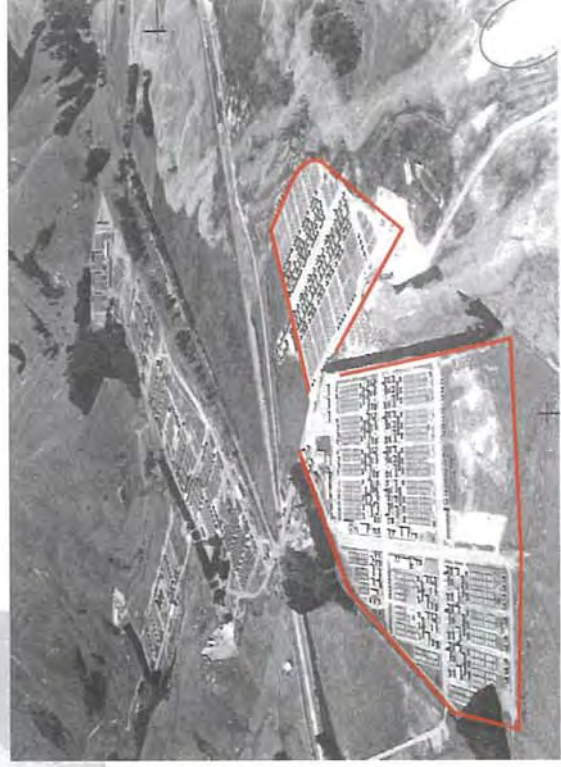
- main highway route 1874
- property boundaries 1874
- pa sites
- Mackays Crossing

# WW2 encampment



Sketch map overlaid on aerial photo. Map source: KDOC (1992) Special Unit Camps Paekakariki Area - General layout of water supplies, traced from original (drawing by E. P. Henshall 14 August 1943)

● Mackays Crossing





HERITAGE PRECINCT  
CONCEPTS

*draft*

*strategy 1: entry sequence*

Mackays Crossing represents the main entry to DEP and functions as a point of orientation and dispersal to other areas of the park. As such, a Heritage Precinct in this area needs to assist with this function as a gateway to the wider park. For this reason a new Mackays Crossing entry sequence is the first strategy presented in this report.

Summary

- Make the entry visible from the highway
- Utilise historic gates in a new pedestrian link to Whareora
- Introduce new vehicular entry alongside
- Provide the experience of crossing into a wetland on entry
- develop a new visitor centre as a gateway to the park and for visitor orientation (approx. 600m<sup>2</sup> showtil)
- maintain potential for future integration with rail network through entry alignment
- cost ranging from \$0.6m to \$1.8m for development. Excluding external works.

- existing building
- new buildings
- lawn areas
- pedestrian link

- 1 new entry marker - eg, pou
- 2 historic gates - new pedestrian entry
- 3 new lockable vehicle access
- 4 wetland crossing structure
- 5 existing wetland
- 6 new wetland
- 7 new DEP/Whareora visitor centre
- 8 -
- 9 -
- 10 -
- 11 -
- 12 -



*What is a 'precinct?'*



Scenario 1  
An entry sequence



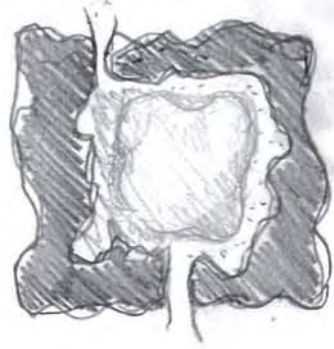
Scenario 2  
Precinct at entry



Scenario 3:  
The whole park precinct



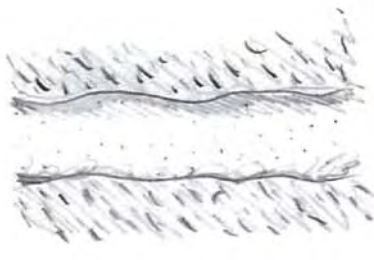
*strategy 2 : scenarios for a heritage precinct*



square:  
space in objects



cluster:  
objects in space



street:  
framing a journey



a precinct could be defined by built form or environmental features, or a combination of these



HERITAGE PRECINCT  
 CONCEPTS  
*draft*  
 scenario A 'square'

Summary

- Lawn space framed by workshops and display areas
- retaining grid to alignment of former US Marines camp.
- Successful framing and achievement of a precinct will require a co-ordinated development, best if built all at once
- approx. 2800m<sup>2</sup> combined internal floor area for additional heritage activities shown
- Cost ranging from \$2.8m to \$8.4m for development. Excluding external works, and scenario 1 development.

- existing building
- new buildings
- lawn areas
- pedestrian link OEP/Whareora

- 1 new entry marker - eg. pou
- 2 historic gates - new pedestrian entry
- 3 new lockable vehicle access
- 4 wetland crossing structure
- 5 existing wetland
- 6 new wetland
- 7 new OEP/Whareora visitor centre
- 8 -
- 9 -
- 10 -
- 11 -
- 12 -









HERITAGE PRECINCT  
concepts

*draft*

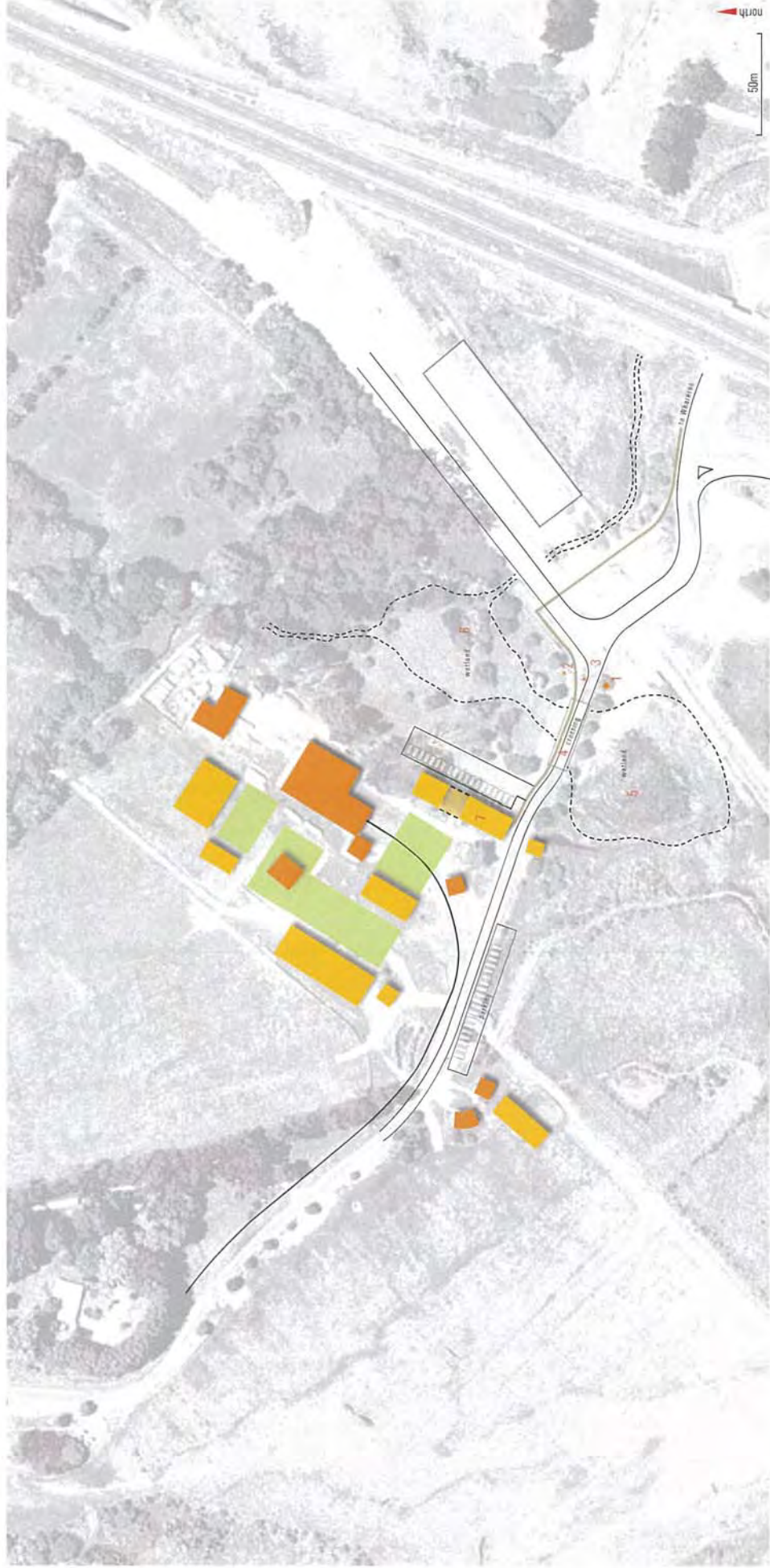
*scenario B - 'cluster'*

Summary

- Precinct developed based on agricultural 'cluster', allows for incremental development of structures
- creates a sequence of courtyard spaces for external displays and activity.
- Approx. 1800m<sup>2</sup> combined internal floor area for heritage activities shown
- Cost ranging from \$1.8m to \$5.4m for development. Excluding external works and scenario 1 development.

-  existing building
-  new buildings
-  lawn areas
-  pedestrian link OEP/Whareora

- 1 new entry marker - eg. pou
- 2 historic gates - new pedestrian entry
- 3 new lockable vehicle access
- 4 wetland crossing structure
- 5 existing wetland
- 6 new wetland
- 7 new OEP/Whareora visitor centre
- 8 -
- 9 -
- 10 -
- 11 -
- 12 -





HERITAGE PRECINCT  
CONCEPTS  
*draft*

*scenario C 'heritage street'*

Summary

- Activity and displays organised around a village street structure framing the existing road.
- Could be developed incrementally
- Approx 1800m<sup>2</sup> combined internal floor area for additional heritage activities shown
- Cost ranging from \$1.8m to \$5.4m for development. Excluding external works and scenario1 development.

- |   |                              |   |                                       |    |                                 |
|---|------------------------------|---|---------------------------------------|----|---------------------------------|
|   | existing building            | 1 | new entry marker - eg. pou            | 7  | new DEPW/whareoa visitor centre |
|  | new buildings                | 2 | historic gates - new pedestrian entry | 8  | -                               |
|  | lawn areas                   | 3 | new lockable vehicle access           | 9  | -                               |
|  | pedestrian link DEPW/whareoa | 4 | wetland crossing structure            | 10 | -                               |
|   |                              | 5 | existing wetland                      | 11 | -                               |
|   |                              | 6 | new wetland                           | 12 | -                               |









*scenario D 'the crossing'*

Summary

- Precinct developed across existing circulation
- provision for the introduction of a loop road
- creates a spatial sequence along a street like route.
- buildings contained to the east of existing structure
- Approx. 1500m<sup>2</sup> combined internal floor area for additional heritage activities shown
- Cost ranging from \$1.5m to \$4.5m for development. Excluding external works and scenario 1 development.

-  existing building
-  new buildings
-  lawn areas
-  pedestrian link OEP/Whareora

- 1 new entry marker - eg. pou
- 2 historic gates - new pedestrian entry
- 3 new lockable vehicle access
- 4 wetland crossing structure
- 5 existing wetland
- 6 new wetland
- 7 new OEP/Whareora visitor centre
- 8 new street space
- 9 new exit road
- 10 -
- 11 -
- 12 -









*scenario F: whole park as precinct*



- 1 new main entry and orientation building
- 2 Paekakariki entry
- 3 Raumati South entry
- 4 existing tramways museum and pony club
- 5 possible structure for camp russell interpretation
- 6 possible structure wetlands interpretation
- 7 possible structure for historic route interpretation
- 8 possible structure for interpretation of pa sites
- 9 possible structure for interpretation of dune environment
- 10 possible structure for interpretation of Camp Paekakariki
- 11 possible structure for interpretation of stream environments

pedestrian link to Whareora Farm

future Paekakariki to Raumati South cycloway  
(Refer GW Parks Network Plan)

- tramway
- state highway
- rail line

Note: The heritage items and route alignments shown here are indicative only and intended to convey the concept for the purposes of this study.

Summary

- Entry sequence implemented as for strategy one
- site heritage interpreted in situ throughout the park as appropriate
- would benefit from co-ordinated approach to development/ design to ensure quality of interventions.

