

A Proposal to The Waimate District Council For the Development of the Quinn's Building for Library and Learning Hub

Prepared by Project Waimate Inc.
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Executive Summary

This document describes a proposal for the development of the Quinn's building for use as the Waimate District Library and Learning Hub. Key content contained in this this proposal is:

- A vision for the Quinn's building and restoration
- Description of the benefits the project will bring to the district and community
- The proposed roles and responsibilities of Project Waimate and Waimate District Council with respect to development, governance and management of the project
- Detailed technical and engineering assessment of the building and project
- Commercial model description and break down of capex requirements and operational costs (with no incremental cost to ratepayers)
- Definition of a execution framework to deliver the project



Contents

1.0 Introduction and Background

2.0 The Vision

3.0 Benefits to the Community

4.0 Implementation

4.1 Building Use

4.2 Commercial Model

4.3 Restoration and Repurposing

4.3.1 Seismic Status and Related Engineering Requirements

4.3.2 Heritage Status

4.3.3 Surrounds and Street Scaping

5.0 Proposed Points of Agreement

5.1 What PJW requests of the WDC

5.2 Project Waimate Commitment to WDC

6.0 Public Communication and Engagement Plan

7.0 Project Team and Governance and Roles and Responsibilities

8.0 Project Schedule and Timescales

9.0 Non-Technical and Technical Risk

10.0 Project Waimate Contact

1.0 Introduction and Background

Quinn's Arcade was built between 1905 and 1907 by William. Quinn, a local landowner and businessman. Quinn owned and ran a brickworks at Makikihi and it was this works that supplied the bricks for the building of the arcade. Ownership of the building passed to Mr. Harry Smith after Quinn's death in 1914 and it was converted by him into a picture theatre, aptly named The Arcadia, with an attached Billiard Saloon, and four remaining shops in the corner locations. Conversion works began in 1918 and the theatre opened in 1920. It initially screened silent movies only, but converted to sound from 1930. A fire in 1955 destroyed large parts of the structure and marked the end of the theatre. The billiard room continued to trade for some time, but eventually it too was converted to commercial storage, which remains its current use. In the 1960s the first floor spaces at the south of the building were converted into three flats.

Recognising the cultural and architectural heritage represented by the building, it was purchased by Project Waimate in 2007 with the intent to initially maintain and then to subsequently restore the building for use within the Waimate community. It is (a) registered as Category II with New Zealand Historic Places Trust.

2.0 The Vision

In 2008 a conservation plan for the building was commissioned. This is reproduced in full in appendix 1 and provides a detailed assessment of the heritage significance of the building in the context of its historical functional use, and the conservation work required to recognise the respective temporal elements of the buildings past. Of particular note, is the report's recommendation that the building's public function (as a mall and theatre) be recognised in any subsequent use.

Following an extensive review of potential sustainable functional uses informed by community engagement, the Project Waimate committee has resolved to proceed with a plan that proposes the building be used as a modern library and learning hub.

Several alternative ideas were tabled initially, including a multi-use retail space and boutique accommodation. However, neither of these options withstood critical economic viability review or met fully the criteria of creating a broadly accessible public facility. The challenge of economic viability is particularly acute and was evidentially substantiated by reference to similar small provincial town building restoration projects. It was also considered that the function of the building should be singularly focussed on delivering broad based cultural and educational opportunities to enrich the lives of all sections of the Waimate community and visitors alike.

The Canterbury earthquakes created a hiatus in the development planning as resources and attention were directed elsewhere to address the immediate recovery needs. However, as

that process plays out it is apparent that the loss of heritage buildings (physically and functionally) nationally has accelerated. This has been noted by a number of bodies (including Heritage New Zealand) as a cause for concern. Further, in the past decade there has been an increasing realisation by regional councils that their role must extend beyond a simple run and maintain model to one that proactively seeks to find investment opportunities in enabling infrastructure that supports the socio-economic development of their region.

Against this background, conceptual plans were developed for use of the building as a modern library and learning hub that combines the traditional function of a library with technology enabled services and facilities, hence providing a state-of-the-art facility not only unique in Waimate but South Canterbury.

It is proposed the facility shall offer:

- A cultural and academic hub for the district that champions knowledge and the knowledge based economy from the perspective of the digital environment
- Housing for, and loan of, traditional printed media as well as e-publications
- Ultrafast connectivity to digital research and information resources worldwide
- Meeting, lecture room and workspaces suitable for individuals and small groups
- Performance and exhibition spaces suited to a varied and dynamic usage profile
- A casual comfortable environment for learning that appeals to all ages and demographics
- An iconic heritage building, repurposed, that is in itself a visitor attraction

3.0 Benefits to the Community

Waimate, like a number of provincial towns in New Zealand has witnessed significant ebb and flow in socio-economic fortune from its founding in the mid 19th Century. Its situation in 2017 is best viewed as part of a continuum from those early days with the town responding to the macroeconomic drivers and imperatives of the district and the world in general. Agriculture, has been a constant theme on the “time-line” of the town and this industry sector alone represents a microcosm of broader socio-economic development as automation and global markets have directed farming practices, jobs and resource use.

Unlike, larger cities and even its neighbouring towns of Oamaru and Timaru Waimate does not have the critical mass or population to compete directly in the traditional retail and industrial sectors. Furthermore, shifting trends and priorities in both of these areas, particularly relating to the digital environment present both a threat, and equally, opportunity for Waimate in the early 21st century.

With this backdrop in mind the benefits of the Quinn's project can be seen as:

- Continued functional use of an historic building that reflects and celebrates the history of our town and that can represent a flagship project for the future
- A unique heritage facility that will attract visitors from outside the district by showcasing the the district in a distinctly 21st century format
- Provide a state of the art community hub and resource for the people of Waimate that is both connected and relevant to a modern knowledge based economy and to provide accessibility to information and learning resources in an inviting and engaging way
- Re-energise the north end of the town centre
- Provide a focal point for the cultural and academic endeavour and excellence in the Waimate district

With the recent development of a state-of-the-art event and sports centre, the Quinn's development provides an equally significant addition to the town that recognises the academic and cultural needs of the community. In turn, recognition by the broader community of these assets will allow Waimate to punch well above its weight with respect to attracting and retaining new and existing residents who ultimately will themselves contribute to the sustained development and socio-economic health of our district.

4.0 Implementation

4.1 Building Use

The intent is to renovate the building to create a functional space suitable for use as a library with provision of community meeting rooms, exhibition and performance spaces. It is proposed final fit-out will be to a specification agreed with Waimate District Council.

4.2 Commercial Model

The commercial model preferred by Project Waimate involves securing grant funds for the building restoration based on an early commitment to the project by WDC. The commitment required will be based on PJW and the WDC reaching formal agreement to move forward on the basis of the outline scope and deliverables detailed in this proposal whereby (P JW) WDC becomes a foundation leasee of the restored building for the purpose of operating the library and learning centre. It is proposed this agreement expire after 2 years if the project does not attract the necessary funding or agreement cannot be reached with respect to the detailed project execution plan. It is envisaged that this timescale will not negatively impact the viability of alternative options for a town library should the agreement between PJW and WDC expire.

A summary of the capital costs of restoration and repurposing are presented in table 1. A more detailed set of financials are included in appendix 3. A draft high level P&L for the run and maintain phase of the project is presented in table 2.

Table 1. Indicative Project Capital Costs

Item	\$ (000s)
Phase 1 – Structural and Architectural Design	163.0
Phase 2 - Restoration, Build and Fit Out	
Prep, demolition, staging and equipment hire	247.5
Materials	826.0
Labour (inc project management)	1590.0
Vendor Packages	230.0
Misc costs (compliance/third party)	45.0
Communications	15.0
Contingency (15%)	467.5
Grand Total	3584.0

The installation of equipment and fixtures and fittings for the specific operation of a library will be the responsibility of WDC as will any associated cost.

Table 2. Indicative annual operational profit and loss statement

Income	\$ (000s)
Rent (WDC)	100.0
Franchise income	20.0
Facility Rental	15.0
Total Income	135.0
Operating Costs	
Rates	10.0
Insurance	8.0
Fire compliance	1.0
Electrical compliance	1.0
Heating system maintenance	1.0
Security system (monitoring and maintenance)	3.0
Lift maintenance	3.5
Grounds	4.0
General maintenance	20.0
Cleaning	10.0
Management (labour)	20.0
Safety and training	5.0
Telecommunications	3.0
Legal services	2.0
Depreciation on installed vendor packages	10.0
Total Expenditure	101.5
Gross Surplus	33.5

The capital project cost of \$3.6 million is consistent with comparable scale restoration projects within New Zealand.

4.3 Restoration and Repurposing

4.3.1 Seismic Status and Related Engineering Requirements

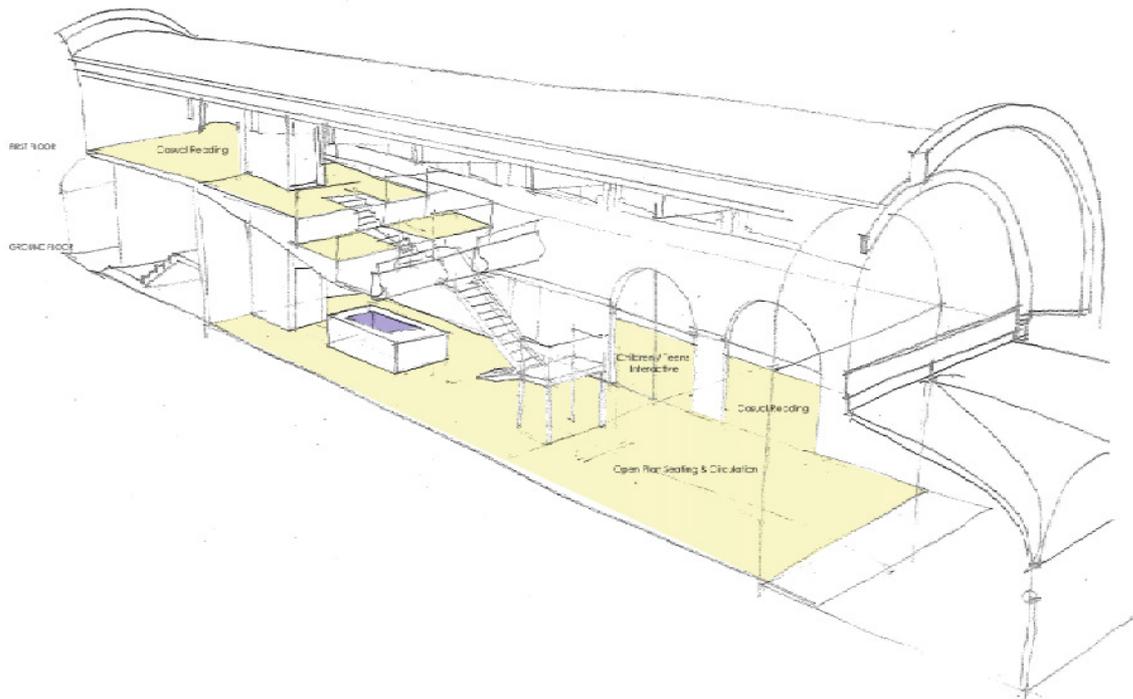
The building has been subject to a detailed engineering review to determine its current structural condition. Structural work to bring the building to code compliance is a relatively minor component within the total project scope and budget. The primary structural intervention will be the introduction of cross-members or a diaphragm to tie the walls together across the atrium space and to increase flexural rigidity around the arch structures along both sides of the building. This intervention will also allow the roofing to be optimised to maximise natural light ingress and to maximise thermal insulation for both summer and winter conditions.

A detailed engineering report that has modelled accelerations of the structure under a number of representative seismic loading cases is presented in appendix 2.

Whilst the original configuration of the building will be largely retained and restored, the area that now constitutes flats will be converted into a mezzanine area that will house meeting and exhibition space as well as potential provision of a café facility. Access will be via an open staircase to the atrium. Disability access will be provided through a glass sided hydraulic actuated elevator.

Restoration will focus on ensuring that the atrium space is maximised with full north-south accessibility with flooring acoustically engineered for noise minimisation.

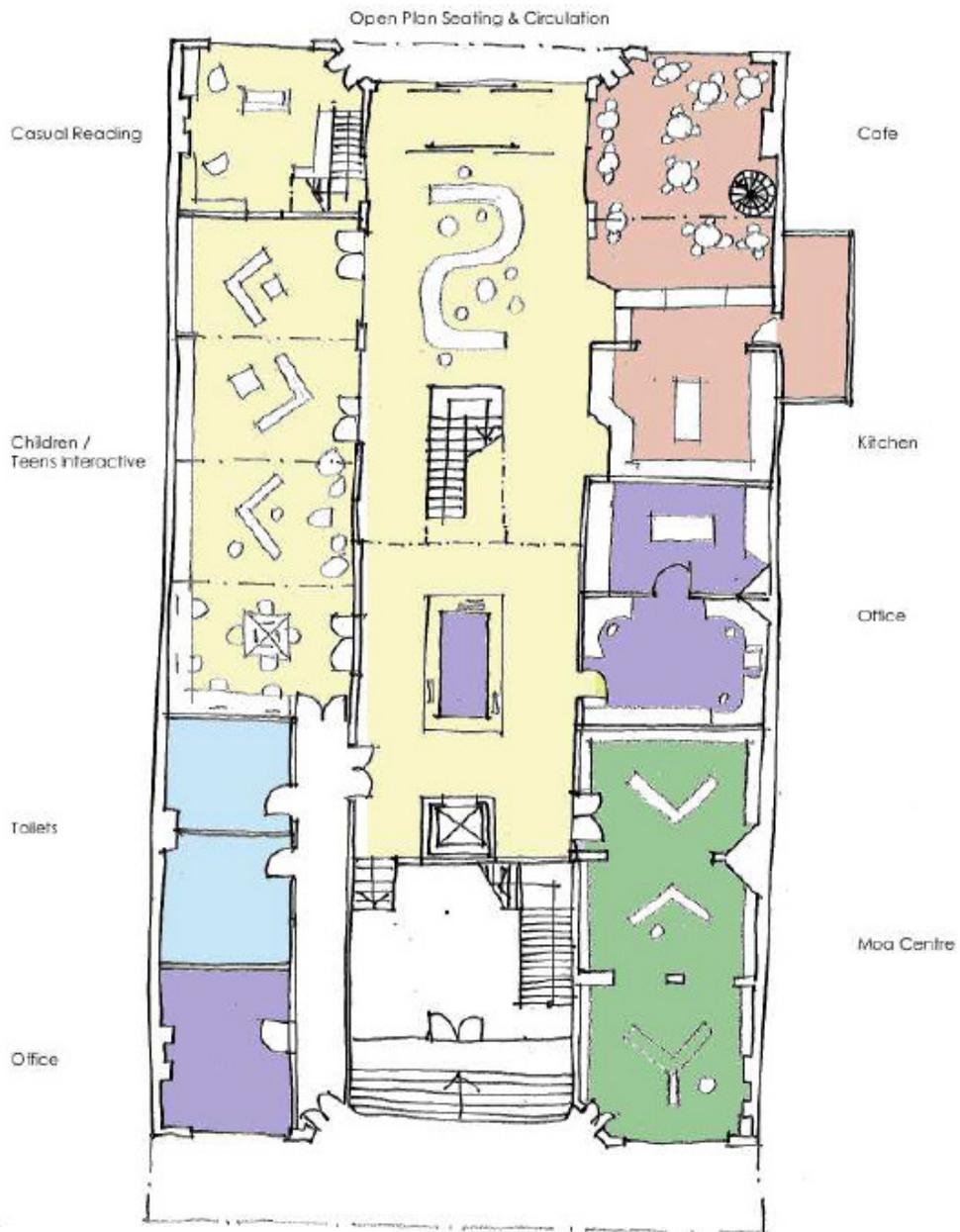
Conceptual drawings showing the intended use as a library are presented in figures 1-3.



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Figure 1 – Schematic 3D view of library concept – indicative only

QUINNS ARCADE - WAIMATE MOA CENTRE & PUBLIC LIBRARY



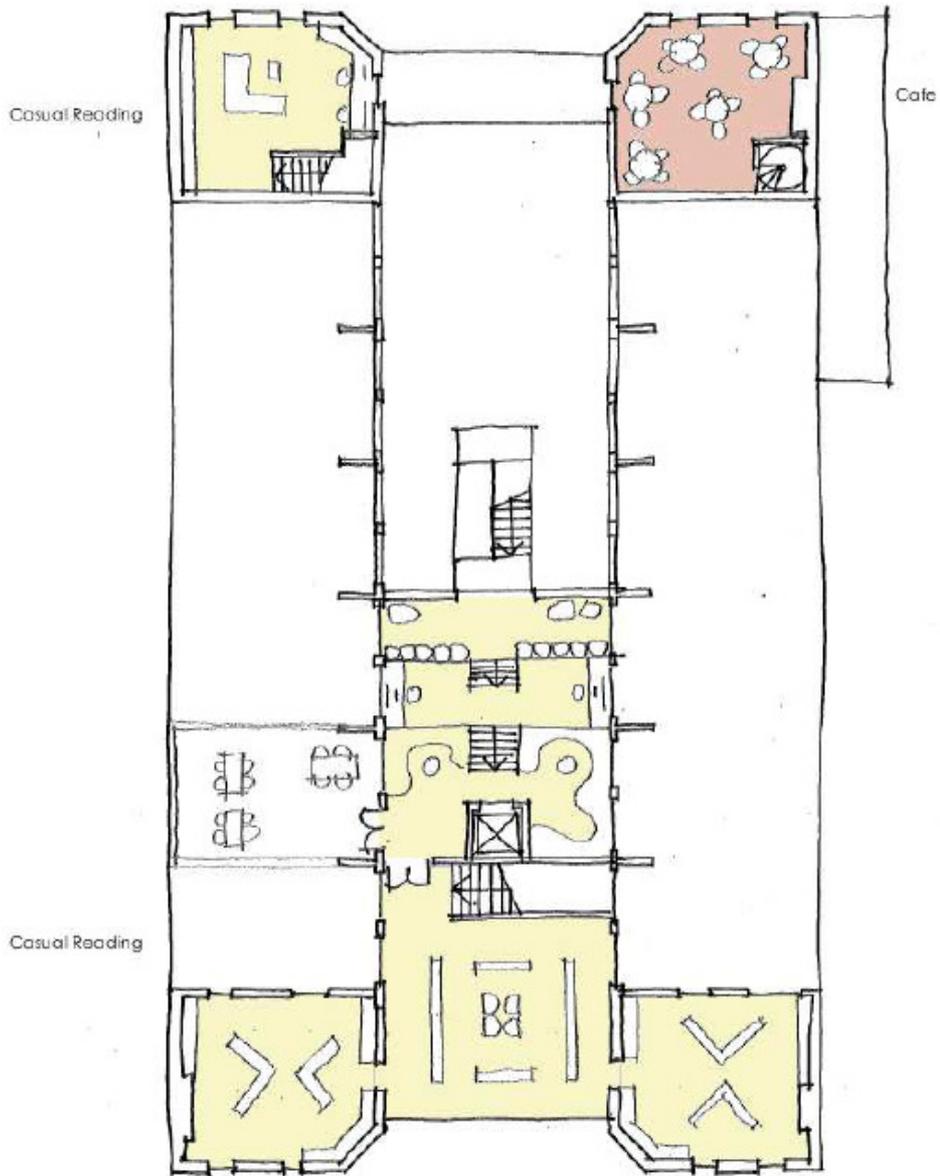
Ground Floor Plan
1:200 @ A4



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Figure 2. Plan view of ground floor – indicative only

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First Floor Plan
1:200 @ A4



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Figure 3. Plan view of first floor – indicative only

4.3.2 Heritage Status

As required by the Historic Places Trust, original wall décor and plasterwork will be conserved and integrated with the new internal structures to create an aesthetic that connects the building with its past functions. The restored building will sensitively recognise through form and function the use of the building as both a mall and theatre.

4.3.3 Surrounds and Street Scaping

It is proposed that angle parking and traffic management provision be created on the Griegson street side of the building by modifying the current road and pavement configuration. An estimated 15 spaces are potentially available here. Ensuring accessibility for all will be a key focus of external works.

5.0 Proposed Points of Agreement

5.1 What PJW requests of the WDC

- Commitment to commit the funds necessary to execute phase 1 of the project (design and detailed project execution planning). This is assessed as requiring \$163K to develop.
- Commitment (dependent on subsequent securing of funds) to be the foundation leasee of the facility for the purpose of a the district library and learning hub

5.2 Project Waimate Commitment to WDC

- On the basis of the above, PJW commits to work to secure funding from national funding vehicles for infrastructure projects (eg. Lotteries)
- To manage the capital project with WDC as a key stakeholder and act as custodian of building and landlord to tenants of the restored asset
- To project manage the restoration and fit-out whilst ensuring input from WDC as the leasee is recognised and incorporated in the final design and finish. It is recommended a WDC representative(s) sits on the PJW committee.

If no capital funding for the build is secured, both parties will consent to let the proposed agreement lapse and to pursue separate development opportunities should no alternative joint agreement be reached.

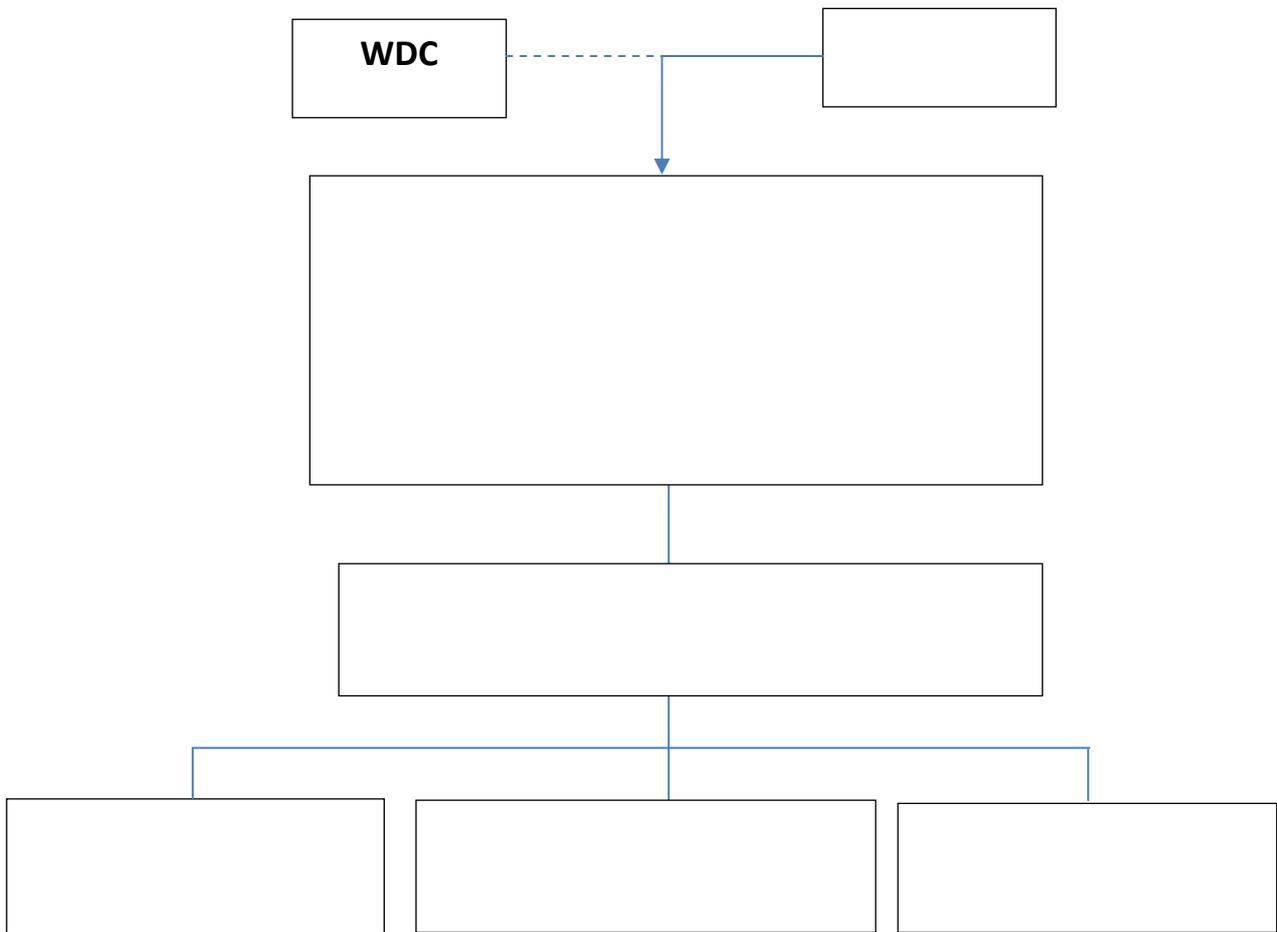
6.0 Public Communication and Engagement Plan

An effective and inclusive communications and engagement strategy is a critical project function. To deliver this it is proposed that public communications and engagement

activities and content are agreed between WDC and PJW and coordinated by the PJW committee. During the execution phase of the project this function will be executed by the project governance and steering group (see below).

7.0 Project Team and Governance and Roles and Responsibilities

It is proposed that the project team has the following structure:



8.0 Project Schedule and Timescales

Project Tasks	2017	2018	2019	2020
Negotiation and execution of MoU with WDC	■			
Phase 1 - detailed design and execution planning				
1.1 Detailed design and engineering specification	■			
1.2 Grant applications and establishment of phase 2 funds	■	■		
Phase 2 – Project Execution				
2.1 Site preparation/ Internal demolition		■		
2.2 structural engineering work			■	
2.3 Internal building work and utilities			■	
2.4 External restoration and landscaping/traffic management			■	
2.5 finalise detailed and implement internal fittings and fixtures (WDC)			■	■
2.6 execute lease agreement and begin operation				■

9.0 Non-Technical and Technical Risk

Given agreement to proceed is reached, the primary non-technical risk for this project is the failure to secure funds for the capital implementation phase of the project. This risk is likely to be significantly reduced if WDC commits to support the project and funds the execution of the phase 1 detailed design that can be used to support funding applications.

The primary technical risk is related to emerging engineering and/or restoration and renovation emerging scope. This is considered low risk given the detailed engineering and heritage value assessments undertaken to date.

10.0 Project Waimate Contact

The contact at Project Waimate for this proposal is:

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Appendix 1 – Seismic and Structural Report

Appendix 2 – Conservation Report

Appendix 3 - Development CAPEX Analysis

Design and Renovation					
Phase 1 - Structural Design and Detailed Architectural Design for Tender	rate per diem (\$)	rate per m2 or m (K\$)	unit price (K\$)	Quantity	total (K\$)
Engineering Design for seismic strengthening			25	1	25
Engineering calcs and drawings(including resurvey)			50	1	50
Architectural drafts			40	1	40
Detailed engineering drawings (for construction)			26	1	26
Quantity surveyor			6	1	6
Tender production and bid management			10	1	10
Compliance fees			6	1	6
Sub Total - Phase 1					163.0
Phase 2 - Build and Fit-Out					
Preparation, demolition					
Labour	0.75			250	187.5
Equipment hire			50	1	50
Disposal			10	1	10
Sub total					247.5
Materials					
structural steel		0.2		40	8
Architectual steelwork		0.1		60	6
roofing		0.07		400	28
timber (preforms and partitions/doors etc)			400	1	400
flooring		0.1		500	50
linings		0.06		500	30
Architectual fittings and fixtures			100	1	100
Plumbing materials (washrooms/kitchennette)			50	1	50
Electrical wirings/fittings			30	1	30
Paint/finishes			40	1	40
Glass		0.3		80	24
Lighting			25	1	25
consumables			15	1	15
Carpet/floor coverings		0.1		200	20
Sub total					826.0
Labour					
Project manager/Site surpervisor	1			300	300
Conservation specialists (plasterwork)	1.5			40	60
Engineer	2			60	120
Tradespeople	0.75			600	450
Builders	0.75			600	450
Joiners	0.75			100	75
roofers	0.75			100	75
plumbers	0.75			80	60
Sub-total					1590.0
Other Costs					
Parking provision			20	1	20
Insurance			10	1	10
Fund management			5	1	5
landscaping			10	1	10
Sub-total					45
Vendor Packages					
Heating/Air Con System			40	1	40
Staircase			60	1	60
Lift			70	1	70
Sprinkler system			30	1	30
Security System			20	1	20
HSSE and site security			10	1	10
Sub-total					230.0
Communications					
Vendor / contractor coordination			10	1	10
PR and community engagment			5	1	5
Sub-total					15
Sub-total - Phase 2					2953.5
Total for phases 1 and 2					3116.5
Contingency					
	15%				467.5
Grand Total:					3583.975