



Waitakere City Council  
*Te Taiao o Waitakere*

## NOTICE OF MEETING

# CULTURE, ARTS AND EVENTS SPECIAL COMMITTEE

I hereby give notice that a Meeting of the Culture, Arts and Events Special Committee will be held on:-

**DATE:**            **Wednesday, 12 September 2007**            **TIME:**            **9.30 am**

**VENUE:**        **Waitakere Central, 6 Henderson Valley Road, Henderson, Waitakere**

to consider the business as set out herein and to take any necessary action connected therewith.

6 September 2007

Carmen Fernandes  
**COMMITTEE SECRETARY**

Telephone (09) 836 8000 extn 8887

### MEMBERSHIP:

Councillors	JP	Lawley (Chairman)
	LA	Cooper (Deputy Chairman)
	MFP	Chan, JP
	RI	Clow
	LA	Cooper
	AK	Corban, OBE, JP
	C	Harding, JP
	VS	Neeson, JP

Mayor RA Harvey, QSO, JP (ex officio)  
Deputy Mayor CA Stone (ex officio)

(Quorum 4 members)

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(The reports and recommendations contained in all agendas are reports and recommendations only and are not to be construed, in any way, as Council policy until adopted.)

**AGENDA FOR A MEETING OF THE CULTURE, ARTS AND EVENTS SPECIAL COMMITTEE  
TO BE HELD AT WAITAKERE CENTRAL, 6 HENDERSON VALLEY ROAD, HENDERSON,  
WAITAKERE, ON WEDNESDAY, 12 SEPTEMBER 2007 COMMENCING AT 9.30 AM**

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**1 APOLOGIES**



**2 URGENT BUSINESS**

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 provides that where an item of business is not on the agenda, it may only be dealt with at the meeting if:

- (i) the Committee by resolution so decides; and
- (ii) the Chairman has explained at the beginning of the meeting (when open to the public) that the item will be raised for discussion and decision, why the item is not on the agenda, and why it cannot be delayed until a subsequent meeting.

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

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



**3 CONFLICTS OF INTEREST**

The Council has acknowledged in its Code of Conduct that Elected Members need to be vigilant to stand aside from decision making when a conflict arises between their role as a member of the Council and any private or other external interest they might have. This note is provided as a reminder to members to check that no such conflicts arise in relation to any items on this agenda.



**4 CONFIRMATION OF MINUTES**

Meeting Minutes - Wednesday, 8 August 2007

**RECOMMENDATION**

That the minutes of the Meeting of the Culture, Arts and Events Special Committee held on Wednesday, 8 August 2007, as circulated, be taken as read and now be confirmed.



**5 PRESENTATION ON THE PROGRESS OF THE WAITAKERE HISTORY PROJECT**

There will be a presentation updating the Culture, Arts and Events Special Committee on the progress to date of the Waitakere History Project from the Project Manager, Ruth Kerr, and an introduction to the recently commissioned General Editor, Finlay Macdonald.



6 **LOPDELL HOUSE SOCIETY: ANNUAL REPORT 2006/2007 AND FUNDING AND SERVICE AGREEMENT 2007/2008**

**GLOSSARY**

Lopdell House Society (LHS)  
Corban Estate Arts Centre (CEAC)

**PURPOSE OF THE REPORT**

The purpose of this report is to present the Annual Report of the Lopdell House Society (LHS) and to seek approval for the Funding and Service Agreement 2007/2008.

**BACKGROUND**

The LHS manages the Lopdell House Gallery and Arts Centre, which has a twenty year history as the regional gallery for Waitakere. It has a national reputation and profile as one of the best of the regional arts galleries in the country.

LHS receives an operating budget through the Annual Plan process and has guaranteed three-year funding of the baseline grant. There are clear distinctions between the two arts precincts in the City, Lopdell House Gallery and the Corban Estate Arts Centre (CEAC), and these complement and support arts services to the wider City. The focus of the Lopdell House Gallery on presenting the best of a national portfolio of artists and exhibitions is balanced by the strong local and heritage programme of the CEAC.

The current development plans for Lopdell House, under the management of the Lopdell House Development Trust, will have a significant impact on the delivery of services by the Lopdell House Gallery and will provide a venue for a further expansion of the regional gallery programme. There will also be some short-term negative effect on those services during the development process.

**STRATEGIC CONTEXT**

The development and support of LHS is one of two major arts precincts identified in the Arts and Cultural Strategy (2002) as a priority for the City.

Council's strategic platforms around Strong Communities and Urban and Rural Villages are strengthened by the existence of arts and cultural precincts which offer opportunities for people to gather experience and grow in knowledge of their cultures, history and art forms.

The cultural tourism activity generated around the Lopdell House Gallery programme contributes to the Strong Innovative Economy Platform and Vibrant Arts and Culture Community outcome.

The promotion of the 'cultural well-being' of the City's residents is clearly identified in the Local Government Act 2002.

**ISSUES**

A1-A7

LHS has met or exceeded almost all performance targets for the 2006/2007 financial year. The Annual Report is attached at pages A1 to A7.

Of note are the following points:

Over the past year there has been a significant growth in the education programme with a marked increase in the response from schools to targeted and tailored education programmes. This growth has also been reflected in the programmes at CEAC and indicates that there is a significant demand for this provision and a refinement of the services being offered to schools.

LHS has also been extremely successful in obtaining funding from external sources with a total income of \$256,521 in this financial year.

LHS has undertaken some internal refurbishments to the gallery which have increased the potential for high-end exhibitions in the short and medium term while the fuller development plan is effected.

The total visitor numbers for the year are lower than the performance targets indicated. However, they reflect a healthy patronage and will be adjusted for the coming year.

Significant progress has been made on the provision of a resource centre/library for Lopdell House members and research students.

The quality of the catalogue and promotional material produced by the Lopdell House Gallery is another indicator of the high standards of presentation maintained by the gallery.

A8-A17

The 2007/2008 programme reflects the stability and quality of the programme delivered by the LHS. The Funding and Service Agreement 2007/2008 is attached at pages A8 to A17.

## **RESOURCES**

An annual operating grant of \$440,000 has been approved through the Annual Plan 2007/2008.

## **CONCLUSION**

The LHS has met or exceeded almost all performance targets for the 2006/2007 year. The Lopdell House Gallery continues to deliver a high quality portfolio of exhibitions and public and educational programmes. The proposed development of Lopdell House will, over time, provide an enhanced venue for this delivery to continue and grow.

## **RECOMMENDATIONS**

1. That the Lopdell House Society: Annual Report 2006/2007 and Funding and Service Agreement 2007/2008 report be received.
2. That the Lopdell House Society Funding and Service Agreement 2007/2008 be approved.

Report prepared by: Naomi McCleary, Manager: Arts.



7 **WAITAKERE PACIFIC ARTS AND CULTURAL TRUST: FUNDING AND SERVICE AGREEMENT 2007/2008**

**GLOSSARY**

Waitakere Pacific Arts and Cultural Trust (WPACT)

**PURPOSE OF THE REPORT**

The purpose of this report is to present to the Culture, Arts and Events Special Committee the proposed Funding and Service Agreement 2007/2008 for the Waitakere Pacific Arts and Cultural Trust (WPACT) for consideration and approval, subject to any recommendations made by the Finance and Operational Performance Committee.

**BACKGROUND**

The WPACT, as an independent trust set up to deliver a programme of Pacific arts and cultural development on the Corban Estate, has been in existence for two years. During that time it has endeavoured to introduce an organisational structure to the Waitakere Pacific Arts Centre which would weave together the informal delivery structure of the existing Pacific community on the estate with a system which creates accountability and transparency to a level which meets Council's expectations for organisational management.

Because of the long history of the informal community group on the Corban Estate, this has created some misunderstandings and disruption despite the best intentions of all parties. It is to the credit of all concerned that this process is continuing and that delivery of services to the Pacific and wider community is ongoing.

In June this year the Pacific Mamas registered their own trust, a move which, in principle, is supported by the WPACT. Currently both trusts are in dialogue as to how they can work together to support the strengths that each organisation has to offer.

The WPACT receives an operating budget through the Annual Plan process.

The current proposals to undertake major development on the Corban Estate in partnership with Unitec will have a significant and positive impact on WPACT. Both the Chairperson and the Director of WPACT are on the Project Working Group to progress this proposal which includes a plan to develop a new, purpose-built Pacific Arts and Cultural Centre.

**STRATEGIC CONTEXT**

The development and support of Pacific arts and culture is identified in the Arts and Cultural Strategy (2002).

Council's strategic platforms around Strong Communities and Urban and Rural Villages are strengthened by the existence of arts and cultural precincts which offer opportunities for people to gather experience and grow in knowledge of their cultures, history and art forms.

The cultural tourism activity, cultural immersion programmes and the development of a strong, economic focus for Pacific cultural product contribute to the Strong Innovative Economy Platform and Vibrant Arts and Culture Community outcome.

The promotion of the 'cultural well-being' of the City's residents is clearly identified in the Local Government Act 2002.

## ISSUES

This report does not include the Annual Report for WPACT as this was presented to the Culture, Arts and Events Special Committee at the July 2007 meeting and effectively covered all activity for the 2006/2007 year.

At the July 2007 meeting of this committee the following resolutions were passed:

- “1. *That the Waitakere Pacific Arts and Cultural trust report be received.*
2. *That the financial statements of the Waitakere Pacific Arts and Cultural Trust for the 2005/2006 and 2006/2007 years be audited, completed and reported back to the satisfaction of Council.*
3. *That no monies for the 2007/2008 financial year be released for the Waitakere Pacific Arts and Cultural Trust until resolution 2 is enacted and a new performance agreement and budgets are approved by the Council.*
4. *That a Council workshop be organised as soon as possible to address the financial matters raised at the meeting, including the future direction of arts development on the site and to enable the drafting of the new performance agreement.”*

3038/2007

The audited reports for the 2005/2006 and 2006/2007 financial years have been completed and submitted to the Director: Quality Assurance for analysis and advice. The two financial years received qualified audit reports with a letter outlining areas of financial management that require improvements.

Quality Assurance officers met with the Trust auditors to discuss the reasons for the qualified audit opinions. The main reason noted by the auditors relates to untidy record keeping, especially the lack of separation of WPACT's transactions from those of the Pacific Mamas. The auditors also noted that they were not aware of any instances of misappropriation.

In response to these issues, Council has included the following measures in the 2007/2008 Funding and service Agreement with WPACT:

- Performance measure 2.1: the establishment and formalisation of a working relationship between the Trust and the Pacific Mamas by 30 November 2007. This will include formalising record keeping and invoicing of transactions between the two entities;
- Performance measure 8.1: quarterly reporting on financial management to Council;
- Performance measure 9.1: implementing the recommendations of the 2006/2007 audit.

The changes to the measures in the Funding and Service Agreement with WPACT are similar to those Council has included in its Funding and Service Agreement with the Lopdell House Society in the past to enhance accountability.

A report on the audit reports has been submitted to the Finance and Operational Performance Committee meeting on 10 September 2007, with a recommendation to approve changes to the performance measures in the Funding and Service Agreement with WPACT to enhance future accountability.

A18-A23

Subject to approval to continue to fund WPACT, a Funding and Service Agreement is attached at pages A18 to A23. The performance targets specified in this agreement are detailed and measurable and provide a very clear set of targets for delivery in the 2007/2008 year.

A Councillor workshop, as resolved at the July meeting of this Committee, was held on 8 August 2007. The complex of issues relating to the delivery of Pacific arts and cultural services at the Corban Estate was fully explored.

A proposal specifying the delivery of the Pacifica Living Arts Festival has been presented to the Director: Public Affairs and approved for implementation. The \$45,000 identified in the Annual Plan 2007/2008 for this project has been released on the basis that to deliver this festival in November it is imperative that planning and expenditure is available now.

### **RESOURCES**

An annual operating grant of \$130,000 is identified in the Annual Plan 2007/2008. Approval is subject to the conditions outlined in this report.

A further \$45,000 is in the Annual Plan 2007/2008 for delivery of the Pacifica Living Arts Festival.

### **CONCLUSION**

The WPACT has made significant inroads towards delivering a programme and accountable systems for the 2006/2007 year. The merging of the organisational structure of this trust with the other stakeholders at the WPAC is a work in progress. All those involved are working to facilitate a positive and productive future.

### **RECOMMENDATIONS**

1. That the Waitakere Pacific Arts and Cultural Trust: Funding and Service Agreement 2007/2008 report be received.
2. That, subject to approval from the Finance and Operational Performance Committee, the Waitakere Pacific Arts and Cultural Trust Funding and Service Agreement 2007/2008 be approved.

Report prepared by: Naomi McCleary, Manager: Arts.



## **8 WAITAKERE ARTS AND CULTURAL DEVELOPMENT TRUST: ANNUAL REPORT 2006/2007 AND FUNDING AND SERVICE AGREEMENT 2007/2008**

### **GLOSSARY**

Waitakere Arts and Cultural Development Trust (WACDT)  
Corban Estate Arts Centre (CEAC)

### **PURPOSE OF THE REPORT**

The purpose of this report is to present to the Culture, Arts and Events Special Committee the Annual Report 2006/2007 of the Waitakere Arts and Cultural Development Trust (WACDT) and to seek approval for the Funding and Service Agreement 2007/2008.

## BACKGROUND

The WACDT manages the Corban Estate Arts Centre (CEAC). The WACDT was instigated by Council in 1998 to develop a new arts precinct at the Corban Estate as part of a wider brief to have an overall role in arts development in the City. The homestead gallery, studio complex and ancillary facilities opened in 2002.

The WACDT receives an operating budget through the Annual Plan process and has guaranteed three-year funding of the baseline grant. There are clear distinctions between the two arts precincts in the City, Lopdell House Gallery and CEAC, and these complement and support arts services to the City. The emphasis at CEAC is on representing the arts and heritage of Waitakere and in providing a supportive artists studio complex and a wide educational programme. Lopdell House Gallery continues to have a regional and national focus.

The current proposals to undertake major development on the Corban Estate in partnership with Unitec will have a significant and positive impact on CEAC. Both WACDT Chairperson and the Director of CEAC are on the Project Working Group to progress this proposal and are signatories to a 'letter of intent' signed by Council, Unitec and CEAC in December 2006.

## STRATEGIC CONTEXT

The development and support of CEAC is one of two major arts precincts identified in the Arts and Cultural Strategy (2002) as a priority for the City.

Council's strategic platforms around Strong Communities and Urban and Rural Villages are strengthened by the existence of arts and cultural precincts which offer opportunities for people to gather experience and grow in knowledge of their cultures, history and art forms.

The cultural tourism activity and the studio arts incubator development at the Corban Estate contribute to the Strong Innovative Economy Platform and Vibrant Arts and Culture community outcome

The promotion of the 'cultural well-being' of the City's residents is clearly identified in the Local Government Act 2002.

## ISSUES

A24-A45

The CEAC has met or exceeded all performance targets for the 2006/2007 financial year. The Annual Report is attached at pages A24 to A45.

There has been a significant change in the staffing structure in this year. The position of Director/Curator, held by Tanya Wilkinson since the opening of CEAC in 2002, was divided into two positions; curator and director. A full-time curator was appointed in February 2007 and a new director took the helm in May 2007. This decision has been timely, both in relieving work overloads and in positioning CEAC to take a full partnership role in the proposed Corban Estate development.

Of note over the past year has been a significant growth in the education programme and a shift in focus with some programmes. Adult workshops on weekends are growing to meet a demand and the schools education programmes, and indeed all children's programmes are well supported. This reflects the development over several years of a responsive and high quality education programme.

A46-A66

The 2007/2008 programme will reflect the maintenance of the existing programmes under a new director while the Corban Estate development project continues. There are areas of potential partnership and change implicit in this project and these will be revealed as work proceeds. The Funding and Service Agreement 2007/2008 reflects this holding pattern and is attached at pages A46 to A66.

### **RESOURCES**

An annual operating grant of \$225,000 has been approved through the Annual Plan 2007/2008.

### **CONCLUSION**

The WACDT, as the governance body for the CEAC, has met or exceeded all performance targets for the 2006/2007 year. A new staffing regime is timely and will facilitate participation in the wider Corban Estate planning. The Funding and Service Agreement for 2007/2008 reflects the success of CEAC and confirms the centre's activities through the current period of change on the estate.

### **RECOMMENDATIONS**

1. That the Waitakere Arts and Cultural Development Trust: Annual Report 2006/2007 and Funding and Service Agreement 2007/2008 report be received.
2. That the Waitakere Arts and Cultural Development Trust Funding and Service Agreement 2007/2008 be approved.

Report prepared by: Naomi McCleary, Manager: Arts.



## **9 MUSEUM FEASIBILITY STUDY UPDATE**

### **PURPOSE OF THE REPORT**

The purpose of this report is to provide an update to the Culture, Arts & Events Committee on the Museum Feasibility Study.

### **BACKGROUND**

The Council embarked on a Museum Feasibility Study in fulfilment of its work programme in the heritage strategy and action plan. A Museum Feasibility Study was required to provide a starting point for Council to consider the best course of action for either choosing to not develop a museum, developing a museum as part of a wider arts facility at either Corban Estate or Lopdell House, supporting various satellite museums with specific themes or development of a regional museum that would interpret Waitakere's heritage.

As part of preparing the Museum Feasibility Study Council has become aware of significant collections of relevance to the City in areas such as ceramics and viticulture. The Council has also been gifted the Peter Sauerbier collection.

The Culture, Arts and Events Special Committee resolved in October 2006 to undertake an in-depth assessment for a museum based on the Corban Estate.

*“That approval be given to undertake a site-specific detailed feasibility analysis of museum facilities and that the feasibility study be integrated with the wider concept development of the Corban Estate.”*

1988/2006

Council employed a consultant, John Coster who has extensive experience in the museum sector to provide specialist advice on this project. John Coster attended the recent Corban Estate workshop and developed several realistic options as a result of this workshop process.

### **STRATEGIC CONTEXT**

Historic Heritage is a matter of national importance under Section 6(f) of the Resource Management Act 1991 and Council has a wide range of duties and responsibilities to protect built heritage, natural and cultural heritage resources. Cultural heritage is one of the cultural wellbeing that local government has a role in promoting for under the Local Government Act 2002.

Arts and cultural heritage is supported by Council and recognised as being a key part of our identity contributing to the Vibrant Arts and Culture Community Outcome

### **ISSUES**

The City is home to several cultural facilities and these include the two theatre groups, the Corban Estate Arts Centre, Lopdell House Gallery and six libraries. Waitakere is also home to several collections that are relevant to the City's history and include the following:

- Six collections of documents and archives, three of which are held by established institutions;
- Thirteen ceramics collections, only four of which are known to be adequately cared for;
- Two small collections of material from the timber industry, neither with a permanent repository;
- Three local history collections, all of which could be better housed;
- Two private collections open to the public;
- The Corban family collection of machinery, documents, photographs / glass plates and ephemera relating to the Corbans winery.

There are several private museums that operate in the City and Council has no plans to either amalgamate or take over operating them. The Council has established a heritage fund of \$100,000 that will assist owners of museums and heritage items to adequately care for them.

The report outlines that there are essentially two main reasons for Council to establish a museum in Waitakere. One is concerned with saving and interpreting local heritage as part of an emphasis on building social capital, fostering community identity and making a statement of civic pride. The other is driven more by economic factors, which ultimately depend on the nature and location of the community. A museum may function as a tourist attraction or capture spill-over spend in local businesses and services. This depends on a number of factors. A successful development may be integral to economic regeneration initiatives. Establishing a museum would require more detailed planning to take place that would define its theme, purpose, collections policy, electronic information management system, define what staff would be required, planning for a suitable building, opening hours, operational base, operating revenue, budget and governance structure. Any such approach is likely to require significant public funding.

Models for funding, governance and management depend on the type of museum services that would be delivered. Options have been identified including:

- Not building and operating a museum but employing a professional staff member to deliver a web-based museum;
- An integrated gallery/ museum facility, operated as a unit of Council;

- A separately governed Council Controlled Organisation or independent trust, receiving Council funding through a service agreement, with or without charitable status.

Several regional museums that are operated/funded by councils include: the Dowse in Lower Hutt, Pataka in Porirua, Puke Ariki in New Plymouth, Waikato Museum and the Whakatane Museum. Waitakere already has two arts precincts (Corban Estate and Lopdell House) that are supported by Council as opposed to other regional centres where arts and culture funding is focussed on a more limited range of activities. Waitakere's proximity to other regionally funded museums and galleries such as the Auckland City art gallery, MOTAT and Auckland Museum mean that the City would be competing with those institutions to attract visitor numbers.

Museum buildings have specific requirements in terms of location and built form. These requirements focus on ease of access, proximity and links to other attractions, land area and other planning considerations such as parking, room for expansion and urban design. In order to protect collections, buildings require the following features:

- Sound construction and high thermal mass (in order to minimise the need for climate control);
- Exclude daylight from storage and display areas;
- Provide security against theft, pests and disasters;
- Generous workspaces for display construction and preparation;
- Clean, dry, secure storage for collections;
- Provide attractive public spaces for exhibition, education, relaxation and refreshment.

The consultant's report identifies a group of museums owned and operated by councils that have annual operating costs ranging from \$1-4 million and employ between 12 and 26 employees. Just on half of these institutions generate more than 15% of their revenue themselves. The amount of Council subsidy for museums varies from 52%-92%. Those museums that generate a greater proportion of their own income achieve this through door charges, cinema operation, venue hire, cafes and shops, grants, sponsorship and fundraising. It is clear that museums seldom if ever make money.

During the course of the Corban Estate workshop, the museum consultant clarified that a purpose built, stand alone building was the most expensive method of providing for a museum at approximately \$9-10 million with on-going operational costs of staff. Although this option allows for "maximum visibility" it is the most expensive option and carries the greatest capital expenditure. This option is not considered to be sustainable from an economic perspective.

However, the Council could consider other methods for providing museum services that would be more cost-effective and deliver the outcome of protecting and interpreting the City's heritage. The best method of providing for a museum at the Corban Estate is to share gallery space with Corban Estate Arts Centre and to have displays that would be integrated into the complex. This method would provide the best value for money and could be supplemented by a web-based virtual museum to provide maximum access for schools, learning institutions, and the public of New Zealand.

The rationale for providing integrated museum services (storage and display) at the Corban Estate is:

- Storage and ongoing display of collections held by the City, particularly the Peter Sauerbier sculpture collection and Ambrico ceramics collections;
- A venue to display and interpret significant items relevant to the City's heritage in Henderson;
- Provision of exhibition facilities and specialist professional services to other users of the Quarter;

- Conservation and adaptive re-use of selected buildings once occupied by the Corban family and their wine making business;
- Allows a continuing acquisition programme and hence ongoing protection of Waitakere City's cultural heritage;
- Minimal staff travel, packing and transport - lower operational costs;
- Storage can be integrated with other facilities - lower capital cost than establishing a stand alone storage building;
- Museum services would be closely linked to the City's civic centre and libraries.

The synergies of establishing a creative quarter with the Corban Homestead, museum services, arts, education and cultural heritage at its core will enable the Corban Estate to take on a new lease of life and provide a platform to showcase the City's heritage. The full costs of providing for this option require some refinement but it is likely that this option would require a museum director, two curators and support in the form of software to operate the integrated museum and provide for a virtual museum. Staff costs are provisionally estimated to be approximately \$350K per annum. Storage requirements for the shared gallery/museum are being analysed and a capital cost can then be given for this item. A draft collections policy has been developed that would ensure any additional items collected on behalf of the City will be consistent with the heritage themes of wine-making, immigration, design and the Ranges.

The nature of modern museums mean that the community expects a broad range of services to be provided including: displays and exhibitions, community exhibition space, research and information services, education programmes targeted at schools, specialist groups etc, design and installation and research. An integrated gallery/museum at the Corban Estate would provide an appropriate platform to deliver these services.

Support for arts and cultural heritage has a significant positive effect on the community - particularly its social and cultural wellbeing. One of the prime aspirations of work done around arts and culture is for Waitakere City to be seen to, and be able to demonstrate that it is a culturally inclusive city and that arts and cultural heritage is integral to life, to the economy and the environment - both built and natural. Provision of an integrated gallery / museum, interpretive material and museum services would enable Council to appropriately manage and develop collections on a Council owned central site without incurring the costs of a stand alone facility.

There are three other options:

- a web-based museum with no ability to store or manage collections; and
- off-site storage only with or without a website;
- no further action until the Commission on Auckland's governance is completed.

A virtual museum would not require space on the Corban Estate but would still have costs associated with research, data compilation, software and ongoing maintenance of the relevant web-pages. Of greater concern is that unless a curator was employed in support of this option, significant civic collections may deteriorate. Collections held by the City would still need to be stored off-site. There would be establishment and maintenance costs associated with the provision of software and the employment of either a curator on a contract basis or a full-time equivalent. This option would restrict the scope of exhibitions and the ability of Council to collect or preserve civic heritage objects. The Waitakere Central Library and City Archives are the only repositories where trained staff and adequate temperature controlled conditions for the storage or display of museum objects currently exist.

The off-site storage option with or without a website would not require space on the Corban Estate and could be considered as a temporary measure pending decisions on future display and interpretation of the Council's collections. However, the major disadvantages of this option is that there would be a duplication of staff facilities, security issues, expenditure would still be required to either build a facility or refit another building and there would be significant costs involved in packing and transporting objects for exhibition if items were displayed at other facilities, and a duplication of staff facilities. Provision of a virtual museum would have the same issues as outlined above.

The "no further action" option is the lowest cost and could be justified on the basis of the Royal Commission of Inquiry into regional governance structures in Auckland and the fact that the costs associated with establishing a shared gallery/museum on the Corban Estate would require a mandate through the Long Term Council Community Plan before Council could embark on providing for that service.

## **RESOURCES**

There is sufficient resource in the City Services, Resource Management Budget to fund this Museum Feasibility Study. However, there is no specific funding or mandate in the Long Term Council Community Plan to establish a Council owned museum.

## **CONCLUSION**

The consultant's report has identified that there are collections and themes in the City that could form the basis of a museum. However, the report clearly identifies that establishing and operating a Council owned museum requires considerable capital expenditure and ongoing operational expenditure. It is considered that an integrated gallery/museum on the Corban Estate is the best option to achieve the long term protection and interpretation of the City's heritage. However, some additional time to fully establish costs would enable a more complete analysis to be brought back to Council within the next three months.

## **RECOMMENDATION**

That the Museum Feasibility Study Update report be received.

Report prepared by: Alina Wimmer, Principal Advisor: Heritage.



## **10 THE SCHOOLS' TRASH TO FASHION® AWARDS 2007**

### **PURPOSE OF THE REPORT**

The purpose of this report is to bring to the Culture, Arts and Events Special Committee an update on the status of the Schools' Trash to Fashion® programme for 2007.

### **BACKGROUND**

The Trash to Fashion® Awards event has been presented in Waitakere for eleven years. During that time it has become a flagship event for the City. In 2004 the awards were shifted to the Trusts Stadium; a move that has increased the scale and quality of the event. The costs of mounting the production also increased with this move, mainly due to the size of the venue and the scale of staging required to effectively utilise the space. It was agreed following the 2006 event to engage a professional events company to evaluate the project and give advice to Council.

In March 2007, Dazzle Events (The Acumen Group) presented a top line analysis of the show, and a proposed turnaround strategy for Trash to Fashion®, to the Culture, Arts and Events Special Committee. This report suggested that the Trash to Fashion® project was well grounded in almost every respect but was under-funded in terms of external sponsorship and under-marketed in terms of audience potential.

Dazzle Events was asked to provide a further report that would help Council to decide whether to hold the show in 2007 or postpone it until 2008. This report was presented to the City Development Committee in April 2007, where it was resolved:

- “2. *That the City Development Committee approves the implementation of (Option2) of the report from Dazzle Events attached at pages S5 to S6 in the supplement to the Agenda and that the funding issues be referred to the Annual Plan process.*”

588/2007

At the Council meeting of Thursday, 26 April 2007, the following Notice of Motion was tabled:

*“We the undersigned Councillors wish to rescind resolution 588/2007 passed at a meeting of the City Development Committee held on 5 April 2007 as follows:” (See above)*

A further resolution, returning the issue to the City Development Committee for consideration of other options, was passed as follows:

*“That consideration of the options be the subject of a further report to the City Development Committee at its meeting on 3 May 2007.”*

715/2007

Three Options were presented to the City Development Committee at its meeting on 3 May 2007.

The relevant resolution of that meeting is as follows:

*“That the City Development Committee endorses option 3 as its favoured option for the future of the Trash to Fashion event.”*

794/2007

Option 3 recommended implementing a schools' programme with the aim of running a very much smaller event in November or December which would involve school children only. This would occur concurrently with a further development of a three-year business plan in partnership with a professional event company. This option implies that there would be a return to a fully Trash to Fashion® event in 2008 and 2009 by which time the project would be substantially funded by external sponsorship and income generated by ticket sales. There would still be a need for some core Council funding.

## **STRATEGIC CONTEXT**

The environmental message that is intrinsic to Trash to Fashion® is consistent with, and supports, the sustainability ethos of the City.

Wellbeing aspirations are also served by the provision of an exciting, locally generated event for the community.

## ISSUES

In implementing the directive of Council for 2007, the following steps have been taken:

A co-ordinator has been engaged to implement a schools' programme for the project while a management plan for future years is developed under contract with Dazzle Events.

Work to date on the schools' programme has encompassed the following areas:

- A67
  - Phone contact and personal visits to local schools to discuss with teachers and principals the current status of Trash to Fashion® in their programmes, and any issues for the schools regarding their participation. See attachment at page A67 for teacher feedback;
- A68-A79
  - Development of appropriate entry information, categories, a new prize structure, and registration and garment entry forms based on feedback from the school representatives. See attachment at pages A68 to A79 for an example of information distributed;
  - Distribution of the above information to schools via email through the Greater Auckland Region, and mailed to 120 schools in Waitakere and the immediate surrounding Auckland area;
  - All information and forms have been made available on the Council website;
  - All information distributed via primary and secondary school art and technology teacher 'listservs', and associated websites;
- A80
  - A workshop developed by a Waitakere textile artist is on offer to schools that wish to participate but need additional support for ideas and construction techniques using recycled materials. To date eleven schools have taken advantage of this opportunity. See attachment at page A80 for teacher response to workshops;
  - Sponsorship has been secured for almost all prizes;
  - The Trash to Fashion logo has been modified to reflect the focus on schools this year;
  - Essential personnel (Director, Stage Manager, Stage Manager Assistant, Production Manager Assistant, Wardrobe manager) have been confirmed;
  - An agreement has been confirmed with Westfield WestCity to use the Mall as the show venue. The event will be staged on 3 and 4 November 2007 at 3pm. Although this takes the event into a very different environment, it allows for a maximising of public exposure. The show will not be ticketed. The existing creative team has agreed to produce the Schools' Trash to Fashion® Awards in a more limited format so that the schools involved still get the experience of a professional production team.

The City Development Committee meeting on 3 May 2007 also discussed the establishment of a Trash to Fashion® Trust.

The relevant resolution of that meeting is as follows:

*“That the City Development Committee support the establishment of a Trash to Fashion Trust and that the process for establishing the Trust be brought to the Finance and Operational Performance Committee.”*

295/2007

A meeting to discuss the establishment of a Trash to Fashion® Trust has been held with representation from the Council, a key sponsor, the fashion industry, Enterprise Waitakere, and the Keep Waitakere Beautiful Trust. Development of this trust proposal will be brought to Council in due course.

## RESOURCES

A budget of \$35,000 for running a 'schools only' programme is available as part of a larger budget for the commissioning of a management plan and the proposed reinstatement of the full event in 2008.

## CONCLUSION

The Schools' Trash to Fashion® Awards programme has been developed as directed by Council and is on target to deliver a new event for 2007 to be held in the WestCity Mall on 3 and 4 November. Response from schools both within Waitakere and further a field has indicated that the schools see Trash to Fashion® as an important vehicle for facilitating the learning outcomes required by the New Zealand Ministry of Education curriculum at primary, intermediate, and secondary levels.

## RECOMMENDATION

That the Schools' Trash to Fashion® Awards 2007 report be received.

Report prepared by: Jeannette Aldridge, Trash to Fashion® Coordinator.



## 11 COMMEMORATING WAITANGI DAY FUND

### PURPOSE OF THE REPORT

The purpose of this report is to inform the Culture, Arts and Events Special Committee about the Commemorating Waitangi Day Fund.

### BACKGROUND

A81

The Commemorating Waitangi Day Fund is made available by the Ministry for Culture and Heritage; see attachment at page A81. The purpose of the Commemorating Waitangi Day Fund is to support events that commemorate the signing of the Treaty of Waitangi and promote nation building and community building. The Council has made successful applications in past years; the funding was used for the Marae Open Days, which have been held for the past few years on Waitangi Day.

### STRATEGIC CONTEXT

The Treaty of Waitangi Strategic Priority requires that the Treaty is upheld in all Council activities and planning.

The Mauri Ora - Access to Maori Resources Community Outcome has the following stated goals:

- Live as Maori;
- Celebrate being Maori;
- Celebrate ethnic cultural diversity;
- Celebration of the City's unique and rich tribal and Maori history;
- Cultural knowledge within a traditional and contemporary context is valid and relevant.

### ISSUES

In past years, the Council has acknowledged Waitangi Day in collaboration with local Marae, including Hoani Waititi and Te Piringatahi o Te Maungarongo.

Though Council Waitangi Day celebrations for 2008 have not yet been planned, it is likely they will be along similar lines to the Marae Open Days held previously. Te Taumata Runanga has usually provided governance oversight for these events. Input is also invited from the Committee as to how the format for Civic commemoration of Waitangi Day can be changed or improved.

Applications for grants for the Commemorating Waitangi Day Fund close on 28 September 2007.

## RESOURCES

An amount of \$3,000 is available in the Annual Plan 2007/2008 for the Marae Open Day event. Any additional funding from the Commemorating Waitangi Day Fund will be used to supplement this.

## CONCLUSION

The Ministry of Culture and Heritage has informed the Council regarding its Commemorating Waitangi Day Fund, which closes on 28 September 2007. The Council has made successful applications to the Commemorating Waitangi Day Fund in past years, to compliment Marae Open Days hosted in conjunction with local Marae. Input from the Culture, Arts and Events Special Committee is sought regarding the format of the 2008 Civic commemoration of Waitangi Day.

## RECOMMENDATIONS

1. That the Commemorating Waitangi Day Fund report be received.
2. That Culture, Arts and Events Special Committee Members provide feedback on the format of 2008 Civic Waitangi Day celebrations.

Report prepared by: Wayne Knox, Maori Relationships Manager.



## 12 CHRISTCHURCH HERITAGE TRUST: A REVIEW

### GLOSSARY

Christchurch Heritage Trust (CHT)

### PURPOSE OF THE REPORT

The purpose of this report is to provide the Culture, Arts and Events Special Committee a brief outline of the nature of the Christchurch Heritage Trust (CHT), and to assess the need for establishing a similar entity at Waitakere.

### BACKGROUND

The report has been prepared in response to a request by an Elected Member for background information on the work of the CHT and its relevance to Waitakere.

In 1997, it was recognised that regulatory means have not proved particularly successful in saving many of Christchurch's heritage buildings. The "English" heritage of Christchurch was seen to be significantly embodied in many of its old buildings; the loss of (and potential to lose) such buildings as "The Kaipoi Woollen Manufacturing Building", "King Edward Barracks", "Savoy Theatre" etc caused much concern, and a trust was established to provide a more practical approach to saving the city's heritage buildings - the CHT.

## STRATEGIC CONTEXT

Waitakere City Council values heritage as part of its contribution to the community outcomes through the strategic platform of Urban and Rural Villages (Town Centres are thriving places, providing exciting options for people to live, work and play. Public facilities, places and spaces teem with people; the streets are alive and busy).

Historic heritage is also identified as a matter of national importance under the Resource Management Act and the Council has responsibility for its management in terms of its regulatory role under that Act.

## ISSUES

### Initial Objectives of CHT

The strategic objectives of the CHT are largely comprised in its "Vision" and "Goals" statements. The broad objective is the "...retention and preservation of Christchurch's heritage and character buildings, objects and places". It pursues this objective via: a "seed fund", information & education, lobbying central government for the use of non-regulatory initiatives (e.g. tax incentives), facilitation via appropriate partnerships with commercial, cultural, local government, and community sectors.

In practice, however, the CHT has identified key opportunities. It suggests that churches and religious buildings will be cared for through the resources of existing owners. It intends to educate the community in the need to preserve its community-owned heritage buildings, in order to promote the use of ratepayer-funds for their preservation. It sees some value in relocating heritage residential buildings to other sites, to form a cluster of similar dwellings on lower-value land, "...to develop a heritage residential area".

For direct facilitation and redevelopment, the CHT intends to focus on the wide supply (approximately 150) of commercial heritage buildings in the CBD of Christchurch. Commercial viability is seen in transforming buildings that are "*functionally obsolete, being products of a bygone era*" and to "... find uses, in many cases different to those for which the building was built, which will generate sufficient income or other benefit streams that will give an adequate return on the substantial costs of upgrading as required by the Building Act, particularly earthquake strengthening and the like". A report prepared by Brent Nahkies of Lincoln University suggests around \$74 million would be required to restore Group 1 & 2 heritage commercial; including all four heritage Groups of buildings would bring the total cost required to some \$300 million (1997 dollars).

### Action Plan of CHT

CHT set out to persuade the Christchurch City Council to redefine its District Plan so that it promoted restoration. It has worked with the Council to develop rates relief, and the creation of a CBD residential heritage precinct. The original model, in which it was envisaged to develop heritage buildings with boutique retail on the ground level and apartments above, has been augmented by the very successful integration of backpacker accommodation. Heritage buildings appear to be a popular choice for backpackers, creating value for building owners and for the development of precinct shopping. In addition to working with the Christchurch City Council, CHT has undertaken the following initiatives:

- It is working with local and national groups to lobby for Central Government tax relief on upgrading expenditure, relief which it says will be offset by future income;
- It will develop publications to assist the community to preserve its own heritage buildings;
- CHT has established (and owns) a development company, Christchurch Heritage Limited, a charitable company that acts to underwrite the developers' activity by pre-owning or pre-leasing developments prior to development;

- The CHT has assistance from an “advisory committee” of representatives from New Zealand Historic Places Trust, various Civic Trusts, Iwi, BOMA and other property and planning institutes. This helps engage key industry stakeholders and provides technical/professional expertise around the CHT.

### **Funding the CHT**

The CHT makes use of free resource provided by the City Council, in the form of a grant and the use of staff time. It seeks “...*voluntary accounting and audit support from Christchurch accounting firms as a donation towards heritage preservation*”. Year One funding of \$600,000 was sought from the Community Trust, although it considered \$2 million to be the minimum required for the establishment of a “seed fund”. A pamphlet was produced showing commercial buildings that have already been demolished and some of those that can still be saved, calling for public funds to contribute to the \$2 million.

Although the pamphlet helped to draw attention to the issue of valuing local heritage, it was not sufficiently successful in raising a significant amount of donated funds (to be considered worthwhile for that purpose). The seed fund has grown primarily through income from leased premises and the capitalised income as buildings are sold. Today, largely through the purchase, renovation and sale of the Excelsior Hotel, the CHT has a seed fund of more than \$4million, which generates sufficient interest to enable future purchases and related activities. The Trust also owns the Christchurch Star Times building, which is presently for sale, and has recently purchased Smith’s Bookshop, which it intends to use as a demonstration of fire and earthquake strengthening.

### **Corporate Governance and Structure**

Documents of Incorporation were developed by Buddle Findlay, Christchurch, with incorporation on 20 November 1996. Simply, the CHT can “do almost anything”, although its objectives are clearly “*the retention and protection of heritage and character buildings, places & objects in the Christchurch metropolitan area*”.

The trust can: “...*purchase, exchange or otherwise in such investments as the Board may in its uncontrolled discretion determine...*” and “...*shall have all the powers over... the trust fund which it would exercise as if it were the absolute beneficial owner...*” Board members are clearly risk-indemnified for all but their own (individual) fraudulent dealings.

There are to be between three and five Trustees, with one retiring each year and being eligible for reappointment. Initial Trustee appointments were made by the Christchurch City Council, later appointments made by the Trust Board itself, with preference for: ability to assist with generating funds, commercial/professional property skills, architectural/heritage skills, ability to enhance the Trust’s credibility and profile.

Board members can only be remunerated for their professional services rendered or money lent to the Trust. Board members and persons associated with Board members are specifically excluded from deriving any income from any part of the organisation’s activity where they can materially affect the payment of such benefit or advantage.

### **Reverse-Engineering the Christchurch Heritage Trust approach**

Clearly, there are a few underlying strategies to the approach the CHT is trying to take:

- Even with minimal donations arising from the promotional pamphlet, CHT is helping to achieve its goal of promoting the concept of heritage to the wider community, ostensibly (at least in part) to encourage a council mandate to direct ratepayer dollars to the renovation of its own properties;

- Further, CHT is clearly using the critical mass of some very unique buildings to foster public sympathy for the heritage issue, primarily by a sector of society that is put off by what it perceives as the replacing of old, familiar icons with bland, generic office towers with much shorter life-spans. Quite likely, this same sector forms a pool of “patrons” for the completed developments;
- In addition, the basis for the development of the CHT appears to stem from popular thought in the late 1990’s that councils’ formation of “single-issue trusts”, ultimately controlled by the council itself, would encourage ratepayers to “get in behind” and support such trusts, which they might not do for the council itself. Trusts like this also enabled councils to set maximums for funding particular community issues, then allowing them to stand or fall on their popularity and ability to attract further funding of their own. Particularly since the introduction of the 2002 Local Government Act, for such a trust to remain independent of the council, it is essential that ongoing Board Member appointments are made without council control.

The CHT renovation model also relies heavily on properties that have the right economic balance to make successful projects. The Trust has prioritised the redevelopment of 50 commercial properties into 400 apartments. Subtlety, this allows the purchase of a complete building for the cost of the land value (less demolition costs) then spread that land value across, say, 20 apartments. In addition, it affords the opportunity for renovation costs to be spread across a large number of discrete units, essentially achieving a bulk discount, which reduces the per-unit cost of renovation.

There are some differences between Waitakere and Christchurch in terms of their heritage profiles. While Christchurch has a large number of commercial buildings, Waitakere’s own heritage building portfolio is largely residential. The relatively smaller size of suitable buildings tends to provide another limitation, as potential uses act against the development of a comprehensive commercial town-centre hub. In addition, our portfolio of iconic heritage property is possibly too small to have the same “critical mass appeal” in fostering a sense of urgency in the community, such that they are prepared to contribute to a sufficiently-large pool of money to make such a trust worthwhile.

Nevertheless, after a visit to Christchurch and a meeting with Derek Anderson (Board Chair) and Warren Brixton (Board Secretary), there are conclusions that can be drawn from the Christchurch experience that would assist the development of something uniquely-tailored to Waitakere’s circumstances. Important conclusions that can be drawn are:

1. The successful renovation work of the CHT is not just embodied in the preservation of heritage buildings; it arises from the development of a cluster of heritage buildings - a precinct. This has allowed the development of a “High Street/Chancery Lane” atmosphere in part of Christchurch City Centre. Where a single building development within a complex of modern buildings may not have the ‘cachet’ to survive, the precinct tenants feed off each other by creating an entertaining shopping experience and by attracting people who enjoy browsing away from the modern strip-mall. Clearly, tenants in this precinct have been carefully selected for the products they sell, with an emphasis on hand-crafted, fashion items (often manufactured on the premises) that appeal to the discerning eye and augment the atmosphere of the heritage precinct itself. In essence, they are using architectural features of a bygone era as a strategic ‘point of difference’ for the retail and living experiences themselves.
2. Having ‘the right building’ is not enough to warrant redevelopment in a certain way. The other key to success is tailoring the finished product to the people who are available to make use of that product. By no means does this suggest that Waitakere cannot do something similar to that which has been done in Christchurch, but whatever Waitakere does needs to be tailored to its own demographic.

3. The CHT is not solely focused on redeveloping heritage buildings itself. Its primary focus is to ensure the redevelopment of heritage buildings. Now that it has significant funds of its own, it has shifted focus from searching for and undertaking building redevelopments, to using the \$700,000 or so of annual interest on its treasury to promote other owners' strengthening and redeveloping work.
4. For the Council itself, promotion of heritage precinct redevelopment need not be through direct purchase and redevelopment of property. Christchurch City Council is undertaking re-paving in a heritage style, has promoted sophisticated local art that blends in and emphasises the heritage nature of a precinct, and has provided grants for paint and repainting of building exteriors (tagged to owners' contribution in other areas).
5. The arguments put forward by many heritage purists, such as an inability to relocate or modify parts of a heritage structure, needs to be strongly counterbalanced by pragmatic reality. Knocking holes in buildings to allow trams or buses to go inside, or preserving façades with modern interiors is an anathema to heritage purists, yet in Christchurch the point has been strongly made that certain buildings simply will not survive demolition unless they are brought into a 21<sup>st</sup> century context. In Christchurch, this message has been tempered with examples of successful re-use and renovation (as compared, say, with the cursory 'preservation' of the heritage façades of 125 Queen Street and KPMG, Princes Street, Auckland), but there was a time when the statement needed to be clearly made in order for some of the redevelopment to take place.

A82-A88

A copy of the pamphlet calling for public funds, together with a series of photographs showing some of the buildings associated with the Christchurch Heritage Trust's work can be seen at attached pages A82 to A88.

### **Waitakere Heritage and the CHT Model**

A trawl of the Heritage Items list in the current Waitakere City Council District Plan, having regard to the Heritage categories used by the CHT, reveals:

Church/Religious Buildings: (24)

Residential Dwellings: (122)

Community Buildings: (10)

"Landscape Features"/Cemeteries/Filter Stations: (30)

Commercial Heritage Relevant To the "CHT Model":

- Glen Eden Railway Station;
- Playhouse Theatre;
- Post Office - 57 Ferry Parade Herald Island;
- Shop - 52 Ferry Parade Herald Island;
- Three-unit house, 18 Clark Rd, Hobsonville;
- Lopdell House, Titirangi;
- "Clark House"/Ngaroma/RNZAF Medical Unit, 25 Clark St, Hobsonville;
- Corban Estate complex of heritage buildings;
- Henderson Railway Station;
- Shop, 248-250 West Coast Rd, Glen Eden;
- Whatipu Fishing Lodge, Whatipu;
- Routleys Bldgs, 254 West Coast Rd, Glen Eden;
- Huia Lodge, 1334a Huia Rd, Huia;
- Old New Lynn Hotel, 3176 Great North Rd, New Lynn;
- New Lynn Police Station, 3092 Great North Rd, New Lynn;
- Old Post Office, 43 Totara Ave, New Lynn;
- OAGS Building, 18-20 Totara Ave, New Lynn;

- Bristol Block (barracks), Tainui St, Hobsonville;
- Officers' Mess, Kupe Ave, Hobsonville;
- Married Quarters (4 cottages), Marlborough Cres, Hobsonville.

Some of the above listed as relevant to the CHT model are already under the management of individual community trusts. In at least two cases, properties are managed by Waitakere Properties Limited under a deed of trust. Few, if any, correlate directly to the type of commercial-to-apartment property that is being prioritised by the CHT.

Clearly, it is not possible to directly follow the model used by the CHT in the renovation of its buildings in a cost-effective manner. Waitakere does not have the unique commercial heritage buildings that can be found in Christchurch CBD, and its heritage is pepper potted around the city. Christchurch City Council does not have a Waitakere Properties Limited, which could be used to good effect, where cost-effective renovation of some of Waitakere's heritage buildings is feasible.

At this stage, it is not recommended to establish a heritage trust under the CHT model. The model relies heavily on the nature of heritage buildings and their Central Business District location. While Waitakere does not have such buildings, it already has a variety of existing heritage trusts and Waitakere City Council has its own development company (Waitakere Properties Limited). However, the CHT has made some significant achievements, the experience of which could be taken into account by Waitakere's heritage trusts, such as:

- In most cases, the need to change the use of heritage buildings as they are renovated to meet the needs of the 21<sup>st</sup> century. While heritage can be identified as a tool to generate interest in a renovation project, value is created by meeting unsatisfied market demand as in any commercial development;
- Linked to this is the value that is generated by 'clustering' heritage. Isolated commercial heritage buildings often no longer generate sufficient 'cachet' by themselves; something is lost in the context of the surrounding modern development;
- The benefits of attracting local heritage specialists as advisors on heritage trusts. Their expertise has value in itself, as does their association with other organisations in the heritage sector; and
- Although the public value their local heritage, in the CHT's experience they were not encouraged to contribute significant donations by the establishment of a 'single-issue' trust. The majority of CHT funding has come from other, largely strategic, initiatives.

## CONCLUSION

Christchurch City has benefited from the work of the Christchurch Heritage Trust. The CHT has filled a niche gap in the preservation of the city's heritage buildings, and at the same time has fostered the development of a heritage shopping precinct in the heart of the CBD. The Trust's objective, however, is beyond the renovation of heritage buildings and encompasses the preservation of all of the city's heritage, including that undertaken by third-parties.

To some extent, the nature of CHT's work has developed from the kind of property available and from the demographics of the local community, both of which would need to be taken into account when establishing something similar for Waitakere. Further, CHT did not have access to a council-owned development company like Waitakere Properties Limited, which could be used to good effect when renovating commercially-viable developments on behalf of a Trust. Nevertheless, there appear to be lessons from CHT which could be used in a local context.

## **RECOMMENDATION**

That the Christchurch Heritage Trust: A Review report be received.

Report prepared by: Michael Riley, Project Manager: Strategic Property.



## 13 **OVERVIEW OF ARTWORKS IN DEVELOPMENT FOR PROJECT TWIN STREAMS**

### **PURPOSE OF THE REPORT**

The purpose of this report is to introduce and inform the Culture, Arts and Events Special Committee about the ongoing development of artworks in conjunction with Project Twin Streams.

### **BACKGROUND**

Several kilometres of concrete walk and cycleways, bridges and boardwalks are being constructed alongside major streams that run through Waitakere. The development of artwork initiatives along these pathways in collaboration with iwi and community groups has been seen as one way of getting people involved in recreationally using these walk and cycleways, and of encouraging protection and care of the waterways.

Many of the art initiatives involve partnership collaborations with stakeholders in Project Twin Streams such as Ngati Whatua, Te Kawerau A Maki and many community groups which have adopted stream areas.

### **STRATEGIC CONTEXT**

Project Twin Streams has been identified as one of Council's major projects and will contribute to implementing the Vision of Waitakere as an Eco City through all Council's strategic objectives and platforms. The vision for Project Twin Streams is Working Together for Healthy Streams & Strong Communities: Creating a Sustainable Future.

### **ISSUES**

- A89-A90*
1. An initial proposal for an arts bridge by the artist Steve Woodward at the confluence of the Waikumete and Oratia Stream did not materialise as the cost differentials between an arts bridge and a conventional bridge were too great, and there were strong concerns regarding the consenting of this planned arts structure, see attachment at pages A89 to A90.
  2. Subsequent to this there have been a number of artwork types in development:
- A91*
- (a) **Emblems:** The Project Twin Streams logo of 'two geckos encircling a stream' has been modified and reproduced as 14 stainless steel emblems for embedding in concrete at the entranceways to the new walk and cycleways. The emblems are preset in a circular disc of fibre-reinforced cement before they are finally set into the walk and cycleway surfaces, see images attached at page A91.
- A92-A93*
- (b) **Tile Artworks:** As the concrete walk and cycleways are poured through the Opanuku, Oratia and Waikumete Stream areas the opportunity has been taken to insert tile artworks directly into these path surfaces. Most of these artworks have been created through collaborations with iwi and local community groups. Some of these tile artworks depict native flora and fauna, iwi stories and cultural histories, and one set of tile artworks commemorates the removal of houses from flood plain areas, see images attached at pages A92 to A93.

- (c) Community sites: Here the aim is to develop a 'community site' in each Project Twin Streams pathway area (Opanuku, Oratia, Waikumete) where the community would congregate and perform activities related to their adopted area. The 'shape' of these community sites will be defined through community consultation. These would be modest development sites offering an art led amenity to the community.
  - (d) Pou whenua: There are two pou whenua being developed in partnership with Te Kawerau A Maki for the Opanuku Stream and the confluence of the Waikumete and Oratia Streams. It is likely that one of these pou whenua will be fabricated in steel with glass elements, and the other will be carved from kauri. They will stand on firm foundations close to the streams.
  - (e) Bridges and boardwalks: The application of modest art interventions to 10 bridge and boardwalk structures along the pathways is being looked into. Text/literature will be the starting point for creative inspiration. Bodies of text (words/ prose/ poetry) will be gathered through Community Coordinators holding workshops in local schools that have 'adopted' stream areas. These words and text passages will be shaped and designed so that they will geographically, technically and aesthetically fit these bridge and boardwalk structures local to the adoptive schools.
3. During the art submission review processes for the Sturges Road Bridge several Councillors and Directors declared an interest in one of the art concepts being developed for another site in Waitakere. It has been suggested that this artwork by Glen Hayward, which involves a series of fantails carved atop totara posts and then cast in a suitable metal could be installed alongside a Project Twin Streams pathway. More effort to further design and determine the costs for this artwork is required. There is no funding currently identified for this additional artwork and funding options will need to be identified.

## RESOURCES

The budget for the development of these artworks for Project Twin Streams is included within the overall construction budget, funded from the Infrastructure Auckland grant.

## CONCLUSION

This report seeks to inform the Committee about the current state of arts development for Project Twin Streams. These individual but interrelated artworks for Project Twin Streams walk and cycleways are multi-faceted, and involve many artists and project stakeholders. The artworks are evolved and developed collaboratively with stakeholders to encourage community ownership and guardianship of the stream areas.

## RECOMMENDATION

That the Overview of Artworks in Development for Project Twin Streams report be received.

Report prepared by: David Thomas, Arts Project Assistant: Public Affairs.



## 14 WAITAKERE CITY COUNCIL - EVENTS BRANDING

### **PURPOSE OF THE REPORT**

The purpose of this report is to present to the Culture, Arts and Events Special Committee, the proposed Waitakere City Council Events brand, "Waitakere Live".

### **BACKGROUND**

In 2006 an events strategy was created and adopted, to advise and guide the City in the implementation, funding and sponsoring of events within the City.

Among other things, the strategy looked at brand positioning and recognised branding as being vital in communicating Waitakere as a City in which to hold events now and in the future. The Strategy recommended that an events brand should be developed, which was compatible with Waitakere's vision.

A brief was developed and work has been undertaken by a designer in conjunction with Council officers, to come up with an image that captures the "spirit" of Waitakere and enables a more cohesive marketing of the events portfolio.

### **STRATEGIC CONTEXT**

The events portfolio is seen as supporting Council's Strong Communities Platform commitments and also supporting the promotion of social, economic, environmental and cultural well being of communities, as defined through the Local Government Act and Council's own Long Term Council Community Plan.

In 2006 the City adopted an events strategy which was developed to:

- Capitalise on the city's existing events infrastructure;
- Leverage the city's proximity to other support services and facilities of an international standard;
- Promote the attributes of Waitakere's culture and environment that differentiate the city as an event destination;
- Contribute to the city's economic development strategy by positioning Waitakere as a great place to live, work and play.

### **ISSUES**

The brand is designed to encompass the following points:

- The establishment, building and nurturing of local pride in Waitakere, as a great place to live, work and play;
- To position, shift and lift the City's image throughout the region and beyond;
- Lift sustainable city growth and economic development.

Events are increasingly recognised as important to the wellbeing of cities. Today it is widely acknowledged that events contribute to expressing and growing the very qualities of a place that make it unique, give it value and make it worth living in. In alignment with and in support of the Events Strategy, an identity is needed to portray the vibrancy and the sense that Waitakere is a great place to live, work, play.

With guidance from graphic artist, Anthony Pohl, Council officers developed a number of concepts, with the aim of portraying an identity or image that is versatile enough to work across the large number of diverse events that are produced in the City.

The “Waitakere Live” logo concept is seen as an anchor point to support the city’s event image, both locally and regionally. It will be used to “umbrella” the various events in the events portfolio. “Waitakere Live” will be communicated using different types of media such as posters, billboards, event banners, and other media that is associated with the events industry.

The implementation strategy for this branding also includes a requirement that “Waitakere Live” be used in conjunction with any event that the Council partners or sponsors in any way.

Samples of the new “Waitakere Live” logo will be shown at the meeting, and feedback and comments will be welcomed from Members of the Committee. Council officers have consulted internally and externally on the logo and feedback received has been extremely positive.

### **RESOURCES**

The Long Term Community Council Plan and Annual Plan Special Committee voted in June 2007 to include operational funding of \$21,000 for City Marketing and Promotion and Capital funding of \$50,000 for city branding. These funds will be used to produce new collateral to promote this branding.

### **CONCLUSION**

The introduction of the “Waitakere Live” logo will assist in enhancing Waitakere’s reputation and identity around events. The new concept will help position Waitakere as a “happening” place to host events, as well as providing an “umbrella” marketing banner for the events portfolio.

### **RECOMMENDATION**

That the Waitakere City Council - Events Branding report be received.

Report prepared by: Richard Attwood, Event Co-ordinator - Youth.

