

The Corban Estate Proposal

A short History

In 1991 Waitakere City Council purchased the 9.6 hectare Corban Estate. Since then the homestead and associated buildings have been leased to the Waitakere Arts and Cultural Development Trust (WACDT) and restored and refurbished as a gallery and studio complex.

A Heritage Conservation Plan has been developed and limited restoration work is ongoing. The former warehouse (basketball court ones) building is occupied by; Mau Performance company, the Henderson Trams for Henderson Society Incorporated and a couple of independent artists' studios. A second warehouse building is currently used for Council storage and limited short-term leasing. The Henderson Historic Society has restored the relocated St Michael's Church Building.

There has been the establishment of a considerable arts and cultural presence with the Corban Estate Arts Centre and the Pacifica Mamas Arts and Cultural Trust.

Council facilitates access for sundry events on the site and manages maintenance and property issues.

Improved vehicle access has been established and part of the site was developed into housing.

Work has been ongoing through the years to agree a long term and viable future for the site.

There seems to be general agreement through all the processes over the years that the vision for the site is that the Corban Estate will act as a 'Creative Quarter' for Henderson and become an iconic centre for the creative arts, culture and heritage locally, regionally and internationally.

The site is identified in the District Plan as the Corban Estate Special Area catering for conference, convention, exhibition and festival centres, places of assembly; performance and audio visual theatres, catering facilities required for onsite activities, outdoor performances and display areas, activities relating to recreation, entertainment, arts and crafts, retail associated with onsite production, restaurants and tourist accommodation.

Council has engaged in a number of processes over the last eighteen years to determine the vision for the Corban Estate in line with the reason for its original purchase, to keep the land intact for the development of community arts, cultural and heritage uses, as well as incorporating the significant environmental landscape for public use.

The last development process concluded in May 2008 with Unitec, a partner in the development proposal, announcing a need to put their involvement on hold for the near future.

Current Situation

Frustration has grown over the last year with the lack of an integrated management structure for the entire site. There is confusion as to what the Waitakere City Council's long term intentions are for the Corban Estate. There have been difficulties and minor conflicts with competing activities on site as well as a lack of clear responsibility for some aspects of activities and developments. Whispers of possible sale of part of the site, uncertainty with the regional Governance review implications and the lack of a management structure to implement smaller development opportunities has fuelled the frustration of many of the site users. The site is underutilised and the buildings are being maintained at a very basic level. The time has come to act and given certainty to the community and site users.

Proposed Solution

The Waitakere Arts and Cultural Development Trust successfully manages a small foot print of buildings within the larger site. The Trust has held a series of workshops last year to explore the current situation and find a solution to the frustrations that hold the development of the site back.

The Trust believes that the estate urgently needs the Council to confirm the long term future for the entire site and to implement an integrated management structure to govern the site and activities. The structure proposed is for the Waitakere Arts and Cultural Development Trust to become the head leasee for the entire Estate. It is recognised that a strong governance structure will be required and that proven expertise in managing the future development is essential. We propose that our existing trust has that expertise and full understanding of the vision developed during the last Council lead process. There are established relationships with all onsite users and the trust understands the need for full participation of all stakeholders in the Estates development.

We believe this solution will start to unlock the sites capacity to function as a vibrant and economically viable Creative Quarter rather than as a small Arts Centre.

Given that the economic climate is not going to radically improve over the next few years, there is a realisation that funding of capital expenditure will be difficult and possibly not available to develop new large scale improvements. To counter this situation more thought needs to be given to enhancing the activities of the site rather than investing large amounts of capital in extensive building projects.

Concern has been expressed that as there is no permanent protection for the land as a whole, disposal of part or the entire site for purposes other than Arts and Culture could compromise existing activities and their future development. Legal protection needs to be established.

From the workshops, the Trust has discussed how an increase in the established activities and an expansion of the variety of activities, could take place on the site. It has been a stimulating dialogue and has captured the imagination of the Trust.

There are a number of Community developed Art Parks, Centres and factories worldwide that have provided inspiration for what the Corban Estate could become over time.

Many of these models do not require large capital investment but rely on the community's resources and the building of small commercially viable art clusters and cultural activities. Many are supported by local government and source funding from sponsorships, grants from charitable funding bodies and central government

None provide a complete model for the Corban Estate but each has successful components that could be woven together on the Corban site to become a globally unique art complex. The key throughout these models success seems to be a single governing body.

The Custard Factory in Birmingham is designed to protect and nourish small arts and media businesses. The high concentration of young media – linked enterprises, artistic ventures and leisure industries mingle to create a welcoming, dynamic, cross - pollinating community – and make the Custard Factory a buzzing, congenial place to work. The genesis of the Custard Factory was a love story, an industrial chemist who in 1837 created custard pudding for his beloved wife who was allergic to eggs. The 5 acre sprawl of riverside factories had fallen into decline in the 1980's, and was

“The ‘Corban Estate Creative Quarter’ will be an iconic centre for the creative arts which is locally valued, nationally significant and which has an international reputation for excellence.”

This vision has the capacity to be scaled to accommodate any of the proposals that have been considered to date, including a museum, sculpture park, farmers markets, cafes and a smaller proposal from Unitec for the Performing Arts. The Trust considers that the greatest barriers to achieving an enhanced level of activity and development on the Corban Estate are:

- **The lack of a Council ratified vision for the entire estate**
- **The absence of a formal single management structure to govern the entire estate and implement the vision**
- **Lack of security for the entire site to remain in community ownership**

Council can remove these barriers by confirming the vision and creating a single management structure transferred to a trust.

The Waitakere Arts and Cultural Development Trust would like to propose that they become the single management trust for the Corban Estate. This could be established based on the existing Trust structure with small amendments to the Trust Deed taking place after the Lease has been established to accommodate any changes identified through the process. The creation of a single management trust working in partnership with the council would benefit from the existing expertise on the current Trust and would ease the transition to a new structure.

The Trust would like the opportunity to explore these issues with the Council at the earliest possible occasion.

Brian Corban CNZM, QSO, MA (Hons), LLB, FInSt D, FNZIM

Chairman Waitakere Arts and Cultural Development Trust.

derelict. In 1990 a new love story started. The site was taken over by a visionary entrepreneur and now is home to a dynamic bohemian community of over 500 artists and small creative businesses. The studio workshops are complemented by a theatre cafe, antique shops, meeting rooms, dance studios, holistic therapy rooms, art galleries, bars and nightclubs! And the second phase is underway...

A whole new inner city neighbourhood has begun to emerge – intricate, fine grained and threaded by green spaces, fountains and sculpture.

'If you can't get a job, get a customer'

Gasworks Art Park in Melbourne

Gasworks is a not for profit community arts centre in beautiful park surrounds, on the former South Melbourne gas plant. Situated in Albert Park, Gasworks is just three kilometres from the CBD and the precinct houses four hectares of park, two theatres, three gallery spaces, a cafe, a children's book shop, as well as function and workshop spaces.

Gasworks has 14 residential visual artists and a small but dedicated staff who work to present an annual program which includes festivals and events, seasons within Melbourne's biggest arts festivals, farmers markets, classes and workshops, creative and professional development opportunities for artists, children's programming and more. In addition, over 70 performing arts events and 40 visual art exhibitions are presented in each venue each year.

Gasworks Art Park is 8 acres of parkland and buildings managed by a board of eleven on behalf of the City of Port Phillip, Melbourne.

Other examples:

Art Fest –Scottsdale USA, Chesapeake Art Shows, Art Factories in Ireland, The Beat initiative Belfast - Carnival and community arts.



“There’s an Art to creating community.

It takes Art. Music. Food. Laughter.

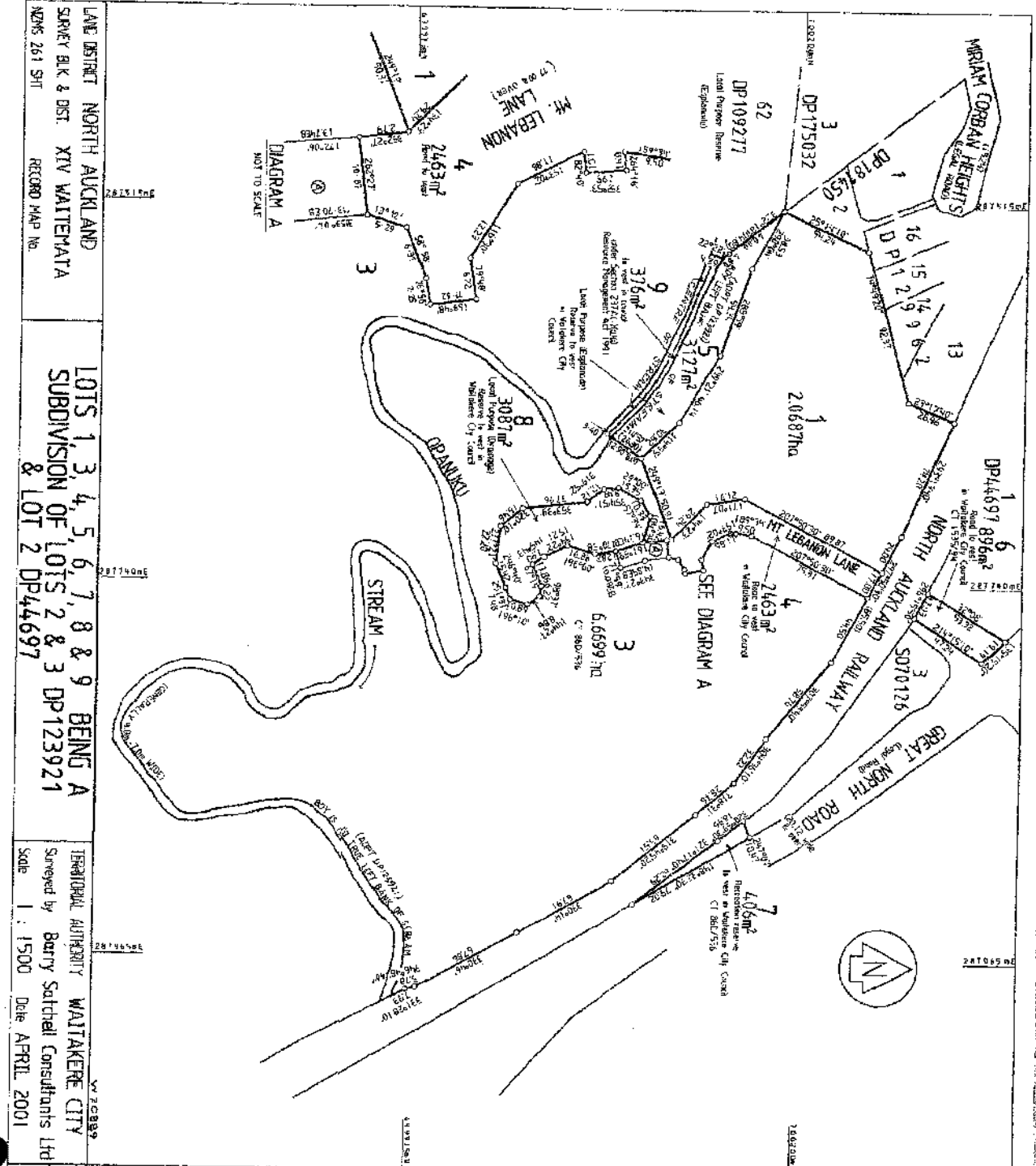
A willingness to work together.

Most of all, it takes Vision.”

Hope House, Chesapeake

Conclusion

The Waitakere Arts and Cultural Development Trust believe that the vision for the Corban Estate can be realised and implemented.



LAND DISTRICT NORTH AUCKLAND
 SHERIDAN BLK & DIST. XIV WAITEMATA
 NZMS 261 SH1 RECORD MAP NO.

LOTS 1, 3, 4, 5, 6, 7, 8 & 9 BEING A
 SUBDIVISION OF LOTS 2 & 3 DP123921
 & LOT 2 DP44697

THEATRICAL AUTHORITY WAITAKERE CITY
 Surveyed by Barry Satchell Consultants Ltd
 Scale 1:1500 Date APRIL 2001

Approvals

I hereby certify that this plan was approved by the Waitakere City Council pursuant to section 223 of the Resource Management Act 1991 and section 224 of the Resource Management Act 1991 and that the granting of the resource consent is in accordance with the Resource Management Act 1991.

Authorised Officer

MEMORANDUM OF EASEMENT IN GROSS			
PARTICULAR	SHOW	SUBJECT	GRANTEE
Right of Way	(2)	LOT 3	WAITAKERE CITY COUNCIL

Net CAI Measured
 Lot 1 1,790.07sq
 Lot 3 1,860.79sq
 Lot 4 1,847.70sq
 Lot 5 1,847.70sq
 Lot 6 1,847.70sq
 Lot 7 1,847.70sq
 Lot 8 1,847.70sq
 Lot 9 1,847.70sq
 Total Area 9,774.34ha
 Composed of CI 860/536 (ALL)
 CI 753/576 (ALL)

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Surveyed by Barry Satchell Consultants Ltd
 Date APRIL 2001
 Scale 1:1500
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Microl Record Bureau Ltd. DATA COLLECTION

Lemi Ponifasio / MAU

The MAU Charitable Trust seeks a partnership with Waitakere City Council, which includes:

- Financial Partnership - towards the operational infrastructure of MAU
- In-Kind Contribution - securing Sheds 1 and 2 of Corban Estate as the home of MAU in Waitakere City

MAU

MAU is a community-based endeavour and a world renowned Dance Company

MAU - VISION

Transformation Through the Arts

The vision of MAU is to be a catalyst for social transformation

MAU - MISSION

- To create a Community Centre for creative and intellectual excellence
- To engage with all communities crossing generational, social and ethnic boundaries
- To develop a home base for MAU-
 - as a place to develop the MAU community vision
 - as a laboratory for creating MAU dance/theatre works
 - as a base for the international activities of MAU
- To maintain the premiere position of MAU internationally as a world leading Dance Company, presenting *community as a strength* in the powerful places of the world

FULFILLING THE MISSION

Establishment of the MAU Charitable Trust-

- To govern the assets, operations, and activities of MAU on behalf of the community
- To guide the MAU vision, not as a group of dancers, but as a Creative Community Movement

Establishment of a new MAU operational infrastructure-

- To provide stability, and the ability to meet the demand of the local community, and maintain the international position of Lemi Ponifasio and MAU
- To secure key personnel - Artistic Director, Technical Director, Business Director, Core Dancers, and administration personnel
- To secure the physical infrastructure - including the physical premises

Establishment of core structural partners-

- With Waitakere City Council, Creative New Zealand and the ASB Community Trust
- Ongoing partnerships have already been established for the next few years with major international Cities including Paris, Edinburgh, Brussels, Hong Kong, San Francisco, Vienna, Antwerp, Barcelona, Toulouse, and the New Zealand International Arts Festival, to invest in and present the work of MAU

WAITAKERE ARTS & CULTURAL DEVELOPMENT TRUST (WACDT)

Background Process and Decisions Leading to **WACDT Proposal to Manage Corban Estate Site:**

1. **February 2007 to May 2008:** WACDT was a stakeholder and key participant in the development of design plans for development of the Corban Estate Creative Quarter (CECQ) being developed by WCC and Unitec.
2. **WACDT Board Meeting 17 June 2008:** Board informed by CEAC Director that plans with Unitec were not proceeding at this time.
3. **WACDT Board Meeting 15 July 2008:** WCC staff representative advised the Board regarding:
 - Unitec's decision;
 - Council's decision to reduce CECQ budget from \$140k to \$10k in the 08/09 Annual Plan.
 - Budget for the proposed bridge connecting CECQ to Henderson Valley road, while deferred, remained in the LTCCP.
 - Although the CECQ project was essentially on hold, Council supported the development of the site as proposed and some work on future plans for CECQ were still in his annual programme.
 - Long term plans for Henderson as CBD included development of CECQ.

The chair suggested the Board needed to come together for a workshop to discuss future plans for the site.
4. **WACDT Special Board Meeting 22 July 2008:** This meeting was to begin discussion about future plans for the Corban Estate. Discussion was wide ranging (identifying frustrations and issues that blocked progress of the site, development of a revised site plan the broad mandate of the WACDT as defined in its Trust Deed and whether it should propose it manages the Corban Estate site, possible ways to progress a proposal through council, and how it could progress its planning to this end.) The Board recommended that:
 - Naomi McCleary would ask Fraser Henderson for advice about WACDT expanding its governance out to the edge of the Corban Estate site.
 - The Director and Naomi McCleary to meet to plan a series of special meetings involving the Board in developing and refining its plans and proposals.
5. **14 August 2008:** The CEAC Director met with Naomi McCleary, Fraser Henderson and Laura White to discuss options for the WACDT Board to review the vision for the CECQ, and develop strategies to move forward

accordingly. This group recommended to the Director that WACDT hold a series of 'think tank' sessions to work on this – to be informed by WCC staff; Fraser, Naomi, Laura, Graham Campbell and Brian Mogridge (Waitakere Enterprise).

6. **WACDT Board Meeting 19 August 2008:** The Director presented the 'think tank' proposal that had emerged from his meeting on 14 August. The Board supported the idea. Several members of the Board were unable to attend this meeting and the Director was charged with setting up 2 – 3 Think Tank Workshops.
7. **WACDT Board Meeting 16 September 2008:** The Director advised the Board that Mark Allen was available to facilitate a series of Think Tank Workshops for strategic planning, with Board members and invited participants (as reported at 19 August meeting.) Board members requested that workshops needed to be focused and have outcomes.
8. **WACDT Strategic Planning Workshop #1, 6 October 2008:** Facilitated by Mark Allen, attended by most Board Members, Naomi McCleary, Laura White, and Graeme Campbell. Participants were given a series of presentations:
 - Current snapshot of CEAC (CEAC Director)
 - Summary of CECQ Project to date (Laura)
 - Henderson town Centre Planning for next 10+ years (Laura & Graeme)
 - Waitakere City Planning for next 10+ years (Mark)
 - Waitakere City Arts Infrastructure Strategy (Naomi)Discussion and dialogue followed. A follow up Strategic Planning workshop was proposed for November.
9. **WACDT Board Meeting & Annual General Meeting, 21 October 2008:** (Strategic Planning not discussed as Board now had separate process for this.)
10. **WACDT Strategic Planning Workshop #2, 3 November 2008:** Facilitated by Mark Allen, attended by most Board Members and Naomi McCleary. Reviewed first workshop, CEAC Director presented a '3 Strand' concept – WACDT fulfilling its broad role in Waitakere City; WACDT governing/managing the whole Corban Estate site; WACDT's role to govern CEAC. Next steps identified as recommendations to be made to the Board at its November meeting for clear decisions. Recommendations developed by CEAC Director, and Carolynne Stone (Board Member).
11. **WACDT Board Meeting 18 November 2008:** The following recommendations were presented to and adopted by the Board:-

- That the WACDT Board favours an integrated management plan on the Corban Estate site; and to this end proposes that the WACDT Board becomes the head leasee for the site and thereby the vehicle to enable planned, cohesive development on the Corban Estate.
- That the WACDT Board sets up a series of strategic meetings with key Waitakere City Councillors and WCC staff to propose and discuss this concept.
- That the WACDT Board initiates a forum in the early part of 2009 to bring together Waitakere City's arts community to discuss future arts governance for the City.
- That the WACDT Board forms a sub group to develop and implement this forum.

A Sub Committee of the Board, (WACDT Strategic Planning Committee) coordinated by Carolynne Stone, is formed to carry forward resolutions.

- 12. WACDT Strategic Planning Committee Meeting 2 December 2008:**
Preparation of proposal and possible structure to present to some WCC Councillors.
- 13. WACDT SP Committee Meeting with Councillors 10 December 2008:**
Carolynne Stone presented concept of integrated management structure for Corban Estate governed by WACDT Board, to Cllrs Penny Hulse, Janet Clews, Judy Lawley and John Dragisovich (as Acting CEO).
Proposal positively received by councilors.
- 14. WACDT Board Meeting 16 December 2008:** Board SP Committee reports on progress. Discussion of next steps re political process, recommendation from WCC Directors regarding the route the proposal should take, discussed. Need to refine proposal identified.
- 15. WACDT Board Meeting 17 February 2009:** Board updated by SP Committee (Carolynne Stone) that a brief outline of Corban Estate Proposal had been drafted and that Naomi would discuss this with WCC Directors.
- 16. WACDT Board Meeting 17 March 2009:** Letter signed by Brian Corban on behalf of the Board has been sent to the Mayor requesting a meeting. Cllr. Judy Lawley has also suggested a meeting with the Board to progress the proposal through council.
- 17. WACDT SP Committee Meeting with Cllr. Judy Lawley 26 March 2009:**
Cllr. Lawley updated the Board regarding the information she has requested from council staff regarding the Corban Estate relating to Corban Estate projects being removed from the LTCCP and the history of council resolutions relating to the Corban Estate. Concerns regarding the impact of the Supercity were discussed. The meeting reaffirmed its

commitment to ensuring that the Corban Estate remained in public ownership.

18. **WACDT Representatives Meeting with Mayor and Cllr. Lawley 30 March 2009:** The Mayor was briefed regarding the WACDT's proposal and gave his support to the concept, recommending that the proposal and a covering report should go to the full council.

19. **WACDT Board Special Meeting to Refine Proposal to Council, followed by Meeting with some Councillors to brief them on Proposal, 28 April 2009:** The meeting looked at refinements to the proposal, affirmed that the report go to the full council, and did not rely on the Annual Plan submission process. Trust received recommendation that the proposal is based on governance by the existing Trust with its track record, rather than being based on the formation of a new Trust. Carolynne Stone was to work on refinements to the proposal to council.