



**AGENDA FOR A MEETING OF THE CULTURE, ARTS AND EVENTS SPECIAL COMMITTEE  
TO BE HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN,  
WAITAKERE CITY, ON WEDNESDAY, 12 JULY 2006,  
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 CONFIRMATION OF MINUTES**

Meeting Minutes - Wednesday, 7 June 2006

**RECOMMENDATION**

That the minutes of the Meeting of the Arts, Events and Culture Special Committee held on Wednesday, 7 June 2006, as circulated, be taken as read and now be confirmed.



**4**

## LOPDELL HOUSE FEASIBILITY STUDY

### PURPOSE OF THE REPORT

The purpose of this report is to present to the Culture, Arts and Events Special Committee, the Lopdell House Feasibility Study commissioned by Council, which suggests options for the future development and management of this project and seeks approval for the disestablishment of the present Trust (the Lopdell House Arts Development Trust) and the establishment of a new trust to take the project forward.

### BACKGROUND

The Lopdell House Arts Development Trust was set up at Council's instigation in 2004 to investigate and bring forward development plans for the Lopdell House precinct in Titirangi. The Lopdell House Arts Development Trust's brief was to work with all the stakeholders involved with the house to develop a holistic plan for the arts and cultural precinct and to bring that work to Council for final approval. The Portage Licensing Trust has been a key driver and support for this work and has funded the concept work done to date. Portage Licensing Trust has indicated informally a longer-term commitment to continuing to substantially fund implementation of the project.

Lopdell House, built in 1930, has a twenty year history as an arts centre and has, for most of that time, been the only public gallery complex in the City. It has a solid record of producing a gallery programme of high standing and has a reputation as one of the best regional galleries in the country.

The building also houses a cluster of other arts related activities; an independent small theatre and the local Community Arts Council. There are commercial offices on the second floor and a café/bread shop at ground level. Over a twenty year period a series of hospitality businesses have attempted to survive on the top floor, but all have failed. Most recently a function centre operated for some years but eventually went into receivership. The area has since been empty save for some short-term temporary hireage. A report on future uses for the top floor of Lopdell House is to go to the Arts, Events and Culture Subcommittee in July 2006.

The Lopdell House Arts Development Trust has worked closely with Council staff and local stakeholders and commissioned Architects Mitchell and Stout to produce a concept which covers the following areas:

- Upgrades the gallery status and capability to a professional standard in regard to climate control, security and scale. ie. able to host and initiate exhibitions of national and international standing. This has resulted in the proposal to build a gallery extension to the building as the heritage nature of Lopdell House prevents the possibility of meeting those requirements within the existing building envelope.
- Indicates the need for substantial earthquake strengthening of the building. This is supported by current legislation requiring local authorities to meet new standards of seismic strengthening in heritage buildings.
- Suggests key commercial operations which will offset and support the operational requirements of a public gallery facility. **NOTE.** This is not proposed to eliminate the need for Council to provide core operational funding to the arts centre.
- Incorporates the other cultural functions of the site into a holistic operational and governance structure.
- Looks at the pedestrian connections to the Titirangi Village and the traffic and parking implications of the overall development.

A1-A3

In order to provide a context for Council to consider this proposal, a feasibility study has been commissioned by Council and the Executive Summary of that work as attached at pages A1 to A3.

### **STRATEGIC CONTEXT**

The further development of the Lopdell House precinct is signalled in the Council's Arts and Cultural Strategy 2003 and in the Long Term Council Community Plan 2006-2016.

The potential development of this precinct has implications in relation to the provision of vibrant town centres, tourism opportunities and economic benefits to the local economy and the creative industries, and in particular contributes to the Urban and Rural Villages strategic platform.

The promotion of cultural wellbeing of communities is clearly indicated in the Local Government Act 2002.

### **ISSUES**

The concept development work done on this project is at a critical point in terms of Council's decision-making process and potential future funding and support. The Feasibility Study is a key resource for that process.

The following points are of significance:

- The upgrading of the building to meet new earthquake criteria is an obligation which Council will have to address whether or not this project proceeds as planned.
- The work produced for the Feasibility Study is as comprehensive as was possible given the data available and budget restrictions allowed. It is clear that further, and possibly urgent, work needs to accompany any progress on this project, particularly in the area of partnerships with key anchor commercial tenants. (The Feasibility Study indicates that the window of opportunity to engage with, for example, the cinema industry, is quite narrow.)
- If the project is approved by Council the Lopdell House Arts Development Trust will access both external funding and the \$268,000 Auckland Regional Services Trust funding held by Council on their behalf, in order to progress to detailed design. Full implementation will depend, to a degree, on the support of other external funding bodies, such as the ASB Trust. However, it is clear that substantial capex funding will be required from Council to implement the project.
- Currently the relationship between the Lopdell House Arts Development Trust and Council is not formalised, although staff time has been made available to support the project (in particular, the funding and management of the Feasibility Study). Officer support to the existing Trust, and its possible successor, is viable under current workloads. However, a fuller partnership providing project management to a major build programme needs to be considered alongside other project management commitments in the City. It is recommended that Council continues to manage the project in a more formal partnership with a new Trust and that operational budget is made available to commission further investigation into those areas not covered by the current Feasibility Study.

The particular issues highlighted in the submission from Lopdell House Arts Development Trust are as follows:

- The concept plan has been briefly reviewed to remind Council of the essential points.
- The significant issues for resolution identified by the Feasibility Study are -
  1. The need for a key anchor tenant to be secured before further work is undertaken.
  2. The complexity of the heritage issues and the need to engage with the Historic Places Trust as soon as possible. In particular the conflict between proposed and/or viable parking solutions and the position of the small heritage building behind Lopdell House will be critical.
  3. The need to resolve parking issues in the early stages of any development.
  4. Governance and the relationship between Council and a new governance body. Should Council approve in principle the Lopdell House concept proposal, the current Trust believes that its primary work will be completed. It proposes that it be disestablished and that a new governance body be set up to take the project forward. Some key members of the present Trust are likely to be available but new Trustees with specific skills would need to be identified.

## **RESOURCES**

There is currently \$2,000,000 capex in the Annual Plan 2006/2007.

## **CONCLUSION**

The Feasibility Study, as presented, provides a sound basis for Council to further consider the Lopdell House development proposal. It indicates several areas of work that need in depth investigation; in particular, the establishment of key partnerships with commercial enterprise and the Historic Places Trust. There are accessible sources of funding for further detailed design work in the 2006/2007 year, but beyond that an investment of Council funding and project management support will be essential to the successful implementation of this project.

## **RECOMMENDATIONS**

1. That the Lopdell House Feasibility Study report be received.
2. That the Trustees of the Lopdell House Arts Development Trust, which is to be disestablished, be thanked for their work to date on the Lopdell House arts precinct.
3. That Council instigates a new governance body to work in partnership with Council to further the development of the Lopdell House arts precinct.

Report prepared by: Naomi McCleary; Manager: Arts.



## **DRAFT EVENTS STRATEGY**

### **PURPOSE OF THE REPORT**

A4-A44

The purpose of this report is to present the draft Events Strategy, as attached at pages A4 to A44 to the Culture, Arts and Events Special Committee and recommend that it be forwarded to Council for adoption.

### **BACKGROUND**

This Events Strategy has been developed to:

1. Provide a strategic framework enabling the Council to use all available opportunities to leverage the investment and effort put into events for the benefit of the Waitakere community in general and the City's economic development in particular.
2. Enable the Council to build an events portfolio consistent with the City's strategic direction which optimises the contribution events make to Waitakere.
3. Ensure the events portfolio reflects, protects and enhances the richness and diversity of Waitakere's people and places.
4. Provide tools that will enable Waitakere's investment in events to be well leveraged in the full context of the City's strategic goals and direction.
5. Enable the Council to be more effective and efficient in its decision making for events - both selection of events, and levels and kinds of support made available.
6. Provide strategies to ensure optimal use of resources to deliver and support events. This includes the personnel and financial resources, infrastructure and physical assets involved in managing, marketing and staging events.
7. Provide a basis to assist the Council in assessing the relative levels of investment in events of different kinds, and to manage the risks associated with investment in its events portfolio.
8. Ensure that events reflect, protect and enhance Waitakere's natural environment and resources.

The project arises from the Economic Development Strategy (adopted in 2004) which recognises that events in the City can and do play a valuable role in creating the atmosphere, colour and vitality that is part of the social fabric of Waitakere and also contribute to economic development.

Waitakere plays host to many different kinds of events ranging from regular formal gatherings such as Council meetings, Citizenship Ceremonies and Sister City visits through to high profile "signature" events such as Trash to Fashion and the Going West Literary Festival, and a broad range of artistic, sporting and cultural events in between.

There are also one off opportunities to stage, sponsor or participate in major events driven from outside Waitakere's boundaries. For example, film launches, Americas Cup events, and the Chelsea Flower Show. On the horizon are major national events that Waitakere will engage with such as the Rugby World Cup in 2011. These require significant forethought and preparation to ensure the City maximises the benefits that could be available to promote and improve the City for all who live, work and visit Waitakere.

## STRATEGIC CONTEXT

The diversity of events means they deliver outcomes supporting several of the Council's strategic platforms such as Urban and Rural Villages and the Strong Communities platforms. However the immediate strategic context for the draft Events Strategy is the Strong Innovative Economy platform that expresses the Council's desire for a vital and sustainable economy providing quality jobs for local people. The considerable potential for large scale events to contribute to this platform is recognised with reference to the action under that Platform of "City promotion - high profile events, arts programmes".

The Strong Innovative Economy platform is also home to the Economic Development Strategy and the Investment Marketing Strategy, both of which have the purpose of furthering the development of the many different threads of activity that contribute to the City's economy and making sure they are integrated.

The Economic Development Strategy adopted 29 June 2004 (minute 1136/2004) specifically recognises that events in the City can and do play a valuable role in creating the atmosphere, colour and vitality that is part of the social fabric of Waitakere. Additionally many events represent significant investments of public money and many hours of staff and volunteer time. The Council recognises the importance of leveraging this investment in the broadest possible interests of the sustainable development of the City.

Because of their obvious public outreach and impact, events are identified as potentially important vehicles for promoting and profiling Waitakere as a great place to live and do businesses. To this end a component of the draft Events Strategy covers issues of event branding and the relationship between events and other branding activities the Council is engaged with.

However, the draft Events Strategy recognises that events and their contribution to the City should not be viewed simply or predominantly from an economic development perspective. The fact is that it is neither wise nor possible to separate out the economic development components from the social, cultural and environmental dimensions. In fact it is precisely because of this special capacity which events have to integrate all the dimensions of city life and its growth that makes them so important and powerful in the life of Waitakere.

## THE PROJECT STAGES

A three stage process has brought the project to this point:

### **Stage I - Description and Analysis of the Existing Situation**

Included - definitions, scope and conceptual framework, identifying contacts both internal & external and political representatives, review of procedures, branding policies in relation to events and event marketing, identify best practise event strategising, governance and management.

### **Stage II - Writing**

Included - undertaking interviews, meetings and workshop events identified in Stage I.

Draft the strategy, including statement on rationale for Waitakere City Council involvement with various levels of events, opportunities for leverage between and amongst events, identify branding and marketing issues, provide guidelines for coordination of branding and marketing, look forward for opportunities on the horizon (next 5 to 10 years) for possible future major events that the Council should be preparing the City to benefit from, make recommendations for implementation in all areas where change has been identified as desirable to achieve a higher level of leverage and to comment on significant resourcing issues identified in the review of the event portfolio mix and implications of the strategy itself.

## Stage III - Final Editing and Presentation of Reports

### ISSUES

At present the Council supports a diverse mix of events, ranging from ethnic festivals to Toddler's Day Out, major sport tournaments, cultural events etc. There is a need to articulate a clear "thread" to run through the Council's event portfolio and a framework to help the Council make decisions around what should be supported. This would give the Council increased confidence that the event calendar is aligned with the City's strategic direction and that opportunities to leverage economic development are being picked up by events large and small.

The draft Events Strategy makes a number of high level recommendations with potential to impact several areas of Council activity - financial and organisational. These include:

1. **Investment** - At the highest level the Events Strategy recommends increasing investment in events in the short and medium term (2 to 5 years) so as to build and promote an events portfolio with sufficient quality and forward momentum to attract private sector investment that will support further events by providing accommodation, tourism ventures, business support services etc. This is a strategy to break the negative cycle of "no accommodation therefore no events AND no events therefore no accommodation investment".
2. **Doing less but doing better** - The draft Events Strategy suggests this as a fundamental aspect of a long term strategy to achieve better overall profile and performance while not cutting back unduly on important community sensitive events (by becoming more efficient), and protecting investment already made in major events infrastructure such as the Trusts Stadium.  
This will require detailed analysis and management of the overall portfolio. The draft Events Strategy does not make final recommendations as to what should be scaled back and what expanded, though considerable effort has been put into developing evaluation tools that staff will be able to use to form a basis for such decisions.
3. **City profile** - What events "say" about Waitakere, its people and places is one of the more subtle but important issues raised by the Events Strategy. Events can be both the shop front and the voice of Waitakere, so their look and feel is very important. The Events Strategy will, in time, enable better management of these aspects. These matters of branding, marketing and events selection will also be considered alongside other work being undertaken on citywide investment marketing.
4. **Risk** - The main source of risk associated with the Events Strategy is the potential for a mismatch between promise and delivery.  
In relation to financial risk, the better the Council can become at managing the events portfolio (mix of events, standards, execution, alignment, marketing, look and feel etc), the more secure will be future investment in events-related infrastructure.
5. **Balance** - Implementation of the Events Strategy will require careful balancing of community and place sensitive events (for example: Trees for Babies, Whanau Day Out, Twin Streams events etc) with larger high-profile events (for example: Fight for Life, Pacific Living Arts Festival, Trash to Fashion etc).
6. **Funding and Organisational** - The draft Events Strategy suggests there is potential to improve coordination and allocation of staff resources across the Council to provide overall better outcomes from the events portfolio.  
Detailed analysis of options is not explored in the draft Events Strategy. The focus at this point in the development of the City's events programme is on getting broad strategies in place that will guide a detailed programme of work to move the Council's performance in relation to events to a new level.

## ANNUAL PLAN & LONG TERM COUNCIL COMMUNITY PLAN IMPLICATIONS

At the time the writing the City Events proposed budget for 2006/2007 was as follows:

Core Funded Through the Annual Plan	769,500	82%
Events Bids	95,000	10%
General Events	60,000	6%
Capex	10,000	1%
TOTAL	934,500	100%

There is provision in the Long Term Council Community Plan 2006-2016 for events related infrastructure as part of significant council led capital developments such as, for example, at Corban Estate, hockey turf in Year 2 and there is capital expenditure provided in Year 3 for a mobile stage.

In terms of the impact of the draft Events Strategy itself on the Long Term Council Community Plan 2006-2016, at this stage it is only possible to indicate the broad implications and give estimates of likely timing:

### 2006/2007 (Long Term Council Community Plan Year 1)

No significant budgetary implications as the Events Strategy will just be in early stages of implementation:

A45-A51

- Event evaluation tools (see the WEST test tool as attached at pages A45 to A51) will be 'calibrated' (staff up-skilling, comprehensive assessment of the current portfolio, database development, templates for event applicants etc).
- Examining different scenarios of how the events portfolio can be better aligned with the Events Strategy.
- Internal analysis undertaken of how best to configure staff resources across the Council to deliver the portfolio under the strategy.
- Setting up administration of the events portfolio processes in line with the above.
- Easing key stakeholders on board with new application and approval templates as they are developed.

### 2007/2008 (Long Term Council Community Plan Year 2)

Probably no significant budgetary implications:

- Existing events budget allocations may be moved around amongst the redesigned portfolio of events to better reflect decisions on the structure of the portfolio.
- The Council may begin considering major infrastructure expenditure - for example the Council may begin working on cost/benefit issues associated with, for example, a performing arts centre, or entering partnership arrangements with other infrastructure providers over accommodation, land and/or other facilities.
- City-wide branding expenditure related to events may be starting in (budget implications from the citywide investment marketing work are yet to be reported).

### 2008/2009 (Long Term Council Community Plan Year 3)

Possibly there will be significant budget implications starting in this year depending on some or all of:

- If the Council decides to invest further in major events infrastructure.
- If the Council commits to participate in the regional build up to major events.
- If the Council decides to increase operational expenditure on the events portfolio offerings to increase profile in the run up to the Rugby World Cup. However the Events Strategy development has not been in the loop on this issue.
- Etc. - there are many scenarios that could begin to involve Council in significant events-related expenditure from this year.

From 2009 onward (Long Term Council Community Plan year 4 and following) budgets are dependent on the above.

### RESOURCES

The work to prepare the draft Events Strategy has been budgeted in the current financial year. \$40,000 was approved through the Annual Plan 2005/2006 for the development of an Events Strategy.

### IMPLEMENTATION

A series of work streams to implement the Events Strategy will be set up to progress work in four main areas:

A45-A51

1. Evaluation of the Existing Portfolio  
Use and refine the WEST test audit tool (as attached at pages A45 to A51).  
Data base developments.
2. Review of Marketing, Branding and Promotion Work  
Examine branding in relation to work ongoing in this area.  
Look at events marketing processes.
3. Stakeholder Support and Education  
Provide information and support to those involved with events - internally and externally.  
Set up systems and templates that enable the most efficient and effective use of the WEST test.
4. Review internal resources and arrangements across the Council in the light of the Events Strategy.

### CONCLUSION

The draft Events Strategy sets the scene for Waitakere to move forward with a new level of focus and commitment to make the most of all aspects of events in Waitakere.

This draft Events Strategy has considerable potential to improve how the Council leverages existing public investment in key infrastructure assets (such as The Trusts Stadium), the effectiveness and efficiency of how the organisation delivers its events offerings and, ultimately, it will contribute to attracting private investment into Waitakere - particularly investment in accommodation.

As such the Events Strategy has the potential to be a significant milestone for the Council with high profile and wide ranging beneficial implications for the City.

A wide programme of work will need to be developed to analyse specific events, calibrate the event assessment tools, set up systems, train staff, providers and stakeholders in this new era of events in Waitakere, and examine optimal delivery structures. This work should proceed as quickly as possible with the intention of contributing to decision making for the 2007/2008 annual plan year.

The Events Strategy will ensure that the Council uses all available opportunities to leverage the financial investment and staff and volunteer effort that is put into events for the benefit of the Waitakere community in general and the City's economic development in particular.

### **RECOMMENDATIONS**

1. That the Draft Events Strategy report be received.
2. That the draft Events Strategy be forwarded to the City Development Committee for adoption.

Report prepared by: Wally Thomas, Director: Public Affairs.



## **6 COMMUNITY SPORT FUND ALLOCATION SUBCOMMITTEE**

**THE SUBCOMMITTEE SUBMITS THE FOLLOWING REPORT OF ITS MEETING HELD ON WEDNESDAY, 21 JUNE 2006**

### **MATTERS CONSIDERED**

A52-A54

The Subcommittee dealt with a number of items for which it has delegated powers to act and a copy of the minutes of the meeting is attached at pages A52 to A54.

#### **The Subcommittee Recommends:**

That the Meeting report of the Community Sport Fund Allocation Subcommittee held on Wednesday, 21 June 2006 be received.

JP Lawley  
**CHAIRMAN**



**PUBLIC EXCLUDED MATTER**

**7 LOPDELL HOUSE LEASE**

This item will be considered in the Confidential Supplement of the agenda, and has been circulated to members separately with this agenda.

**PROCEDURAL MOTION TO EXCLUDE THE PUBLIC**

That the public be excluded from the following part of the proceedings of this meeting, namely Lopdell House Lease.

The general subject of the matter to be considered while the public is excluded, the reason for passing this resolution in relation of the matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of the matter to be considered.	Reason for passing this resolution in relation to the matter.	Ground(s) under Section 48(1)(a) for the passing of this resolution.
<ul style="list-style-type: none"><li>Lopdell House Lease</li></ul>	<p>The withholding of information is necessary in order to:</p> <ul style="list-style-type: none"><li>Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</li></ul>	<p>That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.</p>

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 7(2)(i) of that Act which would be prejudiced by the holding of the relevant part of the proceedings of the meeting in public as follows:

- This report contains information which if released could affect the Councils future negotiations.*

