



**Notice of the ordinary meeting of the
Community Services Committee**

Kōmiti Ratonga Hapori

Date:	Thursday 29 October 2020
Time:	11.00a.m.
Location:	Council Chamber, Civic House 110 Trafalgar Street Nelson

Agenda

Rārangi take

Chair	Cr Matt Lawrey
Deputy Chair	Cr Yvonne Bowater
Members	Her Worship the Mayor Rachel Reese Cr Trudie Brand Cr Mel Courtney Cr Kate Fulton Cr Judene Edgar Cr Brian McGurk Cr Gaile Noonan Cr Rohan O'Neill-Stevens Cr Pete Rainey Cr Rachel Sanson Cr Tim Skinner

Quorum: 7

**Pat Dougherty
Chief Executive**

Nelson City Council Disclaimer

Please note that the contents of these Council and Committee Agendas have yet to be considered by Council and officer recommendations may be altered or changed by the Council in the process of making the formal Council decision.

Community Services Committee – Delegations

Areas of Responsibility:

- Arts, Culture and Heritage
- Bylaws, within the areas of responsibility
- Cemeteries and Crematorium
- Community Centres and Halls, including Greenmeadows Community Centre, Stoke Memorial Hall and Tahunanui Community Centre
- Community Development, including youth issues, ageing issues and social well-being
- Community Festivals and Events
- Community Facilities, including public toilets
- Founders Heritage Park
- Heritage Facilities
- Heritage Houses and their grounds
- Libraries
- Sister City relationships
- Youth Council

Delegations:

The committee has all of the responsibilities, powers, functions and duties of Council in relation to governance matters within its areas of responsibility, except where they have been retained by Council, or have been referred to other committees, subcommittees or subordinate decision-making bodies.

The exercise of Council's responsibilities, powers, functions and duties in relation to governance matters includes (but is not limited to):

- Monitoring Council's performance for the committee's areas of responsibility, including legislative responsibilities and compliance requirements
- Developing, approving, monitoring and reviewing policies and plans, including activity management plans
- Reviewing and determining whether a bylaw or amendment, revocation or replacement of a bylaw is appropriate
- Undertaking community engagement, including all steps relating to Special Consultative Procedures or other formal consultation processes
- Approving submissions to external bodies or organisations, and on legislation and regulatory proposals

Powers to Recommend to Council:

In the following situations the committee may consider matters within the areas of responsibility but make recommendations to Council only (in accordance with sections 5.1.3 - 5.1.5 of the Delegations Register):

- Matters that, under the Local Government Act 2002, the operation of law or other legislation, Council is unable to delegate
- The purchase or disposal of land or property relating to the areas of responsibility, other than in accordance with the Long Term Plan or Annual Plan
- Unbudgeted expenditure relating to the areas of responsibility, not included in the Long Term Plan or Annual Plan
- Decisions regarding significant assets

1. Apologies

Nil

2. Confirmation of Order of Business**3. Interests**

3.1 Updates to the Interests Register

3.2 Identify any conflicts of interest in the agenda

4. Public Forum**5. Confirmation of Minutes**

5.1 10 September 2020

6 - 11

Document number M14113

Recommendation

That the Community Services Committee

- 1. Confirms the minutes of the meeting of the Community Services Committee, held on 10 September 2020, as a true and correct record.***

6. Chairperson's Report**7. Adoption of the Arts, Heritage and Events Activity Management Plan****12 - 59**

Document number R18141

Recommendation

That the Community Services Committee

- 1. Receives the report Adoption of the Arts, Heritage and Events Activity Management Plan***

(R18141) and its attachment (A2457003); and

2. ***Approves the Draft Arts, Heritage and Events Activity Management Plan 2021-31 (A2457003) as the version to inform the Long Term Plan 2021-31; and***
3. ***Notes that the Draft Arts, Heritage and Events Management Plan 2021-31 will be updated, and the final Activity Management Plan approved, after the adoption of the Long Term Plan 2021-2031.***

8. Founders Heritage Park Strategic Plan

60 - 99

Document number R18052

Recommendation

That the Community Services Committee

1. ***Receives the report Founders Heritage Park Strategic Plan (R18052) and its attachments (A2372925 and A2414156); and***
2. ***Approves the Founders Heritage Park Strategic Plan (A2372925), with budget allocations to be confirmed via the Arts, Heritage and Events Activity Management Plan 2021-31 and the Long Term Plan 2021-31; and***
3. ***Approves the Founders Heritage Park Collections Policy 2020 (A2414156).***

CONFIDENTIAL BUSINESS

9. Exclusion of the Public

Recommendation

That the Community Services Committee

1. ***Excludes the public from the following parts of the proceedings of this meeting.***
2. ***The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each 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:

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	Community Services Committee Meeting - Public Excluded Minutes - 10 September 2020	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7.</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> • Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)



Minutes of a meeting of the Community Services Committee

Held in the Council Chamber, Civic House , 110 Trafalgar Street, Nelson

On Thursday 10 September 2020, commencing at 10.02a.m.

Present: Councillor M Lawrey (Chairperson), Her Worship the Mayor R Reese, Councillors Y Bowater (Deputy Chairperson), T Brand, M Courtney, J Edgar, K Fulton, B McGurk, G Noonan, R O'Neill-Stevens, P Rainey, R Sanson and T Skinner

In Attendance: Group Manager Community Services (R Ball), Group Manager Strategy and Communications (N McDonald) and Governance Advisers (E-J Ruthven and E Stephenson)

Karakia Timatanga

There was an opening karakia.

1. Apologies

There were no apologies.

2. Confirmation of Order of Business

There was no change to the order of business.

3. Interests

There were no updates to the Interests Register, and no interests with items on the agenda were declared.

Attendance: Councillor Skinner joined the meeting at 10.04a.m.

4. Public Forum

4.1 Celebrate Nelson - Civic House Arts Project Update

Bevan Woodward, of Celebrate Nelson, joined the meeting via audio-visual link. He tabled a document (A2460834) and a power point presentation (A2463642), which he spoke to.

Mr Woodward explained his vision for a community-led project at no or minimal cost to Council, and outlined discussions he had had with Athfield Design and local iwi.

It was noted that Council had considered the Civic House Art Project through the Annual Plan, and had not progressed it. It was further noted that there was currently no Council mandate for a Civic House Arts Project, and any further consideration by proponents of the initiative would need to be brought by them to the Long Term Plan.

Attachments

- 1 A2460834 - Public Forum - Tabled document
- 2 A2463642 - Public Forum - Power Point presentation - tabled document

5. Confirmation of Minutes

5.1 30 July 2020

Document number M12031, agenda pages 6 - 12 refer.

Resolved CS/2020/025

That the Community Services Committee

- 1. Confirms the minutes of the meeting of the Community Services Committee, held on 30 July 2020, as a true and correct record.***

McGurk/Sanson

Carried

6. Chairperson's Report

Document number R20272, agenda pages 13 - 16 refer.

The Chairperson presented his report. He noted on-going work to assist people who are homeless in Nelson.

The Chairperson also acknowledged the work of the Nelson Festival Trust, noting its decision to cancel this year's Mask Parade in view of on-going uncertainties with regards to COVID-19.

At the Chairperson's invitation, Councillor Noonan spoke about World Suicide Prevention Day, and explained resources available to support mental health.

Resolved CS/2020/026

That the Community Services Committee

- 1. Receives the report Chairperson's Report (R20272).***

Lawrey/Sanson

Carried

7. Community Services Quarterly Report

Document number R18117, agenda pages 17 - 39 refer.

Manager Libraries, Sarina Barron, presented the report. She answered questions regarding digital services at the library and the Founders Book Fair.

Manager Parks and Facilities, Rosie Bartlett, and Parks and Facilities Activity Planner, Jane Loughnan, answered questions regarding the Tahunanui Lions Playground toilet upgrade, and expenditure in relation to the Greenmeadows Centre.

Team Leader Arts and Heritage, Shanine Hermsen, answered questions regarding Heritage and Arts Capex spend amounts, and Manager Community Partnerships, Mark Preston-Thomas, answered questions regarding the internal guide developed to assist with ensuring accessibility issues were factored into Council projects.

Group Manager Community Services, Roger Ball, answered questions regarding building sustainability features in Council projects.

Resolved CS/2020/027

That the Community Services Committee

- 1. Receives the report Community Services Quarterly Report (R18117) and its attachments (A2434638 and A2434637).***

Edgar/Noonan

Carried

8. Community Arts Centre Feasibility Study

Document number R13739, agenda pages 40 - 110 refer.

Team Leader Arts and Heritage, Shanine Hermsen, presented the report along with consultant, Chris Ward.

Mr Ward answered questions regarding the target audience for a community arts centre, community engagement to date, the development of preliminary drawings and the budget for the Refinery Artspace.

Councillor Courtney, seconded by Councillor Noonan, moved:

That the Community Services Committee

- 1. Receives the report Community Arts Centre Feasibility Study (R13739) and its attachments (A2438172, A2438181, A2438184); and*

2. *Refers the Community Arts Feasibility Study report (R13739) and its attachment (A2438172) for consideration in the draft Arts, Heritage and Events Activity Management Plan 2021-31.*

Mr Ward answered further questions regarding the potential for the arts community to raise funds towards the project, and the inclusion of a performance space in the facility.

Attendance: Her Worship the Mayor left the meeting at 11.10a.m.

Ms Hermesen and Mr Ward answered further questions regarding how the project could be incorporated into the Long term Plan 2021-31, the potential for central government funding, and whether the library redevelopment project could complement aspects of the proposed facility.

Community Arts Representative, Ian Bowell, joined the meeting via audio-visual link, and answered questions regarding support for the development from community arts groups, and the potential for the development to act as a cultural hub.

Mr Bowell left the meeting. It was agreed that the meeting should move into confidential session, to consider the supplementary confidential report relating to this matter.

9. Exclusion of the Public

The Chairperson noted that Chris Ward, of PolicyWorks, would be in attendance for Item 1 of the Confidential agenda (Community Arts Centre Feasibility Study – Supplementary Information) to answer questions and, accordingly, the following resolution was required to be passed:

Resolved CS/2020/028

That the Community Services Committee

1. ***Confirms, in accordance with sections 48(5) and 48(6) of the Local Government Official Information and Meetings Act 1987, that Chris Ward, of PolicyWorks, remain after the public has been excluded, for Item 1 of the Confidential agenda (Community Arts Centre Feasibility Study – Supplementary Information), as he had knowledge relating to that matter that will assist the meeting.***

Sanson/O'Neill-Stevens

Carried

Resolved CS/2020/029

That the Community Services Committee

- 1. Excludes the public from the following parts of the proceedings of this meeting.**
- 2. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each 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:**

Sanson/O'Neill-Stevens

Carried

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	Community Arts Centre Feasibility Study - Supplementary Information	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7	The withholding of the information is necessary: <ul style="list-style-type: none"> Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)

The meeting went into confidential session at 11.38a.m. and resumed in public session at 1.03p.m, during which time Her Worship the Mayor returned to the meeting.

The meeting was adjourned from 1.05p.m. to 1.54p.m, during which time Councillors Brand and Skinner left the meeting.

10 Community Arts Centre Feasibility Study (cont.)

Committee members debated the motion moved and seconded prior to the meeting moving into confidential session.

Resolved CS/2020/032

That the Community Services Committee

- 1. Receives the report Community Arts Centre Feasibility Study (R13739) and its attachments (A2438172, A2438181, A2438184); and**
- 2. Refers the Community Arts Centre Feasibility Study report (R13739) and its attachment (A2438172) for consideration in the draft Arts, Heritage and Events Activity Management Plan 2021-31.**

Courtney/Noonan

Carried

There being no further business the meeting ended at 2.10p.m.

Confirmed as a correct record of proceedings:

_____ Chairperson _____ Date

REPORT R18141

Adoption of the Arts, Heritage and Events Activity Management Plan

1. Purpose of Report

- 1.1 To approve the Arts, Heritage and Events Activity Management Plan 2021-31 (AMP) as the version to inform the Long Term Plan 2021-31 (LTP).

2. Recommendation

That the Community Services Committee

- 1. Receives the report Adoption of the Arts, Heritage and Events Activity Management Plan (R18141) and its attachment (A2457003); and***
- 2. Approves the Draft Arts, Heritage and Events Activity Management Plan 2021-31 (A2457003) as the version to inform the Long Term Plan 2021-31; and***
- 3. Notes that the Draft Arts, Heritage and Events Management Plan 2021-31 will be updated, and the final Activity Management Plan approved, after the adoption of the Long Term Plan 2021-2031.***

3. Background

- 3.1 Draft Activity Management Plans (AMPs) are prepared for the approval of the Committee to inform development of the LTP. This AMP will inform the development of the 2021-31 LTP.
- 3.2 Following consultation and adoption of the LTP, the AMP will be updated to align with the adopted LTP. The final updated AMPs will be brought back to Council early in 2021/22 for adoption.
- 3.3 The draft AMP takes account of previous Council and Committee resolutions and feedback at workshops on the proposed work programme

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and budgets. Officers have undertaken a high level review of budgets across Council activities. However the AMPs are at different stages of development and amendments may be required to the draft Plan once all AMPs have been received by their respective committees and the cumulative effect of the AMPs has been considered at the workshops in December 2020 and January 2021. The final AMP will be brought to the Committee for approval after it has been updated to include decisions made during the LTP process.

4. Discussion

- 4.1 The Draft AMP sets out the background to Council's Arts, Heritage and Events activities and includes details of the following:
 - Areas of focus for the activities during 2021-31;
 - Levels of Service;
 - The activity budgets for operations.
- 4.2 It should be noted that the Draft Arts, Heritage and Events AMP combines two previously separate AMPs (Arts AMP 2018-28 and the Heritage AMP 2018-28).
- 4.3 The management of the heritage capital assets such as buildings is covered in the draft Parks and Facilities Asset Management Plan being considered by the Sports and Recreation Committee.
- 4.4 A series of arts, heritage and event related workshops have been held with Council this year to build the AMP. These workshops were held to confirm priorities for 2021-31 and seek direction from Council on changes or additional priorities. These workshops were held on 12 May, 21 July and 20 August 2020.
- 4.5 Workshops relating to some of the portfolios within the AMP, specifically the Founders Heritage Park Strategic Plan and the Taonga Tuku Iho Strategy were also held. These are the subject of separate reports also being considered at this Committee meeting.
- 4.6 The following are the key outcomes from the AMP workshops:
 - 4.6.2 The Committee favoured continuing investment in public 'legacy' artworks and community art. There is backing and opportunity for more Māori-led public art.
 - 4.6.3 Council would like to consider the development of a Community Arts Centre at a further workshop being held on 29 October 2020.
 - 4.6.4 Strategic planning and community collaboration across the heritage sector was important. The Founders Strategy and The Heritage Strategy (Taonga Tuku Iho) provided a mechanism for this.
 - 4.6.5 There was a significant strengthening of the partnership with iwi in the arts and heritage portfolio that is now being reflected in the

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strategies. Iwi are asking for increased visibility of Māori arts and heritage stories across Nelson.

- 4.6.6 There was support for the proposed approach to Council-delivered events, but also a request for a review and update of the Council-delivered events programme given changes over time in the wider events scene and audience preferences. There was support for events activity to include: assisting community event organisers, delivering Council events with a predominately community focus, exploring new event types (eg, a Manaakitanga Festival), and providing support to major events such as Bay Dreams.
- 4.7 While the outcomes of the Heritage Strategy consultation are not yet known, common to all options is a package of interventions with investment of \$20,000 per annum commencing in year one, increasing to \$60,000 per annum from year two and \$75,000 per annum from year four onwards.
- 4.8 The Draft Arts, Heritage and Events Activity Management Plan (A2443789) will be available on the Council's website, 2021-31 Activity Management Plans page (www.nelson.govt.nz/2021-31-activity-management-plans).
- 4.9 The draft AMP is the culmination of a significant piece of work including more than 5 workshops, close liaison with iwi and a Council wide co-ordinated approach.

5. Options

- 5.1 The Committee has two options – either to approve the Draft AMP or to not approve the Draft AMP.

Option 1: Approve the Draft AMP 2021-31	
Advantages	<ul style="list-style-type: none">• Meet requirements of Local Government Act 2002.• Reflects the input of elected members during workshops.
Risks and Disadvantages	<ul style="list-style-type: none">• Nil
Option 2: Not approve the Draft AMP 2021-31	
Advantages	<ul style="list-style-type: none">• Opportunity for the Committee to make changes to the AMP
Risks and Disadvantages	<ul style="list-style-type: none">• Fails to provide input to the LTP in the arts, heritage and events area.

6. Conclusion

- 6.1 As the Draft EMAMP is a relatively short document it has been *attached* in entirety. The draft AMP has been prepared to inform the LTP and will support Council in meeting its obligations under section 93 and schedule 10 of the Local Government Act 2002.

Author: **Shanine Hermsen, Team Leader Arts and Heritage**

Attachments

Attachment 1: A2457003: Arts, Heritage and Events Draft Activity Management Plan [↓](#)

Important considerations for decision making	
1. Fit with Purpose of Local Government	The development of an Arts, Heritage and Events AMPT for Whakatū Nelson fits with the purpose of Local Government as it will deliver outcomes to our local area and contribute to the social and cultural well-being of our community.
2. Consistency with Community Outcomes and Council Policy	This report supports the Council Community Outcome "Our communities have opportunities to celebrate and explore their heritage, identity and creativity".
3. Risk	Not adopting the draft AMP will leave Council without a document to support development of the LTP.
4. Financial impact	There are no direct funding implications from the recommendation. The AMP guides the funding in the proposed LTP and which will be subject to a consultation process with the community.
5. Degree of significance and level of engagement	This matter is of high significance because the adoption of an LTP is a statutory requirement under the LGA Act 2002. Consultation with the community will occur with the public advertising of the draft LTP.
6. Climate Impact	The draft AMP considers potential impacts and risks of climate change regarding Arts, Heritage and Events.
7. Inclusion of Māori in the decision making process	<p>Iwi feedback is being sought on the draft AMP and any matters that require additional consideration will be covered at the December LTP workshop.</p> <p>Māori have already been consulted on some of the activities covered under this AMP, in particular the Taonga Tuku Iho Strategy and the Founders Heritage Park Strategy.</p>

8. Delegations

The Community Services Committee has the following delegations to consider the development of an Arts, Heritage and Events AMP.

Areas of Responsibility:

- *Arts, Culture and Heritage*

Delegations:

- *Developing, approving, monitoring and reviewing policies and plans, including activity management plans*

Arts, Heritage and Events Activity Management Plan / Mahere Toi rāua Taonga Tuku Iho
2021–2031



Arts, Heritage and Events Activity Management Plan 2021–2031

Mahere Toi rāua Taonga Tuku Iho 2021–2031



Version:	9
Date:	30 September 2020
Status:	Draft
Author:	Shanine Hermesen
Adopted:	Not adopted

Arts, Heritage and Events Activity Management Plan / Mahere Toi rāua Taonga Tuku Iho
2021–2031

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Arts, Heritage and Events Activity Management Plan / Mahere Toi rāua Taonga Tuku Iho
2021–2031

1. Executive summary

- 1.1. The purpose of this Activity Management Plan (AMP) is to summarise Council's long-term approach to the provision of arts, heritage and events activities. These activities are guided by various Council strategies and policies such as the Arts Policy, Founders Strategic Plan and the Events Strategy. This AMP brings together and updates the 2018–28 Arts AMP (which included events) and the 2018–28 Heritage AMP.
- 1.2. The reintroduction of the promotion of the four wellbeings, including social and cultural wellbeing, as the purpose of local government (in the Local Government Act 2002) recognises the importance of Council's arts, heritage and events activities as central to Council's role.
- 1.3. The work of the Arts, Heritage and Events teams contributes to Council's Community Outcome that "our communities have opportunities to celebrate and explore their heritage, identity and creativity".
- 1.4. Plans for Council events and improvements to council venues and facilities will consider climate change actions to support Council's declaration of a climate emergency.
- 1.5. The City Centre Programme Plan recognises that events, galleries and theatres attract both visitors and residents to the city centre. Events, and the creative and educational opportunities provided through the arts and heritage activities, contribute to the Smart Little City by promoting Nelson's vibrancy and identity as a cultural hub.
- 1.6. New strategic direction reflected in this Arts, Heritage and Events AMP is provided through:
 - Taonga Tuku Iho Strategy (which is Whakatū Nelson's new Heritage Strategy)
 - the Founders Heritage Park Strategic Plan
 - the development of a Council events assessment framework.
- 1.7. Two significant issues addressed in this AMP are iwi partnerships and COVID-19, as discussed below.
 - Council is on a journey of significant development as stronger partnerships with iwi are being built. Feedback received during the review of the heritage strategy identified a strong need to rebalance the stories told in Nelson through art and heritage to reflect Māori voices, art works and heritage.
 - The COVID-19 pandemic created some challenges for delivering arts, heritage and events activities. The long-term impact of COVID-19 is unknown at this stage but it is expected the effects of COVID-19 will continue to impact on these activities over the life of this AMP.
- 1.8. Proposed changes outlined in this AMP are summarised below.

Arts, Heritage and Events Activity Management Plan / Mahere Toi rāua Taonga Tuku Iho
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Arts:

- Implement strategies enabling iwi to have direct involvement in the development of Māori art works in Nelson. This is particularly important for public art in areas of Nelson of significance to iwi.
- Consider development of a Community Arts Centre based on the recommendations from a feasibility study. Council will seek public feedback on this proposed funding through the 2021–2031 Long Term Plan consultation process. This project is estimated to have a \$2.5 million capital cost (assuming a \$350,000 community contribution) and to have an ongoing operational cost of \$172,000 per year.

Heritage:

- Partner with iwi on heritage events for Waitangi Day, Matariki and Māori Language Week.
- Implement the Founders Heritage Park Strategic Plan which is focused on: enhancing visitor numbers and visitor experiences of Founders Heritage Park, building iwi partnerships, improving the Park's collection care to meet New Zealand Museums Standards, improving the venues, and improving financial sustainability.
- Improve visitor numbers and visitor experiences of Broadgreen Historic House and Isel House through well-researched exhibitions, use of technology and a more comprehensive approach to marketing.
- Improve awareness of the collections at Broadgreen Historic House and Isel House, in particular the nationally significant textile and clothing Collection housed in the Broadgreen Centre.

Events:

- Focus on delivering small and medium size community events to complement the support for community and commercial events provided through the Nelson Events Strategy (the latter is administered by the Nelson Regional Development Agency).
- Ensure Council-led events align with Council's social objectives and reflect the diversity of the community in order to deliver creative, entertaining, meaningful and inclusive events that contribute to community wellbeing.
- A review of Council events will be undertaken in year 1 to assess the current mix, bearing in mind the need to be responsive to a changing environment.
- Establish a new whole-of-Nelson venues management website and booking system to promote events venues and events, making it easier for event organisers to book venues in Nelson.

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- 1.9. The budgets included in this AMP for the arts, heritage and events activities are shown below.

Activity	Operational Expenditure 2021/22	Capital Expenditure 2021/22	Income 2021/22
Arts Facilities and Venues	\$1,218,631		
Public Art	\$51,555	\$86,532	
Community Arts and Arts Services	\$170,801		
Managing Heritage	\$166,315		
Museum	\$951,750		
Isel House	\$78,591	\$30,918	\$4,502
Melrose House	\$25,771	\$6,402	\$243
Broadgreen House	\$115,391	\$60,000	\$5,588
Founders Heritage Park	\$525,825	\$257,204	\$408,884
Heritage Incentives	\$206,327		
Arts Events & Festivals	\$1,314,621	\$50,000	\$157,491

2. The purpose and scope of this AMP

- 2.1. The purpose of this Activity Management Plan (AMP) is to outline Council's long-term approach to the provision of arts, heritage and events activities, and to identify how these activities will contribute to Council's overall strategic direction. The management of arts and heritage buildings is addressed in the Facilities AMP.
- 2.2. Arts, Heritage and Events activity primarily contributes to the cultural wellbeing of the community. These activities also contribute to economic and social wellbeing, as well as Nelson's reputation as the Smart Little City.

3. Alignment with Council's social objectives

- 3.1. This AMP reflects Council's social objectives, which are also reflected in the Community Partnerships AMP objectives of:
- A more equitable community
 - Nelson is a better place to live due to investment in community capability and leadership.

Arts, Heritage and Events Activity Management Plan / Mahere Toi rāua Taonga Tuku Iho
2021–2031

- 3.2. This means ensuring Council-run events are accessible to a wide range of people, a diversity of voices and experiences are represented in art works and heritage events, and there are opportunities for people to develop their social networks and creative talents.
- 3.3. The community-led development principles described in section 6 of this AMP guide Council’s approach to working with the community to achieve more together.

4. Partnering with iwi

- 4.1. Strong iwi partnerships is an important priority for the deliverables in this AMP. Te Ohu Toi Ahurea forum is instrumental for establishment of relationships, Arts and Heritage projects and engagement on the Taonga Tuku Iho Strategy.
- 4.2. Rebalancing the stories told in Nelson through art and heritage to reflect Māori voices, art works and heritage is a focus of this AMP so that local Māori and visitors are easily able to connect with, and celebrate, their unique identity.

5. How Council works with the community

- 5.1. Council follows community-led development principles to define **how** it works with the arts, heritage and events community.



Figure 1 — Arts, Heritage and Events in Action

GROW FROM SHARED LOCAL VISIONS

- Learn from tāngata whenua, their history and aspirations.

Arts, Heritage and Events Activity Management Plan / Mahere Toi rāua Taonga Tuku Iho 2021–2031

- Understand who was in this place, who is in this place and who will be in this place.
- Build plans with those who live, work, care, play, and invest in a place — the principle of te ahi kaa.
- Tailor-make solutions that reflect local ambitions, goals and contexts.
Grow a shared sense of optimism and collective ownership of the future.

BUILD FROM STRENGTHS

- Everyone has a contribution to make.
- Value residents as 'experts' in their place.
- Proactively involve people who are frequently ignored.
- Recognise the strengths tāngata whenua bring and build respectful relationships.
- Value community assets. Use what you've got to help get what you want.

WORK WITH DIVERSE PEOPLE AND SECTORS

- Foster connections between groups who don't usually work together.
- Support the aspirations of local whānau, hapū and iwi.
- Ensure residents are actively involved in all aspects.
- Build relationships between neighbours.
- Encourage networking between community-led initiatives locally, regionally and nationally.
- Work with new migrant communities.

GROW COLLABORATIVE LOCAL LEADERSHIP

- Seek leadership from across the community — everyone is a potential leader.
- Value different cultural approaches to leadership.
- Support local people who are doing things and connect them to others to grow their effectiveness.
- Invest in developing skills and capacity of local leaders.
- Celebrate local leaders and community achievements.

LEARN BY DOING

Arts, Heritage and Events Activity Management Plan / Mahere Toi rāua Taonga Tuku Iho
2021–2031

- Plan and work adaptively.
- Build in time for structured reflection to understand what's working and what's not.
- Use data and insights to measure impact. Document and share progress widely.
- Embrace small steps that contribute to transformational change.
- Use local practice-informed evidence to support system changes locally and nationally.

6. Key changes since 2018

- 6.1. This plan updates and brings together the 2018–28 Arts (and Events) AMP and the 2018–28 Heritage AMP. Key changes from the 2018 AMP are summarised below.
- Arts:
 - Increased partnerships with iwi in arts projects.
 - Progressing a community arts centre.
 - Heritage:
 - Updating the Heritage Strategy (2006) and reflecting the feedback from stakeholders and the public in this AMP.
 - Increasingly devolving Heritage Festival events to the community to organise and deliver events.
 - Working with iwi on heritage events for Waitangi Day, Matariki and Maori Language Week.
 - Developing the Founders Heritage Park Strategic Plan.
 - Improving collection care at Broadgreen House collections and implementing the reorganisation project initiated for the Founders Heritage Park collection.
 - Undertaking condition assessments for the Heritage Houses based on conservation plans, for improved maintenance and historic integrity.
 - Events:
 - Focusing on delivering small and medium size community events (to complement the support for large commercial events provided through the Nelson Events Strategy, administered by the Nelson Regional Development Agency).
 - Creating meaningful and entertaining events that contribute to the wellbeing of our community.

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- Establishing a new evaluation process to assess which events to support, as well as the success of events after they occur, and a new venues management website and booking system.

7. Partnerships

The inter-relationships of the three areas of arts, heritage and events

- 7.1. Many of the events run, or funded, by Council celebrate arts and heritage. This includes high profile art events such as Opera in the Park and the Nelson Arts Festival. In addition, Council both hosts events at Founders Heritage Park and facilitates use of the Park by other event organisers.
- 7.2. Partnerships are essential to the Arts, Heritage and Events activities and key partners are described below.

Iwi partnerships

- 7.3. As noted in section 5 of this AMP, the growing working relationship with iwi is reflected in the involvement of Te Ohu Toi Ahurea Forum to discuss and select arts projects and to plan heritage events.

Other Council departments

- 7.4. Higher quality art projects and events are achieved by working with different Council departments to achieve a shared outcome, such as art associated with new capital works.

Creative New Zealand

- 7.5. Creative New Zealand (CNZ) funds and contracts local authorities throughout New Zealand to deliver support to local arts initiatives through the Creative Communities Local Funding Scheme. Grant funding available for 2021/22 is \$46,140 excluding GST over two rounds. Staff, two Councillors and community representatives are involved in the assessment committee.
- 7.6. Creative NZ has increased its funding of the Nelson Arts Festival. Funding levels for 2019 reached over \$700,000 (including Nelson City Council's contribution and \$65,000 from Creative NZ).

Arts Council Nelson and the Refinery Community Gallery

- 7.7. Arts Council Nelson is predominantly funded by Nelson City Council, with additional funds from Tasman District Council, and is Council's main link to the local arts sector. Arts Council Nelson coordinates arts events and initiatives encourage wider community participation in the arts. The Arts Council also manages the Refinery Artspace.

Community Art Works

- 7.8. Community Art Works (CAW) is an organisation working in both the disability and justice sectors. Council currently provides temporary accommodation through a fixed term community lease.

Theatre Royal

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- 7.9. The Theatre Royal is governed by the Nelson Heritage Theatre Trust board. In 2020/21 the Theatre Royal received an operating grant of \$124,033, and \$113,070 for a community use subsidy, towards this key community asset.

Nelson Centre of Musical Arts

- 7.10. The Nelson Centre of Musical Arts (NCMA) is a Charitable Trust, governed by a Board of Trustees. In 2020/21 the NCMA received an annual grant from Council of \$229,171 towards operational costs.

The Bishop Suter Art Gallery

- 7.11. This is a Council Controlled Organisation (CCO). The Suter Board owns the buildings, land and art collection. The services of the Suter Art Gallery are covered by its Strategic Plan and the Statement of Intent as defined by the Local Government Act 2002. In 2020/21 the Suter received an annual grant from Council of \$678,746 towards operational costs.

Nelson Provincial Museum

- 7.12. The Tasman Bays Heritage Trust is a charitable trust, established in 2000 to administer the Nelson Provincial Museum Pupuri Taonga o Te Tai Ao as a regional heritage facility, on behalf of Tasman District Council and Nelson City Council as a 50/50 alliance. The Trust is a Council Controlled Organisation. The Trust has a partnership with Mana Whenua o Whakatu, Motueka and Mohua. In 2020/21 the Trust received an annual grant from Council of \$892,174 towards operational costs.
- 7.13. The Trust operates as the Nelson Provincial Museum, which is the repository of material culture and a proponent of local, distinctive intangible culture. It presents regional history, natural history, mātauranga Māori and contemporary narratives in stimulating and provocative ways, by making its collection accessible on-site, online and in the community.

Broadgreen Society

- 7.14. Broadgreen Historic House is owned by Nelson City Council, which is responsible for its operations, management, Council staffing and policies.
- 7.15. The Broadgreen Society assists Council with running this House as a historic house museum by recruiting and managing volunteers to work as visitor guides. The Society volunteers and Council staff work together to keep the House open all year round and to run successful events, school holiday and education programmes and related activities.
- 7.16. The Broadgreen Society also operates Le Cren Centre, which it hires out for community groups and private bookings.

Melrose Society

- 7.17. The Colonel Noel Percy Adams Trust (Melrose) Society was formed in 1974 when the House and grounds were taken over by Council. The Trust is a 'not-for-profit' incorporated society comprised of volunteers who deal with the

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day to day running of the House, its preservation and promotion. A leased café is used as an events venue and provides income to the Society.

Isel House

- 7.18. Council owns and operates Isel House. Most of the House is operated as a historic house museum, and it is open from October to April each year. It is opened and staffed by a small group of passionate and dedicated volunteer guides and hosts.
- 7.19. Council officers take care of the management and maintenance of the House, and the exhibitions. The objects in the House are predominantly owned by the Nelson Provincial Museum.
- 7.20. A café at the back of the House is leased and operates in the summer season.

Fairfield House

- 7.21. Fairfield House is managed and maintained by the Friends of Old Fairfield (FOOF) which formed in 1979 to save the building from demolition. The house is now a popular venue focusing on three main strands of activity: health and wellbeing, education and training, and life celebrations. Council supports FOOF with an annual grant of around \$10,000 in recognition of its role as a centre for community events.

Volunteers at Founders Heritage Park

- 7.22. Front of house volunteers welcome visitors to Founders Heritage Park. The Friends of Founders Trust run the Founders Annual Book Fair. The Trust has a core group of 16 Book Fair volunteers who meet throughout the year to sort book donations. They are joined by more than 80 additional volunteers during the Fair itself. The Book Fair raised over \$150,000 in 2019/20 for development projects in the Founders Heritage Park. The Railway Society is an incorporated society that runs the railway, a key visitor attraction.

Nelson Festivals Trust

- 7.23. A Nelson Festivals Trust has been established to plan and deliver the Nelson Arts Festival, including the Pukapuka Talks (formerly Readers & Writers Programme) and the Mask Parade and Carnivale. The Trust reports to Council twice a year, and receives \$585,000 per annum.
- 7.24. Future levels of Council funding towards the Arts Festival will be addressed through the Statement of Intent provided to Council by the Nelson Festivals Trust.

Nelson Regional Development Agency

- 7.25. The Nelson Regional Development Agency (NRDA) is the lead agency for the management and implementation of the Nelson Events Strategy through the Nelson Events Marketing and Development Programme, funded by Council.

Te Ramaroa — Light Nelson

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- 7.26. Te Ramaroa (originally Light Nelson) is a bi-annual community driven 'light' based event, held over five days in winter. Funding has been allocated in the Long Term Plan for base funding of \$150,000 for each two year period.

Taonga Tuku Iho Strategy Working Group

- 7.27. A Working Group was established through the Taonga Tuku Iho Strategy development process. This group will continue to meet to discuss the development of the Strategy until it reaches the implementation phase, and may also continue to meet beyond this time to continue the partnerships which have developed during this process. The Working Group consists of heritage community organisations, Heritage NZ, Council, the Department of Conservation, iwi and local people who wish to see continued support for heritage.

Regional Arts Development Initiative

- 7.28. The Regional Arts Development Initiative (RADI) promotes the work of artists, helping to support their careers with sustainable income from sales. It has two main initiatives: The Nelson Arts Guide and Art Expo Nelson.

8. How we can improve our effectiveness

- 8.1. This AMP describes how the arts, heritage and events activities which are run or funded by Council can be enhanced.

Arts

- 8.2. Council supports community involvement in arts projects and gather feedback on its work. Upcoming partnership/community involvement opportunities include:
- Partnership projects with the private sector such as shared funding for murals on private buildings.
 - Arts activations in residential streets — residents will be supported to develop art projects that are to be delivered in their street, connecting the people living in that area.
- 8.3. Council is implementing strategies for iwi to have more direct involvement in the development of Māori art works in Nelson. Iwi involvement or leading of arts projects is particularly important for public art in areas of Nelson of significance to iwi.
- 8.4. Council has considered development of a Community Arts Centre for many years. A feasibility study has been completed and its recommendations will be considered as part of the LTP. The Community Arts Centre is estimated to require a \$2.5 million capital cost (assuming a \$350,000 community contribution) and an ongoing operational cost of \$172,000 per year.

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Heritage

- 8.5. The Heritage Strategy (2006) was updated in 2020 and is named Taonga Tuku Iho Strategy. As part of this review Council consulted with iwi and heritage-related organisations to understand which heritage priorities are most important for consideration in the Long Term Plan.
- 8.6. This review was also an opportunity to better understand how iwi, heritage organisations and Council might work together on heritage projects in future.
- 8.7. Feedback from stakeholder interviews and hui included:
- Shared stories create identity and belonging — let's celebrate the full diversity of heritage, not just buildings — diversify our storytelling including recording oral history that might otherwise soon disappear. Use technology to create stories to share across generations — developing a shared online heritage hub.
 - We need to reflect bicultural heritage – both Pākehā and Māori — to rebalance, we need to hear more iwi stories. Improve coordination between Māori and Pākehā history, and promote the broader history of Nelson (not just the heritage houses and Founders Heritage Park).
 - We should provide stronger heritage education — instilling a sense of pride in our stories within the education pathway.
 - Select one funded body to lead the heritage sector (as a backbone organisation or group).

Founders Heritage Park

- 8.8. The Founders Heritage Park Strategic Plan has five focus areas (listed below), with objectives and actions for each of these.
- Enhancing the Visitor Experience — Founders Heritage Park connects visitors with the development of the Whakatū Nelson community through the use of interactive displays, creative programmes and artisan tenants.
 - Building Iwi Partnerships — Founders Heritage Park celebrates Whakatū's bicultural heritage by building stronger relationships with iwi and creating opportunities for tangata whenua stories to be shared.
 - Heritage and Collections — Founders Heritage Park maintains a collection which supports the Park's activities to New Zealand Museums Standards.
 - Venue Development — Founders Heritage Park brings a wide range of communities together to celebrate in unique, flexible and well-functioning venues.
 - Sustainability — Founders Heritage Park actively supports Council's sustainability goals. Financial sustainability is achieved through a mix of commercial and community activities.

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- 8.9. Activities over the next 10 years to enhance the visitor experience include programmed redevelopment of display areas, seeking opportunities to tell tangata whenua stories as well as programming to embrace all cultures, investment in technology to improve visitor experiences, and selecting tenants who add to the visitor experience.
- 8.10. Actions to build iwi partnerships include considering a name change for the Park, development of a shared space with Whakatū Marae, provide opportunities for the inclusion of tangata whenua stories in existing displays, bilingual signage and using Te Reo Māori in displays.
- 8.11. Plans to improve the Park's collection to New Zealand Museums Standards involve reviewing the existing collection and reducing its size, improving conservation of the remaining items, and digitising collection records.
- 8.12. Planned improvements to the venues at Founders Heritage Park include a significant refurbishment of the Energy Centre, installing under-floor insulation in the Granary and a kitchenette and providing heating and a toilet in the church. Other improvements to be implemented include flexible event equipment available at the venues, event coordination and technical advice services. Improvements will consider climate change actions to support Council's declaration of a climate emergency.
- 8.13. Actions to improve the financial sustainability of the Park include reviewing the venue hire fees structure to maximise the revenue from commercial bookings whilst ensuring the venue remains affordable for community users.
- 8.14. The budgets required to implement the Founders Heritage Park Strategic Plan are included in this AMP.

Heritage Houses

- 8.15. Priorities for Heritage Houses (Broadgreen, Isel and Melrose) include the following:
 - To establish an identity for each house — Council to agree individual identity/positioning for each house and develop an overall brand for the houses.
 - To identify and engage audience — Council to determine who the key audience sectors are (existing, lapsed and potential) and develop an engagement strategy. Focus on ongoing viability and attracting new and lapsed audiences at Isel and Broadgreen. Encourage more visits from local residents and repeat visits.
 - Partnerships — seek regular and ongoing input from the Melrose and Broadgreen Committees. Strengthen the relationships between Council and the Melrose and Broadgreen Societies. Improve linkages between heritage facilities owned by Council to maximise the use of resources.

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Broadgreen Historic House

- 8.16. The proposed actions for the next 10 years include enhancing the visitor experience at Broadgreen Historic House through well-researched exhibitions incorporating new technology. Work will be undertaken to protect the structural integrity of the House including a conservation plan, geotechnical assessment, and resource for maintenance and conservation. Improved storage and digitising of the textile collection will ensure the collection meets New Zealand Museums Standards. Enhanced marketing will attract new visitors to the House.

Isel House

- 8.17. Actions planned over the next 10 years include well-researched exhibitions, changed out display areas (display rooms), incorporating some new technology, and digital platforms to improve the visitor experience.
- 8.18. Improvements to protect and conserve the original fabric and structural integrity of the House include an updated conservation plan, regular condition assessments, and ongoing resources for its maintenance and conservation.
- 8.19. Actions to improve visitor numbers include: comprehensive and well-resourced marketing and promotion (including an improved website focused on visitor attractions), a solid social media presence, and ramped up national and international tourism targeting.

Melrose House

- 8.20. Proposed actions over the next 10 years include supporting the Trust to continue to develop its visitor experience including on-site interpretation, a visitor guide and participation in heritage events.
- 8.21. Council will assist with marketing activities including providing joint marketing opportunities (such as the Cultural Heart brochure) and venues branding, and help the Trust to connect the Friends of Melrose with similar groups associated with other heritage facilities.

Events

- 8.22. The Event Strategy vision is "Events that strengthen the region and its identity, stimulate a prosperous, vibrant and engaged community and deliver value at the right time."
- 8.23. A key element of this focus is to ensure Council-led events align with Council's social objectives and reflect the diversity of our community, and to draw on that diversity to deliver more creative, inclusive and impactful events. Council wants events to be meaningful and fun, and to open up opportunities for all people to be more closely connected and engaged with the community.
- 8.24. Included in the delivery of Council events is the impact on climate change on our environment. This will be reflected both in the design and conception of these events, as well as in the delivery of events. Examples include the

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inclusion of waste minimisation guidelines in venue hire contracts and an
“Event Waste Plan” provided to event organisers.



Figure 2: Summary of the different ways Council supports a broad range of events in Nelson

8.25. As shown in Figure 2, Council will carry out the following actions.

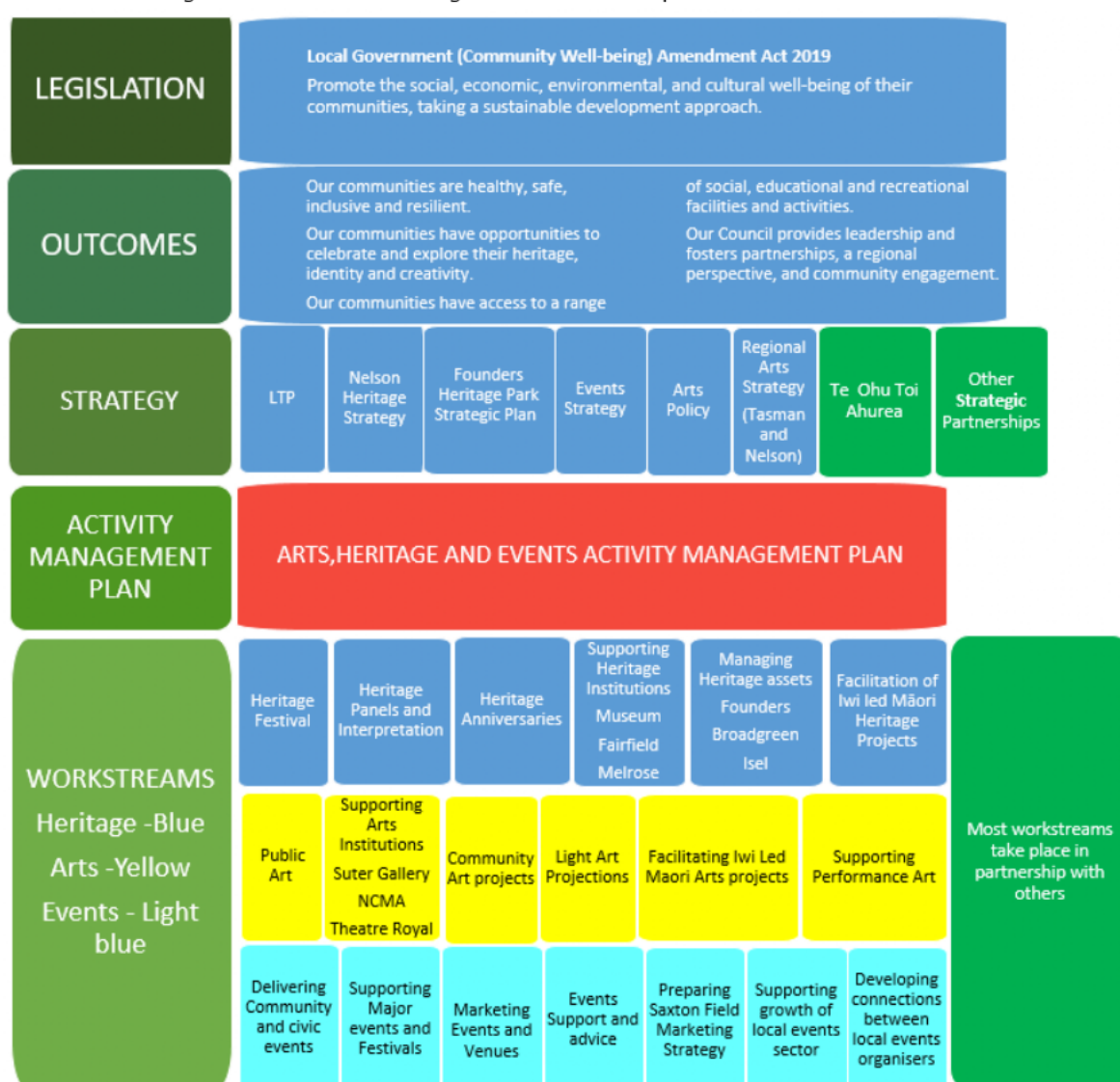
- Work with community groups to empower them to deliver events, including learning how Council delivers events and how to respond to tenders to run Council events — as well as to network and to generate new ideas, and to gain technical and financial skills.
- Update events contracts to include requirements to deliver social and environmental outcomes.
- Host an annual events coordinators’ forum to support and build the capacity of local event organisers and strengthen their relationships with Council.
- Develop a website which will promote Council venues and facilities. The website will include a consistent booking system, availability calendars, contact forms and promotion of events at venues. This website will link to related Itson and NRDA web pages.
- Implement a new assessment framework to carry out a review of how current events are delivered and funded by Council. This will include carrying out events surveys to gain event goers’ immediate feedback and inform the evaluation process. These on the spot surveys will provide Council with more insight into what people like and don’t like as much.

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- With some events being over ten years old, there is a need to review Council's events mix. The environment for hosting events is evolving, with changes to audience preferences and values, cost increases, and the effects of COVID-19. A review of Council's events programme in Year 1 of the AMP will consider appropriate changes (e.g. the introduction of a Manaakitanga Festival).

9. Strategic direction – key changes since 2018

9.1. Figure 3 shows the strategic context for the plans outlined in this AMP.



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- 9.2. A number of important changes have occurred since the previous Arts and Heritage AMPs were adopted in 2018.
- 9.3. In particular, the **Local Government (Community Wellbeing Amendment Act) 2019** reinstated the four well-beings in the purpose of local government. The Act ... “provides for local authorities to play a broad role in promoting the social, economic, environmental, and cultural well-being of their communities, taking a sustainable development approach”. The inclusion of both social and cultural wellbeing provides a strong mandate for Council’s arts, heritage and events activities, as being central to what Council is here to do, rather than being an optional “nice to do” activity.
- 9.4. The **Covid-19 pandemic** also has a significant impact on the running of events, including the Heritage Festival in April which became the Nelson Virtual Heritage Festival. Gathering size restrictions, difficulty accessing international acts and lack of partner funding is likely to influence event planning for some time to come.
- 9.5. At a regional level, a wellbeing framework is at the heart of **Te Taihū Intergenerational Strategy** as shown below. Te Taihūtanga — Identity intergenerational outcome shown in Figure 4 is of particular relevance to Arts, Heritage and Events activity.



Ko wai koe? Nō hea koe? Understanding who we are and where we come from is critical in order for people to understand their identity, particularly for Māori. Linking back to our roots, speaking our language and understanding our history is an important contributor to the wellbeing of people and communities.

Our connection to our land, history and culture defines who we are. It also connects the generations, bringing young and old together. Our language, Te Reo Māori, is a unique taonga for New Zealanders, as well as being fundamental to our national identity, and a gateway to better understanding the rich history and culture of Aotearoa. This includes our knowledge and awareness of Te Tiriti o Waitangi.

Te Taihū is a beautiful region, with a rich history. We have a strong sense of collective identity, yet people can also express their own individual identity. We welcome new migrants, including refugees, to our region, and want everyone to feel they belong here.

Figure 4: Te Taihūtanga — Identity intergenerational outcome from the Draft Te Taihū Intergenerational Strategy (page 25)

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10. Strategic direction — ongoing guidance

- 10.1. The work of the Arts, Heritage and Events teams contributes to the following **Community Outcome**.
- **Our communities have opportunities to celebrate and explore their heritage, identity and creativity**
We are proud of and celebrate our history and heritage and how that contributes to our identity. We have a strong sense of community, enhanced by the wide range of arts, cultural and sporting opportunities on offer.
- 10.2. This AMP is influenced by **the Arts Policy 2010** and the **Nelson Tasman Regional Arts Strategy 2009**. The 2010 Arts Policy was developed to identify processes to guide the implementation of the 2009 Nelson Tasman Regional Arts Strategy; The ART of being in the centre with the vision:
- *'Arts Access, participation and excellence are an essential expression of Nelson Tasman region.'*
- 10.3. As noted in the previous section of this AMP, further strategic direction is provided by the following strategies and plans:
- **Nelson Heritage Strategy**
 - **Founders Heritage Park Strategic Plan**
 - **Events Strategy**
- 10.4. A strategy to be produced by a community steering group (in 2021) as part of the **City for All Ages** project is likely to provide useful direction on the delivery of arts, heritage and events activities to meet the needs and interests of the growing number of older people in our community.
- 10.5. The **Social Wellbeing Policy** is reflected in the new evaluation framework for events, and arts activities make a contribution to the Cultural Identity objectives and policies in the Social Wellbeing Policy:
- To develop a sense of Nelson's distinctive culture by supporting opportunities for Nelson's culture to be expressed.*
- To tell the local stories, recent and past by providing opportunities for local stories to be heard and understood.*
- 10.6. Heritage activities also make a contribution to the Cultural Identity objectives and policies in the Social Wellbeing Policy.

11. Council direction

- 11.1. In order to ensure consistency between the activity management plans for each Council activity, centralised whole-of-Council activity management plan information has been prepared (in document A2424231). The aspects of most significance to the arts, heritage and events activities are outlined below. This

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AMP has been prepared to align with, or be consistent with each of these respective strategies.

- 11.2. The **City Centre Development** programme includes six 'moves'. One of these is Destination Nelson, which recognises the importance of major and smaller scale events, as well as galleries and theatres, to attract people to the city centre. Another is a Liveable Centre, which identifies the importance of arts, culture and events to creating a city centre in which people want to live.
- 11.3. Council's approach to working with **Iwi Partners** includes the following direction. Under the Local Government Act 2002, Council has duties to facilitate participation by Māori in its decision-making processes. The Council values working in partnership with iwi to advance the wellbeing of our community. It recognises the distinct identity iwi have within the Whakatū region, and the wealth of knowledge they contribute about the cultural and social landscape inherent through their whakapapa (genealogy).
- 11.4. In 2019 Council committed to examine how Council's plans, policies and work programmes can address the **climate emergency** and ensure an emergency strategy is embedded into all future Council strategic plans. The delivery of activity under the Arts, Events and Heritage AMP will consider the climate emergency where appropriate. Plans for Council events and improvements to council venues and facilities will consider climate change actions to support Council's declaration of a climate emergency.
- 11.5. Challenges and opportunities being explored as part of Council working towards the **Smart Little City** vision for Nelson includes the topic of community and youth engagement.
- 11.6. Vision – Nelson is a Smart Little City: "Nelson is a vibrant place where we are deeply connected with, and committed to, our natural, social and cultural environment. Clever business and innovation help us thrive. We enjoy living fulfilled lives in smart, sustainable communities."
- 11.7. The events, and the creative and educational opportunities, provided through the arts, heritage and events activities contribute to Nelson's vibrancy and identity as a cultural hub.

12. Social context — anticipating future demand

- 12.1. **Census data** shows the following population trends in Nelson:
 - An increasing proportion of young Māori. The Māori median age is 25.0 years compared to 43.4 years for the total population of the Nelson region. 19% of the Nelson population who are under 15 are Māori.
 - The younger population is more ethnically diverse, while the population over 50 is primarily NZ European. The percentage of the Nelson population identifying as European decreased from 89.3% in 2013 to

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86.7% in 2018. The percentage identifying as Māori increased from 9.4% to 10.7% over the same period and the percentage as identifying as other ethnicities increased from 8.8% to 9.4%.

- An ageing population The median age in the Nelson region has risen from 42.5 years in 2013 to 43.4 years in 2018. In 2013 17.5% of the Nelson population was aged over 65 compare to 19.3% in 2018

- 12.2. A more ethnically diverse younger population means events in Nelson will need to reflect a wider range of voices and experience, which is being addressed through the events evaluation framework.
- 12.3. An increasing number of older people in the community will also influence the planning of heritage, arts and events to ensure there are a range of activities that are likely to appeal to older audiences. There is also potential for more people to be available to participate in the arts and heritage activities on a voluntary basis as identified in the City for All Ages research. Arts activities (such as art classes at a Community Arts Centre) also have an important role to play in connecting older people who may be at risk of becoming socially isolated.
- 12.4. An ageing population is also likely to lead to more people being on fixed incomes — so the accessibility of events for people on a tight budget is likely to become increasingly important.

13. Key stakeholders in the AMP

- 13.1. In addition to Council's partnership with Ngāti Tama ki Te Tau Ihu, Te Ātiawa o Te Waka-a-Māui, Ngāti Rārua, Ngāti Kōata, Ngāti Toa Rangatira, Ngāti Kuia, Ngāti Apa ki te Rā Tō, Rangitāne o Wairau, stakeholders for Arts, Heritage and Events activity include:
 - The Suter Art Gallery
 - Tasman Bays Heritage Trust — Nelson Provincial Museum
 - The Theatre Royal
 - Nelson Centre of Musical Arts (NCMA)
 - Arts Council Nelson and Refinery Gallery
 - The Arts Selection Panel
 - Community Art Works
 - Nelson Festivals Trust
 - Nelson Regional Development Agency (NRDA)
 - Light Nelson – Te Ramaroa
 - Private gallery owners and artists
 - Heritage consultants and archaeologists

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- Nelson Libraries (heritage stories and displays, and management of the Prow website)
- Heritage New Zealand Pouhere Taonga
- The Nelson Historical Society
- Melrose House Society
- Broadgreen Society and Historic House
- Isel Historic House and volunteers
- Friends of old Fairfield Trust
- Founders Heritage Park front of house volunteers
- Friends of Founders Trust (Book Fair)
- Nelson Railway Society
- Whakatū Marae
- Government agencies (particularly Creative New Zealand, the Ministry of Culture and Heritage, the Department of Conservation, Heritage New Zealand and Te Puni Kōkiri)
- Te Papa — National Services Te Paerangi
- Tasman District Council and Marlborough District Council
- Local events organisers and organisers of large, commercial events such as Bay Dreams
- Visitors attending arts, events and heritage facilities.

14. Key issues for this activity

Summary of key issues	Actions to address the issues
Meeting the demand for a greater focus on iwi/Māori stories.	To be addressed through the Taonga Tuku Iho Strategy and the Founders Heritage Park Strategic Plan. Undertaking operational partnerships with iwi using Arts/Heritage budget.
Founders Heritage Park faces an ongoing challenge to balance the needs of different uses and values of the Park, including as a heritage park for visitors, holder of a collection of heritage items, as an events venue, and as a place of work for tenants.	Actions to address these varying needs are outlined in the Founders Heritage Park Strategic Plan.
The ongoing financial and practical impacts of Covid-19 on arts and	The long-term impact is unknown at this stage. There will be ongoing

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heritage facilities, including the potential Community Arts Centre, the NCMA, Theatre Royal and the Suter Gallery. The events sector has also been heavily impacted by the pandemic.	engagement with the events sector to plan for future scenarios that provide options to run events in changing situations.
Fostering economic development through the use of heritage buildings.	Fostering adaptive use/private sector investment through heritage grants and rate rebates, and recognition of central city precinct heritage values.

15. Levels of service (what we provide)

- 15.1. Activity Management Plans set out what Council will deliver by way of levels of service for the activity.
- 15.2. Levels of service are intended to:
 - inform people of the proposed type and level of service to be offered
 - act as a focus for the work required
 - enable people to assess the suitability, affordability and equity of the services offered.
- 15.3. The following matters need to be considered when deciding what level of service the Council will aim to provide:
 - the needs and expectations of the community
 - statutory obligations
 - alignment of services with Council strategy, policy and objectives
 - affordability of the level of service.

Desired levels of service

- 15.4. The future levels of service and performance measures are summarised in the following tables. They describe the outputs and objectives Council intends to deliver for customers.

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Public Art

Level of Service	Measure	Target	Current Performance
Provide public art works in public places that add visual interest and enhance the experience of visitors and residents.	Commission, install and maintain public art, particularly at priority sites identified in the Council Arts Policy 2010.	Public art works listed in Council's inventory are celebrated and promoted to the public.	Public art information is available on Councils' website.

Community Arts and Arts Services

Level of Service	Measure	Target	Current Performance
Council provides support for the arts sector to provide arts advice, advocacy and promotion, to strengthen the sector.	Arts Council Nelson is supported to provide arts advice, promotion and network opportunities.	The community is informed of arts opportunities and events, and the sector is provided with networking opportunities.	Arts Council funded with operational grant.
	Creative Community Scheme funding is allocated successfully to community art projects.	Funding allocations lead to improved community art outcomes.	Creative Communities scheme funding fully allocated.

Arts Facilities and Venues

Level of Service	Measure	Target	Current Performance
The Suter Public Art Gallery Te Aratoi o Whakatu: Provision of a regional art gallery that engages, educates and entertains the community with a diverse and stimulating programme of visual arts exhibitions.	The Suter provides an SOI each year defining their proposed activities and goals and measures. SOI targets are achieved.	SOI delivered to Council. SOI agreed by Council. Performance is reviewed against SOI.	SOI delivered and adopted by Council annually. Annual reports are provided to Council with data against performance measures, for Council feedback.

Item 7: Adoption of the Arts, Heritage and Events Activity Management Plan: Attachment 1

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The Theatre Royal: A regional theatre that is widely used by the community for a diverse and stimulating range of performance art.	An agreement is developed each year with the Theatre Royal defining their proposed activities, goals and measures.	Agreement signed with Theatre Royal. Performance is reviewed against agreed outcomes.	Agreement in place. Outcomes and risks are discussed with the Theatre.
The Nelson Centre of Musical Arts provides a welcoming and sustainable environment where our community can teach, learn, create, perform, appreciate and connect through music.	An agreement is developed each year with the NCMA defining their proposed activities, goals and measures.	Agreement signed with NCMA. Performance is reviewed against agreed outcomes.	Agreement in place. Outcomes and risks are discussed with the NCMA.
Nelson Provincial Museum (TBHT): Museum in central Nelson, co-funded with TDC.	TBHT provides an SOI each year defining their proposed activities and goals and measures.	SOI delivered to Councils. SOI agreed by Councils. Performance is reviewed against SOI.	SOIs delivered and adopted by Councils annually. Annual reports are provided to Councils with data against performance measures, for Council feedback.

Item 7: Adoption of the Arts, Heritage and Events Activity Management Plan: Attachment 1

Arts, Heritage and Events Activity Management Plan / Mahere Toi rāua Taonga Tuku Iho
2021–2031

	Level of Service	Measures	Targets	Current Performance
Iwi Māori partnerships	Iwi arts and heritage is maintained and celebrated.	To work in partnership with iwi through Te Ohu Toi Ahurea to deliver projects.	Iwi stories are told through storyboards with one installed per year. Māori art is represented in projects delivered through the Arts Policy.	Arts and Heritage projects are reviewed at Te Ohu Toi Ahurea by iwi.
Heritage Facilities (Heritage Houses and Founders Heritage Park)	Council manages its heritage Collections to be enjoyed by future generations.	Review and implement the collection management policies within heritage facilities during 2021/22.	Collection Policy and procedures are practised.	Collection Policy in draft form for adoption by Council in Nov 2020.
	Council's heritage facilities provide heritage activities to experience, celebrate and learn about Nelson's history and stories.	Number of visitors/ users of the facility. Number of heritage events and activities at the facilities.	Increase visitor numbers year on year. Increase the number of visitors participating in programmed activities year on year.	89, 628 visitors 2019/20 (COVID) 115, 710 visitors in 2018/19 7 Activities attracting 9,000 visitors in 2018/19.
	Council's collection items and displays are used to tell Nelson's heritage stories and attract visitors to the heritage facilities.	Quality interpretative displays. The collection is preserved for future generations.	One new or enhanced display per year at each of the heritage facilities. Council's collections are cared for to Museums Standard and in appropriate collection stores.	New displays during 2019/20 were installed at Founders, Broadgreen and Isel Houses. Re-org project commenced to list, store or deaccession items started. Work to improve collections storeroom started.

Item 7: Adoption of the Arts, Heritage and Events Activity Management Plan: Attachment 1

Arts, Heritage and Events Activity Management Plan / Mahere Toi rāua Taonga Tuku Iho
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	Level of Service	Measures	Targets	Current Performance
Founders Heritage Park (the Park)	Enhancing the visitor experience: Retain and attract tenants who contribute to Founders Heritage Park as an attraction.	Number of tenants who contribute to the Park as an attraction, and are open during public open hours.	80% of ground floor in the Park areas either have heritage displays or are open during the Park's opening hours.	80% of ground floor available for visitors to view during opening hours
	Building iwi partnerships: Tell iwi stories at the Park.	Iwi feel engaged and represented in Founders Heritage Park.	Feedback received via Marae Komiti and Te Ohu Toi Ahurea annually.	Favourable feedback provided on Founders Heritage Park Strategic Plan from Te Ohu Toi Ahurea.
	Venue Development: The Park is chosen for an increasing number of events, private functions and conferences.	Maintain or increase venue usage each year. Maintain or increase income from bookings at or above 2018/19 levels.	Venue usage — benchmark TBD from 2020/21 with COVID considerations. Income from venue hire is equal to or greater than 2018/19 levels.	Venue usage figures not available until new booking system is live. Income from venue hire \$69,612.
	Financial Sustainability: Activities in Founders Heritage Park contribute to the Park's running costs.	Commercial tenants who support the Park's vision are prioritised.	Maximum 10% community leases. Income generated from tenants is not less than \$100,000 p.a.	3 community leases (11%)
Nelson Heritage Festival	Council provides opportunities for the community to be involved in activities to promote and celebrate Nelson heritage.	An annual event highlighting Nelson's heritage is delivered.	Ten community-led events in the Heritage Festival.	Annual Festival includes community-led events.
Heritage information	Technology is used to showcase heritage information.	Exhibits are progressively updated to utilise new technology.	At least one exhibit each year is updated with new technology.	PROW website provides heritage information. Curio / ipad tool implemented for 3

Item 7: Adoption of the Arts, Heritage and Events Activity Management Plan: Attachment 1

Arts, Heritage and Events Activity Management Plan / Mahere Toi rāua Taonga Tuku Iho
2021–2031

	Level of Service	Measures	Targets	Current Performance
				exhibits during 2020/21.
Heritage Project Fund	Assist the community to retain, or adapt for better use, heritage items listed in the NRMP and the Nelson Plan.	Uptake of funds by projects meeting the criteria.	The Fund is fully subscribed and funds are used.	Fund fully allocated for 2020/21.
Heritage rates remission scheme	Provide funding to give rates relief on specified heritage properties.	Uptake of funds by properties meeting the criteria.	All funds are used.	All funds used

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Events

	Level of Service	Measure	Target	Current Performance
Nelson Arts Festival	Deliver high quality, popular and accessible arts events.	Produce a quality Arts programme that includes well-supported community events.	Agreement signed with Arts Festival Trust defining activities, budgets, goals and measures. Performance is reviewed against agreed outcomes and budget with the Committee.	Agreement in place. Performance, outcomes, risks and funding have been presented to and discussed with Council.
Community Events	Council delivers community events that promote and celebrate diversity and creativity in Nelson. Opera in the Park is an iconic community event of international standard.	Events are delivered for diverse audiences. Opera in the Park is enjoyed by a significant local audience.	Events engage with a variety of ages and ethnicities. 15% of residents' survey participants attended Opera in the Park.	A range of events are held, and are being reviewed for quality and reach. 53% of Residents' Survey participants attended the summer festival. 30% attended Opera in the Park

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	Level of Service	Measure	Target	Current Performance
Te Matatini	Council supports Kapa Haka competitions.	Kapa Haka competitions are hosted in Nelson.	Kapa Haka competitions are held in 2021, 2023 in partnership with iwi in the lead up to Te Matatini.	Planning under way for 2021 and Kapa Haka 2023 events.
Council requested events	Council celebrates city-wide achievements and hosts significant events.	Council creates events that commemorate or celebrate significant civic visitors or happenings.	Appropriate and memorable events are held for significant visits or happenings.	Events celebrating Mako as rugby ITM Cup champions, and Blackferns delivered.
Facilities Marketing	Council venues are supported through venue development and marketing.	Council venues are marketed effectively and well utilised.	Each Council venue has a marketing plan. High quality venues have reduced un-booked days each year. Trafalgar Centre has at least 70 bookings for 2021/22, with an increase of 5 events per year thereafter.	Marketing plans in draft form for approval by respective committees. New venue booking system will facilitate accurate venue bookings data across Council venues.

16. Future work

Arts Activities

- 16.1. There are some unrealised opportunities identified in the Regional Arts Strategy some of which have been identified as future work in this Activity Management Plan. These include:
- Review the Heritage House business plans.
 - Review and adjust the Arts Policy to reflect iwi partnership through Te Ohu Toi Ahurea and the Arts Selection Panel.

Arts, Heritage and Events Activity Management Plan / Mahere Toi rāua Taonga Tuku Iho
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Commitments in the Founders Heritage Park Strategic Plan

16.2. Enhance the visitor experience:

- Develop or improve one display area per year.
- Invest in technology to improve the visitor experience.
- Select tenants who add to the visitor experience and support them to do so.
- Develop cohesive programming to attract visitors to Founders Heritage Park.
- Undertake a spatial plan.
- Develop one outdoor area per year.

16.3. Build iwi partnerships:

- Review the name "Founders Heritage Park".
- Work with Whakatū Marae to develop a shared cultural space.
- Provide opportunities for the incorporation of tangata whenua stories into existing displays.
- Introduce bilingual signage and Te Reo Māori interpretation.
- Include information on opportunities for cultural experiences in venue marketing material.

16.4. Improve heritage and collection care:

- Review and update the collection policy.
- Continue reorganisation process and rationalising the collection.
- Develop and implement a programme of preventative conservation of objects, maintenance of displays and asset protection.
- Provide a fit for purpose collection store room which meets health and safety requirements.
- Continue to improve cataloguing and digitisation of collection records.

16.5. Develop the venues:

- Refurbish the Energy Centre.
- Upgrade the Granary.
- Develop the Church.

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- Improve service delivery.

16.6. Improve sustainability of Founders Heritage Park:

- Review venue hire fees to maximise revenue while ensuring the venues are accessible to community users.
- Implement initiatives to improve environmental sustainability.

Commitments in the Taonga Tuku Iho Strategy

- To be confirmed through the Draft Strategy, currently under discussion.
(This section to be updated before final adoption.)

Events

- Existing events programme and mix to be re-assessed in view of changing environment (e.g. audience preferences, cost increases, climate change, effects of COVID-19). A review will be undertaken in year 1 to ensure alignment with Council objectives.
- Support to iwi for Nelson City to host two national Kapa Haka school competitions, and bid to host the national Kapa Haka competition Te Matatini in February 2026 (around 50,000 spectators expected).
- Continue to build on the success of hosting major events for example major sporting occasions and music events such as Bay Dreams.

17. Risk management (dealing with uncertainty)

Risk	Mitigation
Impact of COVID-19 on arts and heritage facilities and the events sector, including the potential Community Arts Centre, NCMA, Theatre Royal and Suter Gallery, particularly given the ongoing financial and practical impacts of the Covid-19 pandemic.	Continue to work with facilities managers and monitor impacts, work to find alternative solutions to attract visitors, and hold events within practicable parameters.
	Review current events to confirm they are fit for purpose using the events review matrix. Modify or replace events as appropriate.
	Provide support to event organisers to deliver successful community events.

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An under-investment in Heritage House assets and collections	Conservation plan through the Asset Management Plan. Houses adhering to the New Zealand Museum standards. Collection policies are in place.
Community debate about choices and cost of public art	Utilise community engagement and communications to build support. Engage the community to understand their preferences. Updates to the Arts Policy will be made.
Changing tastes and demand for current events	Collect data from surveys and feedback. Engage the community to understand their preferences. Provide exciting new events that have engage a wide spectrum of our community.

18. Financial summary

Financial statements and projections

- 18.1. Appendix 1 shows the financial forecasts (2021–31) for arts, heritage and events activities. The table outlines funding required over the next 10 years to implement the work in this Activity Management Plan and includes:
- expenditure projections for the current year
 - forecasts by year by sub-activity, broken down into programmes/services/projects.
- 18.2. Appendix 1 does not include the costs of staff time and overheads.
- 18.3. Summary of income and expenditure.

Activity	Operational Expenditure 2021/22	Capital Expenditure 2021/22	Income 2021/22
Arts Facilities and Venues	\$1,218,631		
Public Art	\$51,555	\$86,532	
Community Arts and Arts Services	\$170,801		
Managing Heritage	\$166,315		
Museum	\$951,750		

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Isel House	\$78,591	\$30,918	\$4,502
Melrose House	\$25,771	\$6,402	\$243
Broadgreen House	\$115,391	\$60,000	\$5,588
Founders Heritage Park	\$525,825	\$257,204	\$408,884
Heritage Incentives	\$206,327		
Arts Events & Festivals	\$1,314,621	\$50,000	\$157,491

Revenue and Financing Policy

- 18.4. Arts activities are primarily funded through rates. The Creative Communities Scheme funding is provided by Central Government, while Council provides a contract fee for the administration of the scheme as a partnership.
- 18.5. Heritage activities are primarily funded through rates. In regards to the Heritage Facilities, that is offset by income from entry fees, ticket sales, shop sales, venue hire, rental leases, and the book fair.
- 18.6. The funding policy for the Founders Heritage Park is for 40% recovery of costs, and 60% funding by rates. Tenancies generate \$110,000 per year, based on a policy of 10% community leases and 90% commercial leases.
- 18.7. Events activities are primarily funded through rates, but this is partially offset by income from ticket sales. In the case of the Nelson Arts Festival, costs are partially offset by income from ticket sales, grant funding, sponsorship and in-kind contributions.

Key assumptions

- 18.8. All expenditure is stated in dollar values as at 1 July 2021 with no allowance made for inflation over this period (inflation is added at final budgeting stage).
- 18.9. Council will continue to be involved in arts, heritage and events activities.

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Appendix 1: Financial Information

ARTS	2021/22 AMP (2021/31)	2022/23 AMP (2021/31)	2023/24 AMP (2021/31)	2024/25 AMP (2021/31)	2025/26 AMP (2021/31)	2026/27 AMP (2021/31)	2027/28 AMP (2021/31)	2028/29 AMP (2021/31)	2029/30 AMP (2021/31)	2030/31 AMP (2021/31)
Arts Facilities and Venues										
38072310. Bishop Suter Operating Grant	689,115	689,115	689,115	689,115	689,115	689,115	689,115	689,115	689,115	689,115
38074312. Suter Maintenance Grant	21,340	21,340	21,340	21,340	21,340	21,340	21,340	21,340	21,340	21,340
380743128063. Suter depreciation grant	240,038	240,038	240,038	240,038	240,038	240,038	240,038	240,038	240,038	240,038
38702312. Grant: School of Music	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
38802312. Operating Grant	132,567	132,567	132,567	132,567	132,567	132,567	132,567	132,567	132,567	132,567
38804312. Community use subsidy	120,608	120,608	120,608	120,608	120,608	120,608	120,608	120,608	120,608	120,608
380133420800. Refinery Relocation	30,000	0	0	0	0	0	0	0	0	0
Public Art										
38014031. Artworks Maintenance	45,555	45,555	45,555	45,555	45,555	45,555	45,555	45,555	45,555	45,555
38014032. Condition Assessments	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
380172301143. Art Works Programme (Capital Expenditure)	86,532	86,532	86,532	86,532	86,532	86,532	86,532	86,532	86,532	86,532
Community Arts and Arts Services										
380143321290. Art Strategy Implementation	35,516	35,516	35,516	35,516	35,516	35,516	35,516	35,516	35,516	35,516
36854312. Creative NZ Admin	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
753043120756. Grant: Arts Council	74,690	74,690	74,690	74,690	74,690	74,690	74,690	74,690	74,690	74,690
753043120757. Grant: Refinery Art Gallery	37,345	37,345	37,345	37,345	37,345	37,345	37,345	37,345	37,345	37,345
104023100800. Nelson City Brass	15,750	15,750	15,750	15,750	15,750	15,750	15,750	15,750	15,750	15,750
38012740. Arts Policy Advice	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250

Heritage	2021/22 AMP (2021/31)	2022/23 AMP (2021/31)	2023/24 AMP (2021/31)	2024/25 AMP (2021/31)	2025/26 AMP (2021/31)	2026/27 AMP (2021/31)	2027/28 AMP (2021/31)	2028/29 AMP (2021/31)	2029/30 AMP (2021/31)	2030/31 AMP (2021/31)
Managing Heritage										
38012637. Insurance	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250
380126450800. Marketing Heritage Facilities	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
380127301900. Heritage Strategic Plan Facilitation	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
380127402373. Taonga Tuku Iho Strategy Implementation *	20,000	60,000	60,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
38014310. Implementation Heritage Activities	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
380143101302. Heritage Activities Programme	71,124	71,124	71,124	71,124	71,124	71,124	71,124	71,124	71,124	71,124
380143120651. Grant : Fairfield House	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670
104043128166. RSA grant for ANZAC day commemorations	12,271	12,271	12,271	12,271	12,271	12,271	12,271	12,271	12,271	12,271
*Planning in 2021/22 for delivery from 2022/23 – recognising impact of COVID-19 and cost savings required										
Museum										
38052310. Grant: NN Provincial Museum	877,597	877,597	877,597	877,597	877,597	877,597	877,597	877,597	877,597	877,597
380523100800. Grant: TBHT Top-Up	74,153	74,153	74,153	74,153	74,153	74,153	74,153	74,153	74,153	74,153
Isel House										
Income	(5,057)	(5,057)	(5,057)	(5,057)	(5,057)	(5,057)	(5,057)	(5,057)	(5,057)	(5,057)
38100450. Isel House Lease	(1,856)	(1,856)	(1,856)	(1,856)	(1,856)	(1,856)	(1,856)	(1,856)	(1,856)	(1,856)
38100510. Entrance fees	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)
38100560. Shop Sales	(1,067)	(1,067)	(1,067)	(1,067)	(1,067)	(1,067)	(1,067)	(1,067)	(1,067)	(1,067)
38100579. Cost of Sales: Shop Purchases	534	534	534	534	534	534	534	534	534	534
38100620. Water recoveries	(52)	(52)	(52)	(52)	(52)	(52)	(52)	(52)	(52)	(52)
38100630. Electricity Recovery	(748)	(748)	(748)	(748)	(748)	(748)	(748)	(748)	(748)	(748)
Expenses										
38102310. Exhibitions and Activities	4,650	4,650	4,650	4,650	4,650	4,650	4,650	4,650	4,650	4,650
38102602. Bank fees	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500

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38102607. Telephones	945	945	945	945	945	945	945	945	945	945
38102617. Electricity	1,727	1,727	1,728	1,727	1,728	1,728	1,728	1,728	1,728	1,728
38102628. BWOFF Compliance	586	586	586	586	586	586	586	586	586	586
38102633. Cleaning	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090
38102637. Insurance	5,104	5,104	5,104	5,104	5,104	5,104	5,104	5,104	5,104	5,104
38102645. House promotions and Marketing	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
38102650. Security	5,689	5,689	5,689	5,689	5,689	5,689	5,689	5,689	5,689	5,689
38102693. Volunteers General Expenses	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
38103010. Property Mtce: Minor Assets	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250
38103011. Building maintenance	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150
38104011. Building maintenance	44,150	14,800	28,800	15,200	19,800	8,400	26,400	19,400	8,400	8,400
38104032. Condition Assessment	0	10,000	0	0	3,000	0	0	3,000	0	0
Capital Expenditure										
38107120. Renewal: structures	30,918	48,268	24,268	45,268	25,118	13,268	16,268	12,268	22,918	10,368
Melrose House										
Income										
38110450. Melrose House Rent	(243)	(243)	(243)	(243)	(243)	(243)	(243)	(243)	(243)	(243)
Expenses										
38112621. Rates	2,121	2,121	2,121	2,121	2,121	2,121	2,121	2,121	2,121	2,121
38112628. Fire Safety BWoF	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675
38112633. Programmed Exterior Cleaning	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725
38112637. Insurance	7,029	7,029	7,029	7,029	7,029	7,029	7,029	7,029	7,029	7,029
38113010. Property Mtce: Minor Assets	3,707	3,707	3,707	3,707	3,707	3,707	3,707	3,707	3,707	3,707
38114011. Property Mtce: Programmed Mtce	4,515	3,675	6,773	3,675	4,200	4,200	4,200	4,200	4,200	4,200
Capital Expenditure	6,402	5,335	5,335	5,335	5,335	5,335	5,335	5,335	5,335	5,335
38117120. Renewal: structures	6,402	5,335	5,335	5,335	5,335	5,335	5,335	5,335	5,335	5,335
Broadgreen House										
Income										

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38120240. Labour Recovery	(2,603)	(2,603)	(2,603)	(2,603)	(2,603)	(2,603)	(2,603)	(2,603)	(2,603)	(2,603)
38120250. Donations	0	0	0	0	0	0	0	0	0	0
38120510. Entry fees	(3,735)	(3,735)	(3,735)	(3,735)	(3,735)	(3,735)	(3,735)	(3,735)	(3,735)	(3,735)
38120560. Shop Sales	(501)	(501)	(501)	(501)	(501)	(501)	(501)	(501)	(501)	(501)
38120579. Cost of Sales: Shop Purchases	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,601
Expenses										
38122310. Exhibitions and Activities	4,650	4,650	4,650	4,650	4,650	4,650	4,650	4,650	4,650	4,650
381223100800. Textile Preservation	1,240	1,240	1,240	1,440	1,440	1,440	1,440	1,440	1,440	1,440
38122342. Public Programmes	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
38122602. Bank Fees	245	245	245	245	245	245	245	245	245	245
38122607. Telephones	1,863	1,863	1,863	1,863	1,863	1,863	1,863	1,863	1,863	1,863
38122617. Electricity	4,654	4,654	4,655	4,654	4,655	4,655	4,655	4,655	4,655	4,655
38122625. Water by Meter	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050
38122628. Fire Protection/ BWOF	1,464	1,464	1,464	1,464	1,464	1,464	1,464	1,464	1,464	1,464
38122633. Broadgreen House Cleaning	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164
38122637. Insurance	4,565	4,565	4,565	4,565	4,565	4,565	4,565	4,565	4,565	4,565
38122645. House promotions and Marketing	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
38122650. Security	5,679	5,679	5,679	5,679	5,679	5,679	5,679	5,679	5,679	5,679
38122693. Volunteers General Expenses	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
38123010. Property Mtce: Minor Assets	5,442	5,442	5,442	5,442	5,442	5,442	7,350	7,250	5,250	22,350
38124011. Property Mtce: Programmed Mtce	26,750	23,000	21,000	11,250	5,250	35,000	5,250	5,250	5,250	5,250
38124032. Condition Assessments	6,000	10,000	0	0	3,000	0	0	3,000	0	0
38124760. Consultancy Costs	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Capital Expenditure										
38127210. Renewal: Structures	60,000	25,000	8,000	0	12,000	0	7,000	0	0	81,000
Founders Heritage Park										
Income										
38200240. Book Fair Proceeds	(141,511)	(141,511)	(141,511)	(141,511)	(141,511)	(141,511)	(141,511)	(141,511)	(141,511)	(141,511)

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38200250. Donations	(567)	(567)	(567)	(567)	(567)	(567)	(567)	(567)	(567)	(567)
38200410. Rent: Shop Leases	(113,209)	(113,209)	(113,209)	(113,209)	(113,209)	(113,209)	(113,209)	(113,209)	(113,209)	(113,209)
382004700221. Venue Hire Fees	(52,076)	(52,076)	(52,076)	(52,076)	(52,076)	(52,076)	(52,076)	(52,076)	(52,076)	(52,076)
382004700222. Public Events Hire Fees	(14,717)	(14,717)	(14,717)	(14,717)	(14,717)	(14,717)	(14,717)	(14,717)	(14,717)	(14,717)
382004700223. Conferences Hire Fees	(1,783)	(1,783)	(1,783)	(1,783)	(1,783)	(1,783)	(1,783)	(1,783)	(1,783)	(1,783)
38200510. Admission Charges	(45,283)	(45,283)	(45,283)	(45,283)	(45,283)	(45,283)	(45,283)	(45,283)	(45,283)	(45,283)
382005110155. Staff run park events Income	(4,138)	(4,138)	(4,138)	(4,138)	(4,138)	(4,138)	(4,138)	(4,138)	(4,138)	(4,138)
382005110723. Ticket Sales Sunday Jazz	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)
382005110784. Kai Festival Income	(2,831)	(2,831)	(2,831)	(2,831)	(2,831)	(2,831)	(2,831)	(2,831)	(2,831)	(2,831)
382005300800. Deacquisition Income	(226)	(226)	(226)	(226)	(226)	(226)	(226)	(226)	(226)	(226)
38200560. Shop Sales	(22,642)	(22,642)	(22,642)	(22,642)	(22,642)	(22,642)	(22,642)	(22,642)	(22,642)	(22,642)
382005790289. Cost of Sales: Shop Purchases	18,113	18,113	18,113	18,113	18,113	18,113	18,113	18,113	18,113	18,113
382005790290. Cost of Sales: Book Fair Exps	31,698	31,698	31,698	31,698	31,698	31,698	31,698	31,698	31,698	31,698
38200620. Recoveries: Water	(5,830)	(5,830)	(5,830)	(5,830)	(5,830)	(5,830)	(5,830)	(5,830)	(5,830)	(5,830)
38200650. Recoveries: Sundry	348	348	348	348	348	348	348	348	348	348
38200651. Recoveries: Electricity/Phone	(51,216)	(51,216)	(51,216)	(51,216)	(51,216)	(51,216)	(51,216)	(51,216)	(51,216)	(51,216)
Expenses										
38202010. Property Maintenance	46,819	46,819	46,819	86,819	46,819	46,819	46,819	46,819	46,819	46,819
38202016. Ground Mtce Contract	44,840	44,840	44,840	44,840	44,840	44,840	44,840	44,840	44,840	44,840
38202313. Volunteer Expenses	3,386	3,386	3,386	3,386	3,386	3,386	3,386	3,386	3,386	3,386
38202602. Bank Fees	900	900	900	900	900	900	900	900	900	900
38202607. Telephones	7,901	7,901	7,901	7,901	7,901	7,901	7,901	7,901	7,901	7,901
38202617. Electricity	52,643	52,643	52,643	52,643	52,643	52,643	52,643	52,643	52,643	52,643
38202621. Rates	176	176	176	176	176	176	176	176	176	176
38202625. Water by Meter	19,124	19,124	19,124	19,124	19,124	19,124	19,124	19,124	19,124	19,124
38202626. Trade Waste Charges	7521	7521	7521	7521	7521	7521	7521	7521	7521	7521
38202627. Rubbish Removal	5,738	5,738	5,738	5,738	5,738	5,738	5,738	5,738	5,738	5,738
38202628. Property Main: WOF	5,875	5,875	5,875	5,875	5,875	5,875	5,875	5,875	5,875	5,875
38202633. Provide Building Cleaning	24,098	24,098	24,098	24,098	24,098	24,098	24,098	24,098	24,098	24,098

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38202637. Insurance	20,486	20,486	20,486	20,486	20,486	20,486	20,486	20,486	20,486	20,486
38202645. Provide: Marketing & Promotion	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950
38202650. Security	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164
38202670. Commission Paid	3,612	3,612	3,612	3,612	3,612	3,612	3,612	3,612	3,612	3,612
38202720. Valuations / Surveys	3,707	3,707	3,707	3,707	3,707	3,707	3,707	3,707	3,707	3,707
38203011. Building Maintenance	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
38203025. Event and Hall Hire Expenses	20,318	20,318	20,318	20,318	20,318	20,318	20,318	20,318	20,318	20,318
382030250723. Sunday Jazz Expenses	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675
38204011. Programmed Maintenance	78,750	78,750	78,750	78,750	78,750	78,750	78,750	78,750	78,750	78,750
382040110103. Development Fund Expenditure	54,745	54,745	54,745	54,745	54,745	54,745	54,745	54,745	54,745	54,745
38204031. Provide: Sundry Operating Exp	12,135	12,135	12,135	12,135	12,135	12,135	12,135	12,135	12,135	12,135
38204032. Condition Assessments	0	0	5,000	0	0	5,000	0	0	5,000	0
382043100155. Staff run park events Expense	21,475	21,475	21,475	21,475	21,475	21,475	21,475	21,475	21,475	21,475
38204332. Displays	33,545	33,545	33,545	33,455	33,545	33,545	33,545	33,545	33,545	33,545
382043420784. Kai Festival Expenses	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264
Capital Expenditure										
382071408118. IT hardware renewals	0	16,005	0	0	0	0	16,005	0	0	0
38207210. Renewal: programmed renewal	71,534	11,534	11,534	11,534	11,534	11,534	11,534	11,534	11,534	11,534
382077203397. Collection store H&S	150,000	150,000	0	0	0	0	0	0	0	0
382077203398. Energy centre venue development	0	52,500	93,000	101,000	62,000	313,500	88,000	0	0	0
382077203399. Granary venue development	0	0	0	0	110,000	35,000	0	0	0	0
382077203400. Church venue development	0	0	0	27,500	0	0	0	0	0	0
382078252902. LOS: accessibility improvement items	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670
382078903071. Cultural space development	25,000	25,000	100,000	100,000	100,000	0	0	0	0	0
Heritage Incentives										
38413312. Resource Consents Discounts	3,363	3,363	3,363	3,363	3,363	3,363	3,363	3,363	3,363	3,363
384143120497. Rates Remissions	90,863	90,863	90,863	90,863	90,863	90,863	90,863	90,863	90,863	90,863
384143121670. Heritage Project Fund	112,101	112,101	112,101	112,101	112,101	112,101	112,101	112,101	112,101	112,101

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EVENTS	2021/22 AMP (2021/31)	2022/23 AMP (2021/31)	2023/24 AMP (2021/31)	2024/25 AMP (2021/31)	2025/26 AMP (2021/31)	2026/27 AMP (2021/31)	2027/28 AMP (2021/31)	2028/29 AMP (2021/31)	2029/30 AMP (2021/31)	2030/31 AMP (2021/31)
Arts Events & Festivals										
Income										
385002011598. Sponsorship: Summer Festival	(3,396)	(3,396)	(3,396)	(3,396)	(3,396)	(3,396)	(3,396)	(3,396)	(3,396)	(3,396)
385002201598. Pub Charities Summer Festival	(9,057)	(9,057)	(9,057)	(9,057)	(9,057)	(9,057)	(9,057)	(9,057)	(9,057)	(9,057)
385002301598. Grant: Rata Foundation - Summer Fes	(10,670)	(10,670)	(10,670)	(10,670)	(10,670)	(10,670)	(10,670)	(10,670)	(10,670)	(10,670)
385005101136. Park Consent Use fee	(534)	(534)	(534)	(534)	(534)	(534)	(534)	(534)	(534)	(534)
385005101598. Advertising: Summer Festival	(17,072)	(17,072)	(17,072)	(17,072)	(17,072)	(17,072)	(17,072)	(17,072)	(17,072)	(17,072)
385005111413. Opera ticket sales	(106,700)	0	(106,700)	0	(106,700)	0	(106,700)	0	(106,700)	0
385005111598. Fees: Summer Festival Box Office	(6,936)	(6,936)	(6,936)	(6,936)	(6,936)	(6,936)	(6,936)	(6,936)	(6,936)	(6,936)
385005301413. Sundry Income : Opera	(567)	(567)	(567)	(567)	(567)	(567)	(567)	(567)	(567)	(567)
385006801598. TDC Contribution: Summer Festival	(2,561)	(2,561)	(2,561)	(2,561)	(2,561)	(2,561)	(2,561)	(2,561)	(2,561)	(2,561)
Expenses										
38502602. Bank Fees	1,677	1,677	1,677	1,677	1,677	1,677	1,677	1,677	1,677	1,677
38502634. Resource Consent/Monitoring	10,669	10,669	10,669	10,669	10,669	10,669	10,669	10,669	10,669	10,669
385026371598. Event Insurance	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533
385026450800. Summer Events Guide	36,750	36,750	36,750	36,750	36,750	36,750	36,750	36,750	36,750	36,750
385043420109. Festival: Broadgreen/Isel	10,076	10,076	10,076	10,076	10,076	10,076	10,076	10,076	10,076	10,076
385043421393. New Years Eve Event	61,548	61,548	61,548	61,548	61,548	61,548	61,548	61,548	61,548	61,548
385043421413. Opera in the Park	276,048	0	276,048	0	276,048	0	276,048	0	276,048	0

Arts, Heritage and Events Activity Management Plan / Mahere Toi rāua Taonga Tuku Iho
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385043421598. Summer Festival (General)	106,475	106,475	106,475	106,475	106,475	106,475	106,475	106,475	106,475	106,475
385043121145. Arts Festival	593,926	593,926	593,926	593,926	593,926	593,926	593,926	593,926	593,926	593,926
385043108117. Community events	78,750	78,750	78,750	78,750	78,750	78,750	78,750	78,750	78,750	78,750
753043128115. Te Matatini Kapa Haka Championships	45,000	0	45,000	0	45,000	45,000	0	0	0	0
104043128170. Santa Parade	16,005	16,005	16,005	16,005	16,005	16,005	16,005	16,005	16,005	16,005
385043420116. Youth Events	33,963	33,963	33,963	33,963	33,963	33,963	33,963	33,963	33,963	33,963
367943420116. Youth Event Arts Festival	9,746	9,746	9,746	9,746	9,746	9,746	9,746	9,746	9,746	9,746
38513010. Property Mtce: Minor Assets (Street Decorations)	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
104043103141. Christmas decorations CBD	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
104077903141. Christmas decorations CBD (Capital expenditure)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
385043421355. Events review	10,000									

Founders Heritage Park Strategic Plan

1. Purpose of Report

- 1.1 To approve the Founders Heritage Park Strategic Plan to inform the Long Term Plan 2021-31 and to approve the Founders Heritage Park Collection Policy 2020.

2. Summary

- 2.1 Council approved five key focus areas for the Founders Heritage Park Strategic Plan in April 2019.
- 2.2 A subsequent workshop was held with Council in June 2020 from which feedback was incorporated into a draft Plan. The draft Plan is presented to Council with this report for approval.

3. Recommendation

That the Community Services Committee

- 1. Receives the report Founders Heritage Park Strategic Plan (R18052) and its attachments (A2372925 and A2414156); and***
- 2. Approves the Founders Heritage Park Strategic Plan (A2372925), with budget allocations to be confirmed via the Arts, Heritage and Events Activity Management Plan 2021-31 and the Long Term Plan 2021-31; and***
- 3. Approves the Founders Heritage Park Collections Policy 2020 (A2414156).***

4. Background

- 4.1 The previous strategic plan for Founders Heritage Park was agreed in 2012. A new Plan will provide updated strategic direction for the future.
- 4.2 The aim for Founders Heritage Park is to be a highly valued, vibrant heritage attraction which celebrates the Nelson Whakatū community,

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past and present. To achieve this the park requires a clear plan for future development.

- 4.3 In 2017 a strengths, weaknesses, opportunities and threats (SWOT) analysis was completed with stakeholders including Council officers, tenants, Whakatū Marae staff, arts and heritage organisations, conference organisers and the Nelson Regional Development Agency (NRDA) to inform strategic priorities. All of the stakeholders involved emphasised the need for an updated Plan.

- 4.4 A Community Services Committee workshop was held on 30 August 2018. The workshop covered strategic priorities, focus areas and resourcing implications for the Plan. The Committee agreed to five focus areas in April 2019 and resolved:

Agrees that the five focus areas of the Founders Heritage Park plan will be enhancing the visitor experience, building Iwi partnerships, heritage protection and sector integration, venue development and financial sustainability;

- 4.5 A further Council workshop was held on 23 June 2020 which expressed support for the focus areas and the Plan. Feedback included:

- The need for a separate vision and mission.
- Support for an improved visitor experience including more interactive activities.
- A need to select tenants who bring activity to the Park.
- Work with Whakatū Marae to bring a balance to cultural stories shared in the Park.
- Support for a review of the name of the Park.
- Explore options for collection storage including opportunities with other institutions.
- Recognised the potential of the venues and support for developing a service delivery model that could use contractors to provide event delivery and support.
- Identified an appetite for increased investments and increased level of service.

- 4.6 The draft strategic plan was presented to the Whakatū Marae Komiti in August 2020. Feedback received subsequently indicated that the Komiti agreed in principal with the actions outlined in “building Iwi partnerships” focus area. These included the development of a shared cultural space between Founders Heritage Park and the Marae; reviewing the name of the Park; opportunities to share iwi stories at the Park; increased use of te reo Māori; and opportunities for Māori cultural experiences to be incorporated into onsite events.

- 4.7 Other feedback included:

- Komiti members were cautious about the use of their stories suggesting they would like to have control of this narrative.
- The Komiti’s focus will be their story and how it is celebrated.

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- Founders has its own history that shouldn't be lost and the Marae also has a history that shouldn't be lost - both should be honoured.

4.8 Park tenants were given the opportunity to provide input to the Plan in August 2020. A summary of feedback received is below:

- Increased promotion of the park as an artisan village was seen as desirable, creating an expectation for visitors that they will be able to purchase unique items. The feedback recognised the challenges presented by tenants' varying opening hours and the accessibility of some studios for visitors.
- There was a request for investment to upgrade tenanted spaces.
- The café building owner requested park access for locals through the North Road gate, increased connectivity to CBD, implementation of a pet friendly policy, increased number of live displays (e.g. working artisans).
- The café tenant indicated that the addition of accessible play equipment in the playground would be welcomed by the community.

5. Discussion

5.1 A Strategic Plan has been developed in consultation with key stakeholders and is presented to the Committee with this report for approval (Attachment 1). The Plan will feed into the draft Arts, Heritage and Events Activity Management Plan 2021-31 and Council's draft Long Term Plan (LTP) 2021-31.

5.2 The priorities and resource implications for the five focus areas are summarised below. The resource requirements identified in the Plan will be proposed for approval via the draft Arts, Heritage and Events AMP 2021-31 and the draft Long Term Plan (LTP) 2021-31.

Key priorities

5.3 Enhancing the Visitor Experience

5.4 The key priorities are:

- Redevelopment of displays
- Increased programming
- Development of outdoor spaces

5.5 The investment proposed is \$922K of capital expenditure over 10 years as well as staffing resource of 0.5 FTE from year 3 increasing to 1.0 FTE in year 6 of the LTP.

5.6 Building Iwi Partnerships

5.7 The key priorities are:

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- Review the name Founders Heritage Park
- Development of a shared cultural space between Whakatū Marae and the park
- Rebalancing stories shared in the park.

5.8 The investment proposed is \$350K of capital expenditure. Additional funding sources will be explored to contribute towards the cultural space.

5.9 Heritage and Collections

5.10 The key priorities are:

- Rationalisation of the collection
- Improved care of collection items
- Fit for purpose collection store

5.11 The investment proposed is \$300K of capital expenditure, an additional \$20K operational expenditure annually, and staffing resource of 1.0 FTE from year 3 increasing to 2.0 FTE from year 6.

Collection Policy

5.12 The Collection Policy has been recently updated and is appended to this report for Council approval (Attachment 2). This was developed following an Expert Knowledge Exchange through National Services Te Paerangi (Te Papa) where a successful funding application provided an expert to review the Founders Collection and make recommendations, which included a review of the Collection Policy.

5.13 The previous Policy didn't adhere to museum standards and did not set an acceptable framework for the management or protection of the collection. The new Policy is in line with national and international museum standards and now separates the collection into three types of categories: museum level, working objects and interactive/educational. The new Policy protects the assets, the collection and Council through having the correct systems and procedures in place.

5.14 The Policy enables rationalising and downsizing of the collection to be more targeted, allows for better partnerships and collaborations with other sector stakeholders, and provides more focussed procedures.

5.15 By and large the rationalisation of the Collection can be completed using existing budgets and staffing allocations but will take a number of years to complete which poses some risk.

5.16 The draft AMP includes budgets towards a solution for the housing of the Collection by way of considering options for a new or repurposed Collection Store to address the health and safety issues the current store poses.

5.17 Venue Development

5.18 The key priorities are:

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- Refurbishment and upgrade of Energy Centre
- Upgrade of Granary and Church
- Introduction of service delivery model

5.19 The investment proposed is \$1.364 million of capital expenditure and additional staffing resource of 0.5 FTE from year 3.

5.20 Financial Sustainability

5.21 The key priority is:

- Increased revenue from commercial activities

5.22 Funding towards the implementation of the Strategic Plan will come from Book Fair proceeds (\$150K per annum) and proposed budget allocations through the Long Term Plan 2021-31.

5.23 Options for third party funding will be explored for key projects. For example, funding from the Ministry of Culture and Heritage for the Collection Store, and options for funding for the cultural park from various external funding sources.

Implementation and resourcing

5.24 Approval of the Strategic Plan with this report does not have immediate financial implications but rather, sets the direction for current activity with options for future development to be considered in the draft Arts, Heritage and Events AMP and draft LTP 2021-31.

5.25 Implementation of asset improvements will be considered and approved through the draft Parks and Facilities AMP 2021-31.

6. Options

6.1 Option 1 is recommended.

Option 1: Approve Founders Heritage Park Strategic Plan	
Advantages	<ul style="list-style-type: none">• Sets a strategic direction for Founders Park outcomes.• Plan can start to be implemented.• Budget can be allocated in the LTP 2021-31.
Risks and Disadvantages	<ul style="list-style-type: none">• Ongoing investment is required.• Long Term impacts of COVID-19 unknown.
Option 2: Not approve the Founders Heritage Park Strategic Plan	
Advantages	<ul style="list-style-type: none">• No expectations raised for future investment at Founders Heritage Park.

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Risks and Disadvantages	<ul style="list-style-type: none">• Founders Park potential is not realised.• Heritage assets deteriorate over time.• Stakeholder and Iwi relationships deteriorate.
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7. Conclusion

- 7.1 This report seeks approval for the Founders Heritage Park Strategic Plan and Collections Policy 2020, with resourcing subject to LTP 2021-31 considerations.

Author: Sarah Newman-Watt, Founders Heritage Park Supervisor

Attachments

Attachment 1: A2372925 - Founders Heritage Park Strategic Plan [↓](#)

Attachment 2: A2496788 - Founders Heritage Park Collection Policy - Final Draft - Oct 2020 [↓](#)

<p>Important considerations for decision making</p>
<p>1. Fit with Purpose of Local Government</p> <p>Development of a Strategic Plan for Founders Heritage Park provides strategic direction to the operations of the park in a cost effective way that will allow an increase in income to offset cost to ratepayers.</p>
<p>2. Consistency with Community Outcomes and Council Policy</p> <p>The recommendation in the report is consistent with the following community outcome:</p> <ul style="list-style-type: none"> • Our Communities have opportunities to celebrate and explore their heritage, identity and creativity.
<p>3. Risk</p> <p>There is a low risk that Council will not achieve its heritage goals if the development of the strategy is delayed.</p> <p>There is a medium risk of raising expectations by community stakeholders of an increased Council spend.</p> <p>These risks are mitigated through considering resource implications via the LTP 2021-31.</p>
<p>4. Financial impact</p> <p>This report does not agree financial allocation for the implementation of the Plan, which will be identified and agreed on by Council through the LTP 2021-31 process.</p>
<p>5. Degree of significance and level of engagement</p> <p>This matter is of low significance because the Plan and Collections Policy can be altered by Council at any time, and resourcing implications are to be considered in the draft LTP 2021-31. Council has already engaged with key stakeholders, and will continue to engage with iwi and heritage partners as the Plan is implemented.</p>
<p>6. Climate Impact</p> <p>Current and future climate change impact has not been considered in the preparation of this report.</p>
<p>7. Inclusion of Māori in the decision making process</p> <p>Iwi engagement took place through the Te Ohu Toi Ahurea Forum where direction was given to work directly with the Whakatū Marae Komiti to seek input. A meeting with the Komiti was held on 19 August 2020.</p>

8. Delegations

The Community Services Committee has the following delegations to consider Founders Heritage Park matters:

Areas of responsibility:

- *Arts, Culture and Heritage*
- *Community Development*
- *Heritage Facilities*
- *Founders Heritage Park*

Powers to Decide:

- *To undertake community engagement other than Special Consultative Procedures for any projects or proposals falling within the areas of responsibility*

Powers to Recommend:

- *Asset and Activity Management Plans falling within the areas of responsibility*
- *Development or review of policies and strategies relating to areas of responsibility.*

Founders Heritage Park Strategic Plan



**Founders
Heritage Park**
A Nelson City Council *venue*

 **Nelson City Council**
Te Kaunihera o Whakatū

Founders Heritage Park Strategic Plan

Purpose of the Plan	To develop a strong vision, action plan and required investment for Founders Heritage Park to ensure continued growth over the next 10 years.
Vision	Founders Heritage Park is a highly valued, vibrant heritage attraction which celebrates the Nelson Whakatū community, past and present.
Mission	<p>Founders Heritage Park is an iconic and multi-use facility that:</p> <ul style="list-style-type: none"> • Connects visitors with the development of the Whakatū Nelson community through the use of interactive displays, creative programmes and artisan tenants; • Celebrates Whakatū's bicultural heritage by building stronger relationships with iwi and creating opportunities for tangata whenua stories to be shared; • Brings a wide range of communities together to celebrate in unique, flexible and well-functioning venues; • Maintains a collection which supports the Park's activities to museum standards; • Actively supports Council's sustainability goals. Financial sustainability is achieved through a mix of commercial and community activities.
Previous Strategic Plan	<p>The last comprehensive strategic plan for Founders is the Founders Heritage Park Strategic Plan (2007-2012).</p> <p>The following work has taken place over 2018/2019 to inform a new 10-year strategic plan for Founders.</p> <ul style="list-style-type: none"> • An historical overview: 'Founders – The story so far' was produced in 2018 • 10 year vision work was completed in 2019, the 5 key focus areas are: <ol style="list-style-type: none"> 1. Enhancing the visitor experience; 2. Building Iwi partnerships; 3. Heritage and collections; 4. Venue development; 5. Financial sustainability. <p>It is proposed to expand the 5th point to 'Sustainability' to include environmental, organisational and cultural aspects of sustainability.</p>
Related plans, strategies and guiding documents	<ul style="list-style-type: none"> • Whakatu-Nelson Heritage Strategy 2006 (under development/revision) • Heritage Activity Management Plan 2018 – 2028 • Property & Facilities Asset Management Plan 2018 – 2028 • Nelson 2060 • Heart of Nelson – Central City Strategy • Nelson Tasman Regional Identity • Long Term Plan 2018-2028 • Events Strategy • Museums Aotearoa Code of Ethics • Te Tiriti o Waitangi

Overview	<p>Founders Heritage Park is a fenced park of about 5 hectares on Atawhai Drive, a few minutes from Nelson's central business district and close to the Whakatu Marae, Neale Park, Miyazu Gardens and the Centre of New Zealand.</p> <p>It contains 32 buildings of mainly wooden construction set in landscaped gardens to create a 'village'. These buildings include 12 original buildings that have been moved to Founders from elsewhere in the Nelson region. They are used for six main purposes:</p> <ul style="list-style-type: none"> • to house displays which share stories of Nelson's early history; • to lease to various small businesses and community organisations on a medium to long term basis (there are currently 20 separately tenanted buildings / rooms); • to let out for major events, private functions, meetings, courses, weddings and other short-term purposes; • as sorting and storage space for the Founders Book Fair; • to store a range of heritage artefacts and other items; • as administration space for Founders' staff and volunteers.
Current Situation	<p>Visitor Experience:</p> <ul style="list-style-type: none"> • 22 displays focusing on Nelson's commercial heritage. Visitor map provided to enable self-guided tour; • Some generic, non-Nelson specific displays; • Some programming undertaken by existing staff; • 7000 NZ, 5240 international, 34,500 local visitor per annum (based on 2018-19 figures). <p>Building Iwi Partnership:</p> <ul style="list-style-type: none"> • International Kai Festival run jointly with Whakatū Marae to celebrate Waitangi Day attracting about 7,000 visitor annually; • Two pou erected between Whakatū Marae and Founders Heritage Park; • No iwi stories shared in the park; • Stories of the early interactions between Māori and Pākehā shared in New Zealand Company display; • No Te Reo Māori used in the park. <p>Heritage & Collections:</p> <ul style="list-style-type: none"> • Large collection of collection objects including transport, agricultural and other commercial items; • 0.3 FTE allocated to collections & displays. \$13,474 budget per annum to maintain displays and collections and minor improvements; • Collections Store has insufficient capacity for the collection, unsafe storage, issues with the building, poor conditions to store collection items. <p>Venue Development:</p> <ul style="list-style-type: none"> • 4 venues: Granary, Energy Centre, Jaycee Room and Church; • 390 bookings plus 19 public events per year (based on 2018-19 figures); • Dry hire facility with limited support for venue hirers; • Energy Centre & Church have basic facilities only. <p>Sustainability:</p> <ul style="list-style-type: none"> • Income received from admissions, gift shop sales, venue hire, leased spaces, Book Fair and rates support; • Recovery rate currently 38%.

Operational Management	<div><div>Team Leader Arts & Heritage</div><div>Founders Heritage Park Supervisor</div><div><div><div>Administration & Customer Service</div><div>Customer Support Administrator (part time)</div><div>Customer Assistant (weekends)</div><div>Cadet</div><div>Front of House Volunteers</div></div><div><div>Maintenance & Logistics</div><div>Maintenance and Logistics Coordinator (Monday – Friday)</div><div>Maintenance and Logistics Coordinator (Friday- Monday)</div><div>Volunteer</div><div>Periodic Detention Workers</div></div><div><div>Collections & Displays</div><div>Heritage & Collections Officer (1.5 days per week)</div></div></div></div>	
	STRENGTHS	WEAKNESSES
VISITOR EXPERIENCE	<ul style="list-style-type: none">• Key family visitor attraction – safe for children, free for locals, open 7 days• Appeals to ageing demographic (passive recreation)• A number of redeveloped displays• Something for everyone: with different attractions and experiences for various ages etc• Contributes to Nelson Identity developed by NRDA• Gardens and village atmosphere	<ul style="list-style-type: none">• Can be disappointing if businesses shut, especially the cafe• Some generic, dated displays• Lack of programming budget or education role• Public transport limited and poor connections between other attractions• Events can be disruptive to visitor experience• Not all locals know entry is free• Poor wayfinding outside the park• Playground old with limited equipment
RELATIONSHIP WITH IWI	<ul style="list-style-type: none">• Location next to Whakatu Marae• International Kai Festival popular local event• New Zealand Company display starts to rebalance the historic narratives	<ul style="list-style-type: none">• Limited visibility of tangata whenua stories• The name 'Founders' can be seen as overtly colonial and offensive to iwi
VENUES & EVENTS	<ul style="list-style-type: none">• Iconic historic and quirky venues with easy access to outdoor areas• Good parking• Close to town• Low cost venues ("DIY" options)• Popular community and commercial events	<ul style="list-style-type: none">• Lack of heating and comfort for all weather events• Limited venue resources• Limited logistical support for functions• No difference between community & commercial hire rates• Noise rules can be restrictive• Spaces underutilised during week• Security of boundary

Item 8: Founders Heritage Park Strategic Plan: Attachment 1

COLLECTION & DISPLAY	<ul style="list-style-type: none"> Collection includes large objects that are unable to be displayed elsewhere Support from other museum institutions and experts 	<ul style="list-style-type: none"> Collection objects deteriorating due to poor storage. Storing many objects which do not relate to the key themes of the park's activities Lack of digital records for objects in collection, some physical records are missing Limited resources for the maintenance of displays and collection items
SUSTAINABILITY	<ul style="list-style-type: none"> Enjoys NCC support Book Fair raises funds for development projects Opportunity to generate income through admission fees, gift shop sales, venue hire and tenancies 	<ul style="list-style-type: none"> No requirement for tenants or venue hirers to embrace waste minimisation or recycling Event organisers find waste management expensive
	OPPORTUNITIES	THREATS
VISITOR EXPERIENCE	<ul style="list-style-type: none"> Nelson Regional Development Agency have identified that Nelson needs another substantial visitor offering Utilise technology to improve visitor experience Increase number of interactive elements Development of play and outdoor areas 	<ul style="list-style-type: none"> Need for continual refreshing to keep local people engaged
RELATIONSHIP WITH IWI	<ul style="list-style-type: none"> Creation of shared space between Founders the Marae Re-name park Bi-lingual name / wayfinding panels etc Broaden the base of the histories/heritage represented 	<ul style="list-style-type: none"> Iwi don't take up opportunities to share their stories Iwi do not see Founders as relevant to them
VENUES & EVENTS	<ul style="list-style-type: none"> Improve standard of venues Make venues easier to use through development of service delivery model Increase revenue through improved venues and service 	<ul style="list-style-type: none"> Can get competing priorities
COLLECTION & DISPLAY	<ul style="list-style-type: none"> Reduce size of collection Improve collection care Part of wider network (local/regional/national) of heritage sector / museums / libraries 	<ul style="list-style-type: none"> Poor management of collection could have legal implications for Council Relationships can be competitive rather than collaborative
SUSTAINABILITY	<ul style="list-style-type: none"> The balance between 'heritage,' and 'events venue' and visitor attraction gives a broader income base 	<ul style="list-style-type: none"> Tenants and venue users do not share environmental goals Nelson Railway Society and Book Fair fail to attract volunteers

Strategic Action Plan

1. Focus Areas

1.1. Enhancing the Visitor Experience

Founders Heritage Park connects visitors with the development of the Whakatū Nelson community through the use of interactive displays, creative programmes and artisan tenants.

Objective	Action Plan	Capex & Opex Implications	Priority for Action
Tell a cohesive story of Nelson from the arrival of the tangata whenua. Interactive, tactile displays and resident craftspeople tell our stories	Develop one display per year: <ul style="list-style-type: none"> Identify opportunities to tell tangata whenua stories; Seek opportunities to tell stories from a broader range of cultures represented in the Nelson Community; Redevelop generic displays to tell Nelson specific stories; Include interactive elements. 	\$40,000 per annum CAPEX (Development Fund)	Ongoing
	Technology investment to improve visitor experience. (Curio)	\$12,000 CAPEX (Development Fund) \$3,000 per annum OPEX (existing budgets)	Short term (1-2 years)
	Select tenants who add to the visitor experience and support them to do so.		Ongoing
Exhibitions and programmes at Founders Heritage Park add vibrancy to the events calendar in Nelson and create educational opportunities	Develop cohesive programming focused on schools, families and older adults to attract local visitors to the park: <ul style="list-style-type: none"> Seek opportunity for Māori engagement & programming; Seek opportunity for programming to embrace all cultures. 	Use existing budget for staff run park events	Short term (1-2 years)
		1 FTE to be shared across heritage facilities (programming & marketing)	Medium term (3 – 5 years)
		1 FTE for Founders Heritage Park	Long term

Develop the gardens as a place for visitors to relax, interact, and picnic including themed playgrounds	Undertake spatial plan to: <ul style="list-style-type: none">• create a logical, accessible route round the park;• identify playground and picnicking opportunities;• keep operational activities separate from visitor areas.	\$10,000 CAPEX	Short Term (1-2 years)
	Develop one outdoor area per year: <ul style="list-style-type: none">• playground and interactive spaces;• picnicking facilities and outdoor seating areas.	\$10,000 per annum CAPEX (Development Fund)	Ongoing
	Develop iconic play equipment such as a Carousel (relates to Coney Park story).	\$120,000 CAPEX	Long Term
Founders Heritage Park is easy to find and easy to get to	Explore opportunities to connect Founders with CBD, eg train, hop on hop off bus, bike tours etc.	From existing budget	Ongoing

1.2. Building Iwi Partnerships

Founders Heritage Park celebrates Whakatū's bicultural heritage by building stronger relationships with iwi and creating opportunities for tangata whenua stories to be shared.

Objective	Action Plan	Capex & Opex Implications	Priority for Action
Iwi are represented at Founders Heritage Park.	Review the name "Founders Heritage Park".	\$10,000 OPEX rebranding if name changed	Short term (1-2 years)
	Development of a shared space jointly with Whakatū Marae Committee.	\$350,000 OPEX. Additional funded sought from Ministry of Culture and Heritage and other partners.	Short term (1-2 years) Planning
			Medium term (3-5 years) Installation
Provide iwi opportunities to share their stories through displays, events and programmes.	Support iwi to share their stories in the shared cultural space.	From budget above	Medium term (3-5 years)
	Provide opportunities for the incorporation of tangata whenua stories into existing displays.	From existing budgets	On-going
Increase the use of Te Reo Māori in the park.	Bilingual Signage.	Signage \$1,000 per annum OPEX from existing budgets	On-going
	Te Reo Māori interpretation added to Curio (interactive interpretation) and included in key interpretation panels as replaced.	Curio included above	On-going
Māori cultural experiences are incorporated into event options onsite.	Include information on opportunities for cultural experiences in venue marketing material.	From existing budgets	On-going

1.3. Heritage and Collections

Founders Heritage Park maintains a collection which supports the Parks activities to museums standards.

Objective	Action Plan	Capex & Opex Implications	Priority for Action
Reduce the size of the collection to a level which is manageable within park budgets.	Review and update Collection Policy	\$2,500 OPEX from existing budgets	Attached
	Rationalisation of the Collection creating: <ul style="list-style-type: none"> • Museum collection; • Large Working Objects collection; • Education and Interactive Collection. 	\$22,000 in year one \$6,000 p.a. for 5 years	Short and Medium Term (1 – 5 years)
	Staff collaborate with other stakeholders and museum professionals in the heritage sector.		Ongoing
Improve standards in collection care and display object maintenance that: <ul style="list-style-type: none"> • align with the museums code of ethics; • ensure safety of officers using the facility. 	Develop a programme of preventative conservation of objects, programmed maintenance of displays and asset protection.	\$5,000 per year display cleaning \$6,000 per year for conservation of large machines and working objects. \$5,000 per year for environmental and conservation controls \$5,000 per year for conservation materials and equipment Heritage Technician x 1FTE Curatorial staff x 1FTE \$70,000- \$140,000	On-going
	Provide fit for purpose collection store room which meets health & safety requirements.	\$300,000 CAPEX	Short Term (1-2 years)
Have adequate record keeping for collection items.	Digitisation of collection records on eHive.	\$1000 OPEX from existing budgets	Ongoing

1.4. Venue Development

Founders Heritage Park brings a wide range of communities together to celebrate in unique, flexible and well-functioning venues.

Objective	Action Plan	Capex & Opex Implications	Priority for Action
Improve the standard of the venue, maintaining flexible and memorable spaces.	Energy Centre: Significant refurbishment including flooring, ceiling insulation, double glazing.	Upgrade existing structure \$555,000 Foyer \$88,000 Kitchen, storage, toilets \$315,000	Medium Term (3-5 years)
	Granary: Under floor insulation, window curtains.	Upgrade existing structure \$160,000 Foyer \$125,000 Kitchen upgrade \$40,000	Long Term (5-10 years)
	Church: Kitchenette, heating, toilet. Curtains, carpet.	Upgrade existing building \$20,000 Kitchenette \$12,000 Toilet \$17,000	Medium Term (3-5 years)
Improve the ease of use of the venues.	Equipment: Provision of flexible event equipment which can be used in multiple venues.	Basic fittings & fixtures \$120,000	Medium Term (3-5 years)
	Service delivery: Introduction of event coordination and technical advice service.	None – limited event coordination which is contracted out	Short term (1-2 years)
		0.5 FTE to create full time role sales & marketing of venues, booking administration and event coordination	Medium term (3-5 years)

1.5 Sustainability

Founders Heritage Park actively supports Council's sustainability goals. Financial sustainability is achieved through a mix of commercial and community activities.

Objective	Action Plan	Capex & Opex Implications	Priority for Action
Financial Sustainability: The variety of commercial income streams are maximised to support the future development and non-commercial activities of the Park.	Review venue hire fees structure to maximise the revenue from commercial bookings whilst ensuring the venue remains affordable for community users.	Increased revenue	Short Term (1-2 years)
	Explore opportunities for funding from external sources.	Increased investment	On-going
	Develop a mix of community & commercial programmes.	Increased revenue	On-going
Environmental Sustainability: Promote waste minimisation and efficient energy usage.	Remove single use plastic bottles from Windmill Gift Shop through installation of more bottle fillers.		Short Term (1-2 years)
	Promote waste minimisation to venue hirer and event organisers.		On going
	Explore opportunities to reduce power usage.		On going
Operational Sustainability: Volunteer roles are filled and are fulfilling for those involved.	Work in partnership with other heritage facilities to strengthen volunteer engagement.		Ongoing

2. Outcomes

- 2.1. Founders Heritage Park is well used by locals and visitors to the region:
 - Total visitor numbers increase from 115,000 to 155,000 per annum in 10 years.
 - Visitors are satisfied by their experience in the Park. Overall FHP experience rated as good or above by 85% of visitors surveyed at the Park.
 - Visitors take part in staff run park events and programming activities. Numbers increase from 11,000 to 22,000 per annum in 10 years.
- 2.2. Iwi feel engaged and represented in the Park:
 - Feedback from iwi regarding progress through annual report to Te Ohu Toi Ahurea and/or Whakatu Marae Committee.
- 2.3. Venue are increasingly well used by community and commercial users:
 - Balance maintained between community and commercial bookings.
 - Venues usage increases to 26% over 10 years.
 - Venue hire revenue increases to \$226,000 per annum over 10 years.
- 2.4. Heritage & Collections:
 - Percentage of collection appropriately stored and displayed increases yearly.
- 2.5. Sustainability:
 - 40 – 60% recovery rate is maintained.
 - Waste and power usage decrease.
 - Volunteer roles are filled.

3. Financial Plan

	2021/22 AMP (2021/31)	2022/23 AMP (2021/31)	2023/24 AMP (2021/31)	2024/25 AMP (2021/31)	2025/26 AMP (2021/31)	2026/27 AMP (2021/31)	2027/28 AMP (2021/31)	2028/29 AMP (2021/31)	2029/30 AMP (2021/31)	2030/31 AMP (2021/31)
Recovery	43%	45%	43%	43%	47%	45%	47%	48%	50%	51%
Rates Income	659,124	640,907	756,578	772,255	705,878	791,178	759,578	749,877	731,177	715,777
Income	(504,459)	(526,159)	(561,221)	(583,421)	(617,621)	(643,821)	(677,021)	(693,223)	(729,423)	(746,623)
Book Fair Proceeds	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)
Donations	(567)	(567)	(567)	(567)	(567)	(567)	(567)	(567)	(567)	(567)
Rent: Shop Leases	(113,209)	(113,209)	(113,209)	(113,209)	(113,209)	(113,209)	(113,209)	(113,209)	(113,209)	(113,209)
Venue Hire Fees	(69,500)	(80,000)	(90,000)	(101,000)	(112,000)	(117,000)	(123,000)	(128,000)	(133,000)	(139,000)
Public Events Hire Fees	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)
Conferences Hire Fees	(4,000)	(4,000)	(12,000)	(12,000)	(24,000)	(24,000)	(40,000)	(40,000)	(60,000)	(60,000)
Admission Charges	(60,000)	(70,000)	(80,000)	(90,000)	(100,000)	(110,000)	(120,000)	(130,000)	(140,000)	(150,000)
Staff run park events Income	(4,138)	(4,138)	(10,000)	(10,000)	(10,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Ticket Sales Sunday Jazz	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)	(2,668)
Kai Festival Income	(2,831)	(2,831)	(2,831)	(2,831)	(2,831)	(2,831)	(2,831)	(2,831)	(2,831)	(2,831)
Shop Sales	(42,000)	(44,000)	(46,000)	(48,000)	(50,000)	(52,000)	(54,000)	(56,000)	(58,000)	(60,000)
Cost of Sales: Shop Purchases	16,800	17,600	18,400	19,200	20,000	20,800	21,600	22,400	23,200	24,000
Cost of Sales: Book Fair Exps	31,698	31,698	31,698	31,698	31,698	31,698	31,698	31,698	31,698	31,698
Recoveries: Water	(5,830)	(5,830)	(5,830)	(5,830)	(5,830)	(5,830)	(5,830)	(5,830)	(5,830)	(5,830)
Recoveries: Electricity/Phone	(51,216)	(51,216)	(51,216)	(51,216)	(51,216)	(51,216)	(51,216)	(51,216)	(51,216)	(51,216)
Staff Operating Expenditure	597,144	597,144	737,144	737,144	737,144	842,144	842,144	847,144	852,144	857,144
Current Staff Expense	597,144	597,144	597,144	597,144	597,144	597,144	597,144	597,144	597,144	597,144
Programming Staff			35,000	35,000	35,000	70,000	70,000	75,000	80,000	85,000
Venue Staff			35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Curatorial Staff			70,000	70,000	70,000	140,000	140,000	140,000	140,000	140,000
Expenses	566,439	569,922	580,656	618,532	586,356	592,856	594,456	595,956	608,456	605,256
Property Maintenance	46,819	46,819	46,819	86,819	46,819	46,819	46,819	46,819	46,819	46,819
Ground Mtce Contract	44,840	44,840	44,840	44,840	44,840	44,840	44,840	44,840	44,840	44,840
Volunteer Expenses	3,386	3,386	3,386	3,386	3,386	3,386	3,386	3,386	3,386	3,386
Bank Fees	900	900	900	900	900	900	900	900	900	900

Telephones	7,901	7,901	7,901	7,901	7,901	7,901	7,901	7,901	7,901	7,901
Electricity	52,643	52,643	52,643	52,643	52,643	52,643	52,643	52,643	52,643	52,643
Rates	176	176	176	176	176	176	176	176	176	176
Water by Meter	19,124	19,124	19,124	19,124	19,124	19,124	19,124	19,124	19,124	19,124
Rubbish Removal	5,738	5,738	5,738	5,738	5,738	5,738	5,738	5,738	5,738	5,738
Property Main: WOF	5,875	5,875	5,875	5,875	5,875	5,875	5,875	5,875	5,875	5,875
Provide Building Cleaning	24,098	24,098	24,098	24,098	24,098	24,098	24,098	24,098	24,098	24,098
Insurance	20,486	20,486	20,486	20,486	20,486	20,486	20,486	20,486	20,486	20,486
Provide: Marketing & Promotion	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950	22,950
Security	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164	5,164
Commission Paid	3,612	3,612	3,612	3,612	3,612	3,612	3,612	3,612	3,612	3,612
Plant / Vehicle Operating Expense	0	0	0	0	0	0	0	0	0	0
Valuations / Surveys	3,707	3,707	3,707	3,707	3,707	3,707	3,707	3,707	3,707	3,707
Building Maintenance	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Event and Hall Hire Expenses	30,150	33,300	38,700	42,000	48,900	50,400	57,000	58,500	66,000	67,800
Sunday Jazz Expenses	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675	3,675
Programmed Maintenance	78,750	78,750	78,750	78,750	78,750	78,750	78,750	78,750	78,750	78,750
Development Fund Expenditure	54,745	54,745	54,745	54,745	54,745	54,745	54,745	54,745	54,745	54,745
Provide: Sundry Operating Exp	12,135	12,135	12,135	12,135	12,135	12,135	12,135	12,135	12,135	12,135
Condition Assessments	0	0	5,000	0	0	5,000	0	0	5,000	0
Staff run park events Expense	21,475	21,475	21,475	21,475	21,475	21,475	21,475	21,475	21,475	21,475
Displays	33,545	33,545	33,545	33,455	33,545	33,545	33,545	33,545	33,545	33,545
Kai Festival Expenses	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264
Depreciation	38,281	38,615	38,948	38,615	39,448	39,448	39,448	39,448	39,448	39,448
Capital Expenditure	257,204	265,709	215,204	250,704	294,204	370,704	126,209	22,204	22,204	22,204
IT hardware renewals	0	16,005	0	0	0	0	16,005	0	0	0
Renewal: programmed renewal	71,534	11,534	11,534	11,534	11,534	11,534	11,534	11,534	11,534	11,534
Collection store H&S	150,000	150,000	0	0	0	0	0	0	0	0
Energy centre venue development	0	52,500	93,000	101,000	62,000	313,500	88,000	0	0	0
Granary venue development	0	0	0	0	110,000	35,000	0	0	0	0
Church venue development	0	0	0	27,500	0	0	0	0	0	0
LOS: accessibility improvement items	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670
Cultural space development	25,000	25,000	100,000	100,000	100,000	0	0	0	0	0

DRAFT COLLECTION POLICY

FOUNDERS HERITAGE PARK 2020

Policy title: Collection Policy
Status: DRAFT 3
Date approved:
Last modified: August 2020
Position responsible: Heritage and Collections Officer
Due for review (date): May 2025
Scope/Audience: Founders Heritage Park Staff, Nelson City Council

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**FOUNDERS HERITAGE PARK COLLECTION
POLICY 2020**



Introduction

Founders Heritage Park consists of a number of both replica and historic buildings that visitors can wander through and explore. It is owned and managed by Nelson City Council. Tenants share some of the display areas in the Park, and here a dynamic is created between what each tenant has to offer, and the stories that are formed alongside them.

The collection at Founders Heritage Park is broadly defined as being mainly agricultural, industrial, commercial and transport-based objects, along with a small collection of related ephemera. These objects form the Park's early technological and mechanical focus and helps to tell unique and engaging stories of Whakatu Nelson's early history, its city and development, generally preceding the computer era.

Founders Heritage Park recognizes and acknowledges Maori cultural values, knowledge and tikanga, as underpinned by New Zealand's founding document, Te Tiriti o Waitangi.

1. Founders Heritage Park Vision and Mission Statement

1.1 Vision

Founders Heritage Park is a highly valued, vibrant heritage attraction which celebrates the Nelson Whakatū community, past and present.

1.2 Mission Statement

Founders Heritage Park is an iconic and multi-use facility that:

- Connects visitors with the development of the Whakatū Nelson community through the use of interactive displays, creative programmes and artisan tenants;
- Celebrates Whakatū's bicultural heritage by building stronger relationships with iwi and creating opportunities for tangata whenua stories to be shared;
- Brings a wide range of communities together to celebrate in unique, flexible and well-functioning venues;
- Maintains a collection which supports the Park's activities to museum standards;
- Actively supports Council's sustainability goals. Financial sustainability is achieved through a mix of commercial and community activities.

2. Collection Policy Statement

Founders Heritage Park recognizes and acknowledges New Zealand's indigenous Maori culture, the Tangata Whenua, of Whakatu Nelson, Tasman and Te Tau Ihu; and the multi-ethnic diversity of our regions heritage.

Founders Heritage Park has a collection of objects/taonga relating to the collective history of Whakatu Nelson and its surrounds (Tasman and Te Tau Ihu), for the purpose of exhibition, interpretation, engagement and education.

Founders Heritage Park is custodian/kaitiaki of this collection, with an obligation to the peoples who created the objects and stories, and to their descendants.

3. Standards and Guidelines

3.1 Founders Heritage Park is committed to achieving standards of excellence, as defined by the following national and international professional codes and standards:

- The Treaty of Waitangi Te Tiriti o Waitangi
- New Zealand Museums Standards Scheme, Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa
- ICOM Code of Ethics for Museums, 2013
- Guidelines for the Care of Larger and Working Historic Objects, International Railway Heritage Consultancy Limited, Editorial coordination by Association of British Transport & Engineering Museums ISBN13 9781900642286
- Significance 2.0: A guide to assessing the significance of collections,.Collections Council of Australia Ltd 2009 by Roslyn Russell and Kylie Winkworth
- "RE-ORG", developed by ICCROM with the support of UNESCO (2007-2011) and originally published at www.re-org.info
- Museums Aotearoa, 2013, Code of Ethics and Professional Practice
- Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).
- Wildlife Act 1953 and Extinct Species Trade Regulations.
- Heritage Collections Council, 1998, reCollections: Caring for Collections across Australia, Canberra
- SPECTRUM: The UK Museum Documentation Standard, MDA, Cambridge, by G. McKenna, and E. Patsatzi (Eds). 2011.
- New Zealand Conservators of Cultural Material Code of Ethics, 1995 (www.nzccm.org.nz/code-of-ethics)

3.2 This collection policy conforms to the relevant provisions of the following Legislative Framework:

- Conservation Act 1987
- Copyright Act 1994
- Historic Places Trust Act 1993
- Local Government Act 2002
- Privacy Act 1993
- Protected Objects Act 1975 (amended 2006)
- Unsolicited Goods and Services Act 1975
- Public Records Act 2005

4. Delegations

- 4.1 The Heritage and Collections Officer (HCO) of Founders Heritage Park is responsible for all aspects of collection management. The HCO is an employee of Nelson City Council, and reports to the Team Leader, Heritage Facilities, Nelson City Council.
- 4.2 The Founders Supervisor is responsible for park management, administration, building maintenance, event and venue management and visitor experience. The Founders Supervisor is an employee of Nelson City Council, and reports to the Team Leader, Heritage Facilities, Nelson City Council.
- 4.3 As at 1 August 2020, Exhibitions, public programming and public enquiries are a shared responsibility between Founders Supervisor and HCO. Exhibitions, displays and education programmes are usually provided by contractors.

5. Collection Focus and Themes

- 5.1 Through this policy, Founders Heritage Park (FHP) aims to develop a collection for public display and interaction that reflect Whakatu Nelson, Tasman and sometimes wider Te Tau Ihu (top of the south) history, in line with our Collection Policy statement.
- 5.2 Founders Heritage Park (FHP) has **three primary collections**:
 - 5.2.1 The Founders Museum Collection (**F. Collection**)

The main museum collection, which is primarily objects stemming from Whakatu Nelson businesses and commercial activities, industrial, engineering and manufacturing activities, agricultural and food production activities and transport and maritime related objects. The collection also includes a small number of objects from medical and health related services in Whakatu Nelson, and some urban, civic and industrial archaeological material.
 - 5.2.2 Larger and Working Historic Objects Collection (**W. Collection**)

Larger and working, industrial, agricultural and transport objects which are either preserved in their operational or static historic state. Preventative and remedial conservation will be undertaken, as well as repairs which follow the principle of minimum intervention. Original componentry will be used when possible to keep objects running. It is recognized that movement can be a preventative measure with some objects, and sometimes physical and compliance adaptations may need to be made in order to meet safety standards.
 - 5.2.3 The Education and Interactive Collection (**EI. Collection**)

Objects which are used on display for their original purpose, or for hands on, educational and interactive engagement. It is understood these objects will probably sustain wear and tear and may eventually be disposed of. These objects are not recorded in Ehive and will documentation will remain separate from the F and W Collections.

- 5.3 Currently, the **MAIN THEMES** of the **Founders Heritage Park Collections** are:

- i. **Where we came from** – our whakapapa, our stories, our peoples and our land
- ii. **How we built our community** – social development, wellbeing, arts, culture and events
- iii. **How we worked together** – livelihoods and employment. The commerce, industry and agriculture that shaped and defined our region.
- iv. **How we got around** – what were the modes of transport
- v. **Let's learn and explore** – education, interaction and engagement for all ages on the above themes

5.4 Items that will not actively be collected at this time includes:

- Objects that do not fit within the Collection focus and themes (as above).
- Objects offered only on a loan basis, or with other limiting conditions.
- Taonga tūturu (these will be redirected to Nelson Provincial Museum to make appropriate recommendations – see section 6 below.)
- Books, textiles, photographs, negatives, prints, original artworks and fragile materials, unless relating to other Collection objects, displays or buildings in the park.
- Domestic and household items, unless they have either significant local links, or can help inform stories within the FHP's established themes or displays.
- Natural History items, unless it has direct historical connection with another Collection object or Founders display.
- Founders Heritage Park will never collect objects that breach the Convention on International Trade in Endangered Species of Wild Fauna and Flora.

6. Taonga tūturu

6.1 Taonga tūturu is an object that relates to Māori culture, history, or society; is more than 50 years old, and was, or appears to have been;

- (i) manufactured or modified in New Zealand by Māori; or
- (ii) brought into New Zealand by Māori; or
- (iii) used by Māori.

6.2 Under section 11 of the Protected Objects Act, any newly found taonga tūturu are in the first instance Crown owned until a determination on ownership is made by the Māori Land Court. In the interim, the Ministry for Culture and Heritage is legally responsible for the recording, custody of the taonga tūturu, facilitating claims for ownership and any conservation treatment required.

6.2.1 If anyone presents Taonga tūturu to Founders Heritage Park, staff are required to inform the finder of their legal responsibilities under the Act and recommend they go to the Nelson Provincial museum, who have the expertise to identify and record a taonga tūturu. If the finder is reluctant to do this staff are advised to notify the Ministry.

6.2.2 Until there is proper facility for inclusion, any Taonga tūturu being offered to the Founders collection will be redirected to the Nelson Provincial Museum Te Tai Ao Komiti, who can liaise with the Ministry or appropriate Kaitiakitanga.

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- 6.3 Any Taonga tūturu found in the Collection at Founders Heritage Park will be handed over to the custody of Nelson Provincial Museum, to follow the appropriate Ministry guidelines in notification to the Ministry, its registration and if required, its repatriation to the rightful, owner, guardian or Tangata Whenua.
 - 6.4 Founders Heritage Park is committed to respecting tikanga (customs) of Iwi in all management of taonga.

7. Documentation

- 7.1 Founders Heritage Park will keep up-to-date and complete information records pertaining to the collection.
- 7.2 For all collection documentation forms and a full list of procedures and processes (with Flowcharts) refer to the Collection Procedures Manual.
- 7.3 All objects being accessioned into any of the three primary collections should be included in the main Founders Collection Ehive database. This database will capture the entire collection and its objects in their accessioned or deaccessioned state.
- 7.4 Regular inventory should be done in order to keep records and documentation up to date.
- 7.5 All collecting activity and collection management processes will be in accordance with museum Code of Ethics (ICOM Code of Ethics and Museums Aotearoa Code of Ethics). As well as national and international standards, guidelines, codes and legislation cited in Section 3.
- 7.6 Where relevant, and possible, Founders Heritage Park will obtain copyright and reproduction rights for new objects at the time of acquisition. This is signed over by legal owner (where copyright ownership allows) on the Object Receipt Form.
- 7.7 This collection policy should be reviewed every five years and as knowledge of the collection develops.

8. Acquisitions at Founders Heritage Park

- 8.1 Objects and collections may be acquired as donations, bequests, or transfer from another institution.
- 8.2 All objects must be assessed before being accepted into the FHP collections (F. Collection and W. Collection) and must meet the Collection focus and themes. Acquisition criteria are stated below in section 9: Significance Assessment and Acquisition Criteria, and are fully outlined in the Collection Procedures Manual.
- 8.3 Founders Heritage Park will only acquire objects without excessive conditions or restrictions on the way they might be used or displayed in the future.

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- 8.4 On occasion, the HCO may present to management items they consider suitable for purchase or commission along with associated funding sources.
 - 8.5 Founders Heritage Park will only acquire objects where the donor or vendor of a proposed acquisition has, and can sign over legal title of the object to the Park, (as documented on the Object Receipt Form). Full legal title must accompany any object accessioned into the collections.
 - 8.6 Founders Heritage Park will not acquire objects with a fraudulent, unethical or illegal background.
 - 8.7 Founders Heritage Park will only acquire objects that comply with relevant local and national legislation, regulations and permit requirements, and those international agreements and conventions to which New Zealand is a signatory (refer Section 3 - Standards and Guidelines).
 - 8.8 Founders Heritage Park reserves the right to decline any offer of gift to the collection.

9. Acquisition Criteria and Significance Assessment

- 9.1 To be accepted into the Founders Collection, objects must undergo a two step process. Stage 1 is to meet the Acquisition Criteria and if they meet all of these criteria they can proceed to stage 2 which is a Significance Assessment.
- 9.2 Stage 1. To be accepted into the Founders Collection, all objects must meet the Acquisition Criteria checklist as follows:
 - i. Strong historical relevance in the Nelson and Tasman regions.
 - ii. Is not already represented or has duplicates in the collection of higher quality (if it is a duplicate it could be considered for EI Collection)
 - iii. Good, stable physical condition and completeness, and can be maintained in the long term (or can be conserved with available and reasonable resources if object deemed authentically significant)
 - iv. Can be cared for and stored adequately and safely at the current time
 - v. Does not pose any risks or hazards to staff or public
 - vi. Will complement or enhance the existing collection, future displays and visitor experience (good interpretive capacity). Our themes are as follows:
 - **Where we came from** – our whakapapa, our stories, our peoples and our land
 - **How we built our community** –social development, wellbeing, arts, culture and events
 - **How we worked together** - livelihoods and employment. The commerce, industry and agriculture that shaped and defined our region.
 - **How we got around** – what were the modes of transport
 - **Let's learn and explore!** – education, interaction and engagement for all ages around these themes

9.3 Stage 2. Significance assessment, based on guidelines defined by Significance 2.0,¹ will be used to inform the final decision process. For each new object or group of objects, a Significance Assessment must be completed, and a Statement of Significance made.

9.4 Significance assessment involves five main steps:

- analysing an item or collection an object.
- researching its history, provenance and context
- comparison with similar items
- understanding its values by reference to the criteria
- summarising its meanings and values in a statement of significance

9.5 With acquisition criteria and information from the Significance Assessment, a solid and clear case can be made for acquiring or declining an object.

10. Loans

10.1 Founders Heritage Park will consider loan requests from other Museums, art galleries and research institutions for exhibition or research.

10.2 The Museum will not generally loan items to individuals or other organisations, or for use as a prop except under very special circumstances approved by both the HCO and the Founders Supervisor.

10.3 Loans in or out may only be arranged for fixed periods and specific purposes.

10.4 Loans will only be agreed upon where appropriate standards of care and security for the objects can be provided.

10.5 Incoming and outgoing condition reports will be completed for each item on loan.

10.6 Any damage to loan items is to be reported to the lender within 24 hours (by telephone) and/or within seven days (in writing).

10.7 Any damage to loan items will be properly repaired at the expense of the party responsible for the damage.

10.8 Loan items will not be lent to a third party without permission of the lender.

10.9 Loan items will not be moved from the site agreed upon in the loan agreement without the knowledge of the lender.

10.10 Loan items are to be returned within the stated loan period with prior notice to the lender of the items intended return.

10.11 See full terms and Conditions for Founders Park Outgoing Loans - Form and Incoming Loans

¹ Significance 2.0: A guide to assessing the significance of collections,.Collections Council of Australia Ltd 2009 by Roslyn Russell and Kylie Winkworth

11. Expired and abandoned loans

- 11.1 If a documented incoming loan term has expired and the object/s have not been collected, or arrangements made for collection, founders Heritage Park staff will contact the lender and ask them to retrieve their objects, or make arrangements for their return transportation.
- 11.2 It is the responsibility of the lender to keep Founders Heritage Park informed of changes of address or ownership of the property.
- 11.3 If the Lender's, or last known owner's contact details are unknown, Founders Heritage Park and its staff will undertake searches for lenders with the utmost diligence and good faith.
- 11.4 If a documented incoming loan term has expired, and remains unclaimed, the object/s will remain in Founders Heritage Park's custody.
- 11.5 Founders Heritage Park may acquire title to unclaimed object/s with a documented expired loan agreement if the lender has not reclaimed their property following notification of the Founders Heritage Park intent to claim title.
- 11.6 Founders Heritage Park will provide written notification of its intent to claim title via email, with return receipt requested, or by mail (tracked and signature required) to the lender, or last known owner's, most recent address.
- 11.7 If the letter is returned or email or letter receives no response, Founders Heritage Park must publically notify its intention to conclude the unclaimed loan. It will do this by publishing a description of the object on the Nelson City Council website under the title 'Undocumented Property and Unsolicited Donations', and this web page's existence must be published twice in a local newspaper such as Our Nelson, and /or the Nelson Mail.
- 11.8 If the object remains unclaimed after 90 days, clear title will transfer to Founders Heritage Park.

12. Undocumented Loans

- 12.1 Founders Heritage Park should treat a loaned object as an 'Undocumented Loan' if the following apply:
 - i. If the loan of an object/s to Founders Heritage Park does not have a documented agreement and there has not been any written communication between the lender or the lender's designated agent and Founders Heritage Park for at least two years from the date Founders Heritage Park took possession of the object/s, or two years from when the object/s was left at Founders Heritage Park; or
 - ii. The object/s was left at Founders Heritage Park with verbal agreement by a staff member who is no longer employed at Founders Heritage Park, and there has not been any written communication between the lender

or the lender's designated agent and Founders Heritage Park for at least two years from the date Founders Heritage Park took possession of the object/s, or two years from when the object/s was left at Founders Heritage Park.

- 12.2 If Founders Heritage Park fails to receive any written contact from a lender within 2 years, about an undocumented, loaned object, ownership of the loaned property reverts to Founders Heritage Park.
- 12.3 Under the terms of this Collection Policy, for any historic, undocumented loans, where the lender is known to Founders Heritage Park, an Object Loan Agreement must now be set up, between the lender and Founders Heritage Park by 31 December 2020, or the object/s will become subject to Section 13.2 Abandoned and Undocumented Loans.
- 12.4 If the lender does not want to sign a documented loan:
- i. the lender can make an offer to donate the object into the Founders Collection; or
 - ii. the lender must remove their object from the park. They will be notified of this in writing and given 90 days to comply.

13. Undocumented property, doorstep donations or 'found in collection.'

- 13.1 Due to past lack-of-resource and processing issues, the existing collection at Founders Heritage Park includes objects that do not have an accession trail, meaning that there are some objects in the collection that have no record of past or current ownership.
- 13.2 **'Doorstep donations,'** refers to objects left at Founders Heritage Park without documentation, such as an Object Donation receipt form through which to transfer ownership. These are objects delivered, left on the premises, or unsolicited by Founders Heritage Park.
- 13.2.1 Founders Heritage Park may acquire clear legal title to objects delivered, left on the premises, or unsolicited by the Founders Heritage Park if no one comes forward to establish ownership of said property within 90 days.
- 13.2.2 After the 90 day period Founders Heritage Park may wish to accession an object into the collection (the NR Collection) or dispose of object as they see fit.
- 13.3 **'Undocumented property'** and **'Found in the Collection'** refers to objects in Founders Heritage Park's physical possession or control that lacks both documentation of their origins and proof of transfer of title to Founders Heritage Park. They are objects for which Founders Heritage Park cannot determine the lender, donor, or owner after making a good faith effort.
- 13.4 Reasonable attempts by the HCO or Founders Staff will always be made to find out further information about the objects and their original owners if they can be

found. Databases will be searched to look for matching records or possible matches.

- 13.5 While in Founders Heritage Park's possession, accessioned and non-accessioned NR objects will be cared for in the same manner as objects in the permanent collection.
- 13.6 The object will be registered as a 'No Record' (NR) object number ie NR 2020.123, and records kept. Object will be inventoried and assessed.
- 13.7 If it is in unstable or poor physical condition, unsafe or hazardous, and unable to be cared for it will be disposed of through the "Emergency Deaccessioning " process.
- 13.8 In order to claim clear legal title Founders Heritage Park will publically notify its intention to claim title or seek further information by publishing a basic description of the object on the Nelson City Council website, under the title 'Undocumented Property and Unsolicited Donations', and this web page's existence must be notified in a local newspaper such as Our Nelson, and /or the Nelson Mail.
- 13.9 If an owner responds, who can verify or satisfactorily prove ownership, they will be asked to donate the object or collect their object.
- 13.10 If no one has further information or claims ownership within 90 days, Founders Heritage Park may claim legal title. The object can then remain in the collection as an NR object with clear title. At this point Founders Heritage Park may also choose to deaccession the object.
- 13.11 In claiming legal title of an NR object, Founders Heritage Park recognises the possibility that the object may be claimed by a rightful owner at a later date. Only upon receiving adequate documentation proving ownership, will Founders Heritage Park return the object to its rightful owner. Founders Heritage Park may seek legal counsel in such cases.
- 13.12 Should Founders Heritage Park decide to deaccession or dispose of any 'Undocumented Object' or 'Found in the Collection' object, it must carefully follow procedures outlined more fully (with flowcharts) in the Collection Procedures Manual.

14 De-accessioning and Disposal

- 14.1 De-accessioning is the process of de-registering an object from the collection for clearly stated reasons, and disposing of it in accordance with approved policies and procedures. Caution and transparency are essential in the de-accessioning process.
- 14.2 The HCO or other contracted, qualified staff are responsible for identifying objects for de-accessioning and/or disposal under policy criteria, as below (section 15.3).
- 14.3 Criteria for de-accessioning includes:

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- i. Unstable, poor physical condition or completeness, and unable to be maintained in the long term
 - ii. Unsafe - poses risks or hazards to other collection items, staff or public.
 - iii. Unable to be cared for or stored adequately and safely
 - iv. Is already represented or has duplicates in the collection of higher quality (if it is a duplicate it could be considered for EI Collection)
 - v. Lack of provenance or record information or doesn't have strong historical or social significance in the Nelson and Tasman regions
 - vi. Does not complement or enhance the existing collection, future displays or visitor experience and is outside the scope of Founders Heritage Park's collection themes – which are:
 - **Where we came from** – our whakapapa, our stories, our peoples and our land
 - **How we built our community** –social development, wellbeing, arts, culture and events
 - **How we worked together** - livelihoods and employment. The commerce, industry and agriculture that shaped and defined our region.
 - **How we got around** – what were the modes of transport
 - **Let's learn and explore!** – education, interaction and engagement for all ages around these themes.
- 14.4 Raising money for Founders Heritage Park through the sale of de-accessioned items is unethical and not a valid reason for de-accessioning.
- 14.5 Where there are reservations about the relevance or significance of objects to be de-accessioned, the objects should be held for 90 days before disposal.
- 14.6 In seeking to dispose of objects with an NR number or no record information, Founders Heritage Park will need to seek further information from the public on the object, by publishing a basic description of the object on the Nelson City Council website, under the title 'Undocumented Property', and this web page's existence must be notified in a local newspaper such as Our Nelson, and /or the Nelson Mail. A 90 day waiting period must be observed before proceeding with the deaccessioning. Please see section 14.6 – 14.12 for further information.
- 14.7 A photo of the object, a deaccession form indicating why it is de-accessioned, and the method of disposal is to be kept on file in a register of all de-accessioned objects.
- 14.8 The deaccession should be noted on the accession register and in the eHive database, and a hard copy kept with its original donation form on file.
- 14.9 Objects will only be destroyed in exceptional circumstances such as:
- Where an object poses a serious conservation threat to other items in the collection and cannot be countered by treatment or isolation from other objects.
 - Where an object creates a serious health and safety risk to staff, volunteers or the public.
 - Where an object has deteriorated or become broken beyond reasonable repair, and no part or sample has any identifiable use or viability.

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- Where you have had no interest shown by another organisation or interested individual after advertisement, and the object is unsaleable.
- 14.10 For certain categories of bulk archaeological or natural history material, from fieldwork, Heritage New Zealand should be contacted in the first instance prior to disposal or deaccession. The material may be destroyed provided that the material has been fully analysed and published and all relevant records deposited with the site archive. Where applicable, an adequate and representative sample should be retained for future research.
- 14.11 When there is a query over a specific object being considered for de-accession that may have unusual, rare, or specific requirements outside of standard procedure, expertise

15 Emergency deaccession procedure

- 15.1 Reasons for emergency deaccession may include, but are not limited to:
- 15.1.1 Fire, flood, earthquake, natural disaster or other serious emergency affecting the collection, or parts thereof, while in storage or on display
 - 15.1.2 Leaching of toxic chemicals that have the potential to cause harm to staff or the public
 - 15.1.3 Discovery of a hazard that cannot be contained or managed effectively and efficiently
 - 15.1.4 Extreme environmental or storage conditions that potentially may cause harm or danger to staff or collection.
- 15.2 Under clause 16.1.4 in the Re-Org at Founders proceeding from 2020-2025, emergency deaccessioning can be used for objects that are:
- 15.2.1 In poor, unstable physical condition or completeness, and cannot be maintained in the long term; or
 - 15.2.2 Pose a risk or hazard to staff or public; and
 - 15.2.3 Cannot be cared for or stored adequately and safely at the current time.
- 15.3 When a situation arises where it is deemed necessary to dispose of hazardous, toxic or dangerous objects urgently, the following steps should be undertaken:
- Seek professional advice as to how to prepare and handle movement of the object
 - Check regulations and disposal methods are appropriate so that harm does not occur to other people or places
 - Create a clear pathway and movement plan for the object, including how it will be transported
 - If possible, prepare the object for disposal by containing or sealing it in wrapping or containers prior to movement to ensure other areas do not become contaminated
 - Deliver the object to its final destination for destruction or redistribution.

Note: Always wear PPE (personal protective equipment) while preparing the object for disposal

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- 15.4 As soon as practicable, record the following information:
- i. Object reference number ie Accessioned number or assigned NR number if undocumented.
 - ii. The date of disposal
 - iii. The method of disposal
 - iv. Disposal reason
 - v. The person authorising the disposal and their signature
 - vi. The date of the authorisation
 - vii. If possible take photographs and attach to file notes.
- 15.5 Records of Emergency Deaccession will be kept on file. Records should also be saved on the eHive database, and a hard copy kept with its original donation form on file (if accessioned).
- 15.6 For NR objects, its deaccessioned status should be added to the NR register and NR Deaccessioned folder.

16 Repatriation and Human Remains

- 16.1 Founders Heritage Park will return all objects not accepted into the Collection to the donor unless permission is given by prior agreement for Founders Heritage Park to redistribute those items through donation, exchange or sale to other museums, organisations or individuals.
- 16.2 Founders Heritage Park will not collect kōiwi tangata, human remains, or parts of human bodies, in either a modified or unmodified state. This includes preserved or mummified human remains, teeth, bone and hair or any artefacts using body part components.
- 16.3 If historical remains such as teeth (from dentistry collections) are found and are undocumented, these will be disposed of through certifiable medical disposal standards.
- 16.4 If any historical acquisitions of human remains are found in the collection, they will be deaccessioned, with all due care and will be stored in a manner that affords utmost dignity and respect while plans for their disposal or repatriation are made.
- 16.5 If any Kōiwi tangata or associated funerary objects are found in the collection, they will be handed over to the custody of Nelson Provincial Museum Te Tai Ao Komiti, who can follow the appropriate HNZPT guidelines for their care, and consultation with or repatriation to their home communities, iwi or kaitiaki.

17 Access and Research

- 17.1 Community access to the collection is provided by exhibitions, public enquiries, scheduled appointments and digitization (eHive).

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- 17.2 Founders Heritage Park allows donors and their family access to information collected in relation to the items and supervised access to the collection items they have donated upon request and at a mutually convenient time.
- 17.3 When items are researched for a publication, a copy of the final article / book etc will be requested.
- 17.4 Founders Heritage Park reserves the right to charge for copyright clearance on items.

18 Storage

- 18.1 Founders Heritage Park currently has very limited storage capacity. The current collection store is inadequate.
- 18.2 Founders Heritage Park is working towards improving the Collection Storage and implementing an environmentally controlled, fit-for-purpose storage facility. In the short term 2020 - 2025 a temporary Re-Org zone has been implemented in Harvestlands and other temporary storage zones will also be identified and utilized while the best possible future storage solution is found.
- 18.3 Wherever possible objects are to be stored with museum standard packing materials and placement with all due preventative conservation practices adhered to.

19 Conservation

- 19.1 In conserving objects, Founders Heritage Park will show the greatest respect for them, and involve the least degree of intervention consistent with their long-term care and the least possible loss of material of cultural heritage value.
- 19.2 Founders Heritage Park will safeguard collection items in it's care by preventative conservation practices such as:
- Safe handling and display techniques
 - Improving collection storage and storage methods
 - Appropriately and adequately controlling pests
 - Providing effective security
 - Having temperature and humidity controls in place wherever possible, and
 - Planning for emergencies
- 19.3 Founders Heritage Park follows museum standards and procedures for handling, packaging and preventative conservation as required.
- 19.4 Founders Heritage Park will seek advice and expertise from Nelson Provincial Museum staff if required or other museums as appropriate.
- 19.5 As required, Founders Heritage Park will have collection items assessed and repaired by an appropriate conservator recognized by the New Zealand Professional Conservators Group.

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- 19.6 Founders Heritage Park will consult with all stakeholders relating to a particular item before any major conservation work is undertaken.
- 19.7 Where possible, original historic photographs will be copied, with the copies placed on exhibition and the original returned to the kaitiaki / owner.
- 19.8 Display areas will be regularly cleaned with a 'Display maintenance schedule' and monitored for changes to environmental and other conditions that may affect the collection items.

20 Hazardous materials

- 20.1 Objects which have been identified as a hazard should be destroyed or disposed of according to the relevant government legislation and regulations.
- 20.2 The presence of hazardous materials or hazardous conditions associated with collection objects and specimens to be aware of include, but are not limited to:
- Hazardous plants or mineral specimens, included specimens suspended in formaldehyde
 - Constituents such as aniline dyes, chrome patinas or lead pigments
 - Radioactive materials such as certain fossils, uranium pigment, radium paint (e.g., cockpit dials or watch faces)
 - Asbestos-containing art plaster in stuccos, taxidermy mounts, lagging
 - Extremely flammable cellulose nitrate films/negatives
 - Alcohol preservatives, gunpowder, degraded medicinals, damaged gas cylinders
 - Sharp weaponry, heavy artwork, fragility/break-ability leading to injury
 - Lead-containing objects (e.g., linotypes, printing presses); lead-painted art frames or industrial/historic objects
 - Taxidermied specimens containing arsenic and dust mites.
 - Residual Hazards in the Storage Environment and Cases, including particulate residues of past preservative/pesticide treatments, vapours from organic treatment chemicals or natural object degradation that may accumulate within closed cases and be absorbed into wooden case interiors.
- 20.3 Where relevant, research and compile information of past and current collection preservation methods, conservation treatments, post-collection preparation, pesticide treatment, and any associated Safety Data Sheets by review of archival records, original collector's notes, interviews with current staff conservators, curators or preparators.
- 20.4 When unsure of the presence of hazardous materials in an object, seek advice and/or initiate analytical testing through professional sources such as the Nelson Provincial Museum, Cawthron Institute or Te Papa's conservation unit.

21 Founders Working Collection and Educational and Interactive Collection

- 21.1 Founders Heritage Park may acquire larger or working objects (W. Collection) or objects for Educational and Interactive use (EI Collection).

- 21.2 W. Collection objects will be registered as, and must be clearly marked as, being a part of the W. Collection, with their W. Collection registration number (example: W.2020.01.01). W. Collection objects will have all documentation added to Ehive, and will be considered part of the main museum collection, will all due necessary care.
- 21.3 All EI collection objects will be registered into EI collection with the EI Collection Registration form, and will be assigned their own registration ID number. (example: EI.2020.01.01, being Education & Interactive Collection/year/object group number/individual object number). EI objects will not be entered into Ehive.
- 21.4 All W. and EI collection objects will be afforded the varying levels of care and maintenance required for safe public interaction at Founders Heritage Park.
- 21.5 The W. Collection will be subject to the 'Working Collection Guidelines and Overview' in the 'Founders Heritage Park Procedures Manual'.
- 21.6 Any transfer of Founders Heritage Park's accessioned F. or W. collection objects into its EI Collection will be subject to consideration and checklists. Objects must be carefully researched, establishing and clearly documenting the object's significance, provenance and legal ownership. Its importance as an interactive object, its viable use, maintenance and special conditions will also be considered.
- 21.7 Any items being transferred from the F. or W. collections to EI must first be deaccessioned from the F or W Collections, and then registered into the EI Collection.
- 21.8 The assessment process of accessioned collection objects for the EI Collection must be followed with the understanding that objects will be subject to physical deterioration or destruction over time. Objects may be assigned for interactive use with the expectation that it will probably deteriorate and may later be disposed of.

22 Glossary

Accession

The formal process of recording or processing the addition of an item to the permanent collection.

Acquisition

When the legal title of an item is transferred and Founders Heritage Park becomes the owner.

Bequest

Acquisition involving an individual transferring title of an item to the institution upon his or her death, through a will.

Deaccession

The formal process of removing an item from the permanent collection.

Disposal

The act of physically removing an item from the collection, including transferral of ownership. Disposal of a collection item can only take place after the formal process of deaccessioning is completed.

Item

A general term used for an item, object, artefact, record or specimen.

Loans

Loans are temporary transfers of collection items from Founders Heritage Park, or temporary transfers of items to Founders Heritage Park for stated purposes or purposes approved by Founders Heritage Park. The transfers do not involve a change of ownership.

Lot

The term used to define a group of specimens recovered from the same location at the same time. These groups are often stored and documented together.

Object

A general term used for an item, object, artefact, record or specimen.

Provenance

The proven or documented place of origin, use, history and ownership of an object.

Registration

The act of giving an item a unique number and recording it. Registered items may be items due to be added to the permanent collection, non-collection items held for interpretive purposes or loan items from external sources.

Taonga

A treasured object, in this document defined as Māori artefacts.