



Nelson
City Council

Te Kaunihera o
Whakatū

Arts, Heritage and Events Activity Management Plan

Mahere ā-Hapori
2021 – 2031

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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.
- 1.5.
- 1.6.
 - the development of a Council events assessment framework.
- 1.4. Two significant issues addressed in this AMP are iwi partnerships and COVID-19, as discussed below.
 - 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:

- 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 options for development of a Community Arts Centre based on investigation of community needs.

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.

- 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	\$1,227,000		
Public Art	\$51,555	\$86,532	
Community Arts and Arts Services	\$212,301		
Managing Heritage	\$248,660		
Museum	\$986,800		
Isel House	\$78,801	\$30,918	\$5612
Melrose House	\$41,546	\$6,402	\$200
Broadgreen House	\$117,907	\$60,000	\$4,888
Founders Heritage Park	\$543,717	\$257,204	\$487,450
Heritage Incentives	\$206,268		
Arts Events & Festivals	\$1,365,480	\$50,000	\$117,257

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.
- 3.1. 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.



- 3.1. 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.

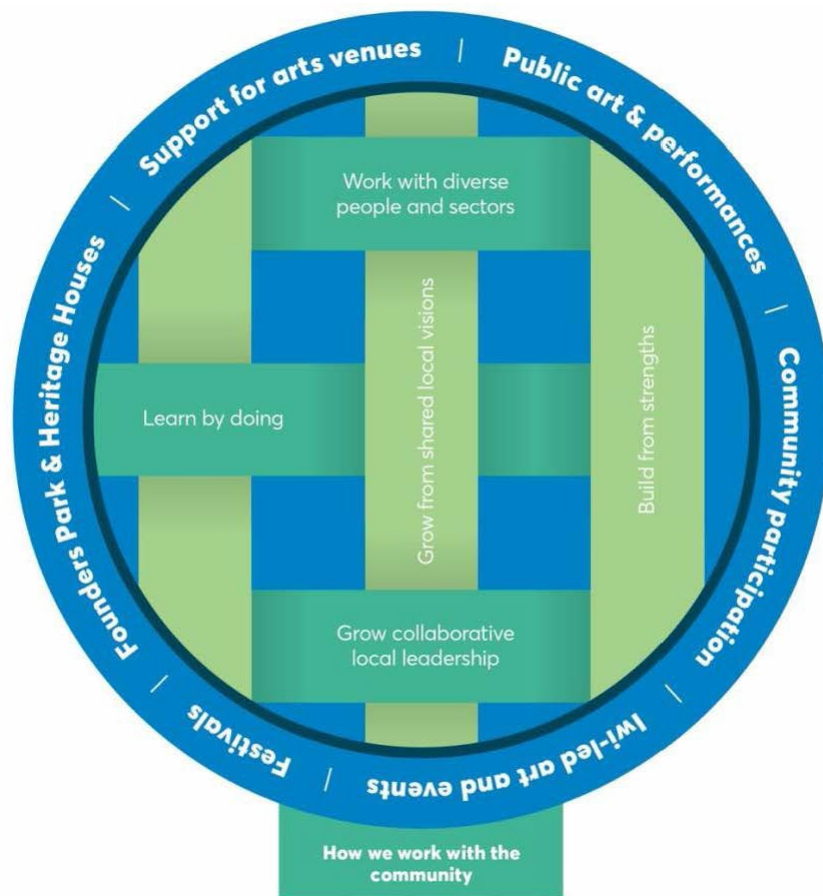


Figure 1 — Arts, Heritage and Events in Action

GROW FROM SHARED LOCAL VISIONS

- Learn from tāngata whenua, their history and aspirations.
- 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

- 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.

- 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 New Zealand has awarded Nelson City Council a grant of \$30,000 for 2021/2022 to produce a post covid Arts Strategy.
- 7.7. 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

- 7.8. 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

- 7.9. 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.



Make/Shift Spaces

- 7.10. Make/Shift Spaces is an incorporated society which works with a range of artists, creatives, community and special interest groups to fill vacant CBD spaces with vibrant installations and activity on a temporary basis. Make/Shift Spaces has received community grants from Council to support the start up of this initiative.

Theatre Royal

- 7.11. 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

- 7.12. 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

- 7.13. 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

- 7.14. 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.
- 7.15. 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

- 7.16. Broadgreen Historic House is owned by Nelson City Council, which is responsible for its operations, management, Council staffing and policies.
- 7.14. 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.

- 7.18. The Broadgreen Society also operates Le Cren Centre, which it hires out for community groups and private bookings.

Melrose Society

- 7.19. 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 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

- 7.13. 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.
- 7.12. 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.
- 7.12. A café at the back of the House is leased and operates in the summer season.

Fairfield House

- 7.13. 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

- 7.12. 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

- 7.13. 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.
- 7.13. 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

- 7.27. 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

- 7.18. Te Ramaroa (originally Light Nelson) is a biennial 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

- 7.29. 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

- 7.13. 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

- 8.1. 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.
- 8.1. 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.
- 8.1. Council has considered development of a Community Arts Centre for many years. Further investigations are planned to identify community needs and potential use for of the Halifax Street site.

Heritage

- 8.1. The Heritage Strategy (2006) was reviewed in 2020 and new strategy, named Taonga Tuku Iho Strategy, will be adopted. 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.
- 8.1. This review was also an opportunity to better understand how iwi, heritage organisations and Council might work together on heritage projects in future.
- 8.1. 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.



- 8.1. 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.
- 8.10. 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.
- 8.10. 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.
- 8.10. 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.
- 8.10. The budgets required to implement the Founders Heritage Park Strategic Plan are included in this AMP.

Heritage Houses

- 8.10. 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.

Broadgreen Historic House

- 8.10. 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

- 8.10. 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.
- 8.10. 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.
- 8.10. 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

- 8.10. 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.
- 8.10. 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

- 8.10. 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.”
- 8.10. 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.
- 8.10. 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 inclusion of waste minimisation guidelines in venue hire contracts and an “Event Waste Plan” provided to event organisers.





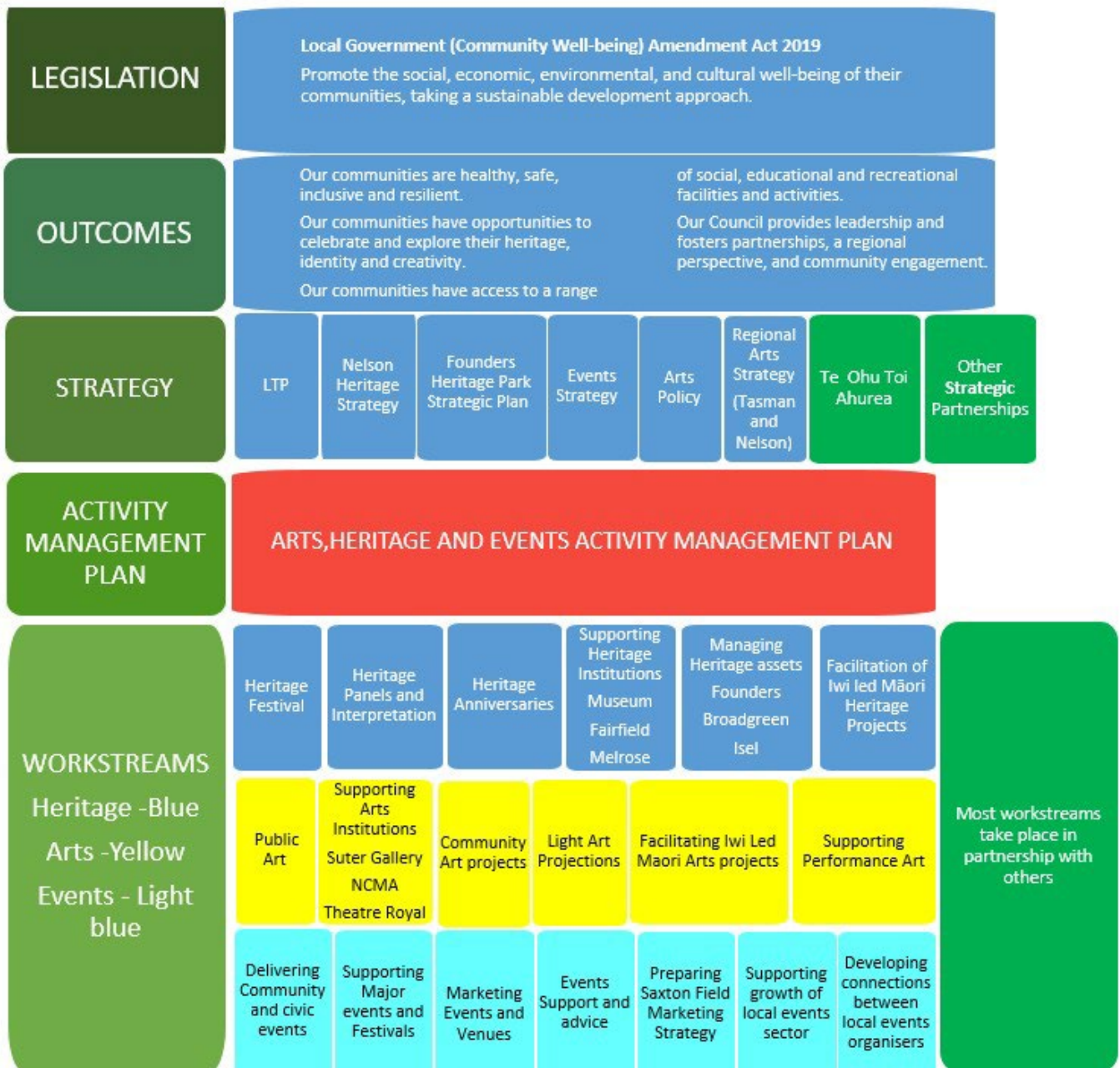
Figure 2: Summary of the different ways Council supports a broad range of events in Nelson

8.10. 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.
- 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).

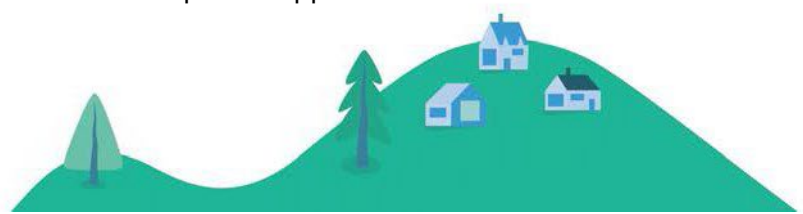
9. Strategic direction – key changes since 2018

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



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.

- 9.1. 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)

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.

10.3. 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**

10.1. 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.

10.1. 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.

10.1. 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 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).

- 11.1. 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."
- 11.1. 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 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
- 12.1. 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
- Make/Shift Spaces
- Nelson Festivals Trust
- Nelson Regional Development Agency (NRDA)
- Light Nelson – Te Ramaroa
- Private gallery owners and artists
- Heritage consultants and archaeologists
- 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 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.	The long-term impact is unknown at this stage. There will be ongoing 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.

15.2. 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

15.1. 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.



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.

<p>The Theatre Royal: A regional theatre that is widely used by the community for a diverse and stimulating range of performance art.</p>	<p>An agreement is developed each year with the Theatre Royal defining their proposed activities, goals and measures.</p>	<p>Agreement signed with Theatre Royal. Performance is reviewed against agreed outcomes.</p>	<p>Agreement in place. Outcomes and risks are discussed with the Theatre.</p>
<p>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.</p>	<p>An agreement is developed each year with the NCMA defining their proposed activities, goals and measures.</p>	<p>Agreement signed with NCMA. Performance is reviewed against agreed outcomes.</p>	<p>Agreement in place. Outcomes and risks are discussed with the NCMA.</p>
<p>Nelson Provincial Museum (TBHT): Museum in central Nelson, co-funded with TDC.</p>	<p>TBHT provides an SOI each year defining their proposed activities and goals and measures.</p>	<p>SOI delivered to Councils. SOI agreed by Councils. Performance is reviewed against SOI.</p>	<p>SOIs delivered and adopted by Councils annually. Annual reports are provided to Councils with data against performance measures, for Council feedback.</p>





	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.	Visitor numbers exceed 100,000 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.

	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 (Tuku Heritage Month)	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 exhibits during 2020/21.





	Level of Service	Measures	Targets	Current Performance
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

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	High quality, popular and accessible events	To deliver a diverse and accessible variety of events that are well attended and enjoyed by audiences.	Over 80% satisfaction of attendees was recorded at Council events.	At least 12 events per annum are delivered celebrating our community's performing skills and creativity, and support at least 10 free or low cost events. Event audience survey indicate satisfaction of 70%





	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.

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.

16.2. 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.

16.1. 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.

16.1. Develop the venues:

- Refurbish the Energy Centre.
- Upgrade the Granary.
- Develop the Church.
- Improve service delivery.



16.7. 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

- 16.7. Support a steering group to oversee the implementation of the strategy.
- 16.8. Work in partnership with other stakeholders on initiatives to achieve the outcomes identified in the strategy.

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.

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	\$1,227,000		
Public Art	\$51,555	\$86,532	
Community Arts and Arts Services	\$212,301		
Managing Heritage	\$248,660		
Museum	\$986,800		
Isel House	\$78,801	\$30,918	\$5612
Melrose House	\$41,546	\$6,402	\$200
Broadgreen House	\$117,907	\$60,000	\$4,888



Founders Heritage Park	\$543,717	\$257,204	\$487,450
Heritage Incentives	\$206,268		
Arts Events & Festivals	\$1,365,480	\$50,000	\$117,257

Revenue and Financing Policy

- 18.1. 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.
- 18.1. 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.
- 18.1. 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.
- 18.2. 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

- 18.2. 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).
- 18.1. Council will continue to be involved in arts, heritage and events activities.

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	692,300	692,300	692,300	692,300	692,300	692,300	692,300	692,300	692,300	692,300
38074312. Suter Maintenance Grant	21,100	21,100	21,100	21,100	21,100	21,100	21,100	21,100	21,100	21,100
380743128063. Suter depreciation grant	0	0	0	231,900	232,300	232,300	232,300	232,300	232,300	232,300
38702312. Grant: School of Music	233,800	233,800	233,800	233,800	233,800	233,800	233,800	233,800	233,800	233,800
38802312. Theatre Royal Operating Grant	126,500	126,500	126,500	126,500	126,500	126,500	126,500	126,500	126,500	126,500
38804312. Community use subsidy	115,300	115,300	115,300	115,300	115,300	115,300	115,300	115,300	115,300	115,300
380133420800. Refinery Relocation	38,000	38,000	38,000	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
380175901307. Gateway Improvements (Capital Expenditure)			40,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
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	86,690	86,690	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
753043128115. Grant: Makeshift Spaces	40,000	40,000	40,000							
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										
38012355. Iwi Engagement costs	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200
38012637. Insurance	11,319	11,319	11,319	11,319	11,319	11,319	11,319	11,319	11,319	11,319
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 Consultant	20,000	20,000	0	0	0	0	0	0	0	0
380127402373. Taonga Tuku Iho Strategy Implementation *	60,000	60,000	60,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
38014310. Implementation Heritage Activities	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
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
385043420109. Festival: Broadgreen/Isel	10,076	10,076	10,076	10,076	10,076	10,076	10,076	10,076	10,076	10,076
Museum										
38052310. Grant: NN Provincial Museum	910,000	910,000	910,000	910,000	910,000	910,000	910,000	910,000	910,000	910,000
380523100800. Grant: TBHT Top-Up	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800
380568202367. Investment – Museum Storage			3,165,000							
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	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)
38100630. Electricity Recovery	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
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	0	0	0	0	0	0	0	0	0	0
38102607. Telephones	945	945	945	945	945	945	945	945	945	945
38102617. Electricity	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200

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	7,341	7,341	7,341	7,341	7,341	7,341	7,341	7,341	7,341	7,341
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	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Expenses										
38112621. Rates	2,340	2,340	2,340	2,340	2,340	2,340	2,340	2,340	2,340	2,340
38112628. Fire Safety BWOFF	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	10,099	10,099	10,099	10,099	10,099	10,099	10,099	10,099	10,099	10,099
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	17,000	5,000	5,000	75,000	23,000	5,000	5,000	5,000	5,000	5,000
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	15,000	10,000	5,335	5,335	5,335	5,335	5,335	5,335
Broadgreen House										
Income										
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	350	350	350	350	350	350	350	350	350	350
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	370	370	370	370	370	370	370	370	370	370
38122607. Telephones	1,863	1,863	1,863	1,863	1,863	1,863	1,863	1,863	1,863	1,863
38122617. Electricity	5,153	5,153	5,153	5,153	5,153	5,153	5,153	5,153	5,153	5,153
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	6,582	6,582	6,582	6,582	6,582	6,582	6,582	6,582	6,582	6,582
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	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)
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	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)
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	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)
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	0	0	0	0	0	0	0	0	0	0
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	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900
38202607. Telephones	7,901	7,901	7,901	7,901	7,901	7,901	7,901	7,901	7,901	7,901
38202617. Electricity	45,839	45,839	45,839	45,839	45,839	45,839	45,839	45,839	45,839	45,839
38202621. Rates	14,130	14,130	14,130	14,130	14,130	14,130	14,130	14,130	14,130	14,130
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	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
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
38202637. Insurance	30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227	30,227
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

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)
Income										
382071408116. Displays	33,545	33,545	33,545	33,545	33,545	33,545	33,545	33,545	33,545	33,545
382071408116. IT hardware renewals	0	0	0	0	0	0	0	0	0	0
385002301598. Grant: Rata Foundation - Summer Fes	(8,696)	(8,696)	(8,696)	(8,696)	(8,696)	(8,696)	(8,696)	(8,696)	(8,696)	(8,696)
Capital Expenditure										
385002301598. Grant: Rata Foundation - Summer Festival	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
385005111413. Opera ticket sales	(90,000)	0	0	0	0	0	0	0	0	0
38207210. Renewal: programmed renewal	0	534	534	534	534	534	534	534	534	534
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)
382077203397. Collection store H&S	0	100	100	0	0	0	0	0	0	0
Expenses										
382077203398. Energy centre venue development	0	52,500	93,000	101,000	62,000	313,500	88,000	0	0	0
104023100890. Nelson City Brass	15,750	15,750	15,750	15,750	15,750	15,750	15,750	15,750	15,750	15,750
382077203399. Granary Venue development	0	0	0	0	0	0	0	0	0	0
104023100910. Stratford Dinner Convention	1,207	1,207	1,207	1,207	1,207	1,207	1,207	1,207	1,207	1,207
104033420000. Cultural Centre Request for proposals	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
104043103141. Christmas decorations CBD	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Heritage Incentives										
384143112. Resource Consents Discounts	16,005	16,005	16,005	16,005	16,005	16,005	16,005	16,005	16,005	16,005
367943420116. Youth Events	9,906	9,906	9,906	9,906	9,906	9,906	9,906	9,906	9,906	9,906
38502634143120497. Hales Homecare	40,669	30,669	30,669	10,669	10,669	10,669	10,669	10,669	10,669	10,669
385026371598. Event Insurance	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876
385026450800. Summer Events Guide	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
385043108117. Community events	78,750	78,750	78,750	78,750	78,750	78,750	78,750	78,750	78,750	78,750
385043121145. Arts Festival	593,926	573,926	553,926	553,926	553,926	553,926	553,926	553,926	553,926	553,926
385043420116. Youth Events	33,963	33,963	33,963	33,963	33,963	33,963	33,963	33,963	33,963	33,963
385043421393. New Years Eve Event	36,100	36,100	36,100	36,100	36,100	36,100	36,100	36,100	36,100	36,100
385043421413. Opera in the Park	262,853	0	262,853	0	262,853	0	262,853	0	262,853	0
385043421598. Summer Festival (General)	106,475	106,475	106,475	106,475	106,475	106,475	106,475	106,475	106,475	106,475
385043428213. Winter Program (Ngā Toi Huatau)	25,000		25,000		25,000		25,000		25,000	
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
753043128115. Te Matatini Kapa Haka Championships	33,000	19,000	7,500	0	40,500	0	0	0	0	0
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

