

8.6 EVENT AND CULTURAL VENUES

TAIWHANGA TIKANGA-A-IWI



inspire

■ 8.6 EVENT AND CULTURAL VENUES

A thriving events and cultural scene contributes to the identity and attraction of a city; creating a sense of energy and vibrancy and offering residents and visitors entertainment and cultural experiences. It also raises the profile of the city and fosters a sense of pride and place for residents, creates economic benefits through jobs and visitors and enhances the lifestyle of residents.

Council has a strategic goal to promote the city through the support of events in Hamilton. This goal is based on positioning Hamilton as New Zealand's premier events destination staging high-quality events and developing, retaining and supporting strategically important events, some of these being recognised as world-class.

In many cases, to achieve this, the city needs to have the right venues. The venues need to cater for variety – sports, music, theatre, exhibitions, conferences and expos. They need to be at a standard that is fit for local, national and in some cases international events. Most importantly, they need to reflect the expectations that residents have for lifestyle opportunities in the city.

Council's Event and Cultural Venues Activity Group includes the following activities:

Claudlands Events Centre ('Claudlands')

Claudlands is a versatile complex that caters for a variety of events and functions ranging from indoor and outdoor exhibitions, to cultural shows and festivals. Situated on 12 hectares of Claudlands Park, Claudlands is on the doorstep of Hamilton's CBD, just a short walk from major accommodation, restaurants and entertainment.

The redevelopment of Claudlands will include a new multi-purpose indoor arena for up to 5,000 spectators, conference facilities for up to 1,500 delegates and upgraded exhibition and show facilities. Claudlands will be able to offer a significant range of events and activities from conferences and banquets to indoor sporting events, music and entertainment and exhibitions and shows. Due to open in early 2011, Claudlands is set to become an opportunity for Hamilton residents to see more quality shows and events as well as bringing positive economic benefits to the community.

Waikato Stadium

Waikato Stadium has earned its reputation as one of New Zealand's premier venues for international and national sports, live performances and functions. It has hosted a range of events including international rugby and rugby league, music concerts, cultural festivals and other sporting and cultural events. Waikato Stadium has a capacity of 25,800 including 10,000 covered seats, with the ability to extend the capacity in excess of 30,000 with 5,000 temporary additional seats. The stadium also has a number of lounges for corporate functions, private banquets, seminars, product launches and receptions.

Seddon Park

Seddon Park is a purpose-built international standard cricket facility in the heart of Hamilton, with a spectator capacity of 11,500. Seddon Park is home for Northern Districts Cricket and their flagship team the State Northern Knights. Although the venue is predominantly used for cricket, it has also been used for other sports events during the cricket off-season. Within the pavilion, there are two lounges suitable for private and corporate functions.

Hamilton City Theatres

Hamilton City Theatres provide professional venue and event management at three theatrical venues in Hamilton: Founders Theatre (medium scale theatre with 1,249 capacity), Clarence St Theatre (smaller theatre with 550 capacity that can also be configured as a showroom with reduced capacity) and The Meteor (a black box venue able to be configured in many ways with a capacity ranging from 100-500). These three venues are managed as a single operation and are designed for live performing arts and entertainment events, conferences, seminars and social functions. Each is complemented with gallery/exhibition spaces and some rehearsal spaces. Together these venues provide a distinctive yet complementary range of performance facilities.

Waikato Museum

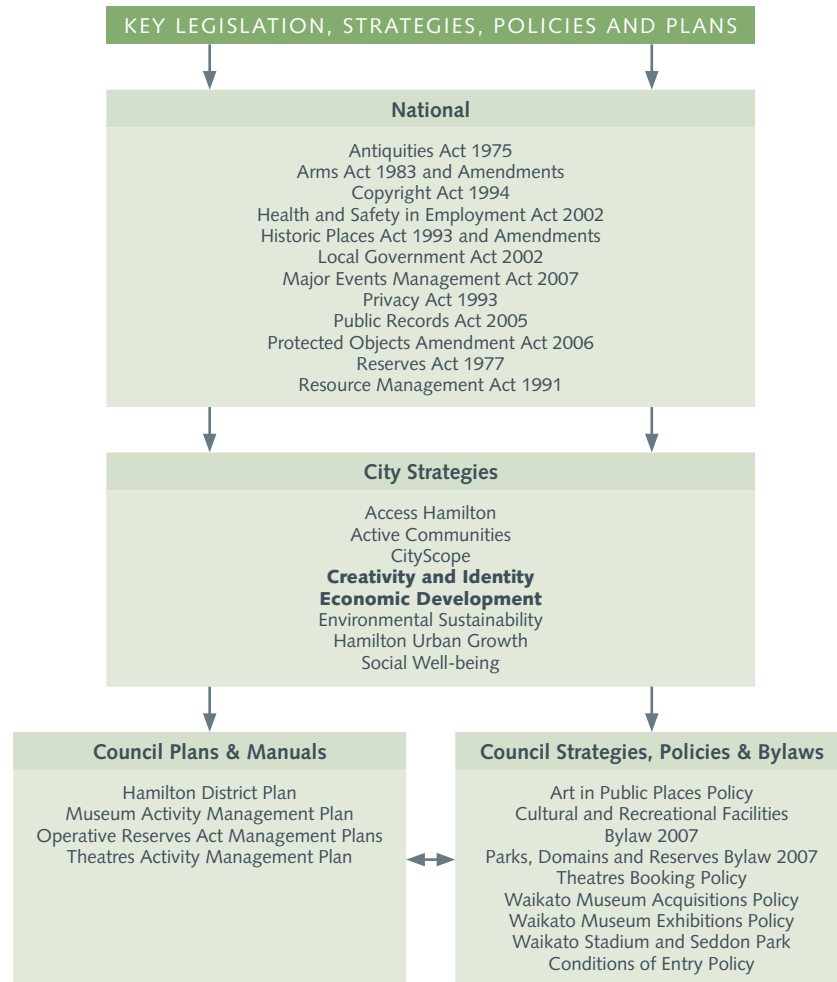
The Waikato Museum (Te Whare Taonga o Waikato), located at the southern end of Hamilton's Central Business District, is an iconic showcase for the cultural, artistic, heritage and scientific stories of the people of Hamilton and the Waikato Region. The Museum's collections are focused on the Waikato Region and cover the four key areas of social history, visual arts, tangata whenua and sciences, constituting a major resource and asset for the city and region.

This activity also includes the management of ArtsPost gallery and shop, Beale Cottage in Hamilton East (one of Hamilton's longest surviving examples of colonial architecture), the historic vessel Rangiriri on the riverbank of Memorial Park (which represents the arrival of founding militia settlers to Hamilton) and various pieces of public art in the city.

“support the city's distinctive cultural and artistic identity”

■ POLICY AND PLANNING CONTEXT

Council's planning and operating environments are shaped by a wider context of national, regional and city wide priorities and objectives. This diagram identifies the key legislation, strategies, policies and plans that link to and provide direction for the Event and Cultural Venues Activities.



■ REASON FOR PROVIDING THIS ACTIVITY GROUP

The more Hamilton grows, the greater the expectation that the city will provide for lifestyle events and cultural activities for residents. It is important that Council invests in facilities that cater for diversity and choice. The venues provided ensure that local, national and international events are held in Hamilton, which in turn provides a range of economic and social benefits for the city. Due to the size and semi-commercial nature of the venues it is unlikely that they would be provided by the private sector.

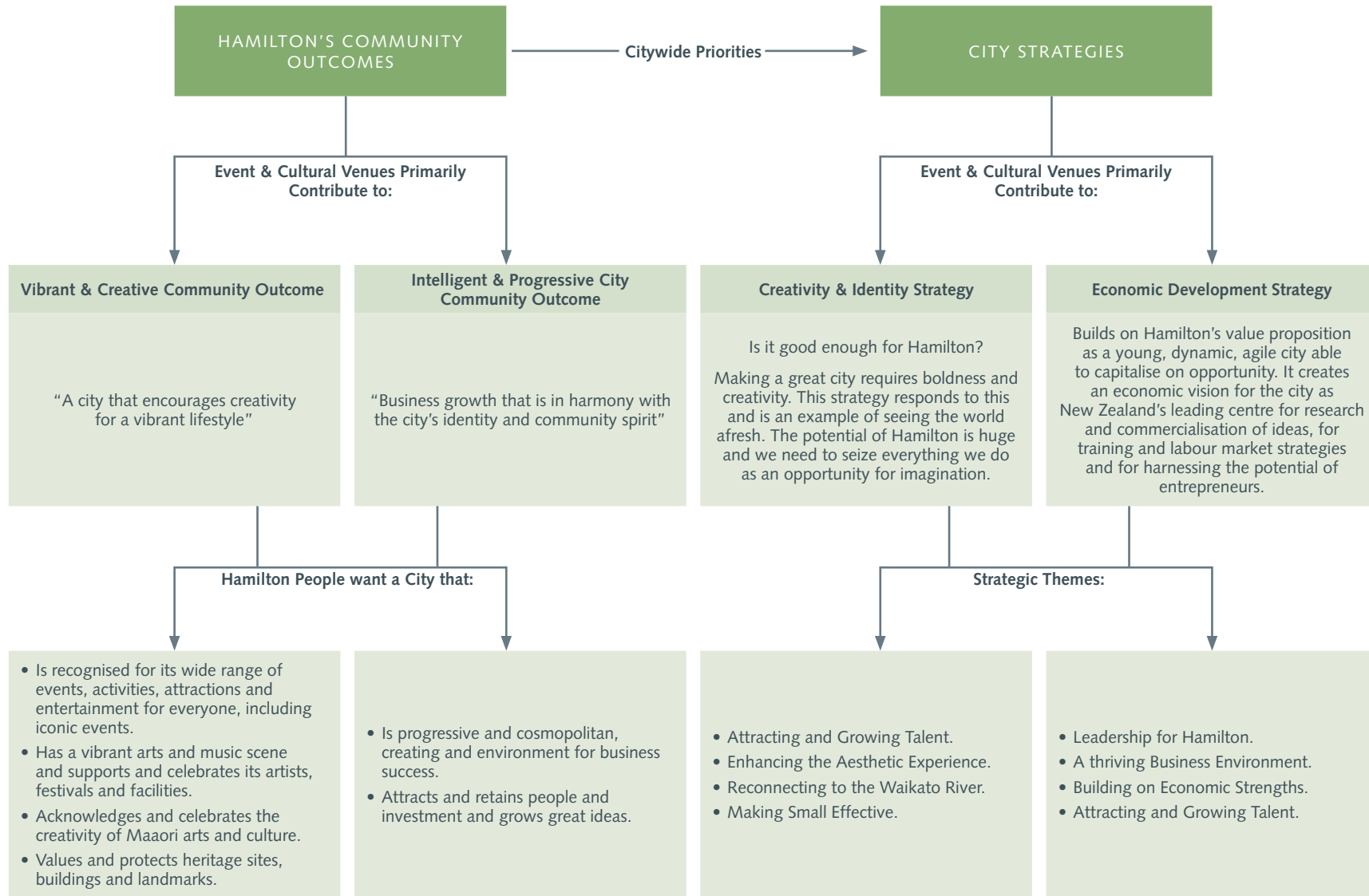
Council also aims to foster identity and pride in Hamilton and to support the city's distinctive cultural and artistic identity. The Waikato Museum preserves and cares for Hamilton's heritage and provides opportunities for the public to value the city's rich culture and artistic achievements.

Through hosting the events of others and through its own programme of events, Hamilton City Theatres bring cultural and performing arts experiences within the reach of all of Hamilton's residents, ensuring that the city has a thriving arts and culture sector.

The Event and Cultural Venues Activity Group primarily contributes to the 'Vibrant and Creative' and 'Intelligent and Progressive' Community Outcomes, and the Creativity and Identity and Economic Development Strategies.

“events contribute to the city's economic and social life and further enhance its reputation”

CONTRIBUTION TO HAMILTON'S COMMUNITY OUTCOMES AND THE CITY STRATEGIES



HOW THE EVENT AND CULTURAL VENUES ACTIVITIES CONTRIBUTE TO HAMILTON'S COMMUNITY OUTCOMES

The contributions made by these activities towards Hamilton's Community Outcomes and the City Strategies focus on social, cultural and economic benefits for the city. The activities are diverse in their functions; however they have a common purpose to provide the community with opportunities to engage in artistic, cultural, sporting and entertainment activities. By providing venues that attract local, national and international events they contribute to the city's economic and social life and further enhance its reputation.

Claudelands, Waikato Stadium and Seddon Park:

Claudelands is a key part of Council's commitment to growing events and activities in the city. The redevelopment of Claudelands is set to become an opportunity for Hamilton residents to see more quality shows and events as well as participate in large scale conferences and exhibitions. This facility will bring positive economic and social benefits to the community. The Waikato Stadium and Seddon Park contribute similarly, through a focus on sporting events and corporate functions.

Waikato Museum:

The Waikato Museum delivers a dynamic programme of exhibitions, events, public and educational activities that celebrate the arts and share the stories of our heritage. These initiatives are developed through consultation and in collaboration with the community. The Museum's valuable collection, historical sites and public art are managed and preserved for current and future generations.

Hamilton City Theatres:

Each of the theatre venues provides distinctive facilities to match different client needs, providing Hamilton residents with access to a diverse and high quality range of arts and entertainment events. The theatres provide the opportunity for local, national and international individuals and organisations to stage their events in Hamilton, enhancing and strengthening the cultural fabric of the city.

MEASURING PROGRESS TOWARDS HAMILTON'S COMMUNITY OUTCOMES

Progress towards Hamilton's Community Outcomes is monitored through a selection of indicators. Indicators provide ways in which we can measure, directly or indirectly, changes to social, environmental, economic and cultural well-being over time. They provide a picture of what is going on around us that we can use to guide our future planning. Indicators can assist in identifying areas where progress is being made towards the Community Outcomes and alert us to areas that require action.

Council is one of numerous organisations whose actions and direction assist in progressing the outcomes and overall community well-being. The following Community Outcomes Progress Indicators (drawn from the full outcome set – refer Section 3.4) will assist in demonstrating the effect that the Event and Cultural Venues Activity Group has on progressing Hamilton's Community Outcomes. The monitoring undertaken for these indicators will be reported each year in Council's Annual Report.

Key:

- M = Moderate Contribution
- S = Significant Contribution
- O = Council is the only Provider

Community Outcomes Progress Indicators:

- O Residents' use of Council's arts and culture facilities.
- S Residents' perception that their city is a place that has a culturally rich and diverse arts scene.
- O Residents' use of Council's sports and recreational facilities.
- O Residents' satisfaction with Council's sports and recreational facilities.

■ MEASURING SERVICE DELIVERY PERFORMANCE

This section includes the intended levels of service for the Event and Cultural Venues Activity Group and the performance measures and targets that Council will use to monitor service delivery performance. The levels of service, performance measures and targets represent Council's service commitments to the community and outline what the community can expect to receive from this Activity Group over the 10 year period of the LTCCP.

The levels of service focus on the key service delivery attributes of this Activity Group. They draw on a number of factors including the aspirations and goals of Hamilton's Community Outcomes and the City Strategies, legislative requirements and national objectives, national and industry standards and community expectations.

This Activity Group primarily contributes to the 'Vibrant and Creative' and 'Intelligent and Progressive City' Community Outcomes. The levels of service that specifically contribute towards progressing the goals of these outcomes are identified by the following key.

Vibrant and Creative Community Outcome	
"A city that encourages creativity for a vibrant lifestyle"	
1	Is recognised for its wide range of events, activities and entertainment for everyone, including iconic events.
2	Has a vibrant arts and music scene and supports and celebrates its artists, festivals and facilities.
3	Acknowledges and celebrates the creativity of Maaori arts and culture.
4	Values and protects heritage sites, buildings and landmarks.
Intelligent and Progressive City Community Outcome	
"Business growth that is in harmony with the city's identity and community spirit"	
1	Is progressive and cosmopolitan, creating an environment for business success.
2	Attracts and retains people and investment and grows great ideas.

Performance information is provided in detail for the first three years of the LTCCP and in outline for the remaining seven, through a projected target for year 10 (2018/19). Unless otherwise stated, all performance measures will be completed on or before 30 June for each financial year.

A number of performance measures and targets are from Council's Residents Survey and Customer Surveys. The Introduction to the Activity Groups (Section 8.1) provides information on these surveys, including explanations of the performance scores and categories.

“catering for diversity and choice”

KEY SERVICE ATTRIBUTES	LEVELS OF SERVICE	PERFORMANCE MEASURES	TARGETS					ADDITIONAL INFORMATION
			BASELINE	YEAR 1 2009/10	YEAR 2 2010/11	YEAR 3 2011/12	PROJECTED YEAR 10 2018/19	
Quality	The venues provide a quality experience for customers/patrons. ① ② ① ②	Customer satisfaction with the Waikato Museum exhibitions.	2008 result: Exceptional performance (score of 85.4 CSI)	78-81	78-81	78-81	78-81	Measured through the Waikato Museum Visitors Survey. A score of 78-81 indicates Very Good Performance for a 'customer choice' service.
		Customer satisfaction with:	2007/08 results:					Measured through the Customer Satisfaction Surveys of venue patrons. A score of 67-72 indicates Fair Performance, 78-81 indicates Very Good Performance, 82-83 indicates Excellent Performance, and 84 or above indicates Exceptional Performance; for a 'customer choice' service. Satisfaction for Claudelands is anticipated to increase from 2011/12 onwards due to the Claudelands redevelopment. Satisfaction for Seddon Park and Hamilton City Theatres is also anticipated to increase, due to planned improvements to areas such as security processes and food and beverage services.
		• Claudelands	Needs significant improvement (score of 57.0)	No survey undertaken in this year due to Claudelands re-development.	No survey undertaken in this year due to Claudelands re-development.	78-81	84 or above	
		• Waikato Stadium	Exceptional performance (score of 87.7)	84 or above	84 or above	84 or above	84 or above	
	• Seddon Park	Fair: needs improvement (score of 71.6)	67 – 72	67 – 72	67 – 72	73-77		
		• Hamilton City Theatres	Very good performance (score of 80.9)	78-81	78-81	78-81	82-83	
	ArtsPost provides a channel to facilitate the promotion and development of local artists. ②	Number of exhibitions by local artists in the galleries per annum.	2007/08 result: 34 exhibitions	Greater than 30 exhibitions.	Greater than 30 exhibitions.	Greater than 30 exhibitions.	Greater than 30 exhibitions.	

KEY SERVICE ATTRIBUTES	LEVELS OF SERVICE	PERFORMANCE MEASURES	TARGETS					ADDITIONAL INFORMATION
			BASELINE	YEAR 1 2009/10	YEAR 2 2010/11	YEAR 3 2011/12	PROJECTED YEAR 10 2018/19	
Accessibility	The venues provide for a wide range of events and interests. ① ② ③ ① ②	Equal percentage of Waikato Museum exhibitions for each of the following categories: • Visual arts • Social history • Tangata whenua • Sciences.	2007/08 result: 25% balance achieved for each category.	25% balance for each category.	25% balance for each category.	25% balance for each category.	25% balance for each category.	
		Number of visitors to Waikato Museum and ArtsPost.	2007/08 result: Waikato Museum: 110,298 visitors.	Waikato Museum: Minimum of 110,000 visitors.	Waikato Museum: Minimum of 110,000 visitors.	Waikato Museum: Minimum of 110,000 visitors.	Waikato Museum: Minimum of 112,000 visitors.	These numbers have been compared with other museums of similar size and nature and indicate good performance. The increase in visitor numbers in year 10 is based on the projected population increase.
			2007/08 result: ArtsPost: 38,038 visitors.	Minimum of 38,000 visitors.	Minimum of 38,000 visitors.	Minimum of 38,000 visitors.	Minimum of 39,000 visitors.	
		Number of international events/shows held at:	2007/08 results:					An increase in the number of events will occur with the redevelopment of Claudelands.
		• Claudelands	1 event	1 event	1 event	5 events	7 events	
		• Waikato Stadium and Seddon Park	10 events	10 events	10 events	10 events	10 events	
		• Hamilton City Theatres	10 events	10 events	10 events	10 events	10 events	

KEY SERVICE ATTRIBUTES	LEVELS OF SERVICE	PERFORMANCE MEASURES	TARGETS					ADDITIONAL INFORMATION
			BASELINE	YEAR 1 2009/10	YEAR 2 2010/11	YEAR 3 2011/12	PROJECTED YEAR 10 2018/19	
Accessibility	The venues provide for a wide range of events and interests. ① ② ③ ① ②	Number of national/local events/shows held at:	2007/08 results:					An increase in the number of events will occur with the redevelopment of Claudelands.
		• Claudelands	50 events	30 events	30 events	40 events	65 events	
		• Waikato Stadium and Seddon Park	25 events	25 events	25 events	25 events	25 events	
	• Hamilton City Theatres	150 events	150 events	150 events	150 events	150 events		
Accessibility	The Waikato Museum collection is accessible to the community. ③ ④	Percentage of high value items in the collection digitised.	2007/08 result: 100%	100%	100%	100%	100%	The increase over the 10 year period for the total collection reflects dedicated funding and resource for the electronic cataloguing of collection items. As well as being measures of accessibility, these performance measures are also a reflection of the preservation and protection of the city's heritage and taonga.
		Percentage of items in the total collection digitised.	2007/08 result: 42%	50%	52%	54%	70%	
Sustainability	The Claudelands redevelopment will incorporate sustainable design features. ① ②	Equivalent Green Star rating for the upgraded facilities at Claudelands.	Claudelands is currently not Green Star rated.	Construction occurring in this year.	Construction occurring in this year.	Equivalent of a 4-5 NZ Building Council Green Star rating achieved.	Equivalent of a 4-5 NZ Building Council Green Star rating maintained.	The building design at Claudelands will be developed to the equivalent of a 4 – 5 green star office rating. This represents 'best practice' in building standards with particular emphasis placed environmental measures.

■ SIGNIFICANT NEGATIVE EFFECTS

There are a range of existing and potential negative effects associated with the use and management of the venues provided by this Activity Group. The majority are associated with larger scale events that are held at Waikato Stadium, Seddon Park and Claudelands. Predominantly, the negative effects are associated with potential impacts on residents and neighbourhoods surrounding the venues and on health and safety.

The following table identifies the *significant* existing or potential negative effects of providing the activities. The significance of an effect is determined through its likely impact on and consequences for:

- a) The current and future social, economic, environmental, or cultural well-being of the city.
- b) The extent to which communities are likely to be affected.
- c) The capacity of Council to perform its role, including financial and other costs.

SIGNIFICANT NEGATIVE EFFECTS		HOW COUNCIL MITIGATES OR MANAGES THE EFFECTS
Effects on Surrounding Residents	Excessive noise from events and activities held at the venues.	The number of noisy events is limited as per resource consent allowances. Events that are deemed noisy are managed via monitoring and contract conditions. The public and neighbours are advised of upcoming events that could generate noise.
	Pyrotechnic displays held during events at the venues.	Council manages this through resource consent conditions, public and neighbourhood communication, and policy. Health and safety obligations are adhered to.
	Floodlight spill onto surrounding residents' properties.	Usage of floodlights is kept within resource consent conditions. The spill onto neighbours' properties is measured on an annual basis.
	Traffic management, congestion and parking issues during events.	Traffic Management Plans are instigated for any event over 8,000 patrons. Road closures and 'no parking' areas are publicly notified along with communication with neighbours. Pre 'no parking' notification is undertaken for roads affected by commuter parking if an event is held during the working week.
	Litter and debris on surrounding streets after an event.	Litter is cleared away from the streets during the event and by early the following morning.
Effects on Health and Safety.	Anti-social crowd behaviour with alcohol influences before, during and after events.	There are security patrols on the streets during and after an event to move patrons along and to react to any complaints from neighbours or to provide assistance. Patrons are not allowed to take alcohol out of the venues after an event. Risk management and health and safety plans are also completed.
	Potential health and safety issues for patrons attending an event.	Risk management and health and safety plans are completed for each venue and pre-venue checks are undertaken prior to and during events. A Health and Safety Officer is always on duty and Police are present during any large event. There are also adequate numbers of security staff present and staff are trained to react to any emergency.

■ CURRENT AND FUTURE ASSET CAPACITY

EXISTING KEY ASSETS (AS AT DECEMBER 2008)	
KEY ASSETS	DEPRECIATED REPLACEMENT COST (\$000)
Claudlands Events Centre	
Buildings	6,648
Equipment	255
Waikato Stadium	
Land	10,000
Buildings	37,702
Equipment	683
Landscaping, Structures and Amenities	274
Seddon Park	
Land	17,500
Buildings	4,542
Equipment	205
Landscaping, Structures and Amenities	731
Hamilton City Theatres	
Buildings	17,552
Equipment	368
Waikato Museum	
Buildings	20,218
Museum Collection	21,857
Reference Collection	132
Equipment	303
Total Depreciated Replacement Cost	136,970

■ MAINTENANCE AND REPLACEMENT OF ASSETS

Council's objective when maintaining existing assets is to achieve the least long-run cost, while still delivering the required levels of service. Asset renewal needs vary from year to year depending on the condition of the assets (age and use related) and economic lives of individual assets. Annual programmes for the maintenance and replacement of assets are prepared by staff using a combination of user expectations, utilisation demands, asset age, condition information, customer feedback and maintenance records.

Condition assessments are designed to identify long-term maintenance requirements. Part of the condition assessment process is to predict when an asset component needs to be repaired, replaced, refurbished or modernised.

Council's Property Management Unit manages the maintenance requirements for all buildings in this activity group, while onsite staff manage the furniture, fixtures and equipment, and non-building related assets, e.g. turf and landscape. Maintenance and renewal work is undertaken by:

- Contractors who are part of Council's preferred suppliers list.
- Council staff.
- Architectural and professional engineering companies.

■ ADDITIONAL ASSET CAPACITY REQUIREMENTS

There is no provision in the 2009-19 LTCCP for additional capacity requirements for Waikato Museum or Hamilton City Theatres.

The Claudelands redevelopment involves a mix of new buildings as well as upgrading existing facilities. The redevelopment is a reflection of increased demand in key activity components of the growing exhibition, conferencing and arena market. Additional capacity is in the form of increased space for these activities and for large spectator or delegate numbers i.e. 10,000m² of indoor exhibition space, 5,000 spectator seats for the Arena and the capacity to host a 1,500 delegate conference.

Both Waikato Stadium and Seddon Park offer a temporary solution to the increased spectator demands during key events. Waikato Stadium has the ability to introduce an extra 5,000 temporary seats along with supporting infrastructure and amenities, while Seddon Park can offer 3,000 extra temporary seats. Being event based and cost recoverable, these temporary solutions are seen as viable options compared to built infrastructure that is only used on an occasional basis.

■ COST OF SERVICE FOR THE YEARS ENDED 30 JUNE 2010 – 2019

The following table identifies the forecast expenditure and the revenue sources associated with providing the Events and Cultural Venues Activities for the 10 year period of the LTCCP.

The table also includes:

- 1 Capital expenditure by type i.e. growth, renewal and increased level of service.
- 2 Funding source (i.e. loans, subsidies, reserves or rates) for significant assets associated with the Events and Cultural Venues Activities.

FORECAST COST OF SERVICE FOR THE TEN YEARS ENDING 30 JUNE 2010 – 2019										
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
GROUP OF ACTIVITY – OPERATING STATEMENT										
OPERATING REVENUE										
Activity revenue – User charges and fees	7,420	9,187	17,421	18,261	19,205	19,939	20,401	21,006	21,619	22,225
General rates	12,052	13,724	11,782	11,783	12,310	11,811	12,560	12,835	13,358	14,037
Other general sources	1	22	21	21	20	14	12	11	10	16
Total operating revenue	19,473	22,933	29,224	30,065	31,535	31,764	32,973	33,852	34,987	36,278
OPERATING EXPENDITURE										
Waikato Stadium	7,440	7,701	8,033	8,100	8,388	8,513	8,680	8,921	9,141	9,335
Claudelands Events Centre	2,475	4,465	10,216	10,541	10,872	11,222	11,515	11,832	12,170	12,488
Theatres	3,441	3,541	3,751	3,846	4,348	4,013	4,092	4,213	4,326	4,426
Seddon Park	1,396	1,426	1,475	1,546	1,589	1,718	1,671	1,647	1,693	1,749
Waikato Museum	5,230	5,385	5,584	5,751	5,960	6,059	6,195	6,372	6,552	6,705
Total operating expenditure	19,982	22,518	29,059	29,784	31,157	31,525	32,153	32,985	33,882	34,703
Operating surplus/(deficit)	(509)	415	165	281	378	239	820	867	1,105	1,575

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
GROUP OF ACTIVITY – CAPITAL AND RESERVES FUNDING STATEMENT										
CAPITAL EXPENDITURE										
Growth	1,601	1,620	0	0	0	0	0	0	0	0
Increased level of service	21,867	22,160	578	410	468	248	366	340	215	164
Renewal	2,130	1,343	1,330	1,089	1,168	1,062	1,269	1,245	1,217	1,369
Total capital expenditure	25,598	25,123	1,908	1,499	1,636	1,310	1,635	1,585	1,432	1,533
Loan repayments	194	431	450	500	465	484	455	502	575	643
Transfers to reserves	221	237	206	362	419	442	508	561	735	869
Operating deficit	509	0	0	0	0	0	0	0	0	0
Total funding required	26,522	25,791	2,564	2,361	2,520	2,236	2,598	2,648	2,742	3,045
Funded by:										
Operating surplus	0	415	165	281	378	239	820	867	1,105	1,575
Funding from non-cash expenses	413	961	1,287	1,307	1,381	1,399	1,537	1,528	1,571	1,646
Loans raised	24,078	23,416	286	173	351	197	175	300	192	129
Transfers from reserves	9	10	12	12	12	12	12	12	12	13
Total funding applied	24,500	24,802	1,750	1,773	2,122	1,847	2,544	2,707	2,880	3,363
Funding surplus/(deficit)	(2,022)	(989)	(814)	(588)	(398)	(389)	(54)	59	138	318

Group of activity expenditure is not fully funded. See section 2.2 of the Revenue and Financing Policy in Volume Two of this LTCCP for an explanation of the funding shortfall. 'General rates' funding above includes rates from all sources excluding Access Hamilton and water rates which are shown separately where applicable.