

Strategic Area 4: Cultural wellbeing

DRAFT

Strategic area 4

Cultural wellbeing

Introduction

This provides a succinct outline of the key challenges we face, our long term approach, the outcomes we seek, the types of things we do towards those, and an indication of the measures we use to monitor progress. We also state what we'll focus on for the next three years.

Strategy tree

The diagram shows the links between the community outcomes, our long-term outcomes and the activities we do towards those

4.1 Galleries and museums

This activity covers our support for the Wellington Museums Trust. We outline what we do, provide context as to why it's important, and outline the budget and

performance measures for this area. (Also see the Council controlled organisations section.)

4.2 Heritage

This activity covers City Archives. We outline what we do, provide context as to why it's important, and outline the budget and performance measures for this area. (Also see the Council controlled organisations section.)

4.3 Community arts and cultural support

This activity covers community festivals, cultural grants and other steps to encourage Wellington's diverse communities to participate in cultural activities. We outline what we do, provide context as to why it's important, and outline the budget and performance measures for this area.

4.4 Arts partnerships

This activity covers the role we play in facilitating the city's professional arts scene. It includes our support for the NZ International Festival for the Arts. We outline what we do, provide context as to why it's important, and outline the budget and performance measures for this area.

Strategy at a glance

OUR AIM	OUR ACTIVITIES - WHAT WE DO TO SUPPORT OUR AIM	CHALLENGES WE FACE	OUR LONG-TERM APPROACH	OUR FOCUS / PRIORITIES	HOW WE KNOW WHEN WE'VE SUCCEEDED
Shaping Wellington's unique cultural identity	4.1 Galleries and museums 4.2 Heritage 4.3 Community arts and cultural support 4.4 Arts partnerships	<ul style="list-style-type: none"> ▪ Maintaining and strengthening Wellington's cultural and arts 'edge' - in the face of increasing competition from other city's adopting our approach. ▪ Changes in attitudes towards ethnic diversity can also arise during economic downturn. We'll need to monitor this and ensure that we continue to promote tolerance as part of our role as community leaders. 	<ul style="list-style-type: none"> ▪ Providing a supportive environment in which arts and cultural activities can flourish. ▪ Building the city's status as New Zealand's arts and culture capital and 'events capital.' ▪ Providing a welcoming environment for the city's diverse population. ▪ Fostering and celebrating 'sense of place' – the combination of landscape, buildings, public art and other features that give the city a unique look and feel. 	<ul style="list-style-type: none"> ▪ Maintaining Wellington's inclusive culture. In a practical sense, this will mean continuing to provide a wide range of cultural based festivals. ▪ Recognising the special place of mana whenua in the city's culture and arts. ▪ Facilitating a supportive environment for artistic and cultural expression. 	<ul style="list-style-type: none"> ▪ When continued high levels of Wellingtonians and New Zealanders agree that the city has a culturally rich and diverse arts scene. ▪ When continued high levels of Wellingtonians and New Zealanders agree that the city is the country's arts capital. ▪ When visitor targets to the city's galleries and museums continue to be met; and when resident participation in cultural and arts activities continue to increase.

Cultural well-being

Introduction

Shaping Wellington's unique identity

Wellington is:

- a city that celebrates diversity
- the home of New Zealand's leading arts and culture institutions – including the NZ International Arts Festival and Te Papa, the New Zealand Symphony Orchestra, the Royal NZ Ballet and the National Schools of Dance and Drama
- home to outstanding local arts and culture organisations such as the City Gallery, professional theatres, and local museums
- an important centre for film-making, contemporary music and other creative industries.

The city's reputation as New Zealand's arts and culture capital is richly deserved and important to Wellingtonians. Most take part in cultural activities, for example going to music or drama performances, local festivals or art exhibitions. More than a quarter speak a language other than English. Most think cultural diversity makes the city a better place to live.

What is cultural well-being?

Cultural well-being is about a sense of belonging, about people feeling welcome in the city and seeing and hearing themselves reflected in their surroundings.

The long term approach

Wellington City Council's long term approach to cultural well-being is focused on:

This is achieved when people and communities are able to express themselves through art, music, dance, stories, language, and by sharing their history and traditions, and other creative activities.

In Wellington, the vitality and vibrancy this creative and cultural expressions brings to the city is highly valued.

The challenges we face

Wellington's events and festivals, its museums and galleries, its public art, its distinct landforms and cityscape, its tradition of welcoming diversity, are all part of what it means to be a Wellingtonian. Artistic and cultural expression – important in themselves – also contribute significantly to economic and social well-being by attracting visitors, making the city an attractive place to live, and bringing people together.

The key challenge facing the city is to maintain and strengthen this 'edge'. This is particularly important in the face of increasing competition from other cities adopting our approach. And it's important because we've invested in this area for a long period and that's created an environment where sponsors and benefactors see value in supporting the arts. This type of support reduces the financial demands that might otherwise be asked of ratepayers. Cultural groups, nevertheless, will continue to face the twin pressure of cost increases and needing to secure funding from the finite pool of sponsors.

Changes in attitudes towards ethnic diversity can also arise during economic downturns. As they can from increasing diversity. We'll need to monitor this and ensure that we continue to promote tolerance as part of our role as community leaders.

- providing a supportive environment in which arts and cultural activities, both at community and professional levels, can flourish
- maintaining the city's status as New Zealand's arts and culture capital and 'events capital'

- providing a welcoming environment for the city's diverse population and supporting them to practice and share their own cultural experiences
- fostering and celebrating 'sense of place' – the combination of landscape, buildings, public art and other features that give the city a unique look and feel
- working in partnership to ensure mana whenua are recognised, valued and visible in the city.

Supporting policies

The Council's strategic approach to cultural wellbeing is supported by our Arts Collections Policy, Public Art Policy, Grants criteria, Museums Policy, *Wellington – Our Sense of Place* and the Archives Policy. These are available from our website www.Wellington.govt.nz. The Wellington Museums Trust's statement of intent also complements our work in this area.

Links with other strategies

The Council's Urban Development Strategy supports cultural well-being by providing a compact inner city environment in which events can flourish, and by contributing to 'sense of place'. Through the Social and Recreation Strategy, the Council works to strengthen social cohesion, provides opportunities for people to come together and enjoy social and recreation events, and – through the libraries – helps to preserve the city's history and tell its stories. Major events such as WOW,

and the Cuba Carnival and visitor attractions like Te Papa that add to the breadth of cultural experiences are supported through the Economic Development Strategy.

State of the city - key facts

- % of Wellingtonians who think that diversity makes Wellington a better place to live (2008): 73%
- % of Wellingtonians who have participated in an arts or cultural activities in the past 12 months: 90%
- % of Wellingtonians who speak a language other than English (Census): 24%
- % of Wellingtonians who were born outside New Zealand (Census): 27%
- % Wellingtonians and New Zealanders that see Wellington as the country's arts capital (2008): 77% and 63%

Negative effects

We do not anticipate any negative effects from our cultural well-being activities.

What we want – the outcomes we seek

Wellington City Council aims to achieve the following long-term goals or 'outcomes' for the city. Along with the Council, businesses, community organisations, central and regional government, and individuals all play crucial roles in contributing to these outcomes.

STRONGER SENSE OF PLACE – Wellington will have a strong local identity that celebrates and protects its sense of place, capital city status, distinctive landforms and landmarks, defining features, history, heritage buildings, places and spaces.

We contribute to this outcome by providing Wellingtonians access to museums and galleries, public art works, the City Archives, heritage landmarks such as Te Ara O Nga Tupuna – the Maori Heritage Trail and other features that allow people to reflect on the past and come together.

We measure progress towards this outcome by monitoring the percentage of residents that continue to think that Wellington's local identity (sense of place) is appropriately valued and protected.

MORE EVENTFUL – Wellington will be recognised as the arts and culture capital, and known for its exciting entertainment scene and full calendar of events, festivals, exhibitions and concerts.

We contribute by hosting a wide range of community events and festivals all year round. We also fund an ever changing exhibition programme at the city's galleries and museums and support the NZ International Festival of the Arts.

We measure progress towards this outcome by monitoring the percentage of Wellingtonians and New Zealanders that see the city as the arts and events capital.

MORE INCLUSIVE – Wellington will celebrate its bicultural heritage and growing ethnic, religious and social diversity, and be tolerant, welcoming and inclusive of

people's differences to create a sense of belonging, shared understanding and identity.

We contribute in many ways – by focusing many of our community festivals around cultural events, for example the annual Diwali, Pacifika and Chinese New Year festivals, by supporting professional events that reflect global diversity such as the NZ International Arts Festival.

We measure progress towards this outcome by monitoring the percentage of Wellingtonians and New Zealanders who agree that the city has a culturally rich and diverse arts scene.

MORE ACTIVELY ENGAGED – Wellington will encourage greater involvement and participation by offering an exceptional range of arts and cultural amenities that cater to all tastes as well as a high quality natural environment that fosters a vibrant city life.

We contribute by providing access to venues and by providing grants and support for the community arts sector.

We measure progress towards this outcome by monitoring visitor numbers at our venues and the percentage of residents that participate in art and cultural activities each year.

Our focus for the next three years

The way we respond to our current challenges will be important over the next three years. Our key focus will be on:

- Maintaining Wellington's inclusive culture. Specific actions will be to ensure that the community events and exhibitions provide opportunities for everyone to feel that they can participate and gain a sense of belonging. In a practical sense, this will mean continuing to support a wide range of cultural activities that reflect the city's diverse communities. This includes reinforcing the special place of mana whenua in the city. Increasing access to Maori art through a new space at the City Gallery is an example.
- Facilitation of a supportive environment for artistic and cultural expression. To ensure that the city's cultural status that has been developed over a long period (that the Council has invested in on behalf of the community) remains

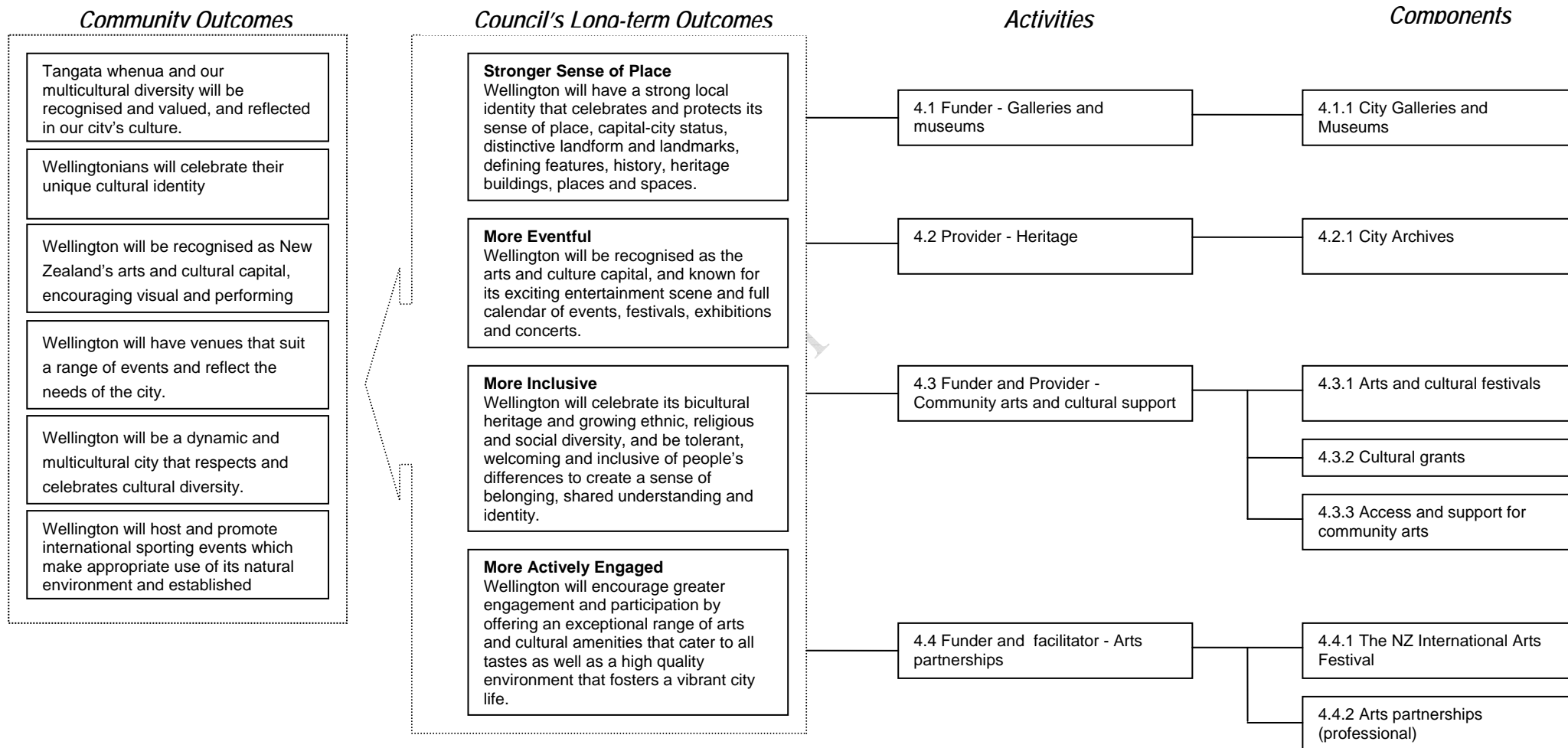
viable throughout the current economic conditions. Specific actions include providing venues and supporting events so that artists and arts organisations can present their work and continuing support for projects that underpin our cultural capital status.

Our investment in the city

In the cultural wellbeing area we plan to spend \$40.84 million in operating expenditure in the next three years and \$1.29 million on capital works.

Over the next few pages, we provide detailed information about our activities in this area, what they cost, who we think should pay, and how we'll measure our performance.

Strategy tree



4.1 GALLERIES AND MUSEUMS

What's included here

We want high-quality galleries and museums to contribute to Wellington's sense of place and its status as New Zealand's arts and culture capital.

We provide funding to the Wellington Museums Trust, which operates the Museum of Wellington City and Sea, the City Gallery, Capital E, the Wellington Cable Car Museum, the Colonial Cottage Museum, the New Zealand Cricket Museum and the Plimmer's Ark conservation project. These facilities stage displays and events that showcase our culture and arts to residents and visitors.

We also provide funding to Te Papa (see 3.1 City promotions, events and attractions).

Why it's important

Galleries and museums entertain and challenge residents and visitors alike, encouraging engagement and participation in the arts. They help make the city vibrant and interesting, preserve its heritage, form a vital part of Wellington's image as a creative city, and are a source of civic pride. The exhibitions and educational programmes run by the galleries and museums also foster community identity. They allow for reflection and consideration of different views and stories. In

addition, several of the museums are housed in listed historic buildings which contribute to the city's heritage and 'sense of place'.

The various venues are also important visitor attractions with over 600,000 people attending exhibitions, shows or educational programmes each year. The location of these draws people into the downtown area and boosts local businesses, particularly those in the tourism, hospitality and retail sectors.

Contribution to community outcomes

This activity contributes to the following community outcomes: 'Wellingtonians will celebrate their unique cultural identity', 'Wellington will be recognised as New Zealand's arts and cultural capital, encouraging visual and performing arts', 'Wellington will have venues that suit a wide range of events and reflect the needs of the city', and 'Wellington will be a dynamic and multicultural city that respects and celebrates cultural diversity'.

What we'll provide – our level of service

We'll provide funding to support the work of the Wellington Museums Trust (a council controlled organisation). This work includes providing access to high-quality experiences, events and exhibitions at the Museum of Wellington City and Sea, the City Gallery, Capital E, Colonial Cottage Museum, the Cable Car Museum and the New Zealand Cricket Museum. The trust is also required to conserve and care for the collection it holds in line with internationally recognised practice.

The venues provide a range of exhibitions and events targeted at a wide audience. The Museum of Wellington City to Sea offers a unique insight into the city's past and community stories. It appeals to tourists, students and families. The smaller museums also provide insights into the way the city used to be. While open to everyone, their appeal tends to be more niche – the cricket museum for instance is of interest to sports enthusiasts, both young and old. The City Gallery provides residents and visitors access to touring exhibitions and local contemporary art works. The exhibitions are regularly changed – with at least 12 new exhibitions annually – to keep the exhibition programme fresh and to present new experiences for those that attend.

The Trust also offers educational programmes. Capital E is home to the Children's National Theatre and to the Soundhouse, a sophisticated production suite that provides young people the chance to explore and learn how to use multimedia technology. Capital E, the City Gallery and other entities offer ever-changing seasonal programmes and includes after school and holiday programmes.

For what's on at each venue visit www.wmt.org.nz.

Key projects over the next three years include:

- Completion of the City Gallery extension in September 2009. The \$6.3 million dollar project includes a new two storey addition at the rear of the gallery and earthquake-strengthening of the existing building. There will be two new exhibition spaces with one dedicated to contemporary Māori and Pacific art. The Michael Hirschfeld Gallery will double in size, creating more space to show work from local artists.
- The Council has contributed \$3.3 million towards the project, including the earthquake-strengthening work. A further \$3 million was gifted: benefactors

including the City Gallery Foundation, the Lottery Grants Board, the Adam Foundation and the Hancock, Hirschfeld and Deane families.

- The National Children's Arts Festival. Held every two years, the festival brings together outstanding cultural experiences from throughout New Zealand and overseas for the enjoyment of young people. It's the largest cultural event for children in New Zealand. The Council provides \$50,000 annually to the Wellington Museums Trust to run the festival. The next festival is scheduled for 2011.

We are proposing to increase our funding support to the Wellington Museums Trust by \$1.2 million per year. This increase will be phased in over the next 3 years.

Inflationary pressures and reducing external revenue and sponsorship means the Trust requires the additional funding to deliver on its current levels of service. The increased funding will also provide for the continued preservation of some of the recovered Plimmer's Ark timbers, for a larger space to store and care for the city's heritage collection, and increased operating costs associated with the redeveloped City Gallery - due to reopen in late 2009.

We will work with the Trust in the coming year to explore alternative and new funding options that don't draw on general rates.

We'll also explore the option to bring the management of the Carter Observatory under the Wellington Museums Trust control. The observatory is set to reopen in 2009/10. Its exhibitions will include stories about migration and early Pacific astronomy. The re-launched venue will complement those currently offered by the Trust.

How we'll measure our levels of service and performance

We'll know we're succeeding when the number of people accessing the venues is above our targets and this continues to be matched by high levels of Wellingtonians (94% in 2008) and New Zealanders (82%) agreeing that the city has a culturally rich and diverse arts scene. Other measures to monitor our performance and progress include:

OUTCOMES WE SEEK	MEASURING PROGRESS TOWARDS OUR OUTCOMES					
MORE ACTIVELY ENGAGED	<ul style="list-style-type: none"> ▪ New Zealander and resident perceptions that 'Wellington has a culturally rich and diverse arts scene' ▪ Resident frequency of engagement in cultural and arts activities ▪ Businesses and employees engaged in the arts and cultural sector 					
COUNCIL ACTIVITY LEVELS OF SERVICE	MEASURING OUR PERFORMANCE	PERFORMANCE TARGETS				
		BASELINE 2008	2009/10	2010/11	2011/12	2012/13 – 2018/19
We provide funding support to the Wellington Museums Trust, who deliver high quality gallery and museum experiences and events.	Galleries and museums – visitors:					Note: performance targets for the Wellington Museums Trust will be confirmed as part of their Statement of Intent which will be finalised in June 2009
	▪ Museum of City and Sea	90,000				
	▪ City Gallery	203,000				
	▪ Capital E	105,000				
	▪ Wellington Cable Car Museum	224,000				
	▪ Colonial Cottage Museum	4,200				
	▪ NZ Cricket Museum	2,595				
Galleries and museums – major events and exhibitions held	New measure					
Average subsidy per customer	\$9.60					

How we manage our assets that support this activity

The City Gallery, Capital E, Bond Store (Museum of Wellington – City and Sea), the Cable Car Museum and the Colonial Cottage Museum are all managed in line with our Commercial Property Asset Management Plan. The plan sets out performance, condition and customer service requirements for each. The properties are managed with the aim of complying with all relevant legislative requirements at all times. We aim to maintain City Gallery and Bond Store assets in excellent condition sufficient to protect our investment and maintain existing levels of service, while achieving reasonable return on expenditure. We aim to maintain the Cable Car Museum and Colonial Cottage Museum to a standard that sees any assets in poor or very poor condition put right within 12 months. Regular audits are carried out to assess condition and performance on all buildings. Tenant surveys are also used.

The City Gallery, Bond Store, Cable Car Museum and Colonial Cottage Museum are all listed heritage buildings in our District Plan. All are also registered with the Historic Places Trust. We manage them in line with our Built Heritage Policy and in compliance with District Plan requirements which aim to protect heritage features.

Who should pay

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/Other
City galleries and museums (4.1.1)	-	-	100%	75%	-	-	25%

Note the activity is part funded by the targeted rate to the Downtown Levy. Note that the Wellington Museums Trust directly receives donations and revenue from store sales. For more information on how activities are funded see our Revenue and Financing Policy in volume two.

What it will cost

4.1 Galleries and Museums	Operating expenditure 2009-2012			Capital expenditure 2009-2012
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
4.1.1 City galleries and museums	-	7,143	7,143	1,100
2009/10 4.1 Total	-	7,143	7,143	1,100
2010/11 4.1 Total	-	8,075	8,075	-
2011/12 4.1 Total	-	8,382	8,382	-

4.2 HERITAGE

What's included here

The city has a rich history that's worth preserving. The Wellington City Archives aims to do just that. It holds a vast amount of information about the city's past and development from the 1840s to the present. The archives are accessible to members of the public.

Our contribution to heritage goes well beyond the City Archives. We also manage Te Ara o Nga Tupuna – the Maori Heritage Trail and other sites of importance around the city including the Truby King Gardens and Bolton Street Cemetery. Our museums and libraries provide information and stories about changes in our community. We also have a regulatory role to protect historical sites and artefacts through our District Plan and we subsidise consent fees for heritage buildings that are being restored. These functions are covered in other strategies.

Why it's important

There are many reasons for providing this activity. The most obvious is that understanding the past contributes to people's sense of shared heritage and identity as residents of the city and as members of particular groups or families. History

can contribute to our sense of pride in the city, and our sense that we all have a stake in its future.

Wellington has a rich history. It was one of New Zealand's first colonial settlements, an early site of conflict between Maori and Pakeha. It's been battered by the forces of nature. It's also been the capital city since 1865 and was the first site of local government in New Zealand.

The City Archives is a guardian of Wellington's memory. It preserves and makes available a huge range of primary information about the city's history. This is valuable for historians, genealogists, students and other members of the public. It is also valuable for businesses and property owners; for instance, building records held at Archives are important for anyone planning or carrying out building work.

We also have obligations under the Public Records Act. The Council is required to retain much of the information that it produces. The City Archives is the repository for that information.

Contribution to community outcomes

This activity contributes to the following community outcomes: 'Wellingtonians will celebrate their unique cultural identity,' and 'Information required by citizens and groups will be easily accessible, to enable participation in the community.'

What we'll provide – our level of service

The archives are a rich resource for both the Council and the public. While much of the material relates to the Council, the Archives also holds records relating to some of the city's earliest European settlers, from the 1940 New Zealand Centennial Exhibition, and from many companies and organisations that have shaped the district.

In addition to documents, the collection contains historic Wellington maps, photographs and building plans dating back to 1892. The make-up of the overall collection is guided by our policies on retention and disposal. Our aim is to retain items of permanent value or where we are required to hold them by law.

The City Archives are accessible to members of the public and our archivists are available to help with enquiries. As with any form of research the speed at which enquires can be addressed depends on the nature of the request. We agree timeframes before starting the searches.

Our key project over the next three years is to improve ease of access by adding more of our collection online. Our database now contains more than 400,000 records concerning Wellington's history and development. These can be viewed via our website www.Wellington.govt.nz.

We've considered what we can do to reduce our costs for this activity. We propose to hold the community collections at current levels in favour of meeting our growing obligations under the Public Records Act. We'll also be exploring opportunities to secure external funding for Archives – aspects of the work could be eligible for lotteries grants.

How we'll measure our levels of service and performance

We'll know we're succeeding when more of the collection can be accessed online and this work is matched by most residents (77% in 2008) continuing to think that Wellington's local identity – its sense of place – is appropriately valued and protected. We'll use the following performance measures to monitor our progress.

OUTCOMES WE SEEK	MEASURING PROGRESS TOWARDS OUR OUTCOMES					
STRONGER SENSE OF PLACE	<ul style="list-style-type: none"> Resident perceptions that Wellington's local identity (sense of place) is appropriately valued and protected 					
COUNCIL ACTIVITY LEVELS OF SERVICE	MEASURING OUR PERFORMANCE	PERFORMANCE TARGETS				
		BASELINE 2008	2009/10	2010/11	2011/12	2012/13 – 2018/19
We provide the Wellington City Archives with an aim to preserve and provide access to an extensive collection of historical material about the city.	Satisfaction with City Archive services and facilities	New measure	90%	90%	90%	90%
	City Archives – users accessing archives resources	Physical visitors 5,520 Online users 14,461	Physical visitors 5,500 Online users 14,500	Physical visitors 5,500 Online users 14,500	Physical visitors 5,500 Online users 14,500	Physical visitors 5,500 Online users 14,500
	Items added to the City Archives online database	65,000 items	65,000 items	65,000 items	65,000 items	65,000 items
	Compliance with National Archives Standards	Compliance achieved	To meet compliance	To meet compliance	To meet compliance	To meet compliance

Who should pay

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/Other
City Archives (4.2.1)	10%	-	90%	90%	-	-	-

The Archives are free to view but there are modest charges for photocopying and research requests.
For more information on how activities are funded see our Revenue and Financing Policy in volume two.

What it will cost

4.2 Heritage	Operating expenditure 2009-2012			Capital expenditure 2009-2012
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
4.2.1 City Archives	(233)	1,623	1,390	-
2009/10 4.2 Total	(233)	1,623	1,390	-
2010/11 4.2 Total	(240)	1,608	1,368	-
2011/12 4.2 Total	(247)	1,637	1,390	-

4.3 COMMUNITY ARTS AND CULTURAL SUPPORT

What's included here

We aim to foster an environment where Wellington's creative communities can thrive. A key focus for future years is to ensure the city's increasingly diverse population can participate in and share experiences that reflect their beliefs, heritage and contemporary culture.

Towards this aim we plan to provide:

- Cultural grants to support community-based arts and cultural organisations and initiatives.
- Access and support for community arts through subsidies to use the Wellington Convention Centre and exhibition spaces.
- A wide range of arts and cultural festivals in partnership with communities.

Why it's important

A thriving local arts and festival scene is important in many ways. It ensures there's always plenty to see and do, and that the city's atmosphere is lively, vibrant and eventful. It also provides other benefits, such as the chance to celebrate Wellington's many cultures. By sharing our experiences through art and performance, we'll build stronger, more cohesive communities.

Community festivals and events offer low cost opportunities for people to come together and enjoy themselves. They take on growing importance in times of economic downturn.

Supporting grass roots artists and groups is also important for the role they play in stimulating interest in professional arts activity. The combination (see 4.3 Arts partnerships) adds to Wellington's credentials as the country's leading creative and cultural centre.

Contribution to community outcomes

This activity contributes to the following community outcomes: 'Wellingtonians will celebrate their unique cultural identity', 'Wellington will be recognised as New Zealand's arts and culture capital, encouraging visual and performing arts', 'Wellington will be a dynamic and multicultural city that respects and celebrates cultural diversity' and 'Tangata whenua and our multicultural diversity will be recognised and valued, and reflected in our city's culture.'

What we'll provide – our level of service

Over the next three years we plan to provide:

- Over \$700,000 per year in cultural grants. These will be split between one-off grants for special projects that meet our criteria and longer-term grants that contribute to our strategic objectives. Current recipients of the longer-term grants include: the Fringe Festival; Katherine Mansfield's Birthplace; Wellington Professional Theatres; and Vector Wellington Orchestra. These are reviewed at regular intervals.

- Community groups with subsidised access to the Wellington Convention Centre for their performances and events. The number of groups that are assisted by the subsidy can vary from year to year. We aim to support as many groups as possible within our budgetary limits.
- Access to rehearsal, meeting and exhibition spaces and arts programmes at Toi Pōneke – the Wellington Arts Centre. (See also 3.4 Arts partnerships.)
- Over 200 community festivals and events (70+ per year). We'll offer a year round calendar of events with more in summer to make use of the better weather. The festivals range in size and are diverse in nature. Many of them have been developed over time and provide a focal point for different cultures. The Diwali Festival of Lights, the Pacifika festival and celebrations for the Chinese New Year are examples. We'll also commemorate Waitangi Day and provide public entertainment events such as Summer City, the Teddy Bears Picnic, the Santa Parade and Carols at the Basin. Public sports events will include Culture Kicks - an annual community football tournament and Beach Volleyball. Over 700,000 people attend the festivals and events each year. We want to retain this high level of participation.

How we'll measure our levels of service and performance

We'll know we're succeeding when high participation rates continue to be matched by high levels of Wellingtonians (94% in 2008) and New Zealanders (82%) agreeing that the city has a culturally rich and diverse arts scene. We'll use the following performance measures to monitor our progress.

OUTCOMES WE SEEK	MEASURING PROGRESS TOWARDS OUR OUTCOMES						
<p>MORE EVENTFUL MORE INCLUSIVE</p>	<ul style="list-style-type: none"> ▪ Events held at key city venues ▪ New Zealander and resident perceptions that 'Wellington is the arts capital of New Zealand' ▪ New Zealander and resident perceptions that 'Wellington is the events capital of New Zealand' ▪ National arts and cultural organisations, professional and amateur theatre groups based in Wellington 						
COUNCIL ACTIVITY LEVELS OF SERVICE	MEASURING OUR PERFORMANCE	PERFORMANCE TARGETS					
		BASELINE 2008	2009/10	2010/11	2011/12	2012/13 – 2018/19	
<p>We support a wide range of arts and cultural festivals and provide cultural grants to support community-based arts and cultural organisations and initiatives.</p> <p>We also subsidise use of the Wellington Convention Centre and exhibition spaces.</p>	Satisfaction with Council supported arts and cultural festivals	93%	90%	90%	90%	90%	
	Arts and cultural festivals estimated attendance	740,000	740,000	740,000	740,000	740,000	
	Arts and cultural festivals supported	74 festivals	No target – we seek to support as many worthwhile festivals as possible within budget constraints				
	Venues Subsidy - Community groups that access the Convention Centre via the subsidy	34 groups	35 groups	35 groups	35 groups	36 groups	
	Cultural grants - Number of applicants; number of successful applicants; total budget allocated	Total applicants 107 / Successful applicants 73	No target – we seek to support as a many worthwhile initiatives that contribute to the cultural well-being of Wellington city and its people in accordance with eligibility criteria and budget constraints.				

Who should pay

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/Other
Arts and cultural festivals (4.3.1)	20%	-	80%	80%	-	-	-
Cultural grants (4.3.2)	-	-	100%	-	100%	-	-
Access and support for community arts (4.3.3)	-	-	100%	100%	-	-	-

For more information on how activities are funded see our Revenue and Financing Policy in volume two.

What it will cost

4.3 Community Arts and Cultural Support	Operating expenditure 2009-2012			Capital expenditure 2009-2012
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
4.3.1 Arts and cultural festivals	(398)	1,995	1,597	-
4.3.2 Cultural grants	-	738	738	-
4.3.3 Access and support for community arts	-	572	572	63
2009/10 4.3 Total	(398)	3,305	2,907	63
2010/11 4.3 Total	(410)	3,386	2,976	65
2011/12 4.3 Total	(422)	3,446	3,024	66

4.4 ARTS PARTNERSHIPS

What's included here

Our aim is for Wellington to be recognised as New Zealand's arts and culture capital – this depends on the quality and breadth of its professional arts scene.

Towards this aim we plan to provide:

- support to the country's premier arts and cultural event – the New Zealand International Arts Festival
- venues such as Toi Pōneke – Wellington Arts Centre and build and maintain partnership with professional arts organisations
- advice and support to arts groups and practitioners so that they can achieve their creative potential
- funding for public art
- support in many other ways wherever possible, for example by facilitating street closures, consents for projects and promoting cultural activity.

Why it's important

Our arts partnerships ensure Wellington retains its reputation as New Zealand's arts and culture capital by continuing to be home to top-class orchestras, dance and theatre companies. This contributes to the city's 'sense of place' and to the full range of arts and entertainment events on offer.

The wide range of arts activity we support provides entertainment for residents and visitors alike, and contribute to the economy by bringing people to the city. The Arts

Festival in 2008, for example, sold about 130,000 tickets – a quarter to people outside the Wellington region – and had an economic impact of \$22.7 million.

Sustaining these partnerships will be important throughout the economic downturn. Many of them have been developed over a long period of time – they would be difficult to replace. The strength of the partnerships goes well beyond the direct support the Council might offer. They can only thrive in a city that supports the arts as a whole. Wellington's central city precincts, knowledgeable and enthusiastic audiences, committed sponsors couple with the critical mass of creative people, together generate the unique cultural dynamic that sets our city apart.

The Council's support acts as a catalyst for the professional institutions to draw sponsorship from other places. These partnerships provide stability and certainty. Meaning, sponsors can have greater confidence that their commitment is valuable – that the shows will be of high-quality and attract audiences.

The creation of Toi Pōneke, the commitment to the installation of public artworks in recent years and our efforts to increase dialogue and collaboration within the arts community, demonstrate the Council's commitment to working in partnership with and securing the long term future of, the arts sector in Wellington.

Contribution to community outcomes

This activity contributes to the following community outcomes: 'Wellingtonians will celebrate their unique cultural identity', 'Wellington will be recognised as New Zealand's arts and cultural capital, encouraging visual and performing arts', 'Wellington will have venues that suit a wide range of events and reflect the needs of the city', and 'Wellington will be a dynamic and multicultural city that respects and celebrates cultural diversity'.

What we'll provide – our level of service

Specific activities include:

- an annual grant of \$750,000 to the NZ International Arts Festival. Held every two years the country's premier arts festival attracts world class dance and opera companies, performers, singers, visual artists and theatre groups. A feature in recent years is the writers and readers week. It provides a rare opportunity to experience a line up of literature's luminaries for discussions, debates and readings. The festival generates substantial funding from sponsors and ticket sales but it also offers a range of free events in the city. The next festival is scheduled for autumn 2010.
- operation of the Toi Poneke, Arts Centre which provides office, studio, meeting, rehearsal and exhibition spaces for artists and arts organisations. Our City Arts team manages Toi Poneke and plays a key facilitation role for the city's arts and culture sector.
- providing a home for the New Zealand Symphony Orchestra in the Wellington Convention Centre, and support the St James Theatre Charitable Trust (we provided them a loan for a new 'flying system' for moving props and sets on stage at the Opera House).

In recent years we've provided a public art fund aimed at increasing the number of public art works around the city. This has been effective – from Max Patte's *Solace in the Wind* on the Waterfront to the wind sculptures along Cobham Drive – the city's landscape is brighter with the number of additional artworks on display.

Given this success and our existing commitment to completing *Te Matau a Maui - the Hook of Maui and Receding Waters* (see below) we are proposing to reduce our funding of public art activity for the next three years. This would see a reduction in funding from \$300,000 to \$100,000 until 2012. The Council would still provide funding to the Wellington Sculpture Trust and for a limited number of projects, including exhibitions in the Courtenay Place Park light boxes, through its Public Art Fund. It is proposed that the Public Art Panel would continue to operate through this period and provide independent advice to the Council on its public art activity. This approach would see savings of \$600,000 on what we had previously forecasted.

One of the highlights in the coming years will be the installation of *Te Matau a Maui - the Hook of Maui and Receding Waters*, a dramatic sculptural gateway to central Wellington from the north. The 35 metre high sculpture is inspired by traditional whalebone fish hooks and depicts the widely known Maui creation story. By day, the glass-fibre sheathing will be coloured to give the appearance of bone. Solar-powered cells near the top of the sculpture will generate electricity to help light the sculpture by night. The selection and commissioning process was led by the Wellington Sculpture Trust. The Council has already provided about half of the \$1.3 million project. The rest was donated by private-sector contributions, trusts and in-kind contributions.

We're also proposing to establish an Arts Hub within the Toi Poneke Arts Centre in Abel Smith Street. This will be the 'one stop shop' for information on arts activity in the city. Wellingtonians wanting to get involved in the arts will be able to find out about groups they can join and classes they can take. Those looking to further their career in the arts will be able to get advice on their next steps, find out about opportunities and get connected with others working in the arts. It will cost \$50,000 in 2009/10 to establish the hub. This is a one-off cost with its ongoing costs met from within existing budgets.

How we'll measure our levels of service and performance

We'll know we're succeeding when the variety of arts on offer continues to be matched by high levels of Wellingtonians (77% in 2008) and New Zealanders (63%) agreeing that the city is the country's arts capital.

OUTCOMES WE SEEK	MEASURING PROGRESS TOWARDS OUR OUTCOMES					
MORE ACTIVELY ENGAGED	<ul style="list-style-type: none"> ▪ Resident frequency of engagement in cultural and arts activities ▪ Businesses and employees engaged in the arts and cultural sector ▪ New Zealander and resident perceptions that 'Wellington has a culturally rich and diverse arts scene' 					
COUNCIL ACTIVITY LEVELS OF SERVICE	MEASURING OUR PERFORMANCE	PERFORMANCE TARGETS				
		BASELINE 2008	2009/10	2010/11	2011/12	2012/13 – 2018/19
<p>We support the New Zealand International Arts Festival and provide Toi Poneke – Wellington Arts Centre which makes available studio space for established and emerging artists.</p> <p>We provide a public arts fund aimed at increasing the number of art works around the city.</p> <p>We also hold a key facilitation role for the city's arts and cultural sector.</p>	Customer (%) satisfaction with the NZ International Festival of the Arts	New measure	90%	No festival	90%	90%
	Total tickets sold to the NZ International Festival of the Arts and proportion sold to customers outside the region	130,000 and 24% outside region	130,000 and 30% outside the region	No festival	130,000 and 30% outside the region	130,000 and 30% outside the region in festival years
	Economic contribution (\$) the NZ International Arts Festival makes to the city's economy (new spend)	\$22.7m	At least \$20m	No festival	At least \$20m	At least \$20m in festival years
	Public art projects (#) delivered through the Public Art Fund	9 projects	6 projects	6 projects	6 projects	6 projects
	User (%) satisfaction with Toi Poneke facilities and services	New measure	85%	85%	85%	85%
	Toi Poneke usage					
	<ul style="list-style-type: none"> ▪ Artists in studio 	68	40	40	40	30
	<ul style="list-style-type: none"> ▪ Organisations / businesses based at facility 	13	20	20	20	10
<ul style="list-style-type: none"> ▪ Occupancy – casual rooms, studios, tenancy 	Casual rooms 39% Studios 99% Tenancy 95%	Casual rooms 60% Studios 99% Tenancy 95%	Casual rooms 65% Studios 99% Tenancy 95%	Casual rooms 65% Studios 99% Tenancy 95%	Casual rooms 70% Studios 99% Tenancy 95%	

How we manage our assets that support this activity

The Wellington Arts Centre buildings are leased. A major upgrade was completed during 2004/05 to make the buildings suitable for occupation by artists and commercial tenants from the creative sector. No significant upgrades or renewals are planned in the foreseeable future. We plan to review the need for us to continue to provide direct provision of arts accommodation when the current lease of Toi Poneke expires in 2015. This will include a review of the current types of accommodation provided and an assessment of future needs (e.g. we'll look at the availability of rehearsal space in the market place).

Who should pay

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/Other
Arts partnerships (professional) (4.4.2)	25%	-	75%	75%	-	-	-

User charges cover the costs of hiring space at the Note that the NZ International Festival of the Arts (4.4.1) is funded from the events development fund (see Economic development). Arts Centre. For more information on how activities are funded see our Revenue and Financing Policy in volume two.

What it will cost

4.4 Arts Partnerships	Operating expenditure 2009-2012			Capital expenditure 2009-2012
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
4.4.1 The NZ International Arts Festival	-	-	-	-
4.4.2 Arts partnerships (professional)	(502)	1,879	1,377	-
2009/10 4.4 Total	(502)	1,879	1,377	-
2010/11 4.4 Total	(517)	1,905	1,388	-
2011/12 4.4 Total	(533)	1,952	1,419	-

Note that the \$750,000 annual grant to the New Zealand International Festival of the Arts is funded from the Events Development Fund (see Economic development).

10-YEAR FINANCIAL PROJECTIONS

<i>Operational Expenditure (\$000)</i>											
		Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Activity	Activity Name	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
4.1	Galleries and museums	7,143	8,075	8,382	8,542	8,684	8,826	8,985	9,151	9,326	9,521
4.2	Heritage	1,623	1,608	1,637	1,688	1,705	1,719	1,762	1,805	1,852	1,910
4.3	Community arts and cultural support	3,305	3,386	3,446	3,514	3,573	3,634	3,710	3,782	3,857	3,949
4.4	Arts partnerships	1,879	1,905	1,952	2,236	2,298	2,353	2,119	2,172	2,224	2,288
Total Operating Expenditure		13,950	14,974	15,417	15,980	16,260	16,532	16,576	16,910	17,259	17,668
Less: Non-funded Depreciation		-	-	-	-	-	-	-	-	-	-
Net Operating Expenditure		13,950	14,974	15,417	15,980	16,260	16,532	16,576	16,910	17,259	17,668
<i>Net operating expenditure funded by:</i>											
	Direct activity income	791	815	839	865	891	917	957	986	1,016	1,046
	General Rates	10,293	11,050	11,381	11,867	12,075	12,274	12,227	12,477	12,740	13,058
	Targeted Rates	2,524	2,757	2,834	2,874	2,909	2,945	2,984	3,026	3,070	3,118
	Grants & Subsidies	-	-	-	-	-	-	-	-	-	-
	Other Income	342	352	363	374	385	396	408	421	433	446
Net Operational Expenditure Funding		13,950	14,974	15,417	15,980	16,260	16,532	16,576	16,910	17,259	17,668

<i>Capital Expenditure (\$000)</i>											
		Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Activity	Activity Name	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
4.1	Galleries and museums	1,100	-	-	-	-	-	-	-	-	-
4.3	Community arts and cultural support	63	65	66	68	70	71	73	75	77	79
Total Capital Expenditure		1,163	65	66	68	70	71	73	75	77	79
<i>Capital expenditure funded by:</i>											
	Depreciation	368	285	276	267	241	209	199	195	195	184
	Grants & Subsidies	-	-	-	-	-	-	-	-	-	-
	Development Contributions	-	-	-	-	-	-	-	-	-	-
	Borrowings and working capital*	795	(220)	(210)	(199)	(171)	(138)	(126)	(120)	(118)	(105)
Capital Expenditure Funding		1,163	65	66	68	70	71	73	75	77	79

* a debit balance indicates increased borrowings, while a (credit) balance indicates a funding surplus in that year which offsets borrowings and working capital.