



## Waiheke Artworks strategic plan

### Introduction and overview

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Waiheke Artworks was developed by the Waiheke community in 1991 as an arts centre for Waiheke Island. Auckland City Council purchased the Artworks site and buildings in 2003, following an approach from the Waiheke Artworks Charitable Trust, to ensure the continuance of the arts and cultural activities provided at Artworks. Additional adjacent land fronting Ocean View Road was purchased in 2007 to enable the library development option on the site.

Since the purchase of the original site in 2003 Artworks has been managed by the council as tenanted office space.

Artworks has a unique cluster of arts and cultural facilities and activities including:

- Waiheke Community Art Gallery Incorporated
- The Artworks Community Theatre Incorporated
- Waiheke Island Community Cinema Trust
- Waiheke Musical Museum Charitable Trust
- Waiheke Community Library

In September 2007 the council confirmed that it will develop a new library on land purchased adjacent to Artworks and incorporated into the Artworks site. This decision on the location of the new library has made it possible for the development of a strategic plan for Artworks to be progressed, with one of the key objectives being to consider the opportunities for integration of activities and facilities between the library and Artworks.

The Artworks site is located on the corner of Korora Road and Ocean View Road, Oneroa, Waiheke Island. It is ideally situated as the gateway to Oneroa village. See location map attached.

The development of a strategic plan for Waiheke Artworks<sup>1</sup> acknowledges the establishment of Artworks, as an arts centre, by the Waiheke community and the importance of it to the community. The strategic plan formally recognises Artworks as an arts and cultural centre within Councils network of facilities and ensures that it is managed as such (rather than simply as leased premises as has been the situation to date).

The strategic plan details how Artworks can be best supported and managed by Council to build on what is already happening and further strengthen it as an arts and cultural centre. It also considers how the new library and Artworks can work together. The focus of the plan is on the function and activities of Artworks and it does not include any physical redevelopment of the Artworks buildings.

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<sup>1</sup> The use of the term 'Artworks' within this document refers both physically to the land and buildings of the Artworks site, and to the combined activities which make Artworks an arts and cultural centre. The term 'Artworks' does not refer to any particular individual tenant or activity on the site.

## Section 1. Strategic context

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This strategic plan sits in a broader strategic framework, and acknowledges the contribution Artworks makes as an arts and cultural centre to achieving the council's long-term vision of Auckland as the '*First City of the Pacific*'.

Artworks contributes to achieving this vision through the following strategies:

- **Strong and Healthy Communities:** foster a sense of pride and belonging by providing opportunities for communities and neighbourhoods to get together informally for celebration, social and recreational events.
- **Lifestyle Choices:** supporting a wide range of recreation and leisure opportunities by informing people about events, facilities and opportunities that are available.

### 1.1 Arts agenda

Artworks' role as an arts and cultural centre is also supported by the council's policy for the arts, the Arts Agenda, which sets out a range of strategies and actions that will guide Auckland City Council's involvement in arts and culture.

Artworks makes a direct contribution to Goal 4 – "Create opportunities for Auckland city's residents and communities to participate in an abundance and variety of arts and cultural activity."

### 1.2 Essentially Waiheke

Artworks' specific function as an arts and cultural centre for Waiheke Island is also supported by the council's *Essentially Waiheke* document, which establishes a community approved framework for Waiheke's development.

The development of this strategic plan has been guided by *Essentially Waiheke* principles and guidelines, in particular:

- involving the community in decision making
- encouraging and supporting cultural activities
- encouraging the provision of a diverse range of new facilities while conserving and optimising use of existing facilities
- encouraging and supporting the provision of venues for theatre, exhibitions and shows
- promoting a wide range of recreational and visitor activities on Waiheke.

## Section 2. Waiheke Artworks: vision and objectives

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The Artworks centre has a key role to play as an arts and cultural centre for Waiheke Island. This document outlines the strategic plan for Artworks and signals Auckland City Council's priorities for the centre, for the next three years (2008-2010). This three-year timeframe coincides with the development of the new Waiheke community library, to be built on land adjacent to Artworks. It will be timely to review the Artworks strategic plan, at the end of this period, and to develop updated priorities that reflect the relationship between Artworks and the new library.

## **Vision:**

- an arts and cultural centre that serves the local community and reflects Waiheke Island's unique identity, by providing a place for the exchange of ideas and community participation in a range of activities.

## **Purpose:**

- to provide an opportunity for community participation and support the growth of the arts and cultural activity on Waiheke Island.

## **2.1 Community values**

Artworks has a high level of community ownership and support, having been developed and operated by the Waiheke community for a number of years before it was purchased by Auckland City Council. The council has recognised the importance the community places on Artworks by consulting closely on the Waiheke community's vision for the centre. This plan has been developed to incorporate these consultation outcomes, and is therefore also intended to reflect the local community's priorities for Artworks which are:

- recognition that Artworks was developed by the Waiheke community, and that this has provided a strong foundation for future development
- involve the local community in the planning, development and management of the Artworks
- a facility that reflects Waiheke character
- a facility that is accessible to the whole Waiheke community, and a place where everybody feels welcome
- preserve and enhance the strong connection between the Waiheke community library and Artworks.

## **2.2 Strategic objectives**

**Objective 1:** Continue to develop Artworks as an arts and cultural centre that reflects and is supported by the local community

### **Priorities:**

- develop and implement a strategic plan through input from the local Waiheke community and that will enjoy ongoing local support
- ensure a flexible programme of joint activities that is responsive to the changing needs of the community, and are consistent with the vision for Artworks as an arts and cultural centre.

**Objective 2:** Support the local community by enabling opportunities for their participation in arts and cultural activities at Artworks.

### **Priorities:**

- support local arts and cultural initiatives based at Artworks
- conduct regular reviews of community needs to ensure Artworks programmes are responsive to changing needs and to reconfirm the arts and cultural focus
- promote new opportunities for participation to the local community.

**Objective 3:** Encourage Artworks to provide a visitor function, both through its arts and cultural activities, and its physical location as a gateway to Waiheke.

**Priorities:**

- contribute to the Waiheke's diverse range of visitor activities and events, through supporting Artworks as an arts and cultural centre that reflects the unique character of Waiheke.

**Objective 4:** Promote and recognise Artworks as part of the council's network of facilities and venues which support community arts and cultural programmes and activities

**Priorities:**

- provide a sustainable arts and cultural centre for Waiheke
- raise awareness of Artworks and its activities to broaden and increase participation.

**Objective 5:** Maximise the opportunities for integration between the facilities and the activities that take place at Artworks and the planned new Waiheke Community Library

**Priorities:**

- work closely with the Waiheke Community Library development team to ensure the new library development is complementary to Artworks
- develop a whole-of-site masterplan for Artworks and the adjacent land (for the new library) to achieve the best layout/design, maximise open space opportunities, and allow for future development opportunities for Artworks
- promote joint programmes involving Artworks tenants including the library.

## **Section 3. Core activities**

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### **3.1 Current mix of activities at Artworks**

There are a range of cultural, arts and commercial activities operating at Artworks currently, including the Waiheke Community Art Gallery Incorporated, The Artworks Community Theatre Incorporated, Waiheke Island Community Cinema Trust, Waiheke Musical Museum Charitable Trust and the Waiheke Community Library. These activities have constituted the core of Artworks since its development by the Waiheke community in 1991. There are also a number of other commercial and community tenancies at Artworks. This current mix of activities has been determined on an ad hoc basis, but can be broadly described as arts and cultural, or as supportive of this focus.

### **3.2 Community views on activities**

Previous consultation has confirmed that the community:

- generally supports the focus on a broad mix of arts and cultural activities at Artworks
- in looking to the future, supports the broad mix of arts and cultural activities with facilities that are adaptable and flexible
- has a preference for Artworks to provide an appropriate balance between community, commercial and visitor functions, but to remain predominantly community focused.

### **3.3 Core activities – guiding principles**

In order to reinforce Artworks as an arts and cultural centre, this section of the strategic plan provides a set of principles by which to guide both the current and future activities that are established within the centre. These principles take into account the council's objectives, community views, and the historical basis to Artworks' current mix of activities.

### **3.4 Activities**

- a mix of activities that support the arts and cultural focus
- a balance of primarily community activities, but with the opportunity for commercial activities that support the arts and cultural focus
- activities which cater for community needs first, but which may also provide a visitor attraction
- activities that support the viability and sustainability of Artworks as an arts and cultural centre and position it to meet future needs.

### **3.5 Tenants and leases**

- tenancies that support the strategic goals of Artworks – the vision and the purpose
- tenancies that are complementary of the existing activities on site
- a consistent leasing approach for Artworks' current and future tenants which clarifies whether individual activities qualify for a community or commercial lease arrangement.

### **3.6 Physical space and facilities**

- activities that make best use of the existing buildings and facilities
- a focus on Artworks as a cohesive arts and cultural centre, rather than a group of individual tenancies
- a masterplan that integrates the current Artworks site with the adjacent land (on which the new library will be built) and that maximises existing site opportunities, as well as the options for future development<sup>2</sup>
- future open space development that supports and enhances the mix of arts and cultural activities, and improves accessibility.

## **Section 4. Management**

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Artworks is one of Auckland City Council's valued arts and cultural centres and will be managed through the Arts, Community and Recreation Services group as an arts and cultural centre. Accordingly, management of the physical facility will transfer from the Property Asset Management Plan to the Leisure Facilities Asset Management Plan to align with the changed management focus.

Artworks has operated until now as a collection of buildings with a number of individual tenants, each with their own governance mechanisms - a mix of incorporated societies, charitable trusts and commercial arrangements. This strategic plan outlines a new approach from the council, that complements but does not change the status of existing autonomous organisations at Artworks, while enabling a more comprehensive and coordinated approach to the centre's long term

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<sup>2</sup> The Artworks masterplan will ensure that all of the functions and activities of the Artworks site as a whole are planned for currently and into the future. This includes provision for the current main Artworks buildings, the new library, shared facilities, outdoor spaces, parking, access to and within the site.

development. This approach is critical to confirming the purpose and focus for the centre, and to allow for more collaboration between tenants. It also reflects a partnership approach between the council and the Artworks tenants.

#### **4.1 Management approach**

The council's approach to managing Artworks as an arts and cultural centre is based on the following principles:

- predominantly local, and supported locally, building on the existing work and effort put in to date at Artworks
- simple and sustainable, both reflecting the Waiheke Island ethos and allowing for smooth operation within the council (ie is sustainable both from the council's and the tenants' perspective)
- responsive to changing needs of the community
- building on the current core functions and governance and management structures that have been established by individual autonomous organisations at Artworks
- maintain a good working relationship between the council and the Artworks tenants, in the context of supporting the arts and cultural centre
- a good fit with council structures, with appropriate monitoring and evaluation mechanisms
- accountability for delivering strategic plan objectives sitting with the appropriate group within Council ie the Arts Community and Recreation Services Group
- clearly defined, monitored and evaluated.

The desired outcomes of this management approach are to:

- maximise the diverse potential uses of the centre in order to meet the Waiheke community's arts and cultural needs
- ensure Artworks continues to provide a range of activities that are responsive to changing community needs
- help Artworks to grow as a cohesive centre
- support the council's strategic outcomes in particular:
  - build strong and healthy communities
  - provide a range of recreation and leisure opportunities
  - create opportunities to participate in a variety of arts and cultural activity.
- facilitate coordination between the range of activities at Artworks to develop and support it as an arts and cultural centre
- enable fundraising and promotion for the centre as a whole, without precluding individual tenants ability to fundraise for their particular organisation.

#### **4.2 Management structure**

The management approach outlined in this strategic plan recognises that many of the current Artworks tenants have been operating for some time and already have established and well functioning governance and management structures. This includes the Artworks tenants committee, which represents the tenants as an overarching body.

A simple management structure is therefore proposed which is intended to complement and support what is already there. Artworks will be managed by the Arts Community and Recreation Services Group which will include responsibility for the Asset Management Plan, management of community leases and the establishment of an Artworks co-ordinator role.

The co-ordinator role will be reviewed after 12 months, with the expectation that if it is working satisfactorily it will be continued to 2010/11. At the end of this period a full review of funding

and management requirements will be carried out to coincide with completion of the new library and the review of the council's Long Term Council Community Plan.

#### **4.3 Artworks Coordinator role**

It is proposed for the council to establish Artworks coordinator role as follows:

- a contractor position engaged by, and is responsible to, the Arts Services Manager
- the contract would outline outcomes expected from the role and accountabilities, in line with the objectives set out in this strategic plan
- the role will work closely with the Artworks tenants, including the Waiheke community library.

The purpose of the Artworks coordinator role is to strengthen Artworks as the Waiheke community's arts and cultural centre by:

- developing joint programmes and events
- promoting and raising the profile of Artworks as a centre
- looking for opportunities to extend and maximise the use of Artworks facilities by attracting new, or linking in with existing Waiheke and Auckland-wide activities
- developing a fundraising approach including identification of funding and sponsorship opportunities for new events and activities.

The co-ordinator role will be reviewed after 12 months, with the expectation that if it is working satisfactorily it will be continued to 2010/11. At the end of this period a full review of funding and management requirements will be carried out to coincide with completion of the new library and the review of the council's Long Term Council Community Plan.

#### **4.4 Decision-making process for vacant space and new tenancies**

A clear and robust process is important in order to retain the integrity of Artworks as an arts and cultural centre, to ensure new tenancies are a good fit with other activities at the centre, and to make best use of available space.

A clear process will be developed to achieve this outcome that will include:

- an overview of tenanting of vacant space by the Arts Services Manager to ensure new tenancies support the objectives of Artworks as an arts and cultural centre
- inviting input (via the Arts Services Manager) from the Tenants Committee on lease application/s
- applicant/s for commercial or community leases to comply with existing requirements for applying and obtaining a lease through the appropriate group within council
- standard leasing approval processes to be followed, including requirement for political approvals in the case of community leases
- once approved a standard council lease document will be finalised with the new tenant through the appropriate commercial or community leasing group of Council .