



# AGENDA

## RĀRANGI TAKE

NOTICE OF AN ORDINARY MEETING OF

# COUNCIL

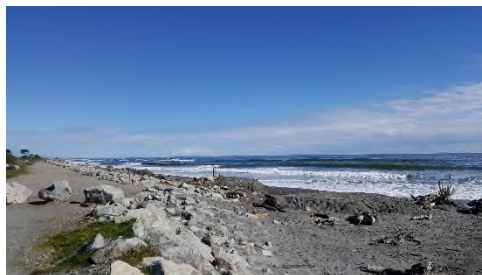
to be held on Thursday 28 March 2019 at 11.00 am  
in the Council Chambers, 36 Weld Street, Hokitika

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Chairperson: His Worship the Mayor

Members:	Cr Martin (Deputy)	Cr Lash (Deputy)
	Cr Carruthers	Cr Eatwell
	Cr Havill ONZM	Cr Neale
	Cr Olson	Cr Routhan
	Kw Tumahai (or Representative)	Kw Rochford (or Representative)

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# Council Vision:

We work with the people of Westland to grow and protect our communities, our economy and our unique natural environment.

## Purpose:

The Council is required to give effect to the purpose of local government as prescribed by section 10 of the Local Government Act 2002. That purpose is:

- (a) To enable democratic local decision-making and action, by and on behalf of, communities; and
- (b) To meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

### 1. KARAKIA TĪMATANGA OPENING KARAKIA

<b>Kia hānene ngā hau āio</b> <b>Mai i ngā maunga</b>	Blow gently peaceful winds From the mountains
<b>Ki ngā tai o Poutini</b>	To the tides of Poutini
<b>Kia whakapapa pounamu te moana</b>	May the sea be like greenstone
<b>Hei huanui mā tātou</b>	A pathway for us all
<b>Aroha atu, aroha mai</b>	Let us show respect for each other
<b>Tātou i a tātou katoa</b>	For each and everyone
<b>Hui e! Tāiki e!</b>	Bind us all together!

### 2. NGĀ WHAKAPAAHA APOLOGIES

(includes leave of absence notification)  
Cr Carruthers.

### 3. WHAKAPUAKITANGA WHAIPĀNGA DECLARATIONS OF INTEREST

Members need to stand aside from decision-making when a conflict arises between their role as a Member of the Council and any private or other external interest they might have. This note is provided as a reminder to Members to review the matters on the agenda and assess and identify where they may have a pecuniary or other conflict of interest, or where there may be a perception of a conflict of interest.

If a member feels they do have a conflict of interest, they should publicly declare that at the start of the meeting or of the relevant item of business and refrain from participating in the discussion or voting on that item. If a member thinks they may

have a conflict of interest, they can seek advice from the Chief Executive or the Group Manager: Corporate Services (preferably before the meeting). It is noted that while members can seek advice the final decision as to whether a conflict exists rests with the member.

#### **4. NGĀ TAKE WHAWHATI TATA KĀORE I TE RĀRANGI TAKE URGENT ITEMS NOT ON THE AGENDA**

Section 46A of the Local Government Official Information and Meetings Act 1987 states:

- (7) An item that is not on the agenda for a meeting may be dealt with at the meeting if –
- (a) the local authority by resolution so decides, and
  - (b) the presiding member explains at the meeting at a time when it is open to the public, –
    - (i) the reason why the item is not on the agenda; and
    - (ii) the reason why the discussion of the item cannot be delayed until a subsequent meeting.
- (7A) Where an item is not on the agenda for a meeting, –
- (a) that item may be discussed at the meeting if –
    - (i) that item is a minor matter relating to the general business of the local authority; and
    - (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
  - (b) No resolution, decision, or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion.

#### **5. NGĀ MENETI O TE HUI KAUNIHĒRA MINUTES OF COUNCIL MEETING**

Pages 6-16

#### **6. NGĀ TĀPAETANGA PRESENTATIONS**

##### **11.45 am – Sister City Return Visit from Huanggang City, China**

*Mike Keenan, Council's Ambassador to the Chinese and Yuri will be in attendance at 11.45 to speak to the report.*

Pages 19-25

##### **12 noon – Citizenship Ceremony**

*Lunch Break from 12.30 pm to 1.00 pm*

##### **2.00 pm – Destination Hokitika and their role**

*Reilly Burden and Shirley Gardiner will be attendance to provide a presentation to Council.*

#### **7. ACTION LIST**

Pages 17-18

#### **8. PŪRONGO KAIMAHI STAFF REPORTS**

**New Zealand Pounamu Centre, Museum, Cultural and Visitor Hub***- Jackie Gurden from Gurden Consulting, will be in attendance at 1.00 pm to speak to the report and provide a presentation.*

Pages 26-155

**Hari Hari Complex Reserve Fund**

Pages 156-158

**Freedom Camping Review Working Group**

Pages 159-165

**9. ADMINISTRATIVE RESOLUTIONS**

Nil.

**10. KA MATATAPU TE WHAKATAUNGA I TE TŪMATANUI  
RESOLUTION TO GO INTO PUBLIC EXCLUDED**

(to consider and adopt confidential items)

Resolutions to exclude the public: Section 48, Local Government Official Information and Meetings Act 1987.

Council is required to move that the public be excluded from the following parts of the proceedings of this meeting, namely:

The general subject of the matters to be considered while the public are excluded, the reason for passing this resolution in relation to each matter and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of the resolution are as follows:

<b>Item No.</b>	<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Ground(s) under Section 48(1) for the passing of this resolution</b>
1	Confidential Minutes – 28.02.19	Good reasons to withhold exist under Section 7	That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason or withholding exists.  Section 48(1)(a)
2	Confidential Report – Office of the Controller and Auditor-General	Good reasons to withhold exist under Section 7	That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason or withholding exists.  Section 48(1)(a) and (d)

This resolution is made in reliance on sections 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interests or interests protected by section 7 of that Act, which would be prejudiced by the holding of the relevant part of the proceedings of the meeting in public area as follows:

<b>Item No.</b>	<b>Interest</b>
1	Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) (Schedule 7(2)(i))
2	Maintain legal professional privilege (Schedule 7(2)(g))

**DATE OF NEXT ORDINARY COUNCIL MEETING – 18 APRIL 2019  
COUNCIL CHAMBERS, 36 WELD STREET, HOKITIKA**

**MINUTES OF AN ORDINARY MEETING OF THE WESTLAND DISTRICT COUNCIL, HELD IN THE COUNCIL CHAMBERS, 36 WELD STREET, HOKITIKA ON THURSDAY 28 FEBRUARY 2019 COMMENCING AT 11.06 AM**

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## **1 MEMBERS PRESENT, APOLOGIES AND INTEREST REGISTER**

### **1.1 Members Present**

His Worship the Mayor R.B. Smith (Chair)

Deputy Mayor H.M. Lash

Deputy Mayor Cr L.J. Martin

Crs D.M.J. Havill (ONZM), J.A. Neale, G.L Olson, D.C Routhan, Cr Gray Eatwell,  
Cr D.L Carruthers

### **Apologies and Leave of Absence**

Kw. Francois Tumahai, Te Rūnanga o Ngāti Waewae

Moved Cr Routhan, seconded Cr Neale and **Resolved** that the apology from Kw Francois Tumahai be received and accepted.

### **Absent:**

Kw. Tim Rochford Te Rūnanga o Makaawhio

### **Staff in Attendance:**

S.R. Bastion, Chief Executive; L.A. Crichton, Group Manager: Corporate Services;  
D.M. Maitland, Executive Assistant; E. Bencich, Operations Manager; D. Inwood,  
Group Manager: District Assets; T.A. Cook, Regulatory Services Manager;  
F. Scadden, Customer Service and Planning Manager.

### **1.2 Interest Register**

The Interest Register had been circulated and no amendments were noted.

## 2. CONFIRMATION OF MINUTES:

### 2.1 Ordinary Council Meeting – 24 January 2019

Deputy Mayor Martin asked that there be a discussion on Item 7.4 as recorded in the Council Minutes and sought clarification from Councillors in regard to the matter and asked if Council should strike the letter out.

Deputy Mayor Lash and Cr Eatwell both spoke to this item and provided clarification.

Moved Cr Neale, seconded Cr Olson and **Resolved** that the Minutes of the Ordinary Council Meeting, held on the 24 January 2019 be confirmed as a true and correct record of the meeting.

### 2.2 Extraordinary Council Meeting – 7 February 2019

Moved Deputy Mayor Martin, seconded Cr Eatwell and **Resolved** that the Minutes of the Extraordinary Council Meeting, held on the 7 February 2019 be confirmed as a true and correct record of the meeting, subject to the following amendment:

Additional Resolution:

“Moved Deputy Mayor Martin, seconded Cr Eatwell and **Resolved** that the verbal and written submissions received on the impact of the Government funded freedom camping sites on local accommodation providers be received and acknowledged with thanks.”

*The following items were then taken out of order to the agenda papers.*

## 7. ADMINISTRATIVE RESOLUTION:

### 7.1 Warrant of Appointment - Te Aroha Cook, Regulatory Services Manager

Moved Deputy Mayor Lash, seconded Deputy Mayor Martin and **Resolved** that Council confirm its seal being affixed to the following documents:

An Enforcement Officer pursuant to section 177 of the Local Government Act 2002, in relation to any offence under this Act including without limitation:

Offences against Bylaws made under this Act

- Section 164 Exercise the Power to Seize Property not on Private Land
- Section 165 Exercise the Power to Seize Property on Private Land
- Section 168 Power to dispose of Property Seized and Impounded
- Section 171 General Power of entry
- Section 172 Power of Entry for Enforcement Purposes
- Section 173 Power of entry in Cases of Emergency

- Section 174 Authority to Act
- Section 177 Power to appoint Enforcement Officer

An Authorised Officer pursuant to the Local Government Act 1974 for the purpose of:

- Section 355 Removal of Overhanging Trees
- Section 356 Removal of Abandoned Vehicles from Roads

An Enforcement Officer pursuant to section 38(1) of the Resource Management Act 1991, for the purposes of:

- Section 22 Duty to Give Certain Information
- Section 322 Scope of Abatement Notice
- Section 323 Compliance with an Abatement Notice
- Section 327 Issue and Effect of Excessive Noise Direction
- Section 328 Compliance with an Excessive Noise Direction
- Section 332 Power of Entry for Inspection
- Section 333 Power of Entry for Survey
- Section 335 Content and Effect of Warrant for Entry for Search
- Section 343C Infringement Notices

An Enforcement Officer pursuant to Section 232, and an Authorised Officer pursuant to Section 222(4) of the Building Act 2004 with the following delegated responsibilities, powers and duties:

- Section 12 Carry out Function of Building Consent Authority
- Section 83 Removing Section 78 Notices
- Section 220 Carrying Out Building Work on Default
- Section 222 Inspections and Entry onto Premises
- Section 377 Lay Information for Prosecution

A Warranted Dog Control Officer pursuant to Section 11 of the Dog Control Act 1996, for the purpose of:

- Section 14 Power to Enter Land or Premises
- Section 15 Power to Seize or Feed and Shelter Dog
- Section 16 Districts in which Power may be Exercised
- Section 17 Powers of Warranted Officers
- Section 19 Power to Request Information about Owner
- Section 19A Power to Request Information about a Dog
- Section 21 Classifying a Probationary Officer
- Section 22 Objection to Classification as a Probationary Owner Objection
- Section 25 Disqualification of Dog Owners
- Section 27(2) To Give Written Notice – Decision on a Disqualified Owner Objection
- Section 31 Territorial Authority to Classify Dangerous Dogs
- Section 32 Effect of Classification as a Dangerous Dog
- Section 33 Territorial Authority's Consent to Disposal of Dangerous Dog
- Section 33A Territorial Authority may Classify Dog as Menacing
- Section 33 C Classification of Menacing Dog
- Section 33 D Objection to Classification of Dog Under Section 33C
- Section 35 Supply of Register Information
- Section 42 Failure to Register Dog
- Section 55 Barking Dog
- Section 56 Removal of Barking Dog



- Section 57 Seizure of Dog Responsible for Attack of Persons or Animals
- Section 57A Seizure of Dog Rushing at Persons, Animals or Vehicles
- Section 66 Issue of Infringement Notices and Power to Waive Infringements
- Section 69 Impounding and Disposal of Dog

A Pound Keeper Pursuant to Section 8 of the Impounding Act 1955 for the purpose of:

- Section 13 Records to be kept by Local Authority
- Section 63 Delegation of Local Authority Powers
- Section 64 Serving of Notices

An Environmental Health Officer pursuant to Section 28 of the Health Act for the purpose of:

- Section 34 Abatement of Nuisance Without Notice
- Section 41 Issue Cleansing Orders
- Section 42 Requiring of Repairs and Issue of Closing Order
- Section 81 Power of Local Authority to Disinfect Premises
- Section 128 Power of Entry and Inspection

An Authorised Officer Pursuant to the Food Act 2014

- To carry out any functions as the registration authority as detailed in the act.

An Inspector Pursuant to Section 197 of the Sale and Supply of Alcohol Act 2012 for the Purpose of:

- Section 262 Infringement Notices
- Section 267 Powers of Entry on Licensed Premises
- Section 268 Power to Seize Alcohol
- Section 280 Variation, Suspension, or Cancellation of Licenses other than Special Licenses
- Section 281 Suspension or Cancellation of Licenses by Licensing Authority in respect of Certain Offences
- Section 283 Variation, Suspension or Cancellation of Special Licences
- Section 285 Suspension or Cancellation of Manager's Certificates

An Authorised Officer to perform the following

- To issue and decline certificates of registration, grant certificates of exemption and issue notices under
  - Regulation 9 of the Health (Registration of Premises) Regulations 1966
  - Hairdressers Regulations 1980
  - Food Hygiene Regulations 1974
  - Camping Ground Regulations 1985
- To Register Funeral Directors and Premises under the Health (Burial) Regulations 1985
- To Take Actions under the Food Act Regulations 2015

A Litter Control Officer pursuant to Section 5 of the Litter Act 1979 for the purpose of

- Section 7 Enforcing Provisions of the Act
- Section 10 Territorial Authority may Require Occupier of Private Land to Clear Litter
- Section 14 Serving of Infringement Notices

An Authorised Officer pursuant to Amusement Devices Regulations 1978 for the purpose of:

- Regulations 11(3)      Inspection of Amusement Device
- Regulation 11(5)      Issue of Permit

A Parking Warden Pursuant to Section 7 of the Transport Act 1962

#### 4. ACTION LIST:

*The Chief Executive spoke to this item and provided the following update:*

- *Kaniere School Cycle Trail – although not a priority at present, Council staff will work with Kaniere School.*
- *Huanggang City China – presentation to Council at this meeting.*
- *Waste Minimisation Fund – 6 monthly report for 27 June 2019 Council meeting.*
- *Trading in Public Places – being considered as part of the Beachfront Development. Quotes have been sourced for the sites.*

Moved Cr Havill, seconded Cr Olson and **Resolved** that the updated Action List be received.

#### 5. REPORTS FOR INFORMATION

Nil.

#### 6. REPORTS FOR DECISION

##### 6.1 Proposal to Encourage Use of Te Reo Māori in Council Communications and Documents

The Strategy and Communications Advisor spoke to this report and advised that the purpose of the report is to present a proposal to promote the use of Te Reo Māori in documents, publications, communications, and signage produced by Council Officers.

Deputy Mayor Martin suggested that there be a Māori name for Westland.

The Regulatory Services Manager advised there is an opportunity for Councillors and Staff to be involved in an introductory course for Te Reo Māori. At the present time, expressions of interest had been received from 31 staff in attending the course.

Moved Cr Neale, seconded Cr Carruthers and **Resolved** that:

- A) Council resolve to engage with local Iwi to implement the use of Te Reo Māori in council documents, publications, communications and signage.

- B) Council resolve to produce a document of approved Te Reo Māori translations for Council use.

*Cr Routhan abstained from voting.*

## 6.2 **Transfer of Caravan to Destination Westland Limited**

The Group Manager: Corporate Services spoke to this report and advised that the purpose of the report is that Council has a small caravan that is being used mainly by the iSite for events. It costs Council for the Warrant of Fitness, Insurance and storage. Destination Westland are keen to take ownership of the caravan, and approval to transfer the ownership is sought. The caravan is fully depreciated from an accounting perspective.

Moved Cr Olson, seconded Cr Neale and **Resolved** that Council transfers the ownership of the caravan to Destination Westland Ltd as soon as possible.

## 6.3 **Proposed Stopbank Extension at Franz Josef**

The Chief Executive spoke to this item and advised the purpose of the report is to seek Council approval in principle to support the community of Franz Josef to improve the defence of the Franz Josef Township by proposing further enhancements to the stopbank protection on the Waiho River to the West Coast Regional Council.

Councillors then discussed the two letters that had been received by Council from the Chairman of both the Franz Josef Community Council Inc. and Franz Inc in relation to chairmanship and constitutions of the two groups.

Moved His Worship the Mayor, seconded Cr Havill and **Resolved** that Council receive the letters of support in principle from the Chairman of the Franz Josef Community Council Inc. and Franc Inc. and forward them to the West Coast Regional Council.

*Deputy Mayor Lash, Cr Neale, Cr Routhan, Cr Eatwell recorded their votes against the motion.*

## 3. **PRESENTATIONS:**

### 3.1 **Landscape Scale Predator Control on the West Coast 2019 to 2020 – Mark Davies, Director, Operations – Western South Island Region**

Mark Davies, Director, Operations – Western South Island Region attended the meeting and provided a presentation regarding the Landscape Scale Predator Control on the West Coast 2019 to 2020.

Presentation slides were as follows:

- Battle for our Birds

- Predator Free 2050 possums, rats and stoats eradicated from NZ by 2050.
- Climate predictions of beech seeding.
- Priority predator control response
- West Coast sites
- Expected outcomes, monitoring conditions and trend.
- Landsborough Valley
- Zero Invasive Predators
- Perth Valley project area
- Trapping vs Aerial 1080

Deputy Mayor Martin raised the item of Council's resolution of February 2009 regarding the catchment areas that are considered by Council to be ridgeline to ridgeline. Mr Davies responded that the Department of Conservation applies to the Medical Officer of Health for consents which is around the protection of public health.

Mr Davies advised that he would come back to Council in the Spring and deliver the results of the predator control programme.

*His Worship the Mayor thanked Mr Davies for his presentation to Council.*

*The meeting was adjourned for lunch at 12.20 pm and reconvened at 1.00 pm.*

### **3.2 Friendship Status – Professor Yeujin FENG, Member New Zealand China Exchange Incorporated and Mike Keenan, Westland's Ambassador to the Chinese**

Professor Yeujin FENG and Mike Keenan attended the meeting and is consider the agreement between Huanggang City, Hubei Province of The People's Republic of China and Westland District of New Zealand on the Establishment of a Friendship City Relationship.

Professor FENG spoke regarding his background regarding his career and also in coming to New Zealand.

Professor FENG advised that last year with some Westland District friends there was a visit to the Huanggang City which was a successful and constructive few days. Professor FENG advised that he saw a lot of synergy between the two places. The primary objective of having a relationship like this is to join hands to pull together this energy for the benefit of both sites. He advised that he could see strengths, with the most important being tourism. Tourism is becoming more and more important to Hokitika and Westland District. Both districts have a lot of commonality.

Professor FENG then tabled the proposed Friendship Agreement to be signed at the Hokitika Wildfoods Festival on the 9 March 2019 which is as follows:

“Huanggang City of The People’s Republic of China and Westland District of New Zealand in accordance with the principles of the Joint Communiqué on the Establishment of Diplomatic Relations between The People’s Republic of China and New Zealand for the purpose of promoting mutual understanding and friendship between the Chinese and New Zealand people, and consolidate and develop friendly cooperation between the two cities, and through friendly consultations, have reached intention on the establishment of Friendship City relationship.

The two sides agree to make concerted effort, on the basis of equality and mutual benefit, to promote people-to-people friendly contacts and economic and trade interflow between the two cities, and actively carry out exchanges and cooperation in the fields of economy, trade, science and technology, culture, sports, health, education, personnel, etc.

This agreement is done in duplicate in the Chinese and English languages, both texts of being equally authentic. It shall come into force from the date of signature.”

Moved His Worship the Mayor, seconded Cr Havill and **Resolved** that Council ask the Mayor to sign the agreement between Huanggang City representatives and His Worship the Mayor on behalf of Westland District Council, at the Hokitika Wildfoods Festival on the 9 March 2019.

Deputy Mayor Lash abstained from voting.  
Cr Routhan abstained from voting.

*His Worship the Mayor thanked Professor FENG and Mike Keenan for their presentation to Council.*

### **3.3 West Coast Geothermal Planning to Provide the Resource – Brian Carey, Lead Scientist, GNS Science**

Mr Brian Carey, Lead Scientist, GNS Science provided a presentation regarding West Coast Geothermal Planning to Provide the Resource.

Presentation slides were as follows:

- GNS is of the view that is worth moving to Stage 2.
- Work is underway to prepare a bid for funding through the Provincial Growth Fund (PGF)
- Current Steps to February 2019
- Site Selection Criteria
- Energy Use
- Transmission of heat via pipelines

- Direct Heat Use - flow – temperature envelope
- Numerical Modelling Studies – is it possible?
- Likely site preferences
- Indicative Budget
- Project Benefits
- Fit to Local Energy Strategy
- Local Funding Requirement and preparation of the PGF Bid is underway

*His Worship the Mayor thanked Mr Carey for his presentation to Council.*

### **3.4 Westland Holdings Limited, Half Yearly Report - Albert Brantley, Chair, and Chris Gourley, Director**

Mr Brantley, Chair, and Mr Gourley, Director of Westland Holdings Limited provided a presentation to Council regarding the Half Yearly Results for the period ending 31 December 2018.

Presentation slides were as follows:

- Objectives and activities of the Westland District Council’s CCOs.
- Westland Holdings Limited Activities.
- Westroads Limited Statement of Profit for the period 1 July to 31 December 2018.
- Comments on the financial results for Westroads Limited.
- Destination Westland Statement of Profit for the period 1 July to 31 December 2018.
- Comments on Financial Results for Destination Westland.
- Forecasts for Financial Performance over balance of Financial Year.

*His Worship the Mayor thanked Mr Brantley and Mr Gourley for their presentation to Council.*

## **6. REPORTS FOR DECISION cont.**

### **6.4 Responsible Camping Areas – Freedom Camping Bylaw 2018**

The Regulatory Services Manager spoke to this item and advised that the purpose of the report is to seek Council’s direction on preferred options leading toward the review of the Westland District Council’s Freedom Camping Bylaw 2018.

Moved Cr Routhan, seconded Cr Neale and **Resolved** that:

- A) Council receives the report;
- B) Council initiates a full review of the Freedom Camping Bylaw 2018

- C) Council determine the membership of a Freedom Camping Working Group consisting of representatives from Council, Council Officers, accommodation providers, community representatives, and stakeholders.

## **8. MATTERS TO BE CONSIDERED IN THE 'PUBLIC EXCLUDED SECTION':**

Moved Cr Carruthers, seconded Deputy Mayor Martin and **Resolved** that Council exclude the public in accordance with Section 48, Local Government Official Information and Meetings Act 1987 at 3.10 pm.

Resolutions to exclude the public: Section 48, Local Government Official Information and Meetings Act 1987.

Council is required to move that the public be excluded from the following parts of the proceedings of this meeting, namely:

- 8.1 Confidential Minutes – 24 January 2019**
- 8.2 Staff Conflicts of Interest and Protected Disclosures Policy**
- 8.3 CE's 6 Monthly Review**
- 8.4 Tender 18.19.06 – Butlers Landfill Operations**

The general subject of the matters to be considered while the public are excluded, the reason for passing this resolution in relation to each matter and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of the resolution are as follows:

<b>Item No.</b>	<b>Minutes/ Report of</b>	<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Ground(s) under Section 48(1) for the passing of this resolution</b>
8.1	Confidential Minutes -24 January 2019	Confidential Minutes	Good reasons to withhold exist under Section 7	Section 48(1(a) & (d)
8.2	Confidential Report – Staff Conflicts of Interest and Protected Disclosures Policy	Confidential Report	Good reasons to withhold exist under Section 7	Section 48(1(a) & (d)
8.3	Confidential Item – CE's 6 Monthly Review	Confidential Information	Good reasons to withhold exist under Section 7	Section 48(1(a) & (d)
8.4	Report to Council – Tender 18.19.06 – Butlers	Confidential Report	Good reasons to withhold exist under Section 7	Section 48(1(a) & (d)

	Landfill Operations			
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This resolution is made in reliance on Sections 48(1)(a) and (d) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or 7 of that Act, which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public are as follows:

No.	Item	Section
8.1, 8.2, 8.3,	Protect the privacy of natural persons, including that of deceased natural persons.	Section 7(2)(a)
8.4	Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	Schedule 7(2)(i)

Moved His Worship the Mayor, seconded Cr Eatwell and **Resolved** that the business conducted in the “Public Excluded Section” be confirmed, and accordingly, the meeting went back to the open part of the meeting at 3.55 pm

**Date of next Ordinary Council Meeting – 28 March 2019  
Council Chambers, 36 Weld Street, Hokitika**

**MEETING CLOSED AT 3.55 PM**

Confirmed by:

\_\_\_\_\_  
**Mayor Bruce Smith**  
**Chair**

\_\_\_\_\_  
**Date**



## Council Meetings - Action List

Date of Meeting	Item	Action	Officer	Status
28.06.18	Kaniere School Students – Cycle trail	Council staff to get back to the Kaniere School Students regarding the proposal	GMDA	Not considered a priority at present. Council staff will work with Kaniere School.
24.01.19	Waste Minimisation Fund	Presentation back to Council regarding waste management within a 6 month timeframe.	OM	Report to come back to Council for the 27 June Council Meeting.
24.01.19	Trading in Public Places	Staff to identify an appropriate location for traders, including powered sites	C&PM	Being considered as part of the beachfront development. Quotes being sourced for the sites.
28.02.19	Timing of Council Meetings	Report back from CE and Group Manager: Corporate Services	CE& GMCS	Council agenda considered and timelines revised to extend Exec Team session. No other changes proposed.
28.02.19	Proposal to Encourage Use of Te Reo Māori in Council Communications and Documents	<p><b>THAT</b> Council resolve to engage with local Iwi to implement the use of Te Reo Māori in council documents, publications, communications and signage</p> <p><b>THAT</b> Council resolve to produce a document of approved Te Reo Māori translations for Council use.</p>	C&SM	Agenda document changes implemented. Communication committee to lead future program of work.

Date of Meeting	Item	Action	Officer	Status
28.02.19	Proposed Stopbank Extension at Franz Josef	<b><u>THAT</u></b> Council receive the letters of support in principle from the Chairman of the Franz Josef Community Council Inc. and Franc Inc. and forward them to the West Coast Regional Council.	CE	Letters passed onto regional council for consideration. WCRC workshop conducted on 25-3-19 with key stakeholders
28.02.19	Responsible Camping Areas – Freedom Camping Bylaw 2018	<b><u>THAT</u></b> Council initiates a full review of the Freedom Camping Bylaw 2018  <b><u>THAT</u></b> Council determine the membership of a Freedom Camping Working Group consisting of representatives from Council, Council Officers, accommodation providers, community representatives, and stakeholders.	RSM	Terms of reference drafted for working group. Awaiting council approval.

Report to Council – March 2019

## **SISTER CITY RETURN VISIT FROM HUANGGANG CITY - CHINA**

In order to sign the Friendship City Relationship Agreement, promote our friendship and strengthen the communication between Huanggang City and Westland District, as well as look for business opportunities for cooperation, the Huanggang City delegation paid a return visit to Westland District from 8<sup>th</sup> of March to 11<sup>th</sup> March 2019. The delegation consisting of Chen Jiawei (Deputy Mayor of Huanggang Municipal People's Government), Dai Junsheng (Vice Secretary-general of Huanggang Municipal People's Government), Gao Hanrui (Director of Huanggang Municipal Commerce Bureau), Zhang Liping (Vice President of Huanggang People's Association for Friendship with Foreign Countries), Wang You'an (Vice Magistrate of Xishui County), Hu Youzhi (Top chef), Wang Xizhong (Top chef) spent 3 days in Hokitika discussing partnership opportunities between Westland and Huanggang City. Steven Ma (Chairman - New Zealand China Exchange Incorporated) and Eugene Feng (Member - New Zealand China Exchange Incorporated) also participated in this trip as advisors to the Westland District.

The very busy 3-day schedule opened with the signing ceremony on the establishment of the friendship city relationship with Mayor Bruce Smith and witnessed by the Deputy Mayor and Councillors. The Mayor of Westland District Council and the Deputy Mayor of Huanggang City discussed their expectations and excitement about the prospects for cultural exchanges and commercial cooperation after the establishment of the sister city. There was an exchanging of gifts ceremony at the meeting and photographers captured the historic event.

The delegation participated in the Commerce Information Exchange Seminar with Destination Westland, Tourism West Coast and Development West Coast at which all parties gave a brief presentation and expressed their expectations for future business cooperation and communication. The meetings also set the tone for Westland District Council participation in the Huanggang International Tourism Expo from 9<sup>th</sup> - 12<sup>th</sup> May 2019.

The delegation also participated in the 30th anniversary of the Wildfoods Festival and the Deputy Mayor of Huanggang City attended the ribbon cutting ceremony. The

two top chefs from Huanggang City presented two cooking demonstrations and prepared traditional dishes for the audience in the festival and this won the audience's unanimous praise.

The delegation visited a range of businesses and tourist attractions , including a guided tour of the Westland Milk Products Factory, Ngati Wae Wae Pounamu, Mountain Jade, Sock World, Possum Shop, The Gold Room, Hokitika Glass Factory, Hokitika Museum, Hokitika Gorge and Treetop Walk.

The delegation visited Westland High School as well and briefly learned about the school life at the High School. This visit played an important part in building confidence for the student exchange programme proposed for August 2019 by Huanggang Middle School.

**The direct results of the trip include:**

- Signing of the friendship city relationship agreement.
- Strengthening of the relationship with Huanggang City officials.
- Strengthening of the relationship with Huanggang Municipal Commerce Bureau and laid a solid foundation for future commercial cooperation between Huanggang City and Westland.
- Cultural exchange opportunities such as food festivals and other events.
- Strengthening of the relationship between Westland High School and Huanggang Middle School and laid a good foundation for future student exchanges.
- Set the tone for 8 representatives of Westland to attend the Huanggang International Tourism Expo in May 2019.

**Next steps in the process:**

- Westland to consider sending 8 representatives to participate in the Huanggang International Tourism Expo from 9<sup>th</sup> of May to 12<sup>th</sup> 2019 to promote Westland as well as the West Coast.
- If the promotion is very successful, Both Westland District and Huanggang City need to develop a Westland and West Coast travel plan. The Hokitika I-site can assist with this.

**Advantages of a sister city relationship with Huanggang City:**

1. Huge business and trade opportunities with a city of this size (8 million)
2. Cooperation and partnership opportunities with NZ companies.
3. Cultural exchange opportunities- through education and tourism exchanges to disseminate thoughts, religion, literature, art, etc., and to promote regional cooperation.
4. Vast tourism opportunities for Westland.
5. Education – exchange of students between the regions.

**Conclusion:**

This successful return visit not only signed a friendship city relationship agreement, but also deepened the two sides' understanding of each other's cities, enhanced the friendship between Westland and Huanggang, and promoted future cultural and commercial exchanges..

# 黄冈市外事侨务局

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## INVITATION

March 13, 2019  
Huanggang, China

Dear Sir/Madam,

It is a great honor to invite your delegation to the 2019 Dabieshan (Huanggang) World Tourism Expo and the 1<sup>st</sup> Huanggang Culture and Tourism Promotion Conference (hereinafter referred to as "Huanggang Tourism Expo") from May 9<sup>th</sup> to 12<sup>th</sup> in Huanggang City, Hubei Province.

The Huanggang Tourism Expo is co-hosted by the Huanggang Municipal people's Government, Huanggang Tourism Industry Association and Huanggang Dabieshan Tourism Development Co., Ltd. With the theme of "Integration, Development, Cooperation, and Win-win", Huanggang Tourism Expo aims to enhance tourism brand influence, expand tourism investment and trade, strengthen regional cooperation and promote the integration of tourism with other industries such as culture, sports, commerce and health-preserving. Tourism Agents Conference, Tourism Exhibition, the Opening Ceremony of the Huanggang Dabieshan UNESCO Global Geopark and the International Symposium on Geopark and Local Economic Development, Culture and Tourism Investment Promotion, Business Exchanges and On-Site Sales are included during the expo. Exhibition areas are free for the invited cities.

Huanggang Tourism Expo gathers together representatives from domestic and foreign cultural tourist attractions, travel agents, tourism commodities and tourism investment enterprises, local governments, tourism industry associations and friends of the Press. Huanggang Tourism Expo will provide an important platform for your city to introduce investment, strengthen international cooperation and promote culture, tourism, and economic and trade exchanges.

According to the international reciprocity principle, we will bear all the cost during your stay in Huanggang except the air tickets and insurance.

We look forward to seeing you in Huanggang.

*The Organizing Committee of 2019 Dabieshan (Huanggang) World  
Tourism Expo and the 1<sup>st</sup> Huanggang Culture and Tourism Promotion*

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# Report



**DATE:** 28 March 2019  
**TO:** Mayor and Councillors  
**FROM:** Chief Executive

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## NEW ZEALAND POUNAMU CENTRE, MUSEUM, CULTURAL AND VISITOR HUB, HOKITIKA

### 1 SUMMARY

- 1.1 The purpose of this report is to receive a copy of the feasibility study commissioned by council of the New Zealand Pounamu Centre, Museum, Cultural and Visitor Hub, Hokitika.
- 1.2 This issue arises from a vision to create a world-class centre to tell the stories of Pounamu and Poutini Ngāi Tahu and present the stories of the district, preserving cultural assets and helping develop Hokitika as a visitor destination.
- 1.3 Council seeks to meet its obligations under the Local Government Act 2002 and the achievement of the District Vision adopted by the Council in May 2018, which are set out in the Long Term Plan 2018-28. These are stated on Page 2 of this agenda.
- 1.4 This report concludes by recommending that Council receives the Feasibility Study.

### 1 BACKGROUND

- 2.1 Westland District Council, together with representatives of Te Runanga o Ngāi Tahu, Te Runanga o Makaawhio and local heritage groups have developed a concept to create a New Zealand Pounamu Centre and new museum experience on the current MacAndrew Square in Hokitika.

### 3 CURRENT SITUATION

- 3.1 The catalyst for this project has been seismic strengthening reports that found the Carnegie Building at slightly over 34% iL2 and Drummond Hall at 38%. From this work, Council has chosen to upgrade the Carnegie Building to 100% of IL2 and undertake the feasibility study in to the pounamu and new museum concept.
- 3.2 An application to the Provincial Growth Fund (PGF) was submitted based on the concepts of this feasibility study. This has been rejected.
- 3.3 A new concept in regards to a pounamu pathway has been proposed from a regional perspective that is currently being developed. Council is working with the project team in order to make a further application to PGF.
- 3.4 In regards to the Carnegie Building – we have quantified the cost for the strengthening work via Quantity Survey. We have secured funding via the MDI fund from Development West Coast of up to \$500K. We have made an application of \$928K to Lotteries to make up the project total cost.
- 3.5 The timing for the project has not been finalised but expect lotteries decision by early June 19. This will be followed by a tender process to select the contractor. Based on this there is a possibility the project could start by September 19.

#### **4 OPTIONS**

- 4.1 Option 1 is to receive the Feasibility Study.
- 4.2 Option 2 is to not receive the Feasibility Study.

## SIGNIFICANCE AND ENGAGEMENT

- 5.1 The report is considered significant as it relates to a strategic asset.
- 5.2 A number of parties have been involved in the development of this report and they are outlined in Appendix 6 of the report.  
Specific thanks go to the following:

- Author Jackie Gurden
- David Stapleton of Coastlink Services Ltd
- Poutini Ngai Tahu leaders Francois Tumahai, Chairman, Te Runanga o Ngati Waewae;
- Susan Wallace, Kaiārahi Kohika Kaupapa - Māhakitaka;
- Paul Madgwick, Poutini Ngai Tahu historian and former chairman of Te Runanga o Makaawhio.
- Museum of New Zealand Te Papa Tongarewa staff:
  - Dale Bailey, Director – Collections, Research and Learning;
  - Charlotte Davy, Head of Art;
  - Don Gillies, Construction Manager;
  - and Judith Taylor, Museum Development Adviser, National Services Te Paerangi.

## 5 ASSESSMENT OF OPTIONS (INCLUDING FINANCIAL IMPLICATIONS)

- 5.1 The advantages of Option 1 is that the report provides a clear pathway for the future of the museum and Carnegie building and sets a basis for further funding applications.
- 5.2 There is no advantage in Option 2
- 5.3 Council's LTP highlights \$4.5M towards a future museum.

## 6 PREFERRED OPTION(S) AND REASONS

- 6.1 Option 1 is the preferred option as it provides a very detailed picture and concepts of Westland's culture and heritage and a future pathway for how they should be showcased.

## 7 RECOMMENDATION(S)

- A) **THAT** the report on the New Zealand Pounamu Centre, Museum, Cultural and Visitor Hub, Hokitika be received.

- B) **THAT** the project at this initial level is considered feasible and should be advanced to concept design planning to enable more in-depth to determine the nature, scale, capital and operational costs of the facility, noting that at this point, the actual feasibility will be able to be determined.

**Simon Bastion**  
**Chief Executive**

**Appendix 1:** New Zealand Pounamu Centre, Museum, Cultural and Visitor Hub Hokitika Feasibility Study

# NEW ZEALAND POUNAMU CENTRE, MUSEUM, CULTURAL AND VISITOR HUB HOKITIKA



## FEASIBILITY STUDY

*PREPARED FOR WESTLAND DISTRICT COUNCIL  
DECEMBER 2018*

*PREPARED BY*  
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GREYMOUTH

# ACKNOWLEDGEMENTS

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The preparation of this report has involved consultation with a large number of people and their time and contributions are acknowledged and valued.

A special acknowledgement is made to David Stapleton of Coastlink Services Ltd for his valuable support, assistance throughout the project and important input into this report.

Specific thanks go to the following:

Poutini Ngai Tahu leaders Francois Tumahai, Chairman, Te Runanga o Ngati Waewae; Susan Wallace, Kaiārahi Kohika Kaupapa - Māhakitaka; Paul Madgwick, Poutini Ngai Tahu historian and former chairman of Te Runanga o Makaawhio.

Museum of New Zealand Te Papa Tongarewa staff Dale Bailey, Director – Collections, Research and Learning; Charlotte Davy, Head of Art; Don Gillies, Construction Manager; and Judith Taylor, Museum Development Adviser, National Services Te Paerangi.

Archives building specialist Ashley Francis, A View Ltd.

Westland District Council Councillor and staff: David Carruthers, Councillor for Arts, Culture and Heritage; Simon Bastion, Chief Executive; Simon Eyre, Property & Projects Supervisor; Sue Asplin, Photographs Curator, Hokitika Museum; Marie Hearty, Manager Hokitika i-SITE; and Natasha Morris, Hokitika Librarian.

Mark Davies, Director of Operations, Western South Island Region, Department of Conservation.

Directors and managers of other museums and attractions, especially Julia Bradshaw, Senior Curator Human History/Acting Curatorial Manager, Canterbury Museum and former Director of the Hokitika Museum; Colleen Mullin, Acting Director, Len Lye Centre, New Plymouth; and Richard Benton in his roles as Chair of Tourism West Coast and owner of the West Coast Wildlife Centre in Franz Josef.

Rob Daniel, Chair of Heritage Hokitika and Lifelines Utilities Coordinator; and Jo Patterson, Natural Hazards Analyst & Lifelines Utilities Coordinator, West Coast Civil Defence and Emergency Management.

A list of people consulted during the study is attached as Appendix 6.

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# SECTION 1 – INTRODUCTION

## 1.1 EXECUTIVE SUMMARY

### *BACKGROUND*

The Westland District Council together with representatives of Te Runanga o Ngai Tahu, Te Runanga o Makaawhio and local heritage groups have developed a concept to create a New Zealand Pounamu Centre and new museum experience on the current MacAndrew Square in Hokitika. The project proposes: strengthening the Carnegie building; demolishing Drummond and Pioneer Hall; and building a new facility containing a New Zealand Centre for Pounamu and museum attraction and art gallery. In addition, the proposal considers potential relocation of the i-SITE and library, forming a cultural community and visitor hub.

The vision is to create a world-class centre to tell the stories of pounamu and Poutini Ngai Tahu and present the stories of the district, many of which are nationally significant. It is also centred on preserving cultural assets; helping develop Hokitika as a visitor destination; increasing visitor spend and dispersal; and creating existing and new business growth and employment.

While referred to in this report as the Pounamu Centre and new museum experience, the project should be considered as one united complex with a number of standout attractions.

This feasibility study considers firstly, the significance of the Pounamu/museum project based on the importance of the themes and storylines, and secondly, the viability of the project from the current conceptual level.

The museum concepts discussed currently focus on Westland rather than the wider West Coast. The Buller and Grey Districts have their own museums and developments at different stages of planning. This facility could be expanded to a regional facility telling the regional story and become a regional tourist hub. However, for this reason this is not currently being considered. All facilities that are developed in the region should work together with their own points of difference and interlinking stories.

The catalyst for this project has been seismic strengthening reports that found the Carnegie building at slightly over 34% IL2 and Drummond Hall at 38% but within the 10m fall zone, together with a subsequent report considering the future of the buildings (attached as Appendix 1). From this work, Council has chosen to upgrade the Carnegie Building to 100% of IL2 and undertake this feasibility study into this pounamu and new museum concept.

### *THE POUNAMU/MUSEUM ATTRACTION*

The project is a long held aspiration of members of Poutini Ngai Tahu, being first developed in the late 1990s following a major restoration project of the Carnegie Building. The outcome at the time was the small pounamu room created as an arrival exhibition in the Hokitika Museum and something much less than desired. The vision discussed is a stand-alone centre with arrival feature, touch stones, water presence and marae-styled entry using hologram type technology. The themes proposed are the Māori stories of the creation and discovery of pounamu, the value and uses of the stone coupled with the geological formation of the stone. Working artists, retail selling local carvings, weaving and hand crafts, the ability to operate tours from the centre and a possible master craft facility have also been proposed.

A number of the themes and stories have international and national importance. Alongside pounamu, the Gondwana, Zealandia and geological formation stories of New Zealand are best told on the West Coast looking up to the Southern Alps. The Māori creation and discovery stories of New Zealand, including Te Waka o Aoraki, Maui's discovery and first landing in New Zealand, and Ngahue and Kupe's discovery of pounamu and Abel Tasman's first European sighting of New Zealand (the mountains behind Hokitika) are

also appropriately told at this location. Further national stories that could be told include this country's resource battles over logging and the gaining of UNESCO World Heritage environmental status for south-west New Zealand. There are also a number of Westland stories that are important in shaping the nation. These are outlined in the Concept Master Planning document contained within Appendix 2.

### **OTHER FEATURES**

Collection and archive storage facilities are seen as a core function of a museum. They are however expensive to construct, maintain and staff. Further work is required to determine the nature and size of the facility to replace the existing archival storage. Shantytown is also proposing to build an archive that will be available as a regional facility as there is no suitable facility available on the West Coast. Planning between both entities should be coordinated to ensure optimal solutions.

Modern libraries are becoming "community hubs and lounges" as demonstrated in Christchurch's new central library, Turanga. They also provide for a multitude of purposes including youth, technology, community and visitor spaces. These uses are anticipated for this facility.

With KiwiRail undertaking a feasibility study into a new passenger train service, a new station at Hokitika has been proposed, possibly linked with the current i-SITE. This could see up to 150,000 extra visitors to Hokitika. The best location for the i-SITE is yet to be determined. A decision on relocation of the current site should be made in conjunction with KiwiRail's planning.

### **PROJECT COSTS AND FUNDING**

The strengthening of the Carnegie Building has a quantity survey cost estimate of \$917,593 + GST (with some exclusions) and is therefore expected to cost in the vicinity of \$1 million. This is proposed to be funded through the Westland District Council's \$500,000 Major District Initiative Funding that will support the one-third funding required for an application to Lottery Environment and Heritage to be lodged in March 2019.

The total cost for the new facilities is dependent on the final features included and their size. To inform these decisions a cost analysis has been prepared with assistance from Te Papa and aligns with expectations in the Christchurch market. This estimate of cost is a guide only and is not based on an architectural brief. It is based on a two-storey building with experience space (1000m<sup>2</sup>) and fit-out, multi-purpose theatre/ education/workshop space (300 m<sup>2</sup>), retail (140 m<sup>2</sup>), museum collection, collection storage, archive and related amenities (300 m<sup>2</sup>) and fit-out, foyers (330 m<sup>2</sup>), back of house (200 m<sup>2</sup>), library/community/visitor space (700 m<sup>2</sup>), and fit out, toilet amenity, storage and loading bays. Initial planning has the total cost to be in the vicinity of \$32.5 million +GST comprising the cost centres outlined in the table below. This equates to approximately \$10,000 per m<sup>2</sup>. Some other recent capital museum builds have been undertaken at much lesser cost ranging from \$3180 per m<sup>2</sup> (Omaka Aviation Heritage Centre), \$5000 per m<sup>2</sup> (Suter Gallery extension) and \$7,500 per m<sup>2</sup> (Picton Library). At this stage of planning, considering a range of costs would be appropriate - potentially between \$15 million to \$20 million for building construction.

#### **Estimate of cost based on Christchurch market - guide only:**

<b>COMPONENT</b>	<b>ESIMATE (\$)</b>
Building Construction	19,652,200
Exhibition Design & Fit-out	6,746,000
Landscaping and Site Works	965,000
Fees, Consents, Insurance, Escalation and other costs, e.g. relocation	5,173,627
<b>Total Estimated Project Cost</b>	<b>32,536,827</b>

Within these spaces the provision of the i-SITE, possible tour company operators and working arts are likely to be catered for.

The main source of funding for this project is seen as the Government's Provincial Growth Fund (PGF). An application has been lodged for \$20 million, with the proposal to advance \$3 million for concept planning.

The Westland District Council has allocated \$4.8 million in its Long Term Plan 2022-24 to the project.

Other funding sources include Lottery Environment and Heritage, the Ministry of Culture and Heritage's Regional Culture and Heritage Fund and the Lottery Significant Projects Fund. The library development would meet the criteria for a Lottery Community Facilities Grant. Should the PGF funding not eventuate the Council could leverage its \$4.8 million against these government grants to achieve a facility up to a total value of \$14.4 million.

As the project develops, funding discussions could be held with Te Runanga o Ngai Tahu. Given the significance of the project it is likely to meet the criteria of a number of other national, private and philanthropic avenues including those connected with the leading themes.

No accurate analysis of the actual operating costs can be determined at this stage. As an initial guide to the planning, examples using a rule-of-thumb method based on professional advice has been included in this study. This assumes a 1:1 ratio of staff to operating cost and an average of \$80,000 per staff member. Assuming 15-20 professional staff, this places the operating costs in the vicinity of \$2.4-\$3.2 million per annum. Comparative analysis shows community museums and galleries managed both for much less and significantly more based on the nature of the attraction.

The base case break-even point under the model with entry fee scenarios proposed from \$10-20 (and not considering any other income streams) sit between 120,000-320,000 visitors. This is considered high and raises a flag but should not deter the project being advanced. More in-depth research on visitation and identification of other funding streams, including potential commercial partners, is required. Given the importance of pounamu; the estimated 1 million visitors that funnel through Hokitika en route to the glaciers, Queenstown or Christchurch; and potential colocation of the i-SITE and library, visitation is expected to be higher than that of other similar attractions in other towns.

The main income stream is proposed to be from visitor entry supported by Council funding (currently \$340,000), research income, and retail sales. There is also the opportunity for income from evening shows however, a separate business case should be developed for this.

### ***THE SITE***

The preferred MacAndrew Square site meets all known planning requirements. The limitation and risk is that of flooding through a weather, river or an abnormal seawater event. This can be mitigated through elevation of the building. Like all coastal environments, the risk of tsunami cannot be fully addressed. An archive facility in this location would not gain official repository status and these important historic assets would be at risk if held within the building in this location.

The alternative site considered, on which the development is also expected to gain consent, is the airport terrace. Land is available overlooking the town with a vista from the sea to the Southern Alps. All services are available and the site would align with the Westland Industrial Heritage Park outdoor museum. The drawback with this location is that it is outside the CBD, thus losing the cultural and visitor hub, reducing the local and visitor foot traffic and financial benefit to the town and district. It would also leave the Carnegie Building as a stand-alone facility.

### ***OTHER CONSIDERATIONS***

The project is supported locally by the Westland District Council, Poutini Ngai Tahu, heritage and arts groups and the education sector. It is supported nationally by the Museum of New Zealand Te Papa Tongarewa, Heritage New Zealand, Museums Aotearoa and GNS Science, with all parties assisting with the concept planning.

The project sits within a number of district and regional plans including the Westland District Council's Long Term Plan and the Tai Poutini West Coast Economic Development Strategy 2018-2025.

A Council/Poutini Ngai Tahu governance group is proposed to oversee the project with a professional Project Management resource engaged. A new Director and Museum Services Manager have already been employed by the CCO Destination Westland to work on the project as part of the contract.

## CONCLUSIONS AND RECOMMENDATIONS

The conclusions from the findings in this report are as follows:

1. The attraction presented is of national and international significance. The New Zealand Pounamu Centre and depth of stories that have their origins in Westland, together with the new technologies through which these can be told, offer the opportunity to create an outstanding attraction.
2. The scale, capital cost and operational viability are important factors yet to be determined.
3. While providing a venue to tell the stories of the district and preserve heritage assets, the facilities will serve a much wider purpose and benefits in helping create Hokitika as a destination and tourist hub and create business and employment growth. These benefits should be factored into consideration of the investment into the facility.
4. The funding application to Lottery Environment and Heritage should be progressed for the strengthening of the Carnegie Building.
5. The future use of the Carnegie Building is proposed as a gallery and exhibition space incorporated into the new facility.
6. Further analysis is required to determine the scale of the collection and archive storage facility, giving consideration to the location and other regional planning prior to any decisions being made on the scale of the facility.
7. Colocation of the i-SITE would present many benefits including bringing around 75,000 visitors to the site per annum and to retailers through drawing visitors into town. Given the feasibility study being undertaken by KiwiRail for the new Hokitika-Westport tourist passenger train, any decision regarding relocation should be considered alongside that project.
8. Relocation and gaining a purpose-built Council-owned library should be advanced in the concept planning and a decision made in this process based on the capital cost and availability of funding for such a facility.
9. The Governance Group membership should be expanded to include expertise of those who have managed these types of projects across museum design and construction, heritage and arts experience planning, potentially from Te Papa, coupled with local knowledge.
10. A planning resource from Poutini Ngai Tahu hapū should be engaged as funding comes to hand, to assist planning the project and particularly the pounamu and Māori components.

## RECOMMENDATION

*The following recommendation is made:*

*That the project at this initial level is considered feasible and should be advanced to Concept Design planning to enable more in-depth planning to determine the nature, scale, capital and operational costs of the facility. At this point the actual feasibility will be able to be determined.*

## 1.2 METHODOLOGY AND LIMITATIONS OF THE STUDY

The work undertaken in this project comprised two separate components. The first involved identifying the key themes and storylines to determine the significance of the facility. The second was preparing the actual feasibility study. Coupled with the knowledge and experience of local people, the methodology has included the expertise of a number of professionals in related fields including directors of a number of possible comparable facilities. The research and consultation has included, but has not been limited to, the following:

- A planning meeting and follow-up with representatives of Westland District Council, Te Runanga o Ngati Waewae, Te Runanga o Makaawhio, The Department of Conservation, Hokitika Museum and Westland District Library staff, Heritage West Coast, Heritage Hokitika and the Westland Industrial Heritage Park.
- Consultation and comparative analysis with the directors or management of the following institutions: the Len Lye Centre and Puke Ariki in New Plymouth; Kaikoura Museum; Te Awahou Nieuwe Stroom in Foxton and Te Takeretanga o Kura-hau-po Horowhenua Library, Culture and Community Centre in Levin; the Ashburton Museum and Art Gallery; the South Canterbury Museum; Toitū Otago Settlers Museum; the Canterbury Museum; and the West Coast Wildlife Centre at Franz Josef.
- Input from Te Papa Tongarewa National Services Te Paerangi Museum Development Adviser to discuss planning considerations; an on-site planning with Te Papa Head of Art to assess the options with the Carnegie Building as an art gallery; and support from their Construction Manager in preparing the capital and operational costings and the Project Plan.
- Consultation with Westland District Council Chief Executive and Property & Projects Supervisor and Destination Westland Chief Executive over existing facilities and planning requirements.
- Meetings with the Museums Aotearoa Chief Executive, Heritage New Zealand Chief Executive and GNS Science Senior Scientists. Discussions with archives specialist at A View Ltd and the West Coast Lifelines Utilities Coordinator; and West Coast Regional Council West Coast Natural Hazards Analyst & Lifelines Utilities Coordinator.
- Primary research into the visitor market consisting of meetings with around 40 Hokitika businesses, inbound operators, bus drivers and a hardcopy survey with 200 visitors. This body of work was undertaken in conjunction with the Westland Culture and Heritage Tourism Development Project led by Heritage West Coast.
- Consultation with those leading other major cultural heritage projects in the sector on the West Coast including Shantytown, History House, the Grey District Councillor for Arts and Culture, Coaltown Museum and the Reefton Powerhouse project.
- Consultation with the principal of Westland High School in relation to links with the education curriculum.

This feasibility study is limited by funding to high level planning and does not extend to initial concept drawings, formal QS, specific estimation of capital and operating costs, geotechnical reports on the site or any other specific reports.

With no concept plans having yet been prepared, the financial aspects of the project have been estimated based on comparative analysis from other current "like" projects in the GLAMs sector (galleries, libraries, archives, and museums), the commercial visitor attraction sector and industry pricing.

Poutini Nga Tahu leaders have been extremely busy and, while fully supportive of the project, have not had the time or resourcing to formally assist with preparing the themes, stories and other preliminary planning for this initial stage of the project.

### 1.3 THE IMPORTANCE OF POUNAMU TO POUTINI NGAI TAHU HAPŪ

The story of pounamu is intrinsic in Te Ao Māori. Every iwi has its own traditions and pounamu heirlooms, both ornamental and weapons of war, handed down through the centuries. These are not merely stone pieces; each embodies the mana of its owner and the mauri (life force) of pounamu. Pounamu has whakapapa and a spiritual connection with the deity.

No matter its provenance, every artefact, every piece of pounamu/jade/nephrite/greenstone in New Zealand begins its whakapapa in the waters of Te Tai Poutini, the West Coast. This is the home of all pounamu, from around the Arahura and Taramakau rivers in the north, or around the Terewhata and Tahutahi rivers in the south.

Pounamu is the beating heart of West Coast iwi Poutini Ngai Tahu. Their creation stories are anchored in pounamu, and their ownership and kaitiakitanga (guardianship) of this taonga, won by way of conquest, is reflected in te mana pounamu. Ngai Tahu challenged the resident Ngati Wairangi in a series of bloody battles for ownership and control of the pounamu resource, including one battle which gave Hokitika its name.

Just as all pounamu comes from the West Coast, all of the pounamu creation stories revolve back to the motherlode at Arahura, with stories as old as Polynesian exploration, and which account for dozens of place names on the West Coast today.

The story is also woven into the history of New Zealand, with the discovery of pounamu in the Arahura River by Kupe and Ngahue during their famous exploration and naming of this land as Aotearoa. Significantly, Ngahue returned to his home in Hawaiki, in the distant islands of Polynesia, carrying Arahura pounamu which was much later fashioned into adzes that carved out some of the famous canoes that brought the 'great fleet' to these shores.

These are stories that are soaked into the landscape and whakapapa of the West Coast. They can only be told authentically on the West Coast, and that place is Hokitika, the modern jade capital of New Zealand and a stone's throw from the ancient pounamu capital, Arahura.

As those stories belong to Poutini Ngai Tahu, it is salutary that the idea of developing a National Pounamu Centre to convey the story and beauty of pounamu to an international audience has come from the iwi itself.

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In the 1860s when the crown agent of the time, James Mackay, bought the West Coast lands (for a penny an acre) Poutini Ngai Tahu specifically asked for the Arahura River to be excluded from the purchase because of the pounamu resource. Mackay wrote this into the purchase deed. However, it was not until 110 years later, in the early 1970s, that the Government of the time (the Muldoon Government) recognised the right for that ownership, and returned the Arahura River from source to sea to Poutini Ngai Tahu by way of the Mawhera Incorporation. This gave acknowledgement of mana.

The later and subsequent Ngai Tahu claim to the Waitangi Tribunal led to the Ngai Tahu settlement with the Government in 1989. A substantial compensation package was provided that in part was designed to redress past loss.

As part of the eventual settlement the Ngai Tahu Pounamu Vesting Act 1997 was established, which returned the entire pounamu resource to Ngai Tahu. Until then pounamu outside the Arahura River was still in Crown ownership and mined commercially by all comers. Ngai Tahu subsequently devolved kaitiakitanga (guardianship, management and control) of the pounamu resource to the Poutini Ngai Tahu runanga within their respective areas. As a consequence the southern runanga, Te Runanga o Makaawhio, has full management and control of the pounamu in South Westland; Te Runanga o Ngati Waewae has full management and control in the northern area outside the Arahura River. The guardianship reinforces the mana.

Te Runanga o Makaawhio also has sole management and mining rights to aotea / kyanite, a pale blue but sometimes green coloured stone that is a sister stone to pounamu, and links with the creation stories associated with pounamu. It is located in the Makaawhio / Jacobs River area, the only place in New Zealand where it can be found.

Ngati Waewae and Ngati Mahakiki Makaawhio have sole rights to the stories and links with the creation stories associated with pounamu.

# SECTION 2 – THE CURRENT SITUATION

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## 2.1 INTRODUCTION

The project involves the development of a world-class New Zealand Pounamu Centre and new museum proposed for the current museum site on MacAndrew Square in central Hokitika. It also includes the strengthening of the Carnegie Building and its development into an art gallery and exhibition space. Relocation of the library and i-SITE to the site is also proposed.

This feasibility study has been commissioned by the Westland District Council to determine the nature of the proposed pounamu and museum experience and its significance coupled with the viability of the project.

As outlined in the methodology, a range of expertise has been involved in the preparation of this report. While funding did not allow for the preparation of concept plans and QS, Te Papa Tongarewa's Construction Manager has provided this information based on business models their team is currently developing for other projects.

## 2.2 BACKGROUND

MacAndrew Square formerly held Hokitika's first Provincial Government Centre (including police camp, gaol, courthouse, fire stations and army depot), the 1869-1947 Town Hall, and the current Band Hall dating from 1892. This project would position the site once more as the cultural centre of the community and develop this area as a cultural heritage precinct and a major visitor hub for the district and potentially the region.

The catalyst for this project was the seismic reports received for the 1908 historic listed Category 2 Carnegie Building and adjoining Drummond Hall in which the museum and district's collections and archives are housed. While the Carnegie Building was initially rated at 12% NBS IL2, thus closing the buildings immediately, a peer review raised the rating to 34% NBS IL2. Drummond Hall was assessed as 38% NBS and closed to the public at the same time, due to being within the 10m exclusion zone around the Carnegie Building.

On the closure of the museum the staff and the main Research Centre files were relocated to rented premises in neighbouring Revell Street. Following the peer review, displays in the building were installed by a non-professional new paid manager and part-time community staffing, and the facility reopened to the public.

The Council then began working through the process of strengthening the Carnegie Building to 100% IL2 with plans and QS now completed and an application to be lodged with the Lottery Environment and Heritage fund in March 2019.

At the same time as the Carnegie Building strengthening plans were commissioned a report was also commissioned into the future of the museum. Through the planning undertaken with national sector professionals and local community leaders in this field, the recommendation to demolish the 1970s Drummond Hall building and create a new world-class facility incorporating a New Zealand Centre for Pounamu emerged.

The rationale for this recommendation, while founded on the structural building issues and condition, was based on much more. Poutini Ngai Tahu expressed a long held aspiration for a centre for pounamu and the community need for preservation and presentation of their stories would also be met. Poutini Ngai Tahu's aspiration had been explored after the Carnegie Building had been restored in 1998, with the outcome at the time limited to the arrival display in the former Hokitika Museum. A clear cultural heritage tourism need and a market opportunity in Hokitika for the attraction was also understood to exist (and later confirmed by the 2018 Hokitika Visitor Survey for the Westland Cultural Heritage Tourism Project). The report is attached as Appendix 1.

Following support for this new vision from the Council, and to assist the planning for the strengthening of the Carnegie Building, this feasibility study was then commissioned.

The Westland District Council went on to allocate \$4,879,500 towards a new museum development over 2022-24 (Yr 4-6) within the Long Term Plan 2018-28. An application has also been lodged with the Provincial Growth Fund for \$20 million, with \$3 million proposed to undertake the comprehensive planning required for the new centre.

A Museum Director and a Museum Services Manager have been employed to oversee the current operations of the museum, collection and management and assist with the planning of the new proposed facility.

## 2.3 THE HOKITIKA MUSEUM

The Museum's mission is *to provide an educational and community focus for the historical, cultural and natural evidence of the West Coast region with an emphasis on Westland District (as defined by the Local Government Act 1989).*

The Hokitika Museum collection scope as outlined in the Collection Policy at August 2017 is:

*The collections of the Hokitika Museum primarily relate to the history of the West Coast Region with an emphasis on the Westland District. In fulfilling this regional role, the museum will attempt to ensure that museum users now and in the future have access to a wide range of items which relate to the history of the region. The museum will build on the main features of the existing collections by selectively acquiring objects and information which will enhance and complement these collections while avoiding unnecessary duplication.*

It is regarded as having been a very successful district museum. Prior to closing, it employed the equivalent of four professional FTE plus part-time weekend staff and volunteers and attracted over 17,000 visitors in the year ending 30 June 2016 – just under half from overseas. A total of 660 enquiries were handled by the museum's Research Centre and an in-house visitor survey showed that 94.5% of visitors rated the museum 4 or 5 out of 5. This was the museum's best year in over two decades.

Following the seismic assessment work the management of the Carnegie Building and Drummond Hall was transferred to the Westland District Property company by Council in February 2017 and the Carnegie building opened to the public soon afterwards. The Westland District Council established Destination Westland as a Council Controlled Organisation in 2018 and in July the professional staff from the museum also came under the management of Destination Westland. Ownership of the buildings and the planning for the new pounamu centre and museum remains with the Westland District Council.

Destination Westland is operating the museum on a budget of approximately \$360,000. This includes the employment of three permanent museum staff and three casual staff at the Carnegie Building. A management fee from the Westland District Council funds the bulk of the income with a further \$20,000 forecast from the research centre activities and retail sales.

Operating 10am-2pm seven days a week, the Carnegie Building is attracting around 10,000 people per annum with its current displays.

## 2.4 THE CARNEGIE BUILDING

The Carnegie Building has a Heritage New Zealand Category 2 listing and is regarded as one of the most important historic buildings in Hokitika alongside the Government Building. It was one of 18 libraries built in New Zealand with funds provided by the Scottish-American philanthropist Andrew Carnegie. The building was strengthened and restored in 1998 to the then current seismic standards.

The engineer drawings for the strengthening work have been received and are discussed in Section 3 of this report.





## 2.5 DRUMMOND HALL

Drummond Hall (housing part of the museum), Pioneer Hall (housing the archives and object collection) and the courtyard extensions, referred to in this report collectively as Drummond Hall, were added to the site in the 1970s. While Drummond Hall has been closed due to its proximity to Carnegie Building it was determined by museum and archive specialists, during the initial work undertaken in 2017 to explore the future development options, to be unsuitable for museum and archives purposes going forward. The report resolved:

*Analysis of the storage of archives determined Drummond Hall is not suitable for this in the long term. Its location with a tsunami risk, the low lying nature of the building in relation to flooding, cracked and slumping floors and their departure from the wall, lack of humidity control and insulation in the walls are all contributing factors. Only a small amount of what is being stored is believed to require correct archive storage, the collection being assessed as part of this process. Given the technical nature of an archives facility, its high building and operating costs together with the fact that other West Coast Councils and other entities are facing similar issues, pursuing a regional archive is proposed.*

*Furthermore Drummond Hall could be considered almost at its end of life as an asset and any rectification or refresh of the building would need to be challenged as the best value for money option. Its functionality and nexus to the Carnegie Building are not optimal and the property is poorly configured with the courtyard and public amenities to deliver the best operational and audience experience for the future. There is also real risk, as is often the case, that initial planning for any repair-based project may not address all the issues, and that there are other issues that have not yet been identified that will become manifest. This would add further cost and delays.*



Leaks and cracking in the archive storage facilities.

## 2.6 HOKITIKA MUSEUM ARCHIVES AND OBJECT COLLECTION STORAGE

The museum is the main repository for the Westland District. Its collection contains valuable archives and objects – some of them very large. All are susceptible to climatic changes and require specialised storage.

The Council is required by law to maintain and make accessible its archival records. The key legislation for information and records management for the New Zealand public sector is the Public Records Act 2005 (the Act). The Act is administered by the Department of Internal Affairs. The main purposes of the Act are to:

- enable government accountability through reliable record keeping
- enhance public confidence in the integrity of public and local authority records
- enhance the accessibility of records relevant to New Zealand's historical and cultural heritage.

A large number of a Council's records are classified as protected records. Amongst the requirements in managing these Councils are charged with ensuring these are protected and preserved adequately.

Like other West Coast Councils, the Westland District Council has current and semi-current records stored within the Council's administration building in an uncontrolled environment with the museum archive facility used for earlier records.

As outlined above, the condition of the physical storage in Drummond Hall/the Pioneer Hall is poor with floor cracks, the wall and floor separating in at least one place, no insulation, heat pumps used to control temperature and no humidity control, the presence of vermin and the level of the floor presenting a possible flood risk.

In relation to the collection, the Hokitika Museum staff prepared a very high level assessment of the storage requirements in September 2017. This considered both the archival and object collections currently held in storage in the museum. While much has been achieved, the report noted that many of the archives have not been fully catalogued; less than 10% of the 40,000 photos have been scanned and digitally catalogued; many items, particularly journals, statutes, newspapers and books, are held in other places or have been digitised and are not required to be kept. Of the objects held, many items have yet to be assessed as to their suitability for the collection; some are not relevant to Westland and some are in poor condition or are not good examples. The table below provides a summary of the findings. Overall the report estimated that 130 lineal metres (or 20% of the archive collection) and 20 lineal metres of the objects held can be deaccessioned. This information can only be interpreted as a guide. Much more work is required to achieve an accurate assessment. The archive and collection facility is discussed more fully in Section 3 of this report.

### A Broad Assessment of Collection Storage Requirements at Hokitika Museum

Prepared by Sue Asplin & Helen Cook

19 September 2017

<b>A: ARCHIVAL COLLECTION</b>			Notes
To be ARCHIVED	<b>Material requiring special archival conditions</b> includes books, newspapers, documents, maps, photographs and textiles Also includes large framed photographs that may need large roll-out mesh mounting frames.	370 lineal metres	>Many of the archives have not been fully catalogued. >Less than 10% of our 40,000 photos have been scanned and digitally catalogued. >Textiles and woven items may need rehousing
To KEEP	<b>Material that is not original but is used for research or display</b> includes accessioned collections of research notes; reference material, reference Library and research centre resources	100 lineal metres	>Some Library books are valuable originals so may need to be kept in temperature controlled conditions
To GO	<b>Material that is available online or does not meet the criteria of Hokitika Museum collection policy</b> e.g. Appendices to the Journals of the House of Representatives, Statutes, Auckland Weekly news. Also includes double copies of archival material, and library books.	130 lineal metres	>No need to keep archival items that are available elsewhere unless they are useful as reference material >Some of these items may be suitable for the hands-on collection.
<b>B: OBJECT COLLECTION</b>			Notes
To KEEP	<b>Items that are relevant to Westland or have provenance relating to the collection policy</b> includes a range of objects, some boxed on shelving and some larger items such as furniture and tools.	200 lineal metres	>Initial scoping was very broad, many items need to be assessed as to their suitability to the collection
To GO	<b>Items that do not fit the criteria of the Hokitika Museum Collection Policy</b>	20 lineal metres	>Some items not relevant to Westland >Some are in poor condition and are not good examples >Some of these items may be suitable for the hands-on collection
To KEEP	<b>Objects and items on large object shelving and on floor</b> includes furniture, equipment, boats Lineal meterage could not be assessed, instead approximate cubic meterage estimated (currently in an area 9.8 x 3.5 x height 3m)	100 cubic metres	>Initial scoping was very broad, many items need to be assessed as to their suitability to the collection
<b>Please note, this inventory does NOT include large items on display (eg the Fosters Stage Coach, the Meccano Dredge, bedroom furniture), or items stored offsite (e.g. the Countess, and numerous items at Westland Industrial Heritage Park)</b>			

## 2.7 THE LIBRARY / COMMUNITY LOUNGE

The Westland District Library is currently housed in 575m<sup>2</sup> on a five year lease, renewed in July 2018 at a cost in the vicinity of \$50,000 per year. Two further rights of renewal exist, the lease terminating in 2028. The Council funds almost \$600,000 per annum and is directly responsible for its operations. The library attracts around 68,000 people per year. An estimated 70% are local and 30% tourists using the free Wi-Fi, reading and work spaces. The library plays an integral role in supporting the community culture, information and literacy needs, lifelong learning, and providing a safe and inclusive space. The facility has been outgrown and lacks flexible spaces and the ability to display the collection in a way that promotes it and supports reader discovery and development. A proposal was to utilise the strengthened Carnegie Building as a new library. The Carnegie Building has less than one third of the 700m<sup>2</sup> space expressed as desirable by the Westland District Librarian. The current thinking is also that the Carnegie Building would not enable the functionality of modern libraries that are becoming community lounges. They work well in one open space that can be made into flexible areas to allow for storytime pits, versatile meeting spaces, workshop and outdoor areas.



Community events held in confined spaces in the Westland District Library

## 2.8 THE HOKITIKA I-SITE

Relocation of the i-SITE to the new facility has been proposed. During the 1990s the visitor centre operated from the Carnegie Building dovetailing also as the reception for the museum. It was then relocated to the current site on the ground floor of the Westland District Council office at the entry to Hokitika's central business district in a space of 290 m<sup>2</sup>. Management was passed to Destination Westland on 1 July 2018, who employ 4 FTE staff in summer and 2.5 FTE in winter and operate the centre on a budget of \$400,000 pa. The number of visitors through the i-SITE is estimated at around 75,000 p.a.

## 2.9 HOKITIKA DEMOGRAPHIC, ECONOMIC, CULTURAL AND HERITAGE SECTOR PROFILE

This section provides a snapshot of the demographic profile and the arts, culture and heritage sector in Hokitika and the economic drivers in Westland. The two factors most significant in influencing this project are the strength of the community in the heritage, culture and creative sectors and the growth in tourism.

### *DEMOGRAPHIC PROFILE*

Hokitika is the main service centre for all of Westland District and the pounamu centre / museum will serve the whole district.

Westland District had an estimated resident population of 8,570 at 30 June 2013 and 8,890 at 30 June 2018, a growth of 320 averaging 0.75% per year.

The immediate catchment area for which Hokitika is the local service centre includes seven Census Area Units extending from Waimea-Arahura to Ross, comprising 69 % of Westland District's population. The table below indicates the estimated usually resident population of these units in 2013, 2017 and 2018. While the Hokitika Urban area shows only a slight increase due to constraints on new building space, the outlying

areas have grown more with new semi-urban residential development.

<b>HOKITIKA-ROSS AREA UNITS - ESTIMATED USUALLY RESIDENT POPULATION AT 30 JUNE - STATISTICS NZ</b>			
AREA UNIT	USUALLY RESIDENT POPULATION		
	2013	2017	2018
Waimea-Arahura	670	690	700
Hokitika Urban	3,050	3,090	3,090
Hokitika Rural	890	920	920
Kaniere	500	500	500
Hokitika Valley	540	540	560
Totara Valley	60	60	60
Ross	300	290	290
<b>HOKITIKA - ROSS AREA</b>	<b>6,010</b>	<b>6,090</b>	<b>6,120</b>

In 2018 Hokitika Urban comprised 35% of Westland District's population.

#### WESTLAND DISTRICT AGE STRUCTURE - 30 JUNE 2018

AGE GROUP	0-14 YEARS	15-64 YEARS	65+ YEARS
WESTLAND %	17%	66%	17%
NEW ZEALAND %	20%	65%	15%

The proportion of people aged 65 and over is expected to increase.

#### WESTLAND DISTRICT GENDER - 2013 CENSUS

GENDER	FEMALE	MALE
WESTLAND %	49.9%	50.1%
NEW ZEALAND %	51.3%	48.7%

#### WESTLAND DISTRICT ETHNICITY - 2013 CENSUS

ETHNICITY *	EUROPEAN	MĀORI	OTHER
WESTLAND %	81%	12%	7%
NEW ZEALAND %	74%	15%	24%

\* Totals can exceed 100% as many people belong to more than one ethnic group.

#### THE ARTS, CULTURAL AND HERITAGE SECTOR IN HOKITIKA

The dynamics of the art, culture and heritage sector of the community will have the greatest local impact on this project. Hokitika has a very strong and active cultural sector across heritage preservation, restoration, interpretation and development, visual and performing arts, craft, culture and events.

There is a strong following of Māori arts and crafts particularly pounamu, bone and wood carving, weaving, tattoo and manufacture of natural products.

Te Runanga o Ngati Waewae's rohe stretches north from the Pouerua River (near Hari Hari) to Kahurangi Point at the northern extremity of the West Coast. It is based at its Arahura Marae, opened in 2015, 7km north of Hokitika, which is a centre for Māori culture and a range of Māori and other events.

Te Runanga o Makaawhio's rohe stretches south from the Hokitika River to Milford Sound (with the rohe between the Hokitika and Pouerua rivers shared with Ngati Waewae). While its 2005 Tauraka Waka a Maui

Marae is at Mahitahi, 207 km south of Hokitika, its office is at Hokitika and many of its people live in the Hokitika vicinity and share in local cultural events.

Westland High School, the local primary schools, and Poutini Ngai Tahu have a very strong following in Kapa Haka, competing in events including the West Coast and national competitions. They also host visiting performances. Waka Ama has also been developed in recent years.

Heritage Hokitika has operated since 1988, undertaking many major projects since its foundation projects, the Gibson Heritage Quayside and Customhouse restoration, including leading the restoration of the Carnegie Building in 1998. It is responsible for having preserved and developed much of the heritage fabric and interpretation throughout the town. The latest major proposed project is the development of the Seddon Trail from the Government Building in Hokitika, tracing the career of New Zealand's longest serving Prime Minister, Richard Seddon, through Stafford and the Goldsborough area to Kumara and Wellington.

The Westland Industrial Heritage Park is also a very active group. Established to prevent the loss of industrial machinery on which the West Coast was built, the large park operates adjacent the airport. While open to the public two days a week, members work on projects daily. The organisation is planning to open the park on a daily basis as a visitor attraction with plans for an entry building and a range of new interpretation in planning.

Westland Arts Incorporated (WAI) has operated for many years, overseeing a range of arts and performing events. Amongst the regular activities is the organisation of the annual calendar of visiting performances by Arts on Tour. Also in planning is a range of community arts classes.

Westland Community Centre Incorporated owns the restored 1936 art deco style Regent Theatre, which provides cinema, performing arts and community gathering venues.

The Hokitika Dramatic Society owns and manages the Old Lodge Theatre (formerly the 1860s Masonic Lodge) and presents a series of performances in the theatre annually.

The Hokitika Art Group meets twice monthly and hosts an annual exhibition.

The Kokatahi Band and Westland District Brass (formerly the Hokitika Municipal Band) also have a long tradition of performing at events.

A range of special interest groups also operate, for example Westland Creative Fibre Club, the Hokitika Floral Art Group and a number of dance and music groups and tutors.

A large number of artists either own or create art work for the local art and craft galleries, of which there are at least 18 outlets in Hokitika's commercial centre.

The Hokitika community hosts the annual Hokitika Wildfoods Festival and the Hokitika Driftwood and Sand Sculpture Festival.

There are 20 Heritage New Zealand listed buildings and sites in Hokitika (8 Category 1 and 12 Category 2), linked by two Cultural Heritage Walkways now being redeveloped and interpreted.

Being such a vibrant community rich in creativity, the new facilities and development of a cultural heritage hub sits well.

## ECONOMIC PROFILE

The two driver industries in the Westland district are dairy farming and milk processing, and tourism, supported by beef, sheep and deer farming, meat processing, moss harvesting and processing, forestry and timber processing, and gold mining .

The Westland Milk Products payout and capital investment are key economic indicators for Westland; however, it is not expected this will have a significant impact on this project.

Tourism is core to this project. Having been depressed for several years, it has now returned to a growth mode. Currently almost one million visitors come to the West Coast (over 1.4 million visitor nights) per year and growth forecast at 9% YE June 2018.

For the Year Ending 31 October 2018 the Westland District-monitored commercial accommodation visitor arrivals totalled 598,320 and guest nights totalled 861,808, giving an average stay of 1.44 days. Why this differs from the suggested one million visitors per year is the fact that a large number of visitors are not captured in this monitor as they are travelling as freedom campers or staying in alternative un-monitored accommodation such as private hotels, bed and breakfasts, farm stays, Airbnb, and with friends and families. Hokitika, being on the West Coast route from Christchurch to the glaciers and Queenstown, has both the majority of visitors to the West Coast and all those travelling this main New Zealand touring route funnelling through. Within the monitored accommodation the daily capacity was 2,981 stay-units (eg, hotel rooms, motel units), providing 1,087,910 stay unit nights per year. With an average of 1.8 guests per stay unit, the guest capacity was about 1.956 million guest nights per year. Monthly stay-unit occupancy rates ranged from 72% in February to 21% in August, with an annual average of 44%. On some days in the peak season occupancy rates would be close to 100%.

For the Year Ending 31 October 2018 West Coast tourism expenditure was \$549 million and the growth rate was 7% (the New Zealand rate was 8%). This built further on a 14% increase in 2017 related to the closure of State Highway 1 on the East Coast following the Kaikoura earthquakes diverting traffic to the West Coast. Westland District generated \$350 million or 64% of the total West Coast expenditure, compared with Grey \$126 million (23%) and Buller \$ 73 million (13%). The West Coast international market expenditure was \$297 million (54%) and domestic \$ 252 million (46%).

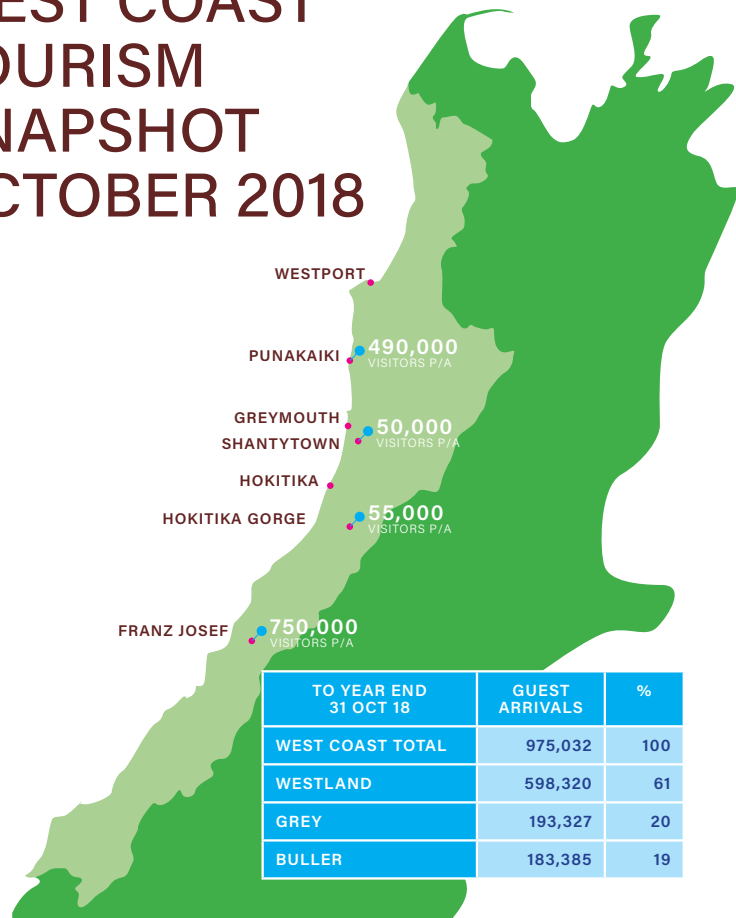
Westland's expenditure was international \$225m (64%), domestic \$125m (36%). Westland District's international markets were Australia \$40m; United States \$32m, United Kingdom \$31m, China \$25m, Germany \$24m, Rest of Europe \$36m, Canada \$6m, Japan \$1m, Korea \$1m, Rest of Asia \$24m, Rest of Americas \$3m, Africa and Middle East \$2m. The market showing the greatest expansion is China. The domestic markets were Canterbury \$35m, West Coast \$17m, Auckland \$16m, Otago \$12m, Waikato \$7m, Bay of Plenty \$6m, Nelson-Tasman \$6m, Wellington \$6m, Marlborough \$4m, Southland \$4m, Manawatu-Whanganui \$3m, Hawkes Bay \$2m, Gisborne \$1m, Northland \$1m, Taranaki \$1m, undefined \$4m.

The Westland District tourism industry is expected to grow at least 6% per annum.

International events, weather, road closures, the impact of earthquakes, growth of new attractions and markets are the most obvious factors to create changes in generic tourism visitation.

The West Coast Wilderness Trail, of which Hokitika is a central location, is one new attraction that is impacting

## WEST COAST TOURISM SNAPSHOT OCTOBER 2018



TO YEAR END 31 OCT 18	GUEST ARRIVALS	%
WEST COAST TOTAL	975,032	100
WESTLAND	598,320	61
GREY	193,327	20
BULLER	183,385	19

EXPENDITURE TO YEAR END 31 OCT 18	INTERNATIONAL \$	DOMESTIC \$	TOTAL \$
WEST COAST TOTAL	297,000,000	252,000,000	549,000,000
WESTLAND	226,000,000	124,000,000	350,000,000
GREY	42,000,000	84,000,000	126,000,000
BULLER	29,000,000	44,000,000	73,000,000

directly on tourism and that will affect this project. The trail currently brings an estimated 7,000 riders to the district per annum. Numbers are forecast to double in the next three to five years. Riders are predominantly domestic, over 50 years old, with many travelling in groups and here to enjoy themselves.

Within and near the township of Hokitika there has been a significant increase in visitor accommodation in the last two years, including three new holiday parks, a 15-unit motel, 11 new hotel rooms, and many additions to non-hosted accommodation provided by smaller businesses and holiday rentals. Two new accommodation businesses, occupying heritage buildings adjacent to the museum site, are under construction.

Hokitika has a vibrant artisan, restaurant and retail sector, which has been stable for some years.

Three significant major residential subdivisions have been or are in development in the Hokitika vicinity, totalling 80 sections, and are gradually being occupied by new housing.

Two business development loans have also been announced in November 2018 under the Government's Provincial Growth Fund that are likely to impact positively on the Hokitika economy. These are \$9.9 million to Westland Milk Products to build a \$22 million plant in Hokitika to develop milk segregation processes to add value to milk products, creating up to 10 new jobs; and \$10 million to Barton New Zealand Limited as part of the costs to develop a new garnet mine and processing plant at Ruatapu near Hokitika, creating up to 50 new jobs.

Given the above, it appears reasonable to adopt Statistics New Zealand's High Option Population Projection for Westland District (projected in 2017) of 0.5% per annum average growth as a minimum growth rate forecast.

This gives forecast populations for 2023 and 2028 at 30 June of at least:

AREA	2018	2023	2028
Hokitika-Ross Area Units	6,120	6,270	6,425
Rest of Westland District	2,770	2,840	2,910
<b>WESTLAND DISTRICT TOTAL</b>	<b>8,890</b>	<b>9,110</b>	<b>9,335</b>

Growth in Hokitika and the Westland District, particularly in tourism and its strength in arts, culture and heritage, support development of the proposed cultural and visitor hub.

# SECTION 3 – THE PROPOSED FACILITY

## 3.1 THE OVERALL ATTRACTION PROPOSED

The first body of work in preparing this feasibility study was identifying the nature of the attraction and its significance. This is likely to have a major impact on the positioning of the project, its financing and appeal of the experience to visitors.

The overarching vision determined through the feasibility consultation is to create a world-class visitor experience and cultural hub for the community. This includes a two-storey facility with views to the mountains, rivers and sea containing the features outlined below.

**Arrival feature** - A large sculptural feature has been proposed. A concept presented by the late Russell Beck is a sundial with pounamu at the centre and jade from throughout the world at the node points. This is proposed to greet the visitor within a pounamu garden.

**Pounamu Garden Concept** – Initial suggestions are that this is developed as a place of reflection with a number of pounamu stones and sculptural features.

**The Pounamu Centre and Museum Building** – The ideas presented for the building are that it should make a statement. Comparison has been made to that of the Len Lye Centre in New Plymouth. The pounamu centre component of the facility should be a stand-alone centre.



**Arrival Experience** – A Virtual Reality (VR) flyover down the southern Westland coastline on board the Air Travel (NZ) Ltd Fox Moth, re-enacting the first New Zealand licensed commercial flights, has been suggested. This would provide a bird's-eye view and introduction to Westland. VR could show Te Waka a Aoraki and its crew turning to stone and ice; the crew of Te Waka a Maui seeing the Southern Alps and landing at Mahitahi, movement on the Alpine Fault over millennia and an introduction to the pounamu stories.

**The New Zealand Pounamu Centre** – The entry into the Centre is to reflect arrival onto a marae with use of holograms and lighting to present the arrival stories to be developed by Poutini Ngai Tahu. Initial concepts from the consultation include a large touchstone with a waterfall or water presence. The central story lines are:

1. Māori stories of the creation and discovery of pounamu, and the value and uses of the stone.
2. The geological formation of pounamu.
3. The works of modern pounamu artisans.

The presentation of sister stone aotea has also been suggested.

**The Museum Experience** – The telling of the stories of Westland potentially in a thematic approach using Virtual Reality, augmented reality and 360° experiences.

The museum planning drew out six themes coupled with other interesting and entertaining stories.



The themes proposed are:

1. A Great Land Uplifted High – The Māori, geological and environmental creation stories
2. People Encounter the Place – Māori and European Settlement Stories
3. New Zealand's Wilderness Gold Rush
4. The Battle for the Forest Resource, World Heritage Status – Production vs the Quest for Wilderness
5. Harnessing the Land and Sea - Farming on the Frontier, Fishing Across the Barriers
6. On Tour – Visitors Encounter Westland



**Exit Experience** – This has been suggested leading into a depiction of Revell Street in its connection with a *The Luminaries* story experience (based on Eleanor Catton's novel).

**Other Features** – Retail selling local carvings, weaving and hand crafts, working artists and guided tour companies and other commercial visitor attraction spaces are proposed. Establishing a master carving centre like the wood carving centre in Rotorua has also been raised.

**Art Gallery** – Once restored, it has been proposed the Carnegie Building be developed as an art gallery and exhibition space.

**The Library** – Housed in a 575m<sup>2</sup> sized leased building, this has also been proposed for inclusion in the development, initially in the Carnegie Building. However the Carnegie Building is considered not suitable for a modern library. A facility equivalent to or larger than the current size is preferred.

**The i-SITE** – The current i-SITE is located on the ground floor of the Westland District Council Office at the arrival to Hokitika's CBD. The proposal is that the i-SITE either becomes incorporated within the arrival functions of the museum or as a stand-alone facility.

## 3.2 POSITIONING AND SIGNIFICANCE

At the forefront of this development is the New Zealand Centre for Pounamu. For Māori, the district is the home to the most prominent resource of this nationally iconic precious stone. Treasured, and with spiritual significance, pounamu has been used by Māori to denote status and authority, for adornment, and for making peace. This aspect of the proposed centre has national and international significance.

Many of the leading stories of the formation of New Zealand are best told on the West Coast and proposed to be included in the museum. With the Southern Alps and the Alpine Fault as the standout feature of the landscape, not only is it considered an appropriate place to tell the Gondwana and Zealandia story, so too can the geological story of the current mountain-building of the Southern Alps (due to active Pacific-Australian plate collision), and the history of the development of tectonic plate theory be appropriately told in Westland.

The New Zealand human discovery stories also occurred in Westland. From a Māori perspective, Maui first landed in New Zealand at Tauraka Waka a Maui, Bruce Bay and Kupe and Ngahue at Arahura, discovering pounamu.

The first European sighting of New Zealand was by Abel Tasman, of the mountains inland of Hokitika from off the coast of Westland.

The 1860s gold rush initiated European settlement of Westland. From then, Māori and European stories became inextricably woven together and should be told together.

Many aspects of Westland's gold rush story are also globally unique, including the speed with which it developed in a rainforest wilderness, being serviced mainly from Australia, and the diversity of its immigrants. Hokitika, the Westland Goldfields capital and port, was described as the "most rising place on earth" in its early settlement formation, outstripping San Francisco and Melbourne. Ross was labelled as "the Ballarat of Westland" for the richness of its really deep gold leads, offering permanence of the field.

One of this country's greatest battles for resources has played out on the West Coast over the last 50 years through the tensions between forestry industry, community viability, and the desire to protect a world-class natural environment. This story is largely untold on the West Coast.

Wrapping around these are the stories of industry, innovation, the extremes of harvesting from the land and sea, and the tyranny of distance living in this remote region. Its isolation was the founding impetus for New Zealand's first commercial aviation service that helped sustain the southern population in Westland.

There are also many unique community stories proposed to be told. These include the Fenian demonstrations and feared riots; the Parihaka prisoners (imprisoned in Hokitika without trial during the New Zealand land wars because of their peaceful resistance to the Crown's attempts to confiscate their

lands in Taranaki); the Koiterangi Tragedy with Stanley Graham (one of this country's mass shootings and manhunts); Seaview Hospital (one of the world's first villa-style psychiatric hospitals); the colourful Wildfoods Festival; Kokatahi Band and the creativity and national and internationally esteemed work produced by the local artists and craftspeople.

All can be told amongst Westland's world-class natural environment. The southern region has such high conservation values it was by UNESCO bestowed with the honour and recognition of World Heritage status in 1990.

An initial document exploring the themes has been developed in conjunction with the region's Ngai Tahu and Pakeha historians and a number of other parties. It awaits further detailed input from Poutini Ngai Tahu. This is included as Appendix 2.

### 3.3 OVERALL CONCEPT AND KEY FEATURES OF THE FACILITY

#### THE NEW ZEALAND CENTRE FOR POUNAMU AND MUSEUM

Prior to closing, the museum comprised a floor area of approximately 520m<sup>2</sup>. This includes the Carnegie Building (180m<sup>2</sup>), Drummond Hall (264m<sup>2</sup>) and part of the Pioneer Hall (78m<sup>2</sup> of 274m<sup>2</sup>). The proposal is to construct the pounamu centre and museum experience to a size of around 1000m<sup>2</sup>, theatre/education space (300m<sup>2</sup>), archive and collection storage facility (300m<sup>2</sup>), back of house 200m<sup>2</sup>, meeting 50m<sup>2</sup>, reading room 50m<sup>2</sup> and toilets on both levels (50m<sup>2</sup> each).

Amongst the facilities proposed within the Centre experience are:

- The pounamu centre and museum experiences.
- A research centre and ancestry tracking centre where public access and secure space is supervised.
- A theatre space.
- An education space/centre (Note: the theatre and education centre could be the same space).
- A temporary exhibition gallery (this could double as being in the gallery space in the Carnegie building).
- A collection store with associated receiving, assessment and processing area with specialist storage shelving and equipment for moving items.
- A quarantine and processing area (lockable).
- Versatile spaces including offices; meeting room, wet and dirty work; painting and construction areas; preparation; photography and scanning; assessing and packing; mock-up; storage of props; equipment, chemical and hazardous materials store; loading bay; security monitoring and computer hardware control room and a waste management area.
- A versatile space able to incorporate artist in residence and similar installations.
- Public toilets and amenity area.

#### HOKITIKA MUSEUM ARCHIVE AND OBJECT STORAGE

The collection and back of house requirements have been informed by a report prepared by National Services Te Paerangi Te Papa Tongarewa Museum Development Advisor Judith Taylor in June 2018, following an Expert Knowledge Exchange project. This looked specifically into the Hokitika Museum collection care, processes and considerations for the new museum. The report identified the current storage space at Pioneer Hall is 180m<sup>2</sup> comprising 128.4 cubic metres of shelving and 64m<sup>2</sup> of floor space. Storage is at maximum capacity in its current format, however, rationalisation is needed. Further, a visual estimate calculated that 10-15% of items are stored in a way that meets museum standards of preservation. It recommended an area of 250m<sup>2</sup> as adequate for storage and 100m<sup>2</sup> for back of house. As some of the areas identified were board/meeting and staff facilities that are included in other allocations, an area of

300m<sup>2</sup> has been included in the current planning. The report identified all the spaces required, which have been incorporated above, along with the building environmental, conservation and HVAC system requirements. The relevant input to this study is attached as Appendix 4. It is acknowledged by the author that a more in-depth analysis of the Hokitika archive and object storage is required.

The other archival consideration is that Shantytown is proposing to construct a purpose-built facility in which shared space is being offered to the West Coast Councils and any other entities or individuals that require it. The ownership model and funding options are up for discussion. The planning of this facility followed a regional assessment of archive storage needs. This study found all West Coast Councils, DOC and a large number of other entities lacked the ability to store their archives correctly.

Advice from archives specialists highlights that the provision of archives facilities and associated costs of storage is high. Only the most important and essential items should be retained in a purpose-built facility. The decision needs to be made around the size, collection holdings, its accessibility and, importantly, what is best stored in the new museum and what items do not need to be stored on site, or held at all by this institution.

The conclusions in this report for the future storage of archives and objects and what is included in the construction of the new facility are that:

1. A comprehensive assessment of the current collection should be undertaken to ensure due care and accuracy is given to decisions about all current collection items. This will take time and require personnel resourcing.
2. Full consideration should be given to what the function of the proposed archive and object storage at the museum is and what is required to be retained to meet user need. This should be determined giving consideration to what the optimal solution for storage of archives and collections is on the West Coast.

## THE CARNEGIE BUILDING AS AN ART GALLERY

The upgraded Carnegie Building is proposed to be used for an art gallery and exhibition space. The concept is to reveal the stunning features of the building and to utilise the simplicity and beautiful proportions of the building to exhibit art that has been inspired by artists who have visited and lived in the region. This would include a breadth of art forms, including photography and literature, to tell the rich settlement and regional stories. Four roles proposed for the building are:

1. Showcasing historical and contemporary art and literature, to show how this region has inspired, and continues to contribute to, the art history of the nation.
2. The gallery would be differentiated from other art galleries in its focus on the art of the region but also provide an expanded sense of what art can be by incorporating literature, photography, performance, and contemporary installation.
3. A community hub for local arts practitioners to meet, host classes and hold an annual exhibition of the community's work.
4. Continue to foster artists' responses to the powerful landscape of the Westland region by hosting visiting national and international artists in residence who can develop their own bodies of work while also contributing to the development of local artistic practice by conducting workshops and hosting discussions.

Te Papa's Head of Art has expressed willingness for works held in the National Collection that have been inspired by Westland to be displayed, such as Petrus van der Velden's "Otira Gorge" and many works by Sir Toss Woollaston, if environmental conditions are suitable. The Hokitika Museum holds an important collection of historical photographs that could be displayed in an art gallery context. Westland's contribution to literature, including Westland's two Man Booker International Literary Prize winners (Keri Hulme's *The Bone People* and Eleanor Catton's *The Luminaries*) and the numerous other Westland-based

literary works, could also be a feature.

Engineering plans for strengthening the Carnegie Building have been prepared by Fulton Ross Team Architects and SIMCO Consulting Ltd. These plans have been reviewed by Museum of New Zealand Te Papa Tongarewa Head of Art and their Construction Manager with recommendations made on wall linings and underfloor ducting.

The quantity survey has determined the strengthening cost at \$917,593. With exclusions the total cost will be in the vicinity of \$1 million. This is proposed to be funded through the utilisation of a portion of the \$500,000 Major District Initiative (MDI) Funding the Westland District Council has to assist with the strengthening and other associated upgrades to the Hokitika Museum. This will provide the one-third share to enable the lodging of a Lottery Environment and Heritage Fund grant application for the remaining two-thirds share.

## THE LIBRARY/COMMUNITY LOUNGE

Libraries are now becoming community hubs. This is demonstrated well in Turanga, Christchurch's newly opened facility, that serves a multitude of purposes. A similar vision is held for the library component of this new facility.

The features proposed by the librarian include:

**Spaces:** Open planned themed areas throughout with potential for changing; outdoor spaces; group seating options creating more of a lounge environment; study spaces, soundproof shared meeting rooms with clear glass and dividers to expand or shrink and access to kitchen facilities; flexible dedicated storytime areas; a youth area with couches; movable dividers; front-facing, retail style shelving in topic clusters to encourage searches and with books kept within suitable reach heights; parking for strollers; tutoring spaces; listening posts for recordings or talking books, an "ask" desk with a self-managed structure; a stack area twice the current 15m<sup>2</sup>, a technology centre, a dedicated digital learning space able to house up to 10-12 people with a dedicated IT librarian working in collaboration with other centres; display areas; wall space for exhibitions.

**Technology:** Interactive TV, screens, iPad/device station/s, charging stations; RFID identity tags (radio frequency identity cards); public computers, photocopier and scanner.

**Staff requirements:** Four workstations; working stations with adjustable heights; an additional staff work area for backroom tasks such as book covering, processing new stock; staff areas; kitchen and shower and separate toilet.

Incorporating the new facility into this development would provide a range of benefits including:

- Security of location and all future investments made into the library assets.
- An enhanced education and learning environment and outcomes.
- Larger, more flexible spaces to better cater for the needs of users, programmes and events
- Synergies between users, for example, education and research facilities, the public Wi-Fi network for the community and visitors and the publicly available technology including computers and scanners; recreation and meeting/workshop spaces.
- A sustained uplift in footfall to the library as has occurred in other locations.
- A significant increase in visitation to the site through the addition of currently, almost 70,000 library users.

Further in-depth planning of this facility should be undertaken in the next stage of the project to determine the costs and full benefits of the relocation proposal.

## THE HOKITIKA I-SITE

One of the main influences on the future location of the i-SITE is the proposed development by KiwiRail of a tourist passenger train service operating between Westport, Reefton, Greymouth and Hokitika. Currently the TranzAlpine hosts 150,000 passengers each year between Christchurch and Greymouth and passenger numbers are expected to continue increasing.

KiwiRail was awarded \$250,000 from the Provincial Growth Fund to support a feasibility study that will consider the commercial viability of establishing the new tourism product. This study is expected to be concluded by mid-2019. If this attraction proceeds, a station facility would be required in Hokitika. Initial thinking by Council management is that this could take the form of a loading point with a covered canopy to the current i-SITE. If the i-SITE was relocated to this new pounamu centre / museum some form of satellite i-SITE could be developed at the station and the space containing the current i-SITE at the Council could be recovered for other purposes including a possible train/bus depot.

The following are the considerations of relocating the i-SITE to the new pounamu centre / museum site:

- This Centre will be one of the largest tourism attractions on the West Coast. Colocation of the i-SITE will draw the majority of the region's visitors into Hokitika. While the proposed passenger train could draw up to 150,000 visitors, the scale of the attraction of the new facility is likely to be much higher.
- One of the criticisms by some retailers when the i-SITE was moved from the Carnegie Building to the Council building was a reported 30% drop in retail sales. Reports from operators are that with the i-SITE located on the outskirts of the central business district many visitors don't enter the main commercial centre of town. One central facility providing for multiple functions would draw visitors into town, provide a much greater business opportunity for tourist outlets and become a starting point for exploring the town, precincts and walks.
- With the prominent tourism role of the Centre it may attract many visitors who may not normally be i-SITE visitors. Colocation would therefore enable greater exposure of the region. The reverse would also hold true with i-SITE visitors exposed to the pounamu / museum attraction.
- The facility would be a purpose-built space and be able to provide more facilities for visitors. The current i-SITE, for example, has a single toilet.
- Shared reception could present savings in employment and operating costs.
- There are synergies with i-SITE staff knowledge of cultural heritage tourism and the stories of the district.
- The critical mass of visitors drawn to the site would assist the development of new businesses.
- The current i-SITE is readily accessible with a large floor area and is dedicated to the purpose.

Given the major body of planning work being undertaken within the KiwiRail project and its likely impact on the town it is not considered appropriate to make any recommendations on the position of the location of the i-SITE at this time. This can be factored in to the concept planning stage when the outcome of the KiwiRail feasibility study will be known.

## 3.4 OWNERSHIP, GOVERNANCE AND MANAGEMENT

### OWNERSHIP

Current planning has the Westland District Council as owners of the New Zealand Centre for Pounamu, the new museum and any other facilities developed on the site on behalf of the community, although other ownership models may work equally well.

## GOVERNANCE

The Council proposes a governance group to oversee the development of the facilities. The membership is proposed to be the Westland District Council Chief Executive and councillor for Arts, Culture and Heritage; representatives of Te Runanga o Ngati Waewae and Te Runanga o Makaawhio; Chief Executive of Destination Westland and a Project Manager. The Terms of Reference for this group are yet to be established.

The inclusion of professionals with oversight from similar projects of national standing coupled with representatives with local heritage / community knowledge should also be co-opted onto the governance committee.

## PROJECT MANAGEMENT

It is intended this will be led by the Westland District Council Chief Executive through a dedicated Project Manager and team of specialists, including local expertise and staff input.

## ONGOING FACILITY MANAGEMENT

The management of the facilities, including asset management and staffing, is proposed to continue to be undertaken by professional staff employed and managed by Destination Westland Ltd.

## 3.5 LOCATION

### THE SITE

The location proposed is on MacAndrew Square, the site where the current museum is located. Originally the Square was a Government Centre reserve containing the first police camp, gaol, courthouse, army depot, and fire stations, and later the town administration centre containing the Town Hall (1869-1947), and the Westland County Council offices (1940-89). The reserve site remaining in Council ownership is larger than that occupied by the current museum, with frontages to Hamilton, Tancred, Camp and Revell streets.



MacAndrew Square showing the existing Carnegie Building and Drummond Hall and area of the reserve able to be utilised for the development in blue.



MacAndrew Square showing the existing Carnegie Building and Drummond Hall

Other buildings and structures on the site are:

**The Red Cross Building:** Built in 1990, comprising an office, store and garage. This is on the site of the Army Hall, built in 1868 for the Militia raised to control the feared Fenian Irish disturbances, and later used as the depot for the Westland Rifle Volunteers and the Hokitika Territorial Army. It was the depot from which soldiers were farewelled to the Boer and First World wars. It had Regular Army staff until the early 1960s, but was later demolished.

**The Band Hall:** This was erected about 1892 for the Hokitika Horticultural Society, and from 1900 accommodated the Hokitika Brass Band, the Hokitika Municipal Band, and now the Westland District Brass Band.



Red Cross Building

Band Hall



**Summer Statue:** A marble statue symbolic of "Summer" erected in 1925 to commemorate the 60th anniversary of the first Westland Gold rush in 1864, completion of the Westland-East Coast Railway via the Otira Tunnel in 1923, and Hokitika's British and Intercolonial Exhibition in 1924. Donated by D J Evans, Exhibition Organiser and Westland County Clerk.

**Memorial to Dr Ebenezer Teichelmann (1859-1938):**

Dr Teichelmann was a surgeon, Westland Hospital Superintendent, mountaineer, photographer, Harbour and Hokitika Savings Bank board member, conservation advocate, and member of the Westland Institute which ran the Westland District Library and instituted the Carnegie Building. His medical practice and residence was located in the house opposite. Comprises a schist stone seat with plaque, and a sculpted representation of Teichelmann's mountaineer's pack, boots, rope, ice axe and camera. Sculpted by Donald Buglass in 2006, sponsored by Heritage Hokitika.



**Westland Hospital and Staff Memorial:** The memorial commemorates Westland Hospital which functioned on Seaview Terrace from 1877 to 1992 and its staff. The

memorial comprises the lamp standard which stood before the main entrance to the hospital (which was originally a memorial to Matron Marion Little who died in office in 1923) plus a memorial plaque.

The vision is that the site can again become a centre for the town and, with the possible closure of Camp Street, create a park precinct to the Hokitika River.

The proposal is to erect a two-storey building with an elevated ground floor. This mitigates the risk of flooding. It also enables views of the Southern Alps and Aoraki/Mt Cook presenting a the backdrop to tell of the Gondwana, Zealandia and New Zealand's geological formation stories; the legends of Aoraki, Tuterakiwhanoa and Rakaihautu; Tasman's first European sighting of New Zealand (the mountains inland from Hokitika) and Hokitika's goldfields port. All are visible from the location.

This area is seen as being developed as an anchor into the retail sector of Hokitika and with connections to other heritage and cultural sites, buildings (some of which are being restored), activities and features in the town linked by the Hokitika Cultural Heritage walkways and precincts being developed. Examples include:

- Revell St – Also still known as The Crooked Mile, this street was the heart of Hokitika's wild gold mining town with 86 of the 101 pubs.
- The River, Port and Beachfront – Gibson Quay and North Spit, with the Customhouse, Quayside Weigh Station, Tambo replica and a replaced signal station as features.
- The provincial government centre with the Government Building and Seddon statue as features.
- The former banking, commercial and warehousing centre comprising Hamilton St, south Revell St, Camp St and Wharf St, with the Renton building, the four former banks (Hokitika Savings Bank, National Bank of New Zealand, Bank of New Zealand and Bank of New South Wales), and the Carnegie Building itself as heritage features.

## PLANNING CONSIDERATIONS

The Westland District Council Planning Manager has indicated the functions proposed fall within the requirements of the District Plan. The key considerations are:

- The site is within a Commercial Zone.
- The requirement for parking for commercial facilities is one park per 50m<sup>2</sup> and one park per five people for community facilities that the facility is designed to accommodate. There are currently 25 Westland District Council-owned car parks at 38 Revell Street adjacent to the site and the Westland District Council owns land for car parking in close proximity at 20/22 Revell Street that could cater for a further 20 parks. This would allow for a building up to 2250m<sup>2</sup> or 225 people on site at one time. A further option Council has is to purchase other parking. Other options exist with the proposed ground level parking and additional parking if Camp Street was closed. There is also the option to close Camp Street and utilise this in the development.
- The height restriction is 15m.
- Verandas may be required if the building butts up to the street.

On the advice from professionals involved in the West Coast Regional Council-led West Coast Lifelines Utilities work the building should be raised at least 1.5m from the level of Tancred Street to negate the risk of flooding from a surface, river or sea event. As the location is at sea level the risk of tsunami exists. This risk prohibits any archival storage facility receiving official archival repository status. A letter from the West Coast Regional Council outlining the nature of the risk is attached as Appendix 5.

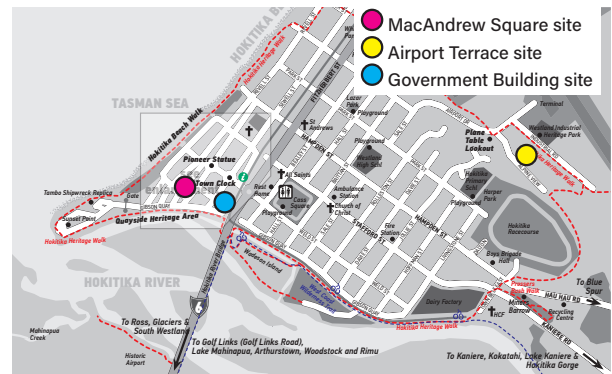
No geotechnical analysis has been undertaken on the site. Because of the size of the building and its cultural importance a full geotechnical investigation has been recommended for the site by Eliot Sinclair & Partners Ltd involving deep testing to determine the liquefaction potential and likelihood of lateral displacement, as well as a shallow investigation. This will enable the foundation to be designed to provide the optimum performance in a seismic event.



As the site was associated with human activity pre-1900 an archaeological authority is required by Section 42 of the Heritage New Zealand Pouhere Taonga Act 2014.

### 3.6 OPTIONS ANALYSIS

Poutini Ngai Tahu , comprising Ngati Waewae and Ngati Mahaki ki Makaawhio hapū, hold mana whenua for Te Tai Poutini / the West Coast. This includes all pounamu and aotea other than that within the Arahura River reserve. Poutini Ngai Tahu runanga representatives have indicated that their optimum location for the Pounamu Centre is Hokitika.



Map showing the three site options

**MacAndrew Square** — The currently proposed MacAndrew Square site is the preferred option. The site is available, it appears to meet all the planning requirements and will draw visitors in to the central business district. The disadvantage of this site is the risk of flooding into the lower levels of the town from the river, abnormal seas due to storm events, sea level rise through global warming and tsunami. The flooding risk, while being addressed by the Regional and District Councils with a proposed 1.5m rise in height of the beachfront and river rock wall, can also be achieved through elevation of the building or level on which the attraction and archives are stored. The sea encroachment by tsunami is unable to be mitigated and exists for every coastal location. The greatest issue this raises is the protection of the archives and objects in the museum’s care should this type of event occur and the inability of the facility to gain archival repository status. The ultimate solution would be storage in a facility situated outside a tsunami risk area.

**Hokitika Airport Terrace** — The alternative site for consideration is south of the airport on land owned by Westland District Council. There is a large site available at the front of the terrace that is zoned commercial/industrial, has all the infrastructure required in place and, similar to the MacAndrew Square, has outstanding views of the Southern Alps.

Other considerations for this site are that it is directly adjacent the Westland Industrial Heritage Park. The owners of the park plan to develop it as a tourist attraction in its own right. This would place the indoor and outdoor museums adjacent each other and the developments could be planned in collaboration to support each other. Being on high ground it would also be eligible for archival repository status.

The airport was an arrival/departure point for 44,500 passengers in 2017-18. This was up 12% on the previous year. The number of tourists arriving/departing amongst these visitors is unknown. Location on this site may draw more visitors from these flights, however, given the profile of the facility, most could be expected to visit a facility in central Hokitika.

The main disadvantage of this location is it being out of town. The cultural hub concept would be lost and it is likely to reduce the number of visitors drawn into town and the spend with local retailers. It could in fact have the same effect as the Hokitika Gorge appears to be having with visitors spending less time in the central township or missing it out completely. The attraction may miss the more casual visitors who wouldn’t make a special trip up to the site.

The library could not be located outside the CBD and an art gallery at Airport Terrace would also be likely to have much less appeal and visitation by locals.

This would leave the MacAndrew Square site without a use and the Carnegie building standing alone although this would change over time.

**Government Building - Seddon House** — Utilising the Hokitika Government Building was also considered and has been discounted.

This building, also known as Seddon House, and the site



(1874m<sup>2</sup> including the Seddon Statue site) is of high significance as a Category 1 Heritage New Zealand listed building and regarded by many as a landmark feature of Hokitika. The building occupies about 40% of the site, about 750m<sup>2</sup> and, with two floors, has floor area of about 1400m<sup>2</sup>.

Built from 1908 to 1913, it is one of the most prominent features on the Hokitika landscape and is the best remaining link to tell the story of Hokitika's role as the Westland goldfields and provincial capital. Designed in the Imperial Baroque style which Government Architect John Campbell established as the style of government architecture in New Zealand in the late 1890s to early 1900s, it is one of about three of this style of government buildings remaining in the former provincial capitals.

The building was built to a very high standard and structural strength to safely contain the land and judicial records of Westland. In 2016 a reported feasibility study detailing the costs of bringing the building up to earthquake code indicated costs of \$750,000 to \$1 million, and a total of \$3.5 million to \$4 million to convert to a boutique hotel, excluding fitting out and furnishing costs. It is not known whether a more recent assessment of its seismic strength has been undertaken. The roof and windows of the building are now in a poor state of repair.

The property is in private ownership. It has a 2017 RV of \$365,000 (\$345,000 land, \$20,000 improvements), and is up for sale for \$ 690,000.

With the nature of the building, its history, grandeur and location, it could be considered appropriate for a museum, however, this is not the case for the following reasons:

## PURPOSE AND VISITOR EXPERIENCE

Today's museums are about multi-spaces and social, interactive learning environments. The building, with its large number of small regimented rooms, is not suited to the sort of cultural experience proposed. The nature of the spaces would constrain the design for the displays. Experience, storytelling and visitor flows would be limited to small square spaces with poor circulation and visitor flow, creating difficulties in establishing a theme that would flow through the museum. Creating excitement and new ways to present stories would be inhibited. The risk would be that the structure of the building would lead to the museum displaying a collection of objects rather than an attraction that tells a cohesive and engaging story. Given this, it is likely to be difficult to develop a modern museum which attracts people's attention, excites and encourages them to move from one area to another.

As a west-facing building it misses the vistas that are central to the stories being told.

The new facilities need to be designed from the perspective of the visitor experience rather than the building driving the experience.

## PHYSICAL ENVIRONMENT

It is probable that, should alternatives to the existing spaces be required, some of the walls on the lower floor may be structural and require expensive structural modifications.

Depending on the artefacts to be stored, and certainly if it is to be considered for archive and collection storage, the atmosphere in the building would require temperature and humidity control. While the building may hold its temperature and humidity quite well, a fully air-conditioned and humidity controlled area has a substantial operating cost and the efficiencies of modern purpose-built design will be lost. The operating costs are likely to be high in relation to new facilities.

High ceilings would enable ducting to be fitted in the ceiling space using either exposed ducting or false ceilings which may present an architectural challenge, and obtaining appropriate air circulation may be difficult.

A sprinkler fire protection system would be required to be installed. These systems are expensive and retrofitting into an older masonry building will increase the costs.

## CULTURAL INTEGRITY AND BUILDING STYLE

The building typifies the Edwardian period of New Zealand government architecture and Hokitika's status as a provincial government centre and is considered inappropriate as a fit with a New Zealand Centre for Pounamu. While other surrounding buildings could be removed to make way for a pounamu centre, the arrival and functionality does not match that of the MacAndrew Square site.

The restoration project is considered large, difficult, expensive and long and would distract from creating the pounamu and museum experience.

This building is not however discounted for use for other purposes.

## 3.7 ESTIMATE OF CAPITAL COSTS

The financial explanation in this report is based on a cost analysis prepared with assistance of Te Papa. It is based on a similar museum/gallery/educational facility in Auckland. The current cost predicted aligns with the expectations of the Christchurch market. The costing outlined in the table opposite has assumed a two-storey facility as is being proposed to gain the elevations to view the mountains and sea.

The total project has an estimated construction cost of around \$19.5 million. Landscaping and site work (including demolition) is estimated at \$965,000, fees and consents \$3 million and other costs \$7.8 million. That includes an allocation of \$6 million for experience design and \$430,000 to fit-out the library and around \$200,000 fit-out for the Carnegie building and archive facility. Undertaking the project to this level would therefore cost in the vicinity of \$32 million.

The pricing has been based on the following main features:

**An experience space** (1000m<sup>2</sup>) – This has more than doubled the current display space. No separation has been made at this point between the pounamu and museum experience as these may flow seamlessly together, incorporating arrival features and all experiences.

**Multipurpose Theatre/Education space** (300m<sup>2</sup>) – This versatile space could house the evening experience, provide an education space for school, community learning and workshops and visitor engagement.

**Library/Community Lounge/Hub** (700m<sup>2</sup>) – A multipurpose community and visitor lounge with merged library, youth, community, technology spaces.

**Archive and Object Storage** (300m<sup>2</sup>) – This allows for archive and object storage and related quarantine and work spaces.

**Back-of-House, Staff, Meeting Space** (250m<sup>2</sup>) – Serving staff and administration functions.

**Reading Room** (50m<sup>2</sup>) – Public space for research, ancestry tracking and the location for the proposed Pioneers and Immigration Wall of Honour proposed for the Quayside to North Spit along the river.

**Retail** (140m<sup>2</sup>) – A venue to sell local arts, crafts and museum souvenirs.

While not separately identified, the collective foyer, exhibition and café spaces could also cater for the i-SITE, working artists and tour operators.

The toilets and ancillary facilities have been provisioned to service the full facility and would be expected to provide the main amenity area for visitors to Hokitika.

## ESTIMATE OF CAPITAL COSTS OF THE PROJECT

CONSTRUCTION AREA OR COMPONENT	AREA M <sup>2</sup>	RATE (\$/M <sup>2</sup> )	CAPITAL COST
Arrival Pounamu Sculpture			100,000
Lower Floor - Experience/Exhibition Spaces	710	6,500	4,615,000
Upper Floor Experience/Exhibition Spaces	270	5,000	1,350,000
Theatre/Education	300	5,000	1,500,000
Lower Floor Foyer/Arrival/Circulation/stairs and lift	227	6,000	1,362,000
Upper Floor Foyer, Circulation	103	4,500	463,500
Retail	140	5,000	700,000
Archive and related facilities	300	6,500	1,950,000
Reading Room, Ancestry Tracking	50	4,500	225,000
Meeting Space	50	4,500	225,000
Café Kitchen plumbing			100,000
Back of House	200	4,500	900,000
Library/Community Lounge	700	6,000	4,200,000
Lower Floor Toilets/Amenities	40	4,500	180,000
Upper Floor Toilets/Amenities	45	4,500	202,500
Truck dock/Servicing	104	4,800	499,200
Servicing	50	3,800	190,000
	<b>3289</b>		
Allowance for deep piled	1781	500	890,000
<b>Total Building Cost Only</b>			<b>19,652,200</b>

### *Landscaping and Site Works*

Demolition of Drummond Hall and the Pioneer Library			200,000
Landscaping including paving, steps, planting areas and hand rails to accessible routes			155,000
Street furniture including bike racks, bollards and bus stops			20,000
Power Reticulation			100,000
Communications Reticulation			100,000
Water Reticulation from street			50,000
Sewer and Stormwater Connection			50,000
Traffic Management Services during build			50,000
Street Lighting			50,000
Transformer and Enclosure			120,000
Signage and Wayfinding			70,000
Total Landscaping			965,000
<b>Total Construction Cost</b>			<b>20,617,200</b>
Escalation cost estimate for 12 months (5% per annum)			1,030,860
<b>Total Masterplan Construction Estimate</b>			<b>21,648,060</b>

### *Fees and Consents*

Design Consultancies 12% of total cost based on Total Masterplan construction cost			2,597,767
Traffic Engineer			0
Town Planning Consultant			15,000
Project Manager (whole project)			200,000
Resource Consent Application			50,000
Building Consent and CCC fee			80,000
Council Development Contribution ( not allowed for)			0
Insurances			50,000
<b>Total Fees and Consents</b>			<b>2,992,767</b>
<b>Total Construction cost excluding Council staffing costs, partnership and community liaising interior fit out costs and shelving.</b>			<b>24,640,827</b>

### **Other Possible Costs**

Car parking costs on grade for cars @ \$3200 per car park	
Collections staff (over project and relocation)	500,000
Shelving	100,000
Moving collection	100,000
Exhibition Centre design and fit out	6,000,000
Fit out of Library	430,000
Fit out of Carnegie Building	216,000
Fit out of Archive Facility	100,000
Generator UPS	250,000
Community Liaison	100,000
West Coast Project Staff - PMO	100,000
<b>Total</b>	<b>7,896,000</b>
<b>Total Project Cost</b>	<b>32,536,827</b>

These costs are a guide and equate to almost \$10,000 per m<sup>2</sup>. They include the \$6 million exhibition fit-out. Other recent construction projects in the sector that have been developed for less include the two-storey Picton Library build and fit-out at \$7,500 per m<sup>2</sup>; the Suter Art Gallery's extension and fit-out in Nelson at \$5,000 per m<sup>2</sup>; and the cost estimates for the new extension to the Omaka Aviation Heritage Centre in Blenheim, including large open-spaced exhibition areas for planes, a café area, small theatre, staff admin areas, at \$3,100 per m<sup>2</sup>. More accurate costings can be obtained in the next stage of the project when the spaces have been defined and an architect's brief has been prepared.

## **3.8 CAPITAL COST FUNDING STRATEGY**

Funding for the project can be undertaken in at least two parts. The first is the strengthening of the Carnegie Building and the second is the wider pounamu/museum project.

### **STRENGTHENING AND FIT-OUT OF THE CARNEGIE BUILDING**

The quantity survey undertaken by Hay and Associates has determined the cost of this project to be \$917,593 +GST. With additional items the cost will be in the vicinity of \$1 million. The Westland District Council has \$500,000 of Major District Initiative Funding (MDI) from which the strengthening of the Carnegie Building can be partly funded. An application is to be lodged to the Lottery Environment and Heritage Fund in March 2019 for the remaining funding required.

### **THE POUNAMU CENTRE/MUSEUM/CULTURAL HUB**

To achieve this project the Westland District Council has allocated \$4,879,500 in loan funding over 2022-24 within the Long Term Plan 2018-28 as seed funding.

The Provincial Growth Fund has been identified as a lead source of funding for this project. The fund has allocated \$3 billion over a three-year term to invest in regional economic development, with the West Coast identified as a surge, or priority region for the distribution of the funds. An application has been lodged for a project of up to \$20 million with initial funding of \$3 million proposed to complete the concept planning. The outcome of this application is expected by March 2019.

Other potential major sources of funding are the government funding through three Lottery Grant sources and the Ministry of Culture and Heritage. These are the Lottery Environment and Heritage Fund, the Lottery Community Facilities Fund, the Lottery Significant Project Fund and the Regional Culture and Heritage Fund. An overview of these funds is outlined below. All require one-third of the funding being in hand prior to an application being lodged. The Westland District Council's \$4.8 million loan funding is eligible funding under the criteria and, for the Regional Culture and Heritage Fund, the proviso on this is that there is no expectation on the facility to pay back the loan.

Westland has no known major corporates, philanthropic individuals or organisations with the potential to put significant funding into the overall project. These may exist nationally, especially given the significance

of this project. Company sponsorship of specific exhibitions is likely.

Funding partnerships with Te Runanga o Ngai Tahu are understood to be considered on a case-by-case basis and the project is not at a point for these discussions to be entered into.

Gaming Trusts would only provide small grants for the project. For Westland these include the Air Rescue Trust (Railway Hotel), Lion Foundation (The Beachfront Hotel and Stumpers) and Pub Charity (Pioneer Hotel).

The West Coast Community Trust allocates grants twice a year (April and October). The maximum is usually \$10,000-\$15,000 however a new maximum amount of \$20,000 has just been approved for projects of a regional nature.

## LOTTERY ENVIRONMENT AND HERITAGE

This fund provides grants for plans, reports and one-off projects that will protect, conserve and promote New Zealand's natural, cultural and physical heritage. This project sits within the physical and cultural goals where the fund criteria include:

- Physical heritage projects that restore, protect and/or conserve places, structures and large built objects that are important to our history.
- Cultural heritage projects that conserve, protect and/or promote collections and stories that are important to our cultural heritage and identity.

The outcomes expected from funded projects include increasing access to New Zealand's cultural heritage and preserving New Zealand's history for future generations.

## LOTTERY COMMUNITY FACILITIES FUND

In relation to the capital funding for this project, including the library, Lottery Community Facilities provides grants to improve or build new facilities for communities.

The aim of the fund is to get more people involved in community and social activities, to strengthen communities and bring people together by helping to develop their community facilities.

## LOTTERY SIGNIFICANT PROJECTS FUNDING

This fund provides grants for projects to purchase, create or improve capital assets of regional or national significance that help make communities stronger.

## REGIONAL CULTURE AND HERITAGE FUND (RCHF)

While open to applicants from throughout New Zealand, the RCHF's primary focus is to support capital projects outside the main centres (Auckland, Wellington, and Christchurch). The RCHF enables central government to make strategic one-off grants to assist the completion of major regional arts, culture and heritage capital projects. Grants will be for the purpose of renovating, restoring, adding to, and constructing buildings in which cultural and/or heritage activities take place through grants for infrastructural work and permanent fittings. The focus of the RCHF is on improving existing building stock and adding new buildings to our nation's network of arts, cultural and heritage facilities. While the nature of the applying institution's collection(s) will still be taken into consideration when assessing applications, museums and galleries are no longer required to demonstrate they hold a collection of national significance in order to be eligible for a grant.

## MAJOR GOVERNMENT FUNDING SOURCES

FUNDING	PURPOSE	CRITERIA	CLOSING DATES	DECISION
Lottery Environment & Heritage	Natural, physical or cultural heritage projects. Building Strengthening Protect and Make Collections Accessible Tell our stories Conserve and Protect Moveable Property	Minimum of 33% funded is required to be in hand	Twice a year March, August	June, November
Lottery Community Facilities Fund	Build new, improve or enlarge community facilities.	A minimum of 33% funding is required to be in hand	Twice a year March, August	June, November
Lottery Significant Project Fund	Capital Projects over \$3m that have a regional or national benefit or outcome	A minimum of 33% funding is required to be in hand	Determined by the Government	
Ministry of Culture & Heritage, Regional Culture and Heritage Fund	Capital Projects of and arts, culture or heritage nature outside the main centres (Auckland, Wellington and Christchurch)	Funding required should not normally exceed 33% of the project cost however there is understood to be flexibility.	No Date Confirmed	

### 3.9 ESTIMATE OF OPERATING INCOME AND EXPENDITURE

No formal financial modelling for the cost and return on this project has been undertaken, as the size of the facility and scale of the operation is yet to be scoped, and museum build and display size and costs vary.

Income would be generated through an entry fee, tours, retail sales, commercial lease and night shows. In considering the likely demand and potential income, West Coast tourism visitor numbers are now over 1 million with over 1.4 million visitor nights. Within the research undertaken by Heritage West Coast, 35% of visitors indicated they would like to visit the local museum and 65% indicated they would attend an evening attraction. Within the next stages of planning, a higher level of research focused directly on the museum experience is required to be undertaken to refine what the visitor market is interested in, the pricing thresholds and commercial partners, to gain much more certainty around the viability of the proposed attraction and level of operation.

Two methods of gaining some understanding of operating income and expenditure have been undertaken in this feasibility study. These are high-level comparative analysis and the use of a rule of thumb model.

#### COMPARATIVE ANALYSIS

Locating comparable facilities in New Zealand from which to test the concepts and assumptions of pricing, visitor numbers, capital and operating costs has proven difficult. Below is a summary of facilities that have some aspects in common with the centre proposed.

Shantytown Heritage Park is a traditional reconstructed replica gold rush town with a wide range of attractions including gold panning and steam train rides. Located just south of Greymouth and 7km inland from State Highway 6, the main tourist route, the attraction has a \$33.50 entry fee. It attracts around 50,000 visitors per year with a 50/50 international-domestic split with Australia and China the main international markets and Canterbury the predominant domestic market. Shantytown employs 17 FTE staff with a further six part-time and 2-20 casuals. The operating costs are in the vicinity of \$1.7 million per year for daily experience operating.

Ashburton's new museum, art gallery and archive facility cost in the vicinity of \$10 million and opened in 2014. The museum is owned and managed by the Ashburton District Council and targets local residents. Visitor numbers are not kept, however, 22,000 are estimated to come through the museum annually. The museum also estimates 65% to be local, 25% domestic visitors and 10% international visitors. The operating costs were unable to be obtained. The museum and archive centre have five professional staff plus front of house. The Ashburton Art Gallery, located upstairs, operated by the Ashburton Art Society,

also employs five staff (which includes front of house). It operates on a Council grant of \$306,000 pa with around \$100,000 additional funding raised each year. The gallery is targeting visitors as well as locals and has an approximate 50/50 visitor/local mix. Entry is free to both facilities.

The Len Lye Centre in New Plymouth is an international destination of experimental film and kinetic art. Adjoining the Govett-Brewster Art Gallery, the striking stainless steel clad centre was built in 2015 at a cost of \$11.5 million to house, care for and display the work of Len Lye. In addition to the work of Len Lye, the archive consists of an estimated 18,000 items and has a number of display galleries, an education centre and a 62-seat cinema.

The Centre attracts around 119,000 visitors per year comprising 34,400 unique visitors. Of those an estimated 18,900 (15%) come from outside the New Plymouth district with 10% of these estimated as international visitors. The Centre employs 19 FTE and 20 PTE staff plus an installation crew. The total annual budget for the attraction is \$4.5 million. The staff cost is around \$2 million. An entry fee of \$15 was introduced in 2017. An economic impact report commissioned by BERL in 2016 revealed the Centre contributed \$7.4 million annually in visitor expenditure, \$5.6 million in GDP and 103 FTE jobs to the New Plymouth economy.

Puke Ariki, also in New Plymouth, contains a museum attraction, library, archive centre, i-SITE and café. The museum component employs 14 staff and three to four hosts. It operates on a \$5 million annual budget, attracts up to 300,000 visitors per year and entry is free.

The Kaikoura Museum opened in November 2016 at a cost of \$2.2 million mainly in fit-out costs. It contains a main museum space and smaller community exhibition gallery, an archive store, research, work and store rooms. The museum employs 2.4 FTE staff and is supported by volunteers. The museum operates on an annual budget of \$220,000 and fundraises for projects. The main audience is the visitor market, estimated at 90% with 10% local. The long-term total number of visitors is unknown as Kaikoura's visitor industry is still recovering from the earthquake. Admission is \$12 for adults, \$10 for 65+, \$6 for children and free to locals.

The Te Awahou Nieuwe Stroom in Foxton combines a community centre, museum (representing local hapū and Dutch heritage), library, learning space, gallery and café within one complex. Opened in November 2017, the centre was converted from a Mitre 10 store at a cost of \$8.6m. The interpretation was undertaken for \$2 million. Visitor numbers and operating costs are unknown.

While not directly included in this research, it is noted from annual reports that the Canterbury Museum's operating expenses are in the vicinity of \$8 million pa with \$4.5 million in staffing costs. The attraction hosts 785,000 visitors per annum. Toitu Early Settlers Museum, Dunedin, reopened in 2012 after a \$37.4 million redevelopment. The facility now attracts 320,000 visitors annually. These museums have free entry.

This analysis demonstrates models of operating ranging from community-based entities like Kaikoura and Hokitika's former operation, with around four to five FTE and operating budgets under \$500k to the large institutions with multi-million-dollar budgets.

## RULE OF THUMB

Professional advice has been sought and it is understood as a rule of thumb that a 1:1 ratio of staff salaries to operating expenses can be applied to guide the estimation of the cost of operating, with a further budget to cover exhibition development and borrowing. The cost of staffing benchmark used is \$80,000/employee across an entity.

The important point is that the level of staffing relates to the purpose and nature of the project and experience. Simple display and self-guided experiences can be managed on minimal staffing as the comparative analysis indicates. The aspiration of a New Zealand centre raises that expectation. Discussing the likely ballpark staffing requirement with those in the industry indicates the following disciplines:

- A Director;
- Business Operations Manager;
- Building Facilities Manager;
- Financial Manager;



- Secretarial/Admin Support;
- Marketing/media;
- Kaitiaki Māori;
- Education Programmes;
- Exhibitions;
- Exhibition technician;
- Collection management;
- Retail and front of house/reception rostered staff over extended hours.

It is noted that some roles may be shared under Destination Westland, for example, financial, marketing, facilities management and operations and events.

This suggests an additional staff of between 15 and 20 at a total staff cost of \$1.2-\$1.6 million. Applying the 1:1 ratio operating costs are forecast at twice that. The table below indicates the visitor numbers required at the various price points assuming no other income streams (GST excluded).

OPTION 1 – 15 EMPLOYEES				
	VISITOR ENTRY REVENUE REQUIRED \$	PRICE PER VISITOR	VISITOR NUMBERS REQUIRED	% SHARE OF HOKITIKA MARKET
Scenario 1	2,400,000	20	120000	12%
Scenario 2	2,400,000	18	133333	13%
Scenario 3	2,400,000	15	160000	16%
Scenario 4	2,400,000	12	200000	20%
Scenario 5	2,400,000	10	240000	24%
OPTION 2 – 20 EMPLOYEES				
Scenario 1	3,200,000	20	160000	16%
Scenario 2	3,200,000	18	177778	18%
Scenario 3	3,200,000	15	213333	21%
Scenario 4	3,200,000	12	266667	27%
Scenario 5	3,200,000	10	320000	32%

\*based on 1 million visitors

This level of paying visitation is considered high by some consulted within the sector and within the comparative analysis. Further market research is required to determine the optimal pricing structure.

The other income streams are the current operational grant from the Westland District Council of \$340,000, net profit likely to come from retail and sub leases, together with small income from functions and events.

The other potential income stream is from evening shows. One scenario for the potential demand for a night-time attraction in Hokitika can be calculated from the 700 visitor stay-units (e.g., hotel rooms, motel units, van and tent sites) within a 20 minute drive from Hokitika, the overnight occupancy ratios and visitor arrivals recorded in Statistics NZ's Commercial Accommodation Monitor for the year ending 31 October 2018, and the demand for a night-time attraction derived from the Hokitika Visitor Survey 2018.

The analysis gives 88,530 potential customers (on average 243 per night). A charge of \$20 (excluding GST) per head would give a potential annual revenue of \$ 1,770,600.

One specific style of activity is unlikely to capture the total potential. A pounamu centre / museum based activity would be constrained by the theatre space available, perhaps requiring multiple shows at peak periods, and would require additional staffing. The potential indicated suggests that a detailed business case should be undertaken to determine the viability of a night-time attraction at the pounamu centre / museum.

The other operating models are free entry with paid attractions or to move to a much more commercial operation, such as Te Puia, The Antarctic Centre, West Coast Wildlife Centre, Rainbow Springs, with admission between \$40-\$50 per adult.

As outlined above, these are important considerations in the next stages of planning to ensure the values and viability of the experience are aligned.

### 3.10 PROJECT PLAN AND TIMELINE

The following Project Plan has been prepared separating the Carnegie Building strengthening and the construction of the new Centre.

#### THE CARNEGIE BUILDING STRENGTHENING

The strengthening project is scheduled to begin immediately following the Lottery announcements in June if successful. Completion and fit-out are expected to be finished and the building reopened for summer 2020.

#### THE POUNAMU CENTRE AND MUSEUM EXPERIENCE

Development of the main facility has been divided into three stages:

Preliminary Planning with completion in	April-June 2019
Mobilisation post funding approval to approval of site	April 2019-December 2020
Demolition and Construction	December 2020-March 2022

Below is a summary of a proposed construction project plan and timeline. A more detailed timeline is included as Appendix 7.

#### BREAKDOWN OF TIMELINE

Item	Duration
<b>Preliminary</b>	
Engage Project Team	1/12/18 - 28/02/19
Early Scope Prep	14/01/19 - 28/02/19
Confirm Scope and Prep	01/02/19 - 30/05/19
Confirm brief scope for Museum Pounamu Centre and Library	10/02/19 - 10/06/19
Confirm land title ownership and associated legals	27/02/19 - 09/04/19
Prepare Consultants Scope of Work	27/02/19 - 09/04/19
Develop partnership - community consultation - liaise with other Crown interests and Iwi	20/03/19 - 10/06/19
<b>Mobilization post crown approval</b>	
Consultant Engagement tender and approval to engage	01/04/19 - 30/06/19
Confirm brief with Council and partners	01/04/19 - 30/07/19
Site Investigation	01/07/19 - 30/08/19
Initial design briefing scope	01/06/19 - 30/09/19
Initial Design	01/09/19 - 30/11/19
Definitive Design and Resource consent	01/11/19 - 30/04/20
Construction Documentation	01/04/20 - 30/09/20
Building Consent and Tender	01/09/20 - 30/11/20
Approval and Site Mobilization	01/12/20 - 23/12/20
<b>Construction &amp; required Demolition of Current Buildings</b>	01/12/20 - 30/01/22
Fit out and Install offices and Museum	01/11/21 - 31/03/22
<b>Pounamu Centre Exhibition</b>	
Liaison & Development of Pounamu Exhibition Consent	01/07/19 - 23/12/20
Engage Consultant for Pounamu Exhibition	1/10/2019 - 23/12/19
Contents design and research period	1/1/2020 - 30/08/21
Fit out and install period	01/08/21 - 31/03/22
<b>Carnegie Building</b>	
Design work and documentation	Completed
Funding application and approval	01/12/18 - 30/05/19
Consent application	01/06/18 - 01/08/19
Tender	01/06/18 - 16/08/19
Construction	16/08/19 - 01/08/19
Interior fit out Design	01/03/20 - 30/07/20
Interior fit out construction	01/07/20 - 30/11/20

# SECTION 4 – FURTHER CONSIDERATIONS

## 4.1 NEED FOR THE ATTRACTION

### PHYSICAL NEED

The current buildings both have seismic issues and fall beneath the NBS for a museum and place to house public collections. While the Carnegie Building is to be strengthened to 100% IL2 major issues remain with the condition and attractiveness of Drummond Hall.

This indicates a physical need for a modern purpose-built facility to meet cultural needs, to tell the stories of the people of Westland, hold collection items and provide research facilities and resources. A new facility will better enable local people to retain, present, understand and celebrate the origins of their identities and how their communities have become what they are.

### COMMUNITY NEED AND ASPIRATION

The Hokitika Museum is well supported by the community and as outlined within the discussion in the demographic profile section of this report, the community has a very strong active following in the creative and heritage sectors. The education sector has indicated it would use the centre across many learning areas within the curriculum and Westland High School would look to partner on funding a joint education role between the institutions.

Creating a New Zealand Centre for Pounamu has also been a long-held desire of members of Poutini Ngai Tahu. Planning two decades ago led to the small arrival display in the former museum, much less than the original aspiration.

In terms of the library, it is outgrowing the current facility, requires more flexible spaces and is in leased premises.

This project is therefore founded in the needs and aspirations of the local community.

### THE VISITOR MARKET

The West Coast is one of New Zealand's fastest growing tourism regions with over 1 million visitors (over 1.4 million visitor nights) per year and growth forecast at 9% YE June 2018. The Tourism West Coast Marketing Strategy 2017-21 proposes an average annual increase in visitor numbers of 6.6% or 26.4% over the period.

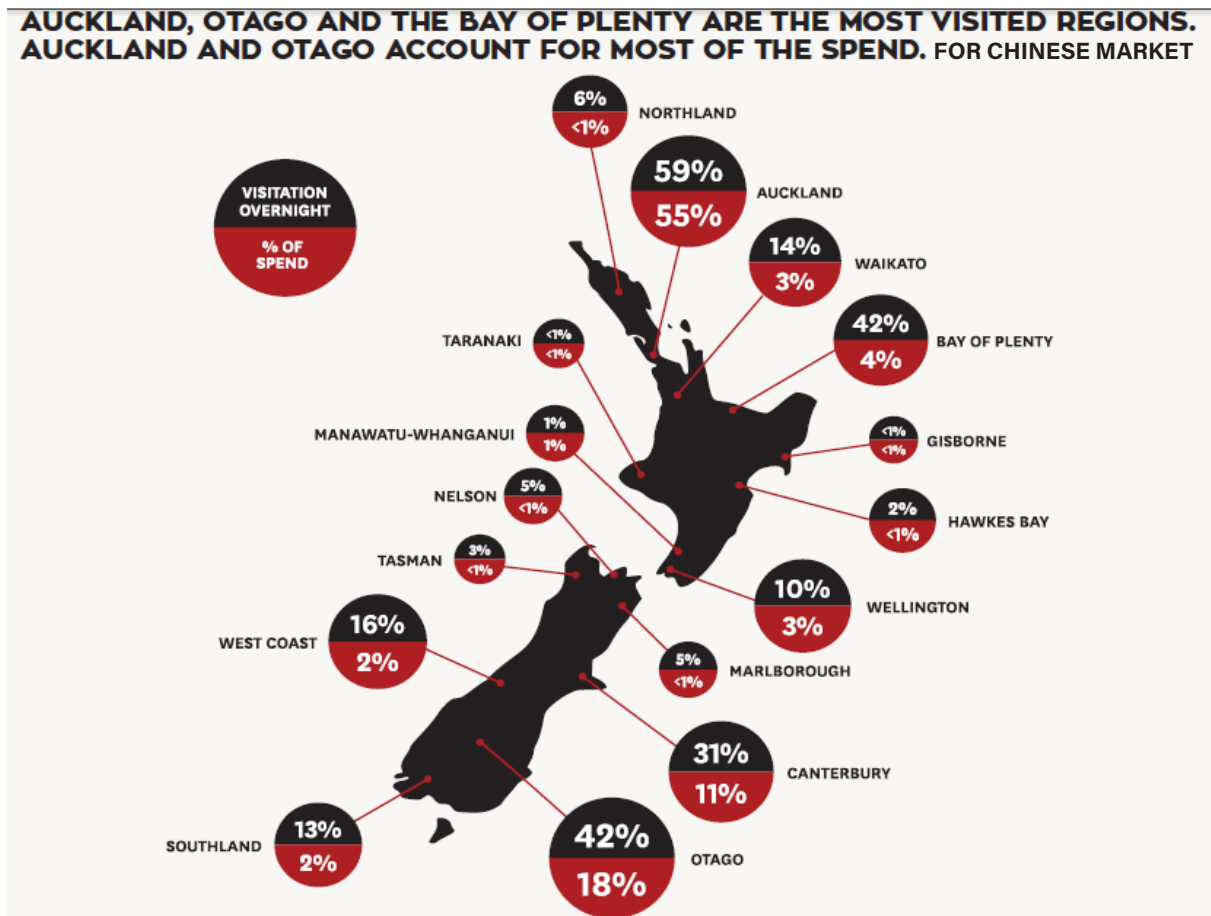
Virtually all visitors to the West Coast pass through Hokitika. Research undertaken by Heritage West Coast between January and March 2018 revealed that up to 78% of visitors know nothing or very little about Hokitika. It is a stop either through the day or overnight while en route to the glaciers and Queenstown, Christchurch or other destinations. Fifty-three percent of those visitors are in town for less than four hours. Further, the research confirmed Hokitika lacked things to do, particularly in the afternoons, during wet weather and in the evenings. Sixty-three percent of visitors indicated they would attend an evening event. Where the biggest opportunity exists is that 60% of visitors indicated they could stay longer, some considerably longer. Further, 35% of visitors indicated they would like to visit a local museum.

The research also identified the need for Hokitika to become better identified as a destination. It is a town that visitors enjoy and would spend more time in. The development of this attraction would create an icon and help develop Hokitika as a brand and stopping point in its own right.

Feedback from those working in the industry also identified that if the West Coast didn't develop more product it will start to lose market share.

Also emerging from the research was the understanding that, with the Hokitika Gorge being promoted as an icon by Tourism West Coast, many visitors are not staying long in Hokitika in order to enable them to include the gorge in their itinerary. This is understood to be a contributing factor to visitors not stopping as long as they could in Hokitika. Creating a leading attraction in Hokitika would sit alongside Tourism West Coast's Hokitika Gorge icon strategy to ensure an economic return (through visitor stay and spend) occurs in Hokitika and surrounding communities as there is no commercial product at the gorge.

Another need in tourism is to increase visitor spend on the West Coast. The infographic and Table 1 below indicate that the spend per visitor is significantly below the proportion of visitors the region has in each market. While it is recognised that many factors impact on these figures, they indicate a need to gain a greater spend per visitor. One of the goals of the proposed facility is not only to capture a greater spend in Hokitika but to also act as a hub and disperse visitors to the sites and other attractions throughout the district, and potentially the region, helping to grow the attractions in smaller towns.



**TABLE 1 MARKET SHARE AND SPEND PER COUNTRY**

Year 2017	China	Australia	USA	UK	Germany	Japan
% of Visitors to NZ Who Overnight on West Coast	16%	18%	24%	52%	62%	4%
% of NZ Spend on West Coast	2%	2%	3%	3%	6%	< 1%

Source: Tourism NZ – Market Information, 2018

As part of the research undertaken in the Heritage West Coast's *Westland Culture and Heritage Tourism Development Project* the visitor survey included questions to gain an insight from visitors who did know something of the district's history and what they would like to know more about. The greatest interest was in the gold rush and gold mining stories. Other topics included explorers, early pioneers and their lifestyles; settlement and the development of the town; Māori history, customs, mythology and interactions between Māori and Europeans and people stories, including how people live today. The economic history

of the industries, how the Coast has changed and developed and today's industries was also a theme in the responses. Other things individually mentioned included: anecdotes, dark stories, first-hand accounts, true crime stories, important events in the past, fun facts, more about the asylum, natural history – flora and fauna, the influence of ethnic cultures and the Irish influence.

Tourism New Zealand has recognised an increasing demand in world tourism for visitors wanting to learn more about how local people live (our culture) and how their history and geography have brought this about (our heritage). Tourists want to interact with local people, learn and understand their stories and be involved in local activities. Such tourists tend to stay longer, spend more per day and go home more satisfied. Tourism New Zealand is now including "people" and "culture" into their marketing campaigns.

These factors indicate the need that exists for this proposed development.

## 4.2 STRATEGIC FIT WITH OTHER PROJECTS AND INITIATIVES

The project is not seen as something that stands alone. It both supports and is supported in a number of other initiatives. These include:

- *Tai Poutini Economic Development Strategy 2018-25.* The region's latest economic development strategy has identified the project within this plan.
- *Westland District Council's Long Term Plan, Economic Development Plan 2018, Provincial Growth Fund application and Hokitika CBD Planning.* The project has been included in the LTP with \$4.8 million in loan funding allocated in 2022-24. It is considered the leading project with the Westland District Council's applications to the Provincial Growth Fund. Westland District Council's newly formed CBD Development Committee planning the future infrastructure and transport flows in Hokitika are incorporating the project within their considerations.
- *Westland Heritage and Cultural Tourism Development Project.* This project has identified cultural and heritage tourism as a missing pillar in the region's visitor offering. What has emerged is a plan that incorporates a number of other initiatives to grow cultural and heritage tourism. These include planning being undertaken by the district communities; the Department of Conservation; Heritage New Zealand and the Ministry of Culture and Heritage; the national Tohu Whenua Landmarks project that is being rolled out on the West Coast and the UNESCO Global Geopark sites project. It is the foundation plan to elevate and enhance these assets in Westland, proposing around 25 projects, some of which are already underway. This plan also includes a mobile and online marketing plan.
- *Tohu Whenua Landmarks.* Hokitika Wilderness Goldfield, Port, Commercial Centre, and Capital has been selected as a Tohu Whenua of national significance.
- *Heritage West Coast's Strategic Vision 2015-25.* Amongst the goals within the plan for the region is the promotion and elevation of sustainable cultural and heritage tourism experience.
- *The Tai Poutini Māori Tourism Strategy.* While yet to be launched, the plan's aims are understood to include supporting and fostering Poutini Māori tourism initiatives and giving Māori culture and stories a much greater place within the local tourism industry.
- *Tourism New Zealand.* Supporting their new emphasis on people and culture within their branding and marketing.
- *KiwiRail's proposed passenger service between Westport and Hokitika.* The proposal of a new passenger service is in feasibility study stage. To assist the viability of the service, having a nationally significant feature at the end-point of the journey is likely to encourage visitors to travel the full length of the trip to its endpoint in Hokitika.

## 4.3 BENEFITS OF THE PROJECT

The new facilities are seen as providing a wide range of benefits that include:

- A place to present the story of pounamu and those of the district and the communities to a local, national and international audience.

- A place to correctly preserve and care for the treasures of the district.
- The development of a leading visitor attraction for the West Coast and a place where the entire region can benefit from the promotion and dispersal of visitors to see attractions in the communities of the Coast.
- The creation of a leading visitor attraction in Hokitika and development of the town into a destination, rather than a stop en route to somewhere else where the time and dollar spend are limited.
- An all-weather and evening attraction driving a longer stay, increased spend, and the extension of the off-peak visitor season.
- Increased spend into Hokitika businesses together with creation of new businesses, related employment and downstream economic and community impacts.
- Direct employment estimated at up to 20 FTE professional staff and a number of seasonal front of house staff and hosts.
- A place potentially for local artists to work from, their arts, crafts, carvings and weaving to be sold and for new tour companies to operate from.
- The central node in the network of linked heritage and cultural attractions throughout Westland proposed in Heritage West Coast's Westland Heritage and Cultural Tourism Project, with each site referring visitors to sites where other parts of a story are told.
- A purpose-built education centre providing opportunities to present cultural heritage stories to all audiences including specifically enriching the school curriculum across the social sciences; Te Marautanga O Aotearoa; tikanga; the arts, carving and weaving; technology; science, history and geography; language, tourism and even mathematics. Westland District schools have indicated a demand for better access to resources for teaching local history and geography.
- A purpose-built and vibrant library that is able to cater for and play a much more active role in community development and meeting the needs of visitors.
- Restoration, retention and repurposing of an historic icon building.
- Enrichment of the arts through the establishment of a dedicated gallery.
- Growth in the arts, culture and heritage sector through the addition of many more professionals living and working in the area.
- Provision of a leading southern anchor attraction for the proposed KiwiRail Westport-Hokitika daily two way tourist passenger service.

#### 4.4 SUPPORT FOR THE PROJECT

This project has emerged from an independent planning process through discussions at foundation meetings with representatives from:

- Westland District Council (Chief Executive and senior management, Councillor for Arts, Culture and Heritage and museum, library and i-SITE management staff),
- Te Runanga o Ngati Waewae
- Te Runanga o Makaawhio
- The Department of Conservation
- Heritage West Coast
- Heritage Hokitika
- Westland Industrial Park

The New Zealand Pounamu Centre project was proposed by local iwi Te Runanga o Ngati Waewae and Te Runanga o Makaawhio at these meetings.

In addition, consultation has been undertaken with:

- Tourism West Coast
- Heritage New Zealand
- Canterbury Museum
- Museum of New Zealand Te Papa Tongarewa
- Museums Aotearoa
- GNS Science

Discussions have been held with the principal of Westland High School to gauge the relationship and support from the education sector. This is extensive across many curriculum areas of learning, the high school proposing jointly funding the education role.

All involved have expressed their support for this project with most supplying support letters. These are attached as Appendix 3.

The Westland District Council has identified and presented the project to the New Zealand Pounamu Centre-Hokitika Museum project to the Provincial Growth Fund as the leading priority project to this fund from the district. They have also included \$4,879,500 within their long term plan. The recently appointed museum Director's role also includes functions to assist with the development of the new facility.

The Carnegie Building has been identified, and has long-standing support as an important heritage building by the community. Led by Heritage Hokitika the community raised \$1 million and restored the building in 1998. The Westland District Council has also led the planning for the strengthening of the building and allocated Major District Initiative funding to support this work being undertaken.

The letters and actions provide evidence of the high level of local and national support for this project.

## 4.5 OTHER PROJECTS TO BE CONSIDERED

### OTHER RELATED CULTURAL HERITAGE PROJECTS

#### *SHANTYTOWN ARCHIVE PROJECT*

Shantytown is planning to build an archive facility. While it is being designed to meet their needs, it is proposed to be available to any other entities on the West Coast and could serve as a regional archive should West Coast Councils and other entities choose to utilise it. The project is at the stage of having completed a West Coast wide feasibility study, prepared a concept design, undertaken geotechnical tests and gained a quantity survey to determine the cost of the facility. Included in the design is a repository building 600m<sup>2</sup> containing a repository of 480m<sup>2</sup> and plant room, office, reading room, inward archive area, assessment and description area, conservation area, store room, meeting and amenity areas. The proposed facility is to meet the full requirements to gain archival repository status.

The ownership model is yet to be determined. The options include ownership by the main entities using the facility.

This project has been submitted to the Provincial Growth Fund and will also be eligible for funding through Lottery Environment and Heritage and the Regional Culture and Heritage Funds.

#### *CANTERBURY MUSEUM REDEVELOPMENT*

Canterbury Museum is planning a redevelopment. No detailed design plans currently exist. Within their earlier planning a display of the pounamu from within their collection was indicated as being considered

in this development. Amongst the works held is the collection of New Zealand's leading authority on pounamu, the late Russell Beck.

### *THE WESTLAND CULTURAL AND HERITAGE TOURISM DEVELOPMENT PROJECT*

The West Coast scenery and environment is internationally renowned, however, it is also steeped in heritage and this is considered the missing pillar in the tourism offering. Led by Heritage West Coast, this project contains around 25 projects from Arthurs Pass to Jackson Bay designed to elevate cultural and heritage tourism. A funding application has been made to the Provincial Growth Fund.

## LEADING CULTURAL AND HERITAGE PROJECTS IN THE GREY AND BULLER DISTRICTS

### *GREY DISTRICT*

**History House** – Former home of the Grey District Museum, History House has been closed due to the need for seismic strengthening. A pop-up museum was created in a vacant retail premise in the CBD over the 2017-18 summer period. The expiry of the lease and a long-term tenant being found has meant the closure of the museum and the displays relocated back to the History House building. The Grey District Council has now committed to strengthen the building. Its long-term future is yet to be determined.

**The Greymouth Discovery Centre** – The concept of a Discovery Centre has been mooted for a number of years. Amalgamations of the Left Bank Art Gallery and History House Museum have been suggested, however, no concept planning is understood to have been undertaken and no firm proposal has come before the Grey District Council.

### *BULLER DISTRICT*

**Coaltown Museum Redevelopment** – The story told within Coaltown is currently limited to coal in the Buller and Westport Harbour. This proposed \$3m redevelopment will expand the building and aims to introduce the wider stories of the Buller. A feasibility study for the project is in progress and an application has been lodged with the Provincial Growth Fund for the project.

**Dolomite Point Redevelopment Project** – The proposal to build an 800m<sup>2</sup> \$5 million experience to showcase the site is proposed by the Department of Conservation in partnership with Te Runanga o Ngati Waewae. This is part of a wider \$25 million improvement to Punakaiki that includes upgrades to parking and an underpass between the commercial centre and the natural blowholes attraction. Funding for this project through the Provincial Growth Fund has been announced.

**Reefton Powerhouse Project** – The Reefton Powerhouse Project involves the reconstruction of the former power station, water race and buildings with a modern plant alongside generating power to provide the income to sustain the centre. This will operate as an interpretive centre telling the story of the first public electricity supply in the southern hemisphere and how it started in 1888. The project has just received a grant of \$2.874 million from the Lotteries Grants Board Significant Projects Fund and construction is underway. A shortfall of funding potentially in the vicinity of \$500,000 is estimated before final completion is achieved.



## NATIONAL POUNAMU EXHIBITIONS AND PROJECTS

### LEFT BANK ART GALLERY

In 1984 West Coast Society of Arts Inc developed a vision to hold a jade exhibition on a biennial basis and from each select and purchase work that would become a national permanent collection of contemporary pounamu art. Sponsorship secured from Air New Zealand funded the exhibition and the purchase of collection pieces from 1986 to 2000. Works by New Zealand carvers Donn Salt and John Edgar were commissioned for the collection in 2000 with a grant from Creative New Zealand. Both the exhibition and collection were of national significance. The exhibition was, during that time, the only national pounamu exhibition held in New Zealand and the permanent collection was, and may still be, the only public collection on permanent display where contemporary styles from the 1960s onwards by New Zealand's best artists can be viewed together.

The 1990 Sesquicentennial Project received funding from the 1990 Commission enabling the Society to purchase two magnificent pounamu boulders and bring together nine of the country's leading pounamu artists to work in their own styles on the stone. The largest boulder travelled the South Island and was carved by Russell Beck (Invercargill), Robyn Barclay (Milton), Ian Boustridge (Greymouth), Brian Robinson (Kumara) and Peter Tennent (Greymouth). The smaller boulder went north to artists Paul Annear (Auckland), John Edgar (Auckland), Hepi Maxwell (Rotorua) and Donn Salt (Whangarei). The pieces journeyed for two years before being joined with a muka (flax) rope woven by Dante Bonica and returning to coincide with the opening of the Left Bank Art Gallery in its current riverside location on 23 May 1992. They now form the centrepiece of the permanent collection.

Commissioning of the carved entranceway to the pounamu collection was undertaken in 1998. Te Ara Poutini – Pathways to Greenstone was carved by Tony Manuel and Turi Gibb and depicts the foundation Māori story of pounamu.

The West Coast Society of Arts, Te Runanga o Ngai Tahu, Te Runanga o Ngati Makaawhio and Te Runanga o Ngati Waewae worked together to present the premier exhibition *Mana Pounamu* in 2002. This exhibition drew together traditional and contemporary pounamu pieces as the tribe celebrated the Year of Pounamu.

### NEW ZEALAND JADE ARTISTS SOCIETY EXHIBITION

Exhibitions of traditional and contemporary carvings have been organised by the New Zealand Jade Artists Society and held in in Hokitika in 2014 and 2016. These attracted over 40 exhibits in a number of sections with awards made. Funding to run the event was difficult to source and it has been discontinued.

### KURA POUNAMU - TREASURED STONE OF AOTEAROA

*Kura Pounamu: Our Treasured Stone* was created by and shown at Te Papa from September 2009 to July 2011. It was then reworked for touring internationally and was exhibited at five venues in China from November 2012 to June 2014, and in Paris from May to October 2017. The exhibition is on display at the Canterbury Museum from 15 December 2018 – 3 June 2019.

*Kura Pounamu* tells the story of this most precious of stones, its significance for Māori and Ngāi Tahu as the kaitiaki (guardians) of the resource, and its enduring value from ancient times until today.

The exhibition includes some very rare cultural treasures, including 95 hei tiki (greenstone neck pendants), 20 mere pounamu (short club weapons), and four large pounamu touchstones, the largest of which "Te Hurika" weighs in at 170kg.

The earliest pounamu pieces in the exhibition are believed to be the



toki (adze blades), tools used for working wood. Some are thought to originate from early settlement times some 700-800 years ago, and replicate East Polynesian adze shapes.

It has been suggested that this exhibition (or parts thereof) could be displayed either temporarily or as a permanent installation in the proposed New Zealand Pounamu Centre.

## 4.6 PROJECT BARRIERS AND RISKS

The matrix below outlines the main barriers and risks that have been identified to date that could impact on both the success of the construction and the ongoing operations of the facilities.

### *Project Risks*

NATURE OF RISK	IMPACT	LIKELIHOOD	PROPOSED MITIGATION
Capital Funding shortfall	High	Medium	PGF funding will likely be known by March 2019. If unsuccessful the project can be planned and implemented under the long term plan in 2022-24 with leverage to raise between \$10-15 million possible.
Project Creep	High	Medium	Strong governance, professional project management and reporting.
Geotechnical risks	Medium	Medium	Geotechnical reports undertaken in early stages of the project across the site.

### *Longer Term Risks*

Operational affordability	High	Medium	Detailed planning at concept design stage to determine viability. Prudent budget management, commercial attractions developed with the facilities.
Tourism Downturn	Medium	Medium	Scale back operations.
Inability to attract professional staff	Medium	Medium	A potential issue going forward. Training of local people.
Un-insurability	High	TBC	Unknown at this stage
Natural hazards – Earthquake, flooding, sea encroachment, tsunami	High	Unknown *	

# SECTION 5 – CONCLUSIONS AND RECOMMENDATIONS

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In determining if the project is feasible the following are guiding considerations coupled with the key points of the findings for each within this study:

## *Is there a need for the project?*

For Poutini Ngai Tahu, the project would address a long-held aspiration. From a building perspective, while the Carnegie Building is being strengthened, Drummond Hall is not fit for purpose as a museum collection and archive storage facility into the future. A suitable facility is required to present and preserve the district's heritage assets. A new facility provides the opportunity to do this in an up to date and leading way. The 2018 Heritage West Coast Westland Culture and Heritage Tourism Development Visitor Survey indicated the town has little identity, with 78% of visitors knowing next to nothing about the town. It is largely a stopover point en route to other locations, yet it is enjoyed and has the potential to play a much greater role in tourism. Visitor spend was identified as low. More daytime, evening and wet weather activities have been identified as being required. Thirty-five percent of visitors indicated they would like to visit a museum and 65% indicated they would attend an evening attraction.

The library is in a leased facility that it has outgrown and requires more flexible spaces.

Need exists across several aspects of this project.

## *Do the key stakeholders and the community support the project?*

The concept was proposed by both Poutini Ngai Tahu runanga. The Westland District Council has backed the project financially through the Long Term Plan, the appointment of a new museum Director charged with the development of the museum, and put the project forward as its top priority to the Provincial Growth Fund. Community support has been expressed through the local heritage and arts groups and within the education sector. A number of national organisations have also been involved in the project and indicated their support. This is all evidenced by the support letters provided.

## *Can the capital cost of the project be raised?*

The estimate of capital cost is \$32 million for the entire project. Further work is required in refining the spaces and actual costs. The Provincial Growth Fund is currently seen as pivotal in determining the scale of the project and how quickly it can progress. The outcome of this application is expected to be known by March 2019. If unsuccessful or just part funded, the project would have to be reduced in scale. Westland District Council has \$4.8 million included in the Long Term Plan that could provide leverage from up to \$14.4 m from Lottery or Ministry of Cultural and Heritage funding for this project, however, this funding is scheduled for 2022-2024. Seed funding for planning would also be required.

In considering the above, the project will have the capital to proceed, the Provincial Growth Fund outcome will determine the scale and timing.

## *Can the operational and maintenance costs be met?*

The operational and maintenance costs have been considered at a high level and would be determined when more detailed planning has been completed and the staffing requirement determined. The scale of the facility can range from a lower staffed display-based operation to one that has comprehensive interactives and is extensively hosted. A number of price and visitor number scenarios exist. Current estimates of staffing between 15–20 see the facility requiring between 120,000 and 320,000 paying visitors

per year to break even at entry pricing between \$10-20 pp. This figure is considered high based on comparative analysis. Not all revenue streams have been fully explored including the viability of evening shows.

Taking into account that 1 million visitors pass through Hokitika and 35% of visitors in the Westland Cultural and Heritage Hokitika Visitor Survey 2018 would visit a museum, the New Zealand Centre for Pounamu and museum complex is proposed to be an attraction of international significance. Possibly colocated with the i-SITE and library it is expected to have much wider visitation than a stand-alone traditional museum.

Much more research is required to determine sustainability. The fact that, at this stage, no decision can be made around operational sustainability should not stop the project progressing to concept design planning.

***Is the project likely to gain Resource and Building Consent?***

The location is zoned Commercial and all planning requirements appear to be able to be met.

Appropriate action will be required to be taken to gain an archaeological authority in accordance with the Heritage New Zealand Pouhere Taonga Act 2014, however, this is not likely to impede the project.

***Have alternatives been considered to enable due diligence that the best location option is proposed?***

Two alternative options have been considered. These are a location on the airport site and developing the attraction in the Government Building.

The airport site has the advantage of being elevated with no risk of flooding from the sea or river and would enable the gaining of archival repository status. It would also link the Westland Industrial Heritage Park outdoor museum with the indoor museum. The disadvantages are that the community cultural and visitor hub concept would be eliminated as visitors would be taken outside the CBD thus reducing spend in the town.

The Government Building was not considered as the best option for this project due to considerations of size, internal layout and the nature of the building.

***Does the governance model proposed have the skills and longevity to oversee the successful planning and construction of the facility?***

The Westland District Council is proposing a governance body comprising the Chief Executive and Councillor for Arts, Heritage and Culture, representatives from both West Coast Runanga, the Chief Executive of Destination Westland and a Project Manager. This team requires the addition of expertise skilled in developing and constructing this type of facility and local heritage expertise.

***Is the expertise in place to manage the project?***

Professional project management is proposed to manage the planning for the facility. The Hokitika Museum now has a professional Director in place to work on the project.

***Does the project align with and support other planning and initiatives?***

This project is included in the Westland District Council's Long Term Plan and regional economic development strategic plans. It is understood to align with the aims of the Tai Poutini Māori Tourism Strategy (not yet released), Tourism West Coast and Tourism New Zealand marketing plans, the Heritage West Coast Strategic Vision 2015-25 and the Westland Cultural and Heritage Tourism Development Project.

### *Are the project risks able to be mitigated?*

The recognised project risks are largely financial and should be mitigated through determining a clear purpose, good market research and utilising the expertise of experienced professionals in planning the project.

Issues of future professional staffing, tourism industry downturns and possible un-insurability are factors to be confronted at the time and should not impede this project at this stage.

### *Are the other issues, challenges and considerations able to be addressed?*

The other issues to be addressed in the next stages of planning are the nature of the archive and object storage facility and the relocation of the library and i-SITE. All require specific additional detailed planning that would occur at the next stage of this project.

## CONCLUSION

The attraction presented is of national and international significance. This feasibility study has undertaken a comprehensive analysis of this project with the information available at this initial stage of the project. The estimates for the capital build have not been prepared from a formal brief and are provided as an indicative guide. The scale of the project, capital and operational costs of the project will be determined more accurately at the next stage of the project.

The benefits of the project are important considerations, particularly the likely economic return in helping develop Hokitika as a destination and disbursing visitors throughout the district and potentially the West Coast region.

The strengthening work of the Carnegie Building should be advanced with its continued use as a gallery and exhibition space proposed.

The archive and object storage aspect of the project requires much more professional analysis to determine the appropriate solution for Westland. This work should also dovetail into the regional archive planning.

Further work is required to determine whether relocation of the i-SITE should occur, incorporating the planning underway by KiwiRail for the potential new passenger train service.

The inclusion of a new Council-owned library / community lounge would further enhance the site as a community and visitor hub, provide more space for library activities and give Council long-term security of ownership of this facility.

In taking the project forward, one of the first steps is the establishment of a formal governance group. The inclusion of expertise in the development of these facilities and heritage is recommended.

The formal resourcing of Poutini Ngai Tahu to enable a dedicated person/s to be engaged to work on this project is also considered an important next step provided funding can be identified.

While there are many factors to be considered in advancing this project, particularly around financial considerations, the conclusion from this analysis is that the project should be advanced.

### **RECOMMENDATION:**

The following recommendation is made:

*That the project at this initial level is considered feasible and should be advanced to Concept Design planning to enable more in-depth planning to determine the nature, scale, capital and operational costs of the facility. At this point the actual feasibility will be able to be determined.*

## APPENDIX 1 – HOKITIKA MUSEUM

Consideration of Future Development Options (20 September 2017)  
Prepared by Gurden Consulting Ltd.



# HOKITIKA MUSEUM

Consideration of Future  
Development Options

20 September 2017



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**Carnegie Building and Drummond Hall**

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## Executive Summary

The purpose of this report is to assist the Westland District Council in planning the future options for the Hokitika Museum following the decision taken to strengthen the Carnegie Building.

In undertaking the analysis for this report consultation was held with a range of people including museum and Council staff and the Councillor with the Museum portfolio, iwi and heritage group leaders and the Department of Conservation. Senior management staff from Te Papa with planning expertise in museum building, exhibition design audience experience and museum operations have visited and provided advice as have an archive facility design specialist and the regional archivist from Archives New Zealand. Discussions have also been held with Canterbury Museum who have pounamu collections and exhibitions plans. All have also signalled their ongoing support for the project. A planning forum was also held with many of these people.

What emerged from the planning forum is the opportunity to develop a new elevated museum building that could become nationally significant as the centre for pounamu from which other foundation New Zealand, regional and district stories, both Maori and Pakeha, could be told within a wider Hokitika Museum experience. These could include:

- The Maori creation and discovery stories of Maui, Ngahue and Kupe, pounamu and settlement that belong to Westland
- The goldrush, port, immigration and provincial capital
- Forestry and conservation management
- Survival in the wilderness, living on the edge, isolation and innovation

The concept includes a prominent arrival, exhibition spaces, gallery, and education and research functions. While educational, it also needs to be entertaining, fun and leading edge in how the stories are told. In addition to being a daytime attraction, the opportunity for evening experiences would exist which may include potential hospitality and conference related activities.

Raising the importance of the museum to that of national standing elevates the project in terms of visitation, funding, potential partners and sponsorship.

The pounamu theme could be developed in conjunction with and supported by three leading projects currently underway in the region. These are the Ministry of Culture and Heritage and Heritage New Zealand's nation *Landmarks* project that identifies the places New Zealand stories are told, which is set to roll out on the West Coast next year, and the Tourism West Coast/Regional Growth Study ICONS project, both of which have pounamu as a feature. The third is the Maori Tourism Strategy that will also no doubt feature pounamu.

The other major opportunity is the creation of a leading attraction for the region's almost 1 million visitors, nearly all of whom pass through Hokitika. The new museum would become a central hub directing people through the business centre, around the town, to places like the Westland Industrial Heritage Park with its aspirations to become a more prominent visitor attraction and that will soon have a miniature train ride experience, and out to other attractions throughout the district.

The relocation of the Hokitika Library to the Carnegie Building was raised to be explored with this concept. The rationale is based on the annual lease being paid and the synergies between staff, programming and the functions of the two entities. Consideration could also be given to the i-SITE.

The findings from this work are that six options exist for Drummond Hall.

1. Do nothing and set the exhibition area back up as it was.
2. Strengthen the building and set the exhibition up as it was.
3. Strengthen and develop a new enhanced experience attraction in the existing building.
4. Strengthen but with alterations reconfiguring it to a better layout and display.
5. Demolition and build a new purpose built facility with a new experience.
6. Build a new facility at the airport

In addition to the tsunami and flood risk the issues identified in Drummond Hall included cracked flooring in the main hall, floors cracked, slumping and detached from the wall at one point in the storage room, roof leakage, lack of insulation in the walls, a mix of design and functionality that may challenge the modern museum environment.

The first four options are considered the easiest and quickest solutions in the short term given \$0.5 million MDI funding is available for the entire upgrade of the buildings and the project meets both Lottery Environment and Heritage and Ministry of Culture and Heritage (MCH) funding criteria. These are however considered fall-back options should the preferred Option 5, presented in this report, not prove viable. In relation to Option 6, the Carnegie Building is currently considered to be at the heart of Hokitika and an important part of the story of the town, the central location ideal.

In terms of funding the project, a number of government sources exist including the Lottery Environment and Heritage, Significant Projects and Community Facilities funding and the Ministry of Culture and Heritage's Regional Culture and Heritage Fund. The partner organisations have yet to be explored.

The business case behind the sustainability of the museum could be based largely on the entry fee for out of region visitors. The operating expenditure is estimated at \$400,000 on the current model. With an annual visitation at just under 1 million and forecast to increase at 7%, taking a \$15 entry fee for visitors, operating break-even would be at around 2.5% market share. At 10% the income would be \$1.5 million and presents the ability to pay back any capital, return to partners, enhance the museum further and invest back into the further projects in the sector, community and Council.

Pursuing this new option, while requiring more investment, still enables the more simplistic options to proceed should this not prove viable.

Analysis of the storage of archives determined Drummond Hall is not suitable for this in the long term. Its location with a tsunami risk, the low lying nature of the building in relation to flooding, cracked and slumping floors and their departure from the wall, lack of humidity control and insulation in the walls are all contributing factors. Only a small amount of what is being stored is believed to require correct archive storage, the collection being assessed as part of this process. Given the technical nature of an archives facility, its high building and operating costs together with the fact that other West Coast Council and other entities are facing similar issues, pursuing a regional issue is proposed.

Furthermore Drummond Hall could be considered almost at its end of life as an asset and any rectification or refresh of the building would need to be challenged as the best value for money option. Its functionality and nexus to the Carnegie Building are not optimal and the property is poorly configured with the courtyard and public amenities to deliver the best operational and audience experience for the future. There is also real risk, as is often the case, that initial planning

for any repair-based project may not address all the issues, and that there are other issues that have not yet been identified that will become manifest. This would add further cost and delays.

The recommendations in this report are:

1. To undertake a study into the establishment of a new museum based on pounamu and other significant stories, incorporating the strengthened Carnegie Building and a purpose-built replacement for the Drummond Hall complex.
2. To undertake consultation with the other West Coast Councils in relation to establishing a regional archive facility.

## Introduction

The purpose of this report is to assist the Westland District Council in scoping the future planning for the Hokitika Museum which has been closed due to the need for seismic strengthening. The project involves consideration of three components: the experience, buildings and the archives.

The process used to undertake this work has involved:

- Consultation with the museum staff, Council officers, the Councillor for the Museum, Manager Westland District Properties, iwi and people involved in heritage organisations
- Discussions with the Lifeline Utilities Coordinator for the West Coast Civil Defence Emergency Management Group.
- Utilising the skills of Te Papa senior management staff to assist with the experience and building planning. This included visits and planning meetings.
- Utilising the skills of an archives buildings specialist and the Archives New Zealand Regional Archivist to assist with assessing the storage and collection.
- Holding a forum with lead representatives from iwi, DOC, heritage organisations, museum staff and the Councillor with the Museum portfolio to explore the future options of the experience and building.
- Liaison with the newly opened Kaikoura Museum to gain an insight into the operations of their facility.
- Consultation with the Ministry of Culture and Heritage.

The result of this work has formed the basis of this report.

### The Carnegie Building

The Council has agreed to strengthen the Carnegie Building to 100% NBS at IL2. Considerations of the future use of the building and incorporating any internal alterations should be incorporated in planning for its upgrade. Betterment or upgrading of infrastructure like electrical wiring, plumbing, new fibre cabling, energy savings are encouraged by the government's funding agencies.

### Drummond Hall

With Council having made the decision to strengthen the Carnegie Building, the initial discussions focused on Drummond Hall. Drummond Hall incorporates what was originally known as Drummond Hall with research room, exhibition hall and AV room; the Pioneer Hall where the archives are stored and the Courtyard.

There appear to be six options available to the Council for Drummond Hall. These include:

1. Do nothing and set the exhibition back up as it was.
2. Strengthen the building and set the exhibition up as it was.
3. Strengthen and develop a new enhanced experience attraction in the existing building.
4. Strengthen but with alterations reconfiguring it to a better layout and display.
5. Demolition and build a new purpose built facility with a new experience.
6. Build a new facility at the airport

One of the first considerations raised is the fact that the building is within an area subject to flood risk. With the Hokitika business area situated in a low lying area fronted by the river and the Tasman Sea, flooding from four different sources could impact on the museum site.

1. High intensity rainfall exceeding capacity of the stormwater system.
2. Hokitika River overtopping or breach banks.
3. Large waves, possibly combined with storm surge, overtopping foreshore protection works
4. Tsunami waves entering low lying areas

There are works in place designed to reduce the risk of flooding from the first three sources. These include a major upgrade to the town's stormwater and pumping system, river stop bank work and additional rock protection along the foreshore. However the risks of extreme rainfall events exceeding the capacity of pipes and pumps, extreme floods overtopping stopbanks or extreme waves entering the business area remain. Tancred Street near Drummond Hall is just above high tide level and below observed Hokitika river flood levels.

The risk of Tsunami is low but cannot be discounted. A large tsunami would have devastating consequences to the central business area with wave heights of 5 metres possible in an extreme event.

The risk of flooding, particularly that of a tsunami, means the site is unsuitable for the purpose of an archive facility and housing the district's important historical documents. A facility in this location would also not gain formal archival repository status. A further consideration is that Drummond Hall floor level is below the level of the Carnegie Building. The flooding in the June 2015 high rainfall event, (one in 100 year), came close to the level of Drummond Hall floor but did not enter.

While no in-depth building analysis has undertaken in the study, in addition to the flood risk, the following concerns were raised by those viewing the building:

- The floors are cracked in the main hall
- The floors are cracked, slumping and detached from the wall in one location in the archives room
- There is leakage from the roof in the archives room
- There is no insulation in the walls which increases the temperature control costs
- While the building apparently previously functioned well before the archives were moved into the Pioneer Hall, it appears to have a very poor configuration and visitor flow.
- The building is a mix of design, external and internal building materials that does not present well alongside the Carnegie Building.
- The investment in strengthening was not considered value for money in the long term, rather it was seen as delaying an inevitable much bigger investment that would be regretted within a few years.

In considering these factors, given that MDI funding exists and the project would meet both the Lottery Environment and Heritage and Regional Culture and Tourism Fund criteria, adopting Options 1-4 above ultimately strengthening the building would be the cheapest, quickest and easiest option in the short to medium term. This assumes the quotes for the strengthening work of both buildings are in-line with the estimates received and the one third minimum threshold funding requirement of Lottery funding exists. Details on the nature of an enhanced exhibition and any internal reconfiguration has not been considered at this stage. These would come from the work undertaken if the next and preferred option outlined below did not result in feasibility of the new purpose-built replacement for Drummond Hall. Discussion on Option 6 favours the museum remaining in the current location where it is at the heart of the town, is part of the story and ideally located for locals and visitors.

What emerged through the consultation was the opportunity within Option 5 for what is much more than a building project in the creation of a new museum of national significance and a leading tourist attraction for Hokitika.

## A Potential New Museum Experience

The approach taken at the planning forum was, rather than start with the building options, to first consider the experience. What emerged is replacing Drummond Hall with a new museum (raised to the height of the Carnegie Building) that centres on the pounamu story leading to the wider stories of the district. The following is the opportunity presented:

The foundation of the museum is in placing local needs and stories, both Maori and Pakeha, as the heart of its purpose or *reo*. On this basis, the museum will also provide the venue for an authentic quality attraction for the domestic and international visitor market.

The new museum concept aims to capitalise on the opportunity sitting with Hokitika given its positioning as the hub of tourism on the West Coast. The majority of the almost 1 million visitors per annum to the Coast pass through the town and growth has been forecast at 7% year on year.

The themes for the museum could include:

- The Maori creation and discovery stories of Maui, Ngahue and Kupe, pounamu and settlement that belong to the Westland
- The goldrush, port, immigration and provincial capital
- Forestry and conservation management
- Survival in the wilderness, living on the edge, isolation and innovation

The concept being proposed incorporates an appropriate arrival feature and experience (something Drummond Hall is unable to provide) coupled with exhibition halls, gallery, education and research spaces, many of which were incorporated in the former museum.

The proposal also recognises the fact that there are two museums in Hokitika, the Westland Industrial Heritage Park equally telling stories of the region's past, with aspirations to become a much more predominant visitor attraction and soon to open a short miniature railway excursion.

While bold, this proposal would then see the museum become a leading attraction drawing visitors through the town and out to other places where stories are told. Daytime and evening features could also be offered, the museum becoming a cultural hub for Hokitika and Westland.

### The Pounamu Theme

Local iwi representatives expressed their long held aspiration to present the pounamu story as a leading feature for the West Coast and a point of difference.

This theme fits with national, regional and local planning being undertaken within the Department of Conservation, Ministry of Culture and Heritage and Heritage New Zealand, Regional Growth Study and West Coast Tourism strategies where pounamu has been identified within the *Landmarks* and *Icons* projects.

*Landmarks* is to be rolled out across the country identifying and linking the places where New Zealand's stories are told. Initiated in Northland, this project moves to Otago and the West Coast next year. The Department of Conservation is currently compiling background work to link these sites and stories, pounamu identified as one.

ICON sites are the key storytelling and actively managed sites by the department. These are Denniston, Brunner and Waiuta. In conjunction with this the department is proposing the telling of the icon story of pounamu.

A Maori Tourism Strategy is being developed; pounamu is likely to be a key stream within this. This and the other themes are also a component of the Heritage West Coast Strategy and Cultural Tourism Project for Hokitika and Westland.

The significance of these stories and their strategic fit with other initiatives would elevate the museum in terms of standing, visitations, funding priorities, potential partners and sponsorship to that of national importance.

No financial modelling for the cost and return on this project has been undertaken as the project has not been scoped. Museum-build and display size and costs vary. Income could be generated through an entry fee, tours and retail sales. In considering the likely demand, West Coast tourism visitor numbers reached 985,631 for the previous year and is forecast to grow by 7% year-on-year. As an example, if an entry fee for visitors to the region was charged and this was \$15, with 2.5% of visitors paying to view the museum the operating break-even for the former museum would be reached. If visitation reached 10%, or around 100,000, revenue would be \$1.5 million. This presents the ability to pay back any capital, return to partners, invest back into the museum and into the further projects in the sector, community and Council.

Canterbury Museum has significant collections of pounamu and is undertaking preliminary planning for an exhibition within their redevelopment. They have offered support and expressed a desire to work together.

The offer of a sculpture with pounamu and precious stones from other countries facilitated by nationally recognised pounamu carver, artist and authority Russell Beck has been received.

Other opportunities include the establishment of the Mana Pounamu national exhibition on a biennial basis and Sister City and international relationships with the jade centres in other countries. These include Itoigawa in Japan, Hotien or Suzhou in China, Cowell in South Australia, Lillooet in British Columbia and Irkutsk in Siberia, Russia.

In considering the long term options for the museum, this proposal offers an opportunity to be explored.

## The Relocation of the Library

The relocation of the library to the Carnegie Building was also placed on the table at the forum to be considered within the project. The rationale for considering the relocation of the library is that:

- the Council is paying a significant ongoing lease (\$42,000 + GST pa) with right of renewal and a potential increase in 2018 in the current location.
- there are overlaps in the education and research functions of both entities and the opportunity for joint programming is seen, especially for youth.
- Museum researchers having access to the electronic resources on the library's public computers.
- Both entities' heritage references could be inter-shelved.
- both the library and museum have limited staffing and there may be synergies in the roles of staff
- operational cost efficiencies of amalgamation e.g. staff facilities, shared equipment use
- The library's free wifi is a drawcard for tourists that would serve a greater advantage from a leading tourism attraction that also promotes the district and region based at the Museum.

The negative/contrary aspects initially identified are as follows:

- The layout of the museum – an open plan layout works best for the library collections as users are drawn from one area to another when browsing. This would not happen with the current layout of the Carnegie Building.
- The library environment would be affected as there is lots of light in the present library. The Carnegie Building has very little natural light as there are no low windows.
- Being able to view much of the present library from the Issues desk means potential issues and problems can be resolved immediately. This line of sight will not be possible in the Carnegie Building.
- The current library is 575sqm. This space or preferably more is needed. The Carnegie Building is approximately 360 sqm.

Much more work is required to test the viability of this.



## Archives Storage

The expertise of Ashley Francis, who was in a lead role in planning the Auckland, Wellington and Christchurch archives facilities, has helped determine the recommendations for the future of the storage of archives. Ashley's report is appended to this report. The key points from his work are as follows:

Drummond Hall is not suitable for proper archive storage in the long term. As outlined above, there is a risk of flooding associated with the location, heat pumps are being used to maintain a constant temperature and stop fire alarms going off, there is no humidity control in place, no insulation in the walls which will increase temperature control costs, the floor is slumping and detached from the wall where this has occurred and dead rodents have been found. Deterioration will increase the longer they remain in the present storage conditions. While archive material is stored in Drummond Hall it should be shifted above the potential flood level.

The actual amount of material that is truly archival and to be held in perpetuity is considered to be quite small. Archival storage is expensive and only essential material should be stored in this way.

Archive facilities are extremely technical buildings to design in all aspects of detail, particularly the floors and air-conditioning, are expensive to build and operate. The likely capital cost would be in the vicinity of \$1.5 million, the ongoing operating costs with qualified staff \$250,000 per annum. This is a heavy cost burden for a small community and as the other West Coast Councils face similar issues, a regional facility with cost sharing should be considered. This would enable a professional skill resource shared between all Councils. Further it would enable provision of archival storage and skills for the community and businesses.

Expanding on Ashley's report, a model of Councils working together is the Archives Central facility in Fielding. This is jointly owned and utilised by the Hawke's Bay Regional Council, Whanganui District Council, Rangitikei District Council, Manawatu District Council, Palmerston North City Council, Tararua District Council, Horowhenua District Council Ruapehu District Council and Horizons Regional Council.

The alternative to regional archiving is commercial storage in a facility like Iron Mountain (formerly Recall) in Christchurch. The advantages of this are that it would negate the need for capital and related costs however annual storage fees would apply. As disadvantages, the community would lose the ability to readily access stored content, high costs exist for retrieval and transport of files for researchers, assuming they can identify the correct information required, and the archives can suffer damage due to lack of environment and care controls while out. There would also be a reduced digitizing skillbase in the region.

Conclusions in the report are that Drummond Hall should remain while a strategic planning exercise was undertaken to determine the future of the museum and archives. In the long term demolition and creation of a new purpose built structure was seen as the desired outcome.

In relation to the archives, he proposes that a small regional archives facility be investigated with other West Coast councils and interested parties. It is noted that Shantytown is proposing to build an archive facility and has extended an invitation for other parties to be involved.

This report endorses the recommendations from Ashley Francis's report.

## Archives Storage Room Issues



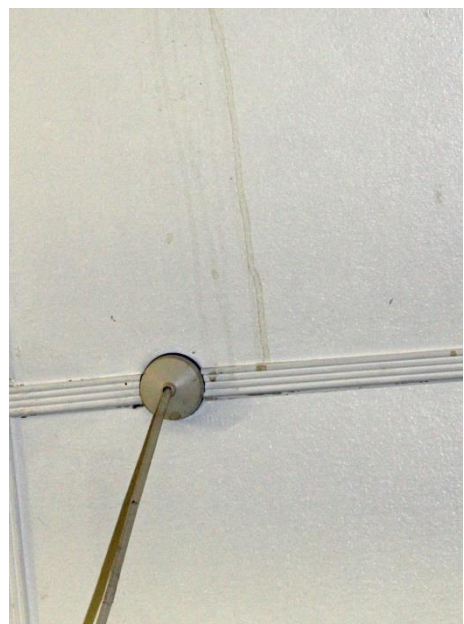
Cracking and subsidence between the walls, pillar and floor



Cracking between the southern wall and floor



Roof leaks



Roof leaks

## Project Funding

The new museum experience and archives projects would all meet the criteria for Lottery Environment and Heritage funding and the Ministry of Culture and Heritage's Regional Culture and Heritage Fund. The nationally significant experience proposed would also meet the criteria of the Lottery Significant Projects Fund. Lottery Community Facilities Funding would apply to the library and any other community aspects of the project. The Lottery applications require a minimum of one third funding in hand. The Ministry of Culture and Heritage fund is only available for one third of the project however this is understood to be accessed on a case-by-case basis.

No working or funding partners have been sought at this stage however, given the importance of the facility, there are likely to be a number emerge if the project is advanced.

Funding Source	Purpose	Criteria	Next Closing Date and Timing	Decision
Lottery Environment & Heritage	Building Strengthening for the Carnegie Building and Drummond Hall	33% required to be in hand	21 February 2018 Twice yearly	1 June 2018
Ministry of Culture & Heritage, Regional Culture and Heritage Fund	Building Strengthening for the Carnegie Building and Drummond Hall  Exhibition Experience	Funding required should not normally exceed 33% of the project cost however there is understood to be flexibility.	No Date Confirmed. Potentially after the election	
Lottery Community Facilities Fund	Library and Community aspects of the Project	33% required to be in hand	14 March 2018 Twice Yearly	22 June 2018
Lottery Significant Project Fund	Exhibition Experience	33% required to be in hand	21 February As determined by the Minister.	1 June 2018

## Timing

While the next application dates have been identified, for the museum concept to reach Detail Design planning, this will take much longer than the closing dates for the next round, potentially requiring a year or more of planning. In the meantime, applications relating to the Carnegie Building strengthening could proceed, using whatever is required of the Council's \$500K provisional allocation of MDI funding to the overall Museum upgrade project.

## Project Support

While in the early stages, a high level of planning support has been received for the concept. This includes those attending the forum from both the local runanga, local heritage groups, the Department of Conservation and the senior managers from Te Papa. The Director of the Canterbury Museum has also offered support.

## Conclusions and Recommendations

The requirements for earthquake strengthening have presented the Westland District Council with an opportunity to look to the future for both the Carnegie Building and Drummond Hall. While the option exists to view this as a building project with reinstallation of exhibitions, it has created the opportunity for a fresh vision for the museum.

What has emerged from this planning is the seed for something that could place the Hokitika Museum as nationally significant and a leading tourist attraction. The concept of incorporating a national pounamu centre as a centre theme within the museum and linking all the stories told with other attractions in the district and region supports the vision and direction of a number of national and regional organisations and strategies.

One of the challenges seen may be in identifying the funding partnerships for this proposal. This would however be determined if planning proceeds.

High level support has been offered for this concept from a number of organisations.

The commitment required by the Westland District Council is the endorsement and resource to take the project forward.

The recommendations of this report are as follows:

1. To undertake a study into the establishment of a new museum based on pounamu and other significant stories, incorporating the strengthened Carnegie Building and a purpose-built replacement for the Drummond Hall complex.
2. To undertake consultation with the other West Coast Councils in relation to establishing a regional archive facility.

# Appendices

## Appendix 1

Hokitika Museum & Archives – Review of Options by Ashley Francis

## Hokitika Museum and Archive

### Review of options

Prepared by Ashley Francis

23 July, 2017

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## Introduction

This report has been based on a site visit and on meetings with museum and Westland District Council staff on the 19th and 20th of July.

During the visit Les Singer provided an overview of the strengthening work proposed and subsequently I have viewed his cost report.

I have taken advice on the condition of the Drummond Hall roof and the earthquake resistance of both buildings.

I also understand that the Carnegie building will be upgraded to 100% of the NBS IL2 earthquake code.

## Summary

With the upgrade of the Carnegie building preceding the opportunity presents itself for the development of a charter and strategic plan for the establishment of the museum and cultural linkages throughout the community.

Drummond Hall should be retained in its present state while the strategic plan is prepared and be used for the storage of the collection and the archives. The future of Drummond Hall needs to be considered in the strategic plan but initial consideration indicates that demolition of the building and replacement with a smaller purpose-built building may be warranted.

The charter and the strategic plan should consider the linkages of the museum with other community cultural assets to ensure that the maximum value is obtained for the community.

The museum collection needs to be appraised and only those items necessary for display in the Museum retained.

The material held as archives will also need appraising and it is probable that much of that material would not need to be archived.

Drummond Hall by virtue of its location where it is susceptible to flooding, its poor condition, internal structure and layout, is unsuitable for an archive. Because of the high degree of

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atmospheric control and the floor loadings archives are highly technical buildings and are expensive buildings to construct and operate.

In order to reduce both the capital and operating costs it is recommended that an archive be considered as a West Coast regional asset which would reduce both operating and capital costs substantially.

## **Present Status**

At present options are being considered for the Carnegie building and the Drummond Hall complex. Both buildings represent an earthquake risk.

The Carnegie building is an iconic structure and there appears considerable support for the earthquake strengthening of it up to 100% of the NBS IL2 standard.

Cost options are also being presented for earthquake strengthening of Drummond Hall to the same standard.

At present Drummond Hall is at 38% of the code.

The cost options for Drummond Hall which are being presented include a new roof, covering over of the courtyard, removal of the trees within the courtyard and earthquake strengthening.

The museum which previously was housed within the Carnegie building and the Drummond Hall complex is now closed until the complex is considered safe to reoccupy.

Drummond Hall which was used as an extension to the museum is now used for the storage of artefacts and other objects of the museum collection. It is also used to store the district's archives. The floor in this wing of Drummond Hall appears to be subsiding with cracking in the floor and the floor has pulled away from the wall where the subsidence has appeared.

## **The Archives, Artefacts and Collection**

Archives are the paper documents, photographs and fabric items that require storage in archival conditions. Artefacts and the museum collection are comprised mainly of metal or wooden objects and are unlikely to be substantially affected by the current conditions.

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## Archives

The storage conditions for the regional archives are unsatisfactory in the long-term. There will be deterioration within the archived material and this will increase the longer they remain in the present storage conditions. The factors that are unsatisfactory are as follows:

- At present the area containing the archives is heated by heat pumps but there is no humidity control. The heat pumps will provide some control of temperature and avoid the substantial swings of temperature which are most damaging to the archives. The heat pumps were primarily installed to avoid false fire alarm signals and they have achieved this.
- There is no humidity control within the archive area.
- Dead rodents are evident in the same area that the archives are stored.
- There does not appear to be any substantial insulation, certainly there is none in the walls which are solid concrete and this will substantially increase temperature control costs.
- There is also the risk of flooding associated with Drummond Hall which precludes it and its location from use as an archive.

While the archive material remains in Drummond Hall it should be shifted and stored above any potential flood level.

## The artefacts and collection

Generally artifacts and the collection are comprised of metal and wooden objects and while less likely to be affected by the present storage conditions they should nevertheless be assessed and items susceptible to flood damage stored above the flood level.

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## Discussion

### Archive material

Material transferred to an archive will be held in perpetuity and because of this it is expensive to store. Consequently material being held for archiving should be assessed to determine its suitability for archiving and only essential items stored.

Among the archived material being stored in the Hokitika Museum there appears to be a considerable amount of material that should not be transferred to an archive.

In order to determine the quantum of material that needs to be stored in an archive this material needs to be assessed by a person qualified to do so. Chris Adams from Archives New Zealand, Christchurch, will be able to provide advice on what material to retain for archiving and what can be safely disposed of.

The difficulty with storing archive material is the high cost associated with both the building and with operation of that building into the future.

It is extremely important to recognise that the operational costs of an archive considered over its lifetime greatly exceeds the first cost of construction. As a consequence it is extremely important that the quality of both the building and the plant providing the atmospheric conditions are not selected on cost, rather they are performance and quality based so that operational costs are minimised into the future.

The capital cost of a small archive could be \$1.5 million with operating costs of \$250,000 per annum. This is an extremely heavy cost burden for a small community.

The alternatives to archiving locally are:

- Storage in a commercial archive in Christchurch. In this case there would be no capital cost. Storage in a commercial archive would require an extensive assessment and description process to ensure that exactly what is contained in each box in storage is known. With high costs associated with retrieval and transport it is likely that these costs would be prohibitively expensive for researchers and genealogists who have to search through many items to find the information they require. Should the items have to be transported back to the West Coast they will suffer damage due to the lack of environmental controls.

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- In a community such as the West Coast of the South Island cooperation between organisations requiring to archive materials would reduce each organisation's cost to manageable levels. Assuming five such organisations, this would reduce the capital cost by five, with a small additional cost to account for their portion of the archive, and the operational cost would also be reduced by a factor of five. This reduction in cost increases the viability of an archive located on the West Coast.
- A shared facility would enable a shared resource of qualified staff to be available to all Council's and entities involved and they would be able to assist digitising of records.
- The valuable archives from community organisations (that are unlikely to have ongoing funding for storage in a commercial archive) would be able to be stored in such a facility.

An archive is a technically complicated building with attention to detail necessary in almost all aspects of construction but particularly in regard to the floors and air-conditioning. There are construction techniques that will reduce the cost however compromises have to be carefully scrutinised to avoid increasing operational cost.

For further information on archive requirements refer to appendix A.

## **Artefacts and the collection**

There needs to be an assessment undertaken on the artefacts and the collection to determine what items have value for the museum, to remove items which are not required, and generally minimise the space required for the collection.

This assessment should be undertaken by existing staff who organise the museum displays and who will recognise an items value to the collection.

## Strengthening the Buildings

### **The Carnegie Building**

I understand that the strengthening the Carnegie Building is considered necessary given the status, location and community support for the building.

While this building is upgraded the museum will be closed. This presents an opportunity for the museum staff to identify how they will use the upgraded building and undertake a strategic planning exercise for the future of the museum.

### **Drummond Hall**

Drummond Hall is in poor condition, the roof has a limited life and the floors are breaking up in one area probably due to subsidence below the floor. The building is unsuitable as an archive as it stands and it would be uneconomic to attempt its conversion to an archive.

At present there is the risk of flooding and unless the archive can be raised above a potential flood level this site is unsuitable as the location for an archive.

Unless something significantly changes the combination of these two factors means that an archive located within Drummond Hall should not be considered.

The cost estimate being prepared for work on Drummond Hall covers a new roof but it does not include repairs to the floor or any internal fit out to raise it to the same standard as the Carnegie Building. These additional costs need to be considered and added to the upgrade cost for Drummond Hall.

These costs and needs should be considered during the development of the strategic plan.

The layout of Drummond Hall is equally not ideal for an extension to the Carnegie building. There are two wings connected by a narrow corridor reducing access, and with the removal of the material to be archived and an assessment of the artefacts held there will be considerable excess space available in this building. If additional space is required for the museum then it would be better to design it fit for purpose.

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Considering the probable costs to bring Drummond Hall up to a reasonable standard for occupation and for use as an extension to the Carnegie building it would appear that there is no justification for any upgrading of the building. Equally the layout of the building does not justify its replacement and a purpose-built smaller extension to the Carnegie building would bring greater benefits at a lower cost.

## **The Westland Industrial Heritage Park**

There are a number of linkages that a new museum could make with other entities to extend cultural connections throughout the region.

The Westland Industrial Heritage Park, for example, represents an extremely good and unique opportunity for further development of community assets and tourism in Westland.

They have an extremely good and diverse collection of machinery which could be one of the best regional collections in the South Island. Many objects have unique connections to the West Coast and have in their own right stories to tell.

The Westland Industrial Heritage Park represents a unique opportunity for Hokitika to display the machinery that was part of the foundation of the West Coast. To be effective in encouraging community involvement it needs to be supported by appropriate signage and advice on how to display the collection.

There is a real risk to the collection in that those people who have done so much to develop the Heritage Park are becoming older and a strategic plan and implementation of that plan is required if the collection is not to be lost.

Providing that those presently involved in the Westland Industrial Heritage Park were interested in developing the area as a community and tourism asset, incorporating the Westland Industrial Heritage Park into the strategic planning required for the Carnegie building would create the linkages and connections necessary for the development of the Westland Industrial Heritage Park.

## **Charter**

A charter is a comprehensive document that forms the basis for an effective strategy and a successful project. It is a logical process that provides confidence to those both developing

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and committing funds to a project and ensures that the primary factors that will contribute to a successful project have been considered.

The document addresses project requirements including the project vision, stakeholder requirements, issues and risks, critical performance factors, project structure and culminates in the strategy to be adopted.

The development of a charter that combines the development of the museum, a possible alliance with the Westland Industrial Heritage Park and the provision of linkages to other community and tourism attractions would form the basis for development into the future.

The format for a charter is attached as Appendix B.

## **Risk**

The demolition of Drummond Hall is key to the further development of the museum and other attractions throughout the Westland district.

There is a very real risk that by delaying any work on Drummond Hall and allowing work to proceed on the Carnegie building the demolition of Drummond Hall will not occur.

In order to minimise this risk, a commitment to further development and linking together of the Westland district community and tourism assets should be made at the same time that the decision to earthquake strengthen the Carnegie building is made.

There is the opportunity to leave a legacy for the community but if the strategic planning is not commenced at the same time as the earthquake strengthening of the Carnegie building then it will be an opportunity lost, probably forever.

A combined charter as outlined above would provide the cornerstone for future community historical and tourism development in the region.

## **Opportunities**

To use the Carnegie building as a cornerstone attraction providing linkages to other historic and tourism destinations throughout the Westland region.

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With the demolition of Drummond Hall a central location is freed up with the potential for:

- A small but unique building that supplements and integrates with the operation of the museum in the Carnegie building. This could be, for example, an audiovisual, high-technology building or a gallery depending on the community requirements.
- An office area linking to the museum ensuring that the valuable space within the Carnegie building is not used for administrative functions.

The combined building area of both these functions would be substantially less than that presently occupied by Drummond Hall and would represent considerable savings over the replacement of Drummond Hall.

Following the construction of these buildings there will be land area free and this could be used to provide tactile and visual linkages to other community assets in Westland. For example, there could be several large pieces of machinery linking to the Westland Industrial Heritage Park, the port and Shantytown, an artificial ice structure linking to the glaziers and directions to other community and tourism assets.

These linkages are extremely important in this central location because the majority of people visiting the museum will be interested in the history of the region.

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## Recommendations

It is recommended that:

1. Should work on the Carnegie building proceed to 100% of the NBS IL2 standard then no upgrade work should proceed on the Drummond building and the building be retained for storage while the following work is undertaken:
2. The preparation of a Charter for the Carnegie building as a museum. This work will need to be completed prior to the completion of the upgrade work to the Carnegie building so that the benefits associated with the upgrade of the Carnegie can be fully realised.

The charter and the developed strategy needs to address:

- How the reduced area of the Carnegie building will be used as a museum.
  - The financial provisions required for internal fit out to the Carnegie building to create the new museum.
  - Identification of the cost of demolition of the Drummond building and the preparation of costed proposals for the use of the land.
  - The requirement for a small unique building to supplement the activities of the Museum and complement the Carnegie building.
  - The requirement for office space for the museum.
  - The development of an area linking to other community and tourism assets in the Westland region
  - Identification of whether the Westland Industrial Heritage Park can be incorporated into a regional strategy
  - Identification of the requirements for and costed proposals for the storage of artefacts and objects for rotational items used in the museum collection
3. A West Coast regional archive for the appropriate storage of materials required to be archived be investigated.
  4. Both the collection and the achieved material be assessed to determine what needs to be retained for the future.

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## Conclusion

The structural upgrade of the Carnegie building provides the opportunity to develop community and tourism assets increasing the attraction of Hokitika, providing linkages to other assets in the district and leaving a legacy for the future.

The retention of Drummond Hall while the upgrade of the Carnegie building is undertaken provides the opportunity:

- To store the collection
- To undertake the development of a strategic plan addressing the needs of the museum and of the wider communities cultural assets.

Drummond Hall has the following issues which will necessitate substantial expenditure in the near future.

- The roof will require replacement
- The floor in one wing is subsiding and the floors cracking
- A building layout is not designed to support the museum
- There will be considerable surplus area within the building that will be made available once the archives are removed, and the collection assessed.

Consequently the demolition of Drummond Hall and the development of a smaller building designed to suit the purposes of the museum appears to be warranted.

Any surplus land could then be utilised to create an information hub for both the community and tourists.

It is probable that all this work could be undertaken for less than the upgrade cost to Drummond Hall.

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## Appendix A

### **Background: Archive Buildings**

Archive buildings hold densely packed records on mobile shelving in order to minimise the storage and consequent construction costs. They are required to maintain a stable storage environment, often at a temperature of 18 degrees centigrade + or - 1 degree. This temperature is often used in New Zealand conditions to avoid unnecessary heating or cooling of the building. In smaller archives a higher temperature may be chosen in order to make working conditions in adjacent areas more acceptable. The important function is to ensure that the temperature is maintained at not greater than + or -1° in order to avoid thermal shock and deterioration in the records.

In addition a relative humidity of 55% + or - 5 % is required and in the conditions existing on the West Coast of the South Island where RH is fairly consistently above 80% this means that at least 25% of the water in the air has to be removed for each air change within the building. Pollution must be excluded from the archive.

These atmospheric requirements demand an airtight building and the cost of maintaining these conditions is a high component of operational cost. In addition there must be no rodent or insect penetration into the archive.

Archive buildings are expensive to construct although there are techniques available to minimise that cost.

It is important to recognise that despite the complexity of the buildings the first cost or construction cost of the building is small compared with the total operational cost of the building over its lifetime. In order to reduce operational cost it is essential that good quality and high-performance plant is used to create the atmospheric conditions as compromises in plant have long-term operational cost implications which far outweigh the initial capital cost.

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Archive buildings are complex.

1. They require extremely well designed and constructed floors that are capable of holding heavy dead loads and enable the smooth operation of compactor shelving throughout their operational life.
2. They must be air and water tight and be well insulated.
3. They must have good fire protection and security systems.
4. They must be located in a low risk area taking into account factors such as flood, tsunami, earthquake (including liquefaction), volcanic activity and industrial and domestic air pollution.

### **Archive operational areas:**

The operational areas provided in an archive include:

- The stack or repository for the records
- An assessment and description area (A&D)

Other smaller requirements include:

- A specialist conservation area
- A digitisation area (can be within A&D)
- An inwards goods area with a provision for fumigation for silverfish and other insects
- Air locks
- A plant area
- A general storage area
- A reading room
- A reception area with overview of the reading room.

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## Archived Items

Because of the capital and ongoing storage costs it is extremely important to only store those items which it is essential to protect. There must be a thorough assessment process that removes all items that do not require archiving.

It is also important to have a good cataloguing system for the archive. A large number of documents will be stored and only a few will be retrieved on an annual basis, some more than most. The cataloguing system is core to efficient retrieval and reducing ongoing administration costs.

The primary uses of an archive are researchers and genealogists.

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## APPENDIX 2 – NEW ZEALAND POUNAMU CENTRE AND MUSEUM

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Concept Master Planning, Identification of Key Themes and Storylines  
Prepared by Gurden Consulting Ltd in conjunction with Coastlink Services



## PURPOSE AND STATUS

This document is based on the feedback on the themes and storylines for the proposed New Zealand Pounamu Centre and Museum and forms the first stage of the Concept Master Planning for the new facilities.

Te Runanga o Ngati Waewae and Te Runanga o Makaawhio have not yet determined their process for inputting into this work but it will follow as part of the next stages of the project.

**Each suggested theme has been divided into six topics.**

1. **Overview** – Outline of the story associated with the particular theme.
2. **Significance** – Significance of the theme from an international and national perspective.
3. **Key Stories** – What are considered the leading stories that could be told.
4. **Feature Display Exhibits** – The potential central exhibits that help tell this story. These might be things held in the existing museum collection, items held elsewhere or things that could be created. Ideas for the way the story is told, i.e. through a type of technology, can also be documented here.
5. **Other Resources** – Documentation of the resources where further information on the storyline exists and will be important as the agreed stories are developed.
6. **Linking Sites** – The locations outside the museum where the stories are told in situ, why/what is important or special about these places and what there is to see at these places. It could also suggest sites/objects etc that could be developed.

It is recognised this remains at an early stage of planning however this work does draw out the significant role this museum can play in the wider New Zealand and international context.



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# 1. INTRODUCTION

## - Claiming our place and stories -

The opportunity that exists through this new pounamu centre and museum is to tell many international and nationally significant stories that belong to or are rightly told in Westland, and through this develop community identity and cohesion, and contribute to economic sustainability through cultural heritage tourism.

At the forefront of this development is the New Zealand Centre for Pounamu. For Maori, the district is the home to the most prominent resource of this precious stone, a New Zealand cultural icon. Treasured, and with spiritual significance - New Zealand's highly prized stone - has been used by Maori to denote status and authority, for adornment, and for making peace. This is a story of international significance which Poutini Ngai Tahu believe can be best told in Hokitika.

Stories of the formation of New Zealand are also best told on the West Coast. With the Southern Alps as the standout feature of the landscape, not only is it an appropriate place to tell the Gondwana and Zealandia story, so too can the geological story of the current mountain-building of the Southern Alps (due to active Pacific-Australian plate collision), and the history of the tectonic plate theory.

The New Zealand human discovery stories also occurred in Westland. From a Maori perspective, Maui<sup>1</sup> landed at Tauraka Waka a Maui, Bruce Bay and Kupe and Ngahue<sup>2</sup> at Arahura.

The first European sighting of New Zealand was by Abel Tasman, also off the coast of Westland.

Many aspects of Westland's goldrush story are also globally unique including the speed with which it developed in a rainforest wilderness, being serviced mainly from Australia, and the diversity of its immigrants. Hokitika, the Westland Goldfields capital and port, was described as the "most rising place on earth" in its early settlement formation, outstripping San Francisco and Melbourne. Ross was labelled as the Ballarat of Westland for the richness of its really deep gold leads, offering permanence of the field.

One of this country's greatest battles for resources has played out on the West Coast over the last 150 years through the tensions between the forestry industry, community viability, and the desire to protect a world class natural environment, a story largely yet untold anywhere on the West Coast.

Wrapping around these are the stories of industry, innovation, challenges and extremes of harvesting from the land and sea, and the tyranny of distance that ruled living in this remote region. Its isolation was the founding impetus for New Zealand's first commercial aviation service that helped sustain the southern population in Westland.

Then there are the community stories, the Fenian demonstrations and feared riots; the Parihaka prisoners (imprisoned in Hokitika without trial during the New Zealand land wars because of their peaceful resistance to the Crown's attempts to confiscate their lands in Taranaki); the Koiterangi Tragedy with Stanley Graham (one of this country's mass shootings and manhunts); Seaview Hospital (one of the world's first villa style psychiatric hospitals); the colourful Wildfoods Festival; Kokatahi Band and the creativity and national and internationally esteemed work produced by the local artists and craftspeople.

All can be told amongst Westland's world class natural environment, the southern region having such high conservation values it was bestowed with the honour and recognition by UNESCO of World Heritage status in 1990.

---

<sup>1</sup> Maui and his crew set sail from Hawaiki in the Mahaanui waka to search for the rumoured southern land. He mistook the mountainous peaks for clouds on the horizon eventually landing at Mahitahi, now Bruce Bay, naming the mountains Ka Tiritiri o te moana (a mirage of the ocean) - today the Southern Alps. He then sailed around the island till he reached Kaikoura, where he fished up Te Ika a Maui (the North Island).

<sup>2</sup> Ngahue and Kupe are generally regarded as having 'discovered' this land. Ngahue sailed south and during his exploration he found pounamu at Arahura and killed a moa. He returned to Hawaiki with the pounamu, which was later fashioned into toki (adzes) that were used to carve out the waka that brought the so-called 'great fleet' of Maori colonists.



The depth of stories about this place and our people, together with the new technologies through which these can be told, offers an exciting challenge for the creators of this new museum.

## 2. Design Concepts

### 2.1 The New Zealand Pounamu Centre

The central focus of this part of the museum is a stand-alone Centre based on the stories of pounamu. This was proposed by, and the concepts are to be prepared by, Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio.

Initial thinking from the planning forums include the following:

The central focus could be based on three concurrent story lines or themes on the stories of pounamu:

1. Māori stories of the creation and discovery of pounamu and aotea, and the value and uses of the stone
2. The geological formation of pounamu.
3. The works of modern pounamu artisans.

Maori creation and discovery stories, value and use of the stones could include:

- The legends of Aoraki, Tuterakiwhanoa, Rakaihautu, Poutini, Waitaiki, Maui, Ngāhue and Kupe and others
- Tai Poutini, the kaitiaki (guardian taniwha) offshore and its relationship to the mainly north flowing coastal current and river of sand.
- Te Waka a Arahura – the greenstone waka
- The spirit and taonga of the stone;
- The varieties of pounamu;
- Functional use for tools and weaponry;
- a trading item;
- the stone as an art form;
- a source of power and wealth, creator of pathways and settlement;
- modern artisans and manufacturers and links with tourism

Scientific significance story:

- mineralogy and chemistry (origin of colour? what makes it so different/special?)
- physical properties (why so tough? yet able to be carved?)
- origin/provenance and formation of pounamu (how and where does it form?)
- Distribution/occurrence in NZ (how rare is it? why so rare? why only on the West Coast?)
- Global occurrence of 'pounamu' (where else does it occur? what other cultures used it?)

#### Key Exhibits

To be determined by local runanga. It is suggested this could possibly include the New Zealand home of Te Kura Pounamu Exhibition – a joint venture of Te Papa and Ngai Tahu.

#### Linked sites

To be determined by Te Runanga o Ngati Waewae and Te Runanga o Makaawhio

One of the questions emerging is whether/how the Maori creation stories and geological stories integrate with the Museum exhibitions as there are obvious areas of overlap where the stories of Maori and Pakeha settlement inextricably weave together.

## 2.2 The Westland Museum

### Overview

This section brings together the main themes and stories identified in the early stages of concept planning. It is designed to create discussion and input into what these should be. Some themes are prominent and deserve much more coverage than others. In addition, other stories can be told that do not directly link to chosen themes. Incorporating human aspects, life journeys, dramatic events and mysteries within the themes is also considered an important component in the story telling.

The themes proposed are:

1. A Great Land Uplifted High – The Maori, geological and environmental creation stories
2. People Encounter the Place – Maori and European Settlement Stories
3. New Zealand's Wilderness Gold-Rush
4. The Battle for the Forest Resource, World Heritage Status – Production v the Quest for Wilderness
5. Harnessing the Land and Sea - Farming on the Frontier, Fishing Across the Barriers
6. On Tour – Visitors Encounter Westland

Other stories incorporated include:

1. Aviation
2. Christchurch-Hokitika road and Midland Railway construction.
3. Seaview Terrace Site – leading to 1990's hospital closure stories
4. Koiterangi Tragedy Story
5. Hotels
6. The Wildfoods Festival
7. The story of the Carnegie Building

### Leading attractions could also be developed. Initial suggestions include:

- A holographic arrival into the Pounamu Centre.
- A Virtual Reality simulation of the early flight down the southern coast as part of the arrival experience.
- Simulated passenger transfer at sea and bar crossing of sailing lighter towed by a paddle steamer as part of the gold theme.
- A large digital copy of the book "Forests, Fiords & Glaciers New Zealand's World Heritage – The case for a South-West New Zealand World Heritage Site" by the Royal Forest & Bird Protection Society of New Zealand or summary with images. This book was pivotal in laying the foundations for gaining World Heritage status of national parks in South Westland.
- A virtual reality Wildfoods Festival room/experience as part of the exit experience.
- An interactive creating tramlines with sawmills popping up in their wake.
- 360 footage inside Westland Milk Products factory
- 360 footage on a fishing boat



New Zealand Pounamu Centre and Westland Museum



## Entry to “Living on the Frontier of the Untamed, Natural Wilderness” - Arrival on the Pathway of Discovery ( Te Arahura ?)

# Themes

## Theme 1

### A GREAT LAND UPLIFTED HIGH

#### *Maori, Geological and Environmental Creation Stories*

#### **Overview**

Some of New Zealand's and the South Island's leading formation stories have their foundation on the West Coast. From a Maori perspective these include the stories of Aoraki, Tuterakiwhanoa and Rakaihautu.

From a geological and environmental perspective Westland is one of the leading places from which to tell the Gondwana and Zealandia stories: the break-up of Gondwana, separation of Zealandia, and subsequent plate collision producing mountain-building. The Southern Alps, the backbone of Westland's landscape, and the flora and fauna provide some of the best modern representations still clearly linked to this evolution.

The insights of New Zealand geologists, such as Harold Wellman, who discovered and explained the Alpine Fault and made an internationally significant contribution to tectonic plate theory

#### **Significance: International, Polynesia and New Zealand**

The Maori creation stories reflect a mythology related to that developed throughout Polynesia and provide a potential for linking with other Polynesian sites.

The collision of the Australian and Pacific Plates forming the Alpine Fault created a geological feature of international significance.

The insights of New Zealand geologists that explained the Alpine Fault made an internationally significant contribution to tectonic plate theory

The Maori and geological science interpretations of the land forms show that both world views recognised the same features as significant, but interpreted them in different ways reflecting their cultures.

#### **Key Stories**

##### **1.1 Maori Creation Stories**

To be decided by Poutini Ngāi Tahu. These could include:

**i) Te Waka o Aoraki** - Creation and naming of the South Island (Te Waka o Aoraki). The sons of Rakinui search for Papatuanuku; when returning their waka capsizes and forms the South Island, with the 4 sons turned to rock and ice, becoming the mountains Aoraki (Mt Cook) , Rarakiroa, (Mt Tasman), Rakirua (Mt Teichelmann), Rakiroa (Mount Dampier).

**ii) Tuterakiwhanoa** - Makes Te Waka o Aoraki habitable, creating and naming of the landscape features

**iii) Rakaihautu** - Creating and naming of the landscape features.

**Feature Exhibits:** To be determined by Poutini Ngai Tahu runanga

**Other Resources:** To be determined by Poutini Ngai Tahu runanga

Video, e.g. <http://www.maoritube.co.nz/education/the-creation-of-aoraki-mount-cook/>

**Linked Sites:** Interpreted views from Arahura Marae, Hokitika River Mouth, Hokitika Plane Table, Okarito Trig, Cook Flat-Fox Glacier, Bruce Bay

## 1.2 Geological Creation Stories

### i) Gondwana and Zealandia, Pacific and Australian tectonic plates, the Alpine Fault and uplift of Southern Alps.

It is proposed that these concepts be developed in association with the team at GNS Science.

#### Key Stories

The separation of the continent of Gondwana and the continent of Zealandia (largely beneath the sea) of which New Zealand forms a part.

The unique flora and fauna of Westland and the linkages between these and other parts of these continents.

The collision of the Australian and Pacific Plates along the Alpine Fault, the Hokitika and Cooks Canyons beneath the sea, the insights of New Zealand geologists that explained this and their contribution to tectonic plate theory.

The environmental features created from the forces of earthquakes, (uplift, horizontal shifts); glaciations, erosion, rivers and coastal currents and being in the face of the roaring forties.

Creation of the unique association of climate, minerals, land forms, and vegetation which shapes Westland's human settlement, culture, industry and transport.

**Harold Wellman "A Man Who Moved New Zealand"**- not only recognised the Alpine Fault as one of the most extraordinary geological structures in New Zealand and the world, but his insight into what happened there helped set off a revolution in science and understanding of tectonic plate theory. It helped change the way we think about the way the Earth works.

Climate history over the past 2.6 million years (Pleistocene), as recorded in Westland's geology, geomorphology and lakes (lake sediments).

What lies beyond Westland? To the west? To the east?

Origin of the schist rocks (Haast Schist, Alpine Schist); the origin of the granites; Hot springs: why there?; The amazing rocks, minerals and fossils of Westland; Alpine Fault: evidence for the nature and rates of the plate collision along the Alpine Fault; Erosion: nature and rates of erosion related to tectonic uplift, glaciation and rivers; Climate change: impacts in Westland

## Feature Display Exhibits

Extracts from the Book - Simon Nathan, 2006–“A Man Who Moved New Zealand”

Model to be created - Wellman cutting geological map of South Island along Alpine Fault and moving each side so that Otago formations matched with Nelson formations, showing the movement along the fault-line.

Surplus interpretation material from Te Papa’s “Amazing Forces” display being dismantled and offered for sale.

## Linked sites

Remnants of the ancient continents if and where visible.

Whataroa - Gault Creek exposure – Fault Line Tours.  
Whataroa River – Alpine Fault drilling site  
Hokitika Gorge car-park – view north along Alpine Fault  
West Coast Wilderness Trail – Kawhaka Pass  
State Highway 73 –from Wainihinihi Creek to Rocky Point east of Taipo River

Create interpretation of landscape views from Hokitika River Mouth and /or Hokitika Airport plane table and /or Rimu Heritage Site and /or Fergusons Bush-South Westland 1965 Memorial Site, and/or Arahura Marae site.

Create a story of catchment intensity (one of highest peak flows / km water-shed in the world) of Hokitika River and rainfall gradation across South island on Hokitika River bank - a 14 metre high rain gauge showing rainfall at various locations?

## Theme 2

### PEOPLE ENCOUNTER THE PLACE

#### *Maori and European Settlement Stories*

#### **2.1 MAORI –This component of the museum should be designed by Te Runanga o Ngati Waewae and Te Runanga o Makaawhio. The themes could include:**

##### **Overview**

Stories of whakapapa – the land and the people – discovery and settlement. Although the West Coast had a low Maori population it was a centre of Māori interest focused on the pounamu resources

- i) Maui's discovery and first landing in New Zealand at Tauraka Waka a Maui represent the beginning of the settlement of New Zealand, the last major land to be discovered.
- ii) Recognition of pounamu as a valuable and coveted resource leading to settlement and battles for control.
- iii) First interactions with Europeans
- iv) The Crown's "Arahura Purchase".
- v) The Maori role in gold-fields discovery, the foundation of European settlement

##### **Significance**

Maui's discovery of New Zealand represents the beginning of the last step in the Polynesian settlement of the Pacific Ocean and the international chain of human settlement from Africa to Aotearoa, the last significant land to be populated.

The name "Maui" is a synonym for "discoverer" widespread in Polynesia, providing a link with other Polynesian discovery stories.

The discovery of Pounamu led to the Maori settlement of Westland and its values helped transform Maori technology, art, power structures and warfare throughout New Zealand.

The Maori role in gold-fields discovery provided the foundation of European settlement of Westland.

##### **Key Stories**

**Maui** – First Polynesian sighting of New Zealand was Ka Tiritiri o Te Moana (The Southern Alps) and the first landing was at Te Tauraka Waka a Maui (Bruce Bay). Maui went on to fish up (discover) the North Island.

**Voyages Stories** - from Ra'iatea / Hawaiki,

Ngahue / Kupe discover pounamu at Arahura and take it back to Ra'iatea / Hawaiki. Used in constructing voyaging waka.

**Voyages Stories** - from Ra'iatea / Hawaiki,

Tamatea-ariki nui, Te Waka Takitimu, Te Waka Taiere, Te Waka Arai-te-ure,

**Settlement Stories** - Rabuvai, Waitaha, Hawea, Ngati Tumatakokiri, Ngati Wairangi, Ngati Mamoe,

Raureka takes Pounamu to Canterbury – leads to Ngai Tahu invasion

## New Zealand Pounamu Centre and Westland Museum

Poutini Ngai Tahu (Ngati Mahaki ki Makaawhio and Ngati Waewae), Ngati Ata

**Invasion** by Ngati Toa Rangatira – repulsed by tangata whenua

### **Introduction of Māori to Christianity in 1840s**

#### **Crown Purchase and Restitution Stories:**

Treaty of Waitangi

The 6 sales of Te Tai o Poutini to the Crown

Arahura Purchase 1860- recognises the actual owners

Maori Reserve Lands

Young Commission of Enquiry 1879

Commission of Enquiry into Maori Reserved Lands 1973-75?

Mawhera Incorporation 1976

Ngai Tahu Claim and Settlement under the Treaty of Waitangi

Relationships with Greymouth CBD business owners

**Feature Display Exhibit:** To be determined  
Arahura Purchase Deed

**Other Resources:** To be determined.

**Linked sites:** Arahura Marae, Tauraka Waka a Maui Marae, Bruce Bay, Helicopter tours, Open Bay Islands



## 2.2 THE FIRST EUROPEAN SIGHTINGS AND FOOTSTEPS

### Overview

Westland was the part of New Zealand first seen by Europeans, but was a late-comer to European settlement. Europeans sighted Westland from the sea, visited briefly for whaling and sealing, and began exploring and prospecting. It was not until the 1860's that the gold rush into a wilderness changed everything and created an ongoing community with impacts of national significance. The three storylines proposed are the sea-borne explorers, the sealers and whalers that followed and the land based explorers and surveyors that mapped Westland.

### Significance

International, New Zealand – Tasman's sighting of the Southern Alps, which he described as a "Great Land Uplifted High", was the first European sighting of New Zealand.

European view of Westland as a vast untamed wilderness.

### Key Stories

## 2.3 SEA-BORNE EUROPEAN LOOKERS-ON

Abel Tasman's sighting of New Zealand.

From the latitude of Punakaiki Tasman first saw a "Great Land Uplifted High" 100 kilometres to the south east and sailed towards it, before turning north to run along the coastline. He probably saw the northern Southern Alps, inland from Hokitika, and possibly the peaks of Aoraki / Mt Cook and Rarakiroa / Mt Tasman.

James Cook, 1770 – named Cascade Point, Open Bay and Cape Foulwind – described far South Westland as "No country on earth can appear with a more rugged and barren aspect than this doth from the sea".

Dumont d'Urville. 1827 – described Westland as "One long solitude with a forbidding sky, frequent tempest and impenetrable forests.

Tasman, Cook and d'Urville did not land on the West Coast.

### Feature Display Exhibit

Tasman's Map and Diary Extract with translation, photographic view of Southern Alps from Tasman's sighting position at sea

### Other Resources

To be determined

### Linked sites

Okarito Obelisk, Cape Foulwind astrolabe

## 2.4 SEALERS' AND WHALERS' PRECARIOUS Foothold

### Key Stories

1. First European interaction with Poutini Maori – whalers and sealers in South Westland – misunderstandings between Maori leading to disasters for both.

2. Sealers marooned on Open Bay Island

## 2.5 EUROPEANS MEASURE THE LAND

### Key Stories

**Mr Explorer Douglas** – the mapper of South Westland – with Ruera Te Naihi. The current thinking is Charlie Douglas could be the central story for this section of the museum.

**Brunner and Heaphy's Journeys** – the first Europeans to walk the West Coast (with Kehu, Pikewate and wives) – from Nelson to Paringa – recording the landscape and Maori settlement

### Other Explorers

Henare Meihana (Mason) – first of European descent across the Southern Alps

Harper- first of European birth Coast to Coast across the Southern Alps

Sherrin

Mackay

Whitcombe & Louper

Dobson

### Key Display Exhibits

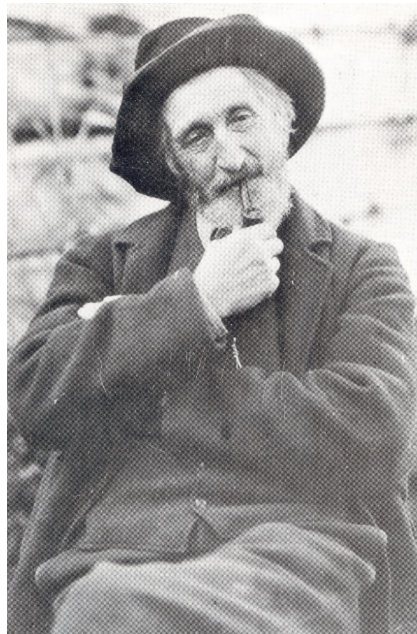
Map of Brunner and Heaphy's journeys, Heaphy's sketches

Charlie Douglas's Maps

### Linked Sites

Government Buildings in Hokitika- site of Douglas's work base

Haast Visitor Centre displays



## Theme 3

### THE NEW ZEALAND WILDERNESS GOLD-RUSH

#### Overview

The West Coast gold rushes were part of the series of mid-19th century rushes to California, Australia and New Zealand but were internationally different; they introduced a cosmopolitan population rapidly into a wilderness. The gold rushes founded European Westland. It was isolated from the rest of New Zealand and serviced more easily from Melbourne than Christchurch, with different population sources, social structures and industrial and legal requirements than the rest of New Zealand. The nature of the landscape and climate also led to the creation of unique ways of mining. The West Coast had a wider range of gold deposits and mining methods than most other goldfields.

#### Significance

The West Coast goldrushes are internationally significant because of their wilderness setting and rapidity of growth. Hokitika was the pre-eminent West Coast goldfields metropolis and port and Westland's administrative centre – it was unique in being a port and city actually on the goldfield.

The West Coast Gold Rushes laid the foundations for European Westland and made a major contribution to the New Zealand economy and social reform.

#### Key Stories

##### Overarching Gold Rush Story

**“Most arising place of earth”** - Major, rapid population growth by international standards- In December 1864 the West Coast was occupied by about 200 Maori and a few European prospectors, surveyors, and officials. By December 1867, up to 60,000 immigrants had arrived through the ports (40,000) and overland (20,000) and, allowing for the turmoil of arrivals and departures, the population remaining in 1867 was over 28,000.

The West Coast a significant economic and political force in New Zealand - This gold rush brought multi-national, reasonably well educated people with a spirit of free enterprise and disregard for social class, that was quite different from the “slice of English society” planned settlements of Canterbury, Nelson, and the New Zealand Company with their inbuilt social hierarchies. With them came new forms of mining and land occupancy laws, specialist technologies, a requirement to extend the electoral franchise to other than landowners, and an experience of community that assisted people like Seddon and Hall to enact land holding disaggregation, social welfare and universal suffrage laws.

#### Key Feature Attractions

Seddon – publican, mining agent and New Zealand's longest serving Premier deserves a prominent place in the museum.

Ancestry Tracking - From the immigrant influx many New Zealanders trace their families, and have strong links with the West Coast renewed by the current interest in genealogy. Building in a feature for tracking ancestors in some way should be considered. This may be a stand-alone feature but probably links to the research centre functions of the museum.

#### Hokitika – Gold Fields Port – Gold Fields Capital – the Development of the Town and Community,

**Port** –The Bar, The Ships, Trans-Tasman Shipping Schedules, Building the Port, Dealing with Dangers, Transfers at Sea (40% of passengers and freight), Inland Waterways, Port Engineers, Harbourmasters, Signalmen, Ships Crews, The achievement in terms of bar crossings, passengers, gold etc.

Hokitika as a key point of entry to New Zealand for people and news transmitted to the rest of the country (related is the arrival of the telegraph and standardised time).

## New Zealand Pounamu Centre and Westland Museum

Key feature attraction– Simulated passenger transfer at sea and bar crossing of sailing lighter towed by a paddle steamer.

### Key Display Exhibits

Model of signal station and how it worked

Shipping schedules

Stories of achievements, key people and unusual happenings

Signalman's diary (digitised?)

Harbour development plans showing progression and decline of training walls and breakwaters.

The decline of the port following the gold rushes, the 1912-14 revival, the South Westland Shipping

Service, port closure in 1954.

Photos from collection.

**Feature Attraction** – An interactive map portraying the installation of the railway lines with sawmills popping up behind them.

### Linked sites

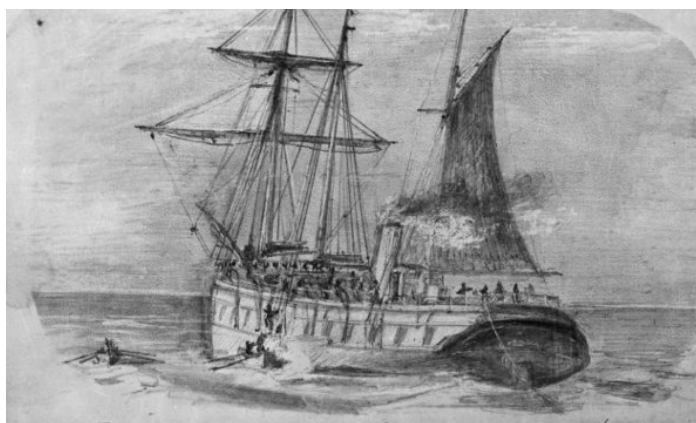
Customhouse, Hokitika River and North Spit, interpreted replicas of ships and port , (signal station and training walls - to be created), Seaview Lighthouse, Mahinapua Waterway.

### Community

- Creation of Revell St
- Rochfort's design for a major town – grid with wide streets and 4 recreation squares
- Buildings – from shanties to substantial
- Recreation
- Church's
- Schools
- Organisations
- The townscape

### Linked sites

Hokitika's street-scapes [interpreted through cultural heritage precincts and walkways](#)



## The Gold-fields and Gold Mining Methods

Kanieri, Waimea, Ross, Okarito, Bruce Bay, Haast, Kumara, Rimu

### Key Stories

#### Prospectors

Maori prospectors initiated many of the rushes, Claimants for first discovery, Hunt and the Duffer Rush

#### Geologists

Haast, Hector, Hochstetter; The gold formations – alluvial, quartz, beach, terrace

#### Surveyors - Mueller, Roberts

### Mining Methods

#### Key Display Exhibits

Map and photos of gold fields showing sequence of rushes – Ross diorama – Ross Consolidated Mine Cross-section dredge model with sound effects, sluicing nozzle outside

#### Linked Sites

Ross Gold Fields Heritage Reserve, Information and Heritage Centre  
Waimea and Kanieri Water-races  
Kumara – heritage panels  
Okarito – Wharf Interpretation Centre  
Franz Josef Westland Wildlife Centre – heritage display  
Seddon Trail  
Mahinapua Waterways  
Kanieri and Rimu Dredge tailings  
Rimu Heritage Area  
Westland Industrial Heritage Park

#### Other Feature Stories

- The Immigrants and their origins – The Invasion from All Nations – Australia, Britain, Ireland, Europe, America, China
- The Australian Connection – Melbourne as the main supply centre
- Shipping Agents, Merchants and Bankers - e.g. James Alexander Bonar (ship owner, shipping agent, banker, 1<sup>st</sup> County Chairman, only Westland Provincial Superintendent, Militia-officer)
- Women and children on the goldfields
- The Search for Passes – Arthur's Pass Road Christchurch - Hokitika Road Pass Finders and Engineers: the Dobsons and C Y O'Connor – 140,000 pounds, ( \$ 280 million in 2018 \$ ) , 1000 workmen, 10 months to build – Canterbury/Westland political conflict – The abortive Canterbury Gold Escort - Caples in finding a route in 1863 from West Coast to Otago.
- Roads, Trams, Waterways
- Mining Technology & Investment Capital
- Commissioner, County and Provincial Government – the Clashes with Canterbury and Wellington, separation of Westland from Canterbury
- Hokitika's Provincial Capital legacy- continuing as a regional provincial administration centre – with government departments, hospitals, and newspapers normally found in much larger centres – New Zealand's smallest main town and until 1990s the only NZ town where Health was the largest employer.
- Politics – Male Suffrage, gold field land laws, Old Age pensions, Seddon's Liberal Party
- Justice, Crime and Punishment – Museum is on first Police Camp site, famous Hokitika Supreme Court trials (e.g. Fenian rebels 1868, Blackball Miners Crib Break Strike 1908, 3 murders), Hokitika Gaol, executions.
- Parihaka Prisoners, 1879-80

Gold Rushes as His Instrument for Peopling the Waste Places of the Earth – Irish Catholicism so as to make gold rings to adorn women mainly (but also men) as symbols of enduring love, attachment and not least value.

- Crown Colony – the legacy of mining land tenure
- Ghost Towns
- Modern mining

### **Feature Attractions**

- Fenian Demonstrations – dispatch of naval vessel, troops and armed constabulary to quell feared riots
- “The Luminaries”

### **Key Display Exhibits**

Stage Coach, Gold Fields Escort relics. Luminaries exhibition

### **Other Resources**

West Coast Pioneers Register – established 1990

P R May – “The West Coast Gold Rushes”

National Film Unit – 1960 Westland Purchase Centennial – “Think About Tomorrow”

West Coast Times and other newspaper archives

Museum Photo collection

### **Linked Sites**

“Luminaries” sites in Hokitika interpreted as per Museum display

Otira-Arthur’s Pass (with linked story to the Midland Railway Line and Otira Tunnel – longest tunnel in the Southern Hemisphere when completed 1923)

Kanieri-Hokitika Tramway

Kumara-Greymouth Tramway

Hokitika Cemetery Interpretation Kiosk

Ross, Kumara, Stafford, Arawhata cemeteries

Seddon Trail

Mahinapua Waterway

Hokitika Government Centre Sewell St

The four former banks in Revell and Hamilton Sts, BNSW, BNZ, NBNZ and Hokitika Savings Bank

Establish Westland Pioneers Wall of Honour and Immigrant Stories for Main Source Countries along Hokitika River Frontage – linked to Museum data bases.

## Theme 4

### THE BATTLE FOR THE FOREST RESOURCE, WORLD HERITAGE STATUS PRODUCTION VS THE QUEST FOR WILDERNESS

#### Overview

The origins of the forestry and conservation story can be traced back to the gold rush and the felling of trees to meet the needs of a rapidly growing industry and populations, both in Westland and throughout New Zealand, and for export. Scenic Reserves were set aside at local request from the 1890s. The first formal steps and legislation towards sustaining the industry began in 1919 through the establishment of the New Zealand Forest Service and the passing of the Forests Act 1920. A Commission of Inquiry into the West Coast economy in 1959 put further constraints on unsustainable logging, emphasised the sustainable management of the podocarp forest and establishment of long term high value processing industries, sustainable utilisation of the faster growing beech forests and accelerated exotic plantings. At the request of Westland people Westland National Park was created in 1960.

Proposals for beech forest utilisation and expanded exotic afforestation from 1969 caught the eye of conservationists. These moves led to conflict between the industry and conservation movement. The West Coast Accord signed in 1986 allowed for long term sustainable management until exotic forests became available, and the setting aside of values and representative eco-systems. The process also played a hand in the bestowing by UNESCO of World Heritage Status on Westland/Tai Poutini, Fiordland, Aoraki / Mt Cook and Mt Aspiring national parks in 1990. The breaking of the Accord and subsequent halt to indigenous State forest logging in 2000 led to the Government paying \$120 million in compensation; \$28 million to the 4 local authorities and \$ 92 million to the newly created West Coast Development Trust.

#### Significance

This presents one of the most prominent New Zealand stories of natural resource management, the conflicts between production and protection, development of sustainable forest management practices and their abandonment, protection of internationally significant natural areas, interaction between central and regional government and communities, the dominance of national politics over regional community interests, and the partial compensation of regional community and economic losses.

The Government's abandonment of the West Coast Accord caused significant social and economic disruption to Westland's forest management and utilisation based communities.

The sustainable forest management practices developed in Westland's indigenous forests attracted international attention and were adapted in other countries.

#### Key Stories

**Overarching Story** - Most of Westland's land surface (excepting mountain tops, river beds and beaches) was and is forested; providing protection for the land, eco-systems for other flora and fauna, and timber for local construction, building New Zealand and export. About 92% of the West Coast land area is Crown owned and much of this is also forested.

From soon after the beginnings of the gold rush the forests were logged and milled for local use and exports to the rest of New Zealand and Australia. This increased as railways were constructed. Timber production became a major industry. Forests were not sustainably managed as the resource was considered plentiful. Introduced deer and possums were destroying protection forests on the mountains causing erosion.

By the end of the 19<sup>th</sup> century concern was being expressed locally at the need for forest management and protection of scenic areas. In 1919 the New Zealand Forest Service was established to manage the Crown forests, restrictions were placed on logging, sustainable management of native forests, planting of exotic forests and control of deer and possums commenced. By the 1950s it had become clear that native podocarp forests were being felled faster than they grew. Westland National Park was established at local request in 1960.

## New Zealand Pounamu Centre and Westland Museum

Proposals developed in the late 1960s for major production from the faster growing beech forests and accelerated exotic forest planting, with a regional development and employment emphasis. This drew attention from conservation groups who sought cessation of production from and reservation of the native forests. This developed into a major national versus regional conflict between production and conservation interests. The West Coast United Council, charged with regional planning, sought an intermediate position, with a maximisation of long term sustainable native forest management to enable the timber industry to continue until exotic forests became available. A central–regional government process was set up to resolve the issues. Conservation groups sought the maximisation of reserves against clear felling of some native forests.

After protracted debate and dissension the West Coast Accord was signed in 1986, to confirm a long term strategy Crown production forests were transferred to a State owned enterprise to be managed commercially, without regard to the regional economy, and the reserved forests to the new Department of Conservation. .

Following further pressure by national conservation groups the Accord was broken by the Government, and in 2000 native forest logging was stopped. Substantial job losses occurred throughout the region. The Government paid \$120 million as compensation to West Coast local government and the newly formed West Coast Development Trust.

In South Westland the conservation process continued, culminating in the establishment by UNESCO of Te Wahi Pounamu - South West New Zealand World (Natural) Heritage Area including Westland Tai Poutini, Fiordland, Aoraki Mt Cook and Mt Aspiring National Parks in 1990.

### **The Forest Wilderness**

Product of the rain and soil – changing and protecting the soil; Wildlife habitat; Beech encounters podocarp; sub-antarctic encounters sub-tropics.

### **The Need for Timber**

Cut-out and Get Out  
Sawmills / Tramlines / Export Shipping /  
Railways



**Scenic Reserves** – Initiated by Westlanders in 1890s, Mahinapua became the first Scenic Reserve. Acclimatisation Society management that allowed the introduction of industry through flax milling saw the management revert back to the government.

**Westland National Park** - Initiated by Westlanders in 1960

**The Quest for Sustainability** - Forests and Industry

### **Forest Service Establishment 1919**

West Coast Committee of Enquiry 1959 - sustainable forests/  
sustainable industry/ sustainable community  
Selection Logging  
Sustainable Management  
Integrating podocarps, beech and plantations  
Long term log sales to enable establishment of long term high value  
processing industries.

**Protecting the high country forests**– possum and deer control



**Production Versus Protection** – Political appeasement of the largely metropolitan voters at the expense of regional communities

### **The Beech Scheme and Sustainable Podocarp Management**

Utilisation of West Coast Beech Forests Project Proposal 1969  
Future of West Coast Forestry Seminar - Hokitika - 1979  
West Coast Forest Reserves decisions – 1979  
The West Coast United Council & West Coast Regional Planning Scheme 1979-91 (bound the Crown and every public and local authority)  
West Coast Futures Inc –West Coast production interests  
Maruia Declaration – Native Forest Action Council  
Westland National Park extended  
West Coast Accord 1986 – a unique Crown / Community Contract – involving NZ Government, West Coast United Council, West Coast Timber Industry Association, Westland Timber Workers' Union, and 3 national conservation organisations  
South Westland Forests Allocation and Regional Development Package 1987  
Red Hills – New Zealand's first statutory wilderness area  
Coast Action Network – West Coast production interests  
Repeal of West Coast Accord 1999 – partially compensating  
West Coast Development Fund & West Coast Development Trust  
Utilisation of Windblown Native Logs legislation 2014



### **Te Wahi Pounamu South West New Zealand World (Natural) Heritage Area**

While the stunning natural environment runs through all themes, this is potentially a complete standalone theme within the museum that could be developed in conjunction with the Department of Conservation.

### **Key Display Exhibits**

Explanation and Time line of the Battle for the Forestry Resources story (to be created)  
Photographs and videos of logging, timber processing and transport  
Sample stand of Westland native timbers – from NZFS Hokitika office – if still in existence  
Westland's Wealth – the 1959 NZFS pictorial case for sustainable management of Westland's Forests could be made into big electronic flip book  
Video Footage of the West Coast Accord protest in Hokitika  
Sound recording and transcript of the West Coast United Council meeting before signing of the Accord (this was an 8 hour meeting, so will need editing to main points – maybe better as a resource).  
A Copy of the signed West Coast Accord  
The New Zealand Government's case for the Te Wahi Pounamu South West New Zealand World Heritage Status. The Forest and Bird Protection Society's supporting book could be a feature and made into a big electronic flip book.

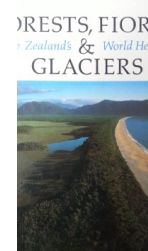
### **Key Feature Attraction**

Suggested centrepieces for this are the publications (or summaries of the publications with images):

"Westland's Wealth", 1959 – which made the case for sustainable forest management and industry and influenced the West Coast Committee of Enquiry and subsequent forest management.

"Forests, Fiords & Glaciers New Zealand's World Heritage – The case for a South-West New Zealand World Heritage Site" by the Royal Forest & Bird Protection Society of New Zealand. – This book was a support for the creation of World Heritage status and could be considered a landmark document in shaping the future of south west New Zealand, including South Westland and ultimately the West Coast.

Perhaps these books could be digitised as a large feature flipbook exhibit and also reproduced for sale.



## New Zealand Pounamu Centre and Westland Museum

Stunning images of the landscape, flora and fauna could provide a visual backdrop for the museum so visitors are surrounded in the beauty of the region throughout the experience.

### **Other resources**

#### **Linking Sites**

Westland Industrial Heritage Park- sawmill equipment  
Mahinapua Scenic Reserve  
Wanganui River (Hari Hari) Timber Industry interpretation site  
Okarito Silver-pine logging tractor  
Shantytown Sawmill  
Hokitika Government and NZFS Buildings – site of West Coast Accord working party meetings and public demonstrations 1986  
Hari Hari – podocarp timber sawmill (requires owners consent)  
Okarito Trig view point  
Lookout at Fergusons Bush

## Theme 5

### HARVESTING THE LAND AND SEA

#### 5.1 FARMING ON THE FRONTIERS

##### Overview

Westland's farming industry has grown to be a main local employer and export producer, facing the challenges of distance from markets and processing plants. Stories of farming the land, innovation, the long and remote cattle drives through rugged terrain and across rivers facing the challenges of the Coast environment.

Westland Milk Products also presents its own story. Pivotal points in the industry's development were the series of small butter factories and companies in each valley with only cream collection (in cans), the amalgamation of companies and factories, establishment of whole milk collection by tankers and diversified milk products; the growth of WMP as New Zealand's second largest co-operative dairy company with its own international marketing system.

Live deer capture from helicopters, pioneered on the West Coast by business entrepreneur Sir Tim Wallis led to a significant industry in New Zealand.

##### Significance

The challenges and innovations in Westland farming and product processing responding to a unique environment

##### Key Stories

Development of the dairy industry and Westland Milk Products, from cheese to butter to milk powder to specialist milk products, the growth of WMP to New Zealand's second largest co-operative dairy company.  
The South Westland cattle drive  
Pioneer Farmers- Mackley, Sherrin, Diedrichs, Kambach, Sullivan  
Jackson Bay Special Settlement 1870s  
The Long Cattle Drive – Cascade to Whataroa to Ross then rail or trucking north  
Deer Recovery and the venison industry – dead and live capture

*"Taking the Wasteland Out of Westland" – Mark Wallace,  
Department of Lands & Survey farm settlements  
Taming the Pakihi – experimental farming*

Controlling the Rivers – Public Works Department and Westland Catchment Board

*Long Distance Independent Dairying – Westland Co-op Dairy Company, Westland Milk Products*  
Helicopter Hunters and Deer Farmers  
Establishment of local meat processing.



##### Feature Display Exhibits

National Resources Survey – West Coast, 1959, the cream pickup photo recreated with real objects and the photo behind it.  
360 footage inside the WMP factory today  
360 footage of a milking inside a dairy shed.  
Tim Wallace's footage on deer recovery

##### Other Resources:

WMP Marketing Strategy; promoting the heritage of its producers

##### Key linked sites

Hokitika WMP Factory (photo opportunity), Hari Hari Farm Tour

## 5.2 FISHING ACROSS THE BARRIERS – NETTING THE WAVES

### Overview

*To be prepared*

### Significance

The national significance of whitebaiting. The challenges of the sea-fishing industry, both the environmental conditions and the needs for conserving the fisheries.

### Key stories

Māori fishing

Whitebaiting – cultural significance, methods, processing, transport conservation

Jackson Bay crayfishing

Species – Orange Roughy, Albacore Tuna

The Hokitika and Cook Canyons

Sustainability of the industry and management practices

### Key Display Exhibits

Eggeling photo of the Haast Orange Roughy catch.

Existing Museum Whitebait exhibition

360° or VR footage out on a boat, (showing the view to the land)

### Linked sites

Hokitika River bank - move the panels from the railway lines to the river bank.

Haast Visitor Centre

Hapuku Estuary Boardwalk

Mahinapua Creek – whitebait sanctuary



## Theme 6

### ON TOUR - VISITORS ENCOUNTER THE COAST

#### Overview

Westland has been a visitor attraction since the 19th century. Substantial growth occurred following the opening of the Haast Pass in 1965. The industry has grown rapidly since 2012 and is now Westland's second largest employer and income producer. The attraction has always been the natural environment, but in the 21st century more emphasis is being placed on the recreational, adventure, heritage and cultural attractions

#### Significance

The mountain based industry of South Westland. The growth of the industry since the opening of the Haast Pass roads. The growing contribution of the industry to the regional and local economies, The needs for visitor management. The emerging potential of heritage and cultural tourism and participative inter-active attractions.

#### Key Stories

Graham and Sullivan Families – pioneer hoteliers at Franz Josef and Fox Glacier

Lady Chevalier and Sir Charles Dilke – 1866 tourists

Growth of Visitor Industry

Mountaineers – e.g., Butler Te Koeti, George, Bannister, Teichelmann, Freda du Faur, Graham Brothers

Glacier Guides and Glacier Hotels

Newman, White Star and NZR Road Services Coach Lines

Westland National Park – requested by the West Coast people

The Opening Up - Haast Highway Completion Otago 1960 – to north 1965

Mt Cook Air Services – ski planes

Glacier helicopters

West Coast Wilderness Trail;

Carnegie Building and Hokitika Museum

Development of Heritage and Cultural Tourism

Hokitika Wild Food's Festival – established 1990

#### Key Display Exhibits:

Selected items from the photo collection.

Videos from various sources

#### Other Resources:

C .W Dilke, 1867, "Greater Britain, A Record of Travel in English Speaking Countries During 1866 and 1867" – 1 complete chapter out of 12 devoted to Hokitika.

A. Maude Moreland "Through South Westland " – pre 1923

Pacific-Asia Travel Association – West Coast Tourism Task Force Report - 1990

Tourism West Coast Strategic Plan 2108 -2022

#### Linked Sites:

Hokitika 1-Site

Ross Information and Heritage Centre

Franz Josef Visitor Centre

Haast Visitor Centre

## 7. OTHER THEMES AND STORYLINES

### 7.1 AVIATION

**Overview:** Westland played a major part in New Zealand Aviation history:

#### Significance

- Landing place at Hari Hari for the first solo flight from Australia to New Zealand.
- New Zealand's first licenced commercial aerodrome and commercial air service by Air Travel (NZ) Ltd, the earliest founding ancestor of Air New Zealand.
- Airport with New Zealand's longest continuous scheduled air services.

#### Key stories

- Making a Hit in Hari Hari – First Solo Flight Across the Tasman by Guy Menzies.
- When the Coast is Clear – New Zealand's First Airline, Bert Mercer's "Air Travel New Zealand Ltd" 1934-47– earliest ancestor of Air New Zealand Ltd – South Westland Air Service 1934-67 – providing access to remote settlements before the arrival of roads.
- Continuous commercial air services from Hokitika since 1934 – Air Travel (NZ ) Ltd, Cook Strait Airways Ltd, National Airways Corporation, West Coast Airways Ltd, Mt Cook Airlines, Air Nelson, Air New Zealand

**Feature Attraction:** Simulated flight by Air Travel NZ Ltd's Fox Moth (NZ,s first commercial air-liner) from Hokitika down the Coast to land at Bruce Bay or Jackson Bay Beach

#### Display Exhibits

Photographs

**Other resources** Richard Waugh's and B. Legge's books, aviation videos

#### Linked sites

Hari Hari replica of Guy Menzies' aircraft and memorial at La Fontaine landing site  
Southside Aerodrome, Hokitika, and Aviation Heritage panels  
Hokitika Airport Fox Moth replica and air-terminal photographs  
Haast Aerodrome and original air terminal



**7.2 Christchurch-Hokitika road and Midland Railway construction.** If not covered under Gold Rush

**7.3 Seaview Terrace Site** – cemetery, gaol, asylums, hospitals, leading to 1980s- 90's hospital closure stories. (reference; Peter Neame, 1987, *Save Our Hospitals Campaign, Hokitika Fights Back*)

**7.4 Koiterangi Tragedy Story** – The story of the Stanley Graham

**7.5 Hotels** – The nature of hotels on the Coast and associated stories

**7.6 The Wildfoods Festival** – For over 20 years this event has drawn crowds of visitors to Hokitika to enjoy the event and sample some of the West Coast culture. This feature, potentially a Wildfoods Virtual Reality room could provide an entertaining highlight amongst the museum attractions.

**7.7 The Story of the Carnegie Building**

## The EXIT Experience

The exit will be a celebration of fun, entertainment, art and literature in Westland from the past to the present, stepping out into the attractions of present day Hokitika and Westland.

### Story Lines

- Maori Games and Entertainment
- Gold Rush hotels, dancing girls, casinos
- Revell St and its 82 hotels, and Hokitika's 102 hotels. (*Brave Old Days* List of Hotels – 1865, 1929, 1954 and 1970s)
- West Coast Licensing Laws and non-observance before extension of hours in 1970s.
- Kokatahi Band
- Sport
- Theatres from 1865 to the restored Hokitika Regent and Old Lodge Theatre
- Food through the ages
- Hokitika Wild foods Festival – 360 videos
- Crafts and Artisans – The Westland artistic renaissance – 1970s onwards
- Hokitika and Westland in Literature

### Feature Attraction

Hokitika Wildfoods Festival Virtual Reality Room/Experience

The Luminaries Experience – yet to be determined

**The Museum Retail Shop – sale of articles to support the exhibitions and stories told.**

### Linked Sites

The visitor steps out to modern Hokitika.



## APPENDIX 3 – SUPPORT LETTERS



14 August 2018

Simon Bastion  
Chief Executive  
Westland District Council  
36 Weld Street  
Hokitika 7810

Kia ora Simon

### **Support Letter for the New Zealand Pounamu Centre and new Museum**

Te Rūnanga o Ngati Waewae supports the proposal to create a New Zealand Pounamu Centre and new museum in Hokitika. This project has been an aspiration of many of our people for a number of years and to see that it may finally be realised is exciting.

A project of this scale is a huge undertaking for our small community. We look forward to a strong and active partnership working with Te Rūnanga o Makaawhio, the Council, the community and many others in planning this facility.

A wide range of benefits are likely to come from this new proposed facility. Of most importance will be the preservation and presentation of our Taonga and the stories our people would like to tell. Also important is the opportunity for employment, training and capability building of local Rūnanga members working at the attraction.

Tai Poutini Rūnanga are working together on a Maori Tourism Strategy to develop opportunities for our local people and to enrich the current tourism offering on the West Coast. This new centre and museum provides the platform to achieve this and elevate our culture, stories and attractions to the forefront of tourism on the West Coast, nationally and internationally. The Centre is also likely to be the catalyst for the creation of new Maori based cultural tourism businesses.

Other benefits are seen in the development of a cultural hub and the events, gatherings, education and a much greater emphasis on the arts, heritage and culture that will to come from this.

Representatives from our Rūnanga have been involved in this project and we congratulate the Westland District Council in progressing with the planning for this and look forward to this wonderful centre coming to fruition.

Naku noa

Na Francois Tumahai  
Chairman  
Te Rūnanga o Ngati Waewae



Simon Bastion  
Westland District Council  
36 Weld Street  
Hokitika 7810

Tēnā koe e Simon

**Pānui Tautoko – Letter of support for the New Zealand Pounamu Centre and Westland Museum**

I am writing on behalf of Te Rūnanga o Makaawhio in my capacity as Kaiārahi Kohika Kaupapa - Māhakitaka, which is responsible for the Culture, Heritage and Identity Portfolio for our rūnanga. It is my privilege to provide this letter in support of the proposal to establish the New Zealand Pounamu Centre and new Westland Museum in Hokitika.

We are thrilled about the prospect of developing a centre which will truly reflect the rich history, the people and the places we are fortunate to have here on Poutini, and, that potentially, an aspiration we discussed more than a decade ago, might be possible.

The excitement generated when we originally discussed the benefits in developing a permanent Pounamu exhibition area at Hokitika Museum, was unable to be implemented at the scale we wanted, to include all of the stories we wanted or to include the narrative we wanted. As a result we were unable to gain all of the benefits originally identified.

This proposal offers an opportunity to address this and to create THE National Pounamu Centre, in the place our Pounamu Creation stories talk about and where the spiritual connection with this most precious of taoka remains strong – a Cultural and Heritage precinct which could become a destination that we can all be proud of, blending our Maori History and connection, with that of the settlers (Museum).

The associated benefits such a facility could generate, should not be underestimated from an economic and people development perspective, and as a visible example of treaty partnership in practice.

For Te Runanga o Makaawhio, being involved in a proposal, which will bring our history, stories and culture to the forefront of the visitor industry, which will create the first facility of its kind and create even more economic benefit to Westland and the Pounamu Industry makes absolute sense, and we commend the Westland District Council in their vision.

*Te Rūnanga o Makaawhio Inc, 56 Brittan Street, Po Box 225, Hokitika 7842  
Telephone 03 755 7885 Fax 03 755 6885 Email [susan.wallace@ngaitahu.iwi.nz](mailto:susan.wallace@ngaitahu.iwi.nz)*

30 November 2018

Simon Bastion  
Chief Executive Officer  
Westland District Council  
Private Bag 704  
Hokitika 7842

Dear Simon

**Letter of support for New Zealand Pounamu Centre and new Museum Attraction**

The Museum of New Zealand Te Papa Tongarewa is pleased to support the Westland District Council's application for funding to develop a new combined pounamu centre, museum and art gallery in Hokitika.

Te Papa staff have been actively supporting the scoping of this project by providing expertise to develop the concept for the project, and information and advice to assess the feasibility of the proposal. This support is in addition to our ongoing support of the Hokitika Museum through National Services Te Paerangi. We have provided this support to Westland District Council because of the significance of the Hokitika Museum collection, the importance of a pounamu centre to local iwi, and our assessment that the stories of this region are of national importance.

We have been inspired by the professionalism and commitment of Westland District Council staff in their development of the project to date. We have every confidence in their ability to develop and deliver a cultural centre of national importance for the people of the West Coast, and for the nation more broadly. We have no doubt that a cultural centre of this quality will play a major role in stimulating further tourism in the region.

We remain at your disposal to provide further support of the project where needed, and look forward to seeing the ongoing development of this important project.

Yours sincerely,



Dale Bailey  
**Director Collections Research and Learning**





HERITAGE NEW ZEALAND  
POUHERE TAONGA

31 July 2018

Simon Bastion  
Chief Executive  
Westland District Council  
36 Weld Street  
Hokitika 7810

**New Zealand Centre for Pounamu and the New Museum**

Dear Simon,

It is a pleasure to write in support of the development proposals and plans for the New Zealand Centre for Pounamu and the New Museum.

Heritage New Zealand Pouhere Taonga continues to work closely with a number of initiatives in Westland. It is through this close relationship that we have learnt of the aspirations around the New Zealand Centre for Pounamu and the New Museum. In our view both the Centre and the Museum have the potential to be central pillars to enhanced tourism and economic development for the region.

We continue to be impressed with the Heritage West Coast Strategic Vision 2015. This is an inspiring and aspirational document. The development of the vision was formed through such strong consultation and collaboration that there is no doubt about the commitment to heritage and the willingness to locally participate in the realisation of the history and heritage of the region. The vision is a great example of local people, along with their local cultures, looking to make the most of the unique heritage that they have. The next step is to further implement this vision and it is pleasing that the New Zealand Centre for Pounamu and the New Museum will be a part of that.

Heritage New Zealand Pouhere Taonga, along with the Department of Conservation, the Ministry for Culture and Heritage and the Ministry for Business Innovation and Employment are currently working on the development of a heritage programme known as Landmarks for Te Tai Poutini, the West Coast. The plans are in place to have this programme launched in late November 2018. Having progressed the concept and designs of the New Zealand Centre for Pounamu and the New Museum we think would enhance the Landmarks programme.

We understand that you are making application to the Provincial Growth Fund in order to allow the vision of the New Zealand Centre for Pounamu and the New Museum to be progressed. We fully support this application as we see real benefits in economic growth through what is proposed.

Please feel free to use this letter as part of your application. We are available to answer any questions if required.

Nga mihi nui,

Andrew Coleman  
Chief Executive

30 July 2018

Simon Bastion  
Chief Executive  
Westland District Council  
36 Weld Street  
Hokitika 7810

Tēnā koe

## **Hokitika - Centre for Pounamu and new Museum**

I wish to offer my endorsement for the work underway to develop a precinct including a centre for poumanu and new museum for Hokitika. I have been in discussion with members of the project team over several months, providing support from my knowledge and experience of working in the museum and heritage sector.

Museums Aotearoa is the professional association for public museums and art galleries in New Zealand. Museums and art galleries are kaitiaki of taonga and knowledge, connecting our past, present and future through the collections research and public programmes for which they take public responsibility. In addition to this value they offer as providers of education and learning opportunities, they make contributions in many other areas – they stimulate creativity and enrich the cultural, social and economic life of their region. National and international research shows that museums and other cultural facilities provide huge returns to their communities in well-being, pride and identity, as well as economic returns as part of the regional tourism offering and wider employment and business activities.

As well as offering my professional critique of the progress to date, I have been able to connect the project leaders with other similar facilities, both established and being planned. I know that this proposed centre is being developed carefully, thoughtfully, and in full consultation with all the communities involved. I believe it will fill a definite need in Hokitika, contribute regionally, and become a source of pride and enjoyment for all.

The groundwork has been laid. It now needs strong funding support to enable the project to develop and fulfil its promise.

Nāku noa, nā



Phillipa Tocker  
Executive Director

# WEST COAST NEW ZEALAND UNTAMED NATURAL WILDERNESS

Simon Bastion  
30<sup>th</sup> July 2018  
CEO Westland District Council,  
36 Weld Street,  
Hokitika 7810.

Dear Simon,

**Re New Zealand Pounamu Centre and Hokitika Museum.**

Tourism West Coast is 100% behind the development of the New Zealand Pounamu Centre based in Hokitika as it will be a great attraction for both domestic and international visitors.

The ability to really 'tell the story' fits with both the Tourism New Zealand strategy and the West Coast Tourism strategy and will create both interest and employment for the West Coast.

Combining the Te Runanga o Ngati Wae Wae and Te Runanga o Makaawhio pounamu heritage with displays and carving will be a real magnet to get more people to stop in Hokitika and stay longer adding to the GDP and overall expenditure.

The redevelopment of the Hokitika Museum along side the Pounamu Centre will again add a plethora of history and stories relevant to the birth of New Zealand and the Maori and European heritage which the region is steeped in.

There is such a rich collection of wonderful stories that are just waiting to be told and this is they way to achieve a much greater understanding of who we (New Zealanders) really are!

We look forward to seeing this exciting project move forward and will support it in any way possible.

Yours sincerely

*J A Little*

CEO, Tourism West Coast, 100 Mackay Street, Greymouth

6 August 2018

Simon Bastion  
Chief Executive  
Westland District Council  
36 Weld Street  
Hokitika 7810

By email: [simon.bastion@westlanddc.govt.nz](mailto:simon.bastion@westlanddc.govt.nz)

Kia ora Simon

### **Support letter for the New Zealand Centre for Pounamu and new Museum**

I would like to offer the support of the Department of Conservation to the Westland District Council for the project to create a New Zealand Pounamu Centre and a new Hokitika Museum telling the key stories of Westland's history and culture. In my view this is a key element in the New Zealand Story and this can be only told in Hokitika.

I have been involved in the planning for this facility since the inception of the project and see that many aspects of this project support the department's own work and investment and the aspiration of tangata whenua and the community of Tai Poutini West Coast.

It is tremendous to be able to present the special features of Westland's culture, environment and heritage on what will no doubt be a very prominent stage, with more than 1 million visitors per annum passing through Hokitika. The New Zealand Pounamu Centre and Hokitika Museum will assist making Hokitika a 'must do' visitor destination and experience, with longer stays and greater contribution to employment and economic sustainability and leading in the story telling of what is so special about this place.

Also of importance is the intent to utilise the Museum and Pounamu Centre to direct visitors out to the sites where the nature features and historic events happened in situ. Many of these sites are on Conservation land, and from these sites it will also be possible to encourage visitors to the Museum and Pounamu Centre to fully experience further aspects of those features and events. In many cases these are likely to be sites where we have made, and will continue to make, significant investment in the preservation, conservation and presentation of Westland's natural environment and cultural heritage, such as the Hokitika Gorge. The Pounamu Centre and Museum will add value to this investment.

This will also support the work the Department of Conservation is currently leading in conjunction with Heritage New Zealand and Ministry of Culture and Heritage in developing the Landmarks Tohunga Whenua project for the West Coast. This involves identifying and promoting the locations on the West Coast that are pivotal in telling the key stories of New Zealand and the region as part of the identity of New Zealand and as visitor attraction.

**Department of Conservation Te Papa Atawhai**  
10 Sewell Street, Hokitika, 7810  
Tel: 03 7569100 [www.doc.govt.nz](http://www.doc.govt.nz)

Simon Bastion  
Chief Executive  
Westland District Council  
36 Weld Street  
Hokitika 7810

Monday, 30 July 2018

Dear Simon,

### **New Zealand Centre for Pounamu and New Museum**

I am writing to say that GNS Science wholeheartedly endorses this application and has pledged to assist as best it can.

As a Crown Research Institute, GNS Science is the premiere 'earth science provider' in New Zealand. It is also a founding sponsor of Te Papa, the National Museum of New Zealand. We have significant earth science expertise to offer, and considerable experience with both the conceptual design and development of museum exhibitions.

GNS Science is home to rock, mineral and fossil collections of national significance, including a substantial bequeath made by Russell Beck in 2017 of nephrite/pounamu samples from other countries.

I also write in my capacity as 'the geologist' at Te Papa. I have had this role since Te Papa opened in early 1998. Te Papa has quite simply transformed the Wellington economy, and I firmly believe that the proposed New Zealand Centre for Pounamu and New Museum in Hokitika will be equally transformative for the Westland economy.

Yours sincerely,



Dr Hamish Campbell  
Senior scientist, GNS Science  
1 Fairway Drive, Avalon, PO Box 30368 Lower Hutt  
NEW ZEALAND  
64 4 5704649  
027 221 8817  
[h.campbell@gns.cri.nz](mailto:h.campbell@gns.cri.nz)



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11 November 2018

Simon Bastion  
Chief Executive  
Westland District Council  
36 Weld Street  
Hokitika 7810

Dear Simon

SUPPORT FOR NEW ZEALAND POUNAMU CENTRE HOKITIKA MUSEUM CONCEPT

#### Background

The constitution of Heritage Hokitika Inc. includes the objectives:

- to preserve and enhance the historic character of Hokitika and surrounding area;*
- to promote and facilitate the on-going use of Hokitika and surrounding area's heritage as a viable and living part of the community*
- to utilise Hokitika and surrounding area's heritage as a focus for tourist development*
- to encourage the community to preserve and enhance those buildings within Hokitika which may have historical or architectural significance*
- to give priority to achieving all the above objectives in the core area which is bounded by the Hokitika River, the Tasman Sea, Stafford Street, Tancred Street, Weld Street and Fitzherbert Street.*

To help achieve these objectives Heritage Hokitika volunteers work closely with Westland District Council and the Hokitika Museum.

#### Support

We strongly support Westland District Council in developing the concept of a New Zealand Pounamu Centre in combination with a new Hokitika Museum.

PO Box 100, Hokitika 7842  
Ph: 0275 496 452  
secretary@heritagehokitika.org.nz  
like us on Facebook: Heritage Hokitika

Monday 19<sup>th</sup> November, 2018

**Westland Arts Incorporated**  
Westland Arts Incorporated  
c/- PO Box 156, Hokitika



RE: Hokitika Public Art Gallery

To Whom It May Concern,

I am writing as the chairperson of WAI – Westland Arts Incorporated to endorse the proposal to include an art gallery in the complex and cultural centre proposed for the Carnegie Building and its surrounds.

Westland Arts Incorporated is a voluntary organisation formed in 2001.

Our aims are:

- To develop, promote and coordinate arts activities and participation in the arts in Westland in order to encourage enjoyment of the arts in Westland District
- To develop and coordinate opportunities for arts education in Westland District in order to foster arts appreciation and excellence
- To develop, support and strengthen the arts sector in Westland District as a viable economic activity

In its 17 years of existence WAI has been catalyst and support for many of the arts and culture related projects in the district and we would be excited to support a public gallery space in Hokitika. The West Coast is an area that has long attracted and inspired both professional and amateur artists. That the area is not more well known for its artists is perhaps due to lack of investment and support – two hurdles that would be immediately overcome by the establishment of a gallery and cultural complex.

There are several local artists who only exhibit work inter-regionally due the lack of appropriate, high quality space locally. Additionally, there are some artists, ceramicist Chris Weaver for example, who are nationally celebrated but have no local presence.

It is the belief of WAI that a public gallery space would allow for celebration and championing of successful local artists as well as provide inspiration and education to aspirational creatives.

Kind regards  
Rebecca Geary



**WESTLAND HIGH SCHOOL**  
**Te Kura Tuarua o Hokitika**  
*EXPERIENCE SUCCESS TOGETHER*  
*PIKI KOTAHI KI TE TAUMATA*

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Mr Iain Murray

Principal, Westland High School

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10 December 2018

Simon Bastion  
Chief Executive  
Westland District Council  
Private Bag 704  
HOKITIKA 7842

Dear Simon

Re: New Zealand Pounamu Centre and New Museum Experience

I am writing to support this proposed this new facility the Westland District Council is planning in conjunction with Te Runanga o Ngati Waewae and Te Runanga o Makaawhio.

Having the centre proposed will provide a significant asset to enhance many parts of our school curriculum across most years of study. I have outlined these below. Not only would the school have classes regularly at the facility, we could in fact look to a potential collaborative partnership in funding an education resource to work between the centre and the school.

The centre would assist with the local and wider educational needs of the Westland High School curriculum and provide rich opportunities for our students and staff linking with the following curriculum areas.

Social Sciences

- History and Social Studies
- Economics & Tourism
- Local Geography
- Traditions & local Maori tikanga

The Arts

- Maori Culture
- weaving, carving, manufacturing and shaping pounamu

Sciences

- Flora and fauna
- navigations of planet earth and beyond
- Matariki and the trails from north to south and east to west

# Westland Industrial Heritage Park

PO Box 100, HOKITIKA

11 December 2018

Simon Bastion  
Chief Executive  
Westland District Council  
36 Weld Street  
Hokitika 7810

Dear Simon

SUPPORT FOR NEW ZEALAND POUNAMU CENTRE HOKITIKA MUSEUM CONCEPT

## Background

The Westland Industrial Heritage Park is a charitable trust with objects including:

- Restoration, maintenance and promotion of the use and enjoyment of items of historical and industrial significance which help depict the heritage of the area and its people.
- Use of industrial heritage as a focus for tourism development and to promote employment initiatives and job opportunities.

To help achieve these objectives the Park volunteers work closely with Westland District Council and the Hokitika Museum. The Park is a registered Museum and houses part of the Hokitika Museum's collection, in effect operating as an extension of the Hokitika Museum.

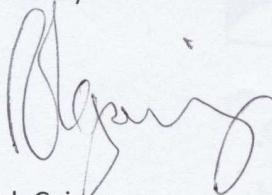
## Support

We strongly support Westland District Council in developing the concept of a New Zealand Pounamu Centre in combination with a new Hokitika Museum.

## Funding

The Heritage Park would support any applications for funding development of the concept to design stage, including wide consultation, and then for construction of the approved facility.

Sincerely



Bob Gaiger  
PRESIDENT

## APPENDIX 4 – HOKITIKA COLLECTION ASSESSMENT REPORT

June 2017, Prepared by Judith Taylor, Museum Development Advisor,  
National Services Te Paerangi Te Papa Tongarewa

Extract from the

**Hokitika Collection Expert Knowledge Exchange Report June 2017**  
**Prepared by Judith Taylor, Museum Development Advisor**  
**National Services Te Paerangi Te Papa Tongarewa**  
**Kaiwhanake Whare Taonga, South Island**

### ***Back of house and storage considerations for Hokitika Museum's proposed redevelopment***

#### ***7.0 Current storage capacity at Drummond Hall and annexes***

*Size of current storage spaces at Drummond hall is 180m<sup>2</sup>*

*Approximately 128.4 cubic metres of storage shelving and contained items take up approximately 64 sqm of floor space within the 180sqm. Objects housed on the floor and aisle areas take up nearly all further space leaving confined aisles and access ways free.*

*Most of the museum's accessioned material is stored in this area or is on display. Current storage space is at full capacity in its current organisation. However the storage areas could be rationalised.*

*As reported above current packaging is not ideal. A visual estimate calculated that 10-15% of the items are stored in a way that meets museum standards for preservation.*

*To house the collection in a way that meets museum standards would take up a similar amount of storage space if the collection storage area and shelving was optimized. Items could be containerised and storage consolidated into larger compacting shelving units and onto pallet racking. However ideally a space at least equivalent of the current storage area 1 is needed as a clear work space. This area is kept clean and clear area for receiving, assessing and packaging items.*

*Ancillary additional areas are needed for quarantine, photography and an area for preparation of displays and other museum functions.*

#### ***8.0 Planning for storage***

*Allowing for future growth the spatial requirement for storage is estimated at 230-250sqm*

*A storage area of approx. 250sqm would be adequate for about 10 years at current rate of acquisition and if the collection was efficiently packaged and stored. This would not allow for all large items such as drays to be stored. Akaroa Museum (comparable size organisation but with a smaller collection) has a new space of 270sqm that is already nearly fully used. They commented that they do not have adequate support areas so the collection storage has been taken up with other functions. Offsite storage is already needed there.*

*A further 100m<sup>2</sup> should be adequate for the other back of house functions. Inter relationships of these and other areas should be fully developed in the architectural brief – these areas are all in a secure non-public zone.*

*Back of house requirements for museum functions typically approach 1/3 of the total floor space. Further spatial estimates are needed as this will depend on the floor layout that can be achieved, types of storage shelving and packaging used and amount of objects to be stored, projected growth rates and future proofing.*

*Accurate estimates should be incorporated into any architectural brief in consultation with staff and independent museum experts.*

#### ***9.0 Definition of user requirements***

### *Developing the functional brief*

*The activities of the museum need to be analysed and developed into relationship diagrams and flow charts. Along with museum standards and specifications these are a constant reference point for the project. Staff and management should always be involved to confirm activities, circulation, occupancy assumptions and adjacencies. Detailed space descriptions are developed from consultation with users and experts.*

*Detailed space descriptions also incorporate all functional requirements such as atmospheric, acoustic, access, communication, safety, security and electrical details. At each stage of development the functional brief should be referred back to experts, staff and board for review.*

### **10.0 Museum back of house functional areas**

*Collection storage areas for all parts of the collections - with specialist storage shelving and equipment for moving items are required. These areas are not staff office areas. The areas is a well-sealed space with a high level of security and is fully climate controlled. The areas is alarmed for unauthorized entry and there is limited staff access with security camera monitoring movements. There are no unsealed surfaces or construction gaps. High quality insulation can achieve thermal mass which reduces dependency on HVAC systems in the event of power cuts or break downs.*

#### **Facilities and spaces**

- *Staff offices and associated facilities (copier area, kitchen, dishwasher, lockers, cloakroom, shower, washing machine, toilets)*
- *Staff room meeting room*
- *Board room*
- *Collection quarantine area (lockable)*
- *Collection receiving, assessment and processing area (registration workroom)*
- *Photography and scanning area*
- *Clean work surface area*
- *Wet area*
- *Area for packaging*
- *Loading bay – fully enclosed and under cover*
- *Works in transit area*
- *Crating/uncrating area*
- *Workroom area for dirty work – painting and construction*
- *Sealed or coated floors – lino or paint in store areas*
- *Materials that will not off-gas in storage (powder coated steel fittings)*
- *Research area - public access at times to examine collection items in a secure supervised space*
- *Safe and secure lock up valuables storage*
- *Mock up display area*
- *Storage of props area*
- *Storage of equipment area (moving equipment, ladders, tools)*
- *Chemical and hazardous materials store*
- *Storage of packaging*
- *Adequate aisles - with additional width for transit of crates*
- *Security monitoring and computer hardware control room*
- *Waste management area*

*Further spatial estimates are needed as this will depend on adjacencies, work flow and the layout that can be achieved, types of storage shelving and packaging used and amount of objects to be stored. Levels of security are affected by whether or not artefacts are present.*

*Specialised collection storage environments may be needed for specific sections of the collection.*

### **11.0 Museum building standards: environmental**

*A building that meets museum standards has to meet a number of environmental conditions that will ensure the longevity of collections held by the institution and also meet conditions set by lenders of public and private collections. These requirements can be summarized as:*

- *the building needs to have a high thermal mass with very high quality insulation*
- *relative humidity controlled to between 45 and 59% RH with no more than 10% change in 24 hours.*
- *temperature controlled at 20 (+ / - 2) degrees Celsius with no more than a 2 °Celsius change in 24 hours. This is a compromise for preservation and human comfort for public display areas*
- *storage areas may be kept cooler all year round (17-18degc) as these areas are not work areas and lower temperatures assist preservation.*
- *some materials, glass plate negatives, film, parchment for example, need specialised storage and environments for longevity. For these items separate storage areas may be warranted depending on quantities of material. If ideal storage is not available transferring items to an institution that can care for the material at optimal conditions is possible. Smaller capsule cool storage units are also a possibility.*
- *light level standards for museum collections are determined by the vulnerability of different materials to light exposure and generally range from 50lux to 250lux*
- *controlled artificial and natural light and clean air, filtered atmosphere (HEPA filter) in storage and display areas*
- *very low levels of ultra violet light are required while allowing some natural light in work and public areas*
- *external monitoring of security systems at all hours*
- *sprinklers fitted throughout the building*
- *heat and smoke alarms fitted throughout the building*
- *air conditioning, plumbing piping and conduits should not impede full utilisation of storage spaces or pose any risk of flooding*
- *external overflow drainage is needed for all interior plumbing*
- *no internal guttering or internal drain pipes*
- *sited away from streams or rivers that could result in flooding and/or risk is analysed and mitigation measures put in place*
- *sited on solid ground that will not result in liquefaction during earthquakes*
- *solid foundations capable of withstanding earthquakes and shocks*
- *insects and vermin proof - good seals and easy care surfaces*
- *the capacity to expand to meet future expansion requirements*

### **12.0 Conservation requirements**

*To be able to borrow art and artefacts from other institutions, management will have to prove that the building provides a stable and secure environment. This will be verified by print outs from the Building Management System (BMS), and independent environmental monitoring sensors throughout the building. The building must be able to be managed to meet the environmental control specifications above and provide evidence for at least six months for eligibility for loans from major institutions.*

### **13.0 HVAC system**

*The museum HVAC system operates 24 hours 365 days of the year at the set points outlined above. The system must be closely monitored and meet high standards of reliability and cost efficiency. It should be serviced by a firm who are capable of offering a 24 hour on call service and with spare parts easily available within New Zealand.*

*The HVAC system is controlled by a BMS. The HVAC system must operate quietly and should not impact on any staff or public areas. Passive climate control can be considered. This would require understanding the passive external and internal environments and working with architects and specialist systems designers.*

## APPENDIX 5 – FLOOD HAZARD ANALYSIS -

### West Coast Regional Council Letter, December 2018



Simon Bastion  
Chief Executive  
Westland District Council  
36 Weld Street, Private Bag 704, Hokitika 7842

14<sup>th</sup> December, 2018

Dear Simon Bastion,

The West Coast Civil Defence Emergency Management Group appreciates the opportunity to give advice on the flood hazard to the proposed location of the New Zealand Pounamu Centre and the Hokitika Museum.

Hokitika is located on the Hokitika River floodplain, while also low-lying and close to a dynamic coastline. Due to the townships location it is at risk of flooding from the Hokitika River and Tasman Sea from: surface flooding, river flooding, storm surge and tsunami as well as geological hazards from earthquakes such as land subsidence, liquefaction and lateral spreading.

Below are links to some reports that may aide in understanding the flood hazards in this area:

- West Coast Regional Council Natural Hazards reports:  
<https://www.wcrc.govt.nz/document-library/natural-hazard-reports/Pages/default.aspx>
- Which includes the most recent report by Good Earth Matters in 2010 on flood hazard in Hokitika:  
<https://www.wcrc.govt.nz/Documents/Natural%20Hazard%20Reports/Hokitika%20River%20Design%20Flood%20Levels%202010.pdf>

The greatest flood in Hokitika Township was recorded occurred on 20 February 1935. 233 mm of rainfall was recorded in twenty four hours, a fall that had never been exceeded before. The lower portions of the town were flooded up to a depth of 1.2 metres. (Rob Daniel, pers comms 2018).

In future the flood risk to Hokitika is likely to increase as climate change is forecast to increase sea-level while also changing the climatic conditions resulting in increased frequency and severity of rainfall and storm surge events such as Ex-Cyclone Fehi which impacted the West Coast earlier this year.

We consider it imperative that the site selection criteria for any new facilities consider all natural hazards and their associated risks, particularly looking to the future and how we address natural hazard management. Unfortunately there is currently limited natural hazard information (including flood) for this site and the wider area that we can offer the Westland District Council to assist in this site feasibility study. Natural hazard analysis for Hokitika will commence in 2019 with flood hazard modelling, flood mitigation assessment and flood risk analysis to be completed by the end of 2019. When this is completed we will update the council to take in to consideration.

Kind regards,

Jo Paterson

Group Natural Hazards Analyst & Lifelines Utilities Coordinator



## APPENDIX 6 – LIST OF PEOPLE CONSULTED DURING THIS STUDY

Ann Blyth	Director, Te Awamutu Museum
Ashley Francis	A View Limited
Bronwyn Grant	Senior Adviser - Regional Culture and Heritage Fund (RCHF), Ministry of Culture and Heritage
Charlotte Davy	Head of Art, Te Papa Tongawera Museum of New Zealand
Colleen Mullin	Acting Director, Len Lye Centre
David Carruthers	Westland District Councillor for Arts, Culture and Heritage
David Stapleton	Director, Coast Link Services, Greymouth
Don Gillies	Construction Manager, Te Papa Tongawera Museum of New Zealand
Eric Holowacz	Director Museum and Arts, Whakatane District Council
Fiona Scadden	Planning Manager, Westland District Council
Francois Tumahai	Chariman, Te Runanga o Ngati Waewae
Frosty Theron	Collections Assistane, Hokitika Museum
Hamish Campbell	Scientist, GNS Science
Helen Cook	Collection Curator, Hokitika Museum
Hendrix Warren	Cultural and Community Centre Manager at Horowhenua District Council
Jason Leppens	Advisor, Te Puni Kokiri, Chrishchurch
Jim Ebenhoh	Westland District Council Group Manager: Planning, Community & Environment
Jim Little	Chief Executive, Tourism West Coast
Jo Paterson	West Coast Regional Council
Judith Talyor	Museum Development Adviser, National Services Te Paerangi, Te Papa Tongawera Museum of New Zealand
Julia Bradshaw	Senior Curator Human History/Acting Curatorial Manager, Canterbury Museum
Kelvin Day	Tumuaki of Puke Ariki Museum, New Plymouth
Make Davies	Director, Operations, Western South Island Region, Department of Conservation
Murray Hay	Grey District Council Councillor
Natasha Morris	Librarian, Westland District Library
Paul Madgwick	Former Chairman of Te Runanga o Makaawhio, Poutini Historian
Peter Read	Toitu Otago Settlers Museum
Philip Howe	Director, South Canterbury Museum
Philippa Tocker	Chief Executive, Museums Aotearoa
Rebecca Geary	Chairperson, WAI (Westland Arts Incorporated)
Richard Arlidge	Coaltown Museum, Westport
Richard Benton	Chair, Tourism West Coast, Owner West Coast Wildlife Centre, Franz Josef
Rob Daniel	West Coast Lifelines Utilities Coordinator, Chair of Heritage Hokitika and the Westland Industrial Heritage Park
Rory McDougall	Sculptor
Shirin Khosraviani	Director, Ashburton Art Gallery
Simon Bastion	Chief Executive, Westland District Council
Simon Eyre	Westland District Council Property & Projects Supervisor
Simon Nathan	Scientist, GNS Science
Stephnie Lainge	Manager, Kaikoura Museum
Sue Asplin	Photographs Curator, Hokitika Museum
Susan Wallace	Kaiarahi Kohika Kaupapa, Mahakitaka
Tanya Robinson	Director, Ashburton Museum Director

# APPENDIX 7 – PROJECT PLAN AND TIMELINE

Item	Duration	Month 1 Dec	Month 2 Jan	Month 3 Feb	Month 4 Mar	Month 5 Apr	Month 6 May	Month 7 June	Month 8 Jul	Month 9 Aug	Month 10 Sept	Month 11 Oct	Month 12 Nov	Month 13 Dec	Month 14 Jan	Month 15 Feb	Month 16 Mar	Month 17 Apr
<b>Preliminary</b>																		
Engage Project Team	1/12/18 - 28/02/19																	
Early Scope Prep	14/01/19 - 28/02/19																	
Confirm Scope and Prep	01/02/19 - 30/05/19																	
Confirm brief scope for Museum Pounamu Centre and Library	10/02/19 - 10/06/19																	
Confirm land title ownership and associated legal	27/02/19 - 09/04/19																	
Prepare Consultant's Scope of Work	27/02/19 - 09/04/19																	
Develop partnership - community consultation - liaise with other crown interests and Iwi	20/03/19 - 10/06/19																	
<b>Mobilization post crown approval</b>																		
Consultant Engagement tender and approval to engage	01/04/19 - 30/06/19																	
Confirm brief with Council and partners	01/04/19 - 30/07/19																	
Site investigation	01/07/19 - 30/08/19																	
Initial design briefing scope	01/06/19 - 30/09/19																	
Initial Design	01/09/19 - 30/11/19																	
Definitive Design and Resource consent	01/11/19 - 30/04/20																	
Construction Documentation	01/04/20 - 30/09/20																	
Building Consent and Tender	01/09/20 - 30/11/20																	
Approval and Site Mobilization	01/12/20 - 23/12/20																	
<b>Construction &amp; required Demolition of Current Buildings</b>																		
Fit out and install offices and Museum	01/12/20 - 30/01/22 01/11/21 - 31/03/22																	
<b>Pounamu Centre Exhibition</b>																		
Liaison & Development of Pounamu Exhibition Consent	01/07/19 - 23/12/20																	
Engage Consultant for Pounamu Exhibition	1/10/2019 - 23/12/19																	
Contents design and research period	1/12/2020 - 30/08/21																	
Fit out and install period	01/08/21 - 31/03/22																	
<b>Carnegie Building</b>																		
Design work and documentation	Completed																	
Funding application and approval	01/12/18 - 30/05/19																	
Consent application	01/06/18 - 01/08/19																	
Tender	01/06/18 - 16/08/19																	
Construction	16/08/19 - 01/08/19																	
Interior fit out Design	01/03/20 - 30/07/20																	
Interior fit out construction	01/07/20 - 30/11/20																	



# Report



**DATE:** 28 March 2019

**TO:** Mayor and Councillors

**FROM:** Community Development Advisor

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## **UTILISING FUNDS FROM THE HARI HARI COMPLEX RESERVE FUND**

### **1 SUMMARY**

- 1.1 The purpose of this report is to advise Council that the Hari Hari Community Association would like to utilise funds from the Hari Hari Complex Reserve Fund.
- 1.2 This issue arises from a request from the Hari Hari Community Association who would like to use a portion of the Hari Hari Complex Reserve Fund to replace windows in the Guy Menzies Hanger building in Hari Hari.
- 1.3 Council seeks to meet its obligations under the Local Government Act 2002 and the achievement of the District Vision adopted by the Council in May 2018, which are set out in the Long Term Plan 2018-28. These are stated on Page 2 of this agenda.
- 1.4 This report concludes by recommending that Council approves the release of funds for the replacement of existing scratched Perspex windows with strengthened glass and the installation of new reveals for the front windows of the Guy Menzies Hanger building in Hari Hari, with the remainder of the Hari Hari Complex Fund retained for use in the Hari Hari Rating District.

### **1 BACKGROUND**

- 2.1 After the completion of the Hari Hari Community Complex, funds remained in the Hari Hari Complex Reserve Fund and were tagged for future use in the Hari Hari Rating District.

### **3 CURRENT SITUATION**

- 3.1 The Hari Hari Community Association identified that the scratched perspex windows at the front of the Guy Menzies Hanger building needed replacing with strengthened glass. This would also involve the installation of new reveals to the existing posts to enable the windows to be fitted. The preferred quote for this work comes to \$5,408.17, with the Hari Hari Complex Reserve Fund consisting of \$78,500.00 at this current time.
- The Hari Hari Community Association consider this current work as Stage One, and would like to replace the remaining side windows at a later date.

### **4 OPTIONS**

- 4.1 Approve the release of funds to pay for the strengthened glass and front window installation on the Guy Menzies Hanger building. The remainder of the fund retained in the Hari Hari Complex Reserve Fund for use in the Hari Hari Rating District.
- 4.2 Release the remainder of the Hari Hari Complex Reserve Fund to the Hari Hari Community Association for future use on the Hari Hari Community building, the Guy Menzies Hanger building, and community projects in the Hari Hari Rating District.

### **5 SIGNIFICANCE AND ENGAGEMENT**

- 5.1 This is a low level of significance and the Hari Hari Community Association have taken the appropriate type of engagement and consultation by discussing this at an open community meeting, with the result that the meeting moved, second and passed a motion for this window replacement to be undertaken.
- 5.2 The Hari Hari Community Association agreed at their 16 January 2019 meeting that the scratched perspex needed to be replaced. They sourced quotes for strengthened glass and the necessary window reveals to achieve this replacement.

### **6 ASSESSMENT OF OPTIONS (INCLUDING FINANCIAL IMPLICATIONS)**

- 6.1 The advantage of replacing the scratched perspex with strengthened glass is the improved presentation of a significant piece of local history and maintaining a community building to a good standard. The remainder of the

funds can then be retained in the Hari Hari Complex Reserve Fund and this would give the Hari Hari Community time to consider the best possible use of these remaining funds. The disadvantage of not replacing the perspex is that the Guy Menzies Hanger starts to look neglected.

6.2 The advantage of releasing all the remaining funding in the Hari Hari Complex Reserve fund is that the Hari Hari Community Association have the ability to make other modifications to their community buildings. The disadvantage of this is that some funds could be used on minor projects with funds not available for a substantial project which the community could desire at a later date.

6.3 There are no financial implications for Council.

## 7 PREFERRED OPTION(S) AND REASONS

7.1 Approve the release of funds to pay for the strengthened glass and front window installation on the Guy Menzies Hanger building. The remainder of the fund retained in the Hari Hari Complex Reserve Fund for use in the Hari Hari Rating District.

## 8 RECOMMENDATION(S)

A) **THAT** funds be released for the strengthened glass and window installation as per the preferred quote, and the remainder of funds be retained in the Hari Hari Complex Reserve Fund tagged for future Hari Hari community projects.

**Sarah Brown**  
**Community Development Advisor**

# Report



**DATE:** 28 March 2019  
**TO:** Mayor and Councillors  
**FROM:** Regulatory Services Manager

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## **FREEDOM CAMPING REVIEW WORKING GROUP – TERMS OF REFERENCE**

### **1 SUMMARY**

- 1.1 The purpose of this report is to seek Council's approval of the Freedom Camping Review Working Group – Terms of Reference, and to confirm appointment of a Councillor Representative from each ward to the working group.
- 1.2 This issue arises from the adoption of a resolution to establish a Freedom Camping Review Working Group at a meeting of Council on 28 February 2019.
- 1.3 Council seeks to meet its obligations under the Local Government Act 2002 and the achievement of the District Vision adopted by the Council in May 2018, which are set out in the Long Term Plan 2018-28. These are stated on Page 2 of this agenda.
- 1.4 This report concludes by recommending that Council receives the report; adopts the Freedom Camping Review Working Group – Terms of Reference, and appoints three (3) Councillor Representatives – one from each ward.

### **2 BACKGROUND**

- 2.1 In response to district wide concerns of the negative environmental impacts and risk to public health attributed to unregulated freedom camping throughout Westland District, Council resolved to draft and consult on a Freedom Camping Bylaw.

- 2.2 Council identified seven sites to be established as Responsible Camping Areas. Five of the sites; Acre Creek, Okuku, Beach Road, Bruce Bay, and Paringa, have been established, complete with on-site toilet and waste facilities. Two part-time Compliance Officers were appointed to monitor the level of compliance at designated Responsible Camping Areas, and carry out enforcement actions where freedom campers are in contravention of the Freedom Camping Bylaw.
- 2.3 Council received complaints from representatives of local communities and accommodation providers in relation to the perceived impacts of Freedom Camping. Concerns included the number of vehicles occupying Responsible Camping Areas, on-site waste management facilities not meeting demands, a decline in guest accommodation nights at established accommodation provider facilities, health risks, and impacts on sensitive environments, with particular reference to penguin populations.
- 2.4 While Council is not permitted to prohibit Freedom Camping across the entire Westland District, it may review and where appropriate, amend the Freedom Camping Bylaw 2019 to protect an area, the health and safety of people who visit the area, and access to the area.
- 2.5 At a Council meeting on 28 February 2019, Council resolved to establish a Freedom Camping Working Group to review Council's Freedom Camping Bylaw 2018, to identify opportunities for amendment, and issues that need to be conveyed to appropriate authorities/organisations or government for consideration and resolution.

### **3 CURRENT SITUATION**

- 3.1 A Terms of Reference has been drafted which defines the purpose, scope, objectives, membership, and operating principles of a Freedom Camping Review Working Group (Appendix 1)
- 3.2 To ensure that accommodation provider, community representative, and stakeholder views are considered in a review of freedom camping in Westland, a membership that provides for this is recommended.

### **4 OPTIONS**

- 4.1 The following options are presented for Council's consideration
  - 1) Adopt the Freedom Camping Review Working Group Terms of Reference.



- 2) Establish a Freedom Camping Review Working Group without a Terms of Reference.

## 5 SIGNIFICANCE AND ENGAGEMENT

- 5.1 Under the guidance of Council's Significance and Engagement Policy, any decision of Council made on options presented are considered to be of medium significance.
- 5.2 The adoption of the attached Terms of Reference does not trigger any requirement for public consultation.

## 6 ASSESSMENT OF OPTIONS (INCLUDING FINANCIAL IMPLICATIONS)

### 6.1 Option 1. Adopt a Terms of Reference

A Terms of Reference clearly defines the purpose, scope, objectives, membership, and operating principles of an appointed working group. It enables a group's membership to be defined to ensure representation of all affected stakeholders while providing for consideration of all views in a controlled forum and environment.

Once adopted, membership of the working group can be finalised, and the agreed objectives progressed.

### 6.2 Option 2. Establish a working group without a Terms of Reference

In the absence of a Terms of Reference, membership of a working group would remain undefined, and there would be no clear guidelines set in respect to objectives and principles.

In the absence of a defined Terms of Reference, initiation of a review is likely to be delayed due to inherent complexities in determining membership of a review group, objectives, and operating principles.

## 7 PREFERRED OPTION(S) AND REASONS

- 7.1 The preferred option is Option 1. Adopt a Terms of Reference

## 8 RECOMMENDATION(S)

- A) **THAT** Council receives the report;
- B) **THAT** Council adopts the Freedom Camping Review Working Group – Terms of Reference

- C) **THAT** Council appoint a Councillor Representative from each ward to the Freedom Camping Review Working Group.

**Te Aroha Cook**  
**Regulatory Services Manager**

**Appendix 1:** Freedom Camping Review Working Group – Terms of Reference

## **Freedom Camping Review Working Group Terms of Reference (March 2019)**

### ***The Working Group's Purpose***

The purpose of the working group is to work in a collaborative manner to review the impacts of Freedom Camping within Westland and identify options that may assist in minimising impacts, while meeting legislative requirements of the Freedom Camping Act 2011.

### ***Scope***

The working group has been set up by the Westland District Council. The Working Group is not a committee of Council. It is tasked with providing recommendations to Council via Council's Chief Executive and Regulatory Services Manager through an assessment of impacts of Freedom Camping in the Westland District, and the review of Council's Freedom Camping Bylaw 2018, particularly in regards to environmental impacts and associated infrastructure and development challenges.

### ***Background***

In response to district wide concerns of the negative environmental impacts and risk to public health attributed to unregulated freedom camping throughout Westland District, Council resolved to draft and consult on a Freedom Camping Bylaw.

Council identified seven sites to be established as Responsible Camping Areas. Five of the sites; Acre Creek, Okuku, Beach Road, Bruce Bay, and Paringa, have been established, complete with on-site toilet and waste facilities. Two part-time Compliance Officers were appointed to monitor the level of compliance at designated Responsible Camping Areas, and carry out enforcement actions where freedom campers are in contravention of the Freedom Camping Bylaw.

Council received complaints from representatives of local communities and accommodation providers in relation to the perceived impacts of Freedom Camping. Concerns included the number of vehicles occupying Responsible Camping Areas, on-site waste management facilities not meeting demands, a decline in guest accommodation nights at established accommodation provider facilities, health risks, and impacts on sensitive environments, with particular reference to penguin populations.

While Council is not permitted to prohibit Freedom Camping across the entire Westland District, it may review and where appropriate, amend the Freedom Camping Bylaw 2019 to protect an area, the health and safety of people who visit the area, and access to the area.

At a Council meeting on 28 February 2019, Council resolved to establish a Freedom Camping Working Group to review Council's Freedom Camping Bylaw 2018, to identify opportunities for amendment, and issues that need to be conveyed to appropriate authorities/organisations or government for consideration and resolution.

### ***Objectives of the Freedom Camping Working Group***

1. To collaboratively work together to assist in a review of Council's Freedom Camping Bylaw 2018, to inform the discussion
2. To identify issues unable to be administered via a Freedom Camping Bylaw or Council enforcement, to enable an informed view to be conveyed by Council to appropriate authorities/organisations and/or ministerial departments for consideration or resolution.
3. To support the representatives to the Freedom Camping Working Group with information and advice as a collective group.
4. To provide timely and relevant feedback and input to enable public consultation on a reviewed Freedom Camping Bylaw to progress.

### ***Working Group Membership***

The Chair of the working group will be one of the appointed Councillors.

The working group will comprise:

- The Mayor of Westland District (ex-officio)
- 3 appointed Councillors of the Westland District Council (1 elected member from each ward)
- 1 appointed Maori iwi/rungana representative
- 3 appointed Accommodation Providers (1 from each ward by Councillor nomination)
- 3 appointed Community Representatives (1 from each ward by Councillor nomination)
- 1 member appointed by the New Zealand Transport Agency
- 1 member appointed by the Department of Conservation
- 1 member appointed by NZMCA
- 1 member appointed by MBIE
- 2 Officers of Council

### ***Voting and final decision-making***

All present at the meeting are able to vote.

While a unanimous decision will be sought during any vote, it is appreciated that this will not always be possible. Consensus of 75 per cent of those present, with voting rights, will be adopted as the outcome.

### ***Term of Appointment and meetings***

The term of the working group is until this project has been completed. Meetings will generally be held monthly (time to be discussed with wider group). Based on activity between each meeting the chair may cancel the meeting.

### ***Subgroups***

There will be no appointment of sub-groups, however, appointed members will be encourage to garner and convey views from the accommodation providers, communities and/or organisations that they represent to this working group.

### ***General Operating Principles***

The working group is expected to:

1. Work in a collaborative and co-operative manner using its best endeavours to reach solutions that take into account the interests of all sectors of the community and the rights of freedom/responsible campers.
2. Respect the individual views and contributions of each member and those that they represent.
3. The Working Group will seek consensus in its decision-making where at all possible.

### ***Media Statements***

Any release of information to the Media will be through approved Council channels. As an objective of the Freedom Camping Working Group is to review and identify opportunities for amendment to the Freedom Camping Bylaw 2018, appointed members must remain conscious of the risk of perception of a pre-determined outcome by affected stakeholders, prior to public consultation on any Council policy or bylaw.

### ***Working Group Support***

The Working Group shall be supported by:

Te Arohanui Cook  
Regulatory Services Manager  
Westland District Council  
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[tearoha.cook@westlanddc.govt.nz](mailto:tearoha.cook@westlanddc.govt.nz)