



HAWKE'S BAY
OPERA HOUSE
& ARTS PRECINCT

Hawke's Bay Opera House Arts & Events Precinct

Strategic Plan 2019-2021

HBOH

Strategic Plan

2019-2021

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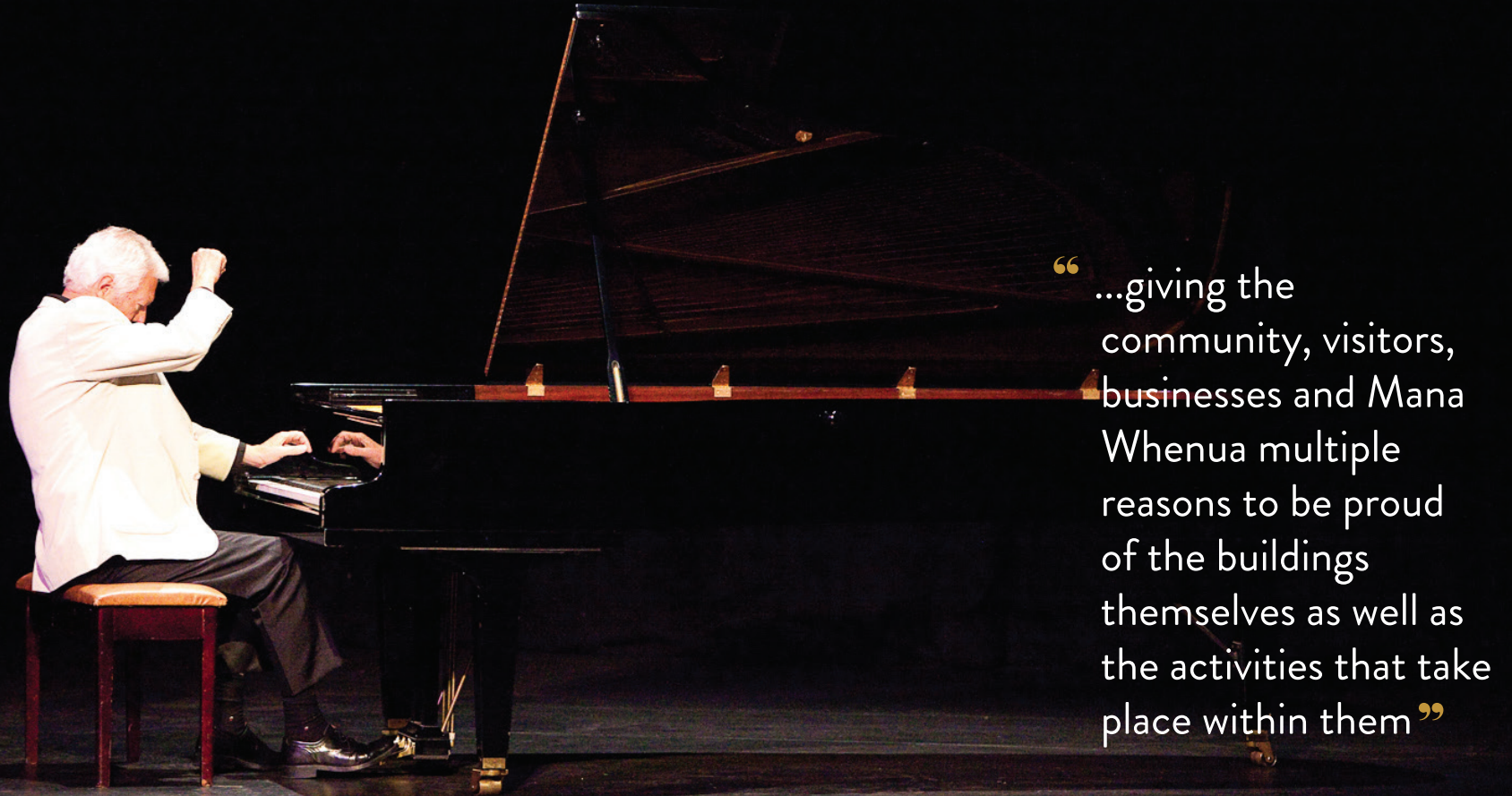
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“...giving the community, visitors, businesses and Mana Whenua multiple reasons to be proud of the buildings themselves as well as the activities that take place within them”

He Mihimihi - Greetings

Kei ngā whakateitei ki te whenua, kei ngā tamarahi ki te rangi, e rere atu nei i ngā mihi manahau ki tēnā, ki tēnā o tātau e tūhono nei ki te kaupapa whakahirahira o Te Kaunihera-ā-Rohe o Heretaunga; arā, ko te Whare Puoro o Te Matau-a-Māui me ōna piringa. Kāti rā, kei te mihi atu mātau ki Heretaunga haukūnui, Heretaunga ararau, Heretaunga haaro te kaahu, Heretaunga ringahora, Heretaunga raorao haumako, Heretaunga takoto noa; Tīhei Heretaunga!

Ko te Kaunihera-ā-Rohe o Heretaunga e awhero nei ki te tū hei kaitiaki i runga anō i te tika, te pono me te aroha kia whakakaupurangi ngā wawata me ngā tūmanako o mana whenua me te ao Māori. Pērā anō i te kaahu e haaro kaitiaki nei mō Heretaunga, ā, e haaro ana i runga ake nei, puta noa hoki i te rohe ki te mātai, ki te arataki, ki te tiaki i a tātau; he pērā anō hoki Te Kaunihera-ā-Rohe o Heretaunga me ōna whāinga kia āta tirongia ki te haepapa matua ki a mana whenua, ki te ao Māori whānui; ki te hapori whānui.

He aha ai? Kia piki ake a mana whenua, marae mai, hapū mai, whānau mai ki te pae huarewa i kaingākaungia e tēnā, e tēnā; ā, me te hapori whānui hoki. Arā, kia harakoa ai, kia tōtika ai te whanaketanga mai o te hapori kia taea ai te tākoha atu, te tūhono atu hoki ki te iwi whānui. Ko te Whare Puoro o Te Matau-a-Māui me ōna piringa tētahi o ēnei wāhi e tū whakahihī nei, ā, e whakapāho atu i ngā tāhuhu kōrero toi whakaari o mana whenua me ērā anō o te hapori whānui.

Ko te inoi ia kia pai tā tātau whakatakoto mahere me tā tātau mahi ngātahi nō te mea, ina kotahi ai tātau ka ea katoangia ngā wawata.

Tēnā tātau katoa!

Greetings and salutations to each and every one of you all our esteemed community who are drawn and connected to this esteemed project being driven by the Hastings District Council. We acknowledge this wonderful community of Heretaunga, Heretaunga of the life giving waters, Heretaunga and its myriad of pathways, Heretaunga the true beauty of which can only be seen through the eyes of the hawk, Heretaunga whose hospitality is abound, Heretaunga with rich and fertile lands, and Heretaunga of its many departed chiefs.

The Hastings District Council aspires to kaitiakitanga conducted in good faith at all times with respect to the aspirations and expectations of mana whenua and of the wider Māori community. Just as the kaahu is the kaitiaki of Heretaunga, flying above, over and around the region, to monitor, guide and protect us; so too does the Hastings District Council take seriously its responsibility to mana whenua, to the Māori community; indeed, across the whole community and district.

Why is this so? For one, it's about supporting mana whenua, marae, hapū and whānau to realise their aspirations and to have their voices heard; as well as the wider community. That is, to develop joyously and positively towards our respective goals that ultimately contribute to and connect with our aspirations here at Council. The Hawke's Bay Opera House project is one such project that given its significance as a local landmark, can tell the story of mana whenua in relation to cultural narratives and the arts, alongside those histories of our wider community.

May we go well in our planning and work together, for together we shall achieve our goals.

Greetings to us all!

Welcome

In 2014 the Hawke's Bay Opera House, Plaza and Municipal Building closed for earthquake strengthening and we were left with the opportunity – and the challenge – of envisaging the best combination of uses – and users – for the spaces within it. Since the first conversations with community, the vision has been to bring life back into this iconic facility; for culture, community and commercial to come together to create an energetic, busy, welcoming hub of activity.

Prior to closure, the Opera House Precinct was establishing itself as the cultural heart of Hastings and Hawke's Bay. During the years where building works have dominated the site, conversations, consultation, working groups and planning sessions have continued, focusing on what will take place within the spaces once they are available. We are in a phase of 'rebuild and re-establish', we need to walk before we can run, but we should also be bold and have a vision of what the Precinct can be for our community now and in the future. What

is clear is that we have many opportunities awaiting us as we begin to open the Precinct from 2020.

This Strategic Plan begins to clarify the tasks ahead. It proposes three priorities to lead the organisation over the first three years of operation: Operational Leadership and Sustainability, ensuring ways of working are robust and innovative; Vibrant Hub, enabling the Precinct to offer a range of opportunities for the community to be part of it; Local Pride, giving the community, visitors, businesses and Mana Whenua multiple reasons to be proud of the buildings themselves as well as the activities that take place within them. The plan will guide our aspirations, our operations, our programming, our organisational culture, our position in the market, our identity and ultimately our service to the community.

Sandra Hazlehurst
Mayor, Hastings District





Introduction

The Hawke's Bay Opera House Arts & Events Precinct has an unprecedented opportunity to reopen as a leading arts, conferencing, events and entertainment venue that meets the needs, goals and aspirations of the 21st century user. It fits within an international movement towards a new generation of venues that take active roles in arts and culture, and in the communities they serve.

As an events and conferencing centre the Precinct can offer a unique visitor experience. Architecturally, it brings together heritage value and contemporary design; it encompasses flexible and adaptable spaces for a variety of uses. Its central position in the city places it as a landmark for locals and visitors and a vital component of the revitalisation of the central business district.

It has the potential to be a vibrant and dynamic hub with programming that reflects and inspires our community. It can incorporate pathways for youth to enter education,

training and employment in events, the arts and hospitality. It can showcase Ngāti Kahungunu, Takitimu Performing Arts, Kahurangi Māori Dance Theatre and the wealth of performing arts training programmes based in Hawke's Bay. The Hawke's Bay Opera House Precinct is on track to be a facility that locals and visitors, businesses and promoters will be proud to be part of.

As a selling proposition the Precinct is desirable and unique in the marketplace, a variety of versatile spaces that can be configured to fit a range of events with an historic lyric Opera House at its centre. Also, it is within easy walking distance to boutique shopping and dining experiences and a five-minute drive from Havelock Village, which offers retail, hospitality and accommodation.

Context

In preparing the Precinct's strategic direction, consultation with iwi, community, and arts and culture practitioners and groups has been paramount. The framework has been informed by the Hastings District Council Long Term Plan 2018-2028, the Independent Working Party Tihei Heretaunga, the Working Group for the Use of the Municipal Theatre, surrounding regional arts and events strategies, including those of Ngāti Kahungunu and EIT, as well as international work on next-generation arts centres.

We have formidable strengths and many opportunities ahead of us but also some challenges. Identifying a staged process of delivery, in terms of the build, reopening and operations, means we can focus resources on each part as it is required, while still holding an overarching view.

The Opera House Theatre and the Plaza will open in early 2020. Fit-out and programming for these is an immediate focus. Through

2020, a clear direction for the Municipal Building will be proposed, consulted on and confirmed with construction, operations and oversight working in parallel.

The Municipal Building is acknowledged as the key to unlocking the full potential of the Precinct. It has elements that can enhance the experience of Theatre and Plaza users, integrate with the wider cultural and commercial centre of Hastings City and provide opportunities for community and arts and culture groups. Within the Municipal Building there is the chance to create flexible and adaptable spaces that meet the needs of many users and encourage collaboration, adding to a rich and diverse offering.

As we re-open the Theatre and Plaza, we must also consider the combination of tenants and activities necessary to provide for the long-term needs of the wider Precinct. There are opportunities for a mix of complementary arts, culture, community and commercial activities

that have synergy and can support each other to create an engaging and inviting destination.

Our long-term vision is to build a vibrant and significant venue that leads the way in New Zealand for a new kind of facility: relevant, diverse, enriching. An arts and events precinct that is a gathering place for locals and visitors. A place that honours its past, nurtures its community and inspires future generations.

“The Municipal Building needs to be looked to for what's new and what's next...Flexible space responding to ever-changing needs and ever-evolving approaches.”

Summarised from Feasibility Study

The big picture

Heretaunga Haukū nui,
Heretaunga Ararau,
Heretaunga Haaro o Te Kaahu,
Heretaunga Takotoa noa

*Heretaunga of life-giving
dew, Heretaunga of Arcadian
pathways*

*Heretaunga, beauty of which
can only be seen by the Hawk*

*Heretaunga that has been left
to us the humble servants.*

ENGAGEMENT & CONSULTATION

Genuine engagement with the business and arts sector in Hastings specifically and Hawke's Bay generally has been a focus in the preparation of this Plan. This includes an Independent Working Party, arts and culture practitioners and a working group for the Use of the Municipal Building, the arts sector and the community through consultation opportunities.

Tihei Heretaunga is the title given to the Independent Working Party vision for the city, in line with Hastings District Council vision, 'Great Living, Today and Tomorrow', and is represented by "the spark that ignites change". At its core the key driver for this aspiration was identified as cultural and commercial activities (Culturemercial) within the city centre: primarily 'A Place for Everyone'. This goal is a key component of the Hawke's Bay Opera House offering.

It helps deliver the Tihei Heretaunga vision and supports the IWP's project principles of optimising building heritage, showcasing Kahungunu and Takitimu stories, showcasing past, present and future social heritage, providing a catalyst for development and investment, and enabling pathways to skill development and employment.

HERETAUNGA ARARAU

CONNECTIONS, PATHWAYS, LAYERS OF FACILITIES, ACTIVITIES AND THINKING

The redevelopment of the Hawke's Bay Opera House Arts & Events Precinct represents investment in cultural infrastructure. It is considered, by the Council and the community, to be critical to the cultural and economic revitalisation of Hastings City and its Central Business District.

Tihei Heretaunga has five key points:

- | | |
|----------------|-------------|
| 1. Educational | 4. Business |
| 2. Cultural | 5. Livable |
| 3. Visitor | |

*From Executive Summary of updated Hastings Municipal Building Revenue Generation Strategy and IWP report.

Community consultation and the proposed designs for the Municipal Building have recognised the importance of the Hawke's Bay Opera House Arts & Events Precinct's use as a multipurpose facility. At its core it

needs to involve culture and arts activities and commercial enterprises that create jobs, develop skills and establish pathways to employment.

An independent Feasibility Study completed by Giblin Group concludes that a redeveloped Municipal Building has the potential to deliver numerous benefits to Hastings and wider Hawke's Bay communities. This is across all age groups, ethnicities and income ranges. It also has the potential to positively benefit the commercial sector of Hastings City. There will be tangible and intangible benefits to the local community. This will range from contributing to the vibrancy of the economy of the city and wider district to acting as a cultural anchor point by enhancing the tourism offerings of Hawke's Bay. It is also a key component of the physical environment of the local landscape. The facility will also build social capital through activities, events and a sense of identity and belonging to a place.

“ A place where our people gather to engage with our arts, to embrace our culture and to celebrate our heritage. ”

IWP Tihei Heretaunga



Success criteria

Review of the consultation documents and community's aspirations identified ten priorities that help inform the strategic framework.

1. Heritage buildings to be retained and enhanced

2. Performing arts – enhancing and showcasing

3. Events and conference spaces

4. Pathways for youth – performing arts, hospitality, event management etc

5. Showcasing Ngāti Kahungunu/ Takitimu

6. Operational sustainability and impact on rates

7. Maximising external funding

8. Enhancing user experiences – hospitality, events etc

9. CBD integration – CBD revitalisation strategy

10. Flexible and adaptable spaces.

Stages

This Plan brings together community and stakeholder engagement outcomes, international best-practice and a framework based on and supporting the overarching aspirations of the Hastings District Council and its communities to ensure the revitalisation and regeneration of the Hawke's Bay Opera House as a vibrant performing arts and event precinct that honours its rich history and celebrates its bright future.

It is proposed that the strategic plan will be rolled out and measured in stages.

Stage 1 – 2019–2021

Community engagement, a successful opening, future proofing, planning, policies and procedures and sound financial management

Strategic Priorities:

Community – Vibrant Hub,
Commercial – Operational Sustainability and **Cultural** – Local Pride

Stage 2 – 2021–2024

Build trust & review strategic priorities and aspirations

The strategic aspirations can be summarised through:

- A continued commitment to operational sustainability
- Becoming a leading performing arts venue
- Growing collaborative partnerships
- Continual growth in events and conferencing
- Being the most desired workplace, an employer of choice

The big (artistic) picture

The future of Performing Arts venues in New Zealand and Australia is associated with the concept of a 4th Generation Arts Centre as described by Steven A Wolff, CMC, Principal of AMS Planning & Research, an American arts management consultant, arts and entertainment researcher and strategist. He coins a 4th Generation Performing Arts Centre as “a learning environment through which new experiences are generated and new knowledge is created that enhances cultural awareness, expression and understanding”.

Wolff identifies that to date there has been three generations of Arts Centres. The first, that of showcase or home for a certain genre of performing arts, for example Auckland Theatre Company. Then the 1980s saw Arts Centres as stimuli to commercial development and benefits on neighbourhood economies like restaurants, retail, and housing, making an area more attractive to live and work in. In the 1990s, Centres played a broader role in the community, providing better access and bringing diverse communities together.

The aspiration is for the Hawke’s Bay Opera House Arts & Event Precinct is to become the first 4th Generation Venue in regional New Zealand. This will enable community access and participation in performing arts and cultural activities, and facilitate opportunities for youth employment, cultural expression and pride.

The Hawke’s Bay Opera House Precinct aspiration, to be regarded as a leading 4th Generation Venue, would be focused on:

- Creating new event experiences and new knowledge to encourage participation in the arts
- Enhancing cultural awareness and competency
- Considering different viewpoints and dialogue to encourage cultural expression
- Encouraging exploration, innovation and growth in performing arts
- Facilitating employment pathways by providing a learning environment

“As an industry the performing arts is constantly developing. As with any successful business practice, the notion of continuous learning and innovation is critical to keep ahead of (or even keep up with) the curve.” *Steven A Wolff*

Point of Difference

The unique selling proposition of the Hawke’s Bay Opera House Arts & Events Precinct is that it is located in the heart of the city in a region that boasts an abundance of quality food and wine producers with an iconic 104 year old Lyric Opera House at its centre.

Hastings offers complementary dining and shopping propositions to locals, visitors and delegates as well as award-winning wineries, landmarks like Te Mata Peak, Cape Kidnappers, the Tuki Tuki River and a number of stunning beaches. Havelock North offers a hub of accommodation providers in a village environment with dining and shopping propositions, only five minutes from the Precinct.

The historic and iconic Spanish Mission style Opera House seats 981 and is a magnificent entertainment venue and plenary space for many varied activities. Surrounded on either side by flexible and adaptable spaces that can be utilised as a banquet hall, a cabaret space, a cocktail space, an expo hall, performance spaces, breakout and meetings rooms, and presentation spaces, all contained in the one precinct.

The laneways and Municipal Building have the potential to create an unique, vibrant and exciting night economy for Hastings, surrounded and supported by a hub of complementary facilities. The completion of Hawke’s Bay Opera House Arts & Events Precinct, including the Municipal Building, will deliver exceptional and distinctive offerings for locals and visitors alike.

Vision, mission, cultural commitment

Previous Vision (2017): Growing Our Cultural Heart – the development of an arts and events hub to drive Hastings’ social, cultural and economic outcomes.

Vision

The most vibrant and significant arts, culture and events facility in New Zealand.

Honouring the past, nurturing the present and inspiring future generations.

Mission

Service, facilities and experiences that:

- Are relevant, diverse and inspiring
- Provide a leading customer experience
- Enrich people’s daily lives
- Grow a sense of community; a gathering place for residents and visitors

Cultural commitment

We commit to honour the principles of the Treaty of Waitangi. Hawke’s Bay Opera House Arts and Events Precinct has made a formal commitment to establish cultural competency in tikanga Māori, embarking on a journey to weave te ao Māori throughout its business and community engagement.

Strategic priorities

The Hawke's Bay Opera House Arts & Events Precinct has three key strategic priorities – **Operational Leadership & Sustainability**, **A Vibrant Hub** and **Local Pride** guiding the organisation through to 2021.

Each of these priorities is delivering to the Hastings District Long Term Plan Strategic Framework, specifically Our Economy ("Enjoying our City centre, Jobs and Investment"), Things To Do ("City Centre Cultural Precinct") and Our People ("Uplifting communities, youth development"). Each of the priorities is then explored further with objectives and goals to form the basis for annual measurable business plans.

The three strategic priorities link back to the work of the IWP held within Tihei Heretaunga and central government's Treasury Living Standards wellbeing framework as well as the Local Government four well-beings: Operational Leadership and Sustainability feeds into the IWP's Business and Liveable Exchange goal and into the financial/physical capital wellbeing; A Vibrant Hub links to the IWP's Cultural and Visitor Exchange goal and the social capital wellbeing; and, Local Pride links to the IWP's Educational Exchange goal and the human capital wellbeing.



Strategic priority 1

OPERATIONAL LEADERSHIP & SUSTAINABILITY

Robust and innovative practices and ways of working that support the facility to reach its potential in a way that meets immediate need while ensuring a strong and positive future.

OBJECTIVE A

Integrate best practice throughout all operational aspects of the organisation.

GOAL: Develop sustainable financial performance and entrepreneurial practices to position the Precinct as an ideal, fiscally responsible, innovative organisation.

GOAL: Employ a highly skilled management team with strong industry relationships and provide an environment that supports their professional development ensuring long-term commitment to the organisation.

GOAL: Identify opportunities for a mix of commercial, community and culture activities and tenancies that contribute to the Precinct's long-term financial viabilities.

OBJECTIVE B

Build collaborations and partnerships with business, corporates and local organisations to develop user and funding opportunities.

GOAL: Develop relationships with businesses, corporates and local organisations to provide funding and sponsorship prospects.

GOAL: Develop communications plan and mechanisms to regularly communicate to partners to grow corporate sponsorship opportunities and relationships with business community.

GOAL: Establish connections to creatives, individuals and corporates to gain support for the Precinct's facilities, with meaningful opportunities to engage with our work and our people.

OBJECTIVE C

Provide excellence in customer experience to build trust and brand awareness that will strengthen customer loyalty and occupancy of the Precinct.

GOAL: Build a team of outstanding service delivery staff passionate and experienced in arts and events and provide pathways for professional development opportunities through detailed performance plans and upskilling.

GOAL: Establish a well-resourced and fully equipped venue that has equipment, systems and software capability to meet industry expectations, as well as monitoring systems to ensure all areas are in line with current technology.

GOAL: Create a contemporary, high-quality and welcoming brand that is regularly assessed in terms of industry and public perception while staying focused on community expectations and developing tools to motivate audience behaviours.



Strategic priority 2

LOCAL PRIDE

Our community, business and cultural groups take pride in our exciting, diverse and accessible programming and Precinct.

OBJECTIVE A

Ensure tikanga underpins the organisation and develop and grow understanding of different cultural practices to enhance cultural awareness.

GOAL: Establish and support a kaiārahi role that develops ways of working that bring tikanga into all parts of our business.

GOAL: Define a role in ensuring cultural competency and identify areas where we can establish genuine dialogue and establish creative partnerships with mana whenua.

GOAL: Establish principles that welcome and celebrate our diverse community and visitors to our facility, and ensure we incorporate ideas, beliefs and people from many different countries and cultural backgrounds.

OBJECTIVE B

Develop inclusive educational programming that authentically reflects our diverse community.

GOAL: Create opportunities for youth employment pathways and training in performing arts, events and hospitality and build a collaborative peer-to-peer learning environment that shares knowledge and encourages exploration.

GOAL: Develop educational initiatives that inspire, engage and support youth while enhancing their artistic practice in the venue and in their own learning environments.

GOAL: Respond to the community need through regular and consistent engagement and work in partnership with our creative community to initiate programmes that enrich lives through creative hands-on experiences.

GOAL: Explore opportunities for open access to programming (for example: Arts for All, Play it Forward, schools programmes and artists-in-residence).

OBJECTIVE C

Support the development and promotion of a sustainable performing arts and events community.

GOAL: Facilitate a learning environment with mentoring for education and employment pathways across all areas of the performing arts and events industries.

GOAL: Activate and enhance spaces within the Precinct to ensure they are flexible and adaptable for a variety of commercial, cultural and community events.

GOAL: Develop a partnership agreement with the Hawke's Bay Arts Festival and Fringe in the 'Stings to support them in their events to expand maximum engagement in their offerings in the venue.



Strategic priority 3

VIBRANT HUB

A vibrant and vital hub where community and visitors engage in spaces and opportunities held within the Precinct on a regular basis.

OBJECTIVE A

Develop a plan to grow conferencing and events at the Precinct.

GOAL: Explore innovative opportunities to engage local and national businesses, corporates, associations and professional conference organisers.

GOAL: Establish professional and contemporary marketing collateral that energises and excites potential delegates and visitors to the precinct.

GOAL: Scope niche in conferencing and events marketplace and define unique selling proposition to deliver to this opportunity.

OBJECTIVE B

Develop a plan to ensure diversity in programming and presenting.

GOAL: Establish relationships with businesses to financially support a curatorial approach to presenting large-scale national and international productions that are currently only available in larger cities.

GOAL: Build capacity to present and support local artists and makers, festivals and events through joint-venture partnerships and relationships with sponsors and funders.

GOAL: Initiate audience development programmes through a comprehensive strategy that engages and attracts new audiences and builds partnerships with influencers to broaden reach.

OBJECTIVE C

Proactively engage with national and international industry sectors to present quality events and arts experiences.

GOAL: Build sustainable relationships and networks with local and national businesses, tourism and conferencing organisations as well as events and entertainment industry associations, nationally and internationally.

GOAL: Establish regular and consistent engagement with national and international promoters ensuring their knowledge of our flexible, well-equipped and resourced venue offering.

GOAL: Participate in an Australasian consortium of venues securing productions from Australia that would normally only perform in larger cities.



Aspirations

The principle aspiration of the Hawke's Bay Opera House Arts & Events Precinct is to nurture and continue to grow the symbiotic relationship between community inclusion and cultural story telling while realising the imperative of commercial sustainability.

The Hawke's Bay Opera House Arts & Events Precinct aspires to:

Be the most vibrant and significant arts, culture and events facility in New Zealand while honouring the past, nurturing the present and inspiring future generations.

- Continuing our commitment to operational leadership and sustainability by developing and growing our public and corporate support.
- Being the leading 4th generation venue in New Zealand that continually strives to provide innovation in its business practices, creates new event experiences for its community and enhances cultural awareness.
- Maintaining and growing established collaborative partnerships and relationships with leading local, national and international organisations, associations and promoters.
- Growing events, conferencing, functions, aligned tenancies, commercial productions and audience development to increase utilisation and occupancy of the precinct.
- Being one of the most desired workplaces in our industry that embraces a positive, inclusive and creative team environment in order to retain and attract leaders in our field: 'employer of choice'.

Ma te huruhuru ka
rere te Manu

*Adorn the bird with
feathers so it can fly*

