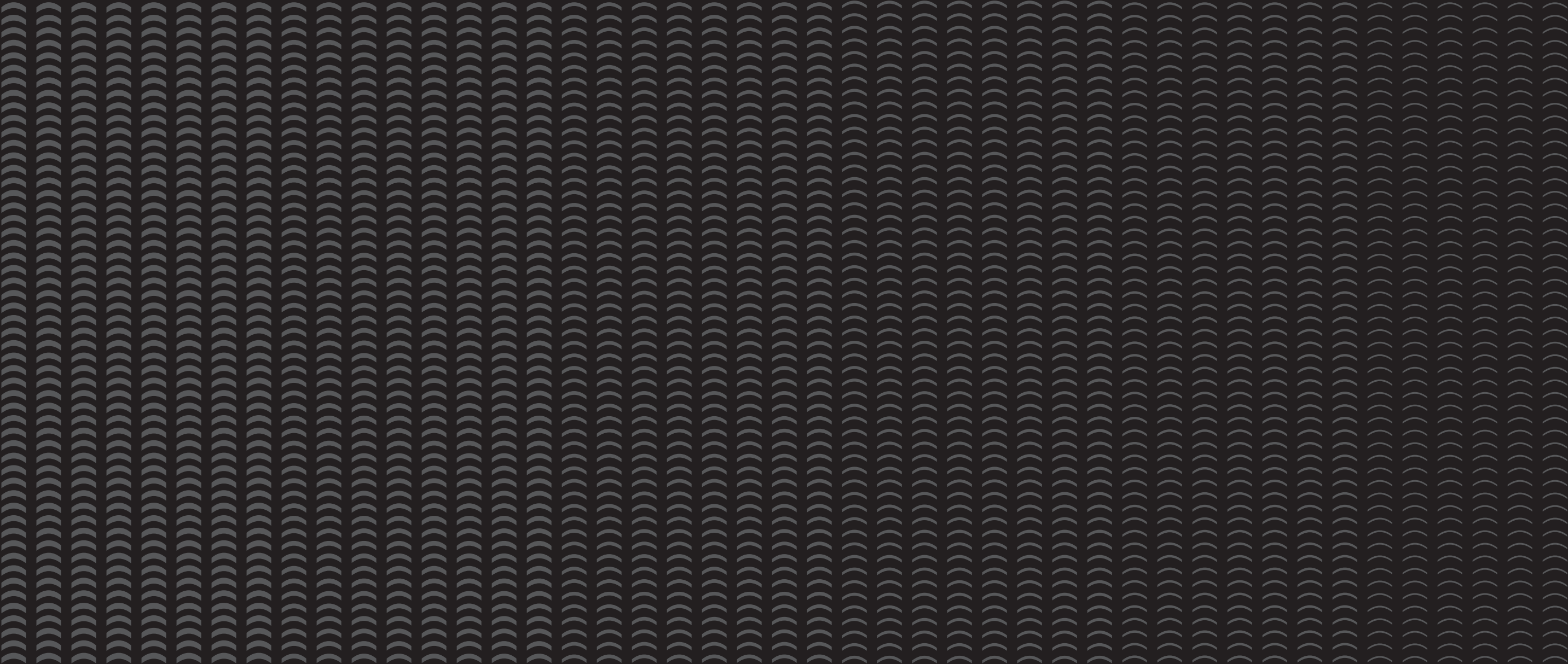


Whangārei Theatre Options

Presentation Prepared
for Whangārei District
Council

Tuesday 7th July 2020

- JASMAX
- RANDALL ARTS MANAGEMENT
- EXPONENTIAL CONSULTING
- SAUT CONSULTING
- CHARCOALBLUE



Agenda

1. Introduction

2. Background

3. Report Summary

4. Questions + Answers

Introduction

The Brief

“Develop a high-level business case for a new theatre in Whangārei including capacity, design requirements, estimated capital and operating costs; taking into account the size and growth of the district, current facilities, market for performance arts and potential for growing offerings locally.”

- Approach and Methodology Summary

Introduction

Cultural Vitality

“Cultural vitality is as essential to a healthy and sustainable society as social equity, environmental responsibility and economic viability”

- Jon Hawkes, Culture as the Fourth Pillar of Sustainability: Culture’s essential role in public planning
2001

Introduction

Identity, Community + Placemaking



Waikato Regional Theatre
Jasmax and Charcoalblue are currently collaborating on the Waikato Regional Theatre in Hamilton.

Background

Previous Studies

What is a Theatre?

Multi-purpose + Multi-user



Hammer Hall, Melbourne
Designed by Roy Ground, Renovated by Ashton Raggatt
McDougall (ARM Architecture)

Determining Investment Objectives

Investment Logic Mapping (ILM) workshop allowed us to:

- Identify the benefits of theatre investment proposals
- Establish a framework by which theatre investment proposals can be evaluated
- Apply rigour to identifying and measuring the value of theatre investment proposals
- Crystallise and sharpen the cultural and social benefits, as well as the economic benefits of theatre investment proposals

Determining Investment Objectives

Key Problems Identified (In ILM Workshop)	Key Benefits Sought
The high personal and financial cost of leaving Whangārei to see live performances exclude many from a range of valuable life experiences	The appeal of Whangārei as a destination is enhanced
Widespread concern that Whangārei’s centre is uninviting and unsafe contributes to low visitation particularly after hours and on weekends	Improved cultural and social wellbeing
An inability to adequately support participation in local performances harms our sense of identity and belonging	Greater support for local businesses

Determining Investment Objectives

Key Investment Objectives for a New or Upgraded Theatre:

- Improve the awareness of Whangārei's unique positioning
- Improve theatre capacity and functionality
- Improve the range of events and attractions within central Whangārei
- Provide employment pathways within partner organisations

Community Consultation

Method:

19 Community Groups – One hour interviews. Groups included:

Groups with Venue Proposals:

- Northland Development Corporation
- Forum North Trust
- Hihiaua
- WBHS

Creative Sector:

- OneOneSix
- Whangārei Theatre Company
- Opera North
- Creative Northland

Interest / Advisory groups:

- Youth Advisory Group
 - Disability Advisory Group
 - Positive Aging
 - Te Huinga
-

Purpose: Hear community group views on current theatre facilities and their current and future needs.

Community Consultation

Findings:

- Capitaine Bougainville theatre - good centre since the late 70s.
- No longer fits current and future theatre and community needs.
- Agreement that a theatre of 500 to 1000 seats is now needed
- For live performance theatre – tiered seating...
- Concern about not having ‘white elephant’.
- Support and demand for larger, better conference facilities including meeting spaces for community groups.
- Flexibility to maximise the type of events was important.
- Universal design principles to allow access for all.
- Continue consulting through any eventual design and build process.

What the Industry Thinks



Swan Lake Royal New Zealand Ballet Company

What are the service needs to be met?

Bigger seating capacity

A fit for purpose theatre with performing arts development and presentation as its primary mission.

Complement and align with WDC's other economic, social and environmental goals.



Linbury Theatre, Royal Opera House, London
Charcoalblue in collaboration with Stanton Williams Architects

Options Analysis

A. Do Nothing (As is)

B. Minimal Investment – A better hall for hire.

C. A new performing arts centre

D. A more ambitious approach.



Everyman Theatre Adaptive reuse
Charcoalblue (in collaboration with Hawthorn Tompkins)

Options Assessment

Investment Mapping Problems
Addressed?

Benefits Gained?

Service Needs Met?



Linbury Theatre, Royal Opera House, London
Charcoalblue in collaboration with Stanton Williams Architects

Operating Budget Model

Aligned with Option C but also relevant to Options B-D

Capital investment has to be matched by operating investments.

The estimated operating subsidy is mid-range.



London Academy of Music and Dramatic Art
Charcoal Blue (in collaboration with Niall McLaughlin Architects)

Next Steps

Proceed with the further requirements for the full business case



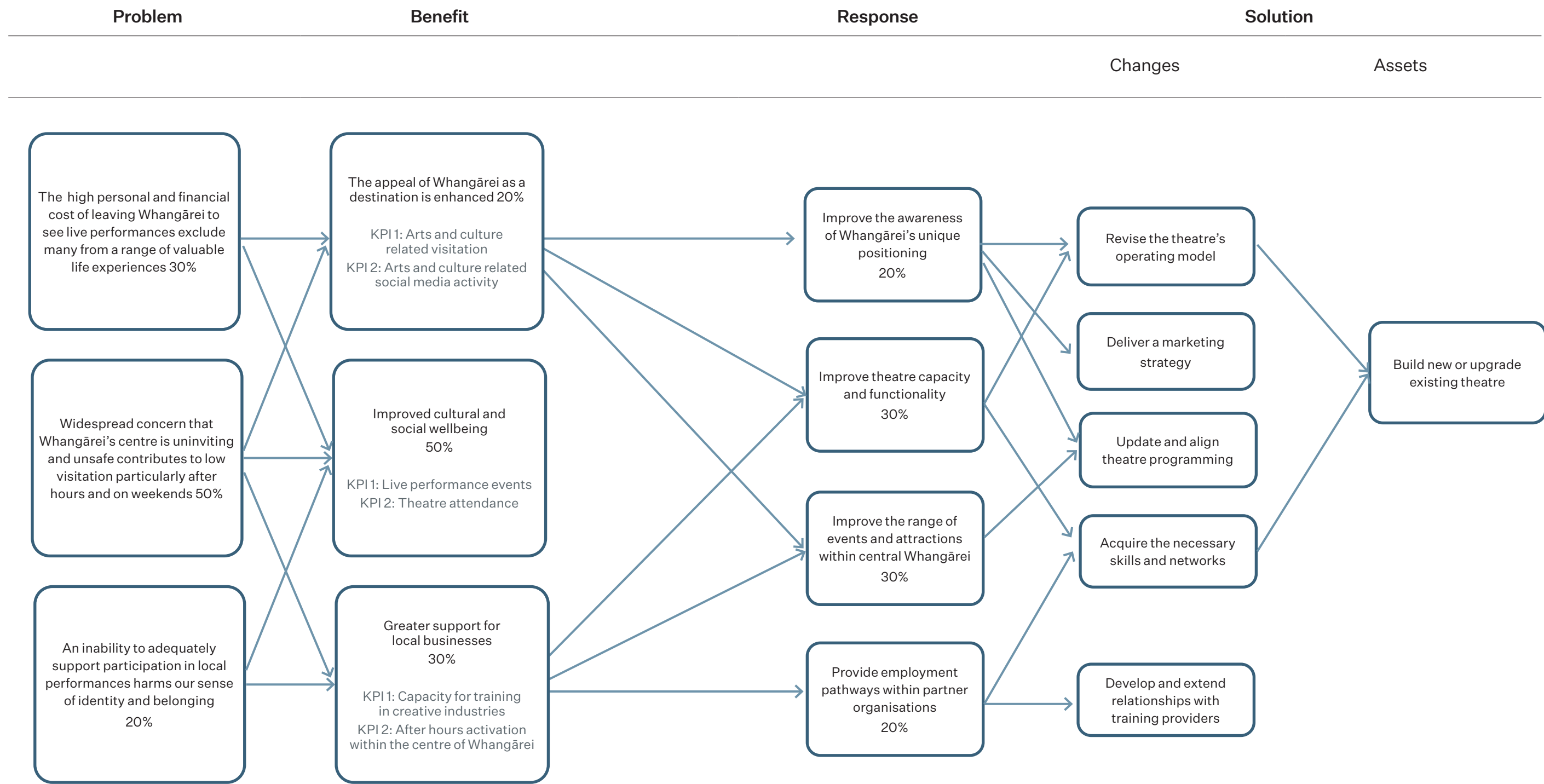
London Academy of Music and Dramatic Art
Charcoal Blue (in collaboration with Niall McLaughlin Architects)

Questions

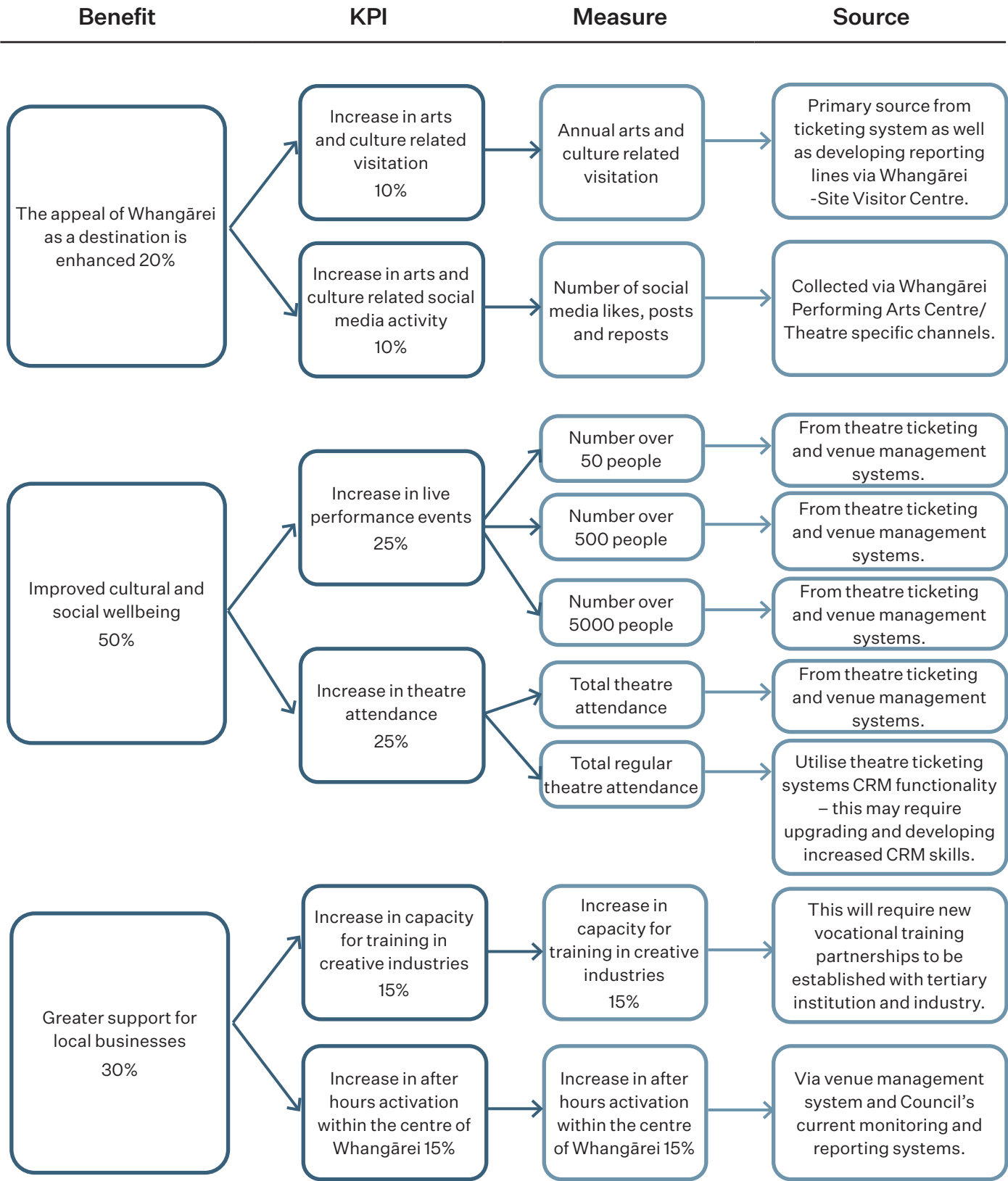
Ngā Mihi

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Investment Objectives



Investment Objectives



Operating Budget Model

Summary	3		Assumes Design and Construct over 3 Years			
Revenues	First Full Year of Ops					
	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	
Grants and Contributed Revenues	\$ 75,000	\$ 25,000	\$ 25,000	\$ 30,000	\$ 40,000	
Venue Rentals	\$ 229,900	\$ 308,332	\$ 356,331	\$ 382,401	\$ 397,578	
Self Presentations - Box Office	\$ 357,000	\$ 463,500	\$ 558,000	\$ 598,500	\$ 600,900	
Labour Recoveries	\$ 111,099	\$ 168,146	\$ 200,913	\$ 254,727	\$ 229,613	
Earned Revenues e.g. F and B, Tenants	\$ 165,681	\$ 183,982	\$ 197,868	\$ 212,841	\$ 218,890	
Ticketing Business	\$ 173,640	\$ 221,544	\$ 269,172	\$ 321,571	\$ 337,823	
Other Cost Recoveries/Misc Revenues	\$ 42,000	\$ 42,200	\$ 42,404	\$ 42,612	\$ 42,824	
TOTAL INCOME	\$ 1,154,320	\$ 1,412,704	\$ 1,649,688	\$ 1,842,653	\$ 1,867,628	
Expenditure						
Salaries & Wages	\$ 1,134,519	\$ 1,213,529	\$ 1,268,006	\$ 1,344,521	\$ 1,340,378	
Total Other Employee Related Costs	\$ 70,500	\$ 71,910	\$ 73,348	\$ 74,815	\$ 76,311	
Total Corporate (Non Events)						
Marketing & Publicity	\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595	
Ticketing Expenses	\$ 21,000	\$ 21,420	\$ 21,848	\$ 22,285	\$ 22,731	
Total Administration/Facility OpEx	\$ 520,000	\$ 530,400	\$ 541,008	\$ 551,828	\$ 562,865	
Total Net Programming	\$ 490,000	\$ 596,000	\$ 686,000	\$ 686,000	\$ 686,000	
TOTAL EXPENDITURE	\$ 2,316,019	\$ 2,514,859	\$ 2,673,442	\$ 2,764,346	\$ 2,774,880	
EBITDA*	-\$1,161,699	-\$1,102,155	-\$1,023,755	-\$921,693	-\$907,252	

*Earnings Before Income Tax and Depreciation Allowance