



# Founders Heritage Park Strategic Plan 2007 to 2012



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## Introduction

Founders Heritage Park (Founders) is managed through the Community Services Division of Nelson City Council (the Council), with the Founders Heritage Park Subcommittee (the Subcommittee) responsible for setting its strategic direction. The Subcommittee's current Members are shown in Appendix 1.

In July 2005 the Subcommittee adopted a Strategic Plan for the period 2005-2010 with the following Vision and Mission statements:

- Vision: Founders Heritage Park – a cameo of early New Zealand life, providing an interactive cultural experience embracing Nelson's creative community.
- Mission: Founders Heritage Park aims to present itself as a working historic village which reflects the history and heritage of the development of Nelson province and which preserves and conserves related artefacts.

16 months later in November 2006, this strategic direction for Founders was reviewed by the Subcommittee who considered the paper *The Future of Founders* (Appendix 2). This paper argued that the vision and mission previously agreed were going to be very difficult to achieve because:

- the heritage of Founders' site and buildings is neither sufficiently authentic nor distinctive to make it stand out amongst other NZ heritage parks;
- all Founders' displays are static yet trying to animate them and create a working historic village is likely to increase costs beyond an amount that can be recovered through visitor entry fees;
- the main market for all heritage parks is tourists, not local people, yet it will always be difficult to attract significant tourist numbers when it is New Zealand's natural heritage and outdoor activities, more than our human heritage, that are promoted to visitors;
- many of the community events which regularly take place at Founders - the Founders Book Fair, the Kitchen & Bathroom Show, the Festival of Opportunities - are both popular and financially vital to Founders' continued operations, yet they have minimal heritage value and no place in a true heritage park;
- many of Founders' commercial tenants' businesses – eg the cosmetics' manufacturer, the childcare centre – also have no place in a true heritage park.

The paper suggested instead that Founders should refocus itself as a community park and present and develop an increasing number of community events principally for the benefit of local people. These events would be more attractive to attend because of the heritage ambience of Founders and could include some heritage-focused events each year. **Founders would thus continue to have both heritage and community aims but, in future, the former would support the latter rather than the other way round.**

The Subcommittee agreed with this approach and decided to update the Strategic Plan to reflect this new emphasis in direction. This is the updated Plan which now runs for the five year period from July 2007 to June 2012 to coincide with the Council's financial years.

### Founders Heritage Park Subcommittee

May 2007

## Background and Vision

Founders' beginnings go back to 1977 when a group of imaginative Nelson residents sought to redevelop the city's old rubbish tip as a historic park. It opened in 1986 but struggled financially and was eventually rescued and taken over by the Council in 1995.

Founders is a fenced park of about 5 hectares on Atawhai Drive, an inner-suburban location that is a few minutes from Nelson's central business district and close to the Whakatu Marae, Neale Park, Miyazu Gardens and the Centre of New Zealand.

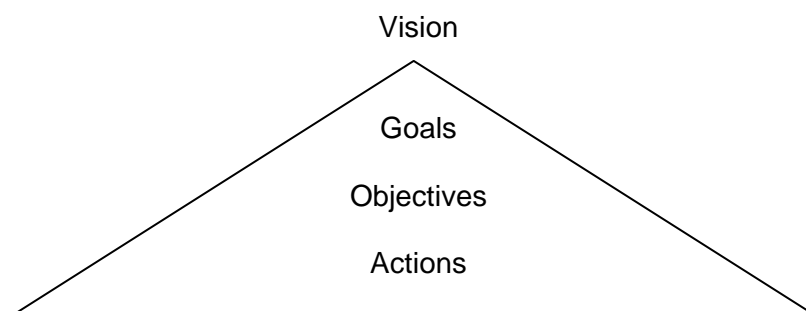
It contains 30 buildings of mainly wooden construction arranged to create a 'village'. These buildings include 12 original buildings that have been moved to Founders from elsewhere in the Nelson region. They are used for six main purposes, with some used for more than one:

- to house displays of heritage artefacts (there are currently some 21 different displays);
- to lease to various small businesses and community organisations on a medium to long term basis (there are currently 20 separately tenanted buildings / rooms);
- to let out for major events, private functions, meetings, courses, weddings and other short-term purposes;
- as sorting and storage space for the Founders Book Fair;
- to store a range of heritage artefacts and other items;
- as administration space for Founders' staff and volunteers.

In addition Founders also provides:

- five open grassed spaces on which events take place;
- a Bristol Freighter aircraft;
- a lake, a children's playground and a maze.

This Plan sets out the Subcommittee's strategic aims for making the most of this unusual and very special Nelson asset; the Plan is structured as a pyramid:



At the apex is the Vision of:

***Founders Heritage Park: Nelson's community and heritage park, where community events and activities are presented, developed and housed in an attractive heritage setting***

This Vision is supported by six key Goals:

- **Events Goal:** to establish Founders as the first-choice regional location for an increasing number and range of events;
- **Development Goal:** to maintain and add to Founders' buildings and gardens thereby improving facilities for visitors and tenants and optimising the use of space in the Park;
- **Tenants Goal:** to retain and attract tenants to Founders who contribute to the life of the Park;
- **Collections Goal:** to update and simplify Founders' collections and disposals policy so that its displays and collections can be improved and rationalised;
- **Marketing Goal:** to attract an increasing number of Nelsonians to Founders;
- **Financial Goal:** to improve Founders' finances so that it becomes less dependent on rate-payer support.

Each of these Goals is in turn supported by a number of Objectives and followed by a matrix of Actions required for their implementation. Each Action also shows:

- the person(s) or group responsible;
- a target time-frame;
- any budgeted cost implications;
- proposed performance measures.

Finally a chart is provided to summarise the main financial implications of implementing the Actions.

## 1. Events Goal

***To establish Founders as the first-choice regional location for an increasing number and range of events***

### Background

At present, Founders is host to four regular major events lasting two days or more:

- The Founders Book Fair (nine days annually in June);
- The Antiques & Retro Extravaganza (two days annually in January);
- The Festival of Opportunities (two days annually in February);
- The Kitchen & Bathroom Show (two days biennially in May).

In addition, Founders:

- hires out open space for the weekly Farmers' Market (originally held on Sundays, now on Fridays) and for some other one-off events (eg the NOW Festival);
- is the end point for Nelson's annual Santa Parade in December.

### Objectives

In order to achieve this events goal Founders will:

#### 1.1. **Develop the Founders Book Fair into the Park's, and maybe eventually Nelson's, flagship annual event**

Thanks to the hard work and commitment over many years of the Book Fair Volunteers, the Founders Book Fair is already well established. It has the potential to develop further and add new activities to complement the existing book sales. For example it may be possible to involve regional (and eventually national): authors, poets, journalists, cartoonists, illustrators, publishers, printers and booksellers. It is conceivable that, in time, Founders Book Fair could become Founders Book Festival and contribute to the arts in Nelson. However, since most of the current volunteers understandably feel that they already contribute enough of their time to the Book Fair, new energies and organisation will be needed if it is to advance further.

#### 1.2. **Help the organisers of other existing events at Founders develop them further**

There is potential to develop some or all of the three other major events, and the Farmers' Market, by building closer relationships with their organisers. Possible objectives could include:

- Extending the range of activities offered during these events;
- Making the events longer;
- Making the events the best of their kind in the region, or in the South Island, or even in New Zealand.

#### 1.3. **Attract events from other regional locations**

It seems likely that there are a number of regional events which have never considered Founders as a possible location but which would benefit from being presented in Founders. Attracting events that are already being presented with Council support (eg some Festival events) could be a sensible starting point.

#### 1.4. Develop new events with the help of new partners

Potential partners with which Founders could develop events include:

- Founders' tenants, a number of whom could provide links to regional and/or national groups involved in similar activities (eg railway, vintage car enthusiasts, theatre, photographers);
- The Whakatu Marae, Founders' closest neighbour whose hangi pit is on Founders' land;
- The many local voluntary organisations, some of which already contribute to Founders' events (eg the Lionesses);
- The Economic Development Agency, either directly or indirectly as a link to potential partners.

#### 1.5. Develop 'Heritage Days'

The presentation of Heritage Days in Founders, when the Park's heritage artefacts are demonstrated and explained, could become an imaginative way to bring aspects of Nelson's heritage to life and to inform and educate residents about their past. To make this happen, Founders will need a partner to help with the development of the concept and with the organisation and promotion of the events. An initial discussion with the Nelson Provincial Museum could be helpful.

#### 1.6. Place greater emphasis on promoting Founders as an attractive event location

See Goal 5 below.



*(Antiques & Retro Extravaganza 2007 in the Energy Centre)*

## **2. Development Goal**

***To maintain and add to Founders' buildings and gardens thereby improving facilities for visitors and tenants and optimising the use of space in the Park***

### **Background**

Founders has been rescuing and creating buildings throughout its 30 year history: each building in the Park today has its own unique story. Appendix 3 shows the layout of the current buildings; Appendix 4 lists each building's current uses.

The location of these buildings has roughly followed an initial development plan with some rather random later additions. Overall, development has centred on the southern side of the Park (closest to the entry through Dr Bush's Windmill); the south-western corner (around the lake) and the northern side (around the Museum and Baigent's Workshop) are least used.

### **Objectives**

In order to achieve this development goal Founders will:

#### **2.1. Establish a rolling 10 year maintenance plan for Founders' buildings and grounds**

Most of the buildings in Founders are wooden, some are old and all require regular maintenance. While Founders' flowers, plants and trees are not its primary appeal, its gardens add considerably to the Park's ambience and make it a more attractive place for its visitors and tenants. Both buildings and gardens are generally well looked after at present but the Park will benefit from a forward looking maintenance plan.

#### **2.2. Improve access for disabled people**

Access for disabled people within Founders has been improved in minor ways over recent years; a disability access audit will now be commissioned to highlight further desirable improvements. Given the idiosyncrasies of many of Founders' buildings it is anticipated that some improvements will be easier to implement than others.

#### **2.3. Review security**

Outside normal opening hours of 10.00am to 4.30pm, 7 days a week, Founders' perimeter security is informal and relies on tenants and those holding functions to lock up. In recent years several, generally minor, security issues have arisen and a review of security is timely. This will include consideration of:

- Reducing the number of access points;
- Key distribution;
- Lighting within the Park;
- Use of burglar alarms and fire detectors on buildings and displays (including high value items identified in the recent valuation);
- After-hours security patrols.

#### **2.4. Improve Founders' entrance and exit through Dr Bush's Windmill**

The current entry is often criticised as being cramped, gloomy and not user-friendly. A larger, lighter and more welcoming reception will be created, with more space for retailing, including books. If possible, the new entrance will incorporate current office space.

## **2.5. Add new buildings that fit a Development Footprint**

Appendix 5 shows the sites for which further buildings are intended (avoiding the water main and sewage pipes that run through the Park). New buildings will be added on these sites when either:

- Funds become available to pay for the construction or relocation of suitable buildings (eg from the Founders Development Fund: see Goal 6 below); or
- Prospective tenants wish to erect their own buildings within the Park.

All new buildings will be of a style that adds to the Park's heritage ambience. (If further space becomes necessary for buildings, incorporation of the grassed areas adjacent to the car park will be considered.)

## **2.6. Use new buildings for purposes that contribute to the life of Founders**

New buildings will be used for the following purposes:

- Events: some new buildings may be required to house or support events as they grow in size and number;
- Heritage displays: some further heritage displays may be added (see Goal 4 below);
- Tenants: whose activities fit the Preferred Tenant Profile (see Goal 3 below);
- 'Heritage-stays': the long-term possibility of creating some self-contained cottages within the Park for holiday letting to visitors will be investigated.

## **2.7. Retain and enhance open spaces for events**

Five spaces will be retained for outdoor events:

- The Village Green between the School House, Founders Brewery and the back of Jaycee Room. This is used by the Farmers' Market and is suitable for smaller marquees eg that used by the Kitchen & Bathroom Show;
- The small lawn between the School House, the Redwood Granary, the Fernery and the Energy Centre. This is suitable for small outdoor activities (eg music);
- The playground which is leased with the School House but is available to Founders outside school hours;
- The large grassed area beside the Bristol Freighter, behind Founders Brewery and beyond the railway tracks. This is suitable for large marquees and larger outdoor events;
- The grassed area by the lake. This is seldom used for events at present but could be brought into use for future large events. (If further space becomes necessary for events, filling in part of the underutilised lake will be considered.)

## **2.8. Improve Founders' services for visitors and tenants**

Priorities will be:

- Minimising waste and recycling. The Book Fair organisers currently collect waste paper but other recyclable materials are not collected. Waste management throughout Founders will be reviewed with the aim of providing bins, in a discrete location, to collect all recyclable materials. Some initial financial assistance should be available through the Council's Solid Waste Asset Management Plan;
- Parents' room. Baby changing facilities will be added;
- Toilets. Current toilet numbers are adequate on a day-to-day basis but not for larger events when 'porta-loos' need to be hired. Additional toilet provision will be considered further as the number and size of events grows.

**2.9. Create a new heritage display in ‘Founders Cottage’**

Between Founders Brewery and the Energy Centre is a cottage which is a partial replica of that in which Ernest Rutherford was born; it is called ‘Rutherford’s Birthplace’ in the Founders visitor brochure and is currently unused. Since Rutherford was not actually born here, its name is potentially misleading. This will be changed and a heritage display will be added inside.

**2.10. Give long-term consideration to extending Founders boundaries by incorporating the grassed areas around the car park**

To the south and west of Founders’ car park are areas of reserve that are grassed with some trees. In part they act as a 20 metre wide buffer between the car park and the adjacent residential properties (required under paragraph 4b of the September 1980 resource consent for Founders). However, they are hardly used and it could make sense to include them within Founders and extend Founders’ outer fence and paths accordingly.



### **3. Tenants Goal**

***To retain and attract tenants to Founders who contribute to the life of the Park***

#### **Background**

The spaces and buildings that are currently leased are shown in Appendix 4. To-date, the main aim of tenant selection has been to generate income for the Park. As a consequence some existing tenants, while paying rent, undertake activities that contribute little to Founders as either a heritage or a community park. There are no published criteria and no agreed process for the selection of tenants.

#### **Objectives**

In order to achieve this tenants goal Founders will:

#### **3.1. Continue to seek tenants for the upper floors of most buildings**

First floor spaces are not usually suitable either for heritage displays or for other activities that require easy access for Park visitors. The first floors of the following two storey buildings will therefore continue to be let:

- Bank of New South Wales;
- Nelson Mail Printery;
- Goodman's Bakery;
- Anchor Inn;
- Duncan House.

The first floor of Dr Bush's Windmill, which is too small to rent and not easily accessible, will be considered for Founders' office storage. The mezzanine floor of the Fire Station, which is also too small to let, will be retained as part of the Fire Station's heritage display.

#### **3.2. Review the best use of the ground floors of leased buildings when their tenants leave**

At present, most ground floors are used either for heritage displays, or let for short-term activities, or let to tenants whose activities are open to Park visitors. The exceptions are the ground floors of:

- Nelson Mail Printery: leased office at rear;
- Anchor Inn: leased child care centre;
- Jaycee Room (north east end): leased studio;
- Baigent's Workshop: 2 leased workshops;
- Founders School: leased pre-school;
- Duncan House: part leased for the pre-school;
- Apothecary: leased cosmetics manufacturer at rear;
- Dr Bush's Windmill: Founders' offices at rear.

Some of these spaces might be better used for heritage displays or other purposes and their uses will be reviewed when their tenants leave.

### **3.3. Seek tenants who fit a Preferred Tenant Profile**

When Founders seeks a new tenant, either for an existing or for a new building, it will prefer medium to long-term tenants who fall into one or more of the following categories:

- Organisations and small businesses whose activities will help to attract visitors to the Park and who wish to retail products that are in keeping with the Park's community and heritage aims;
- Organisations and small businesses that are willing to develop, maintain and demonstrate heritage displays that show how their profession, trade or activity was carried out in the past;
- Organisations and small businesses that are willing to organise events in the Park, and to contribute to the Park in other ways that add fresh dimensions to the Park's use and profile.

It is envisaged that most tenants' activities will fall into one or more of the following categories:

- Victorian village street shops (eg haberdasher, tailor, library, butcher, cobbler, barber, cooper, wheelwright etc);
- Arts and crafts;
- Catering;
- Railway and maritime related activities.

However, this is not an exclusive list and other activities will also be considered.

### **3.4. Outline to prospective Founders' tenants what is offered to them**

Founders will provide its tenants with:

- An attractive ambience in which to carry out their activities/business, in a Park whose buildings and grounds are well-maintained;
- A term of lease to meet their preferences (a 5 year minimum and 21 year maximum term is preferred by Founders in order to encourage tenants to contribute to the Park and to minimise lease management);
- 5 yearly rent reviews for premises rented for less than \$10,000 (+ GST) pa; 2 year rent reviews for premises rented for \$10,000 (+ GST) pa or more;
- Access to their premises from 7.00am to 11.00pm;
- Availability of Founders' management to discuss any issues that arise.

Founders cannot guarantee any particular level of visitors to the Park and tenants will be strongly advised not to rely solely on Founders' visitor demand for the success of their activities.

### **3.5. Outline to prospective Founders' tenants what is expected of them in return**

Founders will expect its tenants to:

- Sign a standard Council Lease;
- Accept the current Founders' Tenant Regulations as part of this lease;
- Pay a market rent for their tenanted premise (market rents will be assessed from time to time by an independent valuer appointed by the Council: the next full valuation of all buildings is scheduled for 30 June 2011. Rents will reflect those for similar premises in Nelson adjusted for: the ambience of the Park, the Park's location and the state of repair of each particular premises);

- Provide a rent guarantor if requested by the Council;
- Contribute to the life and development of the Park in imaginative ways;
- Be good neighbours to Founders' other tenants.

Note that, in contrast to other community facilities run by the Council, Founders will not offer reduced rents to community organisations.

### 3.6. Choose new tenants in a transparent manner

When it is decided to re-let premises that have become vacant, a new tenant will be selected on the following basis:

- A Prospective Tenants Waiting List will be maintained (with the possibility of registering an interest on the Council's website) and those on this Waiting List will be notified;
- If there is a shortage of potential tenants, vacant premises will be advertised (eg on the Council's website) and existing tenants will be asked for suggestions;
- Prospective Tenants interested in renting the vacant premises will be invited to view them and given copies of the current standard Council Lease and Tenants Regulations, current market rent and any other special conditions relating to the particular premises;
- Prospective tenants who wish to proceed will be asked to submit a proposal outlining how they can contribute to the Park and the lease term they would like;
- A choice of tenant will then be made by Founders' management based on the tenant who is felt to offer most to the Park (All tenants must fall into at least one category of the Preferred Tenant Profile above);
- Detailed lease terms will then be negotiated between the prospective tenant and Founders' management;
- All leases will be signed by the Divisional Manager of Community Services;
- Where no tenant is available who fits the Preferred Tenant Profile, other tenants will be considered but premises will only be rented to them on a short-term basis (2 years or less) and following approval of the Subcommittee;
- Prospective tenants who wish to introduce new buildings to the Park that fit within the Development Footprint (see Goal 2 above) will only be accepted after submission of a detailed proposal and the approval of the Subcommittee.



## 4. Collections Goal

***To update and simplify Founders' collections and disposals policy so that its displays and collections can be improved and rationalised***

### Background

Founders has been collecting artefacts of varying quality since it began. The majority have been given to the Park; some have been loaned, including some 500 items from the Nelson Provincial Museum. While Founders' collections include many interesting, and some valuable, items they have grown reactively rather than proactively - as a result of Nelsonians offering items to Founders rather than Founders seeking items to fill in gaps in its collections or to extend them in particular directions.

Many of the items are on view in a range of heritage displays throughout the Park. Some of these are beautifully presented, some less so: there are a number of rusting rural relics. There are also many items in store which have little prospect of being displayed in the future; some are duplicated, some are little more than junk.

Much of the knowledge of Founders' collections, and their origins, was held by past staff. Only partial written inventories exist.

### Objectives

In order to achieve this collections goal Founders will:

#### 4.1. Review and update the 'Founders Historic Park Collection Policy'

Founders has a 10 year old Collection Policy that was adopted by the Council's Administration Committee in May 1997. It is based on a format that a museum might use but has not been followed because Founders has been unclear to what extent it should seek to be a museum and it has not had the staff necessary for it to operate as such. A more realistic and simplified Policy will be introduced which will incorporate the points that follow.

#### 4.2. Describe itself as a 'community and heritage park' and not as a museum

Founders will be careful not to give the impression that it is a museum.

#### 4.3. Complete a simple inventory of existing collections

This inventory will identify items that fall into three categories:

- Items of *significant financial value* that are owned by Founders, and an estimate of what this value is;
- Items of *significant interest* that are owned by Founders and a record of the story attached to them;
- Items *on loan*, and the name and address of the lender.

It will be based on the pilot carried out in February/March 2007 by the Council's information management staff, supplemented by the valuation carried out in March 2007 by a professional antiques' valuer. Digital photographs will be taken of all items that fall into these three categories.

#### 4.4. Rationalise displays by deciding which existing displays need enhancing and what further displays are desirable

Founders Cottage will be the next display to be created. It is likely that some external professional expertise will be needed to help with this display and the creation of any

subsequent displays. The advice of the Nelson Provincial Museum could be helpful. It should become clear from this process:

- Which existing items in store should be retained for future use;
- What further items are required to improve and extend displays (eg the creation of a display relating to the region's Maori heritage could be appropriate).

All other items in store will not then be required and can be disposed of appropriately.

#### **4.5. Contact those who have loaned items to Founders and discuss the most appropriate future for their items**

Contact details for those who have loaned items to Founders are generally known. Lenders will be contacted in order to:

- Confirm which items they have loaned to Founders;
- Explain Founders' preferred future for their loaned items: either continued current display, or proposed future display, or gift to Founders, or return to lender;
- Sign a simple agreement to explain what Founders can, and cannot, offer in terms of security for items that are retained on loan.

#### **4.6. Contact those who have donated items to Founders that are no longer wanted**

Using existing records and electoral roles to identify donors, those who have given items that are not wanted will be contacted in order to:

- Explain that Founders has no prospect of displaying their donated items;
- Agree whether the donor would prefer the item to be returned or whether it can be sold for the benefit of Founders.

#### **4.7. Not accept any further items on loan**

The donors of all future items to Founders will be asked to sign a simple agreement stating that they have given the items to Founders and accept that Founders may use them for future display or for sale to benefit Founders' development.

#### **4.8. Dispose of unwanted items**

It is proposed that items that:

- Are not required for current or future displays;
- Have been donated or loaned but which the donor/lender does not want returned;

will be:

- Sold to another regional collection, or exchanged with items from such a collection; or
- Sold at the annual Antiques & Retro Extravaganza in Founders; or
- Sold on the internet.

Funds thus raised will be used for Founders' further development.

#### **4.9. Prepare a 'wish-list' of items that Founders would like to complete its existing collections**

This will encourage and focus future donations.

## 5. Marketing Goal

### *To attract an increasing number of Nelsonians to Founders*

#### **Background**

Until recently, Founders saw itself principally as a visitor attraction and its main marketing focus was to attract domestic and international tourists. Promotion included: advertising in national accommodation guides, rack card display, mentions in guide books on New Zealand and brown tourist road signs. Promotion to Nelsonians was mainly linked to events and carried out by the event organisers.

The standard adult entry price is \$5. Ironically, however, when events take place and the Park has more to offer its visitors this entry price is sometimes lower (eg for the Founders Book Fair, Antiques & Retro Extravaganza). Entry to Founders is free for those visiting its tenants' businesses and for those coming to the Farmers' Market which can cause confusion for visitors and those who control the entrance.

#### **Objectives**

In order to achieve this marketing goal Founders will:

#### **5.1. Record visitor numbers with greater accuracy**

While it was estimated that Founders had 70,000 visitors in 2005, this figure was based on a number of assumptions and the extent of the Park's use is not known accurately. A beam counter was installed in 2006 to provide a better measure of those coming and going through the Windmill entrance but it cannot distinguish the reasons for passing through. How best to record visitor numbers, given the different entry points to the Park, the different reasons that people come and go, the need for administrative simplicity and the cost of collecting reliable data, will be investigated further.

#### **5.2. Set target visitor numbers**

Founders has never set visitor targets. Once visitor numbers can be recorded with greater accuracy, targets for increasing them will be set and the results monitored.

#### **5.3. Establish Nelsonians as Founders' primary target market**

As Founders strengthens its role as a community park its promotional activities will focus on four target markets:

- *Local residents*, the primary visitor market segment;
- *Local event organisers*, in order to increase the number of events in the Park;
- *Local prospective tenants*, in order to keep tenanted spaces let;
- *Domestic and international tourists*, the secondary visitor market segment.

#### **5.4. Revitalise Founders' image**

At present Founders' brand is muddled in a number of ways:

- Name. Founders changed its name from 'Founders Historic Park' to 'Founders Heritage Park' in June 2005. However, the former name is still used in several guide book entries and on the brown tourist road signs;
- Logo. Founders' windmill logo is beginning to look dated;
- External signage. The large red apple outside Dr Bush's Windmill is an image that is not used anywhere else in the Park. Other signs at the entrance are in different styles and often use negative wording;

- Signposts. The signposts inside the Park add another style;
- Website. Information about Founders on the Council's website is presented to reflect the Council's image;
- Tenants' images. Some tenants promote the brand of their businesses inside and outside the Park.

Founders' logo, its printed material, its signage and its website information will all be updated.

#### **5.5. Use events as the main driver for attracting more Nelsonians to Founders**

The aim will be to develop the frequency of events to the point that local people regularly ask themselves, 'I wonder what's on at Founders this weekend?', because they expect that there will be something happening. Events will be promoted with the help of the Public Communications to place a greater emphasis on 'What's On at Founders.'

#### **5.6. Attract event organisers by identifying and promoting Founders' unique selling points for event presentation**

More will be made of Founders main qualities as an event location, namely:

- Its mix of open spaces and small buildings for housing different events;
- Its intimate and attractive setting;
- Its heritage displays which add value by providing additional attractions for event visitors;
- Its easily controlled access (since Founders is fenced);
- Its overnight security for displays, equipment etc, advantageous for any event that lasts for more than a day;
- Its familiarity as a location throughout the region.

#### **5.7. Review existing initiatives to attract tourists**

Although the tourist market for Founders is not large and is unlikely to grow significantly, Founders is well established as a niche tourist destination and it would be foolish to ignore this market segment. Promotional initiatives to tourists will be reviewed to ensure that they provide the best value for money.

#### **5.8. Review visitor entry prices**

A clearer and more equitable approach to charging for entry during normal opening hours (10.00am to 4.30pm, 7 days a week) will be introduced. Consideration will be given to:

- When events *are not* happening: allowing free entry to Nelsonians but charging a Basic Entry Price to all other visitors. This implies defining 'Nelsonians' - who will need to identify themselves when they visit the Park if they want free entry;
- When events *are* happening: charging all visitors, wherever they are from, an Event Entry Price which will vary according to what the event offers but will usually be greater than the Basic Entry Price. This implies that visitors will pay more when Founders offers more;
- Providing passes to tenants for their visitors;
- Discussing and agreeing the Event Entry Price with all event organisers. Founders has an interest in the entry price at all times.

#### **5.9. Set up a volunteer Founders Marketing Group**

There is likely to be too much work for Founders' staff to carry out all the initiatives suggested here. Some volunteer support is desirable.

## 6. Financial Goal

***To improve Founders' finances so that it becomes less dependent on rate-payer support***

### **Background**

The level of rate-payer support needed for Founders has increased since the Council took it over in 1995. However, there is potential to reverse this trend by increasing Founders' income through sensible investment, particularly in event development. Thus, while some of the Objectives outlined above will require initial investment for their achievement, many will contribute to improving Founders finances in the medium term.

### **Objectives**

To achieve this financial objective Founders will:

#### **6.1. Introduce a Founders Development Fund to pay for new initiatives**

The Founders Development Fund will be the main source of funds for investment in new initiatives at Founders: principally event development, new buildings and facilities, and new displays. This Fund will be credited with 50% of the income of the Founders Book Fair in 2007/08, increasing to 75% the next year and 100% from 2009/10 onwards. Council approved the consequent increased funding allocation for Founders in June 2007. The funds credited each year will be available for spending in the year that follows. The Development Fund will also be credited with the proceeds of selling unwanted items from the Founders collections (see Goal 4 above).

#### **6.2. Seek a larger financial return from events**

Of the major events, much the most financially significant is the Founders Book Fair. All its income is credited to the *Friends of Founders* (an association set up to support Founders) which then transfers it to the Council; its costs are met directly by the Council. Its further successful development (see Goal 1 above) will thus have significant financial benefits for Founders. Developing other events will also increase Founders income with the amount dependent on: the number of visitors to each event, the entry price they pay and the terms agreed between Founders and the event organisers.

#### **6.3. Reassess charging rates for short-term activities**

The hire rates for the Jaycee Room, the Redwood Granary and Old St Peter's Church have not changed for many years and are probably lower than the rates charged for comparable facilities elsewhere in the region.

#### **6.4. Give priority to investment in actions that have the most potential to improve Founders' finances**

This is reflected in the time-frames shown in the Actions matrix that follows, with priority given to event development.

## Actions

The matrix below summarises the actions that will be taken to implement the six Goals and their Objectives above.

### 1. Events Goal

Actions	Responsibility	Time-frame	Cost implications	Performance measures
1a) Meet with the Book Fair Volunteers to agree and begin to implement a plan for developing the Book Fair further	Founders' management	2007/08: on appointment of permanent staff	May require some investment initially: budget \$20,000 in 2008/09 and in 2009/10 from Dev Fund	Book Fair income reaches \$100,000 in June 2010 Book Fair visitor numbers reach 10,000 in 2010
1b) Meet with the organisers of Founders' other existing events to discuss how to develop their events further	Founders' management	2007/08: on appointment of permanent staff	May require new financial arrangements with the event organisers	Founders' income from major events (excl. Book Fair) increases by 10% pa from 2009 onwards
1c) Identify other regional events venues and decide which of their events could benefit from a move to Founders	Founders' management	2007/08: on appointment of permanent staff	None	Identify up to 10 regional events which could move to Founders
1d) Approach the organisers of selected regional events to invite them to consider presenting their events at Founders	Founders' management	2007/08: on appointment of permanent staff	None	Founders hosts at least six major events in 2009, increasing to ten in 2012
1e) Identify potential new event partners and invite them to Founders to discuss event development, including 'Heritage Days'	Founders' management	2008/09	May require some investment in new events: budget \$20,000 in 2008/09 and 2009/10 from Dev Fund	First Heritage Day is held in 2009/10

## 2. Development Goal

Actions	Responsibility	Time-frame	Cost implications	Performance measures
2a) Establish a rolling 10 year maintenance plan for buildings and grounds	Parks & Facilities Business Unit / Founders' management	2007/08	Maintain current maintenance budgets of \$50,000 pa for buildings, \$25,000 pa for grounds	Founders' buildings and grounds continue to be recognised as well-maintained
2b) Carry out a disability audit and implement recommendations	Founders' management	2008/09 – 2009/10	Budget \$5,000 for audit in 2008/09; \$30,000 for implementation in 2009/10 from Dev Fund	All Founders events and displays are accessible for visitors with disabilities
2c) Carry out security review and implement recommendations	Founders' management	2007/08	Budget \$3,000 for review in 2007/08; \$10,000 pa thereafter from other maintenance	
2d) Plan and create new reception area, with more space for retailing	Founders' management	2009/10 – 2010/11	Budget \$5,000 for plan development in 2009/10; \$30,000 in 2010/11 from Dev Fund	New reception plan prepared and accepted Shop sales (including books) increase by 10% pa
2e) Investigate feasibility of introducing 'heritage-stays'	Founders' management	2010/11	Unknown	
2f) Review waste management and decide best location for, and install, recycling bins	Founders' management / Environmental Co-ordinator	2008/09	Minimal increase likely over current waste disposal costs	New recycling bins in place
2g) Decide best location for, and install, a parents' room	Founders' management	2009/10	Budget \$10,000 in 2010/11 from Dev Fund	New baby-changing room opened
2h) Create a new heritage display in Founders Cottage	Founders' management	2009/10	Budget \$30,000 in 2010/11 from Dev Fund	New heritage display opened
2i) Investigate feasibility of extending Founders' boundary	Founders' management	2011/12	None	

### 3. Tenants Goal

<b>Actions</b>	<b>Responsibility</b>	<b>Time-frame</b>	<b>Cost implications</b>	<b>Performance measures</b>
3a) Renew and issue leases to existing tenants and those who fit the Preferred Tenant Profile	Founders' management	On-going	None	Buildings for which tenants are sought are all let
3b) Arrange for all buildings to be re-valued	Founders' management	30 June 2011	Budget: \$5,000 in 2010/11 from tenants' expenses budget	All tenants pay independently estimated market rents
3c) Set up an on-line Prospective Tenants Waiting List	Founders' management / Public Communications	2007/08	None	List established

#### 4. Collections Goal

Actions	Responsibility	Time-frame	Cost implications	Performance measures
4a) Update Collections Policy	Founders' management	2008/09	None	Updated Policy accepted
4b) Complete inventory of existing collections	Information Management	2007/08	Budget \$5,000 from maintenance budget in 2007/08	Key items from collections inventory are shown on Founders web entry
4c) Meet with the Nelson Provincial Museum, and other lenders, to agree the future of their loaned items	Founders' management	2008/09	None	The future of all items on loan to Founders is resolved
4d) Decide which donated items are no longer wanted and contact their donors	Founders' management	2008/09	None	Future of unwanted donated items is decided
4e) Identify items for disposal and start disposal process	Founders' management	2008/09	Budget \$10,000 <b>income</b> in 2009/10 and 2010/11	Income is raised from disposals and less items are kept in storage
4f) Prepare a wish-list of items for future collection	Founders' management	2009/10	Some contracted help may be necessary; budget \$2,000 in 2010/11	

## 5. Marketing Goal

<b>Actions</b>	<b>Responsibility</b>	<b>Time-frame</b>	<b>Cost implications</b>	<b>Performance measures</b>
5a) Introduce a better way to record visitor numbers	Founders' management	2009/10	Likely need for improved technology: budget \$10,000 in 2010/11	Reliable data on visitor numbers is recorded
5b) Agree annual targets for visitor numbers	Subcommittee / Founders' management	2009/10	None	Annual visitor target is agreed as part of the budget process
5c) Review logo	Founders' management / Public Communications	2009/10	Budget \$7,500 from marketing budget for logo redesign and new letterhead	Logo updated and introduced
5d) Improve signage outside and inside Park	Founders' management / Public Communications	2009/10	Budget \$20,000 in 2010/11	
5e) Update Council website information on Founders and consider relaunching Founders' own website	Founders' management / Public Communications	2009/10	Budget \$10,000 from marketing budget	
5f) Review tourist promotion initiatives	Founders' management	2008/09	May be some cost saving	
5g) Review and adjust visitor entry prices	Founders' management / Subcommittee	2008/09	General entry income may fall but event entry income should rise	Public acceptance of changes
5h) Establish a Founders Marketing Group	Founders' management	2007/08	None	

## 6. Financial Goal

Actions	Responsibility	Time-frame	Cost implications	Performance measures
6a) Review financial arrangements for crediting Book Fair income to Friends of Founders	Council financial staff	2007/08	None	Robust financial system in place as Book Fair develops
6b) Review Founders short-term hire rates and adjust to reflect demand and rates charged by comparable local venues	Founders' management	2007/08: on appointment of permanent staff	None	Hire rates are adjusted to a market level

## Financial implications summary

Implementing many of the Actions above within the time-frames specified will rely principally on investment from the Founders Development Fund. In 2007/08, the first financial year covered by this Plan, it is assumed that no income will be available for development and no development expenditure incurred. In the three following years, the chart below indicates that the projected income for the Development Fund should be sufficient to cover projected expenditure.

<b>ACTION</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
<b>DEVELOPMENT FUND INCOME</b>			
1a) Book Fair income <sup>1</sup>	\$50,000	\$82,500	\$120,000
4e) Artefact sales		\$10,000	\$10,000
<b>Total projected income</b>	<b>\$50,000</b>	<b>\$92,500</b>	<b>\$130,000</b>
<b>DEVELOPMENT FUND EXPENDITURE</b>			
1a) Book Fair investment	(\$20,000)	(\$20,000)	
1e) Other events investment	(\$20,000)	(\$20,000)	
2b) Disability audit / improvements	(\$5,000)	(\$30,000)	
2d) Reception plans / implementation		(\$5,000)	(\$30,000)
2g) Parents Room			(\$10,000)
2h) Founders Cottage display			(\$30,000)
4f) Artefact wish-list preparation			(\$2,000)
5a) Recording visitor numbers			(\$10,000)
5d) New external signage			(\$20,000)
<b>Total projected expenditure</b>	<b>(\$45,000)</b>	<b>(\$75,000)</b>	<b>(\$102,000)</b>
Available for other initiatives in this Plan	(\$5,000)	(\$17,500)	(\$28,000)

<sup>1</sup> This assumes that the Founders Book Fair earns \$100,000 in 2007/08 (earnings were \$86,000 in 2005/06 and are expected to exceed this in 2006/07), of which 50% is transferred to the Development Fund and carried forward to the 2008/09 financial year for investment in new initiatives. Thereafter, Book Fair income is assumed to increase to \$110,000 (2008/09) and \$120,000 (2009/10), reflecting investment in the Book Fair's development, with 75% and 100% respectively transferred to the Development Fund and available for spending in the next financial year.

## Conclusion

Those who get involved with Founders Heritage Park invariably come to believe that it can contribute more to Nelson and be used more by Nelsonians. It is a special place with considerable potential. This Strategic Plan seeks to maximise this potential, principally by focusing on the development of events in Founders. The gap left by the departure of the WOW Awards to Wellington could be filled in part by a proactive Founders working with event organisers to develop existing events and to host new ones.

Achieving this potential will not be easy. The resources currently available, both in time (of Council staff and of Founders committed volunteers) and in money, are inevitably limited. There is also risk involved: there can be no absolute certainty that the greater focus on, and investment in, events will indeed attract more visitors to Founders and improve its finances. Without investment, however, Founders runs the bigger risk of requiring increasing amounts of rate-payer support for static or declining rate-payer benefit.

Like all plans, this Plan will benefit from regular review and will be reviewed on a five yearly basis. The Actions described above will be reflected in the Long Term Council Community Plan (LTCCP).

Founders has become what it is today thanks to the hard work and commitment of a great many people over a great many years. This Plan shows how their work can be taken forward and the next chapter of Founders' story be written.



## Appendix 1: Founders Subcommittee Members

Chris Walsh (Chair)

Colin Aitken

John Duncan

Pam Frahm

Paul Rosanowski

Sam Young



## Appendix 2: The Future of Founders Paper

### INTRODUCTION

This paper is my assessment of the core problems that face Founders Heritage Park and my first tentative attempts at suggesting solutions. It is based on discussions with Subcommittee members, with Keith, Maureen, Jacqui and Paul (McArthur), and with other stakeholders at Founders. It is written in 3 parts:

- A summary of where Founders is today and the key dilemmas it faces;
- A suggestion to refocus Founders as a community park;
- Some implications of this change in direction.

It is intended as an introduction to our workshop and to stimulate debate.

### FOUNDERS TODAY

**1. Founders Park today is partly a wonderful asset for Nelson and partly a muddle.** This is because it is a mix of four different things:

**a. museum**

- It acts as a 'heritage safety net' for the region and, since its beginnings 30 years ago, has accepted buildings and artefacts that would otherwise have been destroyed, abandoned or sold;
- It has almost 500 items on loan from the Nelson Provincial Museum;
- It has a written Collections and De-accessioning policy;
- It displays and stores items of historic interest and value.

**b. heritage park<sup>2</sup>**

- It is called this and promoted as such, mainly to visitors;
- Its core aims in its Strategic Plan (of July 2005) are to become a 'working historic village' and to provide 'an interactive cultural experience'.

**c. community park<sup>3</sup>**

- It provides an attractive ambience for 4 buildings let on a long-term basis to community organisations of enthusiasts/hobbyists<sup>4</sup>;
- It hosts a variety of community events of which the Book Fair is the most significant: this year's Fair attracted over 10,000 people, many of whom queued to get in, and made a surplus of over \$80,000;
- It rents space for meetings, courses, weddings, Farmers' Market etc;
- It offers lawns, flowers, a lake and a café, with a playground for children;
- It provides its neighbours at the Whakatu Marae with space for a hangi pit.

**d. business park**

- It provides an attractive ambience for 14 tenanted spaces that are let to small businesses on leases that range from 1 to 30 years;
- It also has one residential flat.

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<sup>2</sup> The term 'heritage park' is used in different ways by different people. Listed at the end of this paper are the websites of heritage parks in other parts of New Zealand and overseas. They sit in the middle of a spectrum of attractions that range from museums to amusement parks: some are more serious and closer to open air museums; some are more frivolous and closer to Disneyland's Main Street USA. A simple definition is, 'A heritage park is a theme park in which the theme is historical'.

<sup>3</sup> The term 'community park' is also used in different ways but a simple definition is, 'A community park is a park that offers a range of facilities for different community activities'.

<sup>4</sup> These are: the Vintage Car Club of New Zealand (Nelson Branch), The Nelson Rock & Mineral Club, The Nelson Railway Society and the Nelson Musical Theatre. A fifth building, for the Nelson Santa Parade Trust, has been agreed but not yet constructed.

## 2. This mix of roles has two main advantages:

### a. the cost of running Founders is politically acceptable

The Council is budgeting \$83,000 rates contribution for 2006/07. Since Founders was in serious financial difficulties when the Council took it over a decade ago, this is a significant achievement.

### b. Founders is attracting reasonable visitor numbers

Although Founders is often criticised for being under-used, an estimated 71,000 people came through the gates last year (of whom 18,000 were visitors and 53,000 came to events). These figures are based on some heroic assumptions and may well be exaggerated. Nevertheless, the total is not far short of the 80,000 annual users of the Riverside Pool, similar to the annual visitor numbers claimed by the Nelson Provincial Museum, more than those visiting the WOW museum (believed to be 50,000 pa) and very much more than the 3,000 or so annual visitors to Broadgreen House.

## 3. However this mix of roles also has some fundamental disadvantages:

### a. Founders is not fulfilling any of them very well

#### as a museum:

- its collections have developed haphazardly and include many random objects such as the specialist collections of hobbyists (eg ships in bottles, small jugs, alarm clocks) and obsolete equipment (eg from the Nelson Hospital, Nelson Mail);
- its displays have also developed haphazardly and range, chronologically, from a fake medieval pillory to a 1950s cargo plane (there are no Maori artefacts on display);
- it is unsure how many items it has in store and many are of debatable historic value;
- its storage facilities are basic and items are deteriorating – though the extent of deterioration is hard to assess because of difficulties in accessing items in store and the lack of time to do so;
- more of its buildings are replicas than originals and, while being of interest and creating an attractive ambience, have little true historic value<sup>5</sup>;
- both the records of its collections, and security for them, are below acceptable levels for a museum;
- it employs neither a curator nor anyone with an education brief.

#### as a heritage park:

- it is located on a landfill site with no historic pedigree<sup>6</sup>;
- its displays are static and lag international standards in animation (eg there are no regular demonstrations of working heritage equipment and no staff or actors in costume acting as guides etc);
- its brewery and bakery both use mainly modern, not heritage, equipment;
- only three of its 14 commercial tenants, the brewery/café, bakery and furniture maker, contribute directly<sup>7</sup> to the ambience of Founders by being open to visitors (and even they are not always open at the same times that Founders is open)<sup>8</sup>;
- it faces an uphill struggle to attract tourists, the principal market for heritage parks everywhere in the world, in a country whose international image is based on our scenery and adventure activities, not on our heritage;
- its atmosphere is diminished by parked vehicles which are needed by tenants for their businesses and by community users.

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<sup>5</sup> Of the 26 buildings in the current brochure, only 10 are original and were transported to Founders: Old St Peter's Church, the Anchor Inn, the Cobbler's Shop, the General Store, the Cottage Hospital, the Railway Station, the Port Museum, the Maritime Building, the Redwood Granary and Duncan House. The Nelson Musical Theatre buildings are also original. However, of all these, just St Peter's and the Railway Station are being used for their original purposes and none is rated Class A, B or C.

<sup>6</sup> Most heritage parks have been developed on sites that already have a historic link eg Colonial Williamsburg in the USA and Beamish in north-east England.

<sup>7</sup> The Nelson Rock & Mineral Club also sublets part of its building to a commercial jeweller. Other tenants contribute indirectly to Founders by paying rent.

<sup>8</sup> The brewery/café is closed during the winter; the bakery is currently open 2½ days a week, the furniture maker is open at variable times.

as a community park:

- it seldom promotes its community facilities other than for weddings;
- it has not investigated what spaces/facilities current and potential activities/events need;
- both the maze and the flying fox are unsafe and have been closed;
- it is not using the large semi-derelict area behind the Baigent workshops.

as a business park:

- its tenanted spaces offer only limited amenities (they are mostly in old buildings with awkward spaces, poor heating and insulation, basic toilets);
- it offers no reception facilities, provisions for sharing office equipment or opportunities for tenants to interact;
- it has no clearly stated selection policy for tenants.

**b. there are contradictions between its different roles**

- Most of its community events are not a logical fit with a heritage park or a museum (especially the Kitchen & Bathroom Show, but also the Book Fair and the Festival of Opportunities);
- Most of its commercial tenants' businesses are not a logical fit with a heritage park or museum either (especially the cosmetics manufacturer and the childcare centre (located in the Anchor Inn!).

**c. entry prices are unfair, confusing and illogical**

- Because Founders allows free access to those visiting its tenants, visitors enter without paying if they know to say that they are going to the brewery/café (as the brewery's publicity points out and as is stated in the latest Lonely Planet guide), but must pay \$5 (adult price) if they don't;
- On days when an event is taking place, and Founders has more to offer its visitors, the entry price is usually *lower* than when there isn't (eg Farmers' Market: free; Book Fair: gold coin; The Festival of Opportunities: \$1);
- When events take place, it is unclear whether tenants' visitors still have free access or not;
- Founders' volunteers have to try to manage these anomalies which can cause tension and difficulties both for them and for visitors.

**d. it is difficult for Founders to move forward**

- Actions that improve one role often diminish another (eg fitting out the ¾ size replica of Rutherford's cottage might add value to Founders as a heritage park but it would remove a building that could add to the business park portfolio of tenanted spaces);
- It is difficult to prioritise (eg is fixing the maze or the flying fox more or less important than fitting out Rutherford's cottage?);
- Many of those involved are frustrated with lack of progress;
- Overall, Founders is reactive rather than proactive and moves forward only slowly as stakeholders defend their own conflicting interests.

## THE FUTURE OF FOUNDERS

For Founders to move forward successfully, it needs to be clearer about what it is and who it is for. Here are some suggestions for discussion:

**1. Founders' principal role could be a community park**

Founders could aim to become Nelson's centre for hosting and developing a wide range of community activities/events. The attractions of this suggestion are:

- Although this is not generally acknowledged, Founders is already well on the way to becoming this: community events are currently attracting 75% of those coming through the gates;
- It already has a range of indoor/outdoor facilities and spaces suitable for many community activities/events;

- It seems likely that there is potential for Founders to attract and grow more community activities/events. Some possibilities are:
  - adding fairs and shows that celebrate different activities (eg a Collectables Fair) using the Book Fair as a model;
  - introducing Heritage Days that bring to life different historic periods and themes (see paragraph 2 below);
  - developing existing events further (eg holding authors' readings and demonstrating the old printing machines/typewriters during the Book Fair, adding niche Book Fairs at other times of the year);
  - moving some existing Council-run events from other locations (eg some Festival and community events; the Festival Fringe, Council functions);
  - developing events with the Whakatu Marae;
  - encouraging gatherings of enthusiasts (eg from railway buffs to stamp collectors!);
  - hosting small-scale niche arts and sports events (from jazz to petanques, from sculpture to mini-golf!).
- There are few (if any?) other locations in Nelson of similar size, attractiveness and security for such a range of community activities/events;
- It clarifies Founders' main market as local people, which provides a clear focus for promotional efforts and a better justification for rate-payer funding;
- It makes the most of Founders' inner suburban location and car parking;
- Founders could become the launch pad for local events that have the potential to grow: Nelson's future WOWs.

## **2. Founders' secondary role could be a heritage park**

If Founders becomes a community park this would not mean abandoning its heritage roots. Rather, it could realign its heritage priorities from the less realistic aim of becoming a working historic village (too much investment needed for too small a potential visitor market) to the more realistic aim of presenting interesting heritage *events* ie animated Heritage Days (or weekends) when particular historic themes or periods can be celebrated. In heritage terms, Founders could try to do less, but do it better.

## **3. Founders tertiary role could be a business park**

Founders could still be willing to provide space to small businesses but only if they are willing to contribute to the community life of the park. Such a contribution could be in a number of forms, including managing part of their premises as a replica of how their activity would have operated in the past (eg a dentist's practice with an old dental surgery in front).

## **4. Founders should stop thinking of itself as a museum**

- Nelson now has a new Nelson Provincial Museum which fills this role.
- Becoming a good museum is unlikely to be financially feasible. The investment required, in both capital and revenue, for improved buildings, staffing, presentation, security and storage would be difficult to attract from the Council or any other source when Nelson has just created a new Museum. It is even more unlikely since the NPM faces its own financial challenges;
- As a museum, Founders would logically have to move away from most of its successful events, including the Book Fair. If this happened, visitor numbers would fall and the cost for rate-payers rise substantially;
- Founders' inner-suburban location on a landfill is not ideal for a museum (which is partly why NPM chose not to locate here);
- Wayne Marriott has indicated that the Tasman Bays Heritage Trust is not itself interested in running Founders as another museum to complement the NPM.

## IMPLICATIONS

A number of implications follow from this possible shift in focus. These need to be discussed carefully at the workshop. Possible implications can be grouped under the following 5 headings:

### 1. If the primary aim of Founders is to be a community park

This suggests that it will need to:

- Identify proactively voluntary organisations, groups, societies etc who are interested and willing to develop community activities/events;
- Work with these different volunteer organisations to decide which activities/events to advance;
- Be prepared to offer development funding to help selected activities/events get off the ground (this could come from the new Development Fund which will be discussed with the Subcommittee separately);
- Identify the needs of community activities/events for new buildings (eg a large barn, a rotunda for music?) and plan the location for these based on the draft Footprint;
- Refocus its marketing towards promoting its activities/events to local people.

### 2. If the secondary aim of Founders is to be a heritage park

This suggests that it will need to:

- Decide whether any further displays are desirable and, if so, where they should be located;
- Establish a wish-list of specified artefacts that Founders would like:
  - to complement existing displays;
  - for specified future displays.
- Invite donations of other artefacts for sale by Founders at a Collectables Fair with the proceeds helping to fund Founders future development;
- Invite donations of period costumes for wearing by staff (and perhaps visitors) on Heritage Days.

### 3. If the tertiary aim of Founders is to be a business park

This suggests that it will need to:

- Refocus its tenant policy to attract community organisations and those who can contribute to the life of the park;
- Adopt a new 'Preferred Tenant Profile' of:
  - community organisations looking for working/office space;
  - small businesses that want to retail their products to those visiting Founders and will themselves help attract visitors (like the Founders Brewery);
  - small businesses that are willing to develop and maintain displays that show how their profession or trade was carried out in the past.
- Allow tenants to import recycled buildings, or construct their own buildings, but only if:
  - the building style is in keeping with Founders' style;
  - buildings are located according to an agreed Footprint.
- Move away from the short-term tenancies to longer term leases with 5 yearly rent reviews (to make them easier to manage);
- Expect tenants to pay market rents which will only be reduced if the tenant is:
  - a not-for-profit community organisation that benefits the people of Nelson and/or attracts people to Founders;
  - a small business that has long-term potential to attract people to Founders, or bring some other identifiable benefit to the park, but needs some help to get established.
- No longer allowing leases to be assigned;
- Not renew the leases of current tenants who do not fit this profile. (Unfortunately this will still leave some tenants who contribute nothing directly to Founders there for a long time.)

#### **4. If Founders is no longer aiming to be a museum**

This suggests that it will need to:

- Prepare basic, but systematic, records of its displayed items using digital photos;
- Explain to the Nelson Provincial Museum that their loaned items can only be offered limited security and invite them to collect them if they wish. Add that we would like to retain some specified items for display if that is acceptable;
- Cancel its Collections and De-accessioning policy;
- Prepare a Disposals Policy for giving away (eg to specialist museums) and selling items that are no longer required for current or future displays, in a cautious and sensitive manner.

#### **5. Entry price**

If Founders is to have a fairer entry system, maintain most of its current \$30,000 of annual entrance income and be accessible for its tenants' visitors it could:

- Treat everyone entering Founders the same;
- Charge more (say \$5 for an adult) whenever an event is taking place;
- Ask for a voluntary donation at times when an event is not taking place.

However, in suggesting this, I still sense that there is a better solution and hope that our workshop discussions will be able to find it!

## **CONCLUSION**

The work done in Founders over many years by many people, especially over the last 15 years by Keith and Maureen Gibson, by Roger Cole and by the many dedicated volunteers, has created a very special place for Nelson. But in many ways it has now become stuck and little progress is being made towards its current strategic plan.

I suspect that Founders will always struggle to be a good heritage park because:

- Its site has no historic pedigree;
- The main market for heritage parks is visitors, not local people, and there are not enough visitors interested in NZ heritage to sustain it financially;
- If we try to improve the animation of our displays on a regular basis, our costs will rise beyond a level that can be recovered through visitor entry fees;
- It would be financial suicide to stop the Book Fair, Kitchen & Bathroom Show, Festival of Opportunities etc, yet these events have little place in a real heritage park;
- It is more appropriate for a Council-run facility to be targeted at local people than at visitors.

My conclusion, therefore, is that it will be better to refocus Founders as a community park first and a heritage park second. The key question to discuss at our workshop is whether you, as Subcommittee members who have contributed to Founders for far longer than me, agree.

**Crispin Raymond**

3 November 2006

## SOME HERITAGE PARK WEBSITES

### In New Zealand:

Founders Heritage Park, Nelson: [www.founderspark.co.nz](http://www.founderspark.co.nz)

Ferrymead Park, Christchurch: [www.ferrymead.org.nz](http://www.ferrymead.org.nz)

Howick Historic Village, Auckland: [www.fencible.org.nz](http://www.fencible.org.nz)

Shantytown, Greymouth: <http://www.shantytown.co.nz>

Te Puia, Rotorua: <http://www.tepuia.com>

### Overseas:

Beamish, UK: [www.beamish.org.uk](http://www.beamish.org.uk)

Blackstone Heritage State Park, USA: <http://www.mass.gov/dcr/parks/central/blst.htm>

Colonial Williamsburg, USA: [www.history.org](http://www.history.org)

Heritage Park Historical Village, Canada: <http://www.heritagepark.ca/visitor.htm>

Norfolk Heritage Park, UK: <http://www.sheffield.gov.uk/index.asp?pgid=47639>

Port Gellibrand Coastal Heritage Park, Australia:

[http://www.parkweb.vic.gov.au/1park\\_display.cfm?park=239](http://www.parkweb.vic.gov.au/1park_display.cfm?park=239)

San Diego Heritage Park, USA:

[http://www.co.san-diego.ca.us/parks/heritage\\_park.html](http://www.co.san-diego.ca.us/parks/heritage_park.html)

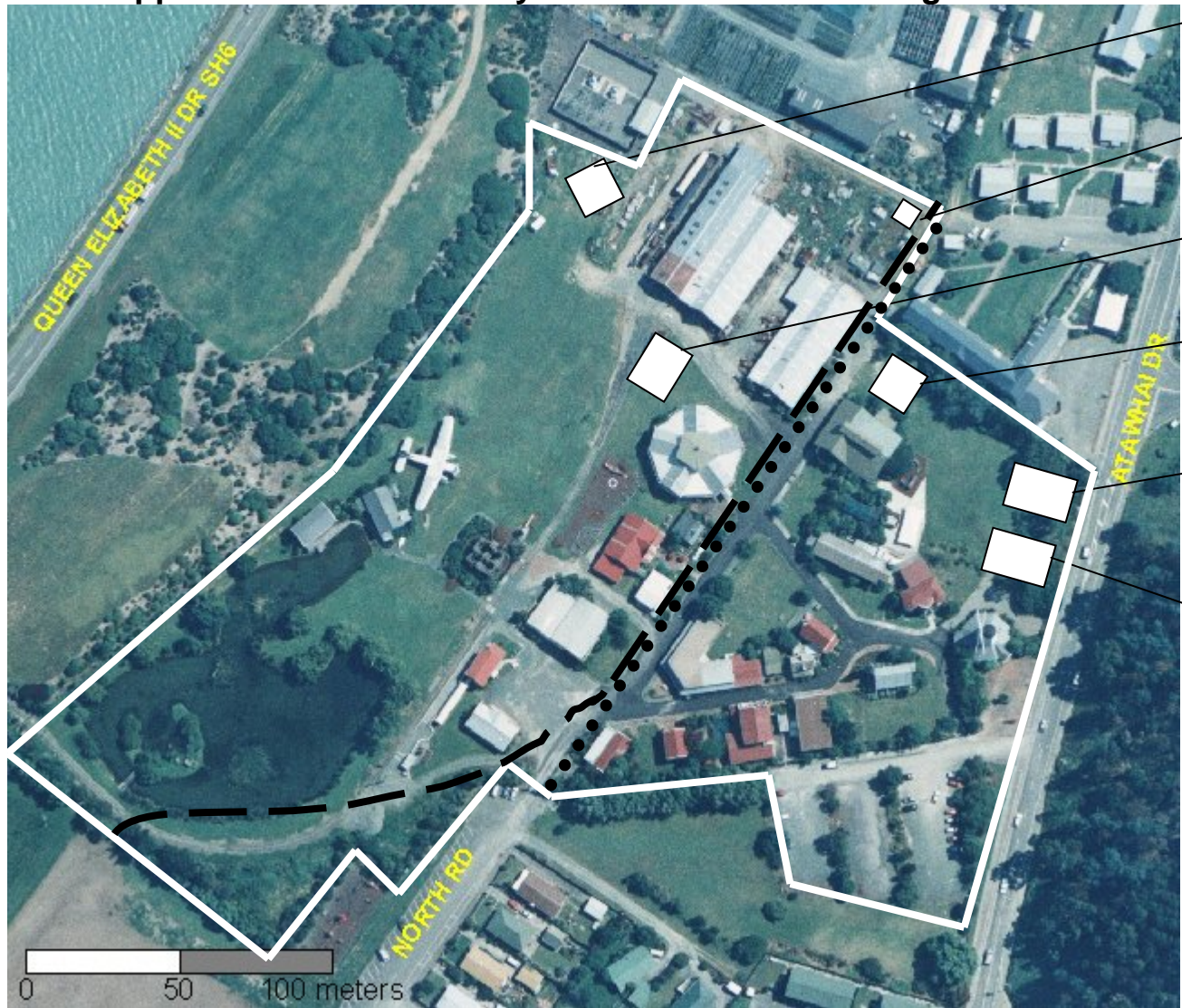
The Henry Ford, USA: <http://www.hfmqv.org>

Western Gateway Heritage State Park, USA:

<http://www.mass.gov/dcr/parks/western/wghp.htm>



### Appendix 3: Current layout of Founders' buildings



Santa Parade Building  
(incomplete)

Whakatu Marae's hangi pit

Siding Workshop

Apothecary

Nelson Musical Theatre: Costume  
Hire / Offices (incomplete)

Nelson Musical Theatre: Theatre  
(incomplete)

White boxes show new buildings  
added since aerial photo taken

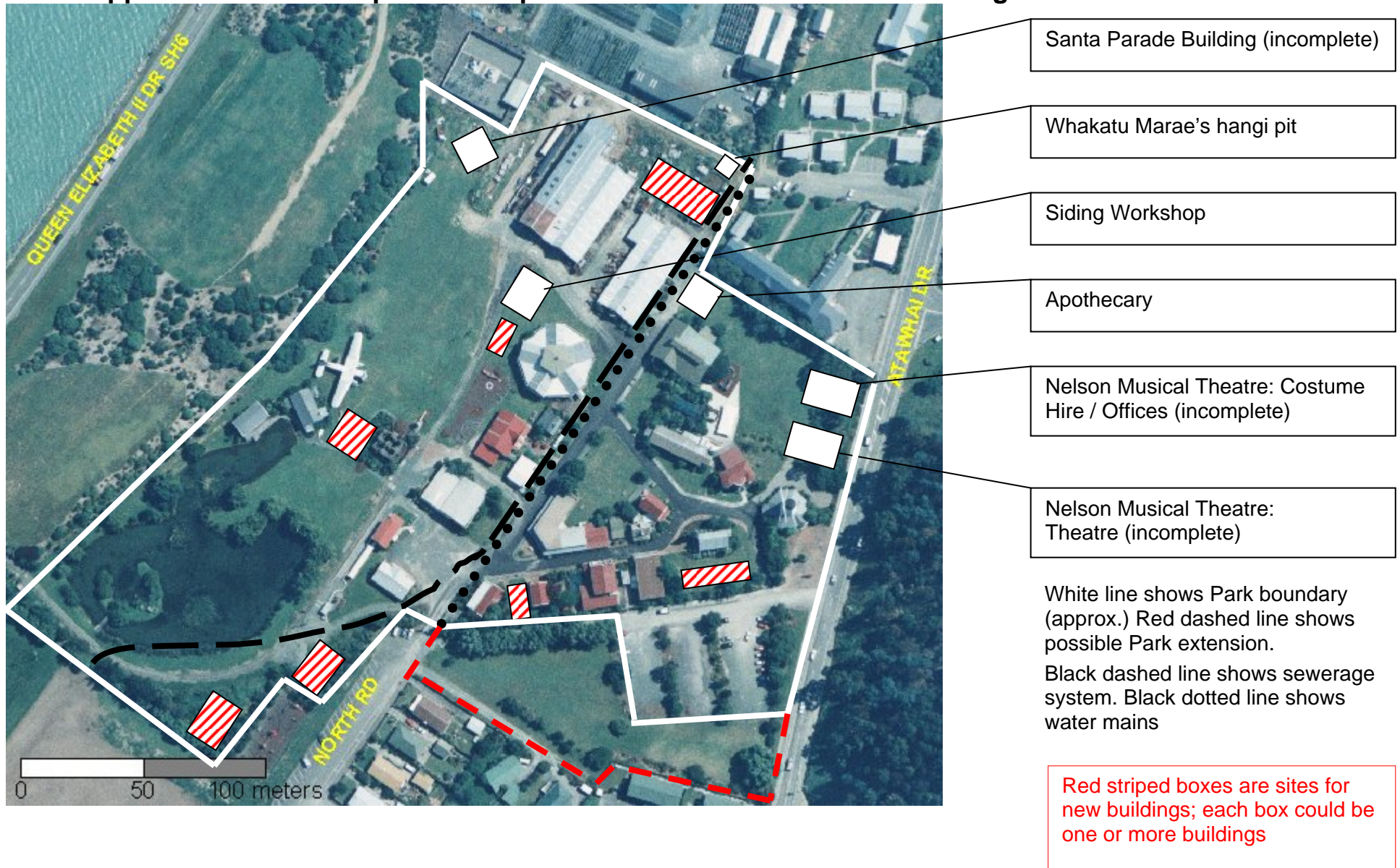
White line shows Park boundary  
(approx.)  
Black dashed line shows sewerage  
system. Black dotted line shows  
water mains.

## Appendix 4: Current usage of Founders' buildings

Buildings ( <i>numbered as in Founders' brochure</i> )	No. of floors	Ground floor use	Upper floor use	
1	Old St Peter's Church	1	Church services & weddings (VA)	
2	Bank of New South Wales	2	Heritage display; public toilets (VA)	Leased room (NVA)
3	Nelson Mail Printery	2	Heritage display (VA); leased room (NVA)	Leased room (NVA)
4	Goodman's Bakery	2	Leased bakery and shop (VA)	Leased room (NVA)
5	Anchor Inn	2	Leased child-care centre (NVA)	Leased flat (NVA)
6	The Cobbler Shop	1	Heritage display (VA)	
6	Hairdresser & Tobacconist	1	Heritage displays (VA)	
7	The General Store	1	Heritage display (VA)	
8	The Fire Station	2	Heritage display (VA)	Heritage display (VA)
9	Jaycee Room: south east	1	Leased studio & shop (VA)	
9	Jaycee Room: centre	1	Meeting room/kitchen; public toilets (VA)	
9	Jaycee Room: north east	1	Leased studio (NVA)	
10	Cottage Hospital	1	Heritage display (VA)	
11	Crown Livery Stables	1	Heritage display; public toilets (VA)	
12	Motor Garage	1	Leased heritage displays (VA)	
13	Railway Station	1	Leased heritage display (VA)	
14	The Port Museum	1	Heritage displays (VA)	
15	Maritime Building	1	Heritage displays (VA)	
18	Law Office & Dentistry	1	3 Heritage displays (VA)	
19	Founders Brewery	1	Leased café and brewery (VA)	
20	Rutherford's Birthplace	1	Not used (NVA)	
21	Energy Museum	1	Heritage display and events (VA)	
22	Siding Workshop	1	Leased studio and gallery (VA)	
23	The Museum	1	Heritage displays (VA); storage (NVA)	
24	Baigent's Workshop	1	Heritage display (VA); Book Fair sorting/storage, staff canteen, 2 leased workshops (NVA)	
26	Apothecary	1	Heritage display (VA); leased cosmetics manufacturer (NVA)	
27	The Redwood Granary	2	Events; public toilets (VA)	Heritage display (VA)
29	Founders School	1	Leased pre-school (NVA)	
30	Duncan House	2	Heritage display (VA); leased room (NVA)	3 leased rooms (NVA)
31	Dr Bush's Windmill	3	Entrance; shop, heritage displays (VA); offices (NVA)	Not used (NVA)
<b>Other Buildings</b> <i>(added more recently)</i>				
	Nelson Musical Theatre	1	Theatre (incomplete) (VA)	
	Nelson Musical Theatre	1	Costume hire (incomplete) (VA)	
	Santa Parade Building	1	Storage (incomplete) (NVA)	

VA = visitor access; NVA = no visitor access

## Appendix 5: Development Footprint for additional Founders' buildings





*It's always fun at Founders!*