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Table of Contents

Summary	3"
Background.....	5"
Strategic Context	7"
Community and social benefits	7"
Market Analysis.....	7"
Stakeholders.....	9"
Proposed Friends of Anderson House and Park Trust	10"
Concept	11"
Operational model.....	11"
Commercial viability	12"
Infrastructure Requirements.....	13"
Functions Analysis	15"
Financial Projections.....	34"
Invercargill City Council	34"
Capital Investment	34"
Revenue	34"
Cost of Goods.....	35"
Operational expenditure.....	35"
Financing and depreciation	35"
Funding.....	36"
Commercial operation – Café and functions	37"
Capital Investment	37"
Revenue	37"
Cost of Goods.....	37"
Operational expenditure.....	38"
Financing and depreciation	38"
Assumptions	38"
Evaluation and Risk Assessment	40"
Critical Success Factors.....	40"
Risks and Challenges	40"
Risk Management and Mitigation	42"
Appendix 1: Impact Consulting, Options Study.....	46"
Appendix 2: Southern Quantity Surveyors, Cost consultant's report.....	106"
Appendix 3: Financial forecasting.....	113"
Appendix 4: Todd Valuation, Lease assessment.....	114"
Appendix 5: List of artefacts related to the Anderson House and Anderson Family held within the SMAG archives (note this list may not be complete).	115"

Summary

7 cbWdh A multi-use facility within Anderson House and Park, incorporating a café, functions space, events and theatre space for hire, arts display space and interactive historical experience. This concept incorporates a range of offerings which would give people many reasons to visit and enjoy making use of the House and Park, while also enabling a small revenue stream to offset a portion of the forecast operational expenses.

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Capital investment \$1,075,174 will be required, excluding earthquake strengthening (\$294,206 structural and general building costs; \$142,085 lift and accessibility costs, \$39,675 fire safety improvements; \$10,260 for toilets; \$70,900 heating, electrical and water related costs; \$229,905 for internal fit-out (café/ kitchen/ functions spaces), \$190,400 for interpretation and 10% contingency, \$97,743).

Working capital from ICC of \$161,000 will be required (Year 1 operational expenses).

It is recommended to seek a commercial operator to run the café and functions spaces and sell tickets to the interactive experience, with terms set out in a service level agreement. Demand modelling suggests the Council should require seven days a week opening during the summer and weekend opening during the winter with flexibility for the operator to open beyond these core hours as they see fit.

Operations for the arts space, managing volunteers for the historical experience and organising any cultural events are non-commercial and would need to be undertaken by the Council. Operating costs to employ a manager, annual curation costs and other direct costs are budgeted for. The assumption has been made that other costs such as legal and accounting costs will fall under the core Council budget. Maintenance for the grounds and building is already budgeted for and is not included.

Council could expect revenue of \$36,000 a year, incorporating \$20,000 from the lease and 50% of takings from the historical experience. This would partially offset the forecast \$208,000 operating expenses. Council could expect an operating loss of \$161,000 before depreciation every year.

Revenue for the commercial operator is forecast at \$657,000, enabling the business to breakeven (allowing for a respectable salary for the manager). There is significant seasonality forecast which will require careful cashflow and labour management.

The success of the whole operation relies on a quality operator who has the skills to effectively manage a diverse café and functions business. The operator needs the vision to be able to grow the weddings and functions side of the business whilst also maintaining a quality café offering and creating a welcoming environment for all visitors.

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- Community feedback - Inclusion of the scoped multi-use option within the Council's Long term planning process
- Explore future funding options including community funding and Central Government infrastructure and explore the potential to set up a Friends of Anderson House Trust.
- Decision on made by Council on the future of Anderson House and Park
 - o Confirmation of funding and operating model
 - o Expressions of Interest and commercial negotiations with Commercial operator
 - o Development of interpretation plan
 - o Confirmation of alignment with arts strategy
 - o Community consultation and engagement plan developed
 - o Timeframe confirmation – Earthquake strengthening would be the first stage of capital works undertaken.

Background

Anderson House and Park was gifted to Invercargill City Council which has cared for the property since the 1950s. Anderson House is a gracious home in the Neo-Georgian style surrounded by beautiful grounds, incorporating native bush, gardens and a children's park. The collection of the Invercargill Public Art Gallery has been displayed within the House for over fifty years. Public consultation has revealed the strong connection the people of the City feel to the House and Park, with many cherished family memories formed from visits taken to the House and Park over the years.

Anderson House and Park deed of gift states “the Donors are desirous of making a gift of the said piece of land to the City of Invercargill for the benefit of the public.” The Andersons Park Management Plan incorporates provision for temporary or long-term commercial activities. These should not adversely impact on the reserve, its neighbours or compromise the historic value of the house and park.

In 2014 Anderson House was closed to the public due to health and safety concerns related to the need for earthquake strengthening. Since then the grounds have continued to be used by residents and visitors to the City while options for use of the House were scoped. A consultation process was undertaken in 2016 to seek the community's views as to how Anderson House could continue to be enjoyed by the people of Invercargill into the future. Impact Consulting produced an Options Study in December 2016, which identified a range of potential commercial and non-commercial uses. A multi-use commercial and public good model was the preferred option of the public. This Options Study is included as Appendix 1.

Further assessment of “Option 4: Multi-use solution combining both commercial and public-good uses for Anderson House” was requested by Council. Specifically further detail was requested on the cost of capital investment (both for the building and fit out) and operational forecasts to give a view as to the likely operational expenditures and the extent to which these may be offset by revenue streams. A further survey of the public to test demand for a café and functions centre was undertaken to which over 1000 people responded online, at the library, at the ICC front desk and the i-SITE.



Aerial view of Anderson House and Park

The following solution, incorporating café, functions space, historical experience and art display areas has been scoped:

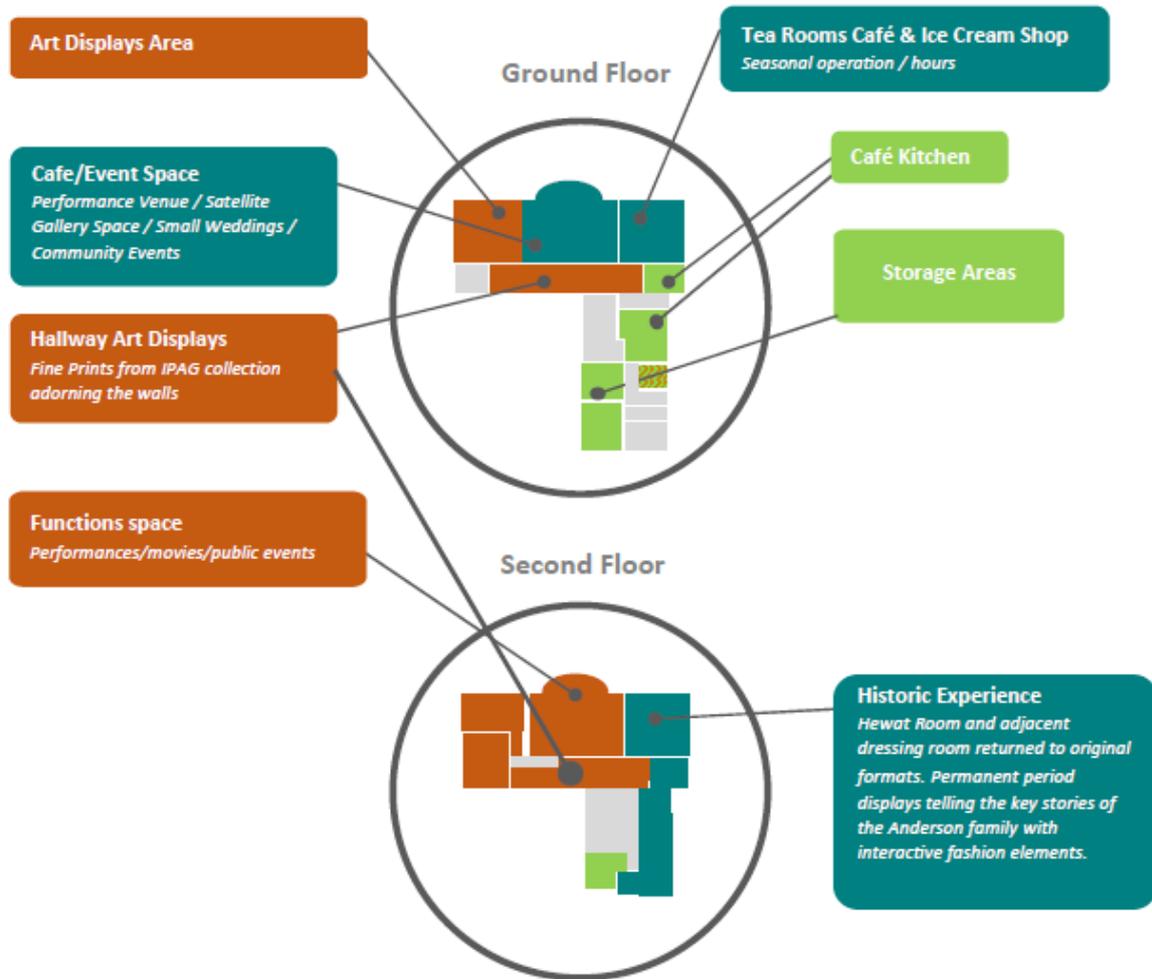


Diagram showing the proposed uses of the spaces within Anderson House.

Strategic Context

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- Consultation shows that the people of Invercargill feel a very strong connection to Anderson House and Park and view the building and the parkland as part of a cohesive whole. It is viewed as an Invercargill icon and symbol and people are proud of it. It is also a very tangible representation of a particular time in Invercargill's history and is a one of a kind.
- The strong community connection to house could be reflected through the stories told within the historic interactive experience. Stories identified for interpretation include the stories of the Anderson family, the commercial history of the City, historic stories connected to the time during which the house was built (The Jazz Age) and stories of how the people of the City have enjoyed the House and Park over the years.
- The House and Park together represent a significant heritage asset. Heritage New Zealand have indicated that it is important that renovations are undertaken in such a way to not only preserve the physical building, but also to allow important features which have a narrative value and tell a story, to be retained. Heritage New Zealand have indicated that the building remaining closed is the worst case scenario as it will lead the building to degrade.
- Display of art within the House is important to people – 71% wanted to see art displayed within the hallways. Many people see the art and the house (and the park) altogether and the art helps tell the overall story. If one part is missing, the whole story cannot be told. There are logistical considerations which mean that there are security risks to displaying art within the hallways, therefore fine prints are suggested in the hallway. In addition, curated quarterly displays within three spaces within the House would allow Artist owned pieces to be shown.
- A café and space to hold functions, including weddings and corporate/ community group meetings, were popular commercial options with the public. 73% of those involved in the 2016 consultation wanted a café, which was also backed up by the August 2017 survey where over 90% of the 1015 respondents would use a café. It is accepted that people have to make an effort to go to Andersons Park as it is out of town so being able to refresh themselves at a café is seen as desirable and adding to their overall experience.
- People continue to enjoy the Park despite the closure of the House. Use of the Park could be further enhanced through the installation of outdoors games and a calendar of events to engage community groups and others to use the park regularly through the summer. These types of events appeal to Invercargill and Southland families and complement the playground, ability to picnic etc.

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- **H Y Gci R `UbX' FY[]cbU' 8 Yj Ycda Ybh GfUH[m** has set a target of \$1 billion revenue from tourism by 2015. Since this target was set revenue has already grown from \$550 million to \$619 million in line to achieve the target by 2025. Southland as a region has performed well in comparison to the rest of New Zealand over the last five years. Spend has increased 5% across New Zealand while it has increased 9% in Southland. Over the last five years, daily accommodation capacity across NZ has

remained static and occupancy has increased 21%, compared to 38% growth in occupancy in Southland.

- **Wahine** has grown from \$206 million a year to \$218 million a year over the last year. The international share of the market has grown slightly from 20% to 24%. The domestic market continues to be strong with an increasing importance of non-commercial accommodation, whether those visiting friends and family, staying in options such as airbnb or self-contained vehicles.
- **Anderson House** is likely to be a niche and 'add-on' product rather than a 'must-see' regional product. Visitors to New Zealand tend to be attracted to products showcasing the natural heritage of the region rather than historical homes which are a product more associated with markets such as Europe. Nevertheless feedback from IPAG and others associated with the House during the time that it was open suggests that many international and domestic visitors did enjoy visiting the House, particularly if they were visiting friends or family or had an afternoon to fill. There is potential to create additional value through positioning Anderson House as part of a tour encompassing a number of attractions within the City.
- **Transport World and Motorcycle Mecca** - The development of additional tourism product along with a new hotel have been identified as key targets for Invercargill City. Transport World and Motorcycle Mecca form two significant new tourism assets within the City. The development of Anderson House was one of the products identified within the regional development strategy, which together with existing products would help to create a cluster of offerings strong enough to provide a compelling reason to visit.
- **Local community** encompassing the people of Invercargill and Southland will be crucial to Anderson House, both for repeat visitation to the café, arts and community events and through bringing visiting friends and family for a day out. The café particularly needs to be targeted to meet the demands of the discerning local customer as there are many quality cafes within the City.

Stakeholders

Alongside the local community, it is important to identify key stakeholders associated with various aspects of this project and to ensure clear roles and responsibilities are determined and agreed on. While a snapshot is suggested below, there will be others depending upon the final agreed details of the product.

A number of consultations have been undertaken through the process of working towards options for the use of Anderson House, including during the work of Impact Consulting in 2016 and during the survey undertaken around demand for a café in 2017. The results of these surveys are included in the appendices below.

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Invercargill City Council (ICC)	Dfc`YWi gdcbgcf – Invercargill City Council has commissioned Venture Southland to undertake a feasibility study into this concept as one of the tourism products identified in the Southland Regional Development Action Plan. Ck bYf – Anderson House is within ICC’s gift and Council has responsibility for its maintenance and protection. Should the product proceed to development it is recommended that ICC give the operation to a commercial operator 7 cbhYbh – ICC has close interest in the content as it relates to telling the story of the people of the City and the Anderson family.
Invercargill Public Art Gallery (IPAG)	7 cbhYbh – Invercargill Public Art Gallery Trust was previously the Anderson House Art Gallery Trust. IPAG no longer see Anderson House as the primary place for the collection to be presented, both for conservation reasons and because of strategic plans to display art within the Central City.
Southland Museum and Art Gallery Trust (SMAG)	7 cbhYbh E SMAG have an interest in the telling of the stories of the people of the City and heritage stories related to Anderson House 8 Yj Ycda Ybh DUf`bYf – SMAG (or another Trust) has a potential role as a development partner in order to attract community funding for interpretation elements to tell key parts of the story.
Individuals with a connection to the House, the Anderson family and/or the art/ pieces historically displayed within the house	7 cbhYbh – There are a number of individuals who have contributed through consultation, had previous roles with the Trust and/or personal connections to the House or Anderson family. People have strong feelings and opinions as to how the House and its contents ought to be preserved and used. Some individuals have donated or willed pieces to the House. DchYbhU`j c`i bhYfg – People with strong connections to the House are likely to form the core of any group of volunteers whose time and expertise will be essential to the operation of the interactive experience.
Iwi (TBC)	7 cbhYbh - North Island Iwi have a special connection to the Whare in the grounds.

Heritage New Zealand	<p>Whānau Whānau Will have a key role to play in consulting on proposed changes to the House. The principal of telling key stories needs to be adhered to.”</p> <p>Whānau – Can also advise on presentation and preservation of contents of the house”</p>
Ministry of Business, Innovation and Employment	<p>Whānau Whānau – MBIE plays a leading role in the Southland Regional Development Strategy which has identified this as one of the key products for Southland.</p> <p>Whānau – Some elements of the project may be eligible for the Tourism Infrastructure Fund (e.g. toilets and carpark) which is administered by MBIE</p>
Venture Southland	<p>Whānau Whānau – Venture Southland has led the feasibility plan development process and would be able to play a coordination role with key stakeholders.</p> <p>Whānau Whānau – Venture Southland is the Regional Tourism Organisation (RTO) with responsibility for promotion of tourism within the region.</p>

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It is recommended to explore the possibility of establishing a Friends of Anderson House and Park Trust, which could provide a vehicle for guiding the development, involving volunteers in the project, including the operational delivery of the interactive historic experience and applying for community funding towards elements of the project. As the owner of the asset, ICC could have a role in the Trust, setting the framework for activities. As part of this, it would be important to ensure that there is alignment and clarity of roles with existing organisations and stakeholders.

Should such a Trust be established, it (or another Trust such as the Troopers Memorial Trust which has expertise in historic building renovation) could also play a role in guiding and seeking funding towards the capital redevelopment of the building.

Concept

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Invercargill does not have a large enough population to sustain a once in a lifetime destination. The offering developed needs to build on the connection the community feels to the house and gardens to create a destination people have reason to visit again and again. The offering will create a new product which will be an addition to the City's tourist offering, providing an additional activity for visitors while in the City. It should be noted that the new experience is not expected in itself to draw new visitors to the City but will combined with other offerings, including Bill Richardson Transport World and Motorcycle Mecca, bolster the attractions of the City.

A multi-use operational model was recommended by Impact Consulting following public consultation, incorporating both community and commercial activities:

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- Main café space in the space previously used as a tea room
- Second café space in the main Central function room on the Ground floor

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- Ground floor space as above (shared with café)
- Upstairs multi-use space, incorporating flexible fitout to allow use as a theatre/performance space and for community and corporate meetings. Budget includes allowance for high-spec audio-visual equipment to allow small cinema events.
- It is recommended that the commercial operator should invest in a marquee appropriate to hold weddings and other functions

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- Display of Fine Art Prints from the original Anderson family/ IPAG collections in the Hallways
- Display spaces for curated exhibitions on the ground floor (original Library) and two of the second floor bedrooms.

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- Original pieces, art prints, digital and interactive displays within seven rooms, incorporating the original master bedroom, dressing room and servants quarters

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- Toilets and lift within a new block built to the rear of the main building, with access through one of the original windows.
- Commercial kitchen, incorporating reheat kitchen (previous Butler's pantry) and preparation kitchen (original kitchen), which will be laid out in such a way that it can also be used for cooking classes
- Storage spaces for chillers etc.
- Storage for furniture.
- Office for the manager

incorporating:

- Covered walkway from the carpark
- Park games such as croquet and large chess set
- There is the option to explore continued development of a sculpture garden and transport connections from the City although these elements are not budgeted.

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This model requires a café of a sufficient standard to be a successful anchor for the multi-use offering. 73% of those involved in the 2016 public consultation wanted a café which was also backed up by the August 2017 survey where over 90% of the 1015 respondents would use a café.

The other elements (art display space, multi-functional events space and historical experience), along with the park, will in turn support the café by providing multiple reasons for people to visit the building.

It is recommended that the café and functions spaces be run by a commercial operator under a service level agreement.

In addition a full time manager will be required to coordinate community activities, including bi-monthly/ quarterly exhibitions within the arts display spaces, events within the upstairs performance space and management of volunteers supporting the historical experience.

Financial forecasts have been produced for both the proposed commercial operator and the Council and can be found within Appendix 3.

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There are a range of infrastructure works which are required to be completed to enable the vision above to be achieved.

Undertaking the required earthquake strengthening triggers legal requirements to undertake a range of other work including fire safety and accessibility improvements. These works must be undertaken in consultation with Heritage New Zealand given the historic status of the building. The Anderson Park Art Gallery Invercargill Conservation Report is an important reference guide for this process.

Structural work required to the interior and exterior of the building includes:

- site preparation, including demolishing the existing ramp;
- excavation for cast on grade foundation and to form the lift pit
- Framing requirements
- Structural walls
- A suspended concrete floor system for the upper floors
- Roof improvements and maintenance
- External finish
- Maintenance of external windows
- Stairing
- Partitions
- Fire door
- Timber overlay flooring and other flooring
- Wall and ceiling finishes
- Toilet installation
- Kitchen installation
- Gas Hot Water
- Heat pumps
- Fire protection system
- Electrical fittings and emergency lighting
- Lift
- Drainage, collection tank, grease trap
- Concrete ramp, handrails and glass veranda
- Covered walkway from the carpark.

In addition interior fit out is required for:

- Commercial reheat and prep kitchen
- Café space
- Multifunctional events/ functions/ café spaces (2), including audio-visual equipment
- Arts display spaces

- Interpretation for the historical experience

Earthquake strengthening (submitted to Council separately, not included below)	\$800,000
Structural/ general building, including exterior and covered walkway	\$294,206
Lift and accessibility	\$142,085
Fire safety improvements	\$39,675
Toilets	\$10,260
Heating, electrical and water	\$70,900
Café – Including kitchen, café and functions space fitout, audio-visual equipment	\$229,905
Historical Interpretation and art space fitout	\$190,400
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Contingency 10%	\$97,743
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Consent fees are not included, however consent fees are included within the separate submission around earthquake strengthening.

Earthquake strengthening would be the first stage and is likely to take a considerable time, at this stage an estimated nine months. The final fit-out above would then be included within the following financial year.

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Floor	Offering	Functional Space m2		Functional space %	Capital \$ - Build/ Fit out	Capital \$ - Interpretation	Capital \$ Total	Notes
1	Café Space 1	36m2	36	8%	33,000		33,000	Whole café revenue
1	Downstairs art display area	39m2	39	9%	10,000	-	10,000	Revenue not modelled – there will be some small revenue available from hire and commission
1	Hallway (display of prints)	50m2	50	11%	-	10,000	10,000	
1	Functions/ Café Space 2	55m2	55	12%	11,000	-	11,000	Functions Revenue only. Café Revenue included above.
1	Kitchen (café/ functions catering)	30m2 (kitchen)+ 9m2 (Butlers pantry)	39	9%	130,905	-	130,905	Note, there may be additional costs related to restoring this to reflect original kitchen which it has not been possible to forecast.
1	Storage (laundry/ caretakers residence)	20m2 + 15m2	35	8%	-	-	-	Costs included within main building costs
2	Historic experience	71m2 (36m2/ 9m2/ 5m2/ 8m2/ 4m2/ 9m2)	71	16%	-	170,400	170,400	20% above standard \$2000 sqm budget has been allowed to account for variables relating to heritage building. 50% funding is assumed due to Historical experience being run by a Trust
2	Upstairs Art display area	47m2 (25m2 + 22m2)	47	11%	-	-	-	Within costs above
2	Events/ Performance/ Functions space (Billiards Room)	61m2	61	14%	55,000	-	55,000	Functions revenue above \$40,000 quote for complete AV system &

								installation - Chairs and tables \$15K
2	Manager's office	10.4m2	10	2%	-	-	-	Costs within general building costs
1/2	Lift/ Toilets extension	?	?		152,345		152,345	Note: 2 toilets may not be enough. A further cost to redevelop existing toilet area may also be required
External	Marquee	TBC			150,000		-	Recommended investment to be made by commercial operator - Not included below.
External	Park games				-	10,000	10,000	Estimate from Impact Consulting
External	Covered walkway				30,000		30,000	Estimate based on \$400/m for 75m
	General building costs	-			374,781			
"	"	"	"	"	"	"	"	"
"	"	Total	443		787,031	190,400	977,431	"



Inspiration: High tea at Lanarch Castle, Quality coffee, fresh healthy café food

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A café is a very popular option with the public. The café would serve good coffee and a core range of fresh quality food, supplemented by a high tea offering in keeping with the historic environment. It would be an important anchor for the rest of the experience, encouraging both one-off and repeat visitation.



Proposed Kitchen and Café Layouts

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- The ability to develop a successful functions business will be a requirement to attract a quality café operator as the café revenue alone is not forecast to be of the level required to reward a high quality operator.
- It is proposed that the café be within two spaces on the ground floor: the tea room (dining room) and Deaker room (drawing room). There is an option to make this space more viable as a café by carefully deconstructing the spaces either side of the fireplace to improve flow. This has not been budgeted for and may not be possible but should be explored.
- A service level agreement (SLA) rather than lease should be put in place. A market rate of \$19,500 lease has been determined for the café space. In light of the fact that the café will be able to make use of the upstairs space when the theatre is not there and will benefit from the associated activities (art, theatre and historical experience) occurring in the space, then the SLA fee has been modelled at \$20,000 and there is an option to increase this incrementally over the first few years of operation.
- The SLA would require the café to be open 10am – 4pm, 7 days a week in the summer (6 months of year) and weekend only during the winter. Opening longer would be at the operator's discretion (The functions business assumes evening opening).

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- A conservative revenue forecast suggests café operator would be able to generate approximately \$460,000 revenue based on estimated demand of 7% of Invercargill residents visiting once a year, 6% once every other month and 6% of visitors to the City visiting once a year, with an average \$15 spend. This is borderline commercial for the café, where \$1 million revenue would normally be required for a high quality operator to consider taking up the opportunity.
- Over 1000 people responded to the Anderson House and Park Café Survey undertaken online, at the ICC reception, the library and the i-SITE. Over 90% of people were interested in using a café. Lunch (73%) and afternoon tea (71%) were the most popular times to visit. 60% wanted to be able to use a café all year round and 10% only in the summer. 28% would visit only on weekends.
- Data is not available on visitors to Anderson Park. Prior to the closure of Anderson House, 10,200 visited the house each year to view the art (1200 a month in the summer, 700 a month in winter months). Information is not available on the breakdown visiting on weekends and during the week. 240,000 visit the Southland Museum and Gallery each year and at least 129,000 visit Queens Park (Herbert St Count), although this number is expected to be significantly higher. 17% of people visiting the SMAG galleries use the café.
- Sympathetic renovation of kitchen in line with ICOMOS would enable cooking classes to be held in the space – As this space is separate from the reheat kitchen this increases its functionality. This would be an opportunity for both community groups and attractive for tourists. This option has not been modelled financially.
- The Café would need to be high quality, with a focus on good coffee (requested by 20% of people). High teas should also be offered as a point of difference but not as the only core offering (requested by 14%). Other factors which were important were quality food and price. Children's playground was the primary reason to visit for 38% and 8% were concerned that the café should cater to children.
- 56% take visiting friends and relatives to Anderson House and Park. A further 23% would if there was a café and 17% would visit if the house was open. Only 3% specifically said they would not use a café.

- The vast majority of respondents were from Invercargill. Very few tourists were interested in completing the survey which was available at the i-SITE. However feedback from i-SITE suggests that the house is of interest as a destination for many visitors and IPAG report that the visitors book included many messages from visitors to the City.

Request	Number of responses	Percentage of responses
Good Coffee	152	19.56%
High Tea	109	14.03%
Quality Food	98	12.61%
Reasonably Priced	65	8.37%
Family Friendly	63	8.11%
Afternoon Tea	27	3.47%
Gluten Free	20	2.57%
Ice Creams	18	2.32%
Chips	17	2.19%
Artsy	15	1.93%
Cheese Rolls	12	1.54%
Vegetarian	9	1.16%
Locally Sourced	7	0.90%
Light Lunches	6	0.77%

Table: Summary of food/ experience requests for the café from the 2017 Café Survey



Inspiration: Wedding of Liz Gray, believed to be the last wedding to be held within Anderson House in 1973; Port Molyneux School, Otago, Boutique Small Wedding Venue; Abbeville Estate, Auckland.

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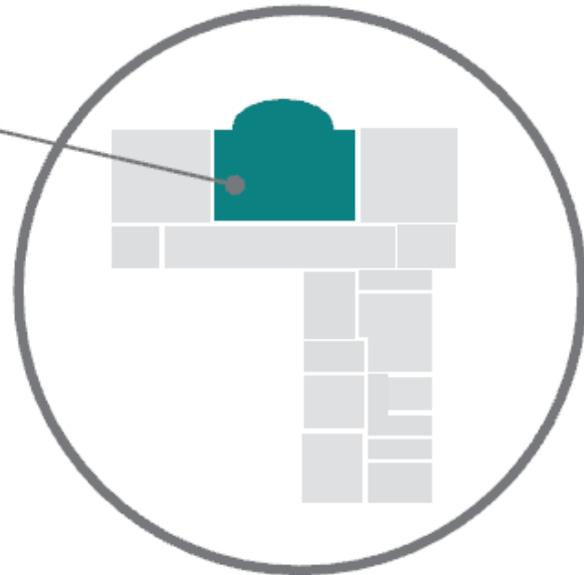
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The functions business would be an important adjunct to the café. 62% of people surveyed were interested in being able to hold a private function such as wedding, corporate event or birthday party. This reflects anecdotal feedback from the ICC team, who regularly receive enquiries from people wishing to hold functions in the House.

Ground Floor

Event Space

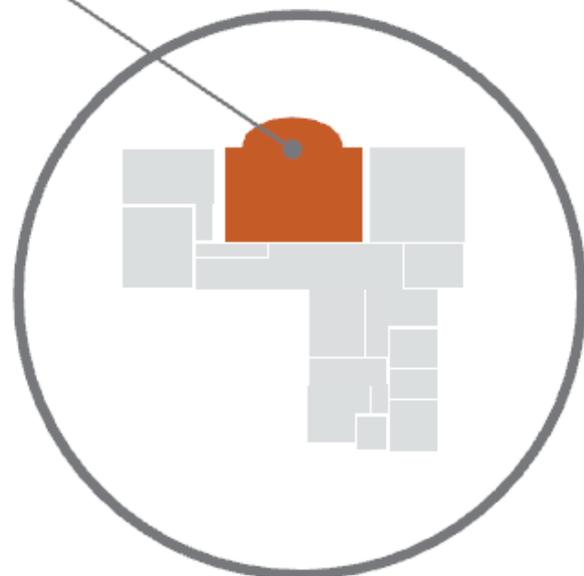
*Performance Venue / Satellite
Gallery Space / Small Weddings /
Community Events*



Functions space

Performances/movies/public events

Second Floor



Proposed functions layout

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- The café operator should hold rights to hire the function spaces and provide catering. This is for logistical reasons as well as to enable support a sustainable business model. They may choose to form a commercial relationship with a caterer for these elements. There would be three primary function spaces they would have access to:
 - o Ground floor space (Drawing room) – This forms part of the Café and as a result may not be available during normal opening hours
 - o Marquee (purchased at the Operator's own cost)
 - o Second floor multi-functional space (Billiards Room) – High quality audio-visual equipment would be available for hire in addition to the space to enable films and theatrical events to be promoted.

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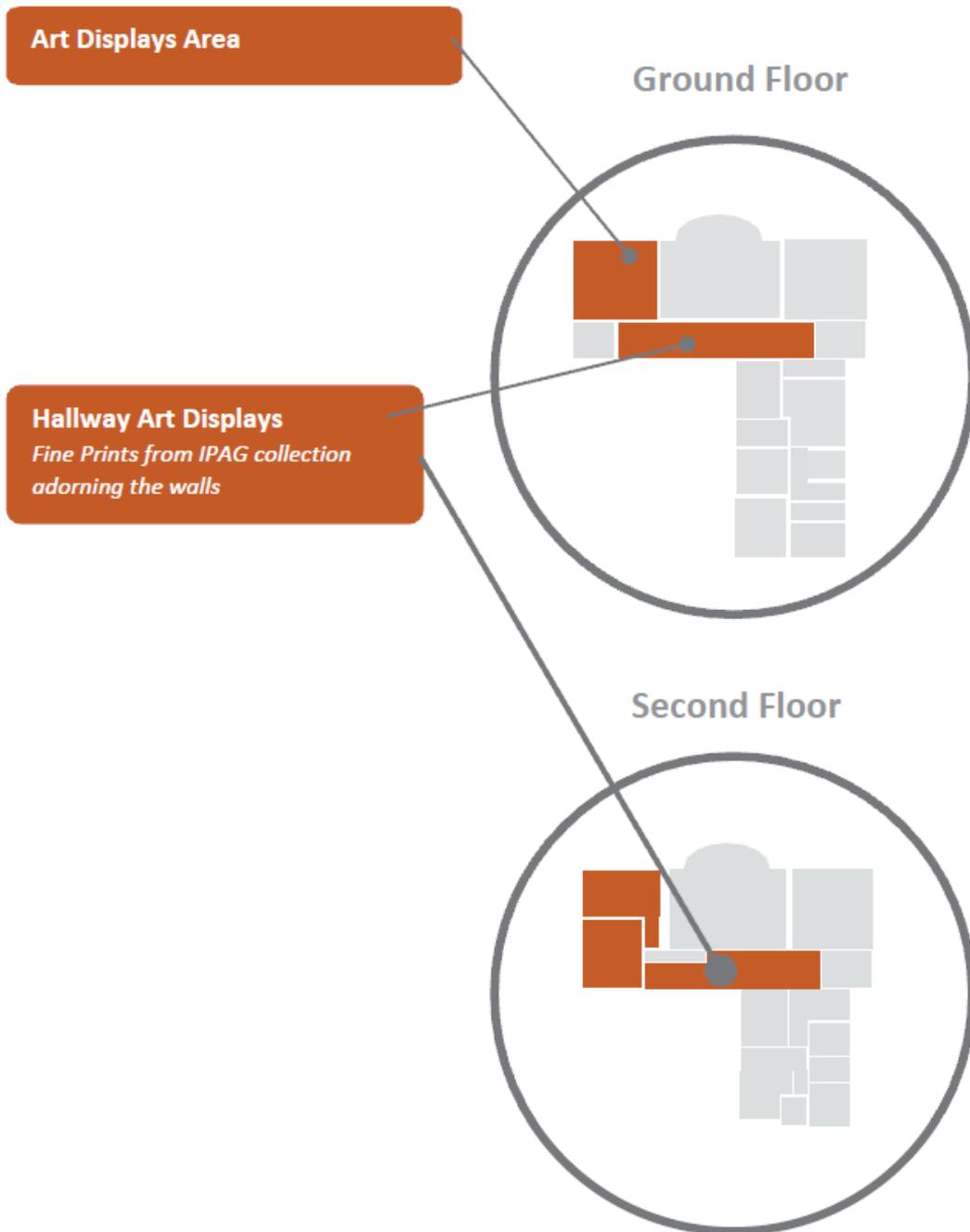
- The operator would have the sole right to run private catered functions in the building and park (excluding use of the BBQ area). People holding events would be made aware of the multi-functional nature of the House and Grounds and that members of the public may be using other spaces.
- Function prices should reflect the special nature of the venue while still enabling a range of groups to afford to hire the spaces. Careful management will be required to manage the logistics of making the space available to a wide range of groups, potentially with multiple events taking place at one time.
- Weddings would be limited to evening functions. A policy would be needed to limit public access to the grounds for wedding photos in order to ensure two bridal parties are not present at any one time. This recommendation is based on feedback from other operators which have found this to be imperative in order to ensure guest satisfaction. This would require a change to the management plan.
- The financial model assumes that that operator has invested in a marquee or otherwise hires a marquee which would be required to cater to the wedding market.
- Audio-visual equipment has been budgeted for use in the Upstairs function space (Billiards Room). This could be hired to groups hiring the room but this has not be modelled – This fee would return to the Council. The Council-employed manager may organise specific film or theatrical events, or work in partnership with a group such as the Film Society to do this. The room hire fee would still need to be paid to the operator in this case.



Inspiration: Wallace Art Gallery, Pah Homestead, Depot Community Gallery Auckland, Art in Park, 50 Years of Art at Anderson House

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There is a long history of showing art at Anderson House. People associate art with the House and wish to be able to continue to view art within the new multi-use facility. The original Impact Consulting proposal suggested art should be viewed within the Hallway and that an artist in residence space should be allowed for on the second floor. However this plan has had to be amended for logistical reasons. Feedback suggests that it will not be possible to both hang original art in the hallways and hold functions in the building. Fire regulation requirements are higher within buildings where people are resident overnight and for this reason it will not be possible to house an Artist in Residence. As a result an amended option is presented below.



Proposed art spaces layout

Recommendation:

- **Art Displays Area** of key pieces from the IPAG collection should be displayed in hallway. This removes security and preservation issues while maintaining a connection to the earlier use of the house. The ability to see art in the hallways was the top rated inclusion in the public consultation (73% wished to see this).
- **Hallway Art Displays** - The front room and two rooms upstairs would be used to display artist owned pieces as part of a professionally curated calendar of displays which could include artist organised exhibitions and/or local art competitions. Sales of Art works has not been modelled.

Considerations:

- IPAG have advised that their first responsibility is to maintain the quality of their artwork which is a publicly owned collection. The Anderson House, as a result of changing temperatures and corresponding damp effects, does not meet the basic criteria for the long term storage and presentation of art. Advice is that the only collections which can be held at the house are those which are artist owned and which are being loaned for temporary exhibits.
- IPAG and SMAG do not recommend keeping any artwork in the corridor as it would be used as an access way to the café. IPAG recommend use of high quality arts prints and would assist with selection of some key pieces of artwork of which prints could be made for display in the hallway. This could include works which were gifted from the Robert Anderson and Kathleen Kirkby collections.
- IPAG, SMAG and other arts stakeholders have stressed the importance of well curated exhibits which require expertise in order to provide a high quality experience. The house itself presents a challenge to curation due to the limited wall space and 'busy' visual experience which is created by the architectural features of the house.
- The recommendation is not to house artists in residence as this would trigger further fire safety standards.
- Initial feedback suggests that arts sector stakeholders are supportive of a regular calendar of events which would allow artist owned pieces to be displayed and for Artist-run exhibitions. This is thought not to compete and align well with plans for the Central City Arts Strategy but will require further consultation.
- The recommendation is for a full time manager to be employed whose main tasks would be to:
 - o Oversee the public good elements of the building
 - o Organise quarterly/ bi-monthly arts programme in arts display areas and hire the space to artists for private exhibitions
 - o Manage the historic experience (Curation to be done by SMAG or other party)
 - o Manage the volunteers necessary to run the historic experience

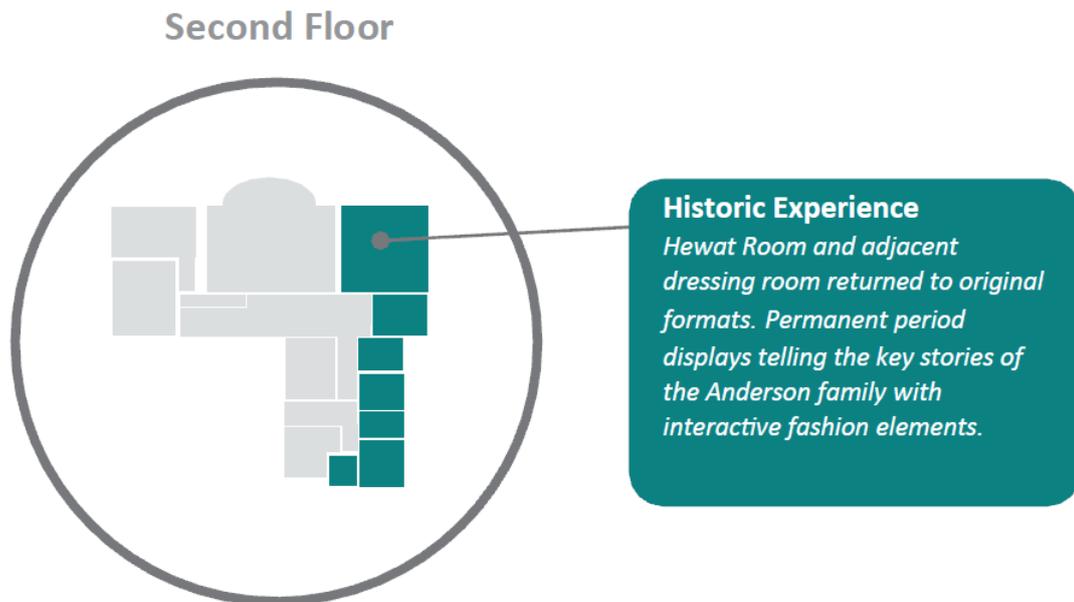


Inspiration: MOTAT Museum, Auckland, Steampunk HQ, Oamaru, Founders Park, Nelson

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This experience would be aimed at both tourists and local families. An immersive experience that takes you through the ingenious spirit of Invercargill and Southland, gathering together curios and installations, illustrating the time at which the New Zealand landscape was crafted by industrialisation and agriculture, celebrating the inspiration which was taken from art and curios brought from around the world and from the local Maori culture. The exhibit will reflect the generosity and success of the Anderson family which has been retained through the House as a living asset. The experience will weave through the interconnected rooms, using the spaces which were previously the master bedroom and servants' quarters to tell the stories of people's different ways of life to draw visitors into the past and present of Southland. People

will have the opportunity to get hands on with the past. Theatrical and narrative, the exhibit will integrate digital technology to merge yesterday's cutting edge with the current story of the City.



Proposed historic experience layout

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- **5 b']bhYfUWj] Y' Yl dYf]YbWY** with some elements which would be updated would be created in the upstairs rooms including the master bedroom, dressing room and servants quarters. The experience would focus on presenting stories of the City and its inhabitants, including the Andersons, in interactive and accessible ways in order to attract families and visitors.
- **5 WYggj]V'Y'Df]W'Dc]bh-** The exhibit would be priced at \$5 (\$2 for children) in order to encourage repeat visitation from families and would require volunteer assistance to operate.
- **Hfi gh`YX** - It is recommended that a Trust be formed to enable access to community funding support for interpretation and to provide a vehicle for volunteering

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- The focus is on creating an experience which will attract a \$5 fee. The intention is to create an interactive experience which will tell experiences relevant to the people of the city and appropriate to create a 'quirky' experience attractive to the tourist market.
- Initial and ongoing curation will be required to keep the offering fresh and up to date, attracting tourist and repeat visitation. The model is based on this curation being undertaken by SMAG, however other options may also be explored. It is essential that the curation delivers a commercial offering as well as telling the historic stories relevant to the place.
- The experience should contain a mix of historic and modern elements such as wall graphics, digital technology, video (for example to allow people to explore the inaccessible third floor).

- There are number of Southland films from the Mid-Twentieth Century which could form part of the exhibit including Daughter of Invercargill (1929), Down on the Farm (1935), Wagon and the Star (1936) and Portrait of Southland (1955).
- Sir Robert Anderson collected an electric range of objects, the list of which are held within the SMAG storage can be found in Appendix 4. There are a number of chattels which could be used in the exhibits in the spaces on the first floor. Some are owned by IPAG and include rugs, an organ, piano, leather couches which were originally kept in the billiard room, an inlay table and ivory tusk. There are limitations on what can be used within the house, which will affect not only art but also artefacts. It may be necessary to create one climate controlled space within the house for display of precious objects.
- There are limitations created by the spaces which will require a creative view to use them to create a narrative story. The space contains seven separate rooms and will not be fully accessible due to the presence of two steps down from the level accessed by lift. The limitations on the space do not allow the installation of a ramp. As a result the historical experience would only be partially viewable by people with mobility issues and wheelchair users.
- The historical experience will rely on volunteers to be available to monitor the experience. A total of 2200 volunteer hours will be required for one person to be on site at all times. It is estimated that a pool of ten volunteers will be required - \$8 an hour overhead has been estimated



Weaving a story....The interactive experience will take visitors on a narrative journey through some of the smallest spaces in the house, including the dressing room, servants quarters, bathroom as well as the larger Master Bedroom.



Inspiration: View of the Parks from the sky, Whare Nui, Anderson Park, Lawn Games, Olvaston House, Dunedin

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Invercargill residents view the house and the park as a holistic whole. The Park already provides a high quality experience, with gardens, bush walks, playground and lawns which continue to be used while the house is closed.

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It is recommended to make the following additional investment to support the new development within the house:

- **5' Wtj YfYX' k U_k Um** connecting the car park to the House. Impact Consulting recommended "Although a covered walkway has been suggested in the past, a more cost effective and less visually invasive option may be to relocate the water tanks and open up some of the area behind the current gardener's shed and pavilion." However it has been advised that a new car park closer to the House is not possible without considerable impact on the grounds and additional expense. A covered walkway would go some way to making the house more accessible and attractive to visitors in all weather.
- **9ei jda YbhiZf' j jbhU Y'h Ya YX`Uk b' [Ua Yg** – To be facilitated at weekends as a fundraiser for different groups, increasing numbers visiting the grounds.
- There is also the **dchYbhU' lc' UXX' gW` dh fY' lc' h Y' dUf_**, which is allowed for in the management plan. This element has not been costed and budgeted.
- One of the roles of the Manager would be to coordinate a series of summer outdoor events, perhaps in partnership with community groups. These could include picnics, lawn games tournaments, gardening demonstrations, fly fishing on the lawn, outdoor yoga etc.
- In addition it will be necessary to make changes to the management plan to place restrictions on the times at which wedding photos may be taken. No changes are planned to the facilities and system for groups to book the BBQ space although ICC may choose to add the administration of this facility to the Manager of the House and Park.
- It would also be worth considering **IfUbgdcfh** options to the Park, particularly in the summer at the weekends. The option of a bus route linking key locations within the City (e.g. i-SITE/ Museum; Transport World; Bus Station) could be explored.

Financial Projections

The financial projections have been prepared by Venture Southland incorporating input from ICC staff and quantity surveyors. Financial projections have been produced for both ICC and the proposed commercial operator. Full financial projections can be found in Appendix 3.

Invercargill City Council

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The primary areas of capital investment required are:

Earthquake strengthening (submitted to Council separately, not included below)	\$800,000
Structural/ general building, including exterior and covered walkway	\$294,206
Lift and accessibility	\$142,085
Fire safety improvements	\$39,675
Toilets	\$10,260
Heating, electrical and water	\$70,900
Café – Including kitchen, café and functions space fitout, audio-visual equipment	\$229,905
Historical Interpretation and art space fitout	\$190,400
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Contingency 10%	\$97,743
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The detailed report from the cost consultants on building costs, can be found in Appendix 2. Note these do not include the additional internal fitout costs, interpretation costs or cost for the covered walkway which have been estimated.

The involvement of a Trust to work with the Council to deliver the project may assist with applying for community funding towards some elements of the project (e.g. interpretation).

It may be possible to apply to the MBIE Tourism Infrastructure Fund to assist with funding for the toilet facilities.

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There are two primary areas of potential revenue which the Council could expect each year:

1. Takings from the experience (with 50% fee paid to operator) – This is forecast at \$16,505 in Year 1.
2. Lease from the Operator - \$20,000

In addition there is an opportunity to launch a “Friends of Anderson House” supporter’s card. This has been modelled 500 people purchasing a card at \$25, resulting in \$12,500 revenue.

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Ticket sales fees for experience sales made through i-SITE and ICC ticket desk have been allowed for.

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The operational expenditure is forecast to be considerably higher than forecast revenue.

The significant areas of expenditure forecast are:

- Full time manager, with responsibility for coordinating the experience and arts shows. The manager will also have responsibility for managing volunteers and the Friends of Anderson House programme.
- Annual curation costs of \$60,000 are forecast to keep the experience fresh, encouraging repeat visitation. This estimate is based on curation being managed by Southland Museum and Art Gallery but this could be undertaken by another party.
- \$8 hour overheads for volunteers has been allowed for, resulting in \$17,250 to cover the 2190 volunteer hours required.
- \$10,000 has been allowed for arts curation. Some or all of this may be offset by takings from arts sales. This element has not been modelled.
- Repairs and maintenance and general expenses (\$20,000) - Note some maintenance has already been budgeted for under Parks and Reserves budget and this estimate would need refinement.
- A small \$5000 promotions budget has been allowed for on the basis that additional support could potentially be provided by the ICC communications team.

Total expenditure of \$209,000 is forecast for Year 1, resulting in a \$161,000 shortfall.

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Financing has not been modelled.

Depreciation has been allowed for the café/ kitchen fitout and the interpretation, the two areas of capital investment specifically related to the new concept. Depreciation for other capital elements has not been modelled.

Depreciation of \$35,000 each year is accounted for, resulting in a forecast \$196,000 shortfall in the first year, with similar amounts each year thereafter.

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There are a number of potential sources of community funding which could be explored, including Lotteries community grants, ILT and ILT Foundation, the Community Trust of Southland and various heritage related funds.

The involvement of a Trust, for example a Friends of Anderson House Trust or one with experience in renovation of heritage buildings such as the Troopers Memorial Trust, would support community funding to be applied for towards the cost of the creation of the historical experience and/or the arts spaces.

Elements of the infrastructure (toilets, covered walkway) may be eligible for up to 50% funding through MBIE's Tourism Infrastructure Funding.

Funding applications would be supported by alignment with the Southland Regional Development Strategy Action Plan, which includes Anderson House.

Commercial operation – Café and functions

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The primary areas of capital investment required are:

- Café/ Kitchen equipment/ sundries - \$50,000 has been allocated
- Marquee – This has nominally been estimated at \$150,000 but this would be the responsibility of the operator to organise

All other areas of capital investment are modelled within the remit of the Council.

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The following revenue streams are forecast for the operator:

- Café – 70% of forecast revenue, \$462,000 in the first year
- Weddings function hire and catering – 17% of forecast revenue, \$114,000 in the first year
- Other functions hire and catering – 7% of forecast revenue, \$48,000 in the first year
- Experience ticket sales – 5% of forecast revenue, \$33,000 in the first year

Total revenue forecast for the first year is \$657,000.

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The following costs of goods are forecast:

- The café accounts for 79% of all costs of goods, a forecast \$325,000 in the first year, which accounts for 70% of café revenue.
This includes both food costs factored at a 100% mark up and staff costs, allowing for two kitchen staff and two service staff.
- Wedding functions account for 10% of costs of sale, forecast at \$40,785 a year for the first year, which accounts for 36% of wedding revenue.
Food, staff, bar sales and staff overheads are accounted for. Weddings are forecast to be considerably more profitable than other types of functions.
- Other functions account for 7% of costs of sale, \$27,000 in the first year, 57% of other functions revenue.
- Cost of sale for the experience is 50% of the ticket price, 4% of total cost of goods, a forecast \$16,500 in the first year. This is the amount which the Council would receive from the experience sales.

The total cost of goods sold is forecast to be \$410,000 in the first year, resulting in a gross margin of \$247,000.

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Operational expenditure is forecast to be \$232,000 in the first year. The largest expenditure is a \$90,000 salary for the manager (anticipated to be the holder of the Service Level Agreement). Other significant expenditures are lease (\$20,000), cleaning (\$18,000), heating and electricity (\$17,000), vehicle (\$15,000) and promotions (\$30,000).

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No financing has been modelled.

Total capital assets of \$200,000 will require \$20,000 to be allocated to depreciation annually. This results in a small deficit forecast in Year 1 (-4970) and for a small surplus from that point.

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Visitor numbers

345,000 people are estimated to visit Invercargill, staying overnight (Commercial Accommodation Monitor/Qrious). Of those, 80% are domestic and 20% international visitors (69,000). Note, that a recent additional estimate of visitors to Invercargill produced by Qrious puts the number of domestic visitors at 474,000 and international visitors at 89,000. While it is believed that this is an overestimate it suggests that the estimate produced using CAM and Qrious is sound.

A 5.4% growth of international tourists in line with national forecasts is modelled. It is believed that this is achievable unless there is a significant shock to the international tourism market.

The adult populations of Invercargill and Southland have been modelled using census data.

For comparison 240,000 people visit the Southland Museum and Art Gallery each year. Over the 2013/ 2014 year prior to the closure of the house, 10,200 people visited the art exhibitions within the house, with the Spring Exhibition the most popular attracting 1200 people a month.

There are no numbers available for existing numbers of visitors to Anderson Park.

7% of Invercargill residents are forecast to use the café once a year and 6% to be regular visitors attending once every other month. 65% of visitors to the café are forecast to visit the café over the weekend, with the remaining 35% visiting over summer weekdays.

This has been modelled using responses to the 2017 Anderson House Café survey which received over 1000 responses and showed 50% visiting once a year and 25% visiting every other month. Noting that this survey was self-selecting these figures have been used as a base to scale down from.

6% of Southland residents (excluding Invercargill) and 6% of tourists are forecast visit once a year.

Based on the above assumptions a total of 35,388 café visitors are expected in the first year (12,648 Invercargill residents, 2040 Southland residents and 20,700 tourists). This equates to 230 visits a day on weekends and 95 a day on summer weekdays.

The café has capacity to seat 20 in the main room and 24 in the second room. Assuming an hour turnaround on tables (in likelihood it would often be faster than this) this means that the

café is forecast to be at capacity for five hours a day. With the planned outdoor seating and capacity for takeaways, it is believed that capacity is appropriate.

Café revenue was forecast on the basis of an average spend of \$15. This is higher than the average \$9.48 which is spent within the Southland Museum and Art Gallery café on the basis that the Anderson House café is expected to be more of a destination location where people will be more likely to choose to eat. The Southland Museum and Art Gallery café turns over approximately \$350,000 a year.

Attendance at the interactive experience has been modelled conservatively which leads significant room for growth and for Invercargill City Council to recoup a greater amount of operational costs through revenue from the experience. 2.5% of tourists, 1% of Invercargill adults and 1% of Southland (excluding Invercargill) adults are forecast to attend every year. This would equate to 9,373 visits a year, or 61 visits a day at weekends and 25 visits a day on summer weekdays. 15% of total visitors are forecast to be children.

Pricing

The ticket price for the experience, \$5 for adults and \$2 for children aged 5 – 12, has been set at a very affordable level in order to encourage local family and repeat visitation. This price has been set at a conservative rate for a number of reasons, including the limited floor space available for the historical experience and the desire to ensure that as many local people are able to attend as possible. In addition it is easier to raise prices than reduce them should demand be stronger than expected. For comparison entry to Olvaston House in Dunedin costs \$20 for adults and \$11 for children for a one hour guided tour.

Room hire rates have been modelled towards the higher level of function spaces within Invercargill to reflect the special nature of the venue.

Evaluation and Risk Assessment

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- The quality of the café and functions space operator will have a major impact on the success of the operation. The ideal candidate will have experience in catering, while also bringing the personality and passion necessary to create excellent customer service and a memorable experience for locals and tourists.
- A strong working relationship with Heritage New Zealand, including local heritage experts, will help to ensure that the modifications to the building are successful, retaining the character and stories of the property, while enabling it to meet new community needs now and into the future.
- The interactive experience will require innovative thinking, with input from commercial experts as well as curators if it is to meet the needs of tourists.
- The success of the interactive experience will rely on significant contribution of time from passionate informed volunteers. Relationships with key groups, including people previously involved with the Anderson Park Art Gallery, people with connections to the Anderson family and those who have donated art work or pieces to the house will be important and should be actively managed.
- The success of the arts programme will require alignment with the wider arts strategy and the support of the arts community.

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- Revenue from the café alone is not likely to be significant enough to attract a high quality operator. Revenue from weddings and events is forecast to be a significant revenue stream but creates management challenges of balancing the commercial and community uses of the building.
- Two toilets may not be enough at peak times and for larger functions – Additional investment may be required.
- A change to the Anderson Park Management Plan would be required to limit the availability of the Park for wedding photos to mornings and early afternoons.
- Consultation with Heritage New Zealand will be required to ensure the plan is feasible, although the architect has designed plans with this factor in mind.
- There are passionate views amongst the community as to the preservation and ongoing use of Anderson House and Park. An active relationship management plan will be required in order to engage key stakeholders and enable them to contribute their skills and expertise.
- A transport plan should be developed to improve linkages between the House and the Central City. This could include adding a stop to bus routes on the weekend and/or an electric vehicle linking Bill Richardson Transport World, Queens Park, Anderson Park and the Central City. A bicycle route linking Queens Park (Isite), Donovan Park and Anderson Park and hire options within the City (Cycle Surgery) should be promoted.
- Note that if the facility grows in popularity and becomes attractive to tour groups, investment will need to be made in a turning space and parking facilities for tour buses.

- Consideration needs to be given to the legal structure under which the redevelopment of the house occurs. If a Trust such as the Troopers Memorial Trust were involved in the management of the redevelopment, this would both help to draw on volunteer resources from people passionate about the House and also make it possible to access community funding.

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As with any business there are risks which need to be considered and actively managed in determining whether and how to proceed in developing this project.

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2	Loss of community support/ social licence to operate	Major	Insignificant	Possible	Rare	High	Gauge level of support through the long term planning process. Actively engage individuals and groups with a significant interest in Anderson House to bring their interests and skills to benefit the project.
4	Decline in Tourist visitor numbers to NZ or the region	Moderate	Insignificant	Possible	Possible	High	Product is aligned almost 50/50 to local people and the tourist market which reduces exposure to a downturn. Continue to engage closely with Tourism New Zealand. Venture Southland in role of RTO to be closely involved to ensure destination promotion strategies are aligned. Diversify markets to reduce impact of any downturn. Look for cluster opportunities by working with other products to reduce risk and increase number (e.g. Transport World, Bluff Oyster World)
9	Failure to find appropriate operator with alignment of skills and values	Major	Moderate	Possible	Unlikely	High	This is one of the key risks which will face the operation given that the commercial operator needs to be able to deliver both a high quality café and catering experience in order to be financially viable. ICC should undertake an indepth search for a partner and support their ability to sub-contract particular services (e.g. catering) as required. Service Level Agreement

							should outline standards in customer service required.
10	Operator fails/ withdraws from lease	Major	Moderate	Possible	Rare	High	ICC should have in place contingency plan to manage such an eventuality.
12	Interpretation is not compelling enough to attract tourists or repeat visitors	Major	Minor	Possible	Unlikely	Medium	Ensure design is led with commercial imperatives and historical narratives balanced. Consider the involvement of a specialist interpretation partner.
	Not safe to display artefacts/ art within the building	Major	Insignificant	Likely	Likely	Medium	This is identified as the situation for many artefacts and publicly owned art. Design flexible approach to allow artefacts to be displayed where possible. There are not enough artefacts to allow a display such as at Olvaston House, therefore the plan has been designed to not rely on precious artefacts where climate control cannot be assured.
13	Product not priced correctly	Moderate	Insignificant	Unlikely	Rare	Medium	Pricing has been set at a very affordable rate for the interpretation. It may be that it is deemed to be too low and therefore there is room for a progressed lift over a number of seasons if demand warrants it
	Demand for café lower than expected – Invercargill Café market saturated	Major	Moderate	Possible	Unlikely	High	Café culture is currently very popular in Invercargill and the survey undertaken suggests demand is very high. Café offering should be designed to create a destination experience with a point of difference linked to the heritage nature of the building. A high quality operator is required because of this risk.
	Demand for café lower than expected – People do not want to drive/ walk from the carpark	Major	Moderate	Possible	Unlikely	High	This proved to be a significant risk for Bella Kai. The café must be high quality and a unique destination to counter the distance from town. A covered walkway from the carpark is budgeted for but it may that an extension to the carpark

							may need to be reviewed. A bus route could also be explored.
14	Health and safety not maintained at location	Major	Minor	Unlikely	Rare	Medium	A health and safety plan should be created and actively managed.
15	ICC and Operator vision and values become unaligned	Major	Minor	Possible	Rare	High	The process to find a partner operator will be crucial. The negotiation process should be indepth and involve a heads of agreement outlining values as well as commercial arrangements.
16	Financial risk to ICC and other core stakeholders if the product fails	Major	Moderate	Possible	Rare	High	Operational shortfalls are forecast for ICC. Financial risk assessment should be undertaken to enable Council to decide what the risk would be of needing to take over the commercial café operation as has happened at the Museum.
17	A new tourism product is developed that competes for visitors	Moderate	Minor	Likely	Likely	Medium	Invercargill is currently underserved by product – additional product will help to create the critical mass to encourage more visitors to the City. ICC should maintain relationships with stakeholders in order to encourage complementary rather than competitive product.
18	Natural disaster or other event causes the centre to close for a prolonged period of time	Severe	Major	Possible	Unlikely	Medium	Contingency plans should be put in place to enable the operation to recommence as soon as possible after natural disaster and to reduce potential financial impact. Building and business interruption insurance should be to appropriate levels.
19	Poor media/ social media reporting negatively impacts visitor numbers	Major	Moderate	Possible	Unlikely	Medium	The operation should pursue a proactive social media strategy using this medium to create and build interest around the product. Active positive social media will help to counteract negative social media.

21	Accident/ injury to customer	Major	Major	Possible	Unlikely	Medium	A full health and safety plan should be in place and following risk assessment, risks communicated to customers.
22	Accident/ injury to staff	Major	Moderate	Possible	Unlikely	Medium	A full health and safety plan should be in place and actively managed.

Appendix 1: Impact Consulting, Options Study



ANDERSON HOUSE

OPTIONS STUDY

PUBLIC CONSULTATION AND REVIEW OF POTENTIAL FUTURE USAGE OPTIONS FOR ANDERSON PARK HOUSE

DECEMBER 2016

Venture Southland
Business, Tourism & Community Development

Invercargill
CITY COUNCIL

IMPACT
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1. Contents

1.	Contents	3
2.	Executive Summary	5
3.	Anderson Park House Floor Plans.....	8
4.	Key Recommendations.....	10
5.	Introduction.....	12
6.	Background.....	12
7.	Current Position.....	12
8.	Project Methodology Summary.....	14
9.	Key Objectives and Principle Considerations	15
10.	Preliminary Future Use Options	18
11.	Survey Respondents	20
	Public Consultation Option 1	22
12.	Option 1: Consultation Outcomes.....	24
	Public Consultation Option 2	25
13.	Option 2: Consultation Outcomes.....	27
	Public Consultation Option 3	28
14.	Option 3: Consultation Outcomes.....	30
	Overall Assessment and Recommended Future Use Inclusions	31
15.	Public Feedback Regarding Potential Inclusions	32
16.	Recommended Inclusions	33
	Additional Considerations and Recommendations	34
17.	Historic or Working Home Attraction Key Considerations.....	35
18.	Events Venue.....	38
19.	Café.....	40
20.	Theatre	40
21.	Art.....	41
22.	Park and Grounds.....	41
23.	Transport and Parking	45
24.	Interactive & Digital Exhibitions	45

Preliminary Operation Projections and Capital Investment	46
25. Operational Budget Projections	47
26. Projected Capital Development Cost	48
Appendices	49
27. Appendix 1: Identified Groups	50
28. Appendix 2: Identified collections	50
29. Appendix 3: Open Public Survey Number 1	51
30. Appendix 4: Additional Comments Open Public Survey 2	54

2. Executive Summary

Community Benefit

Anderson Park and House were gifted to the Invercargill City Council for “the benefit of the public”. This was a key theme throughout public consultation and will be an important influencing factor in the future of this community asset. Balancing multiple city and stakeholder objectives is key to achieving and maximising overall community benefit and long-term sustainability.

Public Support

The degree of public support for and interest in this facility is high. Invercargill residents have a strong sense of collective ownership and view the Park and Anderson House as one and the same thing. This is important when considering future use and management structures.

Historic Place of National Significance

Anderson Park House is a NZ Category 1 registered historic building of national significance. This does not limit the future use possibilities. However, any proposed changes need to be undertaken in a historically sensitive manner, with the input of a historic building consultant. Successful historic building repurposing requires innovation, flexibility of use and consideration of long-term sustainability.

Cohesive story and strong themes

Regardless of the future use of the house, it is essential that it has a clear story and strong theme to create a cohesive attraction and strengthen it as a destination location.

While no clear sole-use concept was identified through the consultation process, it is recommended that the following central themes are pursued.

1. The Anderson Story

- + The Anderson family were connected to a huge range of areas and have the ability to tie together many of the major attributes of Southland as a region. These include involvement in agriculture, farming, land development and stock breeding; banking, insurance and politics; milk products, dairy and shipping; seafood, aquaculture, oysters and export; art, culture, performance, history and the environment.

2. Family Friendly Orientation

- + Anderson Park is known as a family friendly location. Intentional inclusion of interactive elements for families and children is recommended as a central theme of the overall park and house. This may include permanent children’s park activities, animals at Donovan Park or other elements. A focus on of this theme will enhance community engagement and benefit, while also supporting Southland’s promotional focus as a great place to bring up children and the objectives of the Southland Regional Development Strategy.

3. Evening Destination

- + Although the park has traditionally been locked in the evenings, it is recommended that it is intentionally developed as an evening destination and must see attraction. This may include elements such as light and music displays projected on the house, interactive sculptures with a sound and lighting component, summer music performances and use

as an evening desert and cinema venue. The core objective of this theme, being to engage visitors in an activity which will see them stay an additional night in the city and positively influence FIT tourist revenues for the city as a whole.

Future Use of Anderson Park House

Based on research, public consultation and preliminary business case modelling, it is recommended that Anderson Park House be utilised as a mixed use venue. That the inclusions contribute to a cohesive story and are appealing enough to warrant paid entry. It is also recommended that discounted entry is offered for locals, with a low cost annual membership option available for paid entry attraction elements.

It is recommended that use should include the following elements:

- A reception gift shop and book store in the style of the original library / study (Kirkby Room)
- Engaging / interactive historic displays (various rooms including the Hewat Room, Attic and Caretakers Residence)
- Changing historic or contemporary exhibitions or other supporting elements (Latham Room, unnamed bedroom)
- A satellite art display component
- Downstairs function space (Deaker Room)
- A café, which also functions as an ice cream shop during the day and as a wine bar and dessert venue during the evening (tea room and old butler's kitchen)
- An upstairs cinema / performance space (Dickison Room)
- Accessible toilets added to both floors plus elevator (if needed)

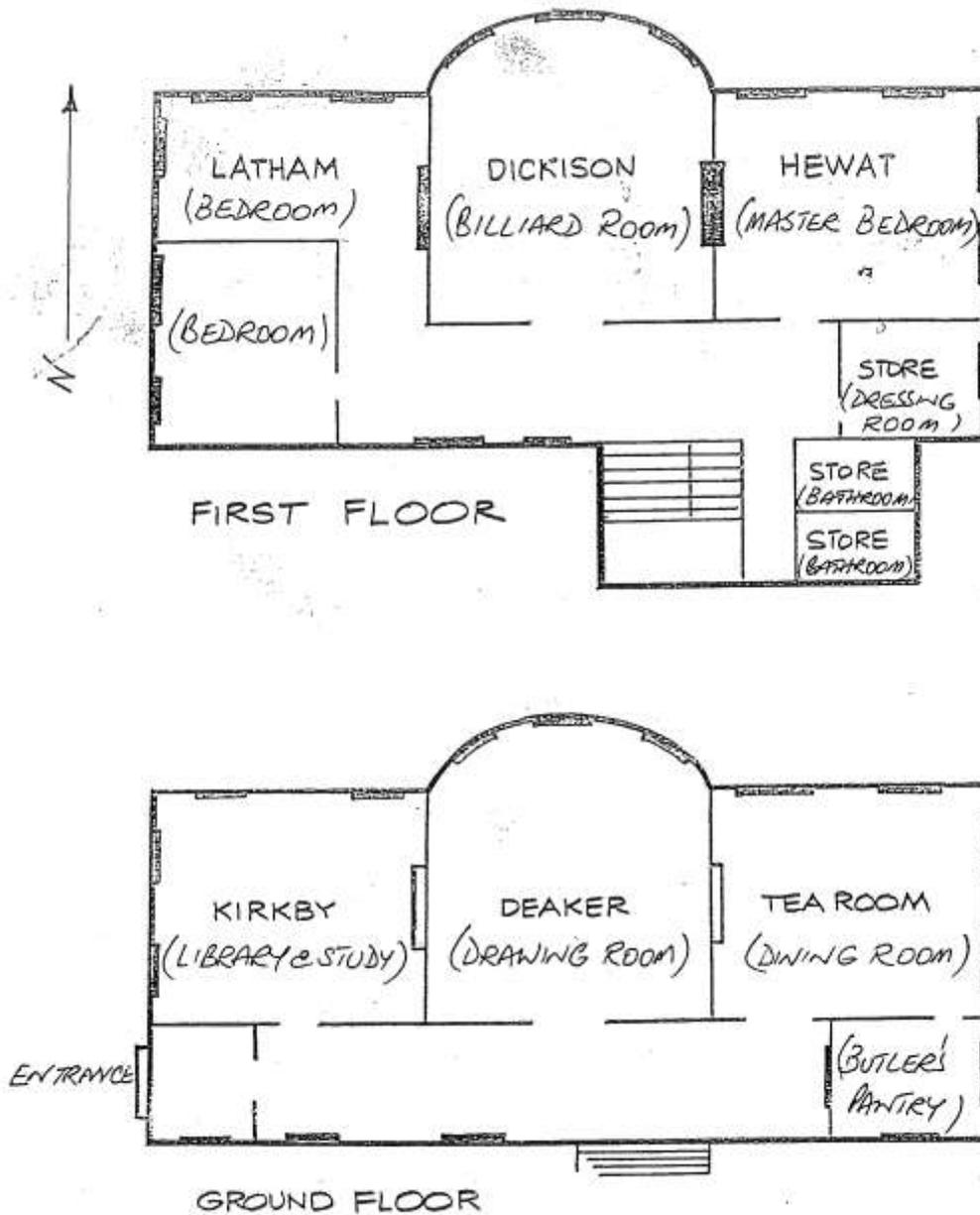
Operational Projections

Based on the proposed inclusions, preliminary operation projections indicated that the facility would cover all its own operational and staffing costs. Projections are based on a conservative estimate of around 10,000 daytime and 16,000 evening visitors. Once established it is anticipated that these numbers could be exceeded. Numbers could be further boosted via tailoring packages specifically for tour group and cruise ship visitors. It is suggested that open hours are tailored to demand and seasonal variations.

Required Investment

In order to achieve the proposed outcome, a total capital investment of around \$2.2M is anticipated to be required. This includes a provisional allowance of \$800K for the required earthquake strengthening, as well as a provisional cost sum of \$600K to cover fire safety, accessibility enhancements, elevator and delayed repairs and maintenance. The remaining \$800K is required in order to establish activities and elements, which will help ensure regular use of the house and help ensure the long term sustainability of Anderson Park House for the benefit of the public.

3. Anderson Park House Floor Plans



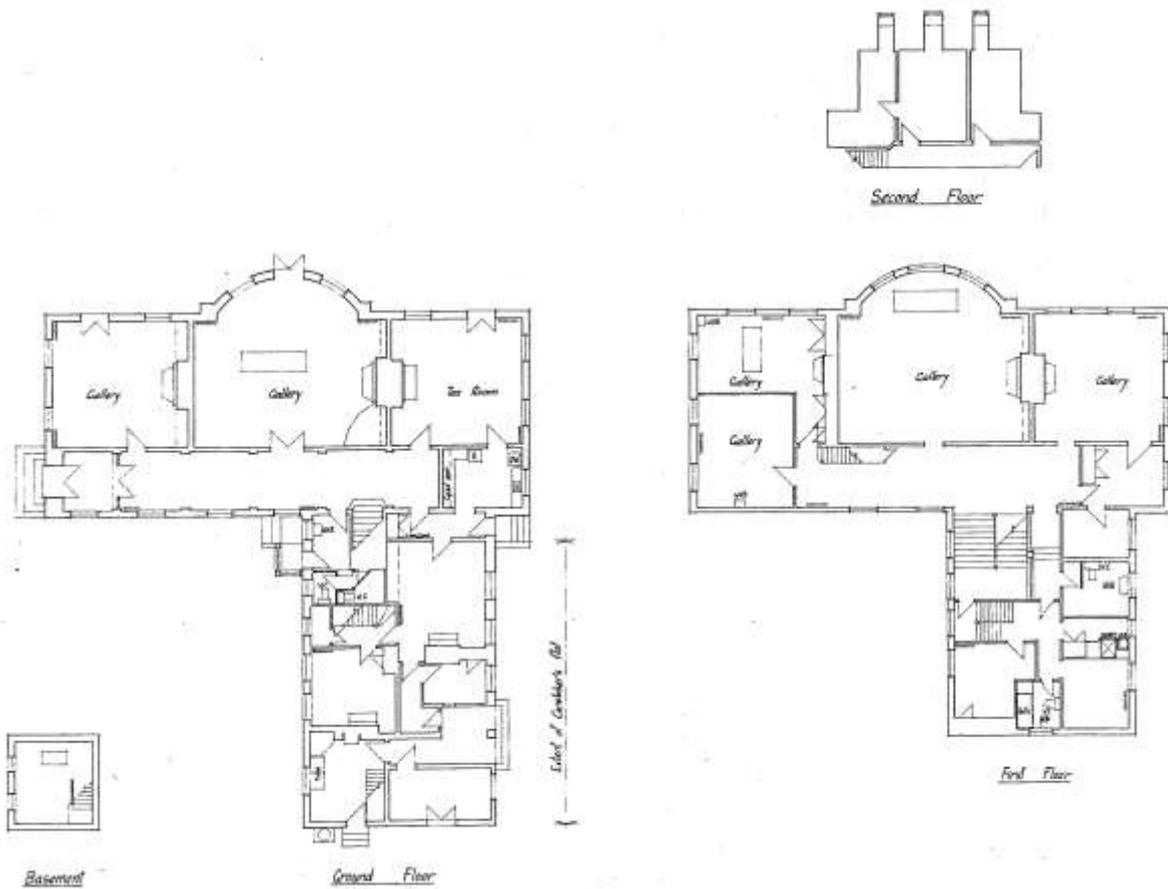
Anderson Park House Drawings showing the names of rooms and original use during the family's occupation of the home.

Source: Anderson Park Art Gallery Conservation Report Appendices – June 2001



Anderson Park House Drawings courtesy of Sir Miles Warren.

Source: *Anderson Park Art Gallery Conservation Report Appendices – June 2001*



Anderson Park House Floor Plans

Source: *Anderson Park Art Gallery Conservation Report Appendices – June 2001*

4. Key Recommendations

Building

- + That the house be earthquake strengthened.
- + That delayed repairs and maintenance be undertaken, including evaluation of requirements for the wharepuni and other amenities on site.
- + That a historic building consultant is engaged as part of the design and planning process for any proposed changes.
- + That fire safety and disability access requirements are assessed and more accurately priced.
- + That the house be used for a mixture of engaging historical displays, art, functions, café and cinema / performance space. That the inclusions contribute to a cohesive story and are appealing enough to warrant paid entry. That discounted entry is offered for locals and a low cost annual membership option is available.

Management & Governance

- + That a facility manager with ability in events management and a strong vision for the cohesive curation of the house is employed.
- + That a Friends of Anderson House Advisory group or Anderson Park House Management Committee is formed including representation from the history, heritage buildings, arts, tourism, events and education sectors.
- + That a regular calendar of events is scheduled for the park and home.
- + That intentional partnerships are developed with SIT for creating work opportunities for their hospitality, film and media students in the staffing of the café, cinema / performance space and for functions.
- + That engagement with schools and LEOTC (learning experiences outside the classroom) is pursued.

Art

- + That some space is retained within Anderson Park House to be used as a satellite display venue as part of the City's wider art strategy.
- + That consideration is given to short-term or temporary gallery displays being reinstated, once earthquake strengthening is completed, until such time as an alternate art facility is completed.
- + That as part of the process of relocating the Invercargill City Gallery collection to alternate storage space includes a stocktake / assessment of the elements of the collection with a specific affinity to Anderson House. Enabling the potential incorporation of these elements into revolving or permanent displays to be taken into consideration.

- + That the “Art in the Park” publication is updated to include more recent contributions and that this material is made available in a digital format, to enable future development into an interactive display component. It is envisaged that this process will help in identifying artefacts with specific affinity to Anderson House while also engaging key people within the art community.

Tourism

- + That three central themes are pursued.
 - 1) A focus on being a family friendly location.
 - 2) A focus on being an evening attraction / destination.
 - 3) A focus on the Anderson family story and the wider linkages this has to Southland and NZ heritage.
- + That themed city-wide tourism trails are developed with packaged offerings from multiple providers including Anderson Park House.
- + That roadside and park signage improvements are made, including improved walking / running linkages.
- + That a sculpture trail is established, with a potential focus on interactive sculptures with a sound and lighting component.
- + Enhancement of the bush walk and intentional inclusion of children and family based activities are undertaken.
- + That better utilisation is made of the park, including establishment of additional community BBQ locations to enhance community use and benefit.
- + That cycle trail linkages are established (potentially including electric bike hire locations).
- + That an active role is played in the facilitation of a seasonal transport link and collaboration of local attractions.
- + That investigation is undertaken into the possibility of additional car parking near the house.

5. Introduction

This report has been commissioned by Venture Southland on behalf of Invercargill City Council. Community consultation, research and reporting have been undertaken by Impact Consulting and Accounting Ltd.

The overall objective of the project being:

“To present the Invercargill City Council with proposed options for Anderson House that integrates with the Invercargill City management plans and is cognisant of objectives of preservation, stakeholder engagement, market demand and cost management. Anderson House is a key asset that is located within Anderson Park, Invercargill.”¹

6. Background

Anderson Park is a 24-hectare park of landscaped gardens located on the northern boundary of Invercargill. For over 65 years this has been a community and visitor attraction for the city of Invercargill, with the focal point of the park being the impressive 1925 Georgian-style home. The park also includes gardens and mature trees, and to the rear of the house stands a wharepuni or Māori house, the traditional carving coming from Rotorua. Visitors are drawn to the reserve for use of the playground, picnic areas, and garden appreciation and previously to visit the Art Gallery and historic former residence.

Sir Robert Anderson, a notable Invercargill businessman, built the house and it was completed in 1925. After the deaths of Sir Robert (1942) and his wife (1951), the house and grounds were given to the city of Invercargill, with the asset being managed by the Invercargill City Council. From 1951 the house has been used to display Invercargill's collection of art. In 1984 Anderson Park was registered as a Historic Place – Category 1 with the Historic Places Trust and is also classified as one of only three Premier Parks within the Invercargill City Council park categories (the others are Queens Park and Otepunu Gardens).

During 2013, the Invercargill City Council undertook a programme of investigations into the susceptibility of all their buildings to seismic events. It concluded that Anderson House did not meet the current minimum standards and, as a result, Anderson House was closed to the public in January 2014. In 2016 the art collection was renamed the Invercargill Public Art Gallery Inc. Collection, with the intention of exhibiting in an inner city location (not within Anderson House). The Invercargill City Council (ICC) has planned upgrades particularly for Anderson House, to protect the architectural integrity of the building and has further enhancements considerations. Prior to determining what level of enhancement is required, it is important to define the long term function of Anderson Park, and the role that it serves to the people and council of Invercargill.

7. Current Position

Anderson Park as an asset of Invercargill City Council is managed by ICC Parks and Reserves in liaison with the Southland Museum and Art Gallery operations. Current operations on site include maintenance of parks and reserves, and conservation of Anderson House and buildings.

¹ Anderson House Options Study RFP

The Invercargill City Council has planned to upgrade the facility including undertaking seismic strengthening work, which includes removing chimneys and replacing with replica chimneys and tying the roof and floors to the walls, and exterior house maintenance work house.

These are intended to protect the architectural integrity of the building. Further enhancements have been suggested such as public toilets, and further access (including a lift and ramps), commercial kitchen, heating ventilation and air conditioning (HVAC) upgrades.

Further to infrastructural services, with the removal of the Art collection the function of Anderson House is uncertain.

8. Project Methodology Summary

This project has included a reasonably large public consultation component with multiple opportunities for public input. The basic methodology of the project is outlined below.

- 1. Stakeholder Consultation** (approx. 20 participants)
 - a. Primary Stakeholders (ICC, Venture Southland)
 - b. Key Stakeholder Group Consultation including both verbal and written input (Historic Societies, Regional Development Organisations, Iwi, Business Representatives, Art Community Representatives, Friends of Anderson House)
- 2. Review of Background Material and Documentation**
- 3. Public Survey - Future Uses**
 - a. Online publicly advertised survey (251 Responses).
- 4. Scenario Development - Potential Future Uses**
 - a. Development of potential three future use scenarios based on survey input, preliminary business case modelling and assessment of potential space utilisation.
- 5. Secondary Stakeholder Consultation** (approx. 20 participants)
 - a. Secondary stakeholder meetings with both Primary and additional key stakeholder groups to refine the potential future use scenarios.
- 6. Public Survey – Potential Future Use Scenario Feedback**
 - a. Online publicly advertised survey with hardcopy option (219 Responses).
- 7. Additional Research**
 - a. Additional Research into models of operation, including consultation with some comparable ventures within NZ.
- 8. Final Recommendations and Reporting**

9. Key Objectives and Principle Considerations

Anderson Park House is a key cultural amenity for Invercargill, and as such, involves a number of stakeholder groups and is connected to a number of key objectives for the City. These groups include: The Invercargill Council; Invercargill City Residents; Art, Cultural and Historic Societies; Tourism Promotion and Economic Development Agencies.

Essentially all are working towards a common goal of a lively, vibrant and culturally rich city. In order to ensure the long term preservation of this community asset without significant burden on rate payers, it is essential that the needs of these groups are balanced, with due consideration to a number of key areas.

- History & Building Preservation

- + Anderson Park House is a NZ Category 1 registered historic building of national significance.
- + Any proposed changes need to be undertaken in a historically sensitive manner with the input of a historic building consultant.
- + Due consideration to the ownership and intention for artefacts held by the house is important, as well as how to enhance and preserve the story of the Andersons and local history.

Anderson House is a Category 1 registered historic building. This means that the building itself is a building of national significant and historic value. Current standards recognise the need for historic buildings to also be functional. Where changes are needed, they are undertaken in the most sensitive way possible, with due consideration given to factors such as permanence / reversibility of alterations, original intent and retention of materials.

This means that usage options which require changes should not necessarily be ruled out, but that it is essential for a historic building consultant to be engaged, in order to determine potential impact and identify the most historically sensitive approach to achieving the desired outcome, prior to options being finalised.

It is noted that some art and artefacts have been donated with the intention that they remain with the house. Due consideration should be given to this, as many of these are important in preserving the history and story of the home.

- Financial Sustainability / Safety

- + The ICC wish to ensure the safety of the public, maximum public benefit and limitation of burden on ratepayers.
- + Earthquake strengthening and safety measures are estimated to be around (\$800K)
- + Fire safety and accessibility requirement cost are yet to be assessed as these will in part be determined by the use and proposed changes to the current building (if any). A provisional cost allowance of \$450K has been included as a basic working figure.

As with all Council activities, decisions must be assessed with due consideration to the short and long term implications for rate payers and the wider resident population. This makes long-term financial sustainability of the proposed future use/s of Anderson Park House a key consideration for the Invercargill City Council. The ICC also has a responsibility for the safety of people within

buildings it manages. This means that fire and earthquake safety enhancements are an essential factor for any future use.

- **Tourism & Economic Development**

- + Increased tourism industry income requires: longer stays, higher spend, more frequent visits and / or more visitors.
- + Anderson Park House has potential to contribute to all of these objectives. As a destination location it also has potential as part of packaged offerings and tourist trails within the city.

In order for Invercargill to achieve its objectives of growth and increased tourism revenue, the city must achieve one or more of the following: longer stays, higher spend, more frequent visits and / or more visitors.

Anderson Park House and ground have the potential to enhance and complement the wider tourist offerings of the city. As a venue it has the potential to link in a number of key themes for the city and provides scope to develop localised tourist trails, which will encourage longer stays, visitation of multiple attractions and higher visitor spend. These could include a transport trail, history, nature, garden, sculpture or family attractions trails. A seasonal transport loop would significantly enhance this possibility, as well as the sustainability and economic benefit of Anderson Park.

- **Local Engagement / Repeat Visits**

- + Can't be a once in a lifetime destination (Invercargill's population is not big enough)
- + Needs a full or part-time manager to facilitate regular events.
- + Needs critical mass of visitors for sustainability, either complimentary offerings or a major attraction.

Invercargill's resident population is not big enough to sustain Anderson Park House via one-off visitation. Establishment of activities, attractions and annual events which encourage repeat visitation are an essential part of any future use. Active management by a part or full time facility manager is anticipated to be needed.

Due to Anderson Park being a destination location, business ventures will only survive where they 1) can generate sufficient visitation themselves, or 2) are a part of a number of complementary offerings on site, which collectively attract sufficient visitors.

- **Deed of Gift / Public Benefit / Management Plan**

- + Anderson House and Park were gifted "for the benefit of the public"
- + The management plan supports this objective, while incorporating provision for commercial activities where they will not adversely impact on the reserve or neighbours.

The Anderson Park memorandum of transfer / deed of gift states "*the Donors are desirous of making a gift of the said piece of land to the City of Invercargill for the benefit of the public.*" A condition of the gift was that the native bush and gardens were to be maintained to a standard equal to that of the time. The residence was to be used as an art gallery or other such use, for the benefit of the public, as the Council may decide.

The Anderson Park Management Plan is aligned with these objectives. This makes community access and overall community benefit the two key usage considerations.

The Andersons Park Management Plan incorporates provision for temporary or long-term commercial activities. As far as possible these should align with the management plan objectives and not adversely impact on the reserve, its neighbours or compromise its historic value.

10. Preliminary Future Use Options

The following three potential future use options, were developed based on initial public consultation.

A Cohesive Story and Clear Focus Essential

- While the building itself could potentially be used for any number of activities, it is essential that there is a clear story and strong theme to create a cohesive attraction for both local residents and visitors.
- Through the consultation process no clear sole-use concept with sufficient visitor drawing power to become a stand-alone attraction was identified. This does not mean that a sole-use does not exist, but that at present the future usage and inclusions of Anderson House are anticipated to be multidimensional.

For a sole-use focus to be achieved the attraction would have to be cohesive / extensive enough to warrant a special visit and unique enough to draw visitors. While this objective is possible a strong theme or comprehensive collection first needs identification (either an existing collection or a collection available for purchase, as was the case with Motorbike Mecca).

- The Anderson family story is connected to a diverse number of themes which could be leveraged to create a comprehensive experience, involving many of the key elements of Southland. These include:
 - Agriculture, farming, land development and stock breeding.
 - *Animal attractions. Transformation of our landscape. Farming technology.*
 - Banking, insurance and politics.
 - *Money collections. Southland's role in the founding of a nation.*
 - Chocolate, milk products, dairy and shipping.
 - *Top quality food products. International business. Dairy industry.*
 - Sea food, aquiculture, oysters and export.
 - *The world's best seafood.*
 - Art, culture, performance and history.
 - *Music, art, Maori culture, dance, founding of the Southland Museum, contribution to children's play grounds. The sprung floor warepuni.*
 - Environment.
 - *Preservation of bush and selection of the site for the house partly based on this element.*
- Connected to these themes are numerous emotive stories such as:
 - A son being sent at age 16 to the one of the family's farm development blocks to help break-in the land between Edendale and Mataura. After working hard for months his father and the farm manger conceded that they never thought he could do it.
 - A daughter being married on site during depression years. The family, not wanting to be excessive in a time of hardship, held the wedding in front of the warepuni, while a plane flew over and dropped flower petals.
 - A successful business man who reported bailed out the prime minister of the time and helped sustain their collaborative business ventures on a number of occasions.

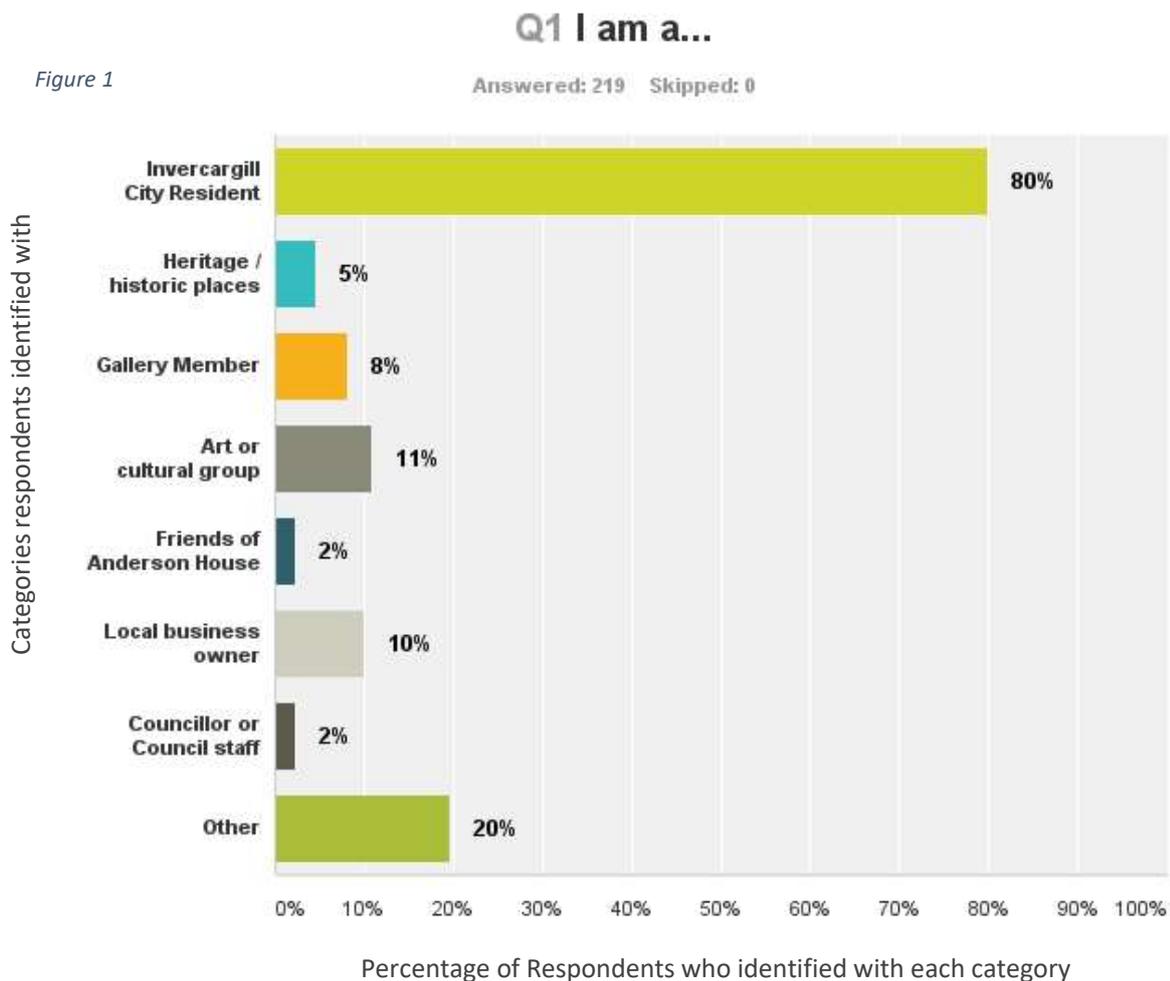
These local stories are the essence of what transforms a museum into a unique experience and brings history to life. For a venue of this nature to work it is the overall experience which needs to captivate visitors.

Regardless of the future use of the building, it is essential that it remains adaptable to alternate uses should community needs change. The three options present reflect this need while aiming to maximise community access and public benefit.

After each option are summary notes, graphs and feedback from the second round of community consultation.

11. Survey Respondents

- The graph below shows that the majority of survey respondents (80%) were Invercargill city residents, many of whom also have involvement in other organisations.
- The diverse range of responses to the “other” option shows public interest from outside of Southland, including strong representation of people with family connections to the property.



Other respondent answers to “I am a...?”

- Antique Circle and Southern Storytellers
- pensioner - ex rate payer
- Venture Southland employee
- life member of historic places trust (heritage nz)
- Member of Antique Club
- Great granddaughter of Sir Robert & Lady Anderson Member of APAG Past President & Life Member
- Winton resident
- Born and bred Southlander living in central Southland
- Interested Invercargill resident
- Direct descendant of Sir Robert and Lady Anderson Life member of Anderson park Art Gallery
- Grandparents use to live there
- Southland resident & past frequent visitor to Anderson House
- Interested member of the public who lives within easy reach of Invercargill
- Daughter of a former Anderson Art Gallery President
- A previous resident for several years when my parents Dela and Dr's Hillstead were custodians for 20 years.

- family were caretakers for the house
- My grandparents Delia & Des Hillstead were custodians of Anderson Park for many years and I spent many years of my childhood there.
- Former Southlander
- Family member of Anderson park staff member
- Artist, exhibited in past spring exhibitions
- Artist, exhibited in past spring exhibition
- Ex Invercargill artist
- Southland District resident
- Regular visitor to Invercargill
- Was an Invercargill resident
- Anderson family member
- Visitor
- Ex Southlander
- Past resident
- Southland resident
- Motelier but have family history of Anderson Park with my mother staying with the Anderson's as a child
- Ex Southlander
- An Anderson descendant
- Family member of the late Anderson Family
- Descendent
- Former Invercargill resident with ongoing interest in art and local history.
- Invercargill Ratepayer, Southland Resident
- Youth councillor
- Descendant of the Anderson family
- Southland Resident
- Ex Invercargill resident now living in the district
- Western southland resident
- Former "temp" visitor host of Anderson Park Art Gallery

Public Consultation Option 1

OPTION 1: Community Use Focus

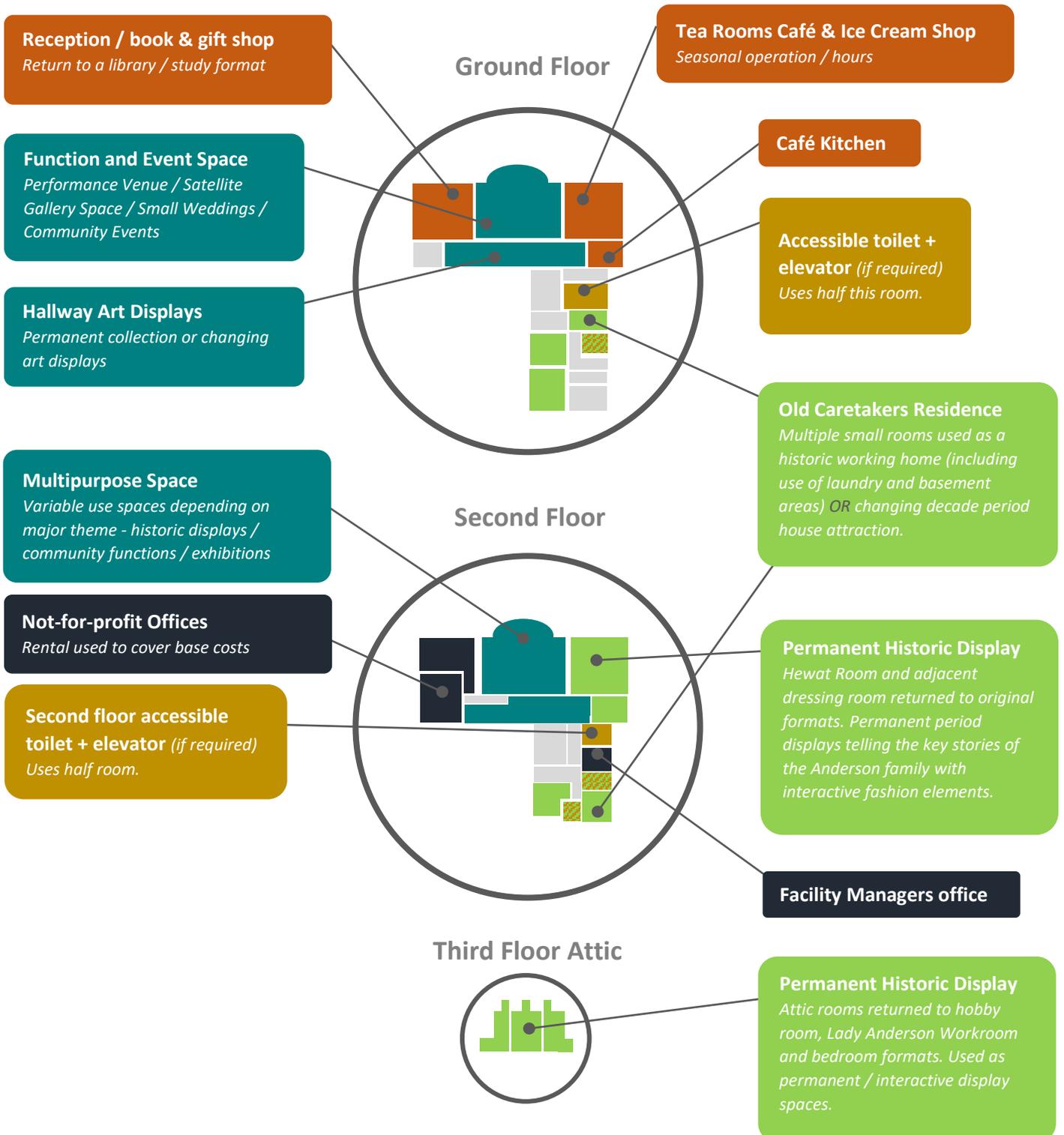
Summary:

Option one looks to optimise the level of community use and local history storytelling.

It is anticipated that the majority of funding for this option would need to be drawn from public sources, the council, patrons and a number of significant community based fundraising events per year.

Inclusion of changing historic or artistic exhibitions, period house displays which change decade each year, or similar concept is considered an essential element in making this option viable and to encourage repeat visitation.

Rental values for community group event use are anticipated to be minimal, meaning, office rental and community fundraising events will be the main sources of revenue generated by the house.

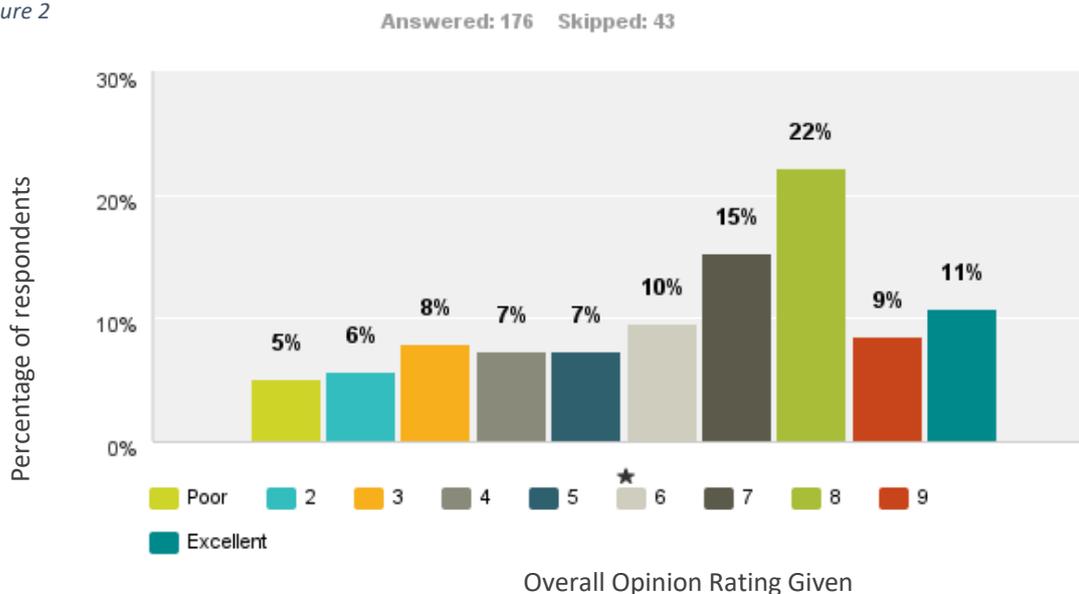


12. Option 1: Consultation Outcomes

- Option one gained the highest average rating of all three options, with an **overall score of 6.34** out of a possible 10.
- When looking at the breakdown of these rankings, views were mixed. A total of 33% of respondents gave this option a rating five or less, while 42% gave it a ranking of eight or higher.
- Findings of the pricing question indicated that 64% of respondents would pay \$10 or more to visit. A further 25% would be interested in visiting but would not be prepared to pay.

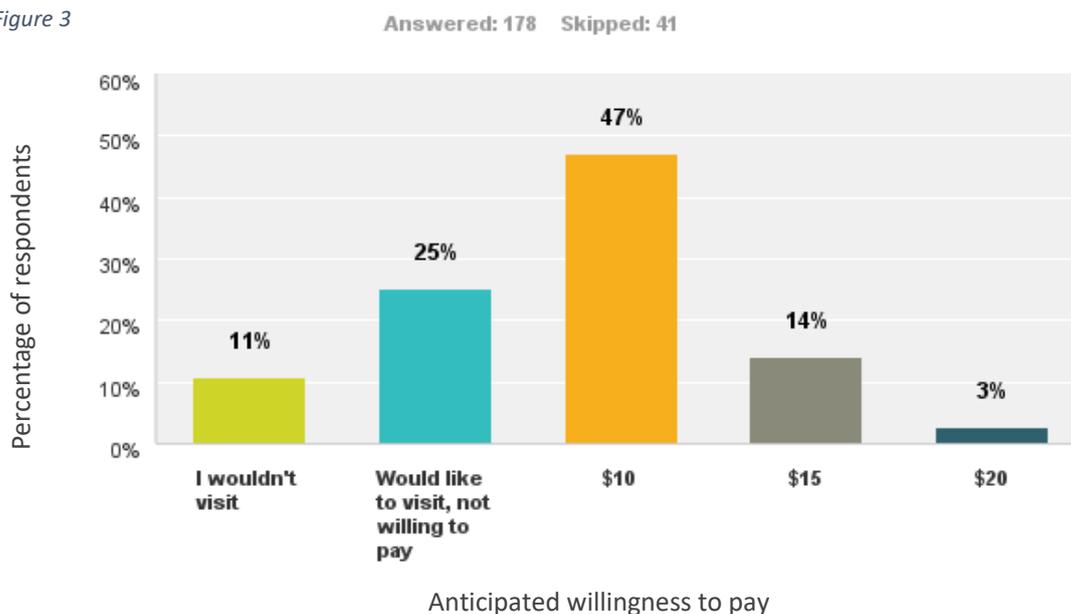
Q2 Please give an overall rating this future usage option:

Figure 2



Q3 If the whole upstairs area of house and caretaker's residence was a historic home museum with memorabilia, and artefacts from the 1920-30's, which told local history and stories (similar to Olveston in Dunedin). How much would you pay to visit?

Figure 3



Public Consultation Option 2

OPTION 2: Multi-Use Focus

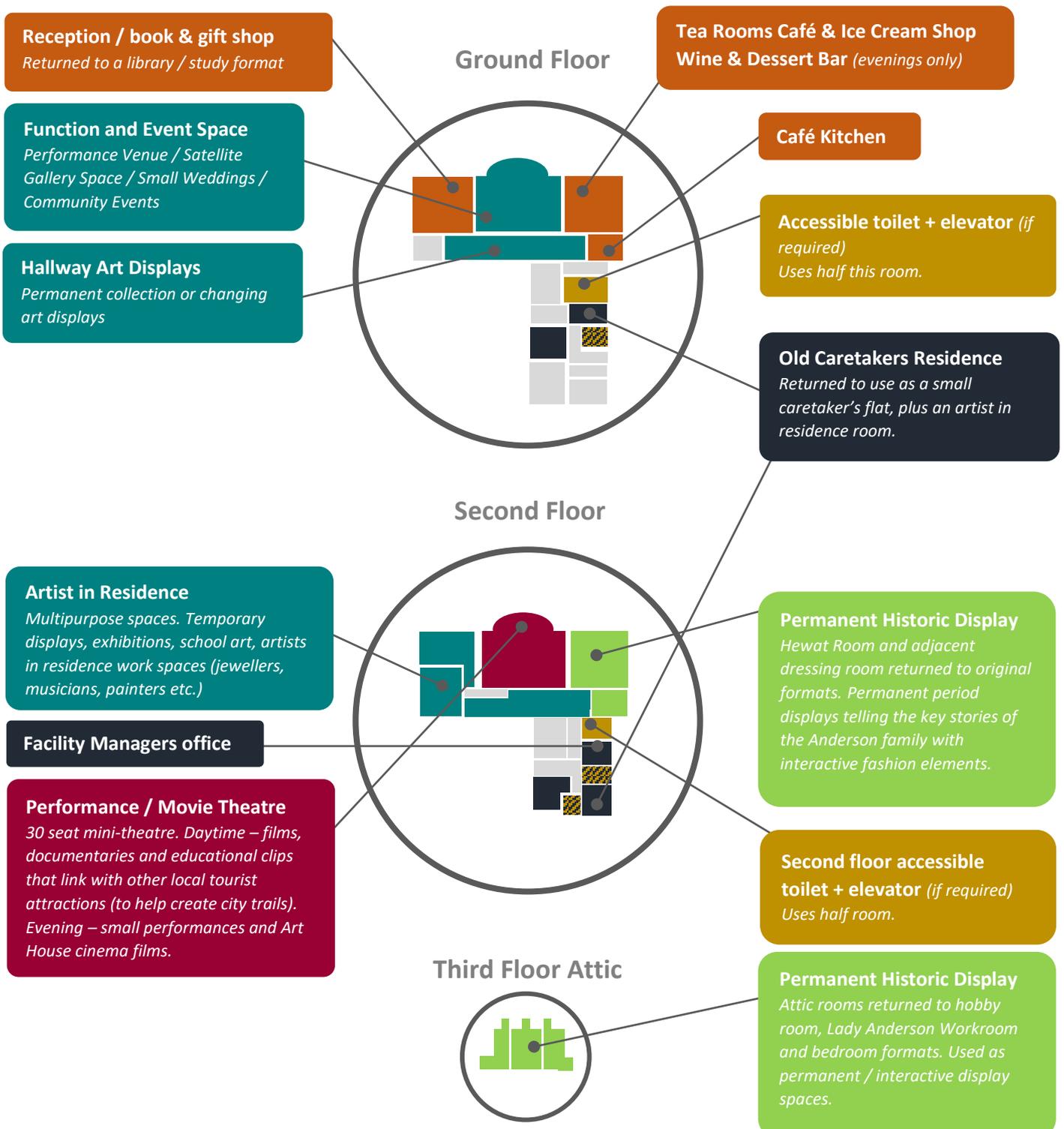
Summary:

Option two looks to optimise the level of regular use of Anderson Park House by both visitors and locals, while preserving its history and its flexibility as a venue.

Much of the house is returned to original room uses. Inclusion of a 30-seat multipurpose theatre is central to this concept. This is used as a means to encourage return visits, to ensure the proposed café is sustainable, to leverage film to enhance other local attractions and to support the creation of tourist trail options within Invercargill, such as an eco-nature trail, garden, sculpture, history, transport and family attractions trails. It is envisaged that seasonal transport options would be timed to make this possible.

The caretaker's residence is returned to this use as a small flat, plus artist in residence room.

The café would double as a wine and dessert venue in conjunction with the cinema in the evenings. It is anticipated that it would either be leased to a local company or run by SIT students.

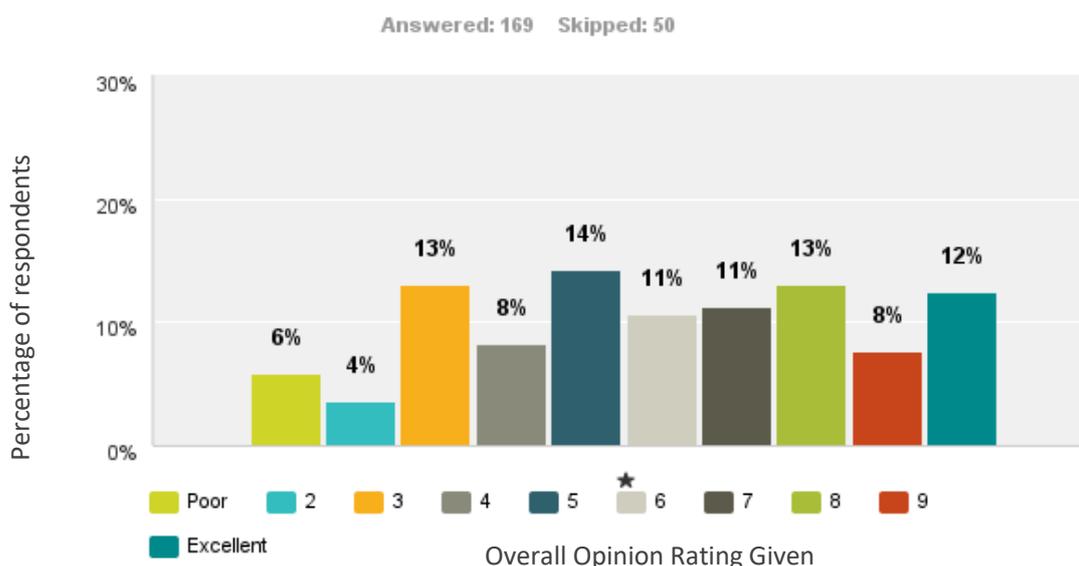


13. Option 2: Consultation Outcomes

- Option two gained an over **average rating of 5.96** out of 10. Views were mixed with wide distribution of ratings.
- Anticipated theatre attendance was very high among survey respondents. Using a mid-range weighting for each option, **923 theatre visits per year** would be anticipated **from a sample of 167 respondents**. When including those who would not visit the theatre and those who skipped the question, this equates to an average of 4.2 visits per person per year (with a total sample of 219 people). These results indicate this option would generate repeat visitation and community engagement, while also providing a revenue stream. Suggestions for SIT student involvement in the running of the theatre would add further community benefit.
- Comments around the SMAG mini-theatre indicate that daytime screens would need to be selected to be unique or complimentary.

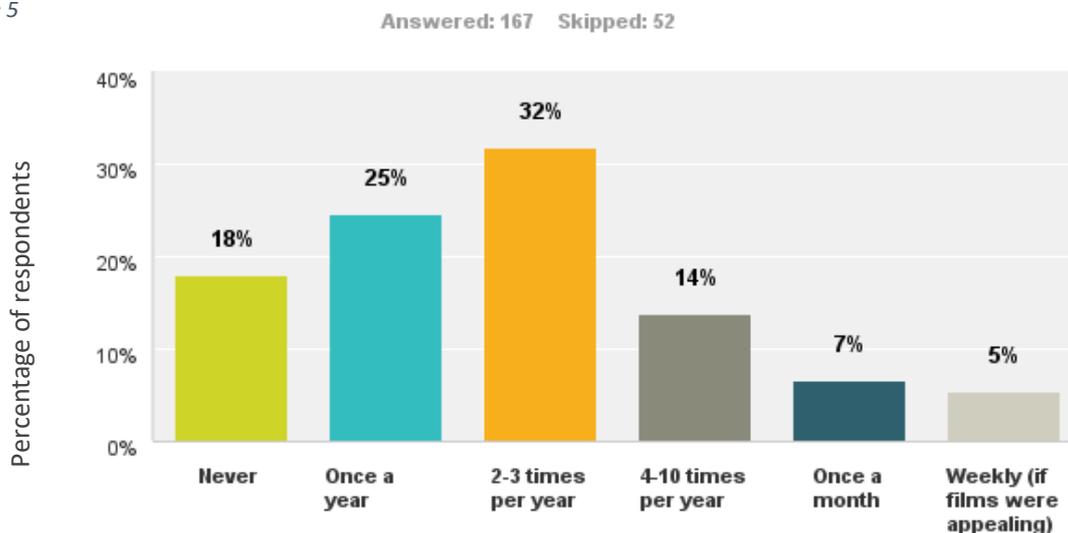
Q4 Please give an overall rating this future usage option:

Figure 4



Q5 If a small theatre with quality seating was installed at Anderson Park House, which screened film festival type movies (not available at the main cinemas) in the evenings, how often would you anticipate attending?

Figure 5



Anticipated frequency of cinema visits

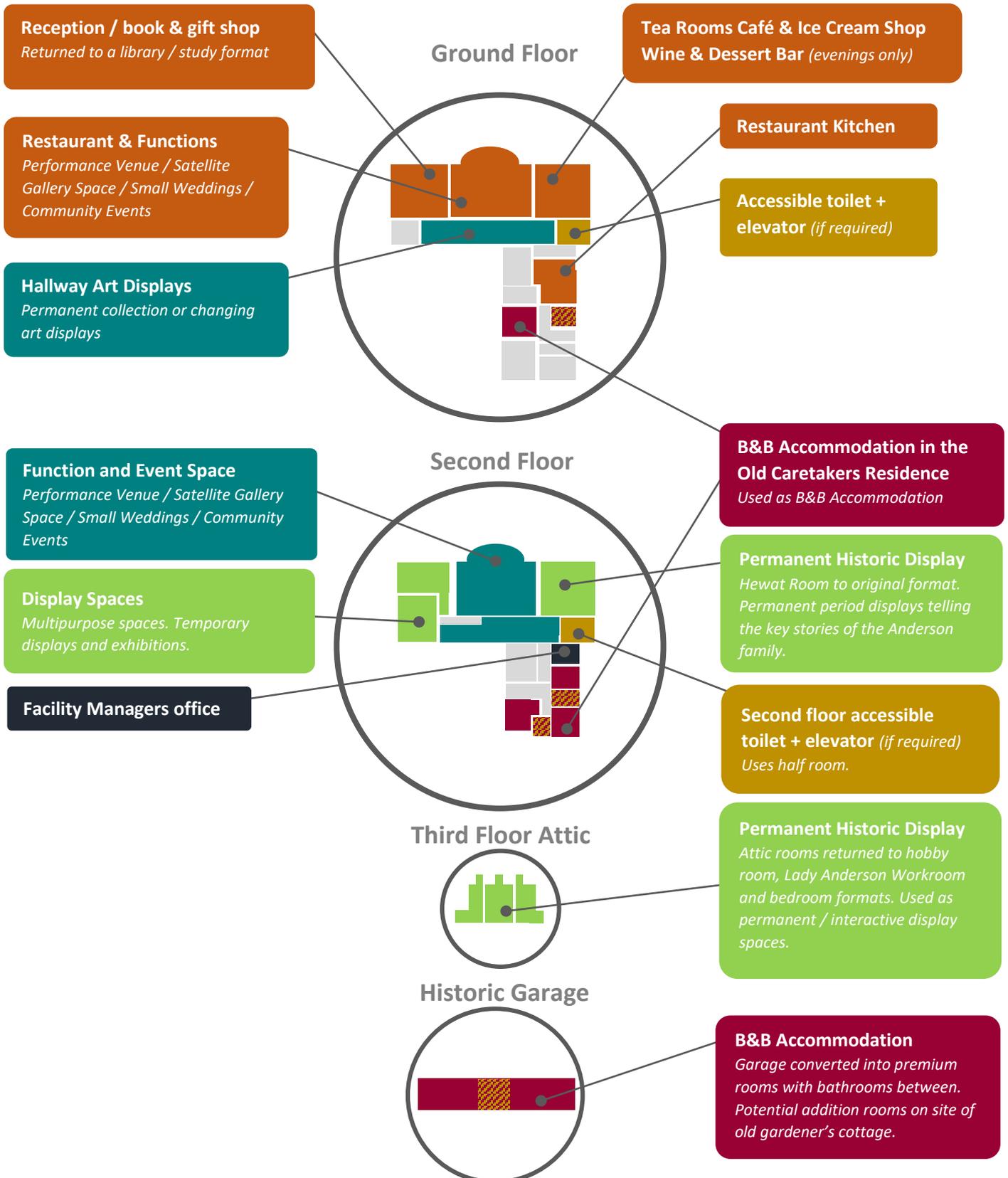
Public Consultation Option 3

OPTION 3: Self Sustaining Focus

Summary:

Option three looks to optimise the level of operational income while preserving the history and flexibility of Anderson House as a venue.

The major feature of this option being a full restaurant, plus the addition of high-end bed and breakfast accommodation. One challenge faced with this option is the relatively high cost of room upgrades for B&B accommodation and a long return on investment payback period. It is assumed that the B&B operation would be leased to a local private business.

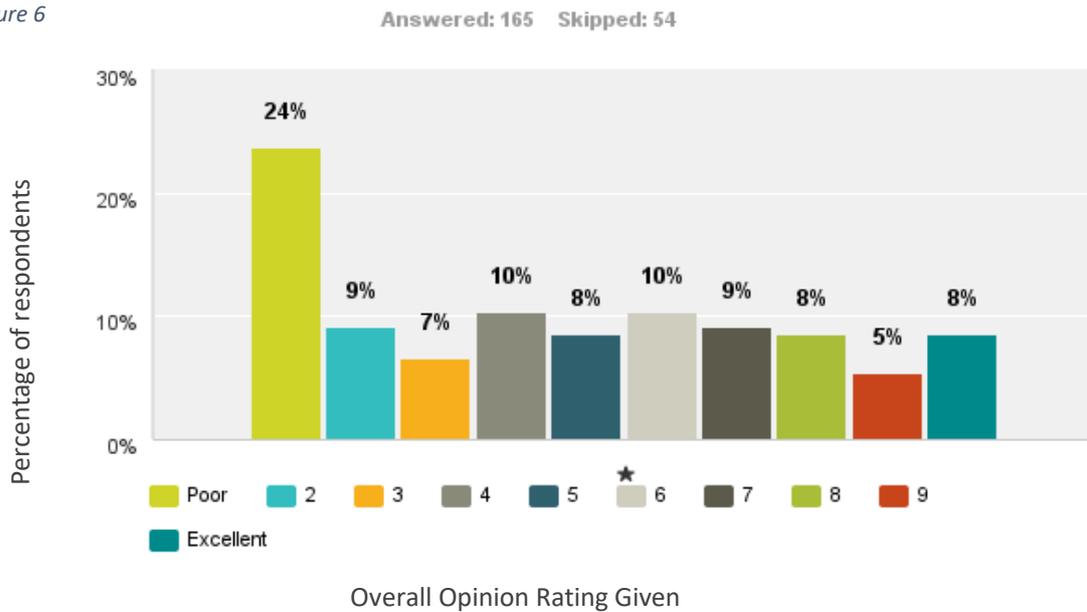


14. Option 3: Consultation Outcomes

- Option 3 gained an **average overall ranking of 4.73** out of 10. A quarter of respondents gave this option a ranking of 1/10. The remainder of responses were relatively evenly distributed.
- Comments indicated that many people were strongly opposed to the idea of commercial accommodation, while views towards inclusion of a restaurant were mixed. These views are also reflected in the response to the commercial usage question with 42% of respondents against commercial usage for a B&B or similar.

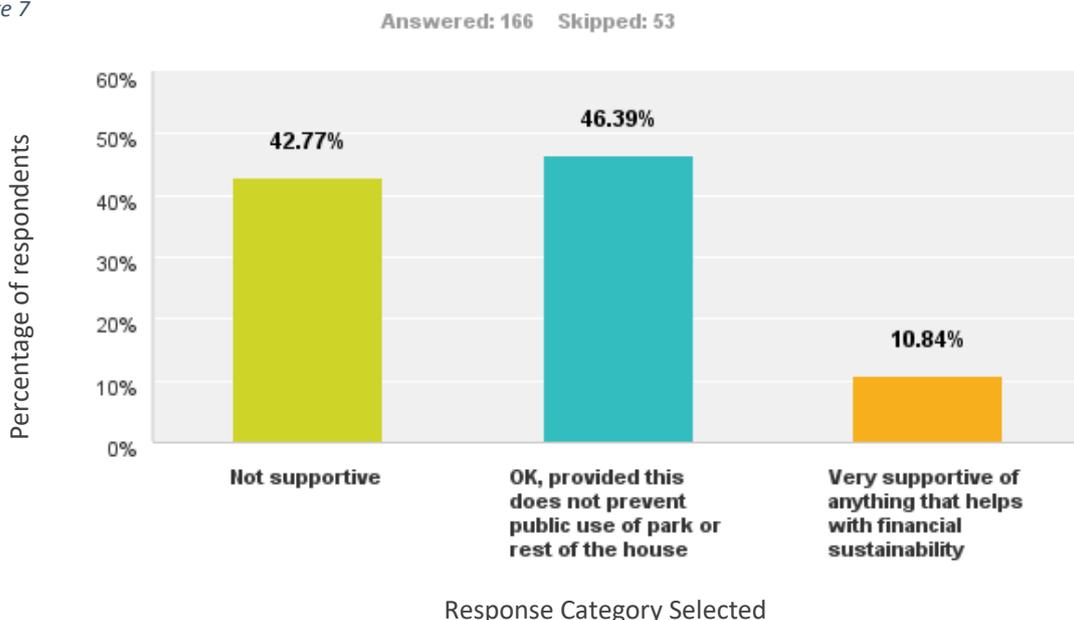
Q6 Please give an overall rating this future usage option:

Figure 6



Q7 How do you feel about parts of the building / site being leased to a local business for uses such as high B&B accommodation, in order to provide sustainable revenue for the house?

Figure 7



Overall Assessment and Recommended Future Use Inclusions

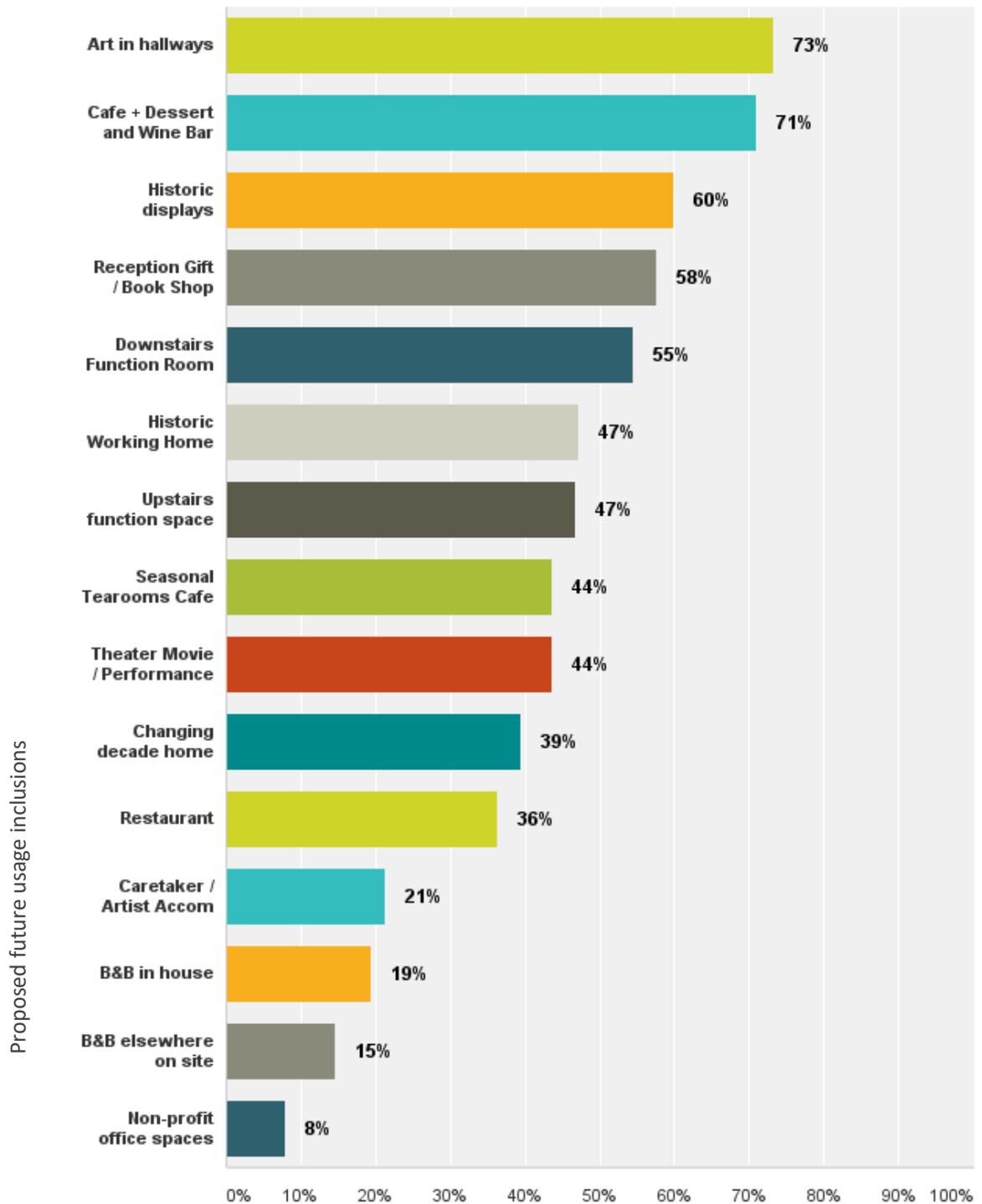
15. Public Feedback Regarding Potential Inclusions

The following graph shows public feedback on the future use inclusions proposed as part of the preceding three preliminary options.

Figure 8

Q8 From the three options please select the elements that you believe have the most merit or potential:

Answered: 165 Skipped: 54

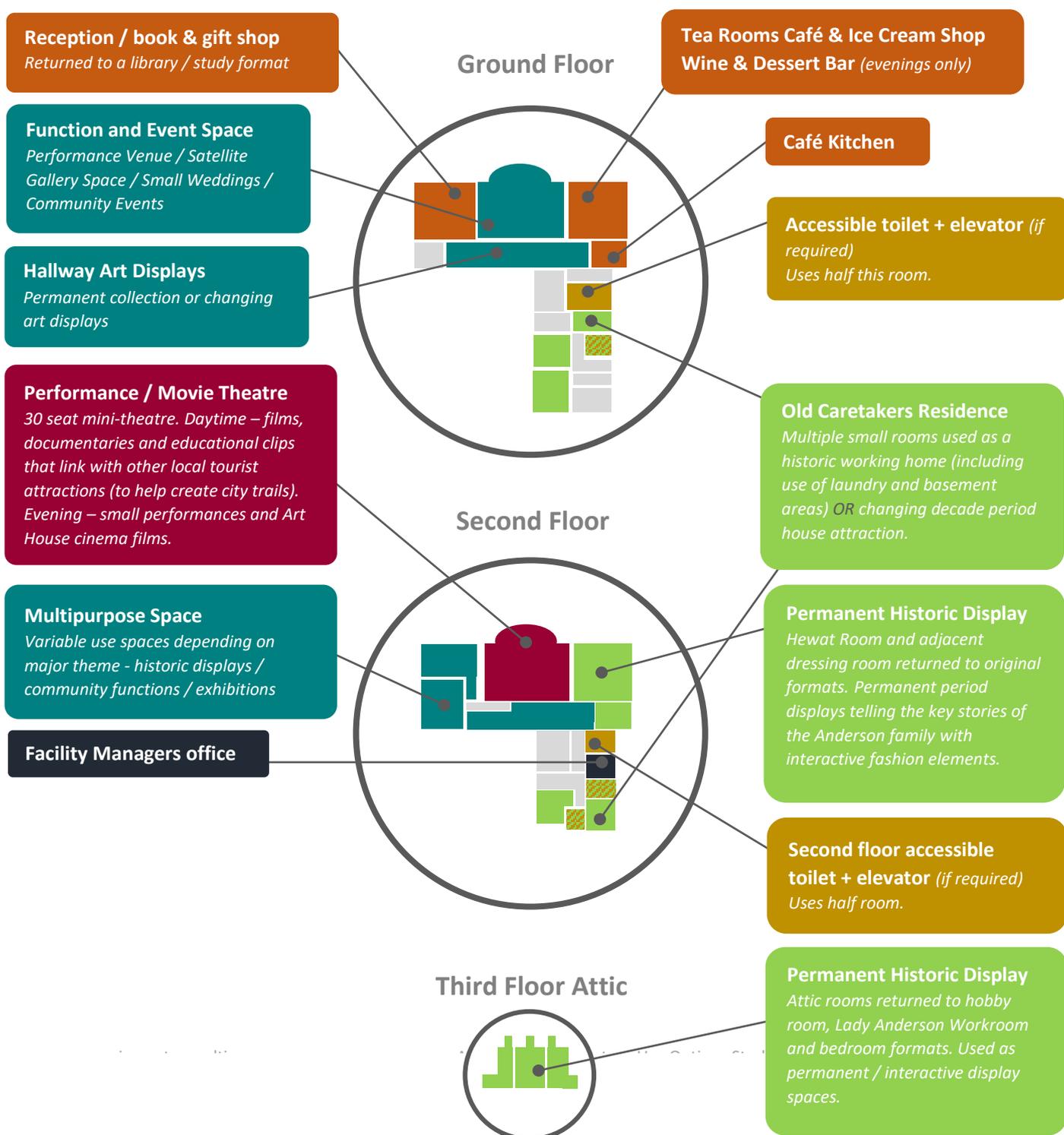


Percentage of respondents who selected each of the inclusion as being of merit

16. Recommended Inclusions

Based on research, public consultation and preliminary business case modelling, the following future use inclusions are recommended. These are primarily a combination of Options 1 and 2.

- Reception / gift and book shop
- Downstairs function space
- Hallway art displays
- Tearooms café and ice cream shop, wine and dessert bar
- Café kitchen
- Accessible toilets x2 and elevator / lift
- Small performance theatre / cinema space
- Multipurpose display spaces
- Permanent / interactive historical components
- Historic working home or changing decade period house in caretaker's flat



Additional Considerations and Recommendations

17. Historic or Working Home Attraction Key Considerations

Utilisation of Anderson House as a historic home attraction was one of the core themes which came through consultation. There are a number of examples of these types of facilities in NZ, although there are significantly more overseas, in countries where there is a much larger stock of historic buildings.

Locally the closest example of a historic home of a similar scale, primarily being used as a tourist attraction, is Olveston in Dunedin. Consultation with the management of Olveston generated a number of key findings which can help inform operations should this type of venture be purposed.

Historic Home Example: Olveston, Dunedin

Olveston is a historic home in Dunedin which is now owned by the Dunedin City Council and managed by a management committee who employ management and operations staff. The home also has a charitable foundation and supporters group.

- **Artefacts and Stories**

The key features of this home as a tourist attraction are the diverse range of artefacts collected by the Theomins and the stories that are connected to the family. These are more important than the building itself, as (with the possible exception of Larnach Castle) there are very few buildings in New Zealand that come close to the scale of those in Europe.

- **Organised Tours Not Locals**

Olveston charges around \$20 per person for 1-hour guided tours in groups of up to 15 people. Each year around 30,000 people visit the facility. Of these around 25,000 are group bookings via agents and tour groups.

Agents appreciate the fact that:

- It is a guaranteed any-weather activity.
- It has interesting and unique stories and artefacts.
- It is only 1 hour. Due to limited time in their itinerary this means they can send guests through and then still travel in the same day and that there are 6 tours a day 7 days a week.
- Cruise ship passengers do the activity in the morning and others can do the same activity in the afternoon.
- Private groups and translators are available.
- Olveston actively keeps in touch with them and builds strong relationships.
- It is a commissionable product.

The remaining 5,000 visitors are mainly made up of FIT travellers and people who have booked via their website.

Visitation from Dunedin residents is very low at around 2-3% per year (600-900 people), despite discounted rates being available for local residents (\$15). Once they have visited they can register for a Dunedin host card, which enables them to come back for free at any time when accompanying a paying visitor.

In order to sustain a consistent tourism product, it is essential to have staff rather than volunteers. *The home employs:*

- x1 manager - full time
- x2 reception staff - 4 days on, 4 days off
- x2 housekeepers - 4 days on, 4 days off

- x2 guides per day - 7 days per week for scheduled tours (rotated through regular guides)
 - A group of 55 trained guides who are on call for group bookings including translators and culture specific guides.
- **Currently not a profit making venture**
 At present Olveston is not a profit making venture and is subsidised by annual plan and operational funding from the Dunedin City Council, which varies by year based on assessment. In the past the attraction has made money, which was put back into the home, the foundation and collections. When the current manager started in the job visitor numbers had dropped to around 18,000 per year. Numbers are now sitting at around 30,000 (or roughly \$600K) and it is close to being self-sustaining. In order for the attraction to make money it would require a visitor base of 35,000+.
- **Events held mainly for publicity**
 Every year several events are held at Olveston including recitals and music performances. These however, do not make money due to the main room of the house only having capacity for 60 people and the need to relocate the artefacts for each event. By the time staff, musicians and caterers are paid the events essentially only cover their own cost.

Other local focussed events are also held such as garden parties, yoga classes, drawing classes, morning and afternoon teas, school visits and croquet picnics. These are mainly for publicity and community benefit and in general do not make money even if charged for.

Historic Home Considerations

- + Professional staffing and regular tours are essential for the success of ventures of this nature.
- + Marketing and good relationship with tour group booking agents is essential.
- + Commitment to underwriting a relatively significant operating budget would be required. For Olveston an operational budget of around \$700K is required, with an income shortfall funding component varying by year based on annual projections.
- + Attractions of this nature have less appeal for FIT travellers and local residents.
- + Having a unique attraction with engaging stories, artefacts and social history is essential.
- + In order to appeal to a visitor market, consideration must be given to the scale and type of attractions available in their home countries, where bigger, older and more interactive facilities such as working homes are available. This means the overall experience needs to be tailored and planned, leveraging the unique local stories, attributes of the building and site.
- + Anderson House does not have sufficient artefacts to furnish every room. The majority of the artefacts from the home are under the guardianship of the Invercargill Public Art Gallery. In addition, Southland Museum and Art Gallery hold around forty artefacts related to the house, which would fill a 2m long glass cabinet. There are other artefacts which could be contributed by the museum on long-term loan. However, these would

only fill around two rooms, would be from a mixture of periods and would need to be roped-off or cased due to their historic nature. An investment in artefacts of around \$100K+ would potentially be required.

- + This approach would generate a number of tourism related jobs.

18. Events Venue

There are a number of historic homes around NZ whose primary source of income is through their operation as event and wedding venues. For many of these venues charges of around \$1,000 - \$1,500 are common for functions such as wedding ceremonies or receptions and rates of around \$250-\$500 for daytime functions and meetings depending on space requirements. Some venues generate higher returns via offering packaged deals including accommodation, catering and additional services.

- **Active Management / Staff Required**

+ Anderson House and Park needs dedicated management staff to leverage its potential.

As an events venue, the house would require active management in order to pursue opportunities and draw additional events to the city. It was noted during consultation that many venues in Invercargill simply rely on people calling to book, rather than active promotion and management. For Anderson House, this type of management structure would represent a lost opportunity and significantly lower utilisation and public benefit, when compared to active management.

- **Large Outdoor Functions**

+ Active management, event identification and promotion required.

Large outdoor events, which draw visitors from outside the city, are possible. The park has been used for this type of event previously. In the past, revenue generation for the city from these events was largely indirect via food and accommodation sales. If these are to be a regular feature of the park, they require active management to schedule these events and intentionally draw additional events to the region.

- **Performance Events**

+ Would require a permanently set up performance space (could double as cinema space).

Indication from event managers within Invercargill is that the city is relatively well catered for in terms of function event and performance venues. There is an increasing trend of artists hosting small venue music performances and backyard / lounge tours. While Anderson house is a unique venue, for it to be an attractive venue for small performance events, would require permanently set up sound, audio visual and seating elements. Reducing the setup time requirement is one of the only ways that performance events would be cost effective at a small capacity venue of this nature.

- **Weddings Functions**

+ Possible, already a function of the park, limited impact on the house. May require investment in seating or partnership with other council venues or a hire company.

Weddings are a potential income generator for the house and domestic tourism generator. ICC staff indicate that there is demand revealed by regular enquiries by locals about the use of Anderson House as a wedding venue. At present only the park, pavilion and adjacent marquee areas are available for this use. Small weddings have strong potential use for the home, have public benefit and require minimal alteration to the house. On the other side of the equation, most local weddings will happen anyway, meaning that in order to draw additional income and bed nights to the city, a focus on wedding tourism would be required.

There are around 15,000 overseas couples married in NZ every year. Of these around 60% have one partner who is originally from NZ². This means there are around 6,000 weddings per year where the bride and groom have no family connections in NZ and therefore are presumably flexible in terms of location. Competition for this market includes iconic locations such as the

² Wedding Tourism: 1980–2009, Statistics NZ, www.stats.govt.nz

Church of the Good Shepard in Tekapo and mountain top helicopter wedding packages in Queenstown. Wedding parties are often very small and witnesses are frequently included in the packages offered. In recent years many of Tourism NZ's promotions in this sector have focussed on proposals and honeymoons of influential international figures, rather than promoting NZ as a wedding destination.

19. Café

- + Strong public support for this inclusion. Has precedent as a council activity and will help strengthen Anderson Park House as a destination location.
- + Potential to double as a dessert and wine venue in the evenings, with this element potentially run by SIT hospitality students.
- + Potential to run Devonshire and high tea events.
- + Potential to sell premade picnic basket food package options, selected and ordered online a day in advance.

- Preliminary business case projections indicate that unless the activity housed in Anderson Park House draws more than 10,000 people per annum, the operation of a year round café would not be sustainable and seasonal operation would be recommended.
- A café was one of the most commonly suggested future use inclusions in the initial public consultation future use suggestions survey.
- A café in this location is unlikely to have any notable impact on any other venues within the city. It is within the scope of the management plan and has precedent to be a Council operated activity in both Splash Palace and the Southland Museum and Art Gallery facilities.

20. Theatre

- The potential inclusion of a small theatre in Anderson House has a number of benefits.

- + Significantly increased repeat visitation by local residents and therefore community benefit.
- + Potential for SIT student involvement / employment.
- + Ability for daytime films to link to other local attractions and to add perceived and real value to any entry fee charged.
- + Significantly enhanced ability to host small performance events, due to having permanent seating and established audio visual equipment.
- + Extension of the length of visitors' time at Anderson Park, contributing to a network of attractions and activities which result in longer stays within the city.
- + Enhancement of Anderson Park as a year-round destination
- + Enhancement of viability of a café or similar offering on site.

- Similar boutique theatres such as the Fiordland Cinema in Te Anau, Cinema Paradiso in Wanaka and the Lighthouse, Penthouse and Roxy Cinemas in Wellington, all consistently draw audiences to less mainstream movies, through offering a better overall experience.
- During consultation it was suggested that having a regular schedule of films playing during the day would minimise staff requirement. Suggestions included "Murihiku – The Southland" (shows the whole range of Southlands Landscapes via aerial footage, but would need a more modern music score), "The World's Fastest Indian", Southland based episodes of "Country Calendar" and locally based conservation based documentaries.
- Survey findings indicated an average visitation from local residents of 4.2 visits per person per year. These results indicate this option would generate repeat visitation and community engagement, while also providing a revenue stream.
- Suggestions for SIT film and media / hospitality student involvement in the running of the theatre would add further community benefit.

21. Art

- + Art is an intrinsic part of the Anderson Park House design and story. While the gallery may be relocated, consideration of how to retain ties to this community and story is important.
- + It is recommended that some space is retained within Anderson Park House to be used as a satellite display venue, as part of the City's wider art strategy.

- While open, the Anderson Park Art Gallery drew around 8,500 visitors per year (approximately 1,200 visitors per month during the 6 summer months and around 200 people per month during winter). Based on visitor book entries and consultation with staff, the majority of these visitors were international visitors.
- Indications from the Invercargill City Art Gallery (formally Anderson Park Art Gallery) are that for a number of reasons they plan to relocate to a new collaborative venue within the city centre. For this reason, continuation of a gallery at this location has been assessed to not be a viable sole-usage option and recommendation for a satellite gallery or permanent art display element has been made.
- On first impression it would appear that the interior of Anderson House has been modernised in order to cater for an art display. However, consultation with long-term volunteers indicates that the interior of the home was deliberately plain when built, in order for Sir Anderson to display his collection of art and etchings. The lack of wallpaper was odd for a house of this period and is part of the story of the home.

22. Park and Grounds

- + Although this report is focused on future uses for the house, it is essential that the wider park and surrounds be taken into consideration when contemplating forward planning, site access and overall management.

- Invercargill residents do not view Anderson House and Park as being separate entities. Almost without exception, those consulted viewed house and park as the same entity. This is important and was also the intention of the Anderson family and architect. The site, bush and gardens were an integral part of the site selection, orientation and overall design of the property.

- The following recommended park development considerations are based on ideas generated by the public during the initial consultation phase of the project.

- + Establishment of new free or bookable community BBQ at additional locations within the grounds i.e. the eastern side of the park near the bush walk and also on the site of the old gardener's cottage. This would enhance the number of visitors to the park and its overall community benefit.
- + Addition of exotic birds which can be fed by visitors, such as peacocks or pheasants as a potential additional family friendly attraction.
- + Addition of a tree maze, permaculture garden and / or rare plant propagation area.
- + Sourcing of equipment and scheduling of regular lawn game days - perhaps summer weekends. Croquet, petanque, kubb (Viking chess), Quoits (ring toss), giant chess, giant

connect four, corn hole, giant Jenga, giant dominos, coconut shy, volleyball, mini putt. These could be vintage themed and could be facilitated by a different community group each weekend as a fundraiser and also hired out for weddings and events.

- + Extension and enhancement of the bush walking track and better utilisation of the historic gardener's cottage segment of the park.
- + Addition of new sculptures and establishment of a sculpture trail within the park, as well as links to other sculptures within the city.
- + Establishment of permanent scavenger hunt activities around the park for children. These may include finding small themed sculptures (similar to finding the character in 'Where's Wally?' book), history, counting or information gathering based activities which are linked to the park signage. A small fee could be charged to cover checklist printing costs.
- + Signage enhancements that highlight features of the site and grounds as part of a marked walking trail to encourage people to venture beyond the house or playground.

This could potentially include elements such as features of the gardens, the historic wine cellar building and garages, the wharepuni, the site of the old gardener's cottage, the rose garden, the bush walk and, in future, an extended sculpture trail.

These signs and features should be linked into a broader story about the Andersons and the history of the home and area.

- + Regular summer schedule evening activities, including fly fishing lessons on the lawn.
- + It is recommended that consideration is given to the addition of a specialty breeds viewing area at Donovan Park with a walking track linkage to, and clear signage from, Anderson Park.

This inclusion should have clear links to the Anderson family story and historic involvement in the development of farming and stock breeding within NZ.

This element may eventually grow to be an attraction in its own right as per previous proposals by heritage groups. However, in the first instance, it doesn't need to be big in order to help strengthen Anderson Park as a tourist destination, a family friendly outing venue and to extend the period of time visitors spend within the area.

- + Addition of solar powered path and car park lighting, with limited light spill, to enhance evening walking and safety (should the park be open longer hours) while retaining the view of the night sky.

These enhancements could be partnered with additional evening attractions such as interactive star maps, sculptures with interactive or night lighting and sound components triggered by button, motion or interactions

- + such as sitting on a bench. Elements of the sculpture trail could include short excerpts of history, stories from the forest and cultural tales.

Permanent light and music displays during the spring and autumn months could be automated at a given time of day with the light show or story projected onto Anderson

House (a small scale version of those offered in Singapore's Garden Rhapsody Light Show with projected lighting effects on the house). This could be supplemented with a summer calendar of music performances and community lawn games when the twilight is too late.

When combined with a hot chocolate and dessert café, wine bar and cinema, the park could be promoted as the most romantic place in Southland / NZ. An evening attraction of this nature would significantly enhance the likelihood of visitors staying an additional night.

- + There is potential for the future development of a 1920's style, double-glazed, greenhouse, to the east of the vegetable garden. It is envisaged that this building would include large bi-fold or sliding doors along the northern face enabling it to be used as an all-weather indoor-outdoor dining area during the day and having the ability to open onto the lawn similar for events and functions during the evening.

It is anticipated that the greenhouse design could be sympathetic to the 1920's style, while remaining modern and functional with simple construction and polished concert floors.

From a historic perspective this facility can be tied into the story of Sir Robert Anderson's love of gardening, plant breeding and his original glasshouse, which has since been cleared from the site.



23. Transport and Parking

- + Establish cycle route, maps and electric bike hire locations.
- + Facilitate the establishment of a seasonal transport link and collaboration of local attractions.
- + Improve road side signage.
- + Explore the possibility of additional car parking near the house and/or opening up existing areas to the public. This process should take into consideration the establishment of a tour group bus parking area and turning bay near the house.
- + Addition of a well signposted entrance point for the bush walk near the road entrance and also from Donovan Park.

- As Anderson Park is a destination location it is recommended that transport linkages to Anderson Park are strengthened. These may include cycle routes with hireable electric bikes from the museum via a park and sculpture trail, a historic vehicle transport option (bus, electric tram or similar) from the Richardson Transport Museum and improved roadside signage for FIT travellers.
- While an established bus route is not financially viable, one option raised during consultation is a subsidised partnership with a local provider during the summer season to build linkages between the various attractions. This would enhance the ability for cross-selling of half-day or whole-day activity packages and tours.
- The distance of parking from the house has been raised as an issue, especially during winter months. Although a covered walkway has been suggested in the past, a more cost effective and less visually invasive option may be to relocate the water tanks and open up some of the area behind the current gardener's shed and pavilion. This area could be better utilised and is a mixture of native and introduced species, with much of the space already a gravelled area.
- Access for emergency, fire and service vehicles was also raised. Similar challenges exist for bus access and turning bays, which would be necessary should cruise ship or tour operator based groups be targeted.

24. Interactive & Digital Exhibitions

- + As far as possible exhibition inclusions need to be interactive, with some components changing annually (at a minimum) in order to draw people back.

- Worldwide there is a growing trend towards interactive and experiential based museum exhibitions, which incorporate technology and interactive elements into displays.

Examples range from museums with role play or interactive workshops, through to holographic displays or interactive audio visual exhibitions such as the "Volume – Making Music in Aotearoa" exhibition which is currently running at Auckland museum (this exhibition is sponsored by Spark and includes memorabilia, video and audio. Visitors have the ability to scan their exhibition access card at the various display stations they liked and then download all the relevant video and music content at home).

Exhibitions of this nature have limited impact on the building or space in which they are hosted, while changing themes enable the venue to draw new audiences and repeat visitors.

Preliminary Operation Projections and Capital Investment

25. Operational Budget Projections

The following operational budget is based on the recommended future use inclusions. Regardless of the future use of the house or which inclusions are progressed, a minimum base level annual operational cost of around \$100 - \$150K is anticipated.

Table 1

Anticipated Overheads	Estimated Annual Value	Notes
Power and Heating Fuel	\$ (18,000)	Based on actual figure for 2014
Annual R&M	\$ (15,000)	Based on supplied figure
Promotion / Marketing	\$ (30,000)	Preliminary estimate
Sculpture trail development	\$ (30,000)	Preliminary estimate
Facility Manager	\$ (75,000)	Preliminary estimate
Exhibition changes / attraction development	\$ (30,000)	Preliminary estimate
Total Project Operational Costs	\$ (198,000)	Excludes rates, insurance, gardening and other existing expenses
Anticipated Revenue	Estimated Annual Value	Notes
Café	\$ 200,000	Estimate based on 20,000 visitors spending \$10 on average
Cinema	\$ 240,000	Estimate based on a conservative estimate of 10% of Invercargill's population (4,000) attending on average 4 times per year as per research, 16,000 visits at \$15 per ticket (this figure takes into account the fact that 37.5% of the 4,000 would not visit the theatre, while the remainder would visit multiple times as per section 13 – Option 2 feedback).
Patrons	\$ 37,500	Estimate based on 250 people at \$150 per year (free access to home, plus special event/s)
Anderson House local season pass	\$ 15,000	Estimate based on 1,000 local visitors at \$15
Anderson House local one-off visit	\$ 15,000	Estimate based on 3,000 people at \$5
Anderson House out of town visitors	\$ 75,000	Estimate based on Olveston FIT visitors 5,000 at \$15 - tour groups are not factored in as this involves another level of staffing infrastructure
Event hire	\$ 10,000	Estimate based on x8 events at \$1,250
Function hire	\$ 6,000	Estimate based on 24 events at \$250
Community event hire	\$ 5,000	Estimate based on 50 events at \$100
Gift / bookstore	\$ 30,000	Estimate based on 2,000 people spending \$15 on average
Annual fundraiser event	\$ 15,000	Estimate based on 3,000 people at \$5
Total Projected Revenue	\$ 648,500	
Preliminary Breakdown of Revenue		
Additional Staffing	\$ 216,167	Assumes 1/3 of revenue is staff costs
Cost of delivery	\$ 216,167	Assumes 1/3 of revenue is cost of sales
Sales Profit	\$ 216,167	Assumes 1/3 of revenue is profit
Anticipated Net Operational Position		
Total net profit (loss)	\$ 18,166.67	

26. Projected Capital Development Cost

The following preliminary capital investment estimates are based on the recommended future use inclusions. The figures below are provisional cost sums to give a preliminary ballpark indication of potentially required investment.

Table 2

Preliminary Inclusions	Estimated Required Investment	Notes
Earthquake Strengthening	\$ (800,000)	As per supplied estimate
Fire Safety Improvements	\$ (250,000)	PC Sum (fire egress and safety alterations)
Delayed R&M	\$ (150,000)	PC Sum
Toilets and accessibility improvements	\$ (100,000)	PC Sum
Lift / Elevator	\$ (100,000)	PC Sum
Café	\$ (75,000)	PC Sum based on 20m2 kitchen space at \$2,500 per m2, plus \$25K café space fit out
Cinema / Performance Theatre	\$ (75,000)	PC Sum (price will vary depending on level of seating, sound and projection equipment selected)
Library Gift Store / Bookshop fit out	\$ (50,000)	PC Sum (returning room to library / study format with gift store and reception desk)
Historic Elements	\$ (100,000)	PC Sum (estimated investment in establishment of permanent interactive historic home elements)
Park based improvements and attractions	\$ (100,000)	PC Sum
Sub-total	\$ (1,800,000)	
Planning and consents	\$ (15,000)	
Professional Fees	\$ (180,000)	PC Sum based on 10% of total project cost
Contingency	\$ (180,000)	PC Sum based on 10% of total project cost
Total Required Investment	\$ (2,175,000)	
Potential Inclusions		
Potential Multipurpose Glasshouse	\$ (300,000)	PC Sum based on a 120m2 structure at \$2,500 per m2

Appendices

27. Appendix 1: Identified Groups

The follow are interested parties who expressed an interest in community based use of Anderson Park House, during the second phase of public consultation.

- Southern Stroytellers, Antique Circle.
- Antique Circle - monthly meetings. Rowena Batchen 229 Spey Street. 218 4499.
- Institute of Registered Music Teachers NZ Southland Branch.
- Music, literature, local history, travelling specialist exhibitions, artist's workshops, painting restoration, antique displays & valuation seminars, etc. [No contact given]
- Kennedy School of Music. Periodic high level performance showcase / wine and cheese evening throughout the year.

28. Appendix 2: Identified collections

The following are people who indicated that they either had or were aware of collections which could potentially be incorporated into the future use of Anderson Park House.

- I have an extensive collection of late 18th C and early 19th C tea wares which could make an attractive and fitting display. Ms Nicol Macfarlance, 119 Grace St, Invercargill, 2185 4194 021 023 44147
- Dr Aaron Fox
- Members of Antique Club have collections
- The Anderson Art Collection donated by the Anderson family members and other community members who left art and other pieces should remain with Anderson House.
- The collection belonging to Sir Robert & Lady Anderson which were gifted with the house to the city & the Kathleen Kirkby collection which she left in her will to Anderson Park where she was brought up and wished it to be much to the disappointment of the Tauranga Gallery. This is the home of these 2 collections and must remain there. I also have had contacts from people who have gifted art works to APAG and they are incensed to think that they may be removed. Also i have had contacts from trustees to some estates who are holding work waiting to see outcomes.
- The Christmas House (Ythan St??) doesn't operate any more---once a year, Anderson House could be transferred into this. Worth checking with the owner of the Christmas house, as i heard she just couldn't cope/didn't want to continue with it. Each room was absolutely chokka with Christmas stuff.
- The House has already received valuable donations, furnishings, and particularly Anderson family art. These should be retained in the House. Care of past gifts would encourage further donations. Existing collection formerly Anderson Park art gallery. The art collection that was already there sounds pretty good to me. It worked rather well alongside other exhibitions.
- There is plenty of furniture, textiles in the SMAG.
- 70 year of genealogy data and an antique clothes collection – Pat Turnbull (83)

29. Appendix 3: Open Public Survey Number 1

Example Facilities

Example facilities from around NZ and the world suggested via open public survey number 1.

Name	Location	Notes
Historic Towns / Areas		
The main street of Arrowtown		
Iconic Buildings		
Church of the Good Shepard	Tekapo	
Cadrona Hotel		
Restaurants // Accommodation		
Olivers	Central Otago	Rooms \$235-\$515, restaurant - weddings and events
Garvin	South Otago	Hotel, restaurant \$100-300
Rosovelt Inn	Idaho	Murder mystery, High tea, accommodation, movie on the lawn, weddings and events
Boulcott Street Bistro	Wellington	Restaurant, wine bar
Commercial & Adaptive Reuse		
Dunedin warehouse district		
Modern Adaption		
Invercargill Post Office Building		Spark + apartments
former home of the Nine Network	Melbourne at Bendigo St	
former BBC Television Centre in White City	London	
The Malthouse Apartments	Scotland	Accommodation
Art / Culture / Function		
East Gore Presbyterian Church	Gore	
Pa Homestead	Auckland	Café, functions, art gallery, art events, gallery gift and book shop
Jenisch House		Historic home, architecture, gallery, focus on historic writers and poets
Arts Centre Christchurch		
Opera house	Oamaru	Shows, events, functions
Fashion Sales	Hall in Arrowtown	
Wellington Art Galleries	Wharf, wellington	
Tate Modern		
Van Gof and Rijkes in Amasterdam		
Dan Davin House	Invercargill	Writers home
Academia Museum and Art Gallery	Florence	Gallery
Issac Theatre Royal	Christchurch	Theatre
Compton Verney	UK	Independent national gallery, tours, workshops, exhibits
History		
Clarendon,	Tasmania	Guided tours access only \$15, concession \$10, under 18 free
No 1 Royal Cres	Bath	Extensive historic residence, history, education
Government House	Wellington	Tours, events
Pompallier	Bay of Islands	garden, Coffee, Croissant and Culture Tour, treaty signing grounds, historic printery and tannery
Kerikeri Mission Station	Kerikeri	Houses, gardens and orchard

Olverston	Dunedin	Guided tours and various packages, weddings, events, meetings - billiards, education, city sights tour, croquet
Broderick Castle	Isle of Arran in Scotland	Tours, shop, tea room
Turnbull House	Wellington	
Antrim House	Wellington	Heritage New Zealand Office, tours, meetings, weddings
Interactive History		
Howick Historic Village		Living museum, artefacts, café, gift shop, 7 acres, costumed guides // dress up // Live days 3rd Sunday of every month - horses, blacksmith, weaving, dancing // Film location // School trips // weddings // functions // history tour app
Founders Heritage Park	Nelson	Heritage displays, artisans, train ride, craft beer, gift shop, gardens, historic plane, historic fire engine, historic bikes, beer museum
Ferrymead	Christchurch	Functions, weddings, 19 charitable societies, events, train, transport, historic buildings
Gasworks museum Dunedin	Dunedin	\$5, children under 12 free, group visits children \$3
colonial williamsburg Village	USA	Adults \$40, youth \$20
Museum		
Old Court House	Otautau, Southland	Museum
Lakes District Museum	Queenstown	Museum
Government Gardens and Bath House	Rotorua	Museum
Narryna Heritage Museum	Hobart	textile collections, and hosts occasional exhibitions and receptions
Park / Gardens		
Yorkshire Sculpture Park	UK	500 acres, 5 indoor galleries, 400,000 visitors every year, GBP 5M per annum to local economy
Harbour Walk	Wellington	"
Fernside	Featherston	Garden tours, Lord of the Rings Location
Gibbs Farm Sculpture Park	Kaipara Harbour, NZ	Commissioned works, no fee, entry by appointment / booking only, open one day per month - fully booked until April 2017
New Art Centre, Salisbury sculpture park	Salisbury, UK	Includes paintings, ceramics and sculptures - all sculptures are for sale
Accommodation		
Longwood	Wairarapa	accommodation 15 rooms across various buildings, conferences and events
Safari Lodge	Invercargill	B&B Accommodation
Burnside	Weston / Oamaru	B&B Accommodation
Otahuna Lodge	Christchurch	Upmarket accommodation, activities, food, wine cellar, events, gardens
Other Local		
Civic Theatre		"
Yule House, Invercargill		"
Bank of NSW, Invercargill		"
Historic Places Registers		
UK		Over 300 homes - Places with famous connections, interior design through the ages, Royal life, life of servants, stories - scandal, royal connections, historic collections - doll houses, armour, working houses, dress up,
National Trust Buildings	UK	
Restaurant / Function Centre		
Sign of the Takehe	Cashmere Christchurch	restaurant and function centre
Riccarton House, Dean's Cottage, bush and gardens	Riccarton Christchurch.	Daily tours at 2pm \$18 adults, \$5 children, restaurant, farmers market

Mission estate winery	Napier	Events and functions, Restaurant, weddings, wine store
The Bath House	Queenstown	Restaurant, bar, café
The Church Hill Restaurant	Stewart Island	Restaurant
Mission Bay	Auckland	Restaurant
Mona Vale	Chch	Restaurant/cafe/tearoom
148 on elles	Invercargill	fine dining restaurant
Thomas Green	Gore	
History / Commercial		"
Dunedin Railway Station	Dunedin	Sports hall of fame, community art gallery, Restaurant, function centre, farmers market
The Historic Village Tauranga	Tauranga	Restored and replica village - Small business, functions, community events
Oamaru Victorian Precinct	Oamaru	Galleries, crafts, shopping, working artists, Victoria costume hire, food, alcohol, steam punk, bookshop, art gallery, live music, farmer market
Education		"
Notre Dame	Sydney	University
Haunted House / History		"
Monte Cristo Homestead	June, NSW, Australia.	Haunted house
Warwick Castle	UK	Material heritage with theatre and replicas, haunted castle, horrible histories maze, birds of prey show, accommodation, history tours
History / Functions		"
Highwic Billard house	Auckland	Weddings, events, filming, photography,
Old St Pauls	Wellington	Venue hire, weddings (\$1,150), performances
Oruawharo Homestead		Weddings & Events, history, art, high tea, gardens, joiner workshop
HMS Warrior - Historic Ship / Venue	Portsmouth	History, education, weddings, functions, events
Woodlands	Hamilton	Weddings & Events
Larnach Castle	Dunedin	Café, Castle and garden tours, high tea, audio visual tour app, Accommodation (with meal included) in renovated adjacent buildings
Alberton	Mt Albert, Auckland	Host provide history, public events such as tea parties, concerts, exhibitions and workshops. A quaint gift shop, the Veranda Store, sells unique jewellery, homewares, and souvenirs, and Alberton produce including fresh, free range eggs.
Melrose Historic House and gardens	Nelson	Café, Vintage treasure sale, weddings, functions
Tarureka Estate	Wairarapa	Weddings, events, functions, accommodation
The Johnny Jones House - The Dunedin Club	Dunedin	Exclusive to members
The Old Stone House	Christchurch	Events only \$1400
Valcluse House	Sydney	Historic Home main focus of being a living museum + education, Events
Burton Agnes Hall	Yorkshire, UK	Wood walk, weddings and functions, artist in residence, art, shopping, events, café
Café		"
Cafe Greenworld Lynwood Homestead	Invercargill	Café
Home		"
Waimahaka Homestead	Designed by the same architect	"

30. Appendix 4: Additional Comments Open Public Survey 2

The following are additional comments and responses provided during the second public survey. These give an indication of the broad range of views and extensive level of public interest and support for this venue.

- Should accommodate the interests of Invercargill Public and retain its historic importance.
- Congratulations on all the work and thought which has gone into this survey. it is all very encouraging.
- AS park and house was gifted to City, need to show respect so it can be maintained for benefit of people. Not run purely as a business. Needs appropriate maintenance and respect. Refer to conservation report of 2001, seek advice from Heritage NZ Dunedin Office. Develop work class sculpture park throughout grounds, with clearings established in bush. Eradicate pests.
- I think the past should be acknowledged. Anderson Park was given to the city as an Art Gallery to house the Anderson Art Collection. Other family members also gave paintings to add to this collection and pieces of family history. All this should be kept at Anderson Park where it was intended. After what has gone on, I personally would think twice about gifting anything to the city.
- The Sir Robert and Kathleen Kirkby collections must be retained by Anderson House also all other gifts and permanent loan items. The Grandfather Clock given by the Rogers family and requested to stand in the Hall, Large chairs from Macalisters, Irene Anderson a daughter married Horrace Macalister, Bronzes from Reins Jewellers one of RAs business interests, Sir Roberts medals returned by the family, and I could list more.
- Accommodation for caretaker only no B&B.
- it's a stunning location, the house is absolutely gorgeous with great historical significance - and with so many restaurants/cafes/food/accommodation options already nearby I don't see the need to add yet another food venue or more accommodation. What is needed is more culture, art, history, poetry, music, film etc etc.
- I have concerns about the redevelopment of Anderson House - with NOT large increases in the population over the years I believe the Art collection should be kept at the house. It needs to be kept it has a point of difference. When a large number of visitors have their own transport both visitors to Invercargill and locals I believe would be more likely to visit an 'out of town' attraction. Visitors to the Transport museum would use their own transport to get from there to Town why not Anderson Park. Please remember it has been part of a great City asset for many years and I believe it could again. With the recent departure of the Manager are the Gallery firm in it's need to move. I firmly believe that if the art collection was there and at a later time a modern addition was built there would be more visitors over a longer time than any in town gallery.
- for sole reason that the Anderson family provided this amenity to the people of southland and to hold collections donated by family and others who specifically wish there collections to be housed at anderson park

- CAFE/RESTURANT MUST ! HISTORY OF ANDERSON FAMILY MUST! FUNCTION ROOM (EG- WEDDINGS, MOVIES)
- The best combination of facilities that will provide the self sufficiency of Anderson House is needed.
- Invercargill is very small and off the beaten track for tourists to be numerous for several years at least. Keep regular charges down. Remember to retain sufficient parking , but not too far to walk in the cold or wet. High end appeal may not get enough use. Part of the appeal of Olveston is that it is in the city and has been furnished in expensive taste. However, too expensive for locals to visit much. Try to appeal to families. On the whole, I think some multipurpose use is the best way to go.
- Best use of Anderson Park is a concept which give use to families and other Invercargill residents at minimum cost and attractive to tourists as well.
- Anderson House should be preserved as part of the history of Invercargill and retain access for the general public to its grounds.
- The main thing is to keep Anderson House in its original condition and the grounds open to the general public.
- This survey has a strong bias against reinstating the building as an art gallery! However a small theatre and performance area and cafe and other uses which complement the art gallery and provide income would be excellent. The museum can cater for historic displays etc. There is no reason to duplicate services although I note that the museum has a small theatre! To use the attic is tempting fate accident wise.Go and look at the Gore Dunedin and Christchurch galleries. An art gallery is just that ie an art gallery. The proposals all anticipate significant expenditure so why can't such be spent to reinstate the building as per the Anderson's families intentions as an art gallery but upgraded to comply with modern regulations ie access, safety, security and controlled environment to protect the artwork etc.
- Have the house as a Historical Museum of the era the Andersons lived when newly built. (like Olveston and others overseas). Have all year round Cafe/Tea rooms (again as many overseas historic Homes do) Enhance/replant the garden and grounds as fitting the era of the house.
- I also like the idea of more outdoor events held there such as concerts. Also being able to hire it out for a wedding and put up a marquee out to the east of the building.
- A shop is a good idea, but make it unique. Themed, crafty, historic reproductions or something? Not just a boring usual gift/book shop, you can find that anywhere. Make it an attraction. Love the idea of a cafe, please keep it family friendly. I like the thought of going to Anderson's house with kids and getting a treat of a fresh fruit ice cream or something. Displays are great if kept interactive like transport museum have done.
- It would be preferable to have the grand piano.
- A safe playground for children is important
- Ensure the original intentions of the gifting of Anderson House to the city are honoured.

- Nothing that excludes people
- Place the governance of the Park in a Trust (Council ownership). Appoint or invite trustees from local organisations. Have them appoint an effective property manager with the charge of development and use, complimentary to the other tourist and visitor attractions being developed in the City. A unique property with a fascinating history. Begin a fund raising programme of endowments, gifts, bequests, grants, events revenue.
- I like all 3 options and to be honest cannot pick which one I like the most. I would like an historic building to visit and see the history of all the rooms, I would like it turned into a theatre too and I would also like it to make money as a restaurant. Whatever option the city picks I will be happy with and look forward to see what will happen to the house.
- Some outdoor eating area would be nice. A picnic area with outdoor tables.
- Great to see that there is so much interest in a place I used to call home.
- The idea of charging for entry is good, however \$10 is far too much, maybe \$5 would be better
- Anderson House needs to retain the Anderson Art collection
- Keeping the park and majority of the grounds available most of the year round for public is important, but the house itself would make a lovely venue for functions and weddings. And should run by profitable businesses not council.
- Would be awesome venue for a drive in movie theatre
- Would love to be able to take the kids through the house and see it being enjoyed by the community. Love the cafe idea I think a lot of people would use this and attract more people
- So many young families have happy memories of spending a sunny day enjoying the playground and grounds at Anderson, so the ability to continue allowing families to do the same needs to be preserved.
- Reopen it. We have now had a second opportunity to see how modern earthquake code compliant buildings stand up ... frankly I am a lot less worried by old buildings than I am new ones
- This home was gifted to the city. It's recent closure is a let down because we still have a limited view of what to do with our historic places. Please read the report on Cultural Heritage Tourism. <http://www.livable.org/storage/documents/reports/CBC/culturalheritagetourism.pdf>. The same type of thinking that saw Anderson House closed is not the same kind of thinking required to make it thrive. Historic places are FINITE. They therefore require overarching mandates to keep them from being destroyed. Number one is maintenance and number two is purpose. Obviously times change and interests of the community change with it, but given sites like Anderson House are what we long to visit around the world, why would we not put their care at the top of the list? Organic gardens supplying the community or sectors in need, (the Guyton's Food Forest in Riverton for instance) a trade scheme where specialist techniques could be taught by visiting tutors, or the Journeyman tradition of travelling tradespeople, ensuring the maintenance of the

house is secure for years to come. These diverse and unexpected ideas is what also need to be considered. Whatever the outcome, I personally believe a unique set of arrangements which include community, groups involved in preservation and tourists/visitors is the way Anderson House will thrive.

- The car parks would need to be extended, especially near the house, so not so far to walk in wet weather. Perhaps a tennis court built on the grounds, that have to pay to use.
- Anderson park needs to attract both southland residents and tourists to use the facilities and park EVERYDAY. Let the museum tell the history story of southland, let an art gallery display art and have the art resident. Make Anderson park unique from other attractions and have everyday use. Have a Invercargill cycle trail end at Anderson park for drink and ice cream at the café or may be move the tuatara and other nz creatures there. There should be a strategy for the use of the park as well, and not just the building
- I would like to see Anderson Park House used like Dunedin's Olverston and Larnach Castle as they make money from tours and tourists just love it and it would be a great attraction for Invercargill history.
- I take my daughter there at least once a week, would be nice to have a place to have a coffee, meal, or even just grab an ice cream. This is my favourite place in the city and hers now too. Please make it community aimed, such a waste to fill it with office spaces.
- There is minimal historic houses/accommodation in Invercargill- house could be a fantastic facility to meet this shortage- wedding/events etc . room that opened to outside , for good days, could be amazing!
- Keep the Art and Cafe. Regular Art Exhibitions. Not a place for Accommodation. Or Renting out.
- Summer movies in the park, like the Auckland Silo movies with food stalls in the carpark etc, great for families
-
- I think Invercargill is lacking in a "high tea" cafe. I feel Andersons park would be the perfect place for this. It would attract alot of people and suit the house. I like the idea of a small b&b but would also like things to attract Invercargill residents. A small spa room for the lady's to get pampered?
- I suggested this should be the home of the residing mayor and a place for his guests to stay, did you not read the newspapers?
- It was given to the city for everyone to use, along with additional furniture, it needs to remain accessible to all
- A mixture of uses for the different areas of the house would ensure that "eggs weren't all put in one basket"
- On the whole, to keep it a public place the locals can enjoy and a place we as locals, can encourage our city's visitors to visit. We have very few historic-ish places as it is. But for revenue it could be hired for weddings, special events, concerts by local and visiting acts. I remember going to afternoon tea there with the old trolleys etc and loved it, what a great thing , also the

ice cream shop idea! That'd be a great place for families to visit on weekends or holidays. WE NEED MORE FAMILY BASED PLACES TO TAKE OUR KIDS! And what a beautiful setting! Thank you.

- For the continued maintained of the Anderson Park house, there would have to be good financially secured business to pay their rental space for it to work.
- Open it to the public again stop all this nonsense
- Bulldoze the building.
- Book Sanctuary.
- These options are excellent and I am really pleased that Invercargill is showing how much this House means to us.
- Ideal place for school picnics etc
- Registered Music Teacher making use of "downstairs lounge" with Steinway Grand for advanced pupil tuition at specific times when home otherwise closed to general visitors - eg early evening/ weekend mornings pre public visiting hours.
- Make it an art gallery.
- the building was gifted to the people of Invercargill so the use of it should be something that the people of Invercargill should be able to utilise, even though B7B may be a good source of income it would be hard to say if that would be sticking with the intent on which it was gifted to the city, café, restaurant, museum and functions, as the areas for functions can double as display areas for public when not in use would be more in keeping I feel.
- Provide additional covered outdoor bookable areas for family , school, playgroup barbecues etc, area is large enough to do that and would also help with getting more people through chargeable aspects. There are not enough covered areas in Invercargill which are sheltered and pleasant and where a group can plan an outdoor event which wont get wrecked if it rains . Anderson Park, being quite sheltered and large , is ideal for this
- Be prepared to spend a lot of money with little return, other than the preservation of the house and surroundings. Best historic home in NZ in my opinion is Highwic house Parnell. Check it out they achieve a balance and the school trips include kneading bread in the kitchen, a fact finder room by room (spot the decor items) kids loved this and also playing olden day games on the front lawn. Like slipping ropes, crochet, bowls etc

Appendix 2: Southern Quantity Surveyors, Cost consultant's report

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Construction Cost Consultants Project Managers

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ANDERSON PARK REDEVELOPMENT

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Our order of cost estimate is: \$835,000.00 (Excluding GST)

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ANDERSON PARK REDEVELOPMENT

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ANDERSON PARK REDEVELOPMENT					
Order of Cost Estimate					
Estimate Information					
Element 1 - Site Preparation					5,260
Element 2 - Work below lowest floor finish					21,621
Element 3 - Frame					27,135
Element 4 - Structural Walls					44,900
Element 5- Upper Floors					7,310
Element 6- Roof					14,770
Element 7- External Walls & External Finish					42,800
Element 8 - Windows & External Doors					66,750
Element 9 - Stairs & Balustrades					15,000
Element 10 - Partitions					14,560
Element 11 - Internal Doors					13,400
Element 12 - Floor Finishes					29,010
Element 13 - Wall Finishes					20,445
Element 14 - Ceiling Finishes					17,945
Element 15 - Fittings & Fixtures					88,800
Element 16 - Sanitary Plumbing					26,750
Element 17 - Heating & Ventilation Services					10,000
Element 18 - Fire Services					21,275
Element 19 - Electrical Services					37,400
Element 20 - Vertical & Horizontal Transportation					90,000
Element 21 - Special Services					0
Element 22 - Drainage					18,000
Element 23 - External Works					15,000
Element 24 - Sundries					9,900
Subtotal					658,031
Preliminaries & General		5 %			32,902
Subtotal					690,933
Contractors Margin		8 %			55,275
Subtotal Construction Cost					746,207
Consent Fees		1.5 %			11,193
Subtotal					757,401
Professional Fees		Excluded			0
Subtotal					757,401
Contingency		10 %			77,599
TOTAL					835,000

Elemental Summary

Project: PROJECTS 2017

Details: 2017_08_21 Estimate

Building: 17-065 Anderson Park Redevelopment

Code	Description	Quantity	Unit	Rate	Total
Element 1 - Site Preparation					
	Form opening in existing wall at ground and first floor for access	1	Sum	2,760.00	2,760
	Demolish existing ramp	1	Sum	2,500.00	2,500
Element 2 - Work below lowest floor finish					
	Excavate for cast on grade foundation, including concrete block foundation walls and reinforced concrete slab	43	M2	223.75	9,621
	Allow to form liftpit	1	Sum	12,000.00	12,000
Element 3 - Frame					
	Strengthen New door openings from existing building to new building	2	No	1,500.00	3,000
	Frame allowance based on QV value	86	M2	164.36	14,135
	Guide Rail steelwork for Lift shaft	1	Sum	5,000.00	5,000
	Bracing allowance	1	Sum	5,000.00	5,000
Element 4 - Structural Walls					
	Timber framed walls	214	M2	150.00	32,100
	Lift Shaft walls	40	M2	320.00	12,800
Element 5- Upper Floors					
	Suspended concrete floor system	43	M3	170.00	7,310
Element 6- Roof					
	Roof framing covered in framing				
	Assume flat roof butynol on ply to minimal falls	49	M2	230.00	11,270
	Outlet Sump	1	No	1,000.00	1,000
	Downpipe	1	No	1,000.00	1,000
	Capping flashing	30	M	50.00	1,500
Element 7- External Walls & External Finish					
	Eurotray on ply cladding	214	M2	200.00	42,800
Element 8 - Windows & External Doors					
	External windows	85	M2	750.00	63,750
	Modify window for cafe extract system	1	Sum	3,000.00	3,000
Element 9 - Stairs & Balustrades					
	Precast stair flights	1	Sum	12,500.00	12,500
	Balustrades	1	Sum	2,500.00	2,500
Element 10 - Partitions					
	100 x 50 partition 13 plasterboard either side	56	M2	260.00	14,560
Element 11 - Internal Doors					
	Fire Door in to new openings	2	No	5,500.00	11,000
	Acc WC Door & Frame	2	No	1,200.00	2,400
Element 12 - Floor Finishes					
	New Addition				
	Timber overlay to addition	78	M2	200.00	15,600

Elemental Summary

Project: PROJECTS 2017	Details: 2017_08_21 Estimate
Building: 17-065 Anderson Park Redevelopment	

Code	Description	Quantity	Unit	Rate	Total
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Element 12 - Floor Finishes

(Continued)

	Vinyl to accessible toilets	8	M2	120.00	960
	Cafe Prep Areas				
	Lift flooring and lay new vinyl to kitchen areas	83	M2	150.00	12,450

Element 13 - Wall Finishes

	Access Building				
	strapping, insulation, plasterboard and paint to inside of PC walls	91	M2	135.00	12,285
	Cafe Area				
	Prepare and repaint existing walls	204	M2	40.00	8,160

Element 14 - Ceiling Finishes

	Allow painted plasterboard on steel suspension system	70	M2	120.00	8,400
	New Ceiling to Food Prep / Cafe area	83	M2	115.00	9,545

Element 15 - Fittings & Fixtures

	Acc grab rails for Toilet	2	No	1,000.00	2,000
	Mirrors	2	No	400.00	800
	Kitchen Fit out as per Beattie McDowell estimate	1	Sum	82,500.00	82,500
	Freight	1	Sum	1,000.00	1,000
	Site fitting	1	Sum	2,500.00	2,500

Element 16 - Sanitary Plumbing

	Access Building				
	Toilets	2	No	1,500.00	3,000
	WHB	2	No	1,750.00	3,500
	Cafe Area				
	Sinks	2	No	1,500.00	3,000
	WHB	1	No	1,750.00	1,750
	Provisional Sum for Water Filtration system	1	Sum	10,000.00	10,000
	Gas Hot Water				
	Allowance for Gas Hot water system	1	No	5,500.00	5,500

Element 17 - Heating & Ventilation Services

	Heat Pump	2	No	5,000.00	10,000
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Element 18 - Fire Services

	Type 4 system to entire building	851	M2	25.00	21,275
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Element 19 - Electrical Services

	Allowance for Electrical Switchboard	1	Sum	5,000.00	5,000
	Emergency lighting allowance	10	No	400.00	4,000

Elemental Summary

Project: PROJECTS 2017	Details: 2017_08_21 Estimate
Building: 17-065 Anderson Park Redevelopment	

Code	Description	Quantity	Unit	Rate	Total
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Element 19 - Electrical Services

(Continued)

	Illuminated exit lights	9	No	600.00	5,400
	Allowance for DB to Kitchen area	1	No	3,000.00	3,000
	Provisional Sum for Electrical upgrade	1	Sum	20,000.00	20,000
	Assumes that incoming main has sufficient capacity. No allowance for new mains supply	Note			

Element 20 - Vertical & Horizontal Transportation

	Lift	1	No	90,000.00	90,000

Element 22 - Drainage

	Provisional sum for installation of drainage and a collection tank	1	Sum	15,000.00	15,000
	Prov Sum for grease trap	1	Sum	3,000.00	3,000

Element 23 - External Works

	Concrete ramp and handrails	1	Sum	15,000.00	15,000
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Element 24 - Sundries

	Glass verandah	7	M2	700.00	4,900
	Provisional allowance for fire stopping to existing ceiling	1	Sum	5,000.00	5,000

658,031

Appendix 3: Financial forecasting

See attached spreadsheet

Appendix 4: Todd Valuation, Lease assessment

See attached document

Appendix 5: List of artefacts related to the Anderson House and Anderson Family held within the SMAG archives (note this list may not be complete).

Accession No	Name/Title	Brief Description	Current Location
1	87.326 Untitled	Walrus tusk, cut flat at base. Several fine cracks. Intaglio picture from base to half way; of long-haired woman in dress with low-shouldered spotted blouse. Colours are red-brown and black. One long crack through scrimshaw picture.	TS 32 A6
2	D51.70 Scales	Long tear drop - shaped wooden case and lid with scissor action calibrated round wooden arm. Japanese, with brass dish suspended from one end. Has fancy round shaped brass counterweight.	TS 46 A2
3	A51.26 Cocoa Nut	Cocodemer	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Natural History/Misc Natural History Research Collections
4	A51.27 Ostrich/Struthio camelus	Ostrich egg. Cream tan with dimples/glossy.	TS 28 D3 Box U 664
5	A51.28 Emu/Dromaius novaehollandiae	Emu egg. Mid olive to mid tan/ mid to heavy texture noise.	TS 28 D1 Box 6583/Tray 5
6	A51.29 Shell	Shell.	TS 26 A1 Box U461/Tray5
7	A51.30 Pipe Case	Pipe case made from light stained wood. Tubular shaped that has inner section that pulls out. Marked in pen on inner section 'J. Bennett' Note: Register lists this as an opium pipe in case. Pipe not present.	TS 46 A3
8	B80.112 Adze	Argillite Type 2A Hammer-dressed, flaked. Slight polish. Size: 111 x 44x 30mm	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori/Unit 34/Span 2/Level 1
9	B80.492 Adze	Argillite type 1A (dark green). Slight remodelling. Hammer-dressing and polishing on both sides. Tanged. Quadrangular cross-section.	TS 55 D95
10	B80.494 Adze	Argillite type 2A (dark green). Hammer-dressed, then polished on front of blade. Hammer-dressing on back of blade, no polish. Untanged. Quadrangular cross-section.	TS 55 D94
11	B80.495 Adze	Argillite type 1A (dark green). Hammer-dressed then polished on both sides. Tang mostly hammer-dressed on front tanged. Quadrangular cross-section.	TS 55 D84
12	B80.496 Adze	Argillite type 2A. Hammer-dressed, then polished on both sides front and back. Slight modification. No tang. Quadrangular cross-section.	TS 55 D41
13	B80.497 Adze	Argillite type 6A (dark green). Hammer-dressed on top of front. Polished the rest of the way down and on back. Slight modification on back (flaking). No tang. Reversed triangular cross-section.	TS 55 D41
14	B80.499 Adze	Argillite type 2A (dark green). Variety A. Front of blade has been polished. Back of blade is about 2/3 polished. There is hammer-dressing along the side of one blade. No tang. Quadrangular cross-section.	TS 55 D41
15	B80.500 Adze	Argillite type 1A. Hammer-dressing and polish on both sides of adze. Tanged. Quadrangular cross-section.	TS 55 D41
16	B80.501 Adze	Argillite type 1 (dark green). Variety B. Polished both sides of blade. Hammer-dressing on the butt. Some slight chipping on sides of the cutting edge and the top of the butt. Quadrangular cross-section.	TS 55 D56
17	B80.502 Adze	Argillite type 1 (dark green). Variety A. Back of blade polished. Front blade half polished, half hammer-dressed on butt. Slight lugs. Some chipping on front blade. Also cutting edge of the blade. Tanged.	TS 55 D41
18	B80.503 Adze	Argillite type 1B. Hammer-dressing and polishing on both sides. Signs of remodelling. Rectangular cross-section.	TS 55 D56
19	B80.504 Adze	Argillite type 3 (light green). Variety E? Polished on front blade. Mostly hammer-dressed on the back of the blade with some polishing. Large chip mark on the back of blade. Tanged. Triangular cross-section.	TS 55 D56
20	B80.505 Adze	Argillite type 3E (dark green). Hammer-dressing and polishing on both sides. Some remodelling. Incipient tang. Triangular cross-section.	TS 55 D41

Accession No	Name/Title	Brief Description	Current Location
21	B80.506 Adze	Argillite type 6A Polished all over back. Hammer-dressing on front. Untanged. Skewed, triangular cross-section. Odd shape and grooved on side. Size: 96 x 16 x 7mm	TS 54 B4 Box 147
22	B80.508 Adze	Argillite type 1D. Hammer-dressed. Tanged. Quadrangular cross-section. Grooves on front of adze. Could have been caused by metal tool.	TS 55 D55
23	B81.7 Adze	Argillite type 1D (dark green). Highly polished, some flakes and scaars. Hogback.	TS 55 D91
24	B80.493 Adze Preform	Argillite type 2A. Hammer-dressing and polish on both sides (front and back). Quadrangular cross-section. Without tang.	TS 55 D95
25	B80.498 Adze Preform	Argillite type 4. Variety A. Dark green. Both sides of the blade are polished. Chipping covers almost all of the back blade. The front blade is half covered with chipping, with polishing at the cutting end of the blade. Reversed triangular cross-section. Waterworn.	TS 55 D41
26	B80.507 Adze Preform	Argillite type 2 Dark green. Hammer-dressing on back of blade. Some hammer-dressing on front of the blade, but it is mostly large chipping on the front blade. Incipient tang. Quadrangular cross-section. Size: 159 x 73 x 40mm	TS 54 B4 Box 142
27	A81.3 Bowl	Kava Bowl Wooden, shaped like turtle with head, eyes, Flippers and back legs. Stands on four legs.	TS 47 A3
28	D51.54 Short Club	Patu paraoa. Whalebone. Polished and ground surface. Greyish brown in colour with a 8mm hole. Chip marks on blade. Rounded butt end and blade has rounded edge.	TS 50 B1
29	D51.56 Short Club	Patu onewa. Stone	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori
30	D51.52 Cloak Pin	Bone. In good condition with two facial cracks. Point broken off. Opposite end has drilled as well as being cut on an angle. Surface has been ground and polished. Brown and creamish colouring and well curved.	TS 50 A6
31	D51.53 Cloak Pin	Bone. In good condition with several minor facial marks. Point broken off. Opposite end has hole drilled as well as being cut on an angle. Surface has been ground and polished. Brown and creamish colouring.	TS 50 A6
32	D51.33 Adze	Adze	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori
33	F51.34 Adze	Adze	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori
34	D51.41 Adze	Adze	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori
35	D51.43 Adze	Adze	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori
36	D51.44 Adze	Adze	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori
37	D51.46 Adze	Adze	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori
38	D51.55 Short Club	Patu paraoa.	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori
39	B51.3 Wood (Fossil)		Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Natural History/Palaeontology Research Collection
40	B51.4 Quartz [75.1.3.1]		Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Natural History/Geology research collection
41	B51.5 Quartz [75.1.3.1]		Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Natural History/Geology research collection

Accession No	Name/Title	Brief Description	Current Location
42	B51.6 Tree Resin	Kauri gum	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Natural History/Misc Natural History Research Collections
43	B51.7 Tree Resin	Kauri gum	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Natural History/Misc Natural History Research Collections
44	B51.8 Tree Resin	Kauri gum	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Natural History/Misc Natural History Research Collections
45	B51.9 Tree Resin	Kauri gum	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Natural History/Misc Natural History Research Collections
46	B51.10 Nephrite Jade #	Greenstone [sic, presumably New Zealand nephrite].	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Natural History/Palaeontology Research Collection
47	B51.11 Shell (Fossil)		TS 25 B3 Box U886
48	B51.12 Shell (Fossil)		Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Natural History/Palaeontology Research Collection
49	B51.13 Euplectella	Venus Flower Basket sponge	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Natural History/Palaeontology Research Collection
50	D51.57 Short Club	Short club	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Natural History/Misc Natural History Research Collections
51	D51.58 Adze	Duff type 2, variety B adze, greenstone.	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori
52	D51.59 Adze	Adze, greenstone	Top Store/Unit 55/Drawer10
53	D51.60 'Hue Wai' (water gourd)	Gourd water bottle, pear shaped with large bulbous base, curved narrow neck, stem attached. Ornatly carved with single large hole at neck of gourd.	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori
54	D51.61 Boomerang	Boomerang	Top Store Table
55	D51.62 Spoon	Lime spoon, flat blade, carved handle.	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections
56	D51.63 Pendant	Sperm whale tooth pendant.	TS 44 B3
57	D51.64 Bowl	Food bowl	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections
58	D51.66 Kava bowl	One piece wooden four legged kava bow. Plant fiber plaited cord tied through lug on outside of bowl.	TS 47 B3
59	D51.67 Firearm	Blunderbus	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections
60	D51.68 Lamp	Roman Lamp	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections
61	D51.69 Bronze	Bronze animal figure.	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections
62	D51.71 Pen & Ink Bottle	Scribes pen and ink bottle. Metal work, gold and silver. Egyptian motif.	TS 44 A2
63	D51.73 Tooth	Carved tooth from sperm whale.	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections
64	D51.74 Trinket Box	Trinket box.	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections
65	D52.2 Spear	Zulu Assagai	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections
66	D52.3 Paddle	Carved paddle	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori
67	D52.4 Long Club	Pouwhenua	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections/Maori
68	D52.5 Bow	Bow	Southland Museum and Art Gallery Niho o te Taniwha/Top Storage Collections

	Accession No	Name/Title	Brief Description	Current Location
69	2004.938.7	Ornament	Heavy brass bull with spiral design on body and heart-shaped saddle at centre back that serves as a lid to the opening into the cavity in the bull's body. Hinge on saddle has a copper bolt. On the underside of the bull's belly is written 'India'. Two small copper plugs on the underside - one between the front legs and one between the hind legs.	TS 44 A2
70	0000.570.1	Japanese Armour	Rear body shield. Metal and cord. Part of Japanese Samurai armour set.	TS 41 D1
71	0000.570.2	Japanese Armour	Front body shield, metal and cord. Part of Japanese Samurai armour set.	TS 41 D1
72	0000.570.3	Japanese Armour	Sleeve, metal, chain mail, cord and cloth. Part of Japanese Samurai armour set.	TS 41 D1
73	0000.570.4	Japanese Armour	Face shield, metal and cord. Part of Japanese Samurai armour set.	TS 41 D1
74	0000.570.5	Japanese Armour	Helmet, metal. Part of Japanese Samurai armour set.	TS 41 D1