

Clarence Street Theatre Trust

Usage and attendance

Look at us now!

Clarence Street Theatre Trust have transformed accessibility and usage of the theatre far beyond what was expected of them.



Used by over 30 community organisations in the past two years with over 15,000 users in that time from children to the elderly.

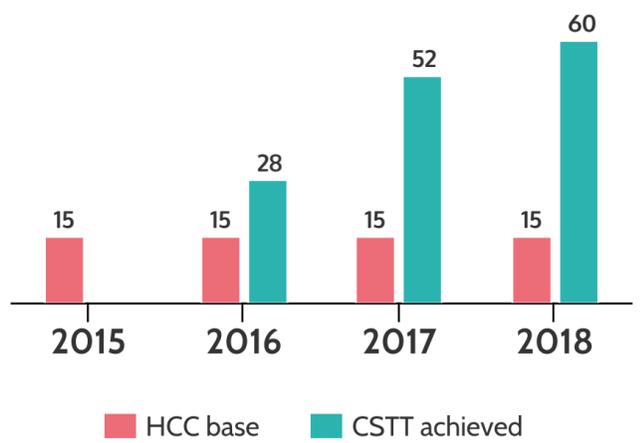


35 touring productions have been staged at Clarence St Theatre over the past two years



Over 80,000 people have attended a performance or event at Clarence St Theatre since being taken over by Clarence St Theatre Trust

Occupancy %



How We Do It?

Governance

Strong Governance

CSTT is led by industry professionals in finance, law, performing arts, governance and education

Industry Professionals

All of CSTT are professionals in their fields making it a very high level board.

Financial Sustainability

Proven financial model

Our strong financial controls and model shows our commitment to a sustainable performing arts venue

Evidenced by growth

CSTT continues to grow its attendance and revenue through tight controls and innovative thinking

Diversity

Growing the arts for the City

Clarence St Theatre has maintained the cultural identity when

Enriching Lives

Clarence St Theatre gives huge opportunity and benefit to the communities of Hamilton and the Waikato

Our Professional Team of Trustees

Patron



Richard O'Brien

Author, artists, International Icon

Trustee



Jennifer Ward-Lealand

International Actor, director, tutor, Performing Arts Governance Specialist

Chairperson



Paul Mitchell

Producer, Special Education Advisor

Financial Controller



Leean Bedwell

Company Director, Chartered Accountant, philanthropic Trustee

Trustee



Rachel Balme

Company Director, Chartered Accountant, Award Winning Tourism Entrepreneur

Trustee



Sandra Braithwaite

Solicitor, philanthropic Trustee

Trustee



Margot Buick

Company Director, International Governance Expert

Our Plan

stage 1



Feasibility study and fund raising for seismic testing, design, quantity surveying

stage 2

Back of house strengthening - immediately

stage 3

Fundraising for auditorium, foyer, stage house strengthening

stage 4

Upgrades to theatre

CLARENCE ST THEATRE

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Monday 18 September 2017

Dear Sean

After the information requested and supplied in April we have subsequently received results of our seismic assessment from BCD Group. We would like to make the following submission superseding our original request and which is more closely aligned with the Deed of Gift.

New Submission to Hamilton City Councillors – 19 September 2017

What strong evidence is there that Clarence St Theatre is needed for the community and what has been achieved to date?

Key expectations to date:

- (i) The number of patrons attending performances and events at the Property is at least:
 - A. 17,500 between 30 June 2015 and 29 June 2016 – **ACHIEVED – 44, 347**
 - B. 20,000 between 30 June 2016 and 29 June 2017 – **ACHIEVED- 45,000**
 - C. 25,000 between 30 June 2017 and 29 June 2018 – **Underway and will exceed previous years.**
- (ii) Theatre occupancy rates of
 - A. 25% in 2015 COMPLETED – **48% ACHIEVED.**
 - B. 35% in 2016 COMPLETED **-52% ACHIEVED**
 - C. 45% in 2017 – **ON TRACK TO EXCEED THIS – WE ARE TARGETING 60%**
- (iii) at least 66% of the use of the Property is by non-commercial users in every year. **COMPLETED**



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Governance

The Trust is made up of nationally recognised professionals well respected and admired in their fields. This is to ensure that the Trust maintains a high level of credible governance acumen.

Clarence Street Theatre Trust's Governance Team is made up of the following:

Mr. Richard O'Brien (Patron) – Author, musician, Patron, advisor and advocate

Paul Mitchell (Chairperson) - Theatrical Producer, Education Specialist Manager

Leean Bedwell (Financial Controller) – Company Director, Chartered Accountant, philanthropic Trustee

Jennifer Ward-Lealand (Trustee) – International Actor, director, Arts Governance Specialist

Rachel Balme (Trustee) – Company Director, Chartered Accountant, Award Winning Tourism Entrepreneur

Sandra Braithwaite (Trustee) – Solicitor, philanthropic Trustee

Margot Buick (Trustee) – Company Director, Companies Governance Expert

Operations

- We have developed a strong professional team and model to operate the theatre drawing upon models from around New Zealand of venues of a similar size and patronage.
- We have pulled on many models from across the country and adapted operational models and processes to our needs and venues requirements. By doing this the Trust have established a sustainable model on which to run Clarence St Theatre making small profits while sustaining standards and maintenance requirements in the first two years of operation.

General Manager – Jason Wade

Administrator – Darlene Tottie

Experience Team (Front of House) – 10 casual employees

Bar Team – 8 casual employees

Volunteers – 18



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Community Use

- Large increase in community use and engagement.
- We make the venue affordable and can be flexible in the arrangement with the users and hirers.
- We work closely with long standing clients and users as well as encouraging new groups that have not been able to access the theatre in the past.

Financials

- Clarence Street Theatre Trust is proud to be able to work on a sustainable model using commercial activity to offset and make the venue more accessible to the community.
- We rely on community grants and support from local businesses to achieve our goals.

Background

2.8 of the Deed of Gift.

The Trust were given 12 months in which to complete the following:

1. Fundraise using community funders, public and philanthropic donors the money required to establish;
2. Detailed seismic assessment
3. Design
4. Quantity surveying of the works required
5. Consents for work on the buildings
6. Complete all building and remedial work

This was in fact was an impossibility. Arguably a naive oversight from both parties.

It has been demonstrated recently with the Meteor and new theatre that this level of investigation and work takes much longer than 12 or 24 months. We anticipate now with the funding restrictions and emphasis on the new theatre that we will be looking at a programme of works closer to 5 – 10 years to complete all the strengthening and upgrades we need to achieve.



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As per 2.8 of the Deed of Gift we were **only** to undertake earthquake strengthening on those areas identified by the report supplied by HCC . This was only the back of house areas. It did not indicate that the foyer, auditorium and fly tower all would need work nor did it consider the event that additional areas would need work.

After acquiring community funding in 2015/2016, a full seismic assessment commenced in September 2016 by BCD Group. The results of this assessment were delivered to the Trust in July of this year. From this it has become evident that a much greater works programme must be carried out on the theatre, auditorium and fly tower/stage house.

We want to keep the theatre open as it would be devastating for the City without an alternative venue to Founders Theatre for the community and the cultural health of our City. We want to keep the community including children, community and cultural groups safe while they use this community facility.

The back of house areas has been assessed at 30% we would like to action this work immediately and are currently undergoing design and quantity surveying to have this completed. We would like the work completed in the early 2018 year when the theatre is quiet. We anticipate that this work will exceed \$150k.

Future strengthening and upgrades will be in the millions.

With the new theatre coming online and its capacity and capabilities being tabled, it is clear to Clarence Street Theatre Trust that Clarence St Theatre is, and will be in the future, an integral part of the community and performing arts landscape in the City. For this reason, the Trust, despite the greater need for work, fully intend move forward with earthquake strengthening and upgrades of the entire venue following a longer staged process than originally intended.



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Clarence Street Theatre Trust would like to propose the following:

1. Our level of works and the complexity of these far exceed those of the Meteor, what our Deed of Gift was based upon, and what the contribution to our works was estimated. The time in which was agreed upon was not sufficient.

We are *not* requesting new money but in fact the funds that were detailed in our Deed of Gift.

We request that we uplift the agreed funds of \$150k +gst to be used for the strengthening and associated works of the back of house area, as detailed in 2.8 of the Deed of Gift.

These funds may only be used for strengthening and associated works and will not be attributed to ongoing running costs. The Trust must supply relative invoices for such work as evidence.

We look forward to working with you and thank you and the Councillors for their consideration.

Yours sincerely



Jason Wade
General Manager
Clarence Street Theatre Trust

CLARENCE ST
THEATRE