

Whakatinana Implementation Plan

Te Muka Toi, Te Muka Tākata

The Creativity, Culture and Heritage Strategy for the Queenstown Lakes District



He tirohaka whānui ō te Rautaki

Snapshot of Strategic Framework



Mahi Tahī

Working Together

Partnerships and collaborations will be critical to achieving the objectives of this plan. Queenstown Lakes District Council, our Regional Arts Organisation Three Lakes Cultural Trust and the Lakes District Museum & Gallery will provide leadership, advocacy, and act as enablers.

Responsibility also lies with the community and the sector, and we must all work together for the future of our district. This Strategy is built upon the principle of shared commitment, aspiration, and responsibility.

The below organisations have been identified as leading agencies responsible for delivering actions within the plan.

QLDC	Queenstown Lakes District Council
RAO	Regional Arts Organisation
LDM	Lakes District Museum and Gallery
DSL	Destination Southern Lakes
TGDSST	Tāhuna Glenorchy Dark Sky Sanctuary Project Management Team
KDSPT	Kawarau Dark Skies Park Project Management Team
RTOs	Regional Tourism Organisations
TA	Te Atamira
Kāhui Tuawhenua	Inland working group
Collective	All lead agencies listed have a collective responsibility for achieving allocated actions. These actions have broad impact and ownership.

Paparahi Foundations Actions

Actions	Now (2024-2026)	Near (2027-2030)	Future (until 2034)	Lead Agencies
▶ Establish a regular forum with Kāi Tahu to ensure mana whenua aspirations remain integral to the implementation of the Creativity, Culture and Heritage Strategy.	▲			Kāhui Tuawhenua, QLDC, RAO, DSL
▶ RAO Board to transition governance model to provide district wide, creative, cultural and heritage sector representation.	▲			RAO
▶ Develop relationships with national policy bodies that have multi-year funding commitments.	▲			RAO, QLDC
▶ Undertake a review of all potential mechanisms and sustainable funding models that can drive income for the creativity, culture and heritage sector.	▲			RAO, QLDC
▶ Undertake a review to understand the needs of all potential users of creative spaces including our community, visitors, touring companies, artists, and content providers by supporting technical and built infrastructure across the district.		▲		RAO

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Ō mātou kōrero paki Our Stories

1 Actions	Now (2024-2026)	Near (2027-2030)	Future (until 2034)	Lead Agencies
1.1 Develop a programme of cultural understanding and learning to raise awareness about the mana of tikaka, taoka and matauraka Māori (Māori knowledge, values and protocols) at the local level. Advocate for integrating these into community plans to enhance the visibility and connection of Māori cultural heritage. ^{*DMP}		▲▲	▲▲	Kāhui Tuawhenua, RAO, QLDC
1.2 Develop a compelling identity that is truly reflective of this place and our people, including creative place branding and authentic storytelling.	▲▲	▲▲		RTO, RAO, QLDC
1.3 Undertake a review of current events policy.	▲▲			QLDC
1.4 Identify opportunities to support an annual calendar of district-wide events, activities, facilities and initiatives which help reinforce community identity, values and a unique sense of place. ^{*DMP}		▲▲		RAO
1.5 Develop a district-wide approach to arts education and events for children and youth, including mentorship and youth led programmes that explore who we are and how we shape our future.		▲▲		Collective, Youth Agencies

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1	Actions	Now (2024-2026)	Near (2027-2030)	Future (until 2034)	Lead Agencies
1.6	Support and amplify Te Wāhi Toi to showcase the depth of creativity and cultural celebrations available.	▲▲			RAO
1.7	Work with the Regional Tourism Offices to identify opportunities to celebrate and champion our creativity, cultural and heritage experiences better. ^{*DMP}	▲▲			RAO, RTO
1.8	Develop a district-wide communications, engagement and education plan to provide opportunities to tell our story better. A plan that profiles local innovators, creatives, and heritage and celebrates the diversity of our district.	▲▲	▲▲		RAO
1.9	Explore innovative ways to highlight the creativity and cultural vibrancy of the district.	▲▲	▲▲		RAO
1.10	Develop guidelines and ways of working together for interpretive wayfinding signage to ensure effective storytelling and provide greater visibility for venues and heritage sites. The Public Art Policy review noted in Action 3.3 will inform this.	▲▲	▲▲		QLDC

2

Wāhi Taoka Treasured spaces

2 Actions	Now (2024-2026)	Near (2027-2030)	Future (until 2034)	Lead Agencies
2.1 Work with takata whenua and mana whenua to develop a clear and shared understanding of the district's cultural taoka as a cultural values map. ^{*DMP}	▲	▲	▲	DSL, QLDC
2.2 Ensure ongoing heritage networking to understand community aspirations and set direction for heritage management.	▲			QLDC
2.3 Review existing capabilities and capacities across QLDC relating to heritage, creativity and culture to ensure decision making processes effectively manage all identified heritage values, places, items and landscapes.	▲			QLDC
2.4 Support Dark Sky projects in the district that align to heritage values through their capacity to connect with and preserve access to mātauraka; to connect with and learn from celestial bodies and the stars in the same way that those who came before us saw and experienced the skies as a source of important cultural knowledge.	▲			Community-led Dark Sky groups e.g. TGDSST, KDSPT

2

2 Actions	Now (2024-2026)	Near (2027-2030)	Future (until 2034)	Lead Agencies
2.5 Develop a public engagement plan for the district’s heritage that will increase awareness, appreciation and stewardship of the area.	▲	▲		LDM
2.6 Promote and support recognition for heritage, both tangible and intangible, that enables residents and visitors to deepen their experience of this place.	▲▲	▲▲	▲▲	LDM
2.7 Facilitate an annual hui for heritage groups and agencies district-wide to ensure an active and ongoing dialogue to protect heritage values, places, items and landscapes.	▲	▲	▲	LDM
2.8 Develop outreach programmes with key institutions including a robust funding strategy to ensure sustainable delivery.		▲▲		RAO
2.9 Support further development of district-wide oral histories project to preserve and share the stories of our diverse communities.	▲	▲	▲	LDM

3

Uru kahika Supportive connections

3 Actions	Now (2024-2026)	Near (2027-2030)	Future (until 2034)	Lead Agencies
3.1 Undertake a review to understand how creativity, culture and heritage impact the community across a range of wellbeing indicators.	▲	▲	○	RAO, QLDC
3.2 Create an audience development plan for the district including: <ul style="list-style-type: none"> ▶ Understanding a schedule of key events i.e. how many and when ▶ Explore potential for new opportunities 	▲	▲▲	▲▲	RAO
3.3 Review Queenstown Lakes District public art policy.	▲▲	▲	▲	QLDC
3.4 Foster connection and collaboration to support a vibrant and diverse events offering that is coordinated across the district, highlighting the creativity, culture and heritage sector.	▲▲	▲	▲	RAO
3.5 Deliver an annual forum/summit that encourages the community to design and participate in the future of creativity and culture.	▲	▲▲	▲▲	RAO

3

3 Actions	Now (2024-2026)	Near (2027-2030)	Future (until 2034)	Lead Agencies
3.6 Develop and deliver an outreach programme through Te Atamira for arts, culture and creativity for the district’s smaller communities.	▲	▲	○	Te Atamira
3.7 Consider how policies, processes or protocols could enable creative and cultural uses of buildings/commercial spaces and public spaces (i.e. for pop up and temporary events).	▲	▲	▲	QLDC
3.8 Promoting accessibility and active travel options for creativity, culture and heritage events district-wide.	▲	▲	○	Collective

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Te Pukeka Training and skills

4	Actions	Now (2024-2026)	Near (2027-2030)	Future (until 2034)	Lead Agencies
4.1	Understand the needs and deliver a district-wide capability programme to support creative practitioners to be sustainable and thriving.	▲▲	▲▲		RAO
4.2	Develop creative and culture residencies and exchange programmes.	▲▲	▲▲	▲▲	RAO
4.3	Create opportunities for creative industries, professional networking opportunities and knowledge sharing.	▲▲	▲▲		RAO, QLDC
4.4	Review existing policy and supporting documents to ensure they meet the regulatory requirements for protecting and conserving heritage values, places, items and landscapes. To include clear process and protocol for managing archaeological discoveries and contemporary taoka.	▲▲	▲▲		QLDC
4.5	Develop a programme of capability building to grow the governance and management capacity of creativity, culture and heritage organisations.	▲▲	▲▲		RAO, QLDC
4.6	Support uptake of digital technologies and reduce barriers of access for the creative community.	▲▲			RAO, QLDC

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Auahataka Creativity and innovation

5	Actions	Now (2024-2026)	Near (2027-2030)	Future (until 2034)	Lead Agencies
5.1	Investigate the need for a support network for small creative businesses and entrepreneurs.	▲▲			RAO
5.2	Ensure that creativity and cultural traditions and whakapapa are built into the district's overall offering.		▲▲		DSL, QLDC
5.3	Support more 'home-grown' content in the film, screen and digital media sector, increasing the scale and value of the local sector. *DS	▲▲	▲▲	▲▲	QLDC
5.4	Support existing businesses and new initiative opportunities that grow sustainable career opportunities in the creative industries.		▲▲		RAO

5

5	Actions	Now (2024-2026)	Near (2027-2030)	Future (until 2034)	Lead Agencies
5.5	Establish a programme of work to understand the wider opportunities within associated digital and emerging technologies, including media innovation, through to the film industry.	▲			RAO
5.6	Explore the true size and potential of the creative economy, including solo/remote workers and creative workers within 'non creative' industries - e.g. marketing and design. Include former leaders in the creative industries who now live in the area who could have roles as mentors, connectors etc.	▲			RAO
5.7	Showcase and tell the story of our creative sector to inspire economic development opportunities	▲	▲	▲	RAO

Ineka Akitū

Success Measures

Ka pēhea e haurapa i tō mātou kauneke **How we will track our progress.**

Evaluation will use social, cultural and economic measures of success to provide a detailed understanding of the impact of the Creativity, Culture and Heritage Strategy. This will include measuring meaningful progress towards achieving the district's community and wellbeing outcomes, as defined in the QLDC Strategic Framework.

Ongoing evaluation and adaptation of the Strategy will ensure it remains relevant and effective over time by checking in with our community on an annual basis.

Data will be sourced from the annual Quality of Life Survey (QOLS), Regional Arts Organisation (RAO) annual survey, QLDC wellbeing dashboard, and other relevant research.

The RAO will lead development of the monitoring and evaluation framework, along with Strategy partners. This framework will include regular updates and reporting on progress to QLDC, the Grow Well Whaiora Steering Group and the community.

Below is a glossary of kupu Māori used throughout this document

In this Strategy, the use of 'k' instead of 'ng' is in line with linguistic differences between standard Māori and Southern Kāi Tahu dialect.

Auahataka	Creativity	Taoka	Treasure, anything prized - applied to anything considered to be of value including socially or culturally valuable objects, resources, phenomenon, ideas and techniques.
Haere whakamua	Future focused	Takata Whenua	People of the land (Māori)
Kaitiakitaki	Stewardship	Takata Tiriti	People of the Treaty (non-Māori)
Kōrero	Speak, stories, conversations, dialogue	Te Tiriti o Waitangi	Treaty of Waitangi
Pakiwaitara	Legend, story, fiction, folklore, narrative, yarn	Tikaka	Appropriate action
Pou	Column; Pole; Pillar	Tuakiri	Identity
Manaakitaka	Hospitality	Whakapapa	Genealogy, genealogical table, lineage, descent
Mana Whenua	Territorial rights, power from the land, authority over land or territory	Whanaukataka	Family and community focused
Mauri	Life Force	Whakatauki	Proverb, significant saying
Rakatahi	Younger generation, youth		
Rakatirataka	Leadership		
Rākaihautū	Southern tribal ancestor of the Waitaha people, who was described as a giant		



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