

Te Muka Toi, Te Muka Tākata

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





Te Muka Toi, Te Muka Tākata

The unbreakable thread connecting creativity and humanity.

Māori see 'muka' as more than a mere material. This inner fibre of harakeke (flax) symbolises the unseen and connects the physical and spiritual realms – te ira tākata (the realm of people) with te ira atua (the realm of the gods). The language of weaving reflects this belief - bringing the strands of past and future together.

This Strategy reflects the many histories, traditions, and unique stories that weave together to create who we are as a community.



Ehara taku toa i te toa takitahi, he toa takitini My strength is not as an individual, but as a collective

Thank you to everyone in the Queenstown Lakes District and beyond who participated, engaged and encouraged friends and whānau to share comments and feedback, as their time and energy is what shaped this Strategy.

This document represents the many and diverse voices of our communities.



We heard from...

Queenstown Lakes District Council
Three Lakes Cultural Trust
Lakes District Museum & Gallery
Ngāi Tahu
Kāhui Tuawhenua Inland Working Group
Te Atamira
Creatives of Wānaka
Wakatipu Heritage Trust
Origin Consultants
Queenstown & District Historical Society
Wakatipu Heritage Trust
Upper Clutha Historical Records Society
Central Otago Heritage trust
Destination Southern Lakes
Technology Queenstown
WhirlwindNZ
Southern Lakes Arts Festival Trust
Festival of Colour
Aspiring Conversations
Magical Music with Erica
Turn Up the Music Trust
Wānaka Arts Society
Queenstown Arts Society Incorporated
Magic Carpet Trust
Catalyst Trust
Lake Wanaka SouNZ Incorporated
Mount Aspiring College
Wakatipu High School
Starkwhite Gallery
At the World's Edge
Dick and Diana Hubbard Foundation
Tuatahi Creatives
Youthtown
Tonic Consulting
Lake Wānaka Tourism
Destination Queenstown
Destination Southern Lakes
Kinga Krupa Music
Living Options
Mana Tahuna Charitable Trust
Pivotal Point
Liger Leadership Academy
Epic Living
Te Kupeka Umaka Māori ki Āraiteuru - KUMA
Remarkable Primary School
Shotover Primary School
Little Art School NZ
Wānaka Primary School

MikeMoscomusic
Scott Kennedy Creative
Creative Queenstown
Lane Neave
Film Otago Southland
Future Hospitality Group
Highlands Engineering
Kate Smith Consulting
My Word
One Fine Day
Bethany Rogers Writing, Editing & Communications
MEP
The Perch
MINT Charitable Trust
Creative NZ
Backbone Group
The Metal Effect
Arrowtown Autumn Festival
East York
Fantail Creative
No Pressure
Undercurrent
Jo Jago Art
Queenstown Resort College
TAOBY
Queenstown Multicultural Festival
Lakes Theatre Arts
Allied Press
Empower Leaders Publishing & Empower Education
Wanaka Fine Art Gallery
Ride to the Sky
White Stone Cheese
Lake Wanaka Arts and Culture Charitable Trust
OD&Co
Brand+Butter
Broker Galleries
QPACT
The Singers Workshop
Arrowtown Creative Arts Society
Mountain Arts Projects
Hill Family Foundation for Arts and Music
Country Lane Queenstown
Arrowtown Promotion & Business Association
East York Band
Aspiring Young Musicians Trust
Te Roopu Raranga o Wanaka
The Artist's House Wānaka
National Public Health Service - Health NZ
Wakatipu Potters Group
Glenorchy Heritage and Museum Group

Tāhuna Glenorchy Dark Skies Group
Taste of Art
Queenstown Writers Festival
Arts Murihiku
Fiona Garlick Gallery I Studio
Jasmine Clark Artist
QLDC Libraries
The Wānaka Foundation
Anna van Riel Music
Nook Rd Productions
Michael Hill Violin Competition & Hill Family Foundation for Arts and Music
Afrodance QT
Dark Skies Sanctuary Group
Filipino Catholic Group
Wakatipu Youth Trust
Tohu Whenua
Kasia Hebda Studio
Wānaka Concert Society
Relish Festival Community
Wānaka Fire & Flow Community
IMIQ Indonesian Community Group in Queenstown
Remarkable Theatre
Arrowtown Village Association
Arrowtown Planning Advisory Board
Queenstown Resort College
Richards Historical Walks
Friends of the Wānaka Library
Te Puna o Mata-au
XL Coaching
NOLEAF Inc. Society
Impact 100
Duncan Cotterrill Lawyers
The Headwaters
Mīharo Murihiku Trust
The Kiwi Kit Community Trust
Rhythm & Alps
Kahu Youth Trust
Wai Wānaka
Central Point Dance Studios
The Next Chapter Bookshop
Grounded Governance Ltd.
Wānaka Project
Rare Specimens
Wānaka Pride
Served Hospitality

Plus the many individual creatives and community members who attended the hui in Glenorchy, Arrowtown, Wānaka and Queenstown.

Wānaka Festival of Colours
Photo credit: Deanna Gerlach



Rāraki Upoko

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Te tuaroko o te rautaki

Background

Te whanaketaka o te rautaki

How we developed the Strategy.

The Queenstown Lakes District has a rich cultural life and is home to a vibrant ecosystem of creative practitioners, businesses, community cultural and heritage organisations, galleries, world-class festivals and events. It is a place of breathtaking beauty steeped in whakapapa with a long history of storytelling within Kāi Tahu culture, and considerable industrial heritage in the district associated with early settlement, gold rush landforms, equipment, and water races.

Conversations with the community, stakeholders and key partners have helped reveal the untapped potential in the Queenstown Lakes District. This Strategy is intended to help create a future where creativity and culture play an increasing and important role to enrich the lives of both the people who live here and those who visit.

Through the process of developing this Strategy it became clear there was an opportunity to amplify and connect efforts already underway.

Simply put, this Strategy aims to bring people and organisations together to tell our stories, increase capability, protect our taoka, provide safe places for connection, foster innovative thinking, and create new exciting economic opportunities.

The actions outlined ensure that the Queenstown Lakes District remains a special place for the generations to come, where creativity, culture and heritage help our people and our place thrive.

In February 2023, a steering group was formed to support the development of a widely adopted, community-led strategy to enhance, support and celebrate creativity, culture and heritage in the Queenstown Lakes District.

The Strategy was developed through a process of collaboration and partnership with the Queenstown Lakes District Council (QLDC), the Three Lakes Cultural Trust (TLCT), Lakes District Museum and Kāi Tahu, and was informed by the collective aspirations of our communities.

Ten hui were held district-wide to help inform and shape the Strategy. Attendees represent our diverse communities, including creative practitioners, educators, stakeholders, QLDC and QLDC elected members, Regional Tourism Offices, Department of Conservation, community groups, businesses and our youth collectives.

*See Appendix 3 for more details of the process.

Thank you to all those that had input in developing this Strategy. We acknowledge ka Runaka, Te Rūnaka o Moeraki, Kāti Huirapa Rūnaka ki Puketeraki, Te Rūnanga o Ōtākou and Hokonui Rūnanga, Te Rūnanga o Awarua, Ōraka Aparima Rūnanga and Waihōpai Rūnanga.

We recognise that history and time in Te Ao Māori sees the past, present and future intertwined with the natural world and people - the importance of carrying our past with us into the future.

Te reo strategy, use of 'k' instead of 'ng' will be respected, unless 'ng' is used in the official name of an entity, place name or area. This is in line with linguistic differences between standard Māori and Southern Kāi Tahu dialect.

Filming of Mahika Kai, Photo credit: Deana Gerlach

Ka tapuwae o ka tupuna
The footsteps of our
ancestors remain on
the land forever.



Kā āhua o te wā

Current State

I orea te tuatara ka patu ki waho.
A problem is solved by continuing to find solutions¹

Kei hea mātou ināianei

Where we are now

Culture is the tangible and intangible, encompassing buildings, places of historic significance, including Wāhi Tūpuna, such as landscapes and sites embodying ancestral, spiritual, and religious traditions predating European settlement, along with language, customs, stories, songs, and traditional knowledge. It is constantly being created, reenergised. Culture informs who we are and how we engage with our place.

► Culture is fundamentally about belonging and identity. Providing a way for us to connect to ourselves, to others, and the places and communities we inhabit. To express who we are, connect to the past, understand the present and envision the future.

There are many stories from our past that inform who we are today. A rich tapestry of lived experience from the time of Waitaha - those people who descend directly from the Waitaha ancestor Rākaihautū, who landed in the great voyaging waka, Uruao, near Whakatū (Nelson) in ancient times².

In the late nineteenth and early twentieth centuries, the first Europeans arrived, beginning with Nathaniel Chalmers in 1853, guided by the renowned Māori chief Reko. They were followed by pioneers such as Scots-born West Australian Donald Hay, Welshman William Rees, and Nicholas Von Tunzelmann, who travelled from the Baltic, via England, Germany, Switzerland, and Canada. The many generations before us forged the foundations of what we see today with the Queenstown Lakes District, now home to 83 nationalities.

Our spectacular landscapes, including our night sky, are an important part of what makes this place so unique. It inspires and connects our communities in a love of place. As the natural world we inhabit is increasingly under pressure, and the climate crisis accelerates, culture is a powerful resource for addressing climate change impacts³. It is culture along with science, technology and education that will provide the tools with which to tackle it. By shining a light on issues and topics that feel too big to tackle on one's own, we can imagine and then create a better future together.

¹ This whakatauki or Māori proverb, aims to teach principles or have an underlying meaning, in this case it refers to the need for creative thinking, adaptability and perseverance.

² Ka Huru manu; The Ngāi Tahu Cultural Mapping Project, is dedicated to mapping the traditional place names and associated stories within the Ngāi Tahu rohe.

³ UNESCO Culture and Climate Change <https://www.unesco.org/en/climate-change/culture>

Issues of identity, and belonging are particularly important in the Queenstown Lakes District given our large transient population and the diversity of our communities: geographically, culturally, and demographically.

Many current residents were born elsewhere, connection to culture is integral to overall wellbeing and to having communities that are thriving, rich and diverse.

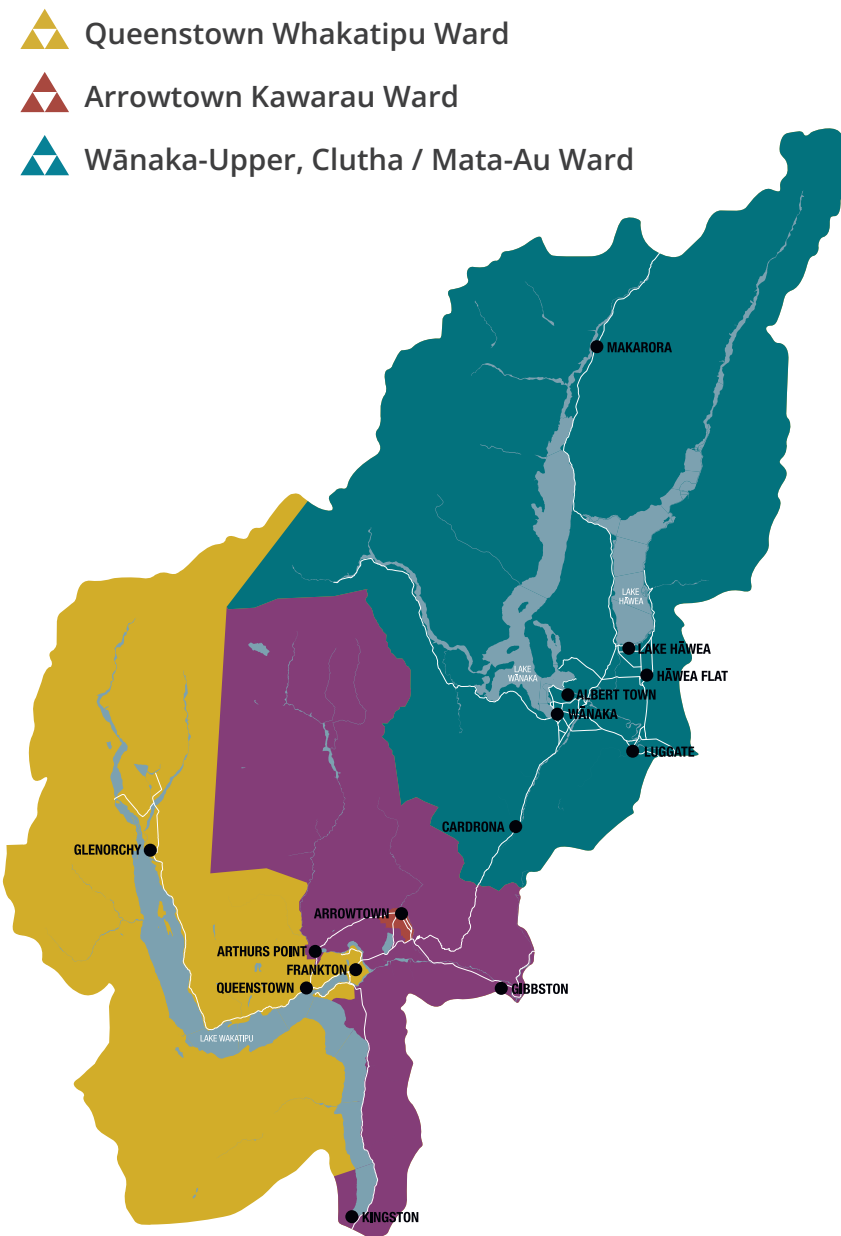
We have mana whenua, takata whenua, multicultural and diverse groups within our community who overall lack visibility⁴.

The need for Queenstown Lakes District to diversify beyond the reliance on the visitor economy, provides an opportunity to reflect on the role creativity, culture and heritage play in the community and the opportunity for it to contribute more actively to our quality of life and economic development.

Our young people play a critical role in spearheading this Creativity, Culture and Heritage Strategy. By fostering intergenerational relationships we can enable the cultural leaders of tomorrow.

This Strategy represents an important step in progressing and expressing a collective local view of creativity, culture and heritage in Queenstown Lakes. This document will be an essential enabler for enhancing collaboration and sourcing investment to deliver the actions outlined in the implementation plan. This Strategy recognises that the proposed projects and programmes will require detailed scoping, including development of funding plans, to ensure sustainable delivery of the work can be achieved.

⁴ QLDC Quality of Life Survey 2022.



There have been many inspiring projects brought to fruition through partnerships, collaboration, investment and continued support of our creatives, historical societies, heritage and community groups. From grass roots initiatives, innovative events, through to the future proofing of the Lake District Museum, which has been protecting our treasures since 1948, acknowledging the importance of creativity and culture for the Queenstown Lakes District.

Most recently the doors to Te Atamira, Tāhuna, Queenstown's first fit-for-purpose arts and culture space opened with 22 spaces for creativity including an art gallery, dance studios, performance spaces, a recording studio, music teaching and rehearsal rooms, a pottery studio, art workshop and a community project space. With an incredible 150,000 people through its doors in the first 15 months, this demonstrates both the need and opportunity that this provides for our communities. It celebrates diversity of thought and thinking, supports pathways into art making and creativity, champions quality in all aspects of the organisation, promotes innovation in creativity and culture and helps to unlock people's potential and develop curious and inquiring minds.

We have also seen the launch of Te Wāhi Toi/The Arts Place, a district-wide digital platform highlighting the depth and breadth of our creative community, as well as providing a virtual hub to network and collaborate.

To date, this sector has attracted significant and generous philanthropic support, with QLDC acting as a critical partner to unlock the economic, social and cultural possibility that culture, heritage and creativity can enable. Investing strategically in people and resources today can dramatically alter the course of our district's journey toward a brighter future.

All of this work lays the foundations for the Queenstown Lakes District on its journey to become recognised not just for its natural wonders but also as a place of cultural significance and exchange of music, dance, visual arts, theatre and festivals that are reflective of our community values.



\$69.5m

injected back into the districts economy from our **homegrown world-class festivals** in the past **five years**

Sourced by QLDC post event reports



410,000

people through the doors of our cultural institutions in the **last 24 months**

Sourced from Te Atamira and Lakes District Museum



77.5%

of our community feel that a **thriving arts, culture and heritage scene** is incredibly important for the **community to thrive**.

Sourced from the Draft Strategy early engagement online survey, June 2023.

For centuries the Queenstown Lakes District has been shaped by a deep connection to whenua and a spirit of learning, exploration and innovation that is part of our whakapapa, our identity.

Through the community hui we heard:

- The need to build creativity and culture as a thread through the many elements of our district - from our trail signs to new bridges, and civic spaces, to the type of events we grow, sustain and attract that contribute to a vibrant district.
- Could we become known as a place of cultural and intellectual adrenaline?
- That we need to protect our taoka - once gone, heritage is irreplaceable.
- There is a need for safe spaces and places that connect us.
- That bold leadership and a unified vision for creativity and culture is required across the district.
- That our creatives need support to grow and fulfil their potential.
- That creativity and culture are essential to a thriving future for our communities.
- Heritage is a living part of who we are today and how we capture contemporary history is vital.
- That we need to make the necessary changes now to ensure social cohesion and a connected community.

Creativity, culture and heritage are more important now than ever before. Our community has faced rapid growth and disruption in recent years, leaving many people here yearning for a greater social connection and sense of belonging.

As we continue to face change around us, creativity and culture are a force for resilience and community building. They provide solace and comfort during difficult times, help us understand what is happening in the world around us and express the full spectrum of emotional responses to these experiences.

Te moemoeā **Vision**

Ka haere mātou ki hea
Where we are going



Te Moemoeā Vision

Queenstown Lakes District: A place where the culture and stories of mana whenua and the rich diversity of our communities are visible, heard and celebrated. Where creativity and culture is woven into our every day, is valued and thriving.

Echoknot performing at RenewArt
Photo Credit: 222 Photographic Studios

In 2024/2026 we will see:

- This Strategy is beginning to link, leverage and align resources across the district. In particular, there is a partnership approach in place between lead agencies to support more strategic development, alignment, connectivity and attract greater levels of resourcing.
- Our Regional Arts Office (RAO) is resourced appropriately so that it can advocate, support and strengthen creativity and culture in our District at a local, regional and national level.
- QLDC are designing and implementing inductions and capacity building in the areas of creativity, culture and heritage, so that decisions made about our social, environmental, cultural and economic wellbeing acknowledge a cultural framework.

By 2027/2030 Strong foundations and infinite potential

- Creativity, culture and heritage will be viewed as essential for the important role it plays connecting the community, making a thriving and interesting place for the people who live and the people who visit.
- There will be a deeper understanding of mātauraka Māori and cultural heritage stories.
- Increased connection within our communities through vibrant and diverse programmes and events calendar that are coordinated and communicated across the district.
- There will be stable sector investment enabled by measurable evidence.
- Programming and events will ensure our diverse communities have opportunities to be represented and showcased in the community and there will be more events created by and with young people.

- There is a regular schedule of hui in place for ongoing dialogue to identify what work is critical to understand the district's cultural assets.
- Te Wāhi Toi/The Arts Place the district-wide digital platform continues to evolve and connect our community and visitors with the wealth of talent that is here.
- The RAO establishes a programme of work with the Regional Tourism Organisations (RTOs) and QLDC communications teams to identify and showcase creativity, innovation and its contribution district-wide.
- There is building confidence that strategies and plans are and will be implemented. Te Atamira launches its first satellite project in one of our smaller communities.

- There will be active capability programming to support learning opportunities and professional development for the arts sector – workshops, courses, residencies and mentorships and more affordable studio spaces where artists can work together.
- Creativity, culture and heritage considerations will be embedded into QLDC strategy, policy and planning.
- Visitors will have a diverse range of cultural experiences to choose from with creativity, culture and heritage playing a recognisable role in our visitor experience offering.
- Our creative industries will play a growing role in the composition of our workforce attracting established talent and organisations who earn a sustainable living.
- We will have undertaken research to support the investment and development of district-wide infrastructure.

By 2034 we will be known globally as a thriving creative and cultural destination

- Our place will look and feel more like 'us', urban design will reflect this.
- The culture and stories of mana whenua and the diversity of other cultures that are present here will be visible and celebrated.
- Creativity, culture and heritage will be woven through the everyday experience - showcasing and celebrating our heritage, there will be more visibility of art including carvings, murals, pathways, more place-specific architecture and design, more performances and exhibitions and we will know what they represent.
- There will be a networked approach with a diverse range of world-class multi-purpose spaces – indoor and outdoor - accessible to all, full of different types of activity and people.
- The district will have a more diversified economy with more sustainable opportunities in the creative and design industries.
- The Queenstown Lakes District will be a magnet for creatives - they will be welcomed, celebrated and remunerated. With plenty of opportunities to practice, participate, perform, show, and sell.



Creativity, culture and heritage belongs to all of us. It is a reflection of who we are, how we see the world and the values we wish to express in ways that make sense to us.

This Strategy recognises the inherent creative potential within our whole community, underpinned by five foundations and five strategic priorities that identify opportunities and actions that will enable the Queenstown Lakes District to become a thriving creative and cultural place for everyone.

These goals and objectives are supported by an Implementation Plan that sets out over 40 actions to be delivered over ten years.



He tirohaka whānui ō te Rautaki

Snapshot of Strategic Framework



Papaprahi Foundations

Kia tika kā whakariteka
Getting the settings right



Foundation 1

He tukanga kākanorua A bicultural approach

Te Tiriti o Waitangi is the founding document of our nation. It established the context from which our nation operates by affirming the special and unique role of takata whenua. The strength of biculturalism creates a safe place for all cultures to come into this space. It is with this understanding that we acknowledge the bicultural foundations upon which we stand.

Fostering more inclusive practices that honour mana whenua and takata whenua and considers Te Ao Māori and the intrinsic link between the cultural and natural worlds should be integrated into the approach. Importantly, enabling Kāi Tahu and maata waka to be more visible in the Queenstown Lakes District by protecting and celebrating cultural values including sites and areas of Wāhi Tūpuna, and restoring Kāi Tahu narratives in urban areas.

Objectives:

- Establish a strong working relationship with Kāi Tahu.
- Honour our role as Takata Tiriti (People of the Treaty) and in support of Te Ao Māori.
- In partnership with Kāi Tahu, recognise, value and celebrate Kāi Tahutaka and mātauraka, including Kāi Tahu stories of place.

Foundation 2

**Kia kauawhi mō kā rakatira
mō āpōpō**

Intergenerational and inclusive

Our communities are richly diverse and multicultural, each of us with an important and unfolding story with this place.

This Strategy aims to help people people find their voice, explore their talents and potential through inclusivity and equal opportunities. Embed intergenerational relationships, enabling us to learn from each other.

Objectives:

- Build supportive communities, facilitating connections to culture and heritage.
- Provide opportunities for our diverse communities to showcase their work and connect with others.
- Advocate for the increased recognition of the arts curriculum within our education system.
- Promote the importance of creativity, culture and heritage.
- Develop a district-wide approach to arts education and events for children and youth to showcase their work and connect with others.
- Initiate a mentorship programme.

Foundation 3

He Hautūtaka Kātahi Collaborative leadership

Support the growth of collaborative leadership in the district through shared commitment, aspiration and responsibility.

Enable our diverse communities to speak with one voice on issues that concern them all, with a greater focus on working together to connect, align and attract investment.

Objectives:

- Support and expand on the existing role of the RAO as the key development agency for the creativity, culture and heritage sector.
- Develop a deeper understanding of the roles, responsibilities and functions of the RAO.
- Develop a partnership approach between lead agencies to support more strategic development, alignment, connectivity and attract greater levels of resourcing.
- Strengthen networks in the professional arts and heritage community. Further building connections and collaboration opportunities, networking and fostering a sense of community.

Foundation 4

He Tūāhaka Whakauruuru Integrated infrastructure

A networked approach to developing new built, digital and social infrastructure including a range of multi-purpose spaces indoor and outdoor, that are representative of people and place.

Objectives:

- Ensure that our cultural institutions are supported through Queenstown Lakes District Council, Central Government, Trusts and Foundations.
- Understand the needs of all potential users including our community, touring companies, visiting artists, and content providers by supporting technical and built infrastructure across the district.
- Research and understand the level of visitor interest for existing or new cultural, arts and heritage experiences, and use the research to support investment in local arts, culture, heritage initiatives and infrastructure that will also appeal to visitors.
- Planning that enables development of district-wide built, digital and social infrastructure.
- Encourage the development of world-class venue/s for mid to large scale performing art shows, visual arts/ gallery outposts.
- Enhance and support libraries and community facilities as spaces as spaces to share creativity, culture and heritage.
- Work with relevant groups to ensure our network of walking and biking trails, heritage buildings and structures incorporate and acknowledge our heritage and cultural identity.
- Ensure digital infrastructure is keeping up with the demands and needs of the sector.
- Ensure heritage protection framework and resources are consistently applied.
- Work alongside property owners to identify spaces that already exist, that could be modified or utilised as creative or community spaces.

Foundation 5

Haumitaka ā-Rautaki Strategic investment

Adopting a strategic approach to funding which delivers a sustainable investment model, aligned with a return on investment for community wellbeing (social, cultural, environmental and economic).

Objectives:

- Develop relationships with national policy bodies that have multi year funding commitments.
- Undertake a review of all potential mechanisms that can passively drive an income for this Strategy and investment.
- Create a philanthropic fund to support creativity, culture and heritage investment in the district.
- Advocate for sustainable funding models to be developed to support cultural institutions.
- Enhance the arts, culture and heritage sector's capability and capacity to achieve sustainable income, funding and investment.

Kā Whakaarotau ā-Rautaki Strategic Priorities

Kā wāhaka pāpātaka Key areas for impact

The Strategy identifies opportunities and actions required to enable the enable the Queenstown Lakes District to become a thriving creative and cultural place for everyone.



1

Ō mātou kōrero paki Our stories

We will deeply understand, embrace and celebrate our authentic identity. Celebrating and sharing stories and expressions of our place and our people, our connection to each other and our inspiring natural environment.

Goal:

The depth and diversity of our people and our place is reflected in the stories we share.

Objectives:

- Enable an increased sense of identity, belonging and connection.
- Empower communities to share their cultures.
- The community will actively seek to honour Te Tiriti and authentically integrate indigenous perspectives.
- Bring the cultural history and stories of Queenstown Lakes to life ensuring that stories of Kāi Tahu and those who came before us are accurately understood, acknowledged and valued.
- Celebrate the rich and exciting mix of nationalities who call this district home.
- Change the perception of our place; the district is recognised nationally and internationally for our 'cultural and intellectual adrenaline'.
- Become a member of the UNESCO Creative Cities Network.

2

Wāhi Taoka Treasured spaces

Connecting communities and visitors to our heritage, cultural and physical landscapes. In particular heritage protection and preservation, for example Wāhi Tūpuna are landscapes and places that embody the relationship of mana whenua and their culture and traditions with their ancestral lands, water, sites, wāhi tapu (sacred places), and other taoka (treasure).

Goal:

Protect and celebrate the unique identity of this place.

Objectives:

- Protect and promote tangible and intangible heritage.
- Continue to increase understanding and awareness of mana whenua, local culture, stories and heritage.
- Provide places for authentic connection and unique senses of place - celebrating our community stories for locals and visitors to the district.
- Support the development of cultural experiences that are aligned with community values.

3

Uru Kahika Supportive connections

Creating positive spaces and connections. Storytelling and visible reflections of heritage and culture are important aspects of inclusivity and connection.

Goal:

Creativity and culture is accessible in our district; it is inclusive and within reach for all, promoting inclusivity and equal opportunities.

Objectives:

- Make it safe for our communities to be visible, express themselves, be resilient and to participate.
- Foster mental wellbeing and development particularly for young people, minorities, LGBTQIA+, neurodiverse and differently abled people.
- Welcome diverse communities, cultures and types of heritage and celebrate the richness they bring.
- Protection and celebration of mana whenua heritage values and sites of importance.

4

Te Pūkeka Training and skills

Providing access to culturally appropriate training and skills development.

Goal:

Support and build capability and capacity across the sector.

Objectives:

- Support and build capability and capacity across the sector by core skills, further sector knowledge building opportunities and collaboration
- Honour our role as Takata Tiriti (People of the Treaty) and in support of Te Ao Māori. In partnership with Kāi Tahu, recognise, value and celebrate Kāi Tahu stories of place.
- Provide training for QLDC staff on culture, heritage and creativity so council work reflects an understanding of the rich diversity in the district.
- Support governance, operational and development training opportunities of not for profit, incorporated societies and groups to grow capability.
- Create opportunities for young people to have a voice and lead development of programmes and events.
- Work alongside youth organisations, high schools and practitioners to develop a career pathways programme.

5

Auahataka Creativity and innovation

Help to diversify the district's economic base and make it a more attractive place to live, work, set up business.

Goal:

Support the diversification of the district's economic base.

Objectives:

- Ensure the role of the creative industries is understood and developed.
- The Queenstown Lakes District realises the full potential of the creative economy.
- Create a district that has a creative economy that is thriving and there are well-paid opportunities for creative practitioners.
- Be well known for innovation; utilising technology to supercharge the creative economy and supporting sustainable careers.
- Work collectively to attract high calibre talent workers businesses investors that align with our community values.
- Foster diversity, creative thinking, creative endeavours to create new opportunities and grow future thinkers and change makers.
- Encourage industry collaboration and leadership.

Lumify Laneways Queenstown
Photo Credit: Amy Galloway

Kei ōu ringaringa te ao
The world is yours.
Make the most out of
all opportunities the
world has to offer.



Whakatinana Implementation

Connecting people, protecting our taoka, inspiring change, generating opportunities and providing a sense of belonging.

Ka pēhea mātou e tutuki i te mahi How we will deliver

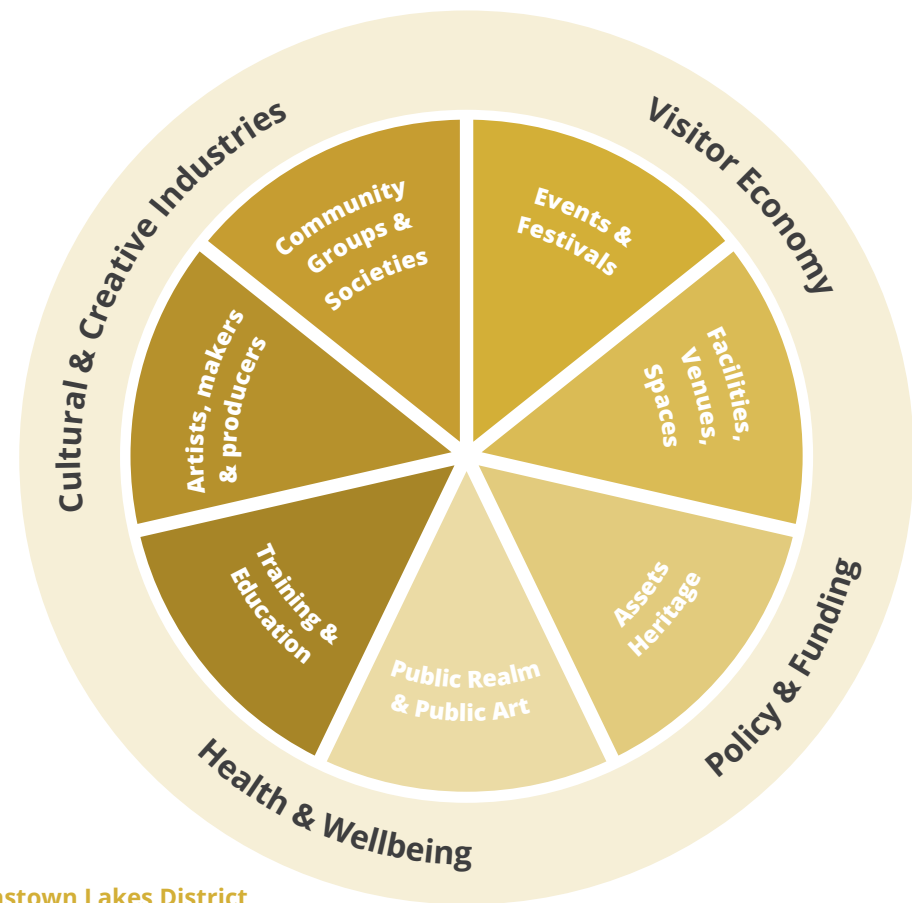
The creative, culture and heritage sector is complex and dynamic. Partnerships and collaborations will be critical to achieving the objectives of this plan. Queenstown Lakes District Council, our Regional Arts Organisation Three Lakes Cultural Trust and the Lakes District Museum & Gallery* will provide 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.

We particularly recognise the strength of our local practitioners, many drawn here by the inspiring scenery and the creative pulse that beats in this place. Our practitioners carry a huge load – they take risks, give of themselves, and bring ideas to life that we collectively enjoy the fruits of. But they are often under-recognised, under-paid and under-supported in their creative pursuits.

This Strategy seeks to change that and more wholeheartedly support practitioners as the torch bearers for creativity and culture in our district.

| *Refer to glossary for definitions



Queenstown Lakes District
Cultural Ecosystem

Credit: AEA Consulting

Roles & Responsibilities

Queenstown Lakes District Council (QLDC)

Provider and owner: Facilities and events venues, blue – green network, parks, reserves and trails.

Advocacy: Promoting community wellbeing and funding change and action to achieve community values and aspirations.

Research and planning: Long-term strategic planning to ensure our district is ready for challenges ahead.

Protection and enforcement: Tools to protect and preserve community assets and amenity.

Partnerships: Build and foster partnerships to understand and implement the values and aspirations of our people; to share knowledge and work towards collective outcomes:

- Kāi Tahu
- Community groups
- Interorganisational/sectoral

Regional Arts Organisation (RAO)

Three Lakes Cultural Trust (TLCT)

Advocacy: For the creative community

Promotion: Promoting and encouraging the growth of creative industries and the creative community.

Delivery: Delivery of capacity building programmes for the sector.

Connectivity and partnerships: Facilitation of partnerships between stakeholders for the development, funding and delivery of key programmes and infrastructure.

Lakes District Museum & Gallery (LDM)

Advocacy: For the heritage community

Promotion: Promote and maintain a museum for the benefit of the population of the Queenstown Lakes District, visitors to the district; to foster interest in the history and relics of the district.

Protection: Protect and preserve the district's built heritage.

Connectivity and partnerships: Facilitation of partnerships and collaboration between stakeholders.

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.

Social and Cultural impact

Increased sense of identity, belonging and connection	QOLS
Diversity of cultural expression appreciated	QOLS
Physical and/or mental well being improved	QOLS
Increased participation in creativity and culture	RAO annual survey
Sector confidence and recognition	RAO annual survey
Improved collaboration	RAO annual survey

Economic Impact

Improved business-to-business collaboration and partnerships that support the local economy	RAO annual survey
Grow visitor perception of the Queenstown Lakes as a creative and cultural destination	Visitor Insights Programme
Number of new creative businesses	RAO annual survey
Number of creatives making a sustainable living	RAO annual survey

Appendix 1



Kuputaka Glossary

Creativity

The expression of creative skill and imagination.

Heritage

Our whakapapa, our Taoka (both tangible/physical objects/ landscapes, and intangible/ memories, stories, dance, music) items that hold social or cultural value).

Culture

The way of life, knowledge, stories, and mana of people in our communities.

Community

A group of people with commonality such as values, identity, interest or place.

Creative Economy

An ecosystem, the sum of all the parts of the creative industries, including trade, labour and production. Today, the creative industries are among the most dynamic sectors in the world economy*.

Regional Arts Organisation (RAO)

The Three Lakes Cultural Trust was established in 2019 to provide a cohesive, district-wide entity to ensure creativity and culture plays a stronger role in supporting social and economic vitality and resilience in the region.

| *United Nations Conference on Trade and Development

A non-profit entity that provides strategic direction, advocacy and support for sustainable arts, culture and creative development. With a goal to make the cultural life of the District a much stronger driver of both community wellbeing and economic benefit.

Regional Arts Network Aotearoa (RANA)

RANA is a connected network of 13 Regional Arts Organisations (RAOs) of which Three Lakes Cultural Trust (TLCT) is a member.

Working together nationally on shared goals and outcomes, to support investment in the arts, culture and creativity sector across the regions of Aotearoa New Zealand.

Queenstown Lakes District Council (QLDC)

The Queenstown Lakes District Council is a local authority with the important job of making decisions alongside and on behalf of the people living in the district. These decisions are underpinned by the long term vision of the community and QLDC's organisational values and culture.

Lakes District Museum & Gallery (LDM)

The Lakes District Museum and The Lakes District Museum & Gallery was established in 1948 as a Centennial of Otago project. Appropriately set in the former gold mining town of Arrowtown, the museum started life in the billiard rooms of the Ballarat Hotel. Over the last 76 years, through innovative direction, the museum is now recognised as one of New Zealand's leading small museums.

The museum's principle objective is to promote and maintain a museum for the benefit of the community and visitors to the district. The museum is also heavily involved in the protection and preservation of the District's built heritage.

Wāhi Tūpuna

Wāhi Tūpuna are landscapes and sites that embody the ancestral, spiritual and religious traditions of generations prior to European settlement. They include kāika (settlement sites), mahika kai, ara tawhito (trails), awa (rivers), nohoaka (camp sites) and wāhi tapu (sacred sites) and the major lakes. The sites and landscapes are highly significant to mana whenua and may be adversely affected by activities such as earthworks, activities that alter landforms, subdivision and urban development, or the introduction of culturally sensitive activities such as cemeteries, crematoriums and landfills. For Kāi Tahu, the natural environment, and how they engage with it, is a critical component of their identity as a people and in maintaining their culture. The ability to keep alive traditional practices passed down by ancestors, in places traditionally used or occupied by descendants, provides a sense of belonging and continuity.

Wāhi Tūpuna may have a high degree of naturalness or they may be highly modified sites with strong historical connections – ancestral places which continue to have contemporary significance. It is a matter of national importance under the Resource Management Act to recognise and provide for sites of significance to mana whenua.

Identification of wāhi tūpuna sites, and the threats to them, allows areas of interest for Kāi Tahu to be identified, and allows Kāi Tahu to exercise their kaitiaki role in places of importance to them, when development is planned.

The urban areas of Queenstown, Frankton, Wānaka and Hāwea are Wāhi Tūpuna and despite the fact they are modified, remain of high significance for Kāi Tahu.

Destination Southern Lakes (DSL)

Destination Southern Lakes is the destination management organisation (DMO) for the Queenstown and Wānaka region. The DMO will oversee the implementation of the region's destination management plan, *Travel to a thriving future*, which was endorsed by the Queenstown Lakes councillors in February 2023. The destination management plan is a partnership between Destination Queenstown, Lake Wānaka Tourism, and the Queenstown Lakes District Council, with input from Kāi Tahu and the Department of Conservation. The DMO is the first of its kind in New Zealand and focuses solely on the delivery of destination management initiatives.

Regional Tourism Organisation (RTO)

Destination Queenstown (DQ) and Lake Wānaka Tourism (LWT) are the two Regional Tourism Organisations (RTOs) responsible for destination marketing as well as destination management of the Queenstown Lakes District. The RTO's strategy has evolved to support the goals of *Travel to a thriving future* the district-wide destination management plan, as well as continuing to support the visitor economy with values aligned marketing, product development and capability building in line with regenerative tourism future. The future focus for the Queenstown Lakes RTOs will be communicating the values of our people and stories of our place in a meaningful way that goes beyond just promoting and selling the destination.

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		

Appendix 2



Te Horopaki o te Rautaki Strategic Context

Te tīaroaro ki ētahi atu rautaki Alignment to other strategies

This Strategy aligns to:

- Queenstown Lakes District Council Vision 2050 outcomes
- QLDC Grow Well Whaiora | Spatial Plan
- Haureka whakamu ki to ao taurikura/Towards a Thriving Future the district-wide Destination Management Plan
- Mahere Whakanorau Ōhaka Hukihuki mō kā Roto o Tāhuna Queenstown Lakes Economic Diversification Plan*
- Welcoming Communities Programme*
- He Rautaki Taonga Tuku Iho, Manuhiri Tūārangi hoki Department of Conservation Heritage and Visitor Strategy
- Three Lakes Cultural Trust Cultural Masterplan

Five interconnected strategic priorities, underpinned by foundational values provide the basis for a ten year vision and the roadmap to achieve this. The goals outlined reflect a collective community vision and commitment to build a vibrant, creative district that will contribute to the overall well-being of the district socially, culturally, economically, and environmentally.

**Welcoming Plan and Economic Diversification Plan are currently under development and will be finalised in 2024.*

Whanoka pono Guiding Principles

The guiding principles are the ways of thinking and acting that will bring this Strategy to life and are informed by the views and values we heard throughout the community hui.

1. Honour Te Tiriti and celebrate Te Ao Māori perspective.
2. Foster connection and collaboration - promote mutual support and solidarity to foster a sense of togetherness, share expertise, foster collaboration and connect generations.
3. Be curious in the journey to understand our identity, that are rooted in authentic connections to place, people, and history, all based on the distinct characteristics of our district.
4. Collective duty of care to protect our unique heritage.
5. Let love and joy envelop the work.

Te Horopaki O Kāi Tahu Kāi Tahu Context

Kāi Tahu have a deep connection to the Queenstown Lakes District. Whakatipu-Wai-Māori, Wānaka and Hāwea are iconic lakes of cultural and statutory significance to Kāi Tahu.

These lakes feature in the Waitaha iwi oral tradition and stories of that people's first occupation within Te Wai Pounamu. A number of pā (strongholds), kāika (settlements), nohoaka (camp sites), trails, and villages surrounded the lakes where more than one hundred generations lived. Tapu (sacred) waters have sustained many ecosystems important to Kāi Tahu.

All elements of the natural environment possess a mauri, a life force, and all forms of life are related. The mauri of whenua and wai taoka, lands and waterbodies, represent the essence that binds the physical and spiritual elements of all things together, generating and upholding all life. Mauri is therefore a critical element of the spiritual relationship of Kāi Tahu Whānui with the whenua, waterbodies and resources of the region. Kāi Tahu understand climate change through this paradigm of connectedness and relationship with the environment.

▶ The tūpuna (ancestors) had considerable knowledge of whakapapa, the traditional trails, tauraka waka, places for gathering kai and other taoka, and tīkaka for the proper and sustainable utilisation of resources of the area. All of these values remain important to Kāi Tahu today.

Kā uara o Kāi Tahu ki te rohe o kā roto o Tāhuna Kāi Tahu Values in Queenstown Lakes District

This Strategy seeks to deepen cultural understanding about the mana of tikaka, taoka and matauraka Māori (Māori knowledge, values and protocols). This document also aims to preserve our cultural heritage by protecting and celebrating cultural values, including sites and areas of Wāhi Tūpuna, and by restoring Kāi Tahu narratives, even within urban areas. The Kāi Tahu values framework is integral to this Strategy.

Value	Description	Application
Whanaukataka	Family and community focused	Ensuring consideration of the social implications of decisions to enable community and whānau connections and growth.
Manaakitaka	Hospitality	Demonstrating behaviour that acknowledges others, through the expression of aroha, hospitality, generosity, and mutual respect.
Rakatirataka	Leadership	Ensuring the treaty partnership is recognised to enable mana whenua leadership in decision making processes.
Haere whakamua	Future focused	Adopting a forward-looking orientation with future generations in mind.
Tikaka	Appropriate action	Ensuring consideration of the appropriateness of decisions that will have a bearing on social, economic, environmental, and cultural outcomes.
Kaitiakitaka	Stewardship	Enabling the inherited responsibility of mana whenua to support and protect people, the environment, knowledge, culture, language, and resources on behalf of future generations.
Mauri	Life force	Recognising the life force in all lands, waters, and the natural environment that stems from time immemorial, requiring a high duty of care for kaitiaki (and others) to maintain an intact and healthy mauri, ensuring that what is gifted from the Atua is not neglected.

Mānawa Kāi Tahu Kāi Tahu Outcomes

The contemporary presence of Kāi Tahu in the Queenstown Lakes centres on wise use, restoration and protection of the natural environment, incorporation of design elements into the physical environment that reflect mātauraka and Kāi Tahu associations, and an active role for Kāi Tahu in development opportunities.

The Spatial Plan identifies 10 key outcomes important to Kāi Tahu. The key outcomes supported by the Creativity, Culture and Heritage Strategy include:

- Kāi Tahu histories and cultural associations are visible providing cultural connection
- Cultural practices are supported and mahika kai access increased
- Wāhi Tūpuna and taonga are identified, protected and restored
- Mātauraka and Kāi Tahu policy guide development
- Economic opportunities provide for Kāi Tahu including through social procurement practice
- Active Treaty partnership leads planning and implementation with funding support
- Kāi Tahu whānau can afford to live and work in the district.

➤ The Creativity, Culture and Heritage Strategy has been developed in partnership with Kāi Tahu representatives to ensure its actions facilitate the delivery of these outcomes. It makes a commitment to these outcomes by taking a bicultural approach (see Foundation 1) which establishes a working relationships with Kāi Tahu representatives, honours our role as people of the Treaty, supports Te Ao Māori, and celebrates Kāi Tahutaka and mātauraka.

Ka pēhea tēnei mahere e hono ki ētahi atu mahere

How this Strategy sits with other plans

This Creativity, Culture and Heritage Strategy considers other key strategies, policies and plans to deliver a clear and consistent district-wide approach.

This Strategy will:

- Fulfill five of the eight Vision Beyond 2050 outcomes.
- Align with outcomes 4 and 5, and actions 12, 15 & 17 of The Queenstown Lakes Spatial Plan.
- Deliver against projects 1, 3, 6, 19 and supports project 13 of the district wide destination management plan Haereka whakamua ki to ao taurikura Towards a thriving future.

Vision Beyond 2050

A Unique Place. An Inspiring Future He Wāhi Tūhāhā. He Āmua Whakaohooho

In August 2018, a small and diverse group was convened to reflect the many voices and key concepts in the district, including tākata whenua, the rich heritage of the area, today's diverse communities, and the business and tourism perspectives.

The community voiced their vision for the Queenstown Lakes District to be a place for breathtaking creativity, thriving people, living Te Ao Māori and pride in sharing our places and to preserve and celebrate the district's cultural heritage.



Whakapuāwai Hapori **Thriving people**

Ours is a community with a strong heart and whānau roots that run deep.



Whakatinana i te ao Māori **Living te ao Māori**

Ours is a district that realises Te Tiriti o Waitangi and champions equity for all our people, now and into the future.



Whakaohooho Auahataka **Breathtaking creativity**

Surrounded by the endless inspiration of our landscapes, ours is a place that nurtures the arts, culture and the spirit of invention.



Kia noho tahi tātou kātoa **Pride in sharing our places**

Our district is a place where our quality of life is enhanced by growth through innovation and thoughtful management.



He ōhaka taurikura **Opportunities for all**

Our district is a place of social, environmental and technological enterprise.

Kā uara o Kāi Tahu ki te rohe o kā roto o Tāhuna **Kāi Tahu Values in the Queenstown Lakes District Spatial Plan**

The Grow Well Whaiora Partnership was established between Queenstown Lakes District Council, Kāi Tahu, Otago Regional Council and the Crown to respond to the district's urban growth challenges. The partnership has produced the district's first Spatial Plan. The Spatial Plan sets out how and where the district's growth will occur over the long term. It aims to deliver positive growth that benefits the environment, housing, access to jobs, community wellbeing and visitor experience.

The Spatial Plan seeks to make Kāi Tahu more visible and reflect Kāi Tahu values. It does this by protecting and celebrating cultural values, including sites and areas of wāhi tupuna, and by restoring Kāi Tahu narratives, including within urban areas. The Creativity and Culture Strategy is intended to give effect to Kāi Tahu values and to:

- Deepen cultural understanding about the mana of tikaka, taoka and matauraka Māori (Māori knowledge, values and protocols),
- Protect and celebrate cultural values, including sites and areas of Wāhi Tupuna.
- Restore Kāi Tahu narratives across the Queenstown Lakes District, including within urban areas.

2010 QLDC Heritage Strategy

The 2010 QLDC Heritage Strategy set out 30 actions to preserve the heritage assets in the district. This includes identification of heritage values, places and items (with mapping of archaeological sites and sites of significance); recognition and protection of heritage assets through a set of research and policy measures;

introducing robust processes and enforcement to ensure that heritage values, places and items are protected; building strong relationships with heritage agencies and groups; raising awareness of heritage assets through education and promotion measures; and continuous monitoring and review of the condition of heritage assets.

2015 QLDC Art in Public Places Policy

The 2015 QLDC Art in Public Places Policy determines the process for commissioning public art in the district, where the Lakes District Cultural Trust, established in 2000, has a mandate to foster a wide range of art and specifically to fund or partially support at least one public art work or cultural activity each year. The Trust is to minimise the cost of public art commissioning and acquisition to ratepayers by seeking independent funding, via donations and applications to funding agencies.

Our Community Spaces 2018

Our Community Spaces 2018 presents research into community groups, services and facilities in the Queenstown Lakes District. This report is being refreshed in 2024. The aspirations expressed by the arts community groups consulted include opportunities for sectors such as tourism and the arts to work together, and improved planning for arts facilities. Most of the arts groups consulted indicated that they desired a new facility in the next 3-5 years to continue and develop their operations.

Welcoming Communities Te Waharoa ki ngā Hapori

QLDC is proud to be a part of Welcoming Communities | Te Waharoa ki ngā Hapori, a programme to support newcomers to feel welcome and able to participate in the economic, civic, cultural and social life of their new community. The Welcoming Communities programme aims to make the district more welcoming for everyone. It focuses on achieving a Welcoming Communities Standard of eight elements which help benchmark what a welcoming and inclusive community looks like including:

- Inclusive Leadership
- Welcoming Communications
- Equitable Access
- Connected and Inclusive Communities
- Economic Development, Business and Employment
- Civic Engagement and Participation
- Welcoming Public Spaces
- Culture and Identity.

Haereka whakamua ki to ao taurikura Towards a thriving future

Queenstown Lakes District Regenerative Tourism Plan

Travel to a thriving future is Queenstown Lakes' roadmap to regenerative tourism by 2030. This Regenerative Tourism Plan is an output and a priority initiative of the Grow Well | Whaiora Spatial Plan. A partnership between Destination Queenstown, Lake Wānaka Tourism and the Queenstown Lakes District Council, with input from Kāi Tahu and the Department of Conservation.

Cultural Masterplan

In 2019, the Three Lakes Cultural Trust was established by the community to strengthen arts and culture in our community, aiding residents' wellbeing and our district's economic vitality and resilience. They commissioned global leading cultural expert Adrian Ellis to research and develop a Cultural Masterplan, to enable a blueprint to understand the opportunity for arts and culture in our community.

Other documents referenced:

- The New Zealand ICOMOS Charter for Conservation of Places of Cultural Heritage Value (1993)
- NZ Historic Places Trust's Sustainable Management of Historic Heritage Guidance Series (August 2007)
- QLDC Quality of Life Survey
- Otago Wellbeing Baseline Report, Otago Regional Council, June 2023

Appendix 3



Hātepe Process

Arts, culture and heritage have been identified as playing a key role in the Queenstown Lakes District on a number of critical dimensions: social, community, economic and individual. To build on the work underway and to accelerate the impact of creativity, culture and heritage, a steering committee was formed to support the development of a widely adopted, community lead strategy for the Queenstown Lakes District.

Over the span of 12 months a robust engagement process was put in place.

The community were invited to attend hui or contribute through promotion of the Draft Strategy.

Contributors included practitioners, educators, administrators, QLDC staff, community groups, businesses, students, and there was a very strong cross-section and representation of our diverse communities.

Professor Peter O'Connor and Dr Laura Ann Chubb from the Centre for Arts and Social Transformation (CAST) at the University of Auckland facilitated a process specifically for our youth.

Using co-design processes to reach "next steps thinking". A variety of creative and traditional co-design methods were applied to achieve these objectives. Workshop participants disclosed seven key factors.

Steering Committee: Gizelle Regan-Chair, Darren Rewi-Deputy Chair, David Clarke, Marie Day, Olivia Egerton and Jan Maxwell.

Project Management: Samantha Kirk, Three Lakes Cultural Trust, Suzanne Ellison Kāhui Tuawhenua Inland working group

Following on from this youth specific session there were six additional workshops held across the Queenstown Lakes District in Glenorchy, Queenstown, Arrowtown and Wānaka.

Creativity, culture and heritage specific sessions were facilitated by Johnny O'Donnell of O'Donnell & Co, a boutique firm specialising in culturally responsive Strategy, communications, and engagement. With strategist, facilitator and progress maker Kate Smith conducting 3 x wider community hui. Following the release of the first draft a second round of community consultation took place. Feedback from all of these sessions have informed the development of this Strategy. Which will be a platform for positive change to the way we view, approach and work together to nurture creativity and culture in our district. It will help us attract and focus resources to the right areas to ensure creativity and culture thrives in our communities.

Key findings summarised below:

- Participants expressed a desire for a non-commercial narrative that weaves together the threads of arts, culture, and heritage, fostering a sense of belonging and connection among the community.
- There is a very strong appetite for a more coordinated approach that would amplify efforts already underway, minimise duplication and competition.
- There is concern that the character of what makes this place special is being lost. Once gone it is irreplaceable.
- There is a real opportunity to celebrate and share our authentic stories better.
- Creating positive spaces and connections is critically important to community wellbeing, especially improved social cohesion. Storytelling and visible reflections of heritage and culture are important aspects of inclusivity and connection.
- Professional development opportunities are relatively non-existent in our district for those working in the creativity, culture and heritage space. We also face issues of continuity and succession planning.
- A network approach needs to be taken to the development of new infrastructure – physical, digital and social.
- Focus needs to be on improving approaches to funding to support increased collaboration, more effective financial outcomes, and improved opportunities.
- Insufficient funding, a lack of collaboration, a clear vision and leadership have been key barriers to progress. With affordable spaces and housing also coming up as primary concerns.



PUBLIC LIBRARY

LIBRARY
HOURS
WED. 3-4
SAT. 7-9

Pembroke Library, opened in the 1880's.
Photo supplied by Upper Clutha Historical Society



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