

From: Jeremy Mayall <jeremy@creativewaikato.co.nz>
Sent: Friday, 17 May 2024 1:19 pm
To: haveyoursay
Cc: Chair CreativeWaikato Trust Board; Des Ratima
Subject: Waitomo District Council Long Term Plan 2024-34 - Submission
Attachments: 1- Waitomo Council Submission - Creative Waikato.pdf; 2- Creative Waikato Briefing to Councillors 2024_final.pdf; 3- Waikato Creative Infrastructure Plan_2024-final.pdf

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Kia ora,

This email is in submission to the LTP for Waitomo District Council on behalf of Creative Waikato.

Our submission consists of 3 attached documents

1. Waitomo District Council submission 2024
2. Creative Waikato Briefing to Councillors
3. Waikato Creative Infrastructure Plan 2024

We submit this in response to the LTP, and with the purpose of continuing to develop and strengthen the strategic relationship we have with Waitomo District Council.

We request to speak at the hearings as proposed on the 28 May.

We would appreciate a reply email to indicate receipt of this submission.

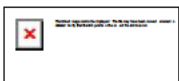
Ngā mihi nui,

Jeremy Mayall

--

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Submission by: Creative Waikato

This submission is made in response to Waitomo's Draft Long Term Plan 2024-34.

1. Council's activities

- Creative Waikato would firstly like to thank Waitomo District Council for the work it does. We appreciate that it is complicated and challenging having to balance so many competing priorities. We acknowledge the time and energy that goes into these processes.
- Creative Waikato supports Waitomo District Council's vision statement: Te hanga tahi o tatou Takiwa | Shaping Our District together
- Creative Waikato also supports council's outcomes: A district for all people, a prosperous district, a district that cares for its environment, a district that values culture. We have connected these outcomes with threads in the Waikato Arts Navigator - our regional arts strategy - see point 7.
- In addition to this submission, Creative Waikato has provided an LTP Councillor briefing and updated high-level infrastructure plan for your consideration. We outline these briefly in this submission.
- Creative Waikato is keen to ensure Council consults and engages with Creative Waikato as a key strategic partner that focuses on capability building in the arts, culture and creative ecosystem of Waikato.

2. Summary of Feedback in connection to Art, Culture and Creativity

Creative Waikato has identified the following opportunities for Council to consider when finalising the 2024/2034 LTP:

Shaping the last 3 years

- Creative Waikato commends council on the support of community facilities including the creation of the Gallagher Recreation Centre in partnership with Te Kūiti High School and the Ministry of Education, and upgrades to the Piopio Memorial Hall.
- Creative Waikato commends council's support of events which bring the community together, including the Christmas parade, Matariki, and the Great NZ Muster.
- Creative Waikato encourages council to continue to strengthen and support Māori representation in council decision-making, and encourage council to continue to build close relationships and meaningful partnership with community, iwi, and mana whenua.
- Creative Waikato encourages council to continue to work its communities to realise its community outcomes, including: a district that values culture. Council has the opportunity to support and enable local creatives and communities to work to honour the whakapapa of Waitomo district, and create and enable cultural, creative, and recreational activities where traditions, heritage, and arts are celebrated.

- Creative Waikato encourages council to support and enable groups, spaces and events that support the cultural and social wellbeing of the Waitomo community- including libraries, museums, and other community spaces.
- There are a number of community-led initiatives and organisations that add notable value to the district, we encourage council to invest in those strengths and work with those groups to better serve your communities.

Climate Change

Responding to climate change is a major theme of this Long Term Plan, and in the Infrastructure Plan that feeds into it. Creative Waikato acknowledges the projected climate impacts identified by council, including extreme rainfall events, changes in average annual rainfall, sea-level rise, and storm surges.

- Arts and culture can be used to promote walking and cycling, and activate the improved access to existing attractions and focal points, which council has prioritised.
- Creatives and artists can help to educate the public about reducing waste, and conserving water, and so improve the wellbeing of our district and build resilience for the future.
- Arts and culture can be used to support community connection to prepare for and respond to climate change and emergency.
- If council would like to explore ways to work with artists to do this work, Creative Waikato is happy to help.

Funding and future of our Rural Halls

- Community spaces are key community infrastructure. They provide shared and accessible space to support social cohesion and connection in times of need such as weather events and disasters.
- Creative Waikato encourages council to consult thoroughly with its local community around the value of the eight halls that council currently funds, including a needs assessment, and identifying current barriers to use.
- It is essential to invest in the 'soft infrastructure', the people and programmes that activate infrastructure such as these halls. It is key to support and invest in the promotion of these spaces, as well as the collection of usage and impact data of these spaces.
- Creative Waikato acknowledges efforts regarding town beautification and local events, which build community pride. It has also been pleasing to see the Les Munro Centre being utilised for community, health, wellbeing and arts events. These centres provide opportunities for communities to connect and share knowledge and ideas.
- If transferring ownership of these spaces to community groups, it is essential to consider the burden of ongoing maintenance and capital works to maintain this key community infrastructure. There are limited streams of funding to support communities in applying for capital expenditure, and maintenance needs will only increase over time.

- Creative Waikato encourages council to engage best practice around any Community Asset Transfer processes which may occur. This should ideally mean not placing unnecessary burden on community groups, investing in strengths and supporting ongoing processes where community groups provide these important accessible spaces in partnership with councils.

Elder persons housing

- Creative Waikato encourages council to prioritise the wellbeing of elders. Because employment in the arts and creative sectors is inconsistent, it is difficult for people working in those sectors to maintain a regular wage, and if they do, it is lower than average. This affects the ability of those who work in the creative sector to save money for retirement.

3. Strategic initiatives

Creative Waikato has led key strategic initiatives which have contributed to long-term impact in the areas of arts, culture and creativity in the Waikato region. These initiatives include:

- Waikato Arts Navigator 2023 - A shared framework, including a vision and strategy, for supporting and strengthening our arts and culture in the region. It guides planning and decision making.
- Performing Arts Strategy 2023 - A strategy informed by the performing arts sector which builds on the strengths of local performing arts activity and connects with the new Waikato Regional Theatre.
- Waikato Creative Infrastructure Plan 2024 - A high-level update on the Waikato Creative Infrastructure report originally prepared in 2014.
- Wellbeing and Arts, Culture and Creativity in the Waikato 2022 - Social impact reports that assess the impact of arts, culture and creativity on the people of the Waikato region.

Additional Strategic Outcomes: Maintaining relationships with Creative New Zealand, Ministry of Culture and Heritage, NZ Music Commission, Regional Arts Network Aotearoa, and Te Ora Auaha to support positive outcomes through funding and support for Waikato artists.

4. Creative Waikato mahi in the Waitomo district

In addition to the above strategic initiatives, Creative Waikato has provided significant capability building support in the Waitomo District, which has included a range of targeted offerings. Examples of the programmes we provide are:

- **Elevate** - A funded e-learning programme to provide creatives with resources and tools to build sustainable creative careers

- **Creativity Every Day** - A first-of-its-kind innovative programme designed to bring creativity into daily routine at work or at home. Delivered to many businesses and organisations.
- **ArtReach** - A community-focused creative development workshop series. Presented in an e-learning video format to ensure accessibility, used as an example of good practice nationally. Workshops include: Governance, Strategic Planning, Evaluation, Impact and Insights and more.
- **Things to do** - A community guide to creative events in the Waikato region.
- **Kotahitanga** - A movement and campaign to combat racism and bring the community together through the accessible power of creativity.
- **Creative Acts of Kindness** - A project which commissioned local artists to celebrate kindness using their arts practice.

Creative Waikato has also undertaken work with Waitomo District Council and their communities. Recent examples are below:

Previous engagement with Council

- Developed Waitomo District arts, culture and creativity profile.
- Presentation on post-covid recovery arts solutions.
- Presentation of Waikato Arts Navigator (Regional Arts Strategy).

Community outreach evening held in Ōtorohanga (Waitomo artists)

This outreach evening is an opportunity for local artists and creatives to come together to share and connect with one another and the Creative Waikato Creative Development team. The following are some of the artists who were in attendance.

- Mysteeq Taukiri, an 18 year-old slam poet working in the Waitomo Chateaus, originally from Hauturu.
- Justice Tapara, a raranga practitioner from Waitomo, and other young wāhine discussed their creative practices, their goals to create a sustainable legacy of toi māori creative practice that can include their tamariki, and focused on the exploration of their whakapapa.
- Ariāhuia is the digital communications lead, media manager and videographer for Te Nehenehenui Trust. A graphic designer, she is also a multi-disciplinary visual artist. She is deputy chair of Ngā Manu Taki Ata, Te Rōpu Rangatahi o Te Nehenehenui, and Chair of a youth representative board for the Waikato Regional Council.
- Dan and Kiana Ormsby Ngā Toi Māori artists who have built reputable art practices, both locally and nationally.

There is further planned community engagement in the Waitomo District for the end of May.

5. Embedding Arts, Culture and Creativity

Waitomo Council plays a pivotal role in the wider ecosystem¹ in supporting arts, culture and creativity to thrive. To achieve the broadest possible impact, it is essential to view the contribution of arts, culture and creativity as part of a system which affects all facets of society. This system-based approach acknowledges cross-sector opportunities to enable effective outcomes and deliver better public services. This ecosystem approach is fundamental to the Waikato Arts Navigator - our regional arts strategy.

6. Waitomo Council's Priority Areas and alignment with the Waikato Arts Navigator

- The Waikato Arts Navigator is a shared framework that helps community enablers achieve broader impact and focus on community benefit, with a vision and strategy to support and strengthen arts, culture and creativity in the region.
- Waitomo District Council's vision is for: Te hanga tahi o tatou Takiwa | Shaping Our District together

Alignment of Waitomo District Council's guiding pou and strategic priority areas, and the Waikato Arts Navigator threads are outlined in pages 6-8 below.

¹ Details on the ecosystem and council's involvement can be found in the Waikato Arts Navigator Regional Arts Strategy, the Creative Waikato Briefing for Councillors, and the Waikato Creative Infrastructure Plan, available on the Creative Waikato Website: <https://creativewaikato.co.nz/>

Alignment of Waitomo District strategic priority areas and the Waikato Arts Navigator threads

Priority Area	This means	Waikato Arts Navigator thread	
A district for all people	Our district is a great place to live because it is accessible, safe, affordable, and inclusive. We promote health, wellbeing, and participation.	Creative wellbeing	<ul style="list-style-type: none"> - Hauora and wellbeing - Positive collective and individual identities - Create, grow and strengthen communities - Inspired responses to challenges - Strengthened connection to place
		Creative prosperity	<ul style="list-style-type: none"> - Creative economies - Attract and retain residents - Tourism opportunities - Positive national perceptions - Increased investment from funders
		Creative experiences	<ul style="list-style-type: none"> - People experience local, national, international arts - Community and cultural expression - Recreation and interaction - Community engagement and connection - Local pride
		Creative education	<ul style="list-style-type: none"> - Participatory art projects - Upskilling creative professionals - Community art classes and projects - Youth development - Audience development
		Creative innovation	<ul style="list-style-type: none"> - Business partnerships - Informing local government decision making - Local problem solving - Distinct local expression - Creative export opportunities

A district that values culture	We value the whakapapa of our district, and we promote cultural, creative and recreational activities where traditions, heritage, and arts are celebrated.	Creative wellbeing	<ul style="list-style-type: none"> - Hauora and wellbeing - Positive collective and individual identities - Create, grow and strengthen communities - Inspired responses to challenges - Strengthened connection to place
		Creative prosperity	<ul style="list-style-type: none"> - Creative economies - Attract and retain residents
		Creative experiences	<ul style="list-style-type: none"> - People experience local, national and international arts - Community and cultural expression - Recreation and interaction - Community engagement and connection - Local pride
		Creative education	<ul style="list-style-type: none"> - Participatory art projects - Upskilling creative professionals - Community art classes and projects - Youth development - Audience development
		Creative innovation	<ul style="list-style-type: none"> - Informing local government decision making - Local problem solving - Distinct local expression
A prosperous district	We enable a thriving and sustainable economy to create greater benefits for everyone.	Creative wellbeing	<ul style="list-style-type: none"> - Create, grown and strengthen communities - Inspired responses to challenges - Strengthened connection to place
		Creative prosperity	<ul style="list-style-type: none"> - Creative economies - Attract and retain residents - Tourism opportunities - Increased investment from funders

		Creative experiences	<ul style="list-style-type: none"> - Community engagement and connection - Local pride
		Creative education	<ul style="list-style-type: none"> - Upskilling creative professionals - Youth development - Audience development
		Creative innovation	<ul style="list-style-type: none"> - Business partnerships - Informing local government decision-making - Local problem solving - Distinct local expression
A district that cares for its environment	We ensure the wise use and management of all land and resources now and for future generations	Creative wellbeing	<ul style="list-style-type: none"> - Hauora and wellbeing - Positive collective and individual identities - Create, grow and strengthen communities - Inspired responses to challenges - Strengthened connection to place
		Creative experiences	<ul style="list-style-type: none"> - Community cultural expression - Recreation and interaction - Community engagement and connection - Local pride
		Creative education	<ul style="list-style-type: none"> - Participatory arts projects - Community art classes and projects - Youth development
		Creative innovation	<ul style="list-style-type: none"> - Business partnerships - Informing local government decision making - Local problem solving - Distinct local expression - Creative export opportunities

7. Arts, culture and creativity connect across Council department areas

An LTP Councillor briefing document has been provided as part of this submission.

- While this document is cognisant of the current financial situation and social environment, the aim is to present a range of possibilities that may extend current thinking, and explore cross department/sector/locale opportunities for collaborative outcomes.
- The attached briefing document outlines concrete examples of the many and diverse ways that arts, culture and creativity connect across departments within Council.
- Creative Waikato can work with council to explore how this might work in practice with your teams.

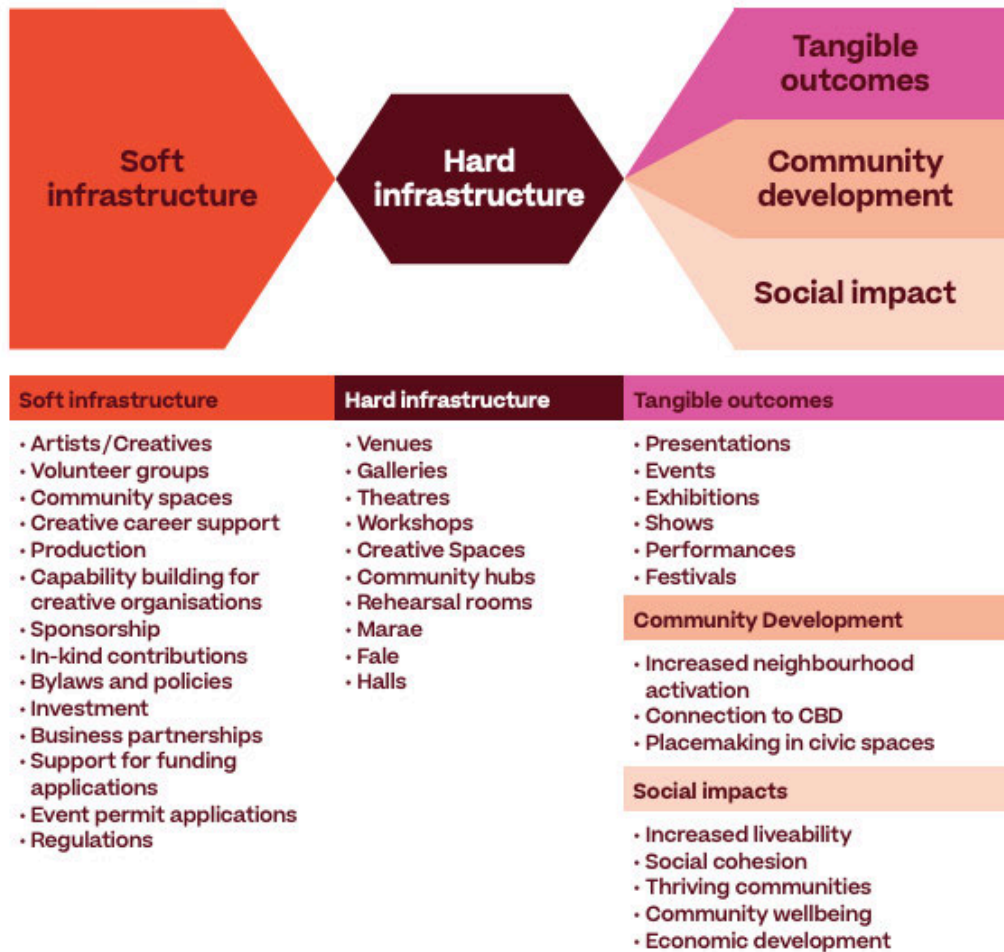
8. Importance of soft infrastructure - people and services

In addition to the LTP Councillor Briefing document, Creative Waikato has also provided an updated Infrastructure Plan which is an initial high-level scan of hard and soft infrastructure in the Waikato. This plan builds on an initial report that was developed in 2014.

A previous lack of data, insight, and sustainable investment have shaped potential issues for the ongoing sustainability of our essential soft infrastructure.

- Soft infrastructure is associated with the development of human and social capital integral to community-building and the promotion of ‘high quality’ living². It is the mahi and expertise required to activate hard infrastructure. Forms of soft infrastructure include programmes and facilitators in libraries, museums and other community resources.
- Whilst hard infrastructure (facilities, venues etc) is important, it is the people (soft infrastructure) that are most important. Supporting those people and services which activate hard infrastructure contributes to thriving communities.

² Brail, S., Mizrokhi, E. and Ralston, S. (2017) ‘Examining the transformation of Regent Park, Toronto’, in: N. Wise and J. Clark (eds). *Urban Transformations: Geographies of Renewal and Creative Change* pp. 177-194; London: Routledge in Cambridge Centre for Housing & Planning Research ‘Infrastructure, placemaking and sustainability’ A Report for Places for People (May 2020)
https://www.cchpr.landecon.cam.ac.uk/files/documents/DownloadTemplate_49.pdf



9. Investing in communities and arts, culture and creativity

The collective toll of Covid-19, climate change and the cost of living crisis on our communities has been immense.

9.a - The Role of Council

- It is Council's role to enable and support creative infrastructure.
- Cultural wellbeing, alongside social wellbeing, are legislated delivery outcomes for local government, and are worthy of prioritised value and sustained investment.
- Arts, culture, creativity and ngaa toi Maaori can make significant contributions to thriving communities if they are supported. The community already makes a significant contribution to these areas through investment, in-kind support, volunteer time, and creative skill; it is essential that the council maintains investment into this sector.

9.b - Economic considerations

- The creative sector is one of the fastest growing sectors for economic development in Aotearoa, with the potential for international export alongside local activation. Community activity creates essential learning and development pathways for creative professionals.

- Artistic activity is a contributor to vibrant and thriving places, and the wellbeing of communities, both now and in the future.
- Engagement in creative activity in and around the workplace makes measurable contributions to productivity, innovation, and mental health.
- Toi Maaori is a significant asset in Aotearoa, and is a contributor to international interest in tourism, and connection to place. Waitomo Council has the potential to increase support to ngaa toi Maaori, and to enhance the skilled practitioners based in this district to highlight this opportunity for growth and development.

9.c - Wellbeing and Impact

- Impact is not only measured in terms of financial return and asset utilisation, but also wellbeing, and the ways in which these experiences contribute to things like community cohesion, connection to place and land and self.
- Arts activity, like public art, events, concerts and theatrical performances contribute to civic, amenity and cultural value, which has implications for changing perceptions about the region, and supporting future growth.
- Beyond economic measures, the impacts of the creative community on social and cultural wellbeing are also significant. In-depth Waikato-focussed research from 2022 showed that regular access and perceived access to arts, culture and creativity is a significant driver of individual wellbeing. This can contribute to better mental health outcomes, but also shows measurable connection to social cohesion, community connection, civic pride, and sense of identity.

At a time of increased need, now is the time to invest in people. Support the people who provide positive outcomes for diverse communities. Art, culture, and creativity sits alongside social services, kai, health, education, environment, and community connection as interwoven components of thriving communities. These things require civic investment as a part of ensuring community access. This forms part of the public good component of local government.

10. Strategic Waikato Relationships and Partnerships

- Creative Waikato wishes to build on its support and service delivery in the Waitomo District. This is about having a strategic view of the district, and this could be strengthened in partnership with the council.
- By developing a formalised strategic partnership council would be able to better leverage the expertise and resources of Creative Waikato. The council can effectively address the diverse needs and aspirations of our communities and foster holistic wellbeing outcomes.
- Establishing a strategic relationship with Creative Waikato would offer several benefits to the Waitomo District Council. Creative Waikato's services include capability building, strategic advice, research, insights, stakeholder engagement, community support and development. Creative Waikato has a depth of insights and local knowledge of the needs and aspirations of local communities within the region.

- Creative Waikato is well positioned to share our insights with the council in designing policies, programs, and initiatives that are more responsive and tailored to the specific needs of the community. A strategic relationship with Creative Waikato would strengthen the effectiveness and inclusivity in the council's efforts to promote cultural wellbeing and community connection in the Waitomo district.
- Creative Waikato would like to develop a formalised strategic relationship with Waitomo District Council, request consideration for this kind of partnership investment as also modelled in the relationship with Sport Waikato.

11. Specific Recommendations:

We request ongoing strategic investment of \$30K per annum, as part a service agreement with contribution to:

- a. Continued development and implementation of the Waikato Arts Navigator Strategy, along with an 'Arts Action Plan' for Waitomo council to provide a high-level strategy for how Council can further integrate arts, culture and creativity into what they do
- b. Additional Investment to deliver:
 - i. Cultural wellbeing outcomes with community
 - ii. Regional arts strategic activation
 - iii. Creative capability building in local communities
 - iv. Contribution to local and regional research and insights (including the Waikato Creative Infrastructure Plan).
- c. A high-level proposal and scope can be provided if required.

Creative Waikato formally thank Waitomo District Council for the opportunity to make this submission.

Creative Waikato wish to be heard in support of this submission at a hearing.

Submitted by:

Sam Cunnane
Board Chair

Dr. Jeremy Mayall
CEO

On behalf of Creative Waikato

hello@creativewaikato.co.nz

Additional attachments:

Creative Waikato Briefing to Councillors 2024
Waikato Creative Infrastructure Plan 2024

Briefing to Councillors

2024



Arts, Culture,
Creativity
and Ngaa Toi
Maaori support
a thriving
Waikato region.

Contents

The local context	4
Importance of local government	5
Understanding the creative ecosystem	6
Broad areas of connection to council departments	9
Council-specific areas of consideration	28
Who we are	42
Our vision	43
What we can do for councils, elected councillors and staff	45
Next steps	38

Arts, culture, creativity and ngaa toi Maaori helps to build resilient and diverse communities and improve our quality of life.

Great art and culture inspires learning, boosts our economy, enhances wellbeing, builds regional and national reputation, and more. The role of arts, culture, creativity and ngaa toi Maaori has powerful potential in enabling councils with tools that enable them to think differently and provide unique solutions to complex issues.

Arts, culture and creativity and ngaa toi Maaori can also be used as ideal problem-solving tools to help us with major and ongoing challenges, aiding recovery and building resilience.

Arts and culture do not sit in isolation, and are woven through all facets of thriving societies. Collaborating with, and taking the leadership of Maaori is key to creating thriving communities. The embedding of arts, culture and creativity in all elements of government influence will add value and increase opportunity.

When arts and creativity is strong and visible, communities are strong and visible.

It is important for government, industry and sector leaders to see artists as a more embedded component within the rest of society. This encourages the creation of a collaborative space where the value of artists in society can be better recognised and utilised. A diverse but interconnected ecosystem of arts infrastructure (both hard and soft) would provide clear pathways for artists and community members at any stage of the journey.

The local context

It is hard to ignore societal, regional and local contexts when considering the role and impact of the decisions and investments made by local governments.

While this document is cognisant of the current financial situation and social environment, the aim is to present a range of possibilities that may extend current thinking, and explore cross department/sector/locale opportunities for collaborative outcomes.

Creative Waikato's intention is to support local councils to embrace imaginative and innovative possibilities for alternative ways of working that can lead to better outcomes, through positive community engagement and alongside sensible investment that considers the impact of our actions on future generations.

Importance of local government

The rate of change over the past few decades with shifting demographics, urbanisation and climate change has and will have a significant impact on the landscape of local government.

The role councils play in delivering outcomes for communities and our society into the future will become critical moving forward.¹

There is an increasing need for councils (both governance and staff)

to engage with communities and encourage community participation in decision-making, and to consider the needs of people currently living in communities and those who will live there in the future.

¹ LGNZ 'Briefing to the Incoming Minister November 2023' p.8 https://d1peppq1a2249p5.cloudfront.net/media/documents/LGNZ-Briefing-to-the-Incoming-Government-2023_1.pdf

Understanding the creative ecosystem

To achieve the broadest possible impact, it is beneficial to view the contribution of arts, culture and creativity as part of a system across all facets of local government activity.

This system-based approach acknowledges cross-sector opportunities to enable effective outcomes and deliver better public services. This ecosystem approach is fundamental to our regional arts strategy.²

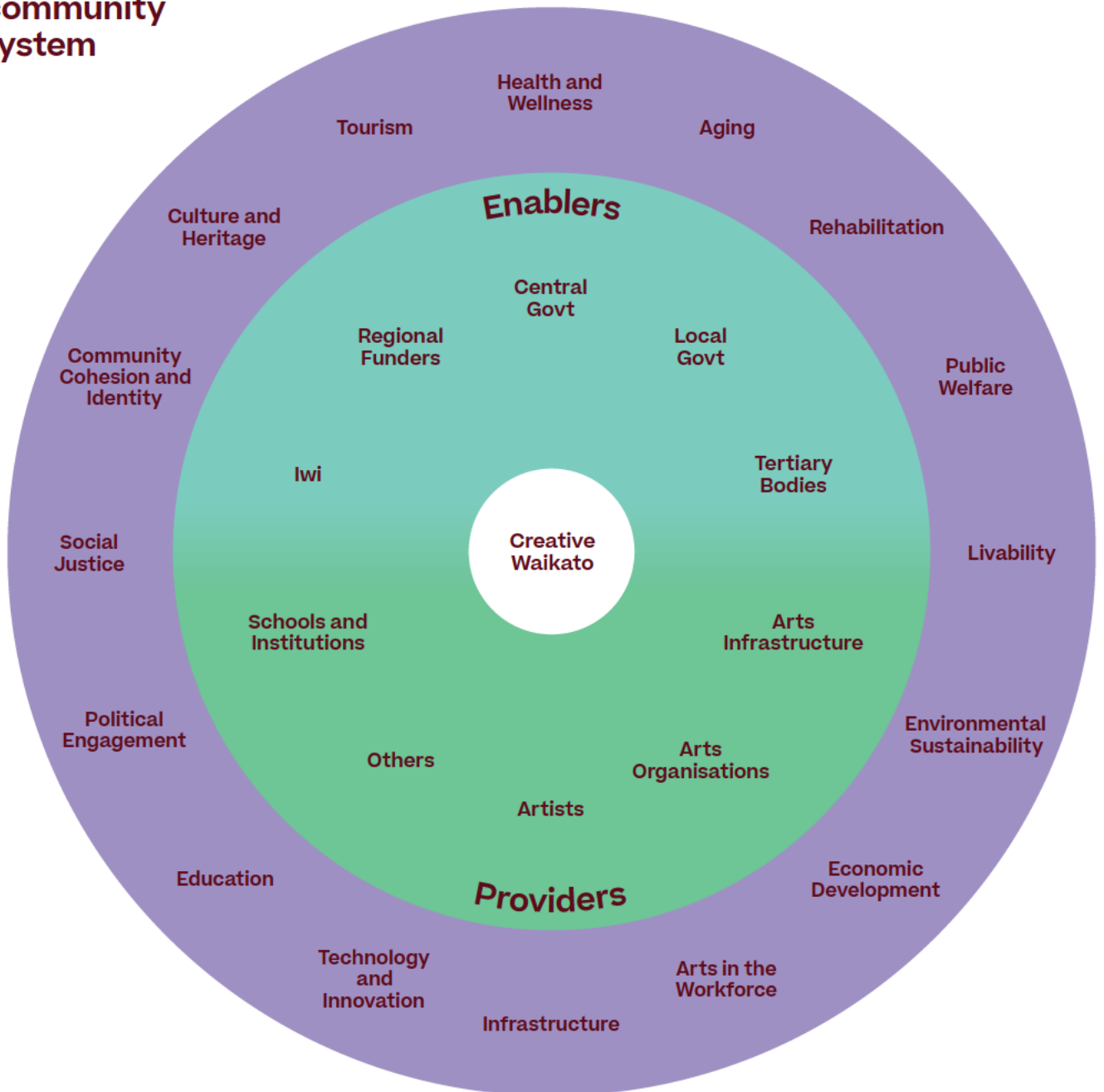
We present this briefing by examining a range of discrete but interconnected elements which can be combined to create more significant impacts than the individual parts. We believe this approach, in partnership

with sector-informed localised delivery, can enable greater outcomes and efficiencies, to better enable robust change in local communities.

Here we present a systems map that highlights opportunities for positive local government influence when working with local and regional partners. This provides a high-level scope for change, with an indication of intersections, and connections into other government systems and structures.

² <https://creativewaikato.co.nz/advocacy/strategy-space>

Arts as part of our community ecosystem



Health and Wellness
 Wellbeing for individuals
 Better care for each other
 Increased quality of life

Aging
 Physical and mental stimulation
 Entertainment
 Social interaction

Rehabilitation
 Purpose
 Self-care
 Social interaction
 Capability development

Public Welfare
 Community pride
 Mutual trust
 Safer and healthier communities

Livability
 Arts create vibrant cities
 Environmental impact
 Quality of life

Environmental Sustainability
 Education and innovation
 Advocating and driving awareness
 Communication

Economic Development
 Economic wellbeing
 Support services and impact
 Sustainable funding
 Workforce development

Arts in the Workforce
 Well-rounded workers who drive innovation
 Creative thinkers
 Effective communicators

Infrastructure
 Advocacy, communication, design, breaking down barriers
 Agriculture, food, transport, housing, planning and community development

Technology and Innovation
 Symbiotic relationship for creation and development
 Technology can be used to create and disseminate art

Education
 Arts are part of a well-rounded education
 Curiosity and exploration
 Important at all levels of education

Political Engagement
 Can encourage political engagement, voting, and activation

Social Justice
 Civic dialogue to discuss issues and policies
 Arts facilitate dialogue

Community Cohesion and Identity
 Binds people together through shared experience
 Creates common vision for the future
 Arts bring people together

Culture and Heritage
 Art activity
 Diversity/access/identity
 History and tradition

Tourism
 Economic impact
 Empathy between communities
 Arts for travel

Arts, culture and creativity is an essential contributor to public infrastructure. It is a core component of vibrant, growing communities, and is a public good. It is an enabler and indicator of a thriving society.

Arts, culture and creativity is best understood not as discrete or siloed activity, but as something which is essential and intrinsic to all aspects of public life. A cross-sector approach will be of best benefit for achieving the goals of this government and the people it serves.

Broad areas of connection to council departments

Health and Wellbeing	10
Liveability	12
Community Cohesion and Identity	14
Culture and Heritage	16
Economic Development	18
Tourism	20
Technology and Innovation	22
Environmental Sustainability	24

The following sections explore some high-level themes that can be implemented throughout the indicated system areas included in the ecosystem map. These elements are presented with a brief discussion

of the key opportunities for positive impact and innovative change. These are matched with local government departments and example initiatives that could be supported through localised investment and activation.

Health and Wellbeing

Creativity is essential to community and individual wellbeing, and can be deployed in health treatments and settings.

There is a wealth of global evidence that reinforces the opportunity to shape better long-term outcomes through the inclusion of arts and creativity as a component of health treatment and recovery plans – this includes mental health.

Creative Wellbeing is a facet of holistic wellbeing, which embraces Maaori understandings of Hauora, as expressed in Te Whare Tapa Whā model.³ It can be a lens through which to address physical, mental and emotional, family and social and spiritual wellbeing, as well as the need to connect with the whenua.⁴

‘On average, Waikato residents who self-report having a high level of engagement with arts, culture and creativity have higher wellbeing than those who have little or no engagement. For all Waikato

residents, engagement with arts, culture and creativity has a positive relationship with overall wellbeing. The more often they attend, create or participate in artistic and cultural events, the higher their wellbeing is likely to be. This holds true regardless of engagement level or relationship with the creative sector.⁵

In Waikato, those who report being highly engaged with arts, culture and creativity have 5% higher overall wellbeing as compared to those with little or no engagement.⁶

Research has shown that recreational arts can support mental wellbeing. ‘Those who engaged in 100 or more hours/year of arts engagement (i.e. two or more hours/week) reported significantly better mental well-being than other levels of engagement.’⁷

3 Sir Mason Durie, ‘Te Whare Tapa Whā’, Mental Health Foundation <https://mentalhealth.org.nz/te-whare-tapa-wha>

4 *ibid.*

5 Huber Social, ‘Wellbeing and Arts, Culture and Creativity in Waikato’ (Sydney: Huber Social, 2022), p.3, <https://creativewaikato.co.nz/advocacy/researchandreports>

6 Huber Social, Wellbeing and Arts, Culture and Creativity in Waikato, p.22.

7 Christina Davies, Matthew Knuiman & Michael Rosenberg, ‘The art of being mentally healthy: a study to quantify the relationship between recreational arts engagement and mental well-being in the general population, BMC Public Health, vol.16, <https://bmcpublichealth.biomedcentral.com/articles/10.1186/s12889-015-2672-7>

SUGGESTED ACTIVITY FOR 2024-2027

Support the activation of diverse art, culture and creativity in local spaces to support community access. This can be through both investment, and in supporting community use of space.

Share stories through council comms channels of local creative activity to support growing audiences and engagement.

Invest in locally-based creative spaces to support access and engagement.

Explore community-based artist-in-residence initiatives to encourage positive community outcomes through creative activity (see Whiria Te Tāngata as an example).¹⁰

CONNECTED COUNCIL DEPARTMENT AREAS

Community Services and Facilities	Plans, Policies and Bylaws
Parks and Reserves	Budgets
Open spaces	Policies
Playgrounds	Bylaws
Libraries	Reports
Heritage	Strategies
Venues, Tourism and Events	Communication and Marketing
Infrastructure	Provision of information to news media and stakeholder
Theatres	Internal communications
Community Halls	Supporting engagement and consultation activities
	Managing online and print channels

40%

of New Zealanders say that the arts are important to their wellbeing.⁸

26%

shared that the arts have become more important to their personal wellbeing since Covid-19 arrived in Aotearoa.⁹

8 Creative New Zealand, 'New Zealanders and the Arts 2020', <https://creativenz.govt.nz/development-and-resources/new-zealanders-and-the-arts---ko-aotearoa-me-ona-toi>, p.10.

9 <https://creativenz.govt.nz/development-and-resources/new-zealanders-and-the-arts---ko-aotearoa-me-ona-toi>, p.10.

10 Creative Waikato, 'You're going to want to hear about Whiria te Tangata', <https://creativewaikato.co.nz/news/youre-going-to-want-to-hear-about-whiria-te-tangata>

Liveability

Liveability is an important concern in planning for population growth and housing intensification. It is key that our towns and cities contain accessible spaces where communities can connect, and that public spaces are welcoming to ensure that they are fully utilised.

‘Placemaking’ is a powerful governmental tool for engaging communities in the planning, design and management of their shared public assets.

Placemaking shows people just how powerful their collective vision can be. It helps them to re-imagine everyday spaces, and to see anew the potential of parks, city centres, neighbourhoods, streets, markets and public buildings.¹¹ Given that arts and culture increase connection to community and place, the creative sector and their interests should be represented in placemaking discussions.

Arts, culture and creativity provide useful skills and spaces for the creation, development and expression of local identity and stories. These generate a sense of identity and community pride, as well as contributing to communities being a vibrant and safe place to live.¹²

There is a growing public agreement for support for the arts. Agreement with local councils giving money to support the arts has grown significantly from 2017–2020. In Waikato, this has increased 13%.¹³

‘Around six in ten Waikato residents feel the arts are important in creating a vibrant place to live, and in their community’s future. They also want their community to be recognised as a place that supports the arts. [...] Fifty seven percent also feel that the arts benefit communities by contributing to resilience and wellbeing while 50% feel their community would be a poorer place without the arts.’¹⁴

‘Being highly engaged with arts, culture and creativity means that residents are also more likely to have stronger connections to community and to land and place’¹⁵

11 Project for Public Spaces ‘What is Placemaking’ <https://www.pps.org/article/what-is-placemaking>

12 Ministry of Culture and Heritage, *Valuing the Arts in Australia and Aotearoa New Zealand* (2022), <https://www.mch.govt.nz/publications/valuing-arts-australia-and-aotearoa-new-zealand>

13 Creative New Zealand, *New Zealand and the Arts: Ko Aotearoa me ōna Toi* (2020), p. 47.

14 Creative New Zealand, ‘Survey Findings for Waikato Residents’, (2020), p. 21 https://creativenz.govt.nz/-/media/project/creative-nz/creativenz/legacy-images/ckeditor/attachments/nzarts_waikato_final.pdf

15 Huber Social, ‘Wellbeing and Arts, Culture and Creativity in Waikato’ (Sydney: Huber Social, 2022), p. 28, <https://creativewaikato.co.nz/advocacy/researchandreports>.

67%

of New Zealanders agree it is important that where they live is recognised as a place that supports excellence in the arts

66%

believe that major arts facilities are important to create a vibrant place to live¹⁶

SUGGESTED ACTIVITY FOR 2024-2027

Activate public spaces with arts-based play activities, and the creation of playable spaces that tell stories.

Utilise public art (murals, sculpture, light) to support the creation of safer spaces for all people.¹⁷

Embed artistic expression and cultural narratives in large-scale infrastructure projects to create unique regional identities.

Work with community partners to support the provision of accessible creative spaces and local storytelling.

Advocate to the central government for the development of a Provincial Arts Fund (similar to the Provincial Growth Fund) to support improved community liveability outcomes.¹⁸

Explore and articulate the contribution made by arts activity, festivals and public art to the value of space, place and community in strategies, reports, and public communications.

CONNECTED COUNCIL DEPARTMENT AREAS

<ul style="list-style-type: none"> Community Services and Facilities Parks and Reserves Open spaces Playgrounds Libraries Heritage Property Services – Community Land and Buildings Housing for the Elderly Emergency Management Venues, Tourism and Events Infrastructure Theatres Community Halls I-sites 	<ul style="list-style-type: none"> Transport, Roading and Footpaths Roads Footpaths and Cycleways Road Safety Interventions and Education Plans, Policies and Bylaws Budgets Policies Bylaws Reports Strategies Communication and Marketing Provision of information to news media and stakeholder Internal communications Supporting engagement and consultation activities Managing online and print channels
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¹⁶ Creative New Zealand, New Zealand and the Arts: Ko Aotearoa me ōna Toi (2020), <https://creativenz.govt.nz/development-and-resources/new-zealanders-and-the-arts---ko-aotearoa-me-ona-toi>, p.12.

¹⁷ National Opinion Research Centre (USA), The Outcomes of Arts Engagement for Individuals and Communities (2021), <https://www.norc.org/content/dam/norc-org/pdfs/NORC%20Outcomes%20of%20Arts%20Engagement%20-%20Full%20Report.pdf>

¹⁸ Regional Economic Development and Investment Unit | Kānoa, 'The Provincial Growth Fund', <https://www.growregions.govt.nz/established-funds/what-we-have-funded/the-provincial-growth-fund/>

Community Cohesion and Identity

Community cohesion and identity is key to collective wellbeing and a safe and productive society. Participation in community organisations and arts, culture and creative activities positively contributes to community connection.

In these times, community cohesion is an important protective factor in the face of rapid change, polarisation, and disasters. In particular, social inclusion is a powerful determinant of wellbeing.¹⁹

‘Over the next 30 years, Aotearoa New Zealand’s population of seniors will grow from around 850,000 (17 percent of the population) to around 1.5 million (24 percent of the population). And it is not only growing numerically, but also structurally.’²⁰ Artistic, cultural and creative activities can be a powerful way to bring senior and isolated people together, and support wellbeing.

Long-term loneliness has been proven to negatively affect physical and mental wellbeing outcomes.²¹ Worldwide, it is estimated that 25% of older people are isolated.²²

The arts improve inter-generational relationships and connection to family and friends. “The arts act as a catalyst for bridging, bonding and linking social capital—it provides opportunities for engagement that reduce social isolation, encourages community cohesion, mutual support, improved intergenerational relationships and connection to family and friends.”²³

¹⁹ World Health Organization, ‘Social Determinants of Health’, https://www.who.int/health-topics/social-determinants-of-health#tab=tab_1.

²⁰ Ministry of Housing and Urban Development, ‘The long-term implications of our ageing population for our housing and urban futures’, <https://www.hud.govt.nz/news/the-long-term-implications-of-our-ageing-population-for-our-housing-and-urban-futures/>

²¹ World Health Organization, ‘Decade of healthy Ageing, Advocacy Brief: Social Isolation and Loneliness Among Older People’, p.2, <https://www.who.int/publications/i/item/9789240030749>.

²² World Health Organisation, ‘WHO Commission on Social Connection’, <https://www.who.int/groups/commission-on-social-connection>.

²³ VicHealth, ‘The arts and creative industries in health promotion’, (2020) p.17, https://www.vichealth.vic.gov.au/sites/default/files/VH_Sax-Arts-Review.pdf.

SUGGESTED ACTIVITY FOR 2024-2027

Support community groups who provide accessible group activities through increased investment and/or provision of space or other useful services. Currently, these are often run by passionate and long-serving volunteers, and burnout is a major factor.

Invest in infrastructure including shared and multi-use community spaces, and support their long-term maintenance.

Invest in community-driven expressions of arts and culture through grass-roots festivals, touring performances, and work that connects professional practitioners into remote communities. One option to achieve this is through match-funding the Creative NZ Creative Communities Scheme funding into your local community.

Recognise and support the many arts and culture organisations who serve senior and marginalised communities.

Support the development of local capability building to strengthen and support community organisations and activities.

CONNECTED COUNCIL DEPARTMENT AREAS

<p>Community Services and Facilities Parks and Reserves Open spaces Playgrounds Libraries Heritage Property Services – Community Land and Buildings Housing for the Elderly</p>	<p>Venues, Tourism and Events Infrastructure Theatres Community Halls I-sites Communication and Marketing Provision of information to news media and stakeholder Internal communications Supporting engagement and consultation activities Managing online and print channels</p>
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64%

of surveyed New Zealanders say that ‘The arts help define who we are as New Zealanders’.²⁴

80%

agree: I feel proud when New Zealand artists succeed overseas.²⁵

In Waikato, attending artistic, cultural and creative events or activities results in connections with diverse people.²⁶

“Residents who attend or create artistic, cultural or creative events or activities at least once a month report feeling more connected to culture and community, to land and place, and self... [They] feel that they have more opportunities to meet people who are different from them.”

61% of New Zealanders agree that “the arts contributes to the resilience and wellbeing of their community.”²⁷

24 *ibid*, p.15

25 *ibid*.

26 Huber Social, ‘Wellbeing and Arts, Culture and Creativity in Waikato’ (Sydney: Huber Social, 2022), p.50, <https://creativewaikato.co.nz/advocacy/researchandreports>.

27 Creative New Zealand, New Zealand and the Arts: Ko Aotearoa me ōna Toi (2020), p.16, <https://creativenz.govt.nz/development-and-resources/new-zealanders-and-the-arts---ko-aotearoa-me-ona-toi>.

Culture and Heritage

The valuing of culture and heritage is key to a thriving community. When we honour our heritage, we are able to chart a hopeful and ambitious tomorrow.

Maintained or managed cultural (historic) heritage plays an important part in our culture by preserving the past, documenting local and community history, and providing evidence of cultural heritage decision-making.²⁸ The Waikato region is home to many key heritage sites, taonga and histories. Investment in our culture and heritage is investment in our people and our future. Cultural wellbeing is a key social impact outcome of activity enabled by the arts, culture and creative sector.²⁹

²⁸ NZ Local Government Magazine 'Cultural Heritage Information and Councils' (Dec, 2021) <https://localgovernmentmag.co.nz/taonga-heritage-strategy/>

²⁹ Dunphy, K & Smithies, J., 'Outcome schema for cultural engagement' (Melbourne, Cultural Development Network, 2018), <https://culturaldevelopment.net.au/outcomes/about-measurable-outcomes/>

SUGGESTED ACTIVITY FOR 2024-2027

Invest in the continued support of nga toi Maaori and the protection of taonga and maatauranga Maaori as essential expressions of Aotearoa.

Support the sharing of local histories, and supporting cultural education in schools that embrace the stories of local communities.

Where possible, invest in maintaining built heritage and recognising sites of significance to both tangata whenua and tangata tiriti.

Engage the knowledge and insights from local experts, mana whenua, and other national support like the team at the Ministry of Culture and Heritage.

Support and invest in multi-cultural activities that celebrate the diversity of communities living in Waikato.

CONNECTED COUNCIL DEPARTMENT AREAS

Governance and Corporate
Decision-making functions and support

Community Services and Facilities
Parks and Reserves
Open spaces
Playgrounds
Public Toilets
Cemeteries
Libraries
Heritage
Property Services – Community Land and Buildings
Housing for the Elderly
Public Swimming Pools
Waste Management and Minimisation
Emergency Management

Venues, Tourism and Events
Infrastructure
Theatres
Community Halls
I-sites

Transport, Rooding and Footpaths
Roads
Footpaths and Cycleways
Road Safety Interventions and Education

Planning and Regulatory
Animal Control
Building Compliance
Development Engineering
Environmental Health
Resource Consents/Enforcements/Land Information Memorandums

Plans, Policies and Bylaws
Budgets
Policies
Bylaws
Reports
Strategies

Communication and Marketing
Provision of information to news media and stakeholder
Internal communications
Supporting engagement and consultation activities
Managing online and print channels

66%

of surveyed New Zealanders agree: 'Arts and culture have a vital role to play in the future of where I live'³⁰

75%

of New Zealanders have engaged with (attended or participated in) the arts in the last 12 months.³¹

30 Creative New Zealand, New Zealand and the Arts: Ko Aotearoa me ōna Toi (2020), p.13, <https://creativenz.govt.nz/development-and-resources/new-zealanders-and-the-arts----ko-aotearoa-me-ona-toi>.

31 Creative New Zealand, New Zealand and the Arts: Ko Aotearoa me ōna Toi (2020), p.16.

Economic Development

The arts, culture and creative ecosystem makes positive contributions to the prosperity of the region, and the country.

As well as generating income for people working in the arts, the creative sector creates tourism opportunities, supports innovation and collaboration, and can be engaged to promote towns and the region.

There is an exciting opportunity for this region to really champion our ngaa toi Maaori as a key component of our economic offering.

A thriving creative sector also contributes to hospitality industries, information economies and digital export. Supporting districts to develop strong arts, culture and creative presentations can become growth opportunities in the emerging 'experience economy'.³² An emergent experience economy in local communities has the potential to

transform opportunities as tourism flourishes both from national and international engagement.

The number of people employed in the arts is growing. Nationally, there are more than 117,517 people whose primary employment is in the arts and creativity.³³ In Waikato, 7109 people are employed in the arts.³⁴

New Zealand's arts and creative sector contributes \$16.3 billion to New Zealand's GDP.³⁵

³² B. Joseph Pine II and James H. Gilmore, 'Welcome to the Experience Economy', Harvard Business Review (1998) <https://hbr.org/1998/07/welcome-to-the-experience-economy>

³³ Ministry for Culture and Heritage, Manatū Taonga, 'Arts and creative sector economic profiles 2023', <https://www.mch.govt.nz/sites/default/files/2024-03/infometrics-1-page-summary-2023.pdf>

³⁴ Ibid; Ministry for Culture and Heritage, 'Arts and Creative Sector Profile 2023 Infometrics report summary' <https://www.mch.govt.nz/sites/default/files/2024-03/infometrics-1-page-summary-2023.pdf>

³⁵ Ibid.

94%

of creative professionals in the waikato region participating in the gig economy find it difficult to secure loans for things like mortgages.³⁶

The creative sector includes many different kinds of work, including: visual arts, architecture, advertising, design, fashion, games, media, music, performing arts, photography, publishing, screen, and software.³⁷

There are 35,955 businesses in the arts and creative sector.³⁸ There are 6,974 creatives employed in the Waikato region.³⁹

Nationally, the Arts Sector has 11,641 self-employed workers – accounting for 42% of the sector’s workforce and more than double the total NZ self-employment rate (16.2%).⁴⁰

SUGGESTED ACTIVITY FOR 2024-2027

Maintain and increase Investment in local events, public creative activities and organisations that will encourage tourism and local spending.

Engage artists and creatives in the design of civic spaces and new developments, in order to contribute to a unique sense of place, increased liveability, and attract and retain residents.

Support arts and creativity training programmes that support people to move into the industry and develop workforce pathways (for example Creative Waikato’s ELEVATE programme).⁴¹

CONNECTED COUNCIL DEPARTMENT AREAS

Venues, Tourism and Events Infrastructure
Theatres
Community Halls
I-sites
Community Services and Facilities
Parks and Reserves
Open spaces
Playgrounds

Communication and Marketing
Provision of information to news media and stakeholder
Internal communications
Supporting engagement and consultation activities
Managing online and print channels

36 Kantar Public, ‘Creative New Zealand on Air, A Profile of Creative Professionals’ (2022), p. 7.
37 See <https://wecreate.org.nz/> for more information.
38 Ibid.
39 Ministry for Culture and Heritage, Manatū Taonga, ‘Arts and Creative Sector Profile 2022 Infometrics report summary’, <https://mch.govt.nz/sites/default/files/infometrics-report-summary-2022.pdf>.
40 The Big Idea, ‘EXCLUSIVE: Arts & Creativity \$14.9 Billion Sector’, (2023) <https://thebigidea.nz/stories/exclusive-new-data-shows-arts-creative-sector-economic-impact>
41 Creative Waikato, ‘Elevate Creative Careers Programme’, <https://creativewaikato.co.nz/workshop/elevate-programme>.

Tourism

People travel for unique cultural experiences – this is true around the world. In the Waikato region, Maaori culture contributes significantly to tourism and both national and international reputation.

So, the expression of local culture and shaping of interesting spaces has real potential for local and global tourism. Local events and festivals can share unique components of regional life.

In addition, the designation of cities as UNESCO cities of culture can contribute to local identity and economies, raise civic pride, and promote international collaboration and cooperation.

Creative tourism can help to combat challenges of seasonality and sustainability for the tourism sector.⁴²

Creative activation of city spaces within the framework of UNESCO's city of culture can contribute to economic recovery, additional investment, and boost in tourism.⁴³

Creative tourism can support employment and retention of creative professionals in regional towns and city centres.

⁴² The Creative Tourism Network, 'What do we mean by Creative Tourism?', <http://www.creativetourismnetwork.org/about/>.

⁴³ Coventry City Council, 'Evaluation report highlights benefits City of Culture year brought to Coventry', <https://www.coventry.gov.uk/news/article/4818/evaluation-report-highlights-benefits-city-of-culture-year-brought-to-coventry>.

SUGGESTED ACTIVITY FOR 2024-2027

Include creative place-based storytelling in highly-frequented spaces like airports. Work with mana whenua to create powerful narratives and works. (For example, see the Hamilton Airport⁴⁴ and New Plymouth Airport).⁴⁵

Invest and enable a 'City of Culture' programme in regional Aotearoa.⁴⁶

Support the development of Regional Maaori Cultural Tourism initiatives through seed funding and development (See collaboratively funded projects like 'Footprints of Kupe'.)⁴⁷

Integrate creative expressions of te ao Maaori in all development—led by Maaori organisations to share the unique stories of this space. Follow Maaori leadership and cultural frameworks in developing tourism initiatives.⁴⁸

Invest in unique experience-based tourism that combines creativity, tech and hospitality to create immersive artistic experiences that drive global interest (eg. TeamLab—Japan, MeowWolf—USA.⁴⁹ Waikato has the capability to deliver projects like this—also related to the emerging 'experience economy').⁵⁰

CONNECTED COUNCIL DEPARTMENT AREAS

Venues, Tourism and Events
Infrastructure
Theatres
Community Halls
I-sites
Community Services and Facilities
Parks and Reserves
Open spaces
Playgrounds

Communication and Marketing
Provision of information to news media and stakeholder
Internal communications
Supporting engagement and consultation activities
Managing online and print channels

44 Hamilton Airport, 'Our Cultural Journey', <https://www.hamiltonairport.co.nz/our-cultural-journey/#Artworks>.

45 Creative New Zealand, 'Building a whare manaaki that sings with stories', (2023), <https://creativenz.govt.nz/news-and-blog/2023/12/04/02/19/16/building-a-whare-manaaki-that-sings-with-stories>.

46 Gov.uk, 'Government backs Bradford—UK City of Culture 2025— with £10 million funding boost', <https://www.gov.uk/government/news/government-backs-bradford-uk-city-of-culture-2025-with-10-million-funding-boost>.

47 Manea Tupuwae ā nuku | Footprints of Kupe, 'The Footprints of Kupe Experience', <https://maneafootprints.co.nz/experiences/footprints-of-kupe-experience/>.

48 For example, see: Ash Puriri & Alison McIntosh (2019) A cultural framework for Māori tourism: values and processes of a Whānau tourism business development, DOI: 10.1080/03036758.2019.1656260.

49 Team Lab, <https://www.teamlab.art/>; MeowWolf, <https://meowwolf.com/>.

50 Joseph Pine II and James H. Gilmore, 'Welcome to the Experience Economy', Harvard Business Review, <https://hbr.org/1998/07/welcome-to-the-experience-economy>.

Technology and Innovation

Creativity is key to innovation, and the intersection of arts and technology drives new ideas. Creativity can be found in many facets of modern society, but the arts provides a pure distillation of this process which can be utilised to inspire novel approaches and create new opportunities.

Art-informed innovation has the potential to be a catalyst for transformation — provided the right conditions are created to enable it.

The arts can also contribute to increased liveability in main centres and satellite towns, increasing attraction and retention of tech leaders and organisations.

International research shows that ‘lifelong participation in arts and crafts yields significant impacts for innovators and entrepreneurs. Arts and crafts experiences are significantly correlated with producing patentable inventions and founding new companies.’⁵¹

Art-informed innovation has the potential to be a catalyst for transformation — provided the right conditions are created to enable it. The arts can also contribute to increased liveability in main centres and satellite towns, increasing attraction and retention of tech leaders and organisations.

A creative society fosters innovation and entrepreneurial risk taking.⁵²

⁵¹ Rex LaMore, Robert Root-Bernstein, Michele Root-Bernstein, John H. Schweitzer, James L. Lawton, Eileen Roraback, Amber Peruski, Megan VanDyke, and Laleah Fernandez, ‘Arts and Crafts: Critical to Economic Innovation’,

Economic Development Quarterly, p.1, Michigan State University (USA), 2013, <https://doi.org/10.1177/089124241348618>.
⁵² Shahid Yusuf ‘From creativity to innovation’, Technology in Society vol.31, (2009) pp.1–8.

Innovation springs from the creative application of knowledge. Thus, it has two essential ingredients: creativity – artistic, scientific or other – and a stock of knowledge.⁵³

SUGGESTED ACTIVITY FOR 2024-2027

Have artists as part of Innovation working groups within council processes to create new ways to solve problems, and to communicate new ideas.

Nurture the intersection of arts and technology and innovation spaces to drive new ideas. (This could be done in partnership with other regional organisations).

Strengthen engagement with regional arts organisations to support strategic initiatives and enable connections between cross-sector organisations.

Encourage an artist-in-residence or 'Imagination and Creativity Officer' in council departments to inspire divergent outcomes.

Embed creativity in technological organisations, through initiatives such as **Creativity Everyday**.⁵⁴

CONNECTED COUNCIL DEPARTMENT AREAS

Community Services and Facilities	Planning and Regulatory
Parks and Reserves	Building Compliance
Open spaces	Development Engineering
Playgrounds	Resource Consents/
Public Toilets	Enforcements/Land
Cemeteries	Information Memorandums
Libraries	Plans, Policies and Bylaws
Heritage	Budgets
Property Services – Community	Policies
Land and Buildings	Bylaws
Housing for the Elderly	Reports
Public Swimming Pools	Strategies
Waste Management and	Communication and Marketing
Minimisation	Provision of information to news
Emergency Management	media and stakeholder
Venues, Tourism and Events	Internal communications
Infrastructure	Supporting engagement
	and consultation activities
	Managing online and print
	channels

⁵³ Shahid Yusuf, 'From creativity to innovation', *Technology in Society*, vol. 31, Issue 1 (2009), <https://doi.org/10.1016/j.techsoc.2008.10.007>.

⁵⁴ Creative Waikato, 'Creativity Everyday', <https://creativewaikato.co.nz/creativityeveryday>.

Environmental Sustainability

Climate change is a complex and urgent challenge, and it is essential that we establish new paradigms, collective understandings, and ways of living. In Aotearoa, we will benefit from acknowledging and working alongside Maaori and embracing their knowledge in this pursuit.

The arts can help bring people together to support a united collective vision for environmental sustainability. In addition, it is key to support engagement with local creativity, and to support local creative spaces so that communities can have access to sustainable creative experiences that support local communities.

Human influence is key to halting the climate crisis.⁵⁵ The arts can be employed to influence cultural changes which can prompt urgent action.⁵⁶

Creativity can serve as a useful outlet for anxiety around climate change, and a powerful tool for finding imaginative solutions.⁵⁷ Somatic and physical creative practices can be useful tools for processing ecological grief.⁵⁸

The arts can be used to convey key information to the public and help the public to understand difficult or abstract ideas in affective, impactful ways.⁵⁹

⁵⁵ IPCC, 'Climate Change 2023: Synthesis Report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change.' ed. H. Lee and J. Romero (Geneva: IPCC, 2023), pp. 35–115, doi: 10.59327/IPCC/AR6-9789291691647.

⁵⁶ Artists and Climate Change, 'Organizations', <https://artistsandclimatechange.com/organizations/>.

⁵⁷ Nilescha Chauvet, Managing Director of GOOD, 'Grantham Institute Annual Lecture' (Imperial College London, 2022), <https://www.goodagency.co.uk/the-role-of-creativity-in-a-climate-crisis/>.

⁵⁸ Melody Schrieber, 'Addressing climate change concerns in practice', American Psychological Association, Vol. 52 No. 2, p. 30, <https://www.apa.org/monitor/2021/03/ce-climate-change>.

⁵⁹ Dr Philip Seargeant, Dr Nessa O'Mahony, and Dr Anne Caldwell, 'Climate Creativity: The power of the word to tackle the climate emergency', University of Oxford, <https://www.socsci.ox.ac.uk/climate-creativity-the-power-of-the-word-to-tackle-the-climate-emergency>.

Arts and culture can inspire engagement and action in the fight against climate change. “The arts support the sciences because the arts can reach inside our hearts, not just our minds.”⁶⁰

SUGGESTED ACTIVITY FOR 2024-2027

Work alongside Maaori organisations and value Maaori art forms including, but not limited to: whakairo, waiata, whakatauki, raranga and ta moko, as key expressions of essential identity and knowledge, key to restoring the whenua.

Ensure that communities can have access to sustainable creative experiences that support local communities.

Support regional arts festivals, local tours, community-based creative activations and local venues and creative spaces, in order to reduce greenhouse gas emissions related to touring, including transporting large sets and casts.⁶¹

Integrate and value creativity in scientific processes. Include artists and designers in all developments, opening possibilities including using biomimicry in technological innovations for sustainability.⁶²

Invest in local initiatives to explore sustainable public art as a way of redefining green space and creating opportunities for storytelling and engagement through art-based initiatives.

CONNECTED COUNCIL DEPARTMENT AREAS

Community Services and Facilities

Parks and Reserves
Open spaces
Playgrounds
Public Toilets
Cemeteries
Libraries
Heritage
Property Services – Community
Land and Buildings
Housing for the Elderly
Public Swimming Pools
Waste Management and Minimisation
Emergency Management
Venues, Tourism and Events
Infrastructure
Transport, Roding and Footpaths
Roads
Footpaths and Cycleways
Road Safety Interventions and Education

Planning and Regulatory

Building Compliance
Development Engineering
Environmental Health
Resource Consents/Enforcements/Land Information Memorandums

Plans, Policies and Bylaws

Budgets
Policies
Bylaws
Reports
Strategies

Communication and Marketing

Provision of information to news media and stakeholder
Internal communications
Supporting engagement and consultation activities
Managing online and print channels

⁶⁰ Dr James Renwick, Climate Change Commissioner and Professor of Physical Geography at Te Herenga Waka | Victoria University of Wellington, ‘Art as Climate Action, Ministry for the Environment Manatū mō te Taiao (NZ)’, <https://environment.govt.nz/what-you-can-do/stories/art-as-climate-action/>.

⁶¹ Advisory Board for the Arts, ‘The Arts and Environmental Sustainability: A Guide to Key Areas’ <https://www.advisoryboardarts.com/the-arts-and-environmental-sustainability-a-guide-to-key-areas>.

⁶² Lukas Gutierrez, ‘Art and Creativity: Essential Components of Sustainability’, <https://sustainable-earth.org/art-and-creativity/>.

Arts in the workforce

Arts, culture and creativity is essential to a thriving wider workforce. Creativity is a driver for innovation, is a feature of emerging business research and is a vital skill set for many future-focussed employers.

Creativity is embedded in modern technology, it is a way we invent new opportunities, ideas and possibilities. It is also a key tool for sharing stories, solving problems, and expressing ideas.

SUGGESTED ACTIVITY FOR 2024-2027

See creativity as part of Corporate Social Responsibility (CSR) and Health & Safety (H&S) plans. This will nurture the wellbeing of employees, and generate innovative output for businesses.

Support the development and delivery of creative workplace wellbeing initiatives such as **Creativity Everyday**, which support creative problem solving, innovation and wellbeing.⁶⁵

Support council staff engaging with local creative activities as part of their own wellbeing and personal development.

CONNECTED COUNCIL DEPARTMENT AREAS

<p>Community Services and Facilities Parks and Reserves Open spaces Playgrounds Public Toilets Cemeteries Libraries Heritage Property Services – Community Land and Buildings Housing for the Elderly Public Swimming Pools Waste Management and Minimisation Emergency Management</p>	<p>Venues, Tourism and Events Infrastructure Plans, Policies and Bylaws Budgets Policies Bylaws Reports Strategies Communication and Marketing Provision of information to news media and stakeholder Internal communications Supporting engagement and consultation activities Managing online and print channels</p>
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When creativity is woven into workplaces, employees are happier and more productive. Workplace creativity contributes to employees who are more engaged, which contributes to satisfaction, quality of work, and deliverable outcomes.

Waikato residents who have jobs that require creative thinking or problem solving are more likely to have a higher level of satisfaction with their work.⁶³

Increasingly, organisations are needing to report on Environmental, Social and Governance measures (ESG’s) within their work. Arts, Culture and Creativity can contribute to social wellbeing, by enabling cultural wellbeing.

Art activities in the workplace can have notable positive effects on the wellbeing of the staff. The effects exist over a wide range of measures, from brief moments of refreshment to longer-term impact.⁶⁴

And the worlds of creativity in the workplace are being explored by researchers in the field of **business, innovation, wellbeing, education, neuroscience, psychology, leadership, and more**. It is also being talked about by business sources like **Forbes, Harvard Business Review, Deloitte, McKinsey and Entrepreneur**.

63 Huber Social, Wellbeing and Arts, Culture and Creativity in Waikato (Sydney: Huber Social, 2022), p.41, <https://creativewaikato.co.nz/advocacy/researchandreports>.

64 Heli Ansio, Pia Houni, Piia Seppälä and Jarno Turunen, ‘Arts Enhances Well-being at Work’, (Finland: Arts Equal, 2017), https://sites.uniarts.fi/documents/14230/0/PB_Arts+enhances+well-being+at+work/51fc5258-4ca6-4866-bd21-ccca5c3946a5/.

65 Creative Waikato, ‘Creativity Everyday’, <https://creativewaikato.co.nz/creativityeveryday>.

Council-specific areas of consideration

Civic Engagement	29
Community Services and Facilities	31
Parks and Reserves	33
Growth	35
Plans, Policies and Bylaws	38
Arts, Culture, Creativity & Ngaa Toi Maaori	40

The following areas are those which relate specifically to the day-to-day work of Council. There are connections between different areas within Council which facilitate a more holistic and integrated approach to issues and problems and more joined-up solutions. These sections are matched with local government departments

and example initiatives that could be supported through localised investment and activation.

Please note: This will outline a range of local government department areas connected to our sector, and concludes with a specific arts, culture and creativity focus in summary.

Civic Engagement

In the past three decades Aotearoa has undergone a substantive demographic change. This is evident in the ethnic composition of the population, its age structure, and in the increase of those born outside of New Zealand.⁶⁶

In the last two decades voter turnout in Aotearoa, as in other industrial democracies, has been declining.⁶⁷ An added complication is that Aotearoa has a large migrant population with varying experiences of politics and government in their countries of origin.

⁶⁶ Civics, Citizenship and Political Literacy Education for a Diversifying Nation in NZPSA Our Civic Future Civics, Citizenship and Political Literacy in Aotearoa New Zealand: A Public Discussion Paper. <https://nzpsa.com/resources/Documents/Our%20Civic%20Future.pdf>

⁶⁷ Ibid.

Local government is all about community. Councils make decisions about local activity to ensure a healthy environment, thriving families and businesses, safe spaces for all and a culture that supports every individual’s sense of belonging.⁶⁸

By collaborating with local government, artists can facilitate processes that amplify the voices of residents, activate neighbourhood assets, and foster a stronger social fabric, building bridges between city staff and communities.

If we want stronger communities with improved outcomes we need councils to work with local storytellers and trusted voices to enhance our collective civics education and understanding. This means engaging with artists to share information in an engaging and accessible way that can communicate effectively with different communities.

The arts contribute uniquely to the works of civil engagement. Validating people’s stories and perspectives, and bringing people together around shared goals. The arts are being more consciously and continuously engaged to achieve civic goals, and make change.⁶⁹

SUGGESTED ACTIVITY FOR 2024-2027

Engage planners, regulatory and community services and artists to create a participatory art project on a particular issue i.e., getting to know your neighbour.

Commission work on a central theme to communicate with diverse audiences (see Kotahitanga⁷⁰ as a local example).

CONNECTED COUNCIL DEPARTMENT AREAS

<p>Community Services and Facilities Parks and Reserves Open spaces Playgrounds Public Toilets Cemeteries Libraries Heritage Property Services – Community Land and Buildings Housing for the Elderly Public Swimming Pools Waste Management and Minimisation Emergency Management</p> <p>Venues, Tourism and Events Infrastructure Theatres Community Halls I-sites</p>	<p>Transport, Roading and Footpaths Roads Footpaths and Cycleways Road Safety Interventions and Education</p> <p>Plans, Policies and Bylaws Budgets Policies Bylaws Reports Strategies</p> <p>Governance and Corporate Decision-making functions and support</p> <p>Communication and Marketing Provision of information to news media and stakeholder Internal communications Supporting engagement and consultation activities Managing online and print channels</p>
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68 LGNZ New Zealand ‘Local Government explained’ <https://www.lgnz.co.nz/local-government-in-nz/local-government-explained/#:~:text=They’re%20responsible%20for%20making,government%20is%20all%20about%20community>

69 The Review ‘Art as a creative mode of civic engagement’ (Oct, 2021) <https://www.uvureview.com/news/art-as-a-creative-mode-of-civic-engagement/>

70 Creative Waikato, <https://kotahitangagallery.nz/>

Community Services and Facilities

Libraries, museums, reserves, and community amenities are defined under the Local Government Act as core services of Council.⁷¹ These are all important services that enable the community to participate and celebrate. These are core facilities that enable opportunities for learning, play and communities coming together.

Arts, culture and creativity can have an integral role in the design of local amenities. By incorporating local history or other elements that represent your community, these amenities can become an asset that is truly unique. They can also enhance public appreciation of arts and connect artists with communities. Working

with artists is also a great way to activate community spaces and encourage participation and engagement.

The trend toward the establishment of integrated community hubs⁷² and mixed-use developments, provides opportunities for Councils to ensure maximum benefit for our communities.

⁷¹ New Zealand Government Act, 'Section 11a, 2018)
<https://www.legislation.govt.nz/act/public/2002/0084/170.0/whole.html>

⁷² Hamilton City Council 'Rototuna Village'
<https://hamilton.govt.nz/strategies-plans-and-projects/projects/rototuna/rototuna-village/>

Ensuring facilities include spaces that are accessible to artists and community based arts groups, where they can make and show their work to audiences, is vital for community wellbeing.

SUGGESTED ACTIVITY FOR 2024-2027

Community houses work with local artist(s) to engage migrant communities about their 'sense of belonging'.

Encourage the inclusion of creative spaces (workshops, rehearsal rooms, studios, etc) in other civic developments (buildings, libraries, sports facilities etc).

Support staff in council facilities to support community access to space (activations in libraries, parks, and other council facilities).

Reduce administrative burden on individuals community groups trying to utilise public spaces for creative activity (event permits, space restrictions, busking permits etc).

Proactively address issues in civic bylaws regarding sound levels in public spaces. Take action to create legislative support (District Plan) that protects creative activity in the central city – this includes noise levels in music/performance spaces in connection with new urban residential developments. (see Ōtepoti Live Music Action Plan 2023 for example)⁷³

Maintain and increase investment into community providers of service including theatres, venues, and community houses.

CONNECTED COUNCIL DEPARTMENT AREAS

Community Services and Facilities	Planning and Regulatory
Parks and Reserves	Building Compliance
Open spaces	Development Engineering
Playgrounds	Resource Consents/
Public Toilets	Enforcements/Land
Cemeteries	Information Memorandums
Libraries	Plans, Policies and Bylaws
Heritage	Budgets
Property Services – Community	Policies
Land and Buildings	Bylaws
Housing for the Elderly	Reports
Public Swimming Pools	Strategies
Waste Management and	Communication and Marketing
Minimisation	Provision of information to news
Emergency Management	media and stakeholder
Venues, Tourism and Events	Internal communications
Infrastructure	Supporting engagement and
	consultation activities
	Managing online and print
	channels

⁷³ <https://www.dunedin.govt.nz/services/arts-and-culture/otepoti-live-music-action-plan>

Parks and Reserves

Parks and reserves provide opportunities for people to connect with nature, play and socialise. They also provide space for people to engage in activities that foster community wellbeing.

Arts and culture connect us with our stories, landscapes and places, and New Zealand's history and heritage.⁷⁴ These spaces serve as a hub for community gatherings and events, and often include amenities such as playgrounds, walking trails, and seats.

⁷⁴ Ministry for Arts, Culture and Heritage 'Briefing to the Incoming Associate Minister for Arts, Culture and Heritage—February 2023' p.2 <https://www.beehive.govt.nz/sites/default/files/2023-03/BIM%20-%20Assoc.%20Minister%20for%20Arts%2C%20Culture%20and%20Heritage.pdf>

SUGGESTED ACTIVITY FOR 2024-2027

Support local artists and practitioners to create a strong sense of cultural identity, by integrating history and Māori, Pasifika and other communities into the design.

Engage with local artists to create environmentally aware light-based artworks that provide opportunities for storytelling alongside positive safety outcomes for communities.

Work with local artists on the design and development of art-informed play environments. For more ideas around this, please contact Creative Waikato for information, including the emerging ‘Play with Arts, Culture and Creativity’ strategy.

CONNECTED COUNCIL DEPARTMENT AREAS

<p>Community Services and Facilities Parks and Reserves Open spaces Playgrounds Public Toilets Heritage Property Services – Community Land and Buildings</p>	<p>Plans, Policies and Bylaws Budgets Policies Bylaws Reports Strategies</p>
<p>Planning and Regulatory Building Compliance Development Engineering Resource Consents/ Enforcements/Land Information Memorandums</p>	<p>Communication and Marketing Provision of information to news media and stakeholder Internal communications Supporting engagement and consultation activities Managing online and print channels</p>

75 Huber Social, ‘Wellbeing and Arts, Culture and Creativity in Waikato’ (Sydney: Huber Social, 2022), p.20, <https://creativewaikato.co.nz/advocacy/researchandreports> .

76 Hamilton City Council ‘Open Spaces Strategy’ p.14 <https://storage.googleapis.com/hccproduction-web-assets/public/Uploads/Documents/Strategies/Papa-Ahuareka-o-Kirikiroa-Hamilton-Open-Spaces-Strategy-2023-2053.pdf>

Growth

Arts, culture and creativity can be woven into key hard infrastructure projects, to provide distinct places of interest and increase community ownership.

Cultural storytelling, and in particular in collaboration with Mana Whenua, can be pivotal in expressing place-specific identities and ideas.

Crime Prevention through Environmental Design (CPTED) can help to protect infrastructure from damage. Public art can contribute to social cohesion, community care, and connectivity, key elements of CPTED.⁷⁷

Culturally relevant art can increase engagement with public spaces and aid urban revitalisation.⁷⁸

Public Art can contribute to feelings of safety and security, and so support engagement and community care within spaces.⁷⁹

Hard infrastructure provides ‘third spaces’ which can be activated in support of community wellbeing, and it is people who create activity and connection in these spaces. There is a demand for this activation, as growing communities look for things to do and ways to connect with one another.

In the community space, much of this activity, connection and positive outcomes is enabled by volunteers and community groups, who donate their time, skills and energy to serving their communities.

⁷⁷ The International Crime Prevention Through Environmental Design Association, ‘Primer: What is CPTED?’ <https://www.cpted.net/Primer-in-CPTED>

⁷⁸ Siti Syamimi Oma, ‘Bringing the New to the Old: Urban Regeneration through Public Arts’, *Procedia – Social and Behavioral Sciences*, Vol. 234, pp. 515-524, <https://www.sciencedirect.com/science/article/pii/S1877042816315245>

⁷⁹ Partners for Livable Cities, ‘Public Art: More than Just a “Picture on the Wall” – a Vehicle for Crime Prevention’, <http://livable.nonprofitsoapbox.com/component/content/article/9-livability-live/474-public-art-more-than-just-a-picture-on-the-wall-a-vehicle-for-crime-prevention>

Community activation of third spaces is referred to as soft infrastructure. This is the central and measurable driving force behind the diversity of cultural expression, the quality of creative output, and the continuously growing local, national and international reputation of the creative storytelling of this region.

Investment in people, and investment from people, contributes to the success, sustainability and strength of the creative ecosystem. This, in turn, can make measurable contributions to a thriving community and society.

These ecosystems make ongoing investments into our community, and contribute positively to civic pride, regional reputation, social value, and collective wellbeing. It is vital that there is civic investment and support for the growth and maintenance of all facets of soft infrastructure – with a central focus on people.

Recent Waikato research shows that creative professionals experience significantly lower access to essential resources than those outside of the sector. This includes 8% lower local Employment, 4% less access to affordable housing, and increased anxiety.⁸⁰

Artists in communities provide direct access to creative activities which can have benefits for wellbeing.⁸¹ Investment in

this soft infrastructure delivers on the core work of local government.⁸²

Government investment in creativity not only delivers economic benefit.⁸³ Having accessible community art can “range from individual to collective betterment, and from, community to broader positive societal impacts”.⁸⁴

Supporting local creatives to deliver local community initiatives supports community wellbeing.⁸⁵

It is key to acknowledge and educate the public about the volunteer labour that enables quality community outcomes.⁸⁶

Hard infrastructure projects can hold space for multiple community uses, and low-cost inclusions can promote use.

Accessibility of creative activity is a key driver of wellbeing, so it is vital to invest in the providers of diverse creative activity to ensure that accessibility is maintained, while recognising the valued contributions made by creative organisations.⁸⁷

80 Huber Social, ‘Wellbeing and Arts, Culture and Creativity in the Waikato: How to Support Our Creative Professionals’, https://creativewaikato.co.nz/site/uploads/CW-Creative-Professionals-Report-2023_Final.pdf, p.13

81 New Zealanders and the Arts Ko Aotearoa me ōna toi 2020, <https://creativenz.govt.nz/Development-and-resources/New-Zealanders-and-the-arts---Ko-Aotearoa-me-ona-Toi>

82 <https://www.lgnz.co.nz/local-government-in-nz/local-government-explained/>

83 <https://www.beehive.govt.nz/release/govt-investment-arts-delivers-strong-economic-results>

84 Darcy, Clay (2021) “Cohesive Magic, Creative Collective Expression: Community Arts in Ireland and Their Beneficial Role in Youth Work and Community Development,” Irish Journal of Applied Social Studies: Vol.21: Iss. 1, Article 6 <https://arrow.tudublin.ie/cgi/viewcontent.cgi?article=1382&context=ijass>

85 See Creative Waikato pilot programme ‘Whiria Te Tāngata’ for example: <https://thespinoff.co.nz/society/07-02-2024/creative-waikatos-whiria-te-tangata-bears-the-fruit-of-community-investment>

86 NZ Volunteering data and value: <https://www.volunteeringnz.org.nz/research/volunteering-statistics-nz/>

87 https://creativewaikato.co.nz/site/uploads/HS_Creative-Waikato_Wellbeing-and-Arts-Culture-and-Creativity-in-the-Waikato_FINAL.pdf

It is essential to gather data around the use of community space, and what activities take place within them, and by which local groups.

SUGGESTED ACTIVITY FOR 2024-2027

Combine elements of placemaking with civic infrastructure, such as through using light sculptures on public areas, in order to provide safety, community interest and storytelling.

Establish a Creative Ambassador to promote and facilitate connections and opportunities around infrastructure developments.

Prioritise strength-based investment into the soft infrastructure already delivering in your community. Consider implementing multi-year granting, and streamlining reporting requirements.

Work in partnership with creative leaders in your community to activate council spaces, and provide creative communities with spaces and places to make and create.

Explore the development and support of creative hubs in your communities. Examples include: The Incubator (Tauranga), Toi Poneke (Wellington), Te Atamira (Queenstown).

Support the incorporation of creative elements into essential infrastructure in order to create vibrant urban environments. This plays 'an important role in supporting social and economic regeneration'.⁸⁸

CONNECTED COUNCIL DEPARTMENT AREAS

Community Services and Facilities

Parks and Reserves
Open spaces
Playgrounds
Public Toilets
Cemeteries
Libraries
Heritage
Property Services— Community Land and Buildings
Housing for the Elderly
Public Swimming Pools
Waste Management and Minimisation
Emergency Management

Venues, Tourism and Events

Infrastructure
Theatres
Community Halls
I-sites

Transport, Roading and Footpaths

Roads
Footpaths and Cycleways
Road Safety Interventions and Education

Planning and Regulatory

Animal Control
Building Compliance
Development Engineering
Environmental Health
Resource Consents/Enforcements/Land Information Memorandums

Plans, Policies and Bylaws

Budgets
Policies
Bylaws
Reports
Strategies

Communication and Marketing

Provision of information to news media and stakeholder
Internal communications
Supporting engagement and consultation activities
Managing online and print channels

⁸⁸ Lisa Wilkie, 'What is Arts & Creativity in Infrastructure?', Ara Toi Ōtepoti, <https://hail.to/ara-toi/publication/jhKgoah/article/H4HUAhc>

Plans, Policies and Bylaws

Plans, policies and bylaws affect all citizens, including those working in the arts and culture space. There is an opportunity to integrate a holistic approach to these decision making processes which includes and draws on the strengths of the creative ecosystem.

It is also important to have a strategic vision for how city growth may impact and engage with the creative sector – this includes capacity for events in public spaces, development of CBD residential and required sound level consideration and mitigation, provision and support for street performance/busking, public art development and activation, etc.

SUGGESTED ACTIVITY FOR 2024-2027

Meet with Creative Waikato to explore how arts, culture and creativity can meaningfully connect with council planning and bylaws.

Adopt the Waikato Arts Navigator as council’s arts and culture policy, and then develop a targeted action plan.

Appoint a Creativity Officer or Creative Ambassador with a purpose to support and deliver positive outcomes for the arts, culture and creative community.

Consider how red tape around live performances and public events can be simplified.

Explore engagement with arts, culture and creative providers for social procurement and positive wellbeing outcomes.

Support the delivery and expansion of the Creative Communities Scheme funding.

CONNECTED COUNCIL DEPARTMENT AREAS

<p>Community Services and Facilities Parks and Reserves Libraries Heritage Property Services – Community Land and Buildings</p>	<p>Planning and Regulatory Building Compliance Development Engineering Environmental Health Resource Consents/ Enforcements/Land Information Memorandums</p>
<p>Venues, Tourism and Events Infrastructure Theatres Community Halls I-sites</p>	<p>Plans, Policies and Bylaws Budgets Policies Bylaws Reports Strategies</p>
<p>Transport, Roding and Footpaths Roads Footpaths and Cycleways</p>	

89 Creative Waikato, ‘Waikato Arts Navigator’, https://creativewaikato.co.nz/site/uploads/Waikato-Arts-Navigator-Regional-Strategy_2023.pdf

Arts, Culture, Creativity and Ngaa Toi Maaori

As expressed throughout this briefing, arts, culture, creativity and ngaa toi Maaori can and should be woven through all facets of the core work of local government in the vision and delivery of a productive, thriving and flourishing district and region into the future.

It is important that in exploring the work of councils supporting all communities to thrive and be connected, we must acknowledge the vital role of our creative ecosystem in being a contributor to that.

Arts, culture and creativity should be activated by all components of local government as an essential contributor to human capital, social cohesion, positive impact and wellbeing.⁹⁰

Local governments can support local activity by advocating to ministries and the central government for increased regional investment in this sector.

Arts, culture and creativity are a core public good that provides measurable benefits for the mental and physical health of all New Zealanders.

The creative ecosystem contributes to our innovation, and to our regional storytelling, both to ourselves and to international audiences.

Artists are skilled practitioners whose work should be utilised to help develop innovative pathways for future success.

⁹⁰ For national and international evidence of this impact, see: Creative Waikato, 'Briefing to Incoming Ministers, 2023/2024', <https://creativewaikato.co.nz/site/uploads/Creative-Waikato-Briefing-to-Incoming-Ministers.pdf>

WHAT IS MOST IMPORTANT?

Increase investment in the creative ecosystem in a sustainable way that supports community impact, and acknowledges the importance of accessibility and wellbeing.

Develop lasting strategic partnership relationships with Creative Waikato as the regional arts organisation to grow capability, and utilise sector-specific insights and impacts.

Embed the Waikato Arts Navigator as a council strategic document and commit to developing a council-specific Arts Action plan in alignment with your LTP, this briefing advice, and community consultation.

THIS STRATEGIC APPROACH SHOULD INCLUDE

Vibrant and diverse arts, culture and creativity that starts in flax roots community activity and develops through into sustainable creative careers.

Telling our stories and embracing te ao maaori and nga toi maaori in all its forms as the unique expression of this country.

Enabling accessible creativity and daily creative expression for all people in our communities.

SUGGESTED ACTIVITY FOR 2024-2027

Engage with artists and local advisors, alongside Creative Waikato, to explore the possibilities to embed creative activations across all core council business.

Maintain and increase council investment in the areas of arts, culture and creativity – both within council operational activity, and in community granting and support.

Invest in Creative Waikato as a strategic regional arts organisation (alongside other regional sector organisations in Sport, Economic Development, Tourism etc) to support localised activity, capability and strategic regional impact (in partnership with community trusts and central government).

Work collaboratively to enhance community arts activity and infrastructure through a regionalised partnership approach.

CONNECTED COUNCIL DEPARTMENT AREAS

<p>Community Services and Facilities Parks and Reserves Open spaces Playgrounds Public Toilets Cemeteries Libraries Heritage Property Services – Community Land and Buildings Housing for the Elderly Public Swimming Pools Waste Management and Minimisation Emergency Management</p> <p>Venues, Tourism and Events Infrastructure Theatres Community Halls I-sites</p>	<p>Transport, Roothing and Footpaths Roads Footpaths and Cycleways Road Safety Interventions and Education</p> <p>Planning and Regulatory Animal Control Building Compliance Development Engineering Environmental Health Resource Consents/ Enforcements/ Land Information Memorandums</p> <p>Plans, Policies and Bylaws Budgets policies bylaws reports strategies</p> <p>Governance and Corporate Decision-making functions and support</p>
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Who we are

Creative Waikato is the regional arts organisation for the Waikato region, which includes 10 local authorities – Thames-Coromandel, Hauraki, Matamata-Piako, Waikato, Waipā, Hamilton, Waitomo, Ōtorohanga, South Waikato and Ruapehu.

Our area of activity and engagement also connects with four Iwi – Waikato-Tainui, Hauraki, Raukawa and Maniapoto.

We have been working extensively across Waikato since 2012 and have experience and understanding of the diverse array of artforms found throughout our region. We are navigators who lead the elevation of creativity in our region

and collaborate to provide opportunities for cultural wellbeing. We provide creative capability development for artists and arts organisations, strategic direction and support for sustainable arts, culture and heritage in our region.

Our vision

Waikato
thrives with
diverse and
transformative
creative
activity

What does this mean?

The arts, culture and creativity are valued and celebrated in our communities.

Our region has robust and flourishing pathways for participation and audience engagement and our creative and artistic professionals.

Ongoing sustainable development of a range of artistic and cultural activities throughout the region.

The arts, artists, arts and cultural organisations and arts activity are seen as being a vital part of the Waikato region and the wellbeing of its people.

What we can do for councils, elected councillors and staff

Provide localised insights and facilitate connections with front-line community and facilitators.

Deliver regionalised activity that aligns with our regional strategy (which links to community trusts, philanthropy and local government).

Serve as regional sector advisory to support policy, cross-department planning, outcomes and insight, and to support activation of the regional strategy and local action plan.

Continue to deliver our capability building programmes and strategic sector influence in the Waikato Region. Supporting creatives, organisations, and other enablers to work collaboratively to develop and deliver innovative district and regional outcomes.

Next steps

Meet together to share our current insights, work and impact.

Connect with council executive leadership and staff to support future development and strengthen our strategic relationship.

Support council engaging with 'Creativity Every Day' as our koha to you and your staff.

Please contact

Creative Waikato CEO

Dr. Jeremy Mayall

jeremy@creativewaikato.co.nz

Key links

<https://creativewaikato.co.nz/>

[https://creativewaikato.co.nz/
advocacy/waikato-arts-navigator](https://creativewaikato.co.nz/advocacy/waikato-arts-navigator)

[https://creativewaikato.co.nz/
news/understanding-the-value-
of-arts-culture-and-creativity](https://creativewaikato.co.nz/news/understanding-the-value-of-arts-culture-and-creativity)

[https://creativewaikato.co.nz/
creativityeveryday](https://creativewaikato.co.nz/creativityeveryday)

Creativity.
Auahatanga.
Wellbeing.
Hauora.
People.
Ngā Tāngata.

Waikato Creative Infrastructure Plan



Contents

Introduction

Background	2
Purpose	6
Definitions	7
Benefits	10
How to use	12
Limitations	13

Strategic Context 2024

Understanding the creative ecosystem	16
Waikato Arts Navigator	18
Five threads	20
Performing Arts Strategy	22

Infrastructure

Hard and soft infrastructure	26
Core components of soft infrastructure	28
Waikato infrastructure plan	32

Current Landscape

Current hard infrastructure landscape	40
Current soft infrastructure ecosystem	41

Key Strategic Considerations

Strengths analysis	43
Challenges	
Opportunities	46

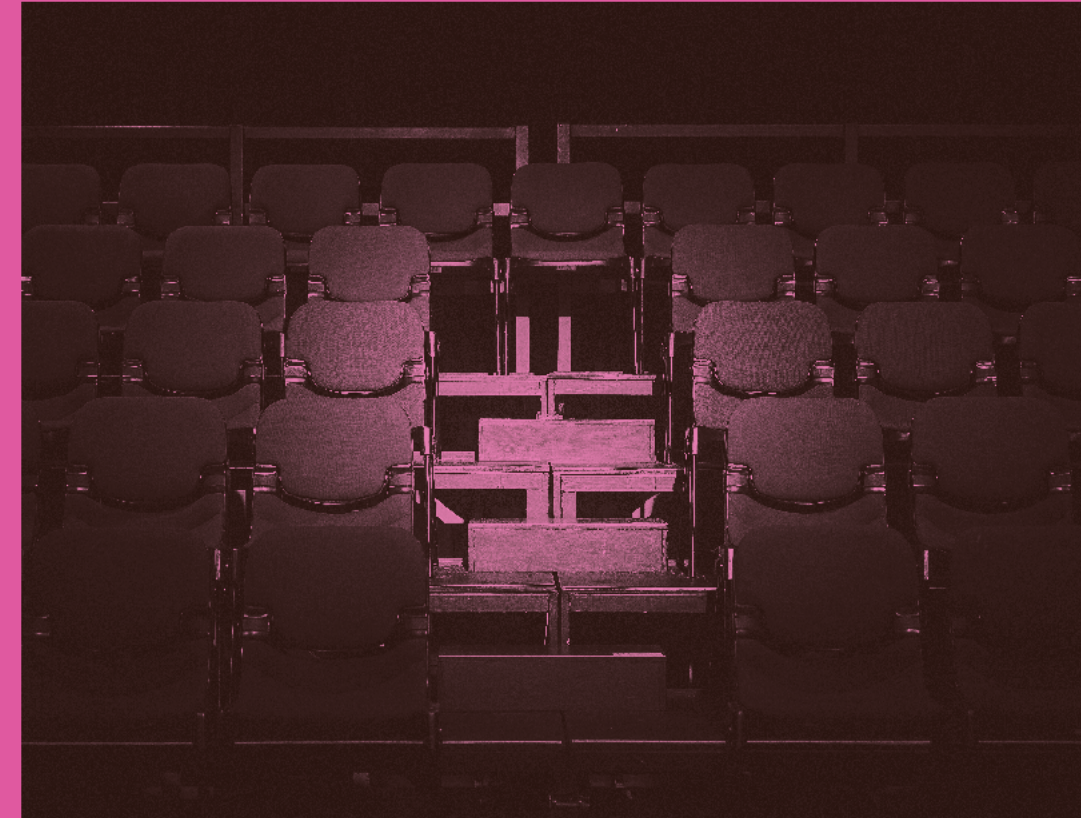
Recommendations

Recommendations	48
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Background

This plan presents a 2024 strategic overview of Creative Infrastructure in Waikato. It builds upon the foundation of the previous Waikato Creative Infrastructure Plan prepared for Creative Waikato by The Stafford Group, in August 2014.

The purpose of this plan was to identify the current facilities available throughout the Waikato, to ascertain any gaps in the facility offering and to determine how to best fill those gaps over the next 30 years. It was the first opportunity for the Waikato region to review current and future creative sector facility needs.



This plan recognised the important role of the creative sector in helping to grow the liveability¹ of the Waikato region and its communities, and provide financial and economic benefit for the region, through driving increased tourism and local resident demand.²

¹ Broad concept which includes a combination of the social, cultural, economic and environmental attributes of a place.

² 'Waikato Creative Infrastructure Plan: Summary Document – Prepared for Creative Waikato, August 2014' The Stafford Group & Creative Waikato, p, 1.

The 2014 report included research and analysis which highlighted the most strategic pathway forward – a funding and infrastructure model for the creative sector which offers:

Shared regional facilities (and costs)

Rationalisation of the number of facilities to focus on a fewer number of affordable facilities and venues; and

Ensuring facilities for the next 30 years are more flexible in their design to cater to changing uses and changing market demand needs

This would also include options for non-permanent facilities (pop-ups) which are able to offer far lower capital cost options which avoid the ongoing high annual maintenance and repair cost which existing bricks and mortar facilities create

In addition to recommendations, this report identified some strategic issues and gaps, including:

A lack of asset data management for creative facilities in Waikato

Minimal need for new creative facilities (bricks and mortar) as well as limited interest from funding bodies and Councils willing to fund new development

A lack of rehearsal spaces being the major infrastructure gap identified by creative sector stakeholders which needs to be addressed

The lack of administrative facilities (meeting rooms, back of house supporting facilities) is a further infrastructure gap which also affects the organisational ability of the sector³



Since this report was completed, there has been some progress in areas, but little in others. These will be briefly discussed in this report.

³ 'Waikato Creative Infrastructure Plan: Summary Document – Prepared for Creative Waikato, August 2014' The Stafford Group & Creative Waikato, p, 6.

Purpose

The rate of change over the past 10 years has been unprecedented with a global pandemic, climate crises, civil unrest and technological advances.

There is a need for Aotearoa to have “co-ordinated, connected and cross-sector approaches and policies that align with cohesive objectives which will be essential for our social and economic systems” if we are to thrive.⁴

Innovative and cohesive approaches to issues require a long-term approach beyond our current moment and population. The Waikato Creative Infrastructure Plan, prepared in 2014, provided useful data and an understanding of the infrastructure needs

at that time. The purpose of this revised plan is to provide current thinking on the future of creative infrastructure within the Waikato region, and outline potential pathways to get there.

⁴ New Zealand Productivity Commission, ‘Looking to the future’ <https://www.productivity.govt.nz/publications/looking-to-the-future/read-online-html/>.

⁵ UCLG, Culture 21: Actions, <https://www.agenda21culture.net/documents/culture-21-actions>

Definitions

Arts

Activities in which individuals and groups engage in the process of making, developing, shaping and sharing objects, images, words, performances, music, or other forms of aesthetic expression to convey emotion, story, ideas or concepts. Artists make art often through the conscious use of skill and creative imagination especially in the production of aesthetic objects.

Art, or “The Arts” may include specific conventions of practice and presentation which are guided by structures, expectations and formalised infrastructure. For the purposes of this plan it can include, but is not limited to: visual art, painting, music, theatre, dance, poetry, circus, craft, media, ngā toi Māori, Pasifika arts, cultural arts and practices, fashion, film, design, puppetry, and sculpture.

This plan is connected to arts infrastructure like: galleries, museums, theatres, venues, concert halls, libraries, studios, rehearsal rooms, workshops, but can include schools, community halls, pop-up spaces, outdoor amphitheatres, parks, and civic spaces – along with groups, organisations and collectives – to provide the frameworks for artistic expression and development.

Culture

Culture is made up of the values, beliefs, languages, knowledge, art and wisdom, with which a person or people, individually or collectively, expresses both their humanity and the meaning they give to their life and its course.⁵

Access to culture is a human right and common good. Culture helps us to understand, interpret, and transform reality and can include a rich array of different things, including our shared stories, traditions, identities, beliefs and ideas. It includes our ability to access and understand the stories we inherit – we sit, watch and listen.

For this plan, cultural infrastructure includes: hapū and iwi, cultural organisations, marae, fale, culturally-specific and culturally-aware spaces, and other cultural or religiously significant spaces.

Creativity

The ability to turn imagination into action. Creativity is connected to art and culture but also expands beyond those frameworks and can operate with flexibility and freedom. Creativity is a process for innovation, curiosity and play. Engagement with creativity is intrinsically motivated, it has no expected or specified outcome. It is spontaneous, joyful, fun, accessible, challenging, social, repeatable, and doesn't require specific space or equipment.

This Plan defines creativity spaces and places as those aligning to arts and culture infrastructure — but creativity is also able to exist in any private, public and organisational space. It ultimately can occur anywhere and the key requirements are time, space, and encouragement.

Soft Infrastructure

Components of core service delivery related to people. This can include organisations, groups, collectives, and encompasses both the seen and unrecognised contributions made towards measurable growth in our cities and civic spaces.

Soft infrastructure is the services required to maintain the economic, environmental, cultural and social standards of a society. It includes non-physical assets, such as communication, policies, strategies and regulations, the financing of these systems and services, and the future development of training, capability and resources.

Hard Infrastructure

Hard infrastructure, also known as built infrastructure, is the physical infrastructure of space and place that should provide safe and accessible opportunities to engage in societal activities.

For the purposes of this plan this includes: galleries, museums, theatres, venues, concert halls, libraries, studios, rehearsal rooms, workshops, schools, community halls, pop-up spaces, outdoor amphitheatres, parks, civic spaces, marae, fale, and other buildings or created environments that serve to provide opportunity for arts, culture and creativity as per the definitions above.



Arts and Culture Organisations

A group, entity, organisation, trust or society who work with a core purpose in the arts, culture and creative ecosystem. This may be for-purpose or for-profit.

Liveability

Liveability is the articulation of provisions that ensure a place is good for living. Liveability is connected to the long-term wellbeing of individuals and communities. It includes the things that make our cities and towns great places to work and live and play. This includes hard infrastructure like buildings and parks, retail, hospitals and schools, as well as the activation of these spaces.

Other important considerations for liveability are environmental quality, safety, cost of living, happiness, social cohesion, friendliness, and community connection.

Benefits

The Plan is the result of a research-based development process. It combines desktop research and multi-faceted community engagement with the support of our strategic partner network.

The plan is presented in order to prioritise and guide investment in both hard and soft infrastructure, enhancing access and participation in arts, culture and creativity in the Waikato region.

Benefits in working with Creative Waikato on this plan include:

An informed planning and decision-making process

Sector-informed insights into ecosystem needs and strategic growth

Advocacy with funders, investors and enablers for planned infrastructure developments that align with the Plan

Sector-specific reviews of facility development concepts, including scope for the development of feasibility and business cases

Insights, knowledge and resource sharing specific to arts, culture and creativity

Insights and knowledge into the essential delivery of both hard and soft infrastructure to support civic development and impact

Support and guidance to facilitate collaborative partnerships

Capability building with communities to encourage collaboration and activate community hubs

Facilitation of information sharing, training and community engagement

Increasing insights into regional infrastructure utilisation data to understand demand and inform future development

How to use

This plan is an evolving advisory document redeveloped in 2024 to address future growth and need in consideration of Waikato infrastructure.

This reference document has been developed to assist our strategic partners and community in both hard and soft infrastructure development, planning, provision and optimisation. Like all high-level plans, this is an initial guide for framing more detailed planning to build from. The Plan is not a replacement for this detailed research and analysis which will be required for future developments (at regional and local levels).

It is recommended that the Creative Infrastructure Plan is considered in alignment with the Waikato Arts Navigator and the Waikato Performing Arts Strategy.

Limitations

The 2024 Plan presents an initial high-level scan of hard and soft infrastructure in the Waikato. This Plan is based on available data at the time of writing, using secondary data and primary data from third parties.

A high-level plan presents scope and proposed future developments that address community needs. The plan is presented as a regularly-evolving summary and as new information is collated, it will be considered for the next iteration.

The Plan does not replace the need for project-specific planning, analysis and community consultation. Each project needs to consider artform, scope, and community needs. As additional providers and partners undertake or update their existing plans and insights, it is envisaged that this Plan will require updating to remain relevant.

The Plan examines issues at a strategic level for the broadest consideration of the arts, culture and creative ecosystem. It recognises that there may be artform-specific needs in different communities and contexts that may require additional insight.

High-Level Considerations

Specific limitations noted in the development of the 2024 Plan include:

Sector-wide infrastructure plans do not currently exist on a national or regional level

The complex balance between artform-specific needs and different health and safety requirements is still to be considered

A reliance on existing community infrastructure information from territorial authorities which is currently limited in scope

The impact of COVID-19 on infrastructure sustainability in the region

The impact on funding inadequacies around facility maintenance and gaps in technical provision

Limited engagement with Waikato Tainui in this review of this plan, and recognition of the need to engage more widely with the other Iwi of the Waikato region to ensure we are capturing their aspirations, roles and needs regarding spaces, places and facilities for arts, culture, creativity and ngaa toi Maaori

This is the first refresh of the plan since its initial development. It is also the first to consider soft infrastructure alongside hard infrastructure. In a future-focused consideration of sector development it is vital that all facets are considered

As part of developing and implementing this Plan there is an expected commitment to:

Consider soft infrastructure needs alongside hard infrastructure development

Continue research and impact analysis on arts, culture, and creativity participation and activation in Waikato and how that informs future development

Work with local communities and organisations to understand emerging needs and requirements for increasing access and participation in an equitable and inclusive manner

Continue alignment to regional strategies that inform the background of this plan – Waikato Arts Navigator, Waikato Performing Arts Strategy

Work alongside local Iwi to identify current and future needs and aspirations for Māori

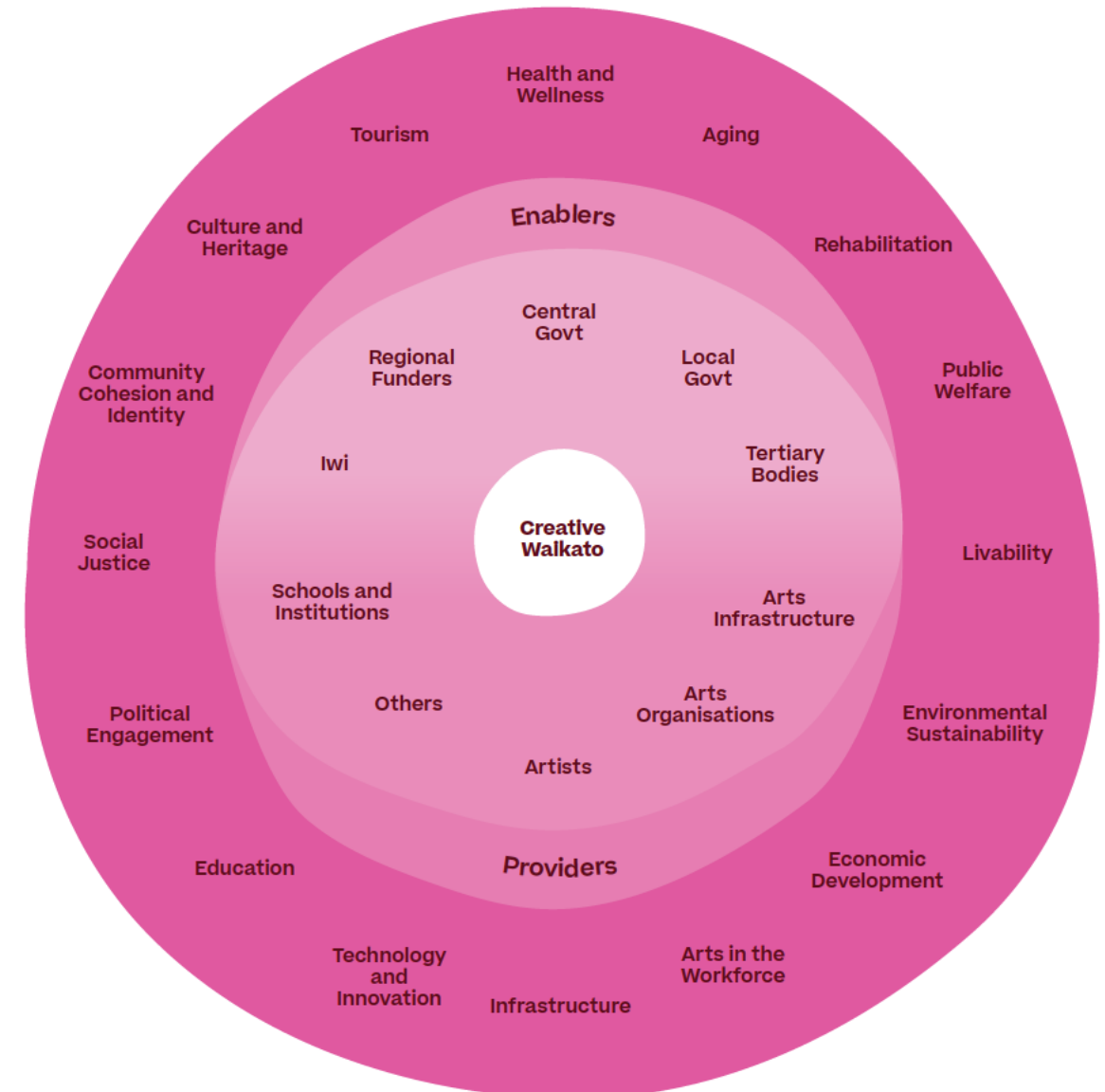
Recognise the guiding framework in the Local Government Act to “promote the social, economic, environmental, and cultural wellbeing of communities”.⁶ The Plan needs to reflect and inform the essential intergenerational impact of both hard and soft infrastructure for arts, culture and creativity on individual and collective wellbeing

Understanding the creative ecosystem

To achieve the broadest possible impact, it is essential to view the contribution of arts, culture and creativity as part of a system which affects all facets of society.

This system-based approach acknowledges cross-sector opportunities to enable effective outcomes and deliver better public services. This ecosystem approach is fundamental to our regional arts strategy.

Arts as part of our community ecosystem



Waikato Arts Navigator

The Waikato Arts Navigator Strategy (WAN) provides an aspirational vision to see the Waikato region become a place with a vibrant arts and cultural sector that thrives with diverse and transformative creative activity.⁷

This means that there is the ongoing sustainable development of a wide range of artistic and cultural activities.

⁷ Find the Waikato Arts Navigator and other strategies on the Creative Waikato Website: <https://creativewaikato.co.nz/advocacy/strategy-space>

The WAN is a mechanism to help achieve broader impact. It is a shared language, a way to understand and communicate the value of what we do as a sector, and to find ways to work with one another to enhance the role of arts, culture and creativity in the region.



Five threads

The five threads of the WAN represent key areas of focus that connect across our broader ecosystem.

The ultimate objective of the WAN is to empower key enablers, funders and community organisations to make decisions with the following outcomes in mind. This would lead to transformational systemic change for Waikato and its people.

CREATIVE WELLBEING	CREATIVE PROSPERITY	CREATIVE EXPERIENCES	CREATIVE EDUCATION	CREATIVE INNOVATION
Hauora and wellbeing	Creative economies	People experience local, national, international arts	Participatory art projects	Business partnerships
Positive collective and individual identities	Attract and retain residents	Community and cultural expression	Upskilling creative professionals	Informing local government decision making
Create, grow and strengthen communities	Tourism opportunities	Recreation and interaction	Community art classes and projects	Local problem solving
Inspired responses to challenges	Positive national perceptions	Community engagement and connection	Youth development	Distinct local expression
Strengthened connection to place	Increased investment from funders	Local pride	Audience development	Creative export opportunities

Performing Arts Strategy

The construction of the Waikato Regional Theatre provided the opportunity to build upon the Waikato Arts Navigator, in order to explore the distinct strengths of local performing arts activity.

The development of the Performing Arts Strategy was an opportunity to meaningfully engage with our diverse communities, and to hear from the people who are already having a great impact on our region, and who also want to see the sector continue to thrive, and help shape the future for this vital ecosystem.



Despite being deeply affected by the covid pandemic, with cancellation of shows, and venues being closed for long periods, the sector showed resilience with its ability to adapt, pivot, and come together to look at pathways forward.

Having a strategy that considers the bigger picture of the sector and provides a shared vision or focus for future development is an important way to move forward in a positive direction.

The performing arts in Waikato has the potential in the next 30 years to build upon its rich and varied history to support sustainable growth in the sector, to engage new audiences, and to tell local stories and create opportunities for new practitioners to share their voice.

The Vision is that:

The Waikato
Performing Arts
ecosystem thrives
through inspiring
communities and
enabling diverse
creative activity.

Drawing from the insights shared by the diverse Waikato community, the pathway for supporting this vision emerged in four strands of focus:



These focus areas provide useful understanding for the future development of this infrastructure plan.

Hard and Soft Infrastructure

A strategic framework with a long-term view point, recognises that transformational change takes time. There are many elements that must coincide to enable such transformation.

This includes the provision of and support for hard infrastructure (physical assets) and soft infrastructure (people and services), arts activity, regeneration, supporting artists and arts organisations, valuing creativity and creative thinking.

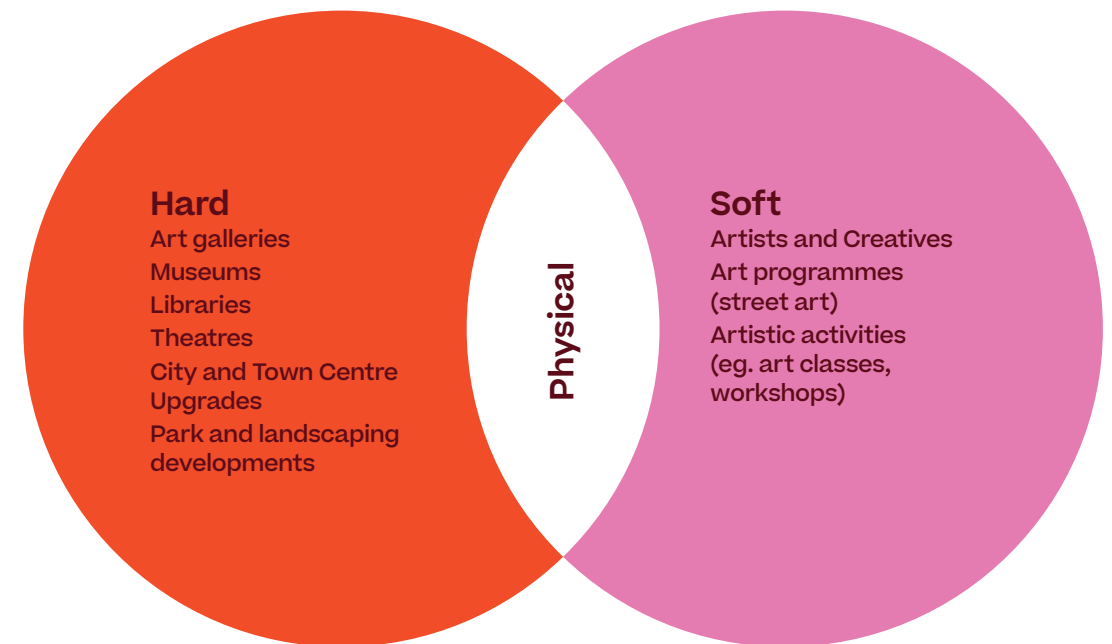
Proactive collaboration and strong advocacy from Councils and other leadership organisations will inevitably empower the broader community to work together towards a common vision.⁸

While hard infrastructure is an important consideration (and formed the basis of earlier iterations of this plan), the 2024 update includes an emphasis on soft infrastructure. A previous lack of data, insight, and sustainable investment have shaped potential issues for the ongoing sustainability of our essential soft infrastructure.

The concept and discussion around soft infrastructure is relatively new.⁹ It is regarded as a fundamental component which forms the basis for a functioning economic, political and/or social system. Most specifically, the function of soft infrastructure has been described as:

“[A] facilitator for the implementation and utilisation of hard infrastructure”

It is important to recognise that our cities and towns have both hard and soft infrastructure. Whilst physical buildings and utilities are critical components of urban development, it is the soft infrastructure that enables the smooth integration of technology and provision of services.¹⁰



⁸ 'Waikato Arts Navigator Strategy' p.43 https://creativewaikato.co.nz/site/uploads/Waikato-Arts-Navigator_Regional-Strategy_ONLINE.pdf

⁹ Turner, C. (2020) 'The infrastructured state: Territoriality and the national infrastructure system'. Edward Elgar Publishing in Sutriadi, R 'Soft infrastructure in Smart Sustainable Cities' p, 200 <http://journal.pusbindiklatren.bappenas.go.id/lib/jisdep/article/view/428/172>

¹⁰ Sutriadi, R 'Soft infrastructure in Smart Sustainable Cities' p, 200. <http://journal.pusbindiklatren.bappenas.go.id/lib/jisdep/article/view/428/172>

Core components of soft infrastructure

Soft infrastructure is associated with the development of human and social capital integral to community-building and the promotion of “high quality” living.¹¹

It is the mahi and expertise required to activate hard infrastructure. Forms of soft infrastructure include programmes and facilitators in libraries, museums and other community resources.

Soft infrastructure encompasses both the seen and unrecognised contributions made towards measurable growth in our cities and civic spaces. Soft infrastructure in the arts, culture and creative sector is a core part of sustainable growth, civic development and placemaking. This directly connects to vibrant communities and this understanding is supported by a wealth of peer-reviewed local and international evidence that demonstrates this impact.

It is vital to consider issues around growth in the context of living and working in a changing city. Growth of certain kinds

(residential) is interwoven with the function of a city which connects both hard and soft infrastructure (events, concerts, activities). The value and impact of this creative soft infrastructure strengthens the economic potential of the city, thriving and active communities, and attractiveness for inward investment. This framing of soft infrastructure supports the understanding that sustainable growth is not just about physical buildings. It must also be about people. People who provide services, activations and community development that deliver core civic outcomes.



¹¹ Brail, S., Mizrokhi, E. and Ralston, S. (2017) Examining the transformation of Regent Park, Toronto. In: N. Wise and J. Clark (Eds). Urban Transformations: Geographies of Renewal and Creative Change. Pp. 177-194., London: Routledge in Cambridge Centre for Housing & Planning

¹² Ibid. Research ‘Infrastructure, placemaking and sustainability’ A Report for Places for People (May 2020) https://www.cchpr.landecon.cam.ac.uk/files/documents/DownloadTemplate_49.pdf

Sustainable civic growth, community cohesion, social wellbeing and economic development are all served through strategic investment in both hard and soft creative infrastructure.

This connection is specifically articulated in the Waikato Arts Navigator as a regional arts strategy. It is also supported by recent local evidence through the Creative Waikato and Huber Social Wellbeing impact study, as well as recent reports by Creative New Zealand on local government and placemaking, and the Review for the Future of Local Government on the focus for community wellbeing.

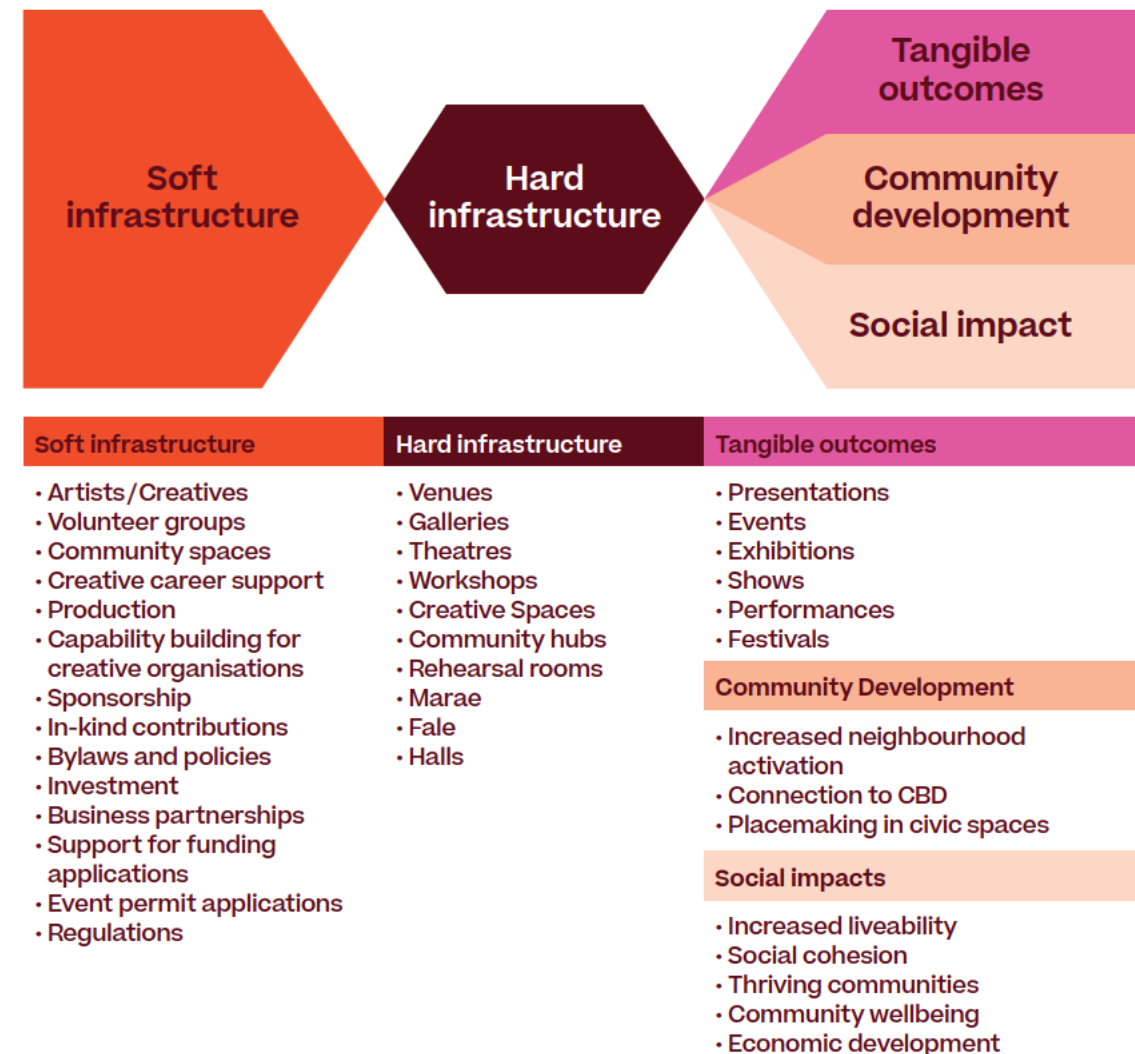
Investing in hard infrastructure means creating safe, accessible and sustainable community spaces. Investing in soft infrastructure means supporting the people who breathe life and vitality into spaces and capital assets. It is essential to have both these things. The community benefits of this activation provides the rationale and social licence for ongoing

future investment and development that enables continued civic, economic and community growth. It is key that the activation, operational and maintenance requirements of all capital projects is proactively included in long term budgeting and project planning.

A place's social and cultural norms, meanings and values are present within their forms of soft infrastructure.¹² Supporting those people who activate hard infrastructure contributes to distinct local expression and social cohesion.

The design and delivery of “good quality” places therefore requires the adequate provision of hard and soft forms of infrastructure in order to support the prospect of “high quality” living within them.

It is through the soft infrastructure utilising the space and support of the hard infrastructure that the wider impact occurs.



The creative sector is enabled by the passion, expertise and care of volunteers, as well as paid employees. This is the case too in sport, community, and cultural spaces. Ultimately, our community mobilises and connects with or without hard infrastructure, and while investments in hard infrastructure are key to enabling safer, more accessible,

sustainable and engaging experiences, it is important to centre people in these developments. It is key then, to not only measure impact in terms of financial return or asset utilisation, but to consider wellbeing measures, and the ways in which these experiences contribute to things like community cohesion, connection to place and land and self.

Waikato Infrastructure Plan

The Waikato Infrastructure Plan prepared in 2014, provided a benchmark in the identification of current and future sector facility needs. However, some of these projects were not realised.



Priority Projects

The table that follows outlines the “Priority Projects” that were recommended. An update on these projects is provided in addition to new projects which were either not considered or realised at the time the initial plan was prepared.

Status

Working well and/or complete

In progress or needing some future development

Stalled, cancelled or postponed

Potential future priority

Project not listed in 2014 report

*

Project	Location	Types of Uses	Primary Partners	Update 2024	Status
Waikato Regional Theatre (upgrade to Founders Theatre)	Hamilton	Performing Arts	Hamilton City Council and Others	<p>Investigation into remedial and development work for Founders Theatre was undertaken in the 2015-2016 financial year. Founders Theatre closed in 2016 for safety reasons.</p> <p>In 2017, Momentum Waikato worked with support from Creative Waikato to engage in community consultation to develop a new Waikato Regional Theatre (WRT). In 2018 Hamilton City Council funded \$25million and the Hamilton Hotel site on the South end of Victoria Street was identified as the preferred site.</p> <p>Waikato Regional Property Trust (WRPT), which owns the theatre, formed via the appointment of its first trustees in October 2018. Work on the new site began in 2021. Demolition of Founders began in 2023</p>	
Upgrade of The Meteor Theatre	Hamilton	Performing Arts	Community	<p>Ownership transferred from Hamilton City Council to The One Victoria Trust in February 2014. By 2017, the Trust had successfully raised the \$1.1 million necessary to complete required upgrades and earthquake proofing. Meeting the requirement of full transfer of ownership. The Meteor successfully sourced crowdfunding for the refurbishment and installation of new bathrooms in 2021.</p> <p>*** Challenges exist around operational funding where sustainable investment and support will be ongoing. Increased civic investment is required to support future accessibility for communities</p>	
New major performing arts auditorium –NZ Conservatorium of Music	University of Waikato – Hamilton	Performing Arts	University of Waikato Foundation and Others	<p>This was stalled due to covid.</p> <p>The University is adding a much-needed extension to its performance arts building – the Gallagher Academy of Performing Arts.</p> <p>Originally opened in 2001, the Academy is a purpose-built arts building and is regarded as a top facility for teaching and performance. This space is available to local, national and international groups and artists to use for practices, concerts and performances.</p> <p>A proposed extension will include a new art gallery space allowing for larger installations, and additional music practice rooms with the appropriate acoustics, lighting, outlook and arrangements necessary for students to learn and practice in. No timeframe as yet.</p>	
Upgrade for Waitomo Cultural Centre	Te Kuiti	All creative expression but particularly for growing Kapa Haka	Waitomo District Council and Others	<p>Now called the “Les Munro Centre”, there have been some Council funded upgrades since 2014 including the main hall, floor coverings, foyer, stage, bathrooms, gardens and kitchen.</p>	
Upgrade for Clarence St Theatre	Hamilton	Performing Arts and storage	Community Trust and Others	<p>Hamilton City Council gifted Clarence Street Theatre to the Clarence Street Theatre Trust in 2015. Building upgrades including roof refurbishment is still required.</p> <p>Covid was a major hurdle for the theatre as extended lockdowns, limited capacity, and lower audience engagement added complication.</p> <p>Clarence St Theatre has a new manager and is looking at opportunities for future development and activation.</p> <p>*** Challenges exist around operational funding where sustainable investment and support will be ongoing. Increased civic investment is required to support future accessibility for communities</p>	

Project	Location	Types of Uses	Primary Partners	Update 2024	Status
Development of multiple rehearsal spaces	Multiple locations	All forms of rehearsal and production facilities	Councils and Others	This is an ongoing need and has not been fully investigated or realised.	
Creation of cultural, sculptural and art trails linking towns and creative sector venues	Throughout the Waikato to help tell the sub regional and regional history	Visual art form display, event and communication information, Māori creative expression and welcome	Councils and Others	<p>The Sculpture Park – Waitakaruru Arboretum The art-in-nature experience invites families and friends to share a walk, and children to be outdoors on a creative adventure. www.sculpturepark.co.nz</p> <p>Boon Sculpture Trail – Kirikiriroa/Hamilton Boon Sculpture Trail brings together artists from across Aotearoa, to create and install temporary outdoor sculptures in Kirikiriroa Hamilton. www.boonarts.co.nz/bst</p> <p>Te Ara Wai journeys – Wāipa District Self-guided tour of culturally significant sites tearawai.nz</p> <p>Te Ahurei Māori Tourism – Māori Art Walking Tours of Hamilton CBD Celebrating Māori art and storytelling in Kirikiriroa/Hamilton. www.facebook.com/teahureimaoritourism</p> <p>Tainui Waka Tourism – Regional Māori Tourism Organisation (RMTO) for the Tainui Waka region. Vision is: “Sharing our stories with the World”. www.facebook.com/tainuiwakatourism</p> <p>Te Awa River Ride The 65km Te Awa River Ride is one of the most scenic cycling and walking trails in New Zealand. Art component still in development www.te-awa.org.nz</p> <p>Five Waikato River trails – Karapiro, Arapuni, Waipapa, Maraetai, Whakamaru Strategically placed art along trails. www.waikatorivertrails.co.nz</p> <p>Waka Kotahi Waikato expressway Concrete pou and waka erected on historic sites throughout State Highway 1 Huntly bypass route www.monarc.co.nz/latest-work/case-studies/waikato-expressway-huntly-bypass/</p> <p>The Adventure Trail Highway Ruapehu The Adventure Highway Arts Trail is a celebration of creativity. A trail which includes galleries, studios, cafes, restaurants, and art stay accommodations, each telling a story of the region’s cultural heritage and contemporary artistic flair. www.visitruapehu.com/maps/the-adventure-highway-art-trail</p> <p>Hamilton Airport Cultural Transformation Rejuvenation of brand – pekapeka (long-tailed bat). Natural attributes aligned to Ranginui (skyfather), Papatuanuku (earthmother) and everything in-between connection to place, purpose and planet. Meaning interwoven into building. All artists whakapapa back to Waikato www.hamiltonairport.co.nz/our-cultural-journey</p>	

Project	Location	Types of Uses	Primary Partners	Update 2024	Status
Development of multi-purpose facility (all art forms)	Ngāruawahia (possibly as part of Tūrangawaewae Marae)	All creative expression but particularly for growing kapa haka	Tūrangawaewae Trust Board and Others	Globox Claudelands has become a regular venue for kapa haka. Less restrictions around food vendors and minimal entry fee has made this a popular event. Te Matatini has established 12 new Pou Takawenga positions which will be conduits between regions (incl Tainui) and Te Matatini. Possible plans for a Toi Māori Hub for the purpose of housing taonga from the Kingitanga, which have been gifted through generations.	
Upgrade of The Plaza	Putaruru	All creative expression but particularly for performing arts	South Waikato District Council Local/regional Trusts, Foundations and Others	LTP 2020-21—Putaruru Town Concept Plan included creation of “The Plaza Creative Arts Hub” precinct.	
Outdoor amphitheatre development	Hamilton	All creative expression	Hamilton City Council and Others	Two current proposals—Hamilton Gardens and Founders Theatre site—neither currently confirmed—but Creative Waikato was part of initial community consultation.	
Development of Riverlea Theatre	Hamilton	Performing Arts + storage	Hamilton City Council and Others	Purchased land from Council in 2016 and have been working to fundraise for a new building.	
*Creative Space Development in Otorohanga	Ōtorohanga	To be determined	Ōtorohanga District Council and Others	*Creative Waikato has been engaging in community consultation around this project.	
Development of public art space/gallery	Hamilton (possibly as part of current Museum)	All forms of fine art, craft	Hamilton City Council and others	Initial plans for the Waikato Regional Theatre included provision for a Public Art Gallery. A brief feasibility study was completed for this in 2023 by Creative Waikato, however, it appears that no current provision has been made for this.	
Rehearsal space and artists studios	Hamilton	All forms of rehearsal and studio facilities	Councils and others	Potential for mixed-use artist studios, gallery, venue hire spaces. Examples are Toi Poneke (Wellington), The Incubator (Tauranga), Te Atamira (Queenstown), The Piano (Christchurch).	
Ngaa toi Maaori creator space	Hamilton or location in region	Inclusion of space for carving along with other artforms	Hamilton City Council (and/or other District Councils) and others	Collaborative artist studio space.	
Increased investment in community organisations	Multiple locations	All creative expression	Local trust, foundations, Council and Others	These should be strength-based community led initiatives for arts, culture and creativity outcomes. *** Creative community organisations balance accessibility and sustainability through civic and philanthropic investment. Future growth and long-term activation require long-term investment.	
Development of Storage facility	Hamilton	Costume storage, stage props, lighting equipment, instruments etc	Local trusts, foundations and Others	Potential for storage facilities specifically for performance. Example “Green Green Room” in Wellington.	

Current Landscape

Current Hard Infrastructure Landscape

There is no currently available data that frames the full region. A complete map of the scale and scope of this is still to be developed. Key components include:

Theatres (includes: Waikato Regional Theatre, Clarence Street Theatre, The Meteor Theatre, and a number of local and regional community theatres)

Community halls

Venues (concert halls, bars, alternative venues)

Schools (halls, performing arts facilities)

Museums

Galleries

Marae

Cultural centres

Creative hubs and workshops

Dance schools

Libraries

Community houses

Parks and Gardens

Current Soft Infrastructure Ecosystem

The scope and activation of soft infrastructure in the Waikato is hard to specifically articulate. This work is in continued development. Focused areas of delivery include (but are not limited to):

Toi Maaori organisations (kapa haka, cultural groups, marae, hapu/iwi)

Theatre groups and organisations

Musical theatre groups and organisations

Dance groups and organisations

Societies of arts

Creative community organisations

Visual Arts groups

Music groups and organisations

Literature groups and organisations

Event organisers

Festival organisations

Craft and object organisations

Key Strategic Considerations

The current societal context provides important considerations for future development, including:

Cost of living crisis and impacts on access and engagement

Economic recession and potential reduction in funding for creative community service providers

Negative trends in social cohesion and mental health. Need for additional investment to support positive outcomes

Increased engagement in community creative activities, and increased costs for delivery, with reduced funding opportunities

Changing demand for spaces, places and mixed-use facilities in diverse communities

Multi-agency response required to identify and address needs

Lack of backbone mechanisms to facilitate increased utilisation of available civic spaces (council, school, community spaces)

Collaboration between groups to increase feasibility, optimisation and where appropriate, rationalisation of facilities

Communication, collaboration and advocacy across social sectors, to increase the perspective and understanding of the value and contributions of arts, culture and creativity to community

Exploring shared-use facilities with sports, community and other partners across boundaries, communities, education, and other stakeholders

Increased sector investment and support to navigate funding challenges and the decline in revenue and increased costs due to recent years

Climate change and environmental sustainability and how this can be acknowledged and mitigated by communities, enablers and existing infrastructure

Strengths Analysis

Challenges

Artists, arts groups and venues receive modest amounts of investment which is disproportionate to the value and effort that is provided. The impact of the pandemic and competition for the leisure dollar makes it increasingly difficult for the arts, culture and creative sector to become self-sustaining.

There is an access, participation and equity balance that creates increasing complexities for community infrastructure. Providers of community infrastructure often need to balance the costs of delivering services against the prices that community members can reasonably expect to pay to use and/or engage in the services. If the core service measure is around access, participation and wellbeing for all people in our communities, then it is essential that civic, philanthropic, government and other investment is increased to support.

Aotearoa's arts and cultural sector remains on an emergency footing following the past three years of pandemic disruption.¹³ In 2020, The Ministry of Culture and Heritage provided some respite through various Arts and Culture COVID Recovery Programmes and these did result in some successful outcomes.¹⁴ However, due to these programmes being short-term the potential of these initiatives will not be fully realised, nor their long-term effects measured.

The cost of living is also having an adverse impact on artists and audiences, with inflation continually rising. This directly impacts provision of service, and impacts the communities, artists, creative and organisations who utilise and engage with local hard infrastructure.

¹³ The Conversation 'We need to break the cycle of crisis in Aotearoa New Zealand's arts and culture. It starts with proper funding' February 2023 <https://theconversation.com/we-need-to-break-the-cycle-of-crisis-in-aotearoa-new-zealands-arts-and-culture-it-starts-with-proper-funding-199772>

¹⁴ Beehive.govt.nz 'Govt investment in arts delivers strong economic results' (May 2023) <https://www.beehive.govt.nz/release/govt-investment-arts-delivers-strong-economic-results>

Insights into the situation for our sector include:

The median total income for Creative Professionals is \$37,000. This is comparable to what self-employed New Zealanders earn (\$39,900), but considerably lower than the median income for those earning a wage or salary (\$61,800)

The median income for creative work is \$19,500. This is lower than total income as nearly half of creative professionals also hold down a job outside of the sector to supplement their income

Overall, only 18% of creative professionals agree they are fairly compensated for their time, with two thirds indicating that they do not feel fairly compensated

Almost all (94%) creative professionals participating in the gig economy find it difficult to secure loans for things like mortgages, and four in five find it difficult to predict how much money they are going to make, and struggle with the lack of holiday and sick pay¹⁵

Other strategic considerations

Core creative civic infrastructure is often managed and maintained by community trusts; This contributes to increased risks to sustainability. Because these trusts do not have the scale of operational support that might exist if spaces were council managed, capital expenditure and upgrades require extensive and intensive fundraising campaigns, contributing to burnout and the closing of key community spaces. There is a need for sustainable long-term investment from council into the future, in recognition of the public good and community wellbeing that community groups facilitate from these spaces. It is important that this is maintained.

There is a lack of safe and reliable rehearsal space. For the health and safety of performers it is important that there are spaces with appropriate flooring, heating, lighting and accessibility. There is a lack of consistent space in Waikato communities for these purposes. It is worth noting that these design features can be of benefit to other users of these spaces too, including whaanau, disabled communities, our elders, and participants in sport and recreation activities.

Social inequity and deprivation is a strategic reality. There are large components of the Waikato region which include deprived and isolated communities. People in those communities often have lower levels of access to and participation in creative activity. They also have limited access

to hard infrastructure. For isolated communities there is often a lack of available infrastructure to provide any opportunity for positive impact.

Post-COVID fiscal cliff. The period of 2020-2023 saw an unprecedented investment in the arts, culture and creative ecosystem from central government. This increase in funding was the largest update in the national arts funding levels in more than a generation. As a result there was increased activation, access and activity. But this funding was fixed until June 2024. Which means many organisations have increased their operation and impact – but there is no ongoing support available. For Waikato, the arts sector Covid Recovery Funding that came into the region via Manatū Taonga was \$10,519,180.

This figure encompasses Recovery funding only (Creative Spaces, Cultural Installations and Events, Cultural Activators, Innovation Fund, Regeneration Fund and Capability Fund). It excludes emergency relief funding (CSERF, Arts and Culture Event Support Scheme)

Some of this funding is also allocated to other regions as there are multi region projects. The approved amount for projects focused solely on the Waikato region is \$5,106,890.¹⁶

This will create a challenge for our communities who have grown used to an increase in available support and the positive impacts that has enabled.

¹⁵ Kantar Public, Creative New Zealand and New Zealand On Air, 'Profile of Creative Professionals', <https://creativenz.govt.nz/-/media/project/creative-nz/creativenz/publicationsfiles/2023-profile-of-creative-professionals/profile-of-creative-professionals---main-report---pdf.pdf>

¹⁶ Figure from Manatū Taonga reporting, see: <https://www.mch.govt.nz/>

Opportunities

Artists, creatives and associated organisations are resourceful groups. They regularly stretch any investment received into creating positive outcomes and serving the liveability of our communities.

The creative ecosystem is currently one of the largest funders and enablers of creative activity when we acknowledge volunteer hours, in-kind support, and provision of service above and beyond market rates.

While this is a positive contribution, it is vital that enablers, civic partners, and investors acknowledge and value that contribution to ensure that sector burnout is reduced and that artists and creatives can have access to sustainable careers and quality of life. If we want to be an innovative and resourceful region we need to embrace imaginative opportunities to work differently and explore creative opportunities to prioritise

investment and support into both hard and soft creative infrastructure, and acknowledge the essential balance between those areas of activity.

The Waikato Arts Navigator provides a useful strategic framework to inform future opportunities that encourage collaborative investment, strategic partnerships, and to explore avenues for embedding creatives into activities beyond the obvious delivery areas.

Other opportunities to strengthen the creative infrastructure of the Waikato can include:

Utilising and repurposing council owned spaces to support community activities

Exploring development of creative spaces as part of civic revitalisation

Working with Sport Waikato to embed creative spaces in Sporting infrastructure

Encouraging the provision of empty commercial space for accessible art activity

Investing in public art as a contributor to civic safety

Investing in public creative programming and events to encourage the development and sharing of local stories

Work with creative organisations to limit red tape and regulation when providing creative services and events

Embed provisions that contribute to the protection of arts, culture and creative activity in city centres and civic environments

Recommendations

This 2024 revision of the Creative Infrastructure plan builds upon earlier insights, but presents new high-level opportunities for shaping a Waikato Region that thrives with diverse and transformative creative activity.

Whilst this plan acknowledges that each different territorial authority will have different requirements, expectations and levels of investment, it is essential for future planning to be established and a prioritisation of the types of infrastructure and service provision that will be required for thriving future communities.

Key recommendations of the 2024 plan are:

Develop an arts action plan in alignment with the Waikato Arts Navigator for each territorial authority (in partnership with Creative Waikato)	1 year
Embed sector-informed policies and guidelines to enhance creative activity in local communities (events, performance, public art, etc)	1-3 years
Contribute to the next stage of development of this plan to provide further insights, scope and location specific data points for further analysis. (This should highlight data around the use of spaces, and prioritise supporting community access and use of these spaces)	1-2 years
Proactively explore the inclusion of creative spaces in all future civic, sport and community infrastructure projects	2-5 years
Encourage the development of multi-use space – but acknowledge the artform specific safety requirements and expectations in the development process	1-5 years
Increase investment into soft infrastructure in the arts, culture and creative sector	1-3 years
Engage with strategic sector advisors to explore opportunities for creative outcomes in connection with placemaking, civic story-telling, parks, CBD developments, and public communications	1-3 years



Disclaimer:

Information, data and general assumptions used in the compilation of this report have been obtained from sources believed to be reliable. Creative Waikato have used this information in good faith and make no warranties or representations, express or implied, concerning the accuracy or completeness of this information.

Interested parties should perform their own investigations, analysis and projections on all issues prior to acting in any way with regard to this project. All proposed infrastructure approaches made within this document are high level concepts and should be further developed in consultation with any contributing parties. Proposed approaches represent recommendations based on the findings of the research that informed the report. All final decisions remain the responsibility of the respective property owners.