

Toi Whitiki

Auckland's Arts and Culture
Strategic Action Plan

Te Mahere Rautaki Toi me
Ngā Tikanga o Tāmaki Makaurau

Karakia Blessing

E rere taku manu
Taku manumea
Taku manu taki
Taku manu tāiko
Hoka hoka Tāmaki
Ngā wai karekare
O Waitematā o Tikapa Moana
o Manukau o Kaipara, me te
Moana-nui-a Toi e
Tuia ki toi rangi
Tuia ki toi whenua
Ngā manuhiri
Ngā manu – kura
Ngā manu a Tāne
Kia tipu, kia rea
Te ao toi, to ao ahurea
Toi! Toi! Whitiki e!

Take flight my bird
My sacred bird
My lead bird
My sentry bird
Soar above Auckland
Above the rippling waters
Of the Waitematā, Manukau,
Hauraki Gulf and Kaipara and
the Pacific Ocean
Unite above in the heavens
Unite below in the homelands
All visitors
All leaders and chiefs
All the children of Tāne
(all people)
So that they may grow
and flourish
In the world of the arts,
in the world of cultures
Walk on, move forward together
Weave together the strands!

Toi Whitiki:

The name of this document
comes from the above karakia.
'Toi' means to walk on, march
together, and the arts in general.
Whitiki means to weave the
strands together.

Matariki Festival, Manu Aute – Kite Day
Photo: Alistair Guthrie



Arts and culture can make a powerful contribution to transforming Auckland into the world's most liveable city.

Foreword

Public engagement on Toi Whitiki, led by Auckland Council, clearly showed that Aucklanders understand that arts and culture are fundamental to a healthy society and a good quality of life.

Although the creative sector in Auckland is already diverse and lively, rapid population growth, especially of Asian and Pacific peoples, alongside the increasing number of older and young people, presents us with new challenges and opportunities.

We have developed the first 'whole of Auckland' Strategic Action Plan to make arts and culture part of our everyday lives, everywhere in our region – urban and rural, city centres, suburbs and villages. By collectively delivering on the plan, we can enhance Auckland's unique identity, connect our diverse communities, support each other to express ourselves creatively, improve our well-being, develop our city's economy and inspire others to visit and live here too.

We would like to thank all those who have contributed to the development of the plan over many months, and to our stakeholders and the wider public for their feedback. We look forward to exciting partnerships to realise our common aim.

Councillor Alf Filipaina

Arts and culture are fundamental to quality of life in Auckland. Being a culturally rich city, where the arts are integrated into our everyday lives, is essential if we are to achieve the Auckland Plan vision of becoming the world’s most liveable city.

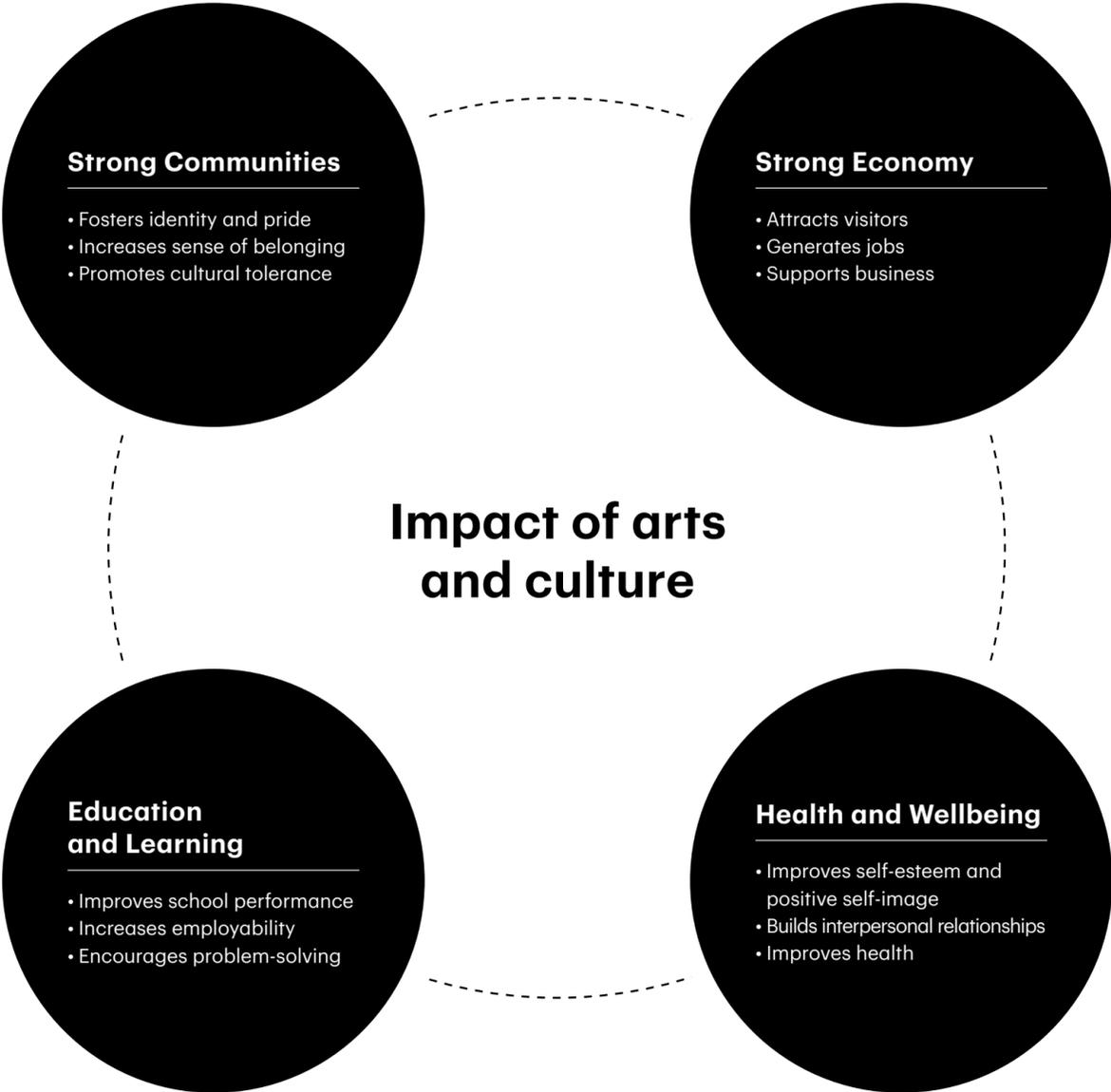
Arts and culture already play an important part in many Aucklanders’ lives. They are woven into the fabric of our streets and many of our buildings. Public art enhances and enlivens our experience of public places.

A network of facilities across Auckland provides opportunities for people to attend exhibitions and performances, and participate in a wide range of activities. Aucklanders come in large numbers to enjoy annual cultural events like Pasifika, the Lantern Festival and Diwali.

Auckland proudly boasts a richness and diversity of creative talent. Our artists, arts and culture organisations, institutions and businesses contribute to the city’s vibrancy and economic vitality.

Our research shows that Aucklanders are very positive about the arts, recognising the benefits they bring and the impact they make. For example, 88% of Aucklanders believe that the arts are good for you, 86% agree the arts help to improve society and 90% agree that they learn about different cultures through the arts. In 2014, over 90% of Aucklanders attended or participated in at least one arts event!

Arts and culture play a key role in the cultural, social and economic life of Auckland, making it a more dynamic and attractive place to live, work and visit. It connects and strengthens our communities, gives us a sense of identity and pride, improves individual and community health and well-being, and contributes to a strong economy.



The purpose

Toi Whitiki – the Arts and Culture Strategic Action Plan (the plan) aims to deliver on the vision and outcomes of the Auckland Plan. It is a region-wide plan, developed by Auckland Council in collaboration with the arts and culture sector.

It sets out what the council and the sector want to achieve, the actions and priorities to get us there, and the role the council and others will play. It shows how we will work together to achieve the Auckland Plan's strategic direction to 'integrate arts and culture into our everyday lives'.

Toi Whitiki is important to enable the council and the sector to strategically focus resources and energy where we can have the most collective impact. It will help us make better decisions and work together to achieve the plan's goals, and address the challenges and opportunities in our growing and increasingly diverse city.

It has a 10-year timeframe to allow time to measure the impacts and outcomes. Regularly reviewing and refreshing the actions will ensure we are tracking progress along the way, and that the plan stays relevant.

Scope and definitions

This section discusses the meaning of the terms 'arts' and 'culture' and defines the scope of this plan.

The interpretation of the terms 'arts' and 'culture' can vary significantly and is constantly changing, making it difficult to define in terms of scope and content.

In this plan, 'the arts' refers to all forms of human creative skill, imagination and interpretive expression, and their various branches including performing arts, visual arts, screen and digital arts, literary arts, and cultural heritage collections.

'Culture' is a broader term, and refers to the values, ideas, customs, attitudes, social behaviours and physical artefacts of a particular people or society, e.g. gaming culture.

The terms 'artists', 'creative practitioners' and 'creative people' are all used interchangeably to describe those engaged in arts and culture activity.

'Language' is an important component of culture. The official languages of New Zealand are English, te reo Māori and New Zealand Sign Language. In Auckland more than 175 languages are spoken. Although this plan includes references to promoting languages through arts and culture, language itself is not a prime focus.

Toi Whitiki does not include sports and recreation, or built and natural heritage, as these are covered by other specific plans.

Development of the plan

Auckland Council has led development of the plan, working closely with a multi-agency steering group and project team. This has included research and extensive engagement with stakeholders, and public consultation.

Early consultation on the Auckland Plan resulted in a dedicated chapter for arts and culture. This set the strategic direction that became the basis for ongoing discussion with stakeholders. The process included developing a draft strategic plan with goals and objectives, and an action plan.

The diagram below gives a timeline overview of how the plan was developed.



Strategic context

The Auckland Plan

The Auckland Plan is the key strategic document for Auckland Council. It is a plan for the whole of Auckland, and all stakeholders share responsibility for making it happen.

The Auckland Plan sets out the broad strategic direction for how Auckland can grow and prosper over the next 30 years. Its vision of Auckland as the world's most liveable city is supported by a number of outcomes, transformational shifts and strategic directions.

Chapter 3 of the Auckland Plan specifically focuses on the priorities for arts and culture. It recognises that arts and culture will play a key role in achieving Auckland's bold vision.

Toi Whitiki is a core strategy to give effect to these aspirations. It follows on from the strategic directions in the Auckland Plan, putting them into action over the next 10 years.

Local Board Plans

Auckland's 21 local boards each have plans which set out the aspirations and priorities of their communities for the next three years and beyond. These 21 local board plans recognise the role arts and culture play in building strong and healthy communities.

Toi Whitiki supports local board outcomes and may also inform the development of future local board plans, guiding the delivery of arts and culture opportunities to our local and diverse communities. Local boards will play an important role in supporting the actions in their communities. Their role in the council's delivery is outlined in Appendix A online www.aucklandcouncil.govt.nz/acsap. A list of local board projects and initiatives, including case studies, is also available online.²

Māori Plan

The Māori Plan is the Independent Māori Statutory Board's 30-year plan. It is based on Māori values and outcomes, and includes actions of particular relevance to arts and culture.

Strategic links

The table to the right summarises the strategic context and direction of Auckland's Arts and Culture Strategic Action Plan.

It also aligns with, and contributes to, other strategies and plans. These links are outlined in more detail online in Appendix B www.aucklandcouncil.govt.nz/acsap

Auckland Plan vision:

The world's most liveable city

Auckland Plan outcomes:

- A fair, safe and healthy Auckland
- An Auckland of prosperity and opportunity
- A beautiful Auckland, loved by its people
- A culturally rich and creative Auckland
- A Māori identity that is Auckland's point of difference

The Auckland Plan:	Local Board Plans:	Economic Development Strategy:
<ul style="list-style-type: none"> • Value and foster Auckland's cultural identity • Value our artists, our creative sector and our cultural institutions • Protect and provide social and community infrastructure 	<ul style="list-style-type: none"> • Meet needs of local diverse communities • Support events and projects that celebrate cultural diversity • Provide arts, cultural and community facilities for local needs • Support public art 	<ul style="list-style-type: none"> • Develop a vibrant, creative international city <p>The Māori Plan:</p> <ul style="list-style-type: none"> • Develop vibrant communities • Improve quality of life • Promote distinct identity • Ensure sustainable futures

Toi Whitiki – Arts and Culture Strategic Action Plan:

Integrate arts and culture into our everyday lives.

Action plan goals

Participation:	Infrastructure:	Identity:
All Aucklanders can access and participate in arts and culture.	A network of vibrant arts and culture organisations.	Auckland celebrates a unique cultural identity.
Investment:	Place-making:	Creative economy:
Auckland values and invests in arts and culture.	Arts and culture are intrinsic to Auckland's place-making.	Auckland has a robust and flourishing creative economy.



This diagram outlines the parts of the Māori Plan that are most relevant to arts and culture.

Significant stakeholders

A broad range of stakeholders deliver and support arts and culture in Auckland. They are defined within the following categories:

Creative sector: Includes arts and culture agencies and facilities, creative practitioners including professionals, hobbyists, private sellers, holders and collectors, developers, as well as private tuition and services across all art forms, mediums and cultures.

Audience: Participants and consumers of arts and culture activities, experiences and products.

Community groups and societies: This sector provides a range of grassroots activities, events and services. It includes interest groups.

Education providers: Schools and tertiary institutions play a role in developing an understanding of arts and culture, as well as providing training.

Funding organisations: Providing support and funding to projects, programmes and organisations. Includes The Arts Foundation of New Zealand, New Zealand Music Foundation, Foundation North and private donors and other philanthropic groups.

Central government: Provides national policy direction and direct funding for the arts, for example through the Ministry for Culture and Heritage, the New Zealand Music Commission, New Zealand Film Commission, Māori Language Commission, Creative New Zealand and New Zealand Lotteries Commission.

Local government: Its core purpose is to meet the current and future needs of communities for good-quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost-effective for households and businesses.³

Arts and culture (including local and regional facilities, events and programming) fit within the context of 'local infrastructure' and 'local public services'.

A full list and description of the significant players and stakeholders is available online in Appendix C www.aucklandcouncil.govt.nz/acsap.

Auckland Council's role in arts and culture

Various parts of the Auckland Council family support arts and culture through:

- strategy and policy
- facilities (local and regional)
- programming and events
- investment and funding
- regulatory and operative frameworks
- facilitation
- advocacy.

The council's regional governing body sets the policy direction and makes decisions on regional activity. Its 21 local boards play a vital role at the local level, encouraging and supporting arts and culture in their communities.

The council's operational teams provide facilities, funding, and programmes and events. Council-controlled organisations also play a vital role. These include:

- Auckland Tourism, Events and Economic Development (ATEED) – invests in major events and festivals, and supports tourism and economic development.
- Auckland Transport (AT) – integrates public art at new transfer hubs.
- Regional Facilities Auckland (RFA) – brings performing and visual arts to its world-class regional venues.
- Panuku Development Auckland – supports creative activity on the waterfront.

Appendix A, available online www.aucklandcouncil.govt.nz/acsap gives more detail about the roles and responsibilities of the Auckland Council family in arts and culture.





Our strengths and opportunities

Auckland already has many of the advantages and opportunities needed to grow into a mature global city of arts and culture: our people, our creativity, skills and entrepreneurship as well as our arts and cultural organisations and facilities.

Our people

Auckland is the most ethnically diverse region in New Zealand. The 2013 census shows that it is 55% European (compared to 75% for the rest of New Zealand). Its Asian population is more than 23%, followed by Pacific peoples (14%) and Māori (11%). These ethnic groups are forecast to grow rapidly over the next decade. By 2021, the number of people of Asian descent is projected to rise to 27%, Pacific peoples to 17% and Māori to 12%. Auckland also has the highest number of immigrants, 40% of its inhabitants having been born overseas.

This plan recognises the unique contribution of Māori to our cultural landscape and national and international cultural identity. There are 19 iwi across the region. The plan acknowledges Te Tiriti o Waitangi/The Treaty of Waitangi principles and the council's Māori Responsiveness Framework. Specific actions throughout the plan enhance Māori outcomes and value Te Ao Māori (a Māori world view).

Auckland is home to the largest Pacific populations in the world. Most of our Pacific peoples come from the seven Pacific Island nations of Samoa, Tonga, Cook Islands, Niue, Tokelau, Tuvalu and Fiji. More recently there has been a growing Melanesian and Micronesian population. Although migration to Auckland continues, our Pacific population now largely comprises young New Zealand-born people who identify with more than one Pacific ethnicity. The plan recognises the contribution of Pacific arts and culture to Auckland's identity and vibrancy.

Growth continues from traditional countries of migration such as the United Kingdom and Ireland as well as continental Europe, but the rapid surge in Asian migration over the past two decades has significantly changed our cultural and economic landscapes. The Asian population is itself very diverse and includes Chinese, Indian, Fijian, Filipino, Korean, Cambodian, Vietnamese, Sri Lankan, Japanese, Indonesian and others. Two-thirds of New Zealand's Asian population live in Auckland, where more than one in five people are from this group.

There is also growing Middle Eastern, Latin American and African immigration (MELAA) contributing to Auckland's ethnic 'superdiversity'.

Auckland's diversity has further dimensions – it also embraces people with disabilities, our increasing number of children, young people and older people, and our rainbow⁴ community. All these populations bring to our city their particular perspectives as creators, participants and audiences of arts and culture, demanding an equally diverse array of arts and cultural experiences.

The growing diversity of Auckland's people, coupled with our population growth (predicted to increase by 1 million in the next 30 years)⁵ presents both challenges and opportunities. It will create increasing demand for new and different services and infrastructure, but it will also bring opportunities to showcase and draw upon the pool of incoming talent.

1: Auckland Diwali Festival 2015
Photo: Gareth Cooke

2: Auckland International Cultural Festival 2011
Photo: James Chen



Our creativity, skills and entrepreneurship

The range and number of creative people living and working in the city is a huge asset. Auckland has the largest proportion of the country's creative sector – currently about 18,000 employees in more than 900 businesses.

Forty-nine per cent of New Zealand's creative sector businesses are in Auckland, compared to 32% of total businesses for all sectors.

Auckland's creative people, cultural organisations and businesses bring significant economic benefits to the city – providing jobs, generating income, attracting visitors and leveraging economic activity through related industries such as hospitality.

Equally importantly, the people and businesses in the creative sector and the diverse audiences they attract and serve bring vibrancy, energy and colour to Auckland. The commitment, energy, passion, innovation and talent of our creative sector are significant assets.

Toi Whitiki recognises the important role played by the creative sector in bringing wider economic, cultural and social benefits, and supports opportunities to maximise the sector's contribution to our broader goals for Auckland.

The rapid growth of Auckland, its diversity, and its increasing attraction for creative practitioners are identified by central government as key features of the national arts and culture landscape. Working alongside the Ministry for Culture and Heritage and Auckland Council on 'responsive and effective arts delivery in Auckland'⁶ is a priority area in Creative New Zealand's Strategic Plan.

Our facilities

Auckland has a considerable number of arts and culture venues and facilities which add to the vibrancy of the region and enable people to experience and participate in cultural activity.

These range from our major regional facilities and iconic venues, to destination galleries and creative residencies, and include local arts centres, theatres, museums, libraries and marae.

Local arts facilities and community centres help to build strong, healthy and vibrant communities. In these spaces, people can connect, socialise, learn skills and create together.

As Auckland grows we will need to consider how we provide and maintain a regional spread of facilities to meet the demands of our changing demographic, sectors and audience.

The diagram below gives a breakdown of Auckland's art and culture facilities. Appendix E online www.aucklandcouncil.govt.nz/acsap refers to the maps for Auckland's arts and cultural facilities.



1: Pacific Dance New Zealand
Photo: Mina Sabour

2: Auckland Philharmonia Orchestra
Photo: Jocelyn Janon



Our vision for arts and culture

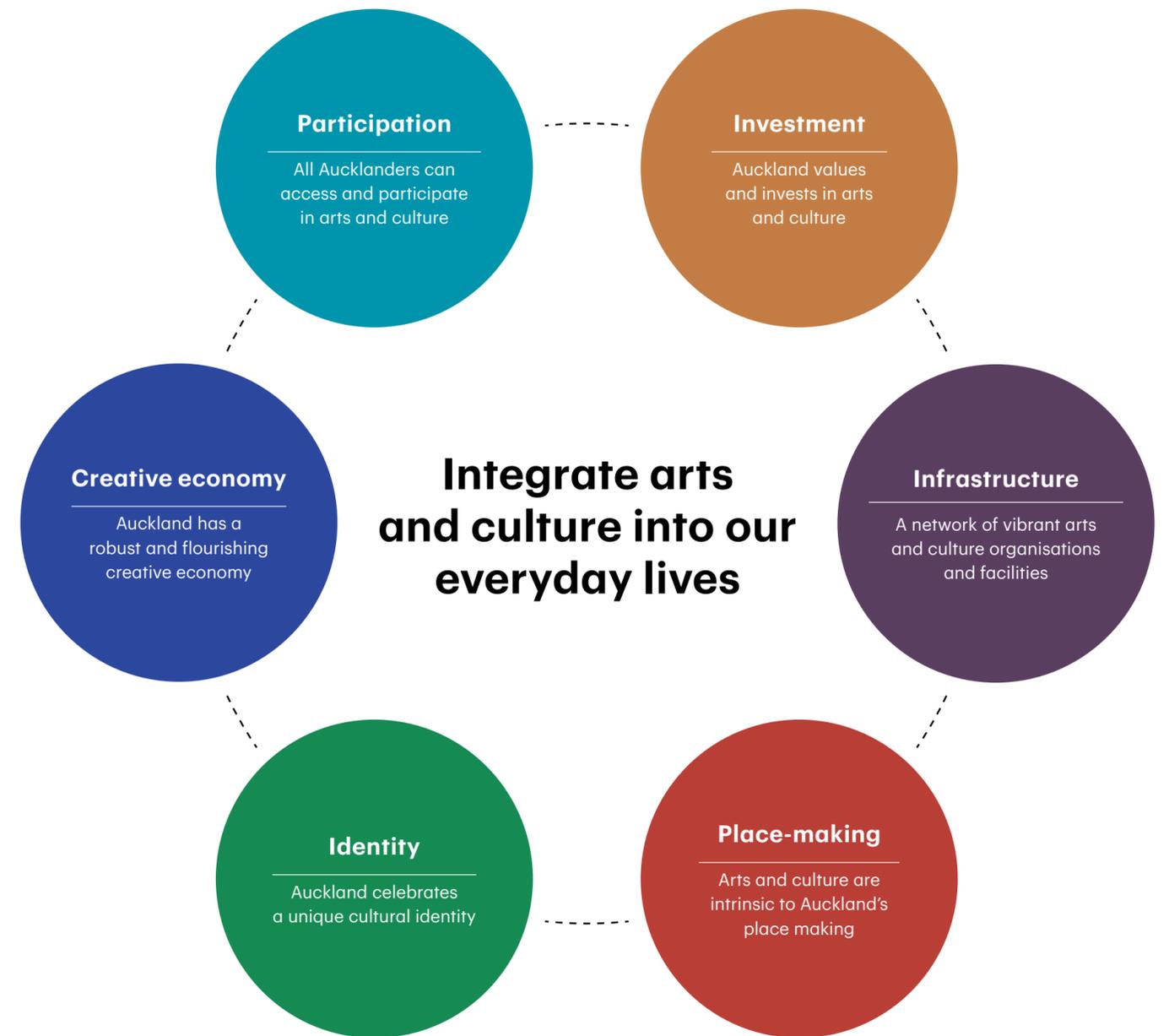
All Aucklanders experience arts and culture as part of their everyday lives. It thrives, unites, delights, challenges and entertains as well as drives wealth and prosperity for individuals and for Auckland.

Local arts and cultural activities enjoy high levels of participation and attendance, helping to strengthen our communities and fostering local identity and pride. New art forms are emerging that reflect the diversity of our talent and communities.

Our institutions, organisations and artists are valued and flourishing, and known worldwide for their excellence. They are reaching many audiences and providing career pathways and professional development for practitioners.

Māori culture is 'Auckland's point of difference in the world', and mana whenua are Treaty partners in a multicultural Auckland. We are proud of Māori cultural identity and celebrate it. Visitors come to experience this and our unique mix of Māori, European, Pacific, Asian and other cultures that makes us one of the most multicultural cities in the world.

Auckland continues to be New Zealand's creative powerhouse. It attracts creative talent from around the country and the globe, increasing our international reputation for innovation, and driving economic growth. Arts and culture are integrated into our daily lives in a culturally rich and creative Auckland.



Our goals and objectives

To 'integrate arts and culture into our everyday lives', the council and arts and culture sector will focus resources and actions to the following 6 goals and 15 objectives.⁷

1

All Aucklanders can access and participate in arts and culture

- Increase opportunities for Aucklanders to experience and participate in arts and culture
- Better communicate what's on offer
- Remove barriers to access and participation

2

Auckland values and invests in arts and culture

- Grow and deliver strategic investment in arts and culture to enable a thriving and resilient sector
- Evaluate and promote the economic, social, cultural and environmental value of investment in Auckland's arts and culture

3

A network of vibrant arts and culture organisations and facilities

- Support a network of complementary arts and cultural institutions and facilities
- Promote the city centre as Auckland's major cultural destination
- Provide a regional spread of vibrant diverse and affordable creative spaces

4

Arts and culture is intrinsic to Auckland's place-making

- Tell our stories by encouraging unique and distinctive public art that reflects and responds to our place
- Make it easier to plan, create and deliver innovative art and design in public places

5

Auckland celebrates a unique cultural identity

- Celebrate Māori and their culture as a point of difference
- Support and celebrate creative excellence
- Promote Auckland as a creative city with a unique cultural identity

6

Auckland has a robust and flourishing creative economy

- Champion the creative sector to grow Auckland's economy
- Foster education, collaboration and professional development for the creative sector

1

Participation

All Aucklanders can
access and participate
in arts and culture

Ka taea, ka whai wāhi
te katoa o Tāmaki ki ngā
mahi toi, ahurea hoki

Pop Project 15: Pop Ping Pong
Photo: Luke Scott



All Aucklanders can access and participate in arts and culture

Ka taea, ka whai wāhi te katoa o Tāmaki ki ngā mahi toi, ahurea hoki



Key objectives

- Increase opportunities for Aucklanders to experience and participate in arts and culture
- Better communicate what's on offer
- Remove barriers to access and participation

- 1: Te Oro, Open Day
Photo: David St George
- 2: Matariki Festival, Manu Aute – Kite Day
Photo: Alistair Guthrie
- 3: Celine Andrada, Henderson
Photo: Kellie Blizzard
- 4: Auckland Lantern Festival
Photo: Gareth Cooke
- 5: Auckland Lantern Festival 2015
Photo: Gareth Cooke



What does this mean and why is it important?

Integrating arts and culture into our everyday lives means Aucklanders being able to create or participate in arts and cultural experiences every day of the year, anywhere in the region and at any age.

Access and participation means active engagement – making, attending, interacting and experiencing arts and culture through many different channels. Aucklanders would talk about arts and culture with the same familiarity and passion as when talking about sport.

Research shows that while Aucklanders value arts and culture in all their forms, many do not engage with them, and access and participation are not equitable across the region.

Common barriers they cited were distance, cost (including childcare) and physical access for people with disabilities. Measures such as showcasing art on public transport, free and low-cost community events, apps to add value to experiences, and piloting audience development initiatives are some of the ways we can increase uptake.

We need to recognise the impact of Auckland's geographical diversity and spread on access and participation. Local boards can provide opportunities for people to take part locally. Planning for the distribution and funding of events and facilities, and for public transport routes and schedules, should enable people throughout the region to attend central and outlying events as well as local ones.

By 2021, Māori, Pacific and Asian people will make up over half of the city's total population. It is therefore a priority to ensure that artists and creative practitioners, programme content, audiences, and governance and staffing of arts and cultural organisations, reflect these ethnic groups.

Our sector should also give opportunities to Aucklanders throughout life: engaging children early in the arts, making opportunities for young people to be creative, and increasing and sustaining older people's engagement in the arts for intergenerational sharing of culture, and as part of positive ageing.

1.1

Increase opportunities for Aucklanders to experience and participate in arts and culture

Action	
1.1.1	<p>Support more opportunities for diverse communities to access and participate in arts and culture.</p> <p>For example:</p> <ul style="list-style-type: none"> • pilot the establishment of art brokers to facilitate local access and participation • create opportunities that respond to emergent demographic changes • create opportunities for intergenerational cultural exchange • provide opportunities for people to access and experience 'pop-up' or temporary events in everyday situations and public places • provide opportunities for people to experience arts and culture on public transport and in transit environments (e.g. on buses, trains, stations).
1.1.2	<p>Provide more opportunities for children and young people to participate in arts and culture activities and facilities.</p>
1.1.3	<p>Support arts and culture organisations and facilities to engage with Auckland's diverse population in innovative ways.</p>
1.1.4	<p>Present and support a balanced range of arts and culture programmes and events across the region including:</p> <ul style="list-style-type: none"> • present major shows, exhibitions and events • support free and low cost community events • provide spontaneous and programmed activities in non-traditional spaces.
1.1.5	<p>Support the provision of cultural activities in the Southern Initiative area.</p>
1.1.6	<p>Promote language through arts & culture activities including Sign Language and Braille.</p>

1.2

Better communicate what's on offer

Action	
1.2.1	<p>Develop accessible digital tools to communicate creative activities, events and festivals.</p> <p>For example:</p> <ul style="list-style-type: none"> • provide readable and audio information for the sight impaired • promote apps to add value to experiences, e.g. public art • build on existing networks to develop an online calendar to co-ordinate programming
1.2.2	<p>Prominently and positively showcase Auckland's arts and culture across a wide range of media including:</p> <ul style="list-style-type: none"> • collate research on the changing use of media to better understand how to access arts audiences • promote arts and culture as newsworthy • foster commentary, including critical responses.
1.2.3	<p>Market arts and culture activities and events through disability networks and mainstream media, including notifying accessibility for people with disabilities.</p>

1.3

Remove barriers to access and participation

Action	
1.3.1	<p>Research barriers and enablers to access and participation.</p>
1.3.2	<p>Establish a regional outreach framework for arts and culture organisations and facilities.</p>
1.3.3	<p>Enable universal access for people with disabilities, by promoting existing toolkits for arts and culture providers, and advertising where universal access is applied.</p>
1.3.4	<p>Advocate for increased funding for community art education, and subsidised programmes for marginalised groups.</p>
1.3.5	<p>Support audience development initiatives.</p> <p>For example:</p> <ul style="list-style-type: none"> • explore ways to work with communities to provide outreach programmes • undertake a feasibility study on an 'arts buddy' scheme, i.e. where experienced and knowledgeable audience members accompany first-timers • share findings from Creative New Zealand's Auckland Audience Development Pilot with arts and culture agencies and facilities • pilot a networked audience development programme across the region's major facilities and arts organisations • investigate the feasibility of arts passport schemes • develop a place-making forum for resource sharing and integrated programmes across Auckland.

All priority actions are highlighted in bold

2

Investment

Auckland values and invests in arts and culture

Ka ngākaunitia, ka whakangaotia, ngā mahi toi, ahurea hoki

Pacific Dance New Zealand
Photo: David St George



Auckland values and invests in arts and culture

Ka ngākaunuitia, ka whakangaotia, ngā mahi toi, ahurea hoki



- 1: Auckland Arts Festival
Photo: Tomek Friedrich
- 2: Atamira Dance Company; Mitimiti by Jack Gray
Photo: Jinki Cambroner
- 3: Atamira Dance Company; Mitimiti by Jack Gray
Photo: Jinki Cambroner
- 4: Silo Theatre
Photo: Jinki Cambroner
- 5: Auckland Arts Festival
Photo: Gate Photography



Key objectives

- **Grow and deliver strategic investment in arts and culture to enable a thriving and resilient sector**
- **Evaluate and promote the economic, social, cultural and environmental value of investment in Auckland's arts and culture.**

What does this mean and why is it important?

We invest in the things we value. Many artists invest time and money in creating works because they (and others) see the intrinsic values of beauty, cultural expression and human fulfilment. We also understand that arts and culture have wider, more measurable impacts on our economy, health and well-being, society and education.

Arts and culture help us to celebrate our diversity, making our communities stronger and safer. Research shows the positive impact arts and culture engagement can have on our health and general well-being, as well as the immediate and long-term benefits to education and learning. Arts and culture have a tangible and long-lasting economic benefit, from job creation to boosting tourism.

Because of these social, cultural and economic returns, Auckland Council and other organisations such as Creative New Zealand talk about 'investment' rather than 'funding'. Understanding and communicating the value of arts and culture to participants, practitioners and audiences alike generates further investment.

Auckland is fortunate to have a number of individual and corporate patrons and donors who give significant support to various art forms, organisations and artists. We need to acknowledge them more as well as increase philanthropic and corporate support of the arts in Auckland to the levels seen in equivalent cities overseas. We need to encourage collaboration and communication among investors, so that their investments are strategic and complementary.

A priority is to recognise our fast-changing demographics and look at ways we can better support Māori, Pacific and Asian artists and organisations.

Local boards can invest through events and programming, as well as advocating for facilities to meet their communities' changing needs.

We need to develop relationships and partnerships to support sustainable careers and resilient organisations, and encourage individual practitioners to think about diversifying their income from investment, as outlined to the right.

Arts and culture investment landscape

<p>Business</p> <ul style="list-style-type: none"> • Sales/Box prices • IP/Royalties • Artists' fees • Goods and services
<p>Sponsorship</p> <ul style="list-style-type: none"> • Corporate sponsorship • In-kind support • Mentor/Internships • Arts and businesses
<p>Public</p> <ul style="list-style-type: none"> • Central government departments • International cultural agencies • Non-governmental public bodies • Tertiary sector • Local government • Overseas governments
<p>Philanthropy</p> <ul style="list-style-type: none"> • Philanthropic trusts • Patrons and donors • International trusts • Crowd funding • Friends and family • Volunteers

2.1

Grow and deliver strategic investment in arts and culture to enable a thriving and resilient sector

All priority actions are highlighted in bold

Action	
2.1.1	Ensure governance and funding arrangements of council-funded institutions enable them to operate sustainably and collaboratively.
2.1.2	Map investment in arts and culture and develop shared guidelines and strategic frameworks to guide future investment.
2.1.3	Increase sponsorship by supporting successful business/creative sector partnerships.
2.1.4	Build the capability of artists and arts organisations to attract and grow diverse revenue streams.
2.1.5	Leverage arts and culture off major international events and conferences.

2.2

Evaluate and promote the economic, social, cultural and environmental value of investment in Auckland’s arts and culture

Action	
2.2.1	Communicate the social, cultural, economic and environmental benefits of arts and culture. For example: <ul style="list-style-type: none"> • promote research results and exemplary case studies • communicate the value of arts to health and well-being • identify champions to advocate for particular art forms.
2.2.2	Map and benchmark Auckland’s creative sector outputs and communicate through an annual snapshot report.
2.2.3	Develop tools to measure and show the economic, social, cultural and environmental returns on investment in arts and culture.

3

Infrastructure

A network of vibrant arts and culture organisations and facilities

He kōtuitui ngangahau ngā rōpū toi ahurea me ngā ratonga hei whakatūtuki i ngā hiahia kanorau

Te Oro
Music and arts centre for
young people in Glen Innes
Photo: Toaki Okano



A network of vibrant arts and culture organisations and facilities

He kōtuitui ngangahau ngā rōpū toi ahurea me ngā ratonga hei whakatūtuki i ngā hiahia kanorau

Key objectives

- Support a network of complementary arts and cultural institutions and facilities
- Promote the city centre as Auckland's major cultural destination
- Provide a regional spread of vibrant, diverse and affordable creative spaces



1: Auckland Art Gallery
– Toi o Tāmaki
Photo: Paul Ross Jones

2: Studio One – Toi Tū
Photo: Patrick Reynolds

3: Mangere Arts Centre
– Nga Tohu o Uenuku
Photo: Grant Apiata

4: Auckland Museum during
Groupe F performance
Auckland Arts Festival 2015
Photo: Jo Miller

5: Auckland Public Library
Photo: Paul Ross Jones



What does this mean and why is it important?

High-performing arts organisations and cultural institutions reach large and varied audiences, and provide professional opportunities for practitioners. They provide spaces in which to conserve, affirm, challenge and re-imagine cultural identity. Auckland already has world-class organisations and institutions like the Auckland Art Gallery, Auckland Philharmonia Orchestra and the Auckland War Memorial Museum, which play an important role in the cultural, social and economic life of our city. Auckland's arts and culture organisations need to work together to meet the needs of Aucklanders in innovative ways, and help build the region's unique global identity.

Arts and culture infrastructure is often viewed as being just about institutions and buildings. We need to change this view and encourage organisations to generate community involvement, networking to share resources and engaging inside and outside their physical spaces with communities. They need governance arrangements and financial investments that are fit for purpose, as well as the right skills and capabilities to attract audiences in new ways.

One of Auckland's greatest challenges is providing enough affordable creative spaces. This includes venues and facilities for collections, exhibitions and performances as well as administrative, rehearsal and studio spaces.

We need to make better use of existing facilities, along with investing in new or improved facilities. This includes building on existing strengths, developing our creative precincts e.g. the Aotea Quarter, and responding to place-based needs or opportunities e.g. the Southern Initiative area.

The council's Community Facilities Network Plan outlines a new approach, and the processes for understanding future demand for new facilities and venues that meet changing demographic, sector and audience needs.

Local boards can play a role in providing spaces through community leases, venue hire, partnering and programming.

Several new or refurbished venues for the performing and visual arts are planned or in progress, including a new 600-seat theatre on the waterfront. There are potential opportunities for rehearsal, and administrative spaces for the arts and creative businesses in the Aotea Quarter,⁸ and to support the redevelopment of the St James Theatre.

Discussions are also underway on the Te Papa Manukau project, which involves Auckland Council, the Ministry for Culture and Heritage, Te Papa, the Tāmaki Collective, Regional Facilities Auckland, Auckland Art Gallery and the Auckland War Memorial Museum. This project is looking at the role Te Papa Tongarewa Museum of New Zealand could play in Auckland, including housing major collections, exhibition, storage and education. The multi-agency approach is an example of the collaboration needed between Auckland's cultural sector and government partners, to realise greater outcomes for all.

3.1

Support a network of complementary arts and cultural institutions and facilities

Action
<p>3.1.1 Investigate the demand for arts and cultural facilities and infrastructure to meet gaps in future provision including:</p> <ul style="list-style-type: none"> • conservation and storage facilities and operational needs for collections and the museums sector • coordinated repository for Auckland’s documentary heritage, and the long-term viability of digital storage • facilities to meet demographic growth, specific sector, community or audience needs.

3.2

Promote the city centre as Auckland’s major cultural destination

Action
<p>3.2.1 Promote and expand the Aotea Quarter as the city centre’s premier arts and cultural precinct including:</p> <ul style="list-style-type: none"> • deliver coordinated destination branding, marketing and activation to strengthen the cultural offer of the Aotea Quarter • support development of a creative hub in the Aotea Quarter which includes rehearsal and office spaces for arts groups and creative businesses.
<p>3.2.2 Support the development of the St James Theatre as a major contributor to the Aotea Quarter.</p>

3.3

Provide a regional spread of vibrant, diverse and affordable creative spaces

Action
<p>3.3.1 Increase supply and access to affordable creative and maker spaces across Auckland.</p> <p>For example:</p> <ul style="list-style-type: none"> • enable temporary/pop-up arts and culture spaces through investigating opportunities for ‘meanwhile’ leases of council-owned buildings • facilitate creative use of vacant space • include spaces for arts and culture as part of developing existing and new community facilities • explore the opportunity for a central storage space where resources and assets can be accessed by loan or rented between organisations when not in use • support access to hot-desk space for arts and culture professionals • support access to rehearsal space for theatre and dance.
<p>3.3.2 Improve access to information on venue booking.</p>
<p>3.3.3 Expand creative precincts throughout the region by building on existing hubs and clusters.</p> <p>For example:</p> <ul style="list-style-type: none"> • Corban Estate Arts Centre • Wynyard Quarter • Karangahape Road

All priority actions are highlighted in bold

4

Place-making

Arts and culture are intrinsic to Auckland's place-making

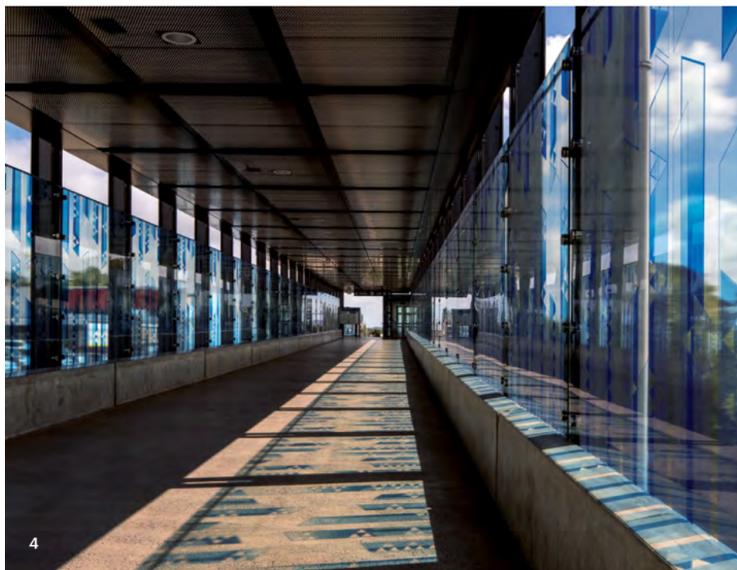
Ko ngā toi ahurea te pūmanawa o te waihanga haukāinga

Eyelight Lane, 2014
David Svensson
Photo: Patrick Reynolds



Arts and culture are intrinsic to Auckland's place-making

Ko ngā toi ahurea te pūmanawa o te waihanga haukāinga



1: *Loafers*, 2012
Francis Upritchard
Photo: Simon Devitt

2: *Learning Your Stripes*, 2012
Regan Gentry
Photo: Jay Farnworth

3: *Signals*, 1971
Helen Escobedo De Kirsbom
Photo: Patrick Reynolds

4: *Owairaka*, 2013
Henriata Nicholas, Marc Lenton
Photo: Patrick Reynolds

5: *Point Resolution Bridge*, 2013
Warren & Mahoney
Photo: Patrick Reynolds



Key objectives

- Tell our stories by encouraging unique and distinctive public art that reflects and responds to our place
- Make it easier to plan, create and deliver innovative art and design in public places

What does this mean and why is it important?

The best cities in the world are characterised by public places that are beautiful, inspiring and distinctive. All Aucklanders should experience everyday art and design that has meaning for them, and reflects and enhances our natural, built and social environment, enabling a sense of place.

City centre residents, workers and visitors are already experiencing the powerful role that arts and culture has in place-making – for example the shared streets with integrated public art, such as Fort Lane, now home to the dynamic red neon artwork *Eyelight Lane*, and vibrant public spaces like the Wynyard Quarter.

In our suburbs, the benefits are seen at the Mt Albert and New Lynn train stations, and in Point Resolution's striking new footbridge which, in 2014, received an International Architecture Award. Partnerships with Auckland Transport and the New Zealand Transport Agency (NZTA) should routinely include more ways to use art to enhance daily experiences for the increasing numbers of people using the transport network.

As Auckland's population grows over the next 30 years there will be changes to our neighbourhoods, including new places to live, work and play. Local boards contribute largely to energising public places.

Arts, culture and design can help us achieve great spaces and places that are undeniably Auckland and unlike other cities around the world. Auckland's distinctiveness is highlighted in a Māori identity. Partnership with Māori early in the planning phases for public art and place-making projects will ensure that our city visually reflects this.

The new Auckland Design Manual (ADM) encourages broad awareness about Auckland as a design-led city, providing a best-practice resource. The ADM includes Te Aranga Māori design principles, which are based on Māori values. It recognises the unique role of mana whenua in Auckland's identity, and sets out a clear process for engaging with them to help shape our built environment.

Auckland Council's Public Art Policy will influence the development of interesting places that respond to context and local character. The policy explains why and how the council is involved in public art, and encourages partners to work with it on best-practice approaches to integrating arts and culture into place-making. It includes all forms of public art, including projects that can temporarily pop up and engage people, to enliven a site. The policy encourages communities to work alongside the council to develop public art projects that Aucklanders feel proud of.

We've heard that Aucklanders want to improve the liveability, beauty, vitality and sustainability of the region and its people through creativity and innovation. While 76% of them agree that the arts help define who we are, we know we need to do better in communicating the key role that arts and culture, and specifically public art, have in making a great city. Making it easier to create art in public places will go some way towards encouraging more people to be part of the transformation.

4.1

Tell our stories by encouraging unique and distinctive public art that reflects and responds to our place

All priority actions are highlighted in bold

	Action
4.1.1	<p>Develop specific place-making projects that honour Māori stories at significant cultural and heritage sites.</p> <p>For example:</p> <ul style="list-style-type: none"> • arts and culture walking trails • integrate cultural rituals into architecture and urban design, e.g. spaces for welcome ceremonies (pōwhiri), access to flax (pā harakeke) • whakamana (give prestige by regenerating) cultural sites • appropriately acknowledge the many pā (the remains of fortified Māori villages) • interpretation on site • cultural mapping of wāhi tapu (burial grounds) for developers.
4.1.2	<p>Place a strong emphasis on Māori and Pacific influence in architecture and landscaping.</p>
4.1.3	<p>Include public art and design opportunities in the early stages of place-making, including:</p> <ul style="list-style-type: none"> • holding regular meetings with mana whenua at the earliest stages to identify, and work together on, areas of shared interest • encouraging property developers to engage Māori in early discussions on opportunities in urban renewal or development • engaging with local communities to ensure our unique stories are considered • implementing the Te Aranga design principles.
4.1.4	<p>Implement the Public Art Policy as a guiding document for planning and developing public art across the region.</p>
4.1.5	<p>Promote the creative points of difference of communities, as part of local branding and place-making.</p>
4.1.6	<p>Record Auckland's oral history through digital storytelling and other mediums.</p>

4.2

Make it easier to plan, create and deliver innovative art and design in public places

	Action
4.2.1	<p>Foster temporary projects and actions through:</p> <ul style="list-style-type: none"> • a regional programme of temporary public art and pop-up experiences that respond to their locations • more public spaces that do not require specific resource consent and enable spontaneous use • streamlined processes for permits • considering opportunities and impact of the council's planning and regulatory framework.
4.2.2	<p>Activate public places through programming or engaging specialist designers.</p>
4.2.3	<p>Encourage local communities to work alongside practitioners on place-making.</p>

5

Identity

Auckland celebrates a
unique cultural identity

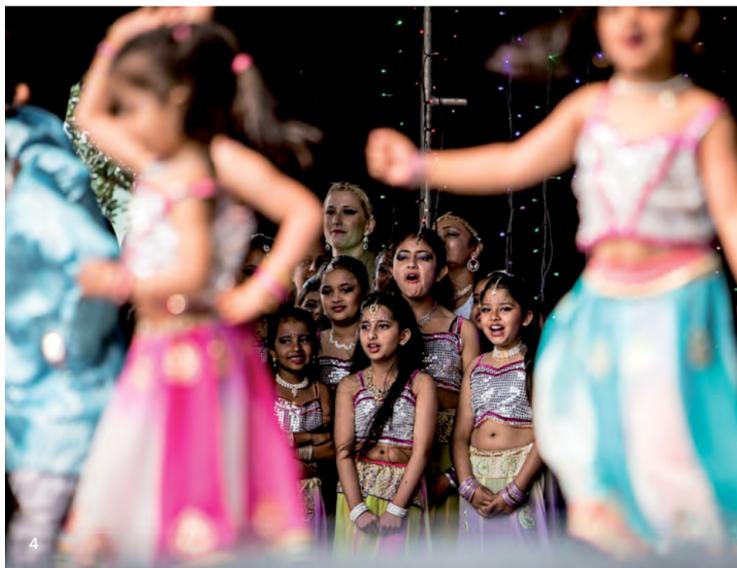
Ka whakanuia e Tāmaki
te tūaki ahurea ahurei

Matariki Festival, Kapa Haka Super 12's
Photo: Alistair Guthrie



Auckland celebrates a unique cultural identity

Ka whakanuia e Tāmaki te tūaki ahurea ahurei



1: Zakk d'Larté opening the Auckland Pride Parade 2014
Photo: BSW Photography

2: Taiko Drumming
NZ Japan Society of Auckland Inc
Photo: David St George

3: Matariki Festival, spectator
Photo: Alistair Guthrie

4: Auckland Diwali Festival
Photo: Gareth Cooke

5: Ruapotaka Marae Kapa Haka
Photo: David St George



Key objectives

- Celebrate Māori and their culture as a point of difference
- Support and celebrate creative excellence
- Promote Auckland as a creative city with a unique cultural identity

What does this mean and why is it important?

In 2014, the Lonely Planet guide rated Auckland as one of the world's top 10 cities to visit, citing our 'cuisine, culture and coastal scenery', our world-class art gallery Toi o Tāmaki, and the waterfront development.

Auckland's standout feature is our vibrant Māori culture. For nearly a thousand years, Māori tradition and language has covered the country with a rich tapestry of spirituality, art and history. We want to celebrate that history alongside those cultures which have also come to call Auckland home. It is important to ensure that Auckland's identity is distinguished from that of every other major city in the world – that the visitor senses that difference, that they are greeted by the sounds and visual experiences that begin with Māori culture. We aim to celebrate our shared past and let the world know who we are.

Combined with our strong European heritage, robust Pacific cultures and growing Asian identities and their festivals, Aucklanders are increasingly enjoying cultural experiences. An exciting blend of artistic styles, techniques and performance arts is emerging and can be supported by helping these groups to network. Auckland's indigenous culture and strong contemporary art practice are already growth areas in its visitor economy, and this can be built on.

Fostering Māori entrepreneurship and cultural outcomes alongside the wider aspirations for arts and culture requires partnership and focused effort. The Auckland Visitor Plan developed by ATEED suggests we need to 'create ways of communicating Auckland's stories throughout the visitor experience'.

Auckland's Pacific population, its art and culture are a distinctive feature of our region. Pacific peoples and their arts and cultures, like their languages, are diverse. It is therefore important to ensure that each island nation under the umbrella term 'Pacific' is understood and appreciated from their own perspective. Auckland Council acknowledges it has an important role to play in continuing to support Pacific peoples' arts and culture aspirations.

Our rapidly growing Asian population has also significantly influenced the arts and cultural scene. Organisations such as Auckland Arts Festival, Documentary Edge Festival, Sky, Auckland Live, NZ International Film Festival and ATEED, are consciously programming content that appeals to Asian audiences. This is a key element in reflecting our manifold identity. The sector is increasingly showcasing Asian stories, in response to growing demand from Asians and non-Asians alike.

People with disabilities, our increasing number of children, young people and older people and our rainbow communities all contribute their particular perspectives as creators of and participants in our unique identity.

The significant role played by arts and culture in setting a city apart is well recognised internationally. We need to celebrate more on the home front, acknowledging our champions and encouraging excellence. Auckland Council has prioritised the creation of a vibrant international city and needs to fully embrace the power of our arts and culture to increase our visibility on the global stage.

5.1

Celebrate Māori and their culture as a point of difference

Action	
5.1.1	Promote the visual and spoken use of te reo Māori as a core component of Auckland's unique Māori culture. For example: <ul style="list-style-type: none"> • promote functional signage in te reo, across the council • create user-friendly ways to access Māori language and experiences – web, guide books and signage.
5.1.2	Promote and develop marae as regional cultural hubs.
5.1.3	Support Māori entrepreneurship and the growth of innovative indigenous business, to create domestic and international opportunities.
5.1.4	Promote Māori art and culture, locally and internationally, through the development of Māori cultural centres. Consider: <ul style="list-style-type: none"> • a traditional mahi toi (art and craft) centre or whare tapere (theatre) where weaving, carving and other traditional arts can be practised and learned • promoting contemporary creative practice • a waka (Māori canoe) culture centre in downtown waterfront Auckland, fostering design, construction, navigating and sailing of waka • a gateway for manuhiri (visitors) close to the airport.
5.1.5	Establish mana whenua co-governance and partnership models consistent with Treaty of Waitangi settlement principles in major cultural organisations.
5.1.6	Facilitate the design and delivery of a Māori signature festival for Auckland.
5.1.7	Leverage off Matariki Festival to develop a seasonal calendar of Māori events.

5.2

Support and celebrate creative excellence

Action	
5.2.1	Support, recognise and celebrate excellence in Auckland's creative sector. For example: <ul style="list-style-type: none"> • acknowledge Auckland's creative innovation champions with awards for young people • programme events that recognise and celebrate arts and culture success • support the continuation of mayoral grants to recognise excellence • celebrate success and best practice as part of regular creative sector forums • promote community and sector awards • support arts laureate programmes.

5.3

Promote Auckland as a creative city with a unique cultural identity

Action	
5.3.1	Develop the capacity of Asian networks to increase participation in arts and culture.
5.3.2	Develop the capacity of Pacific networks to increase participation in arts and culture.
5.3.3	Develop networks for increasing Māori participation in arts and culture. For example: <ul style="list-style-type: none"> • compile a comprehensive list of Auckland's Māori creative practitioners, and make this available to those planning events, working on site-specific development and other projects • hold regular wānanga (meetings and forums) for Māori artists to network, discuss function and shared purpose, and learn from new technology and processes.
5.3.4	Promote and showcase the richness of Auckland's creative offer including: <ul style="list-style-type: none"> • mapping the breadth and depth of creative activity in Auckland • regularly showcase exemplars of Auckland's cultural diversity.
5.3.5	Reflect Auckland's cultural identity through ATEED's Global Auckland Project.
5.3.6	Support knowledge retention and sharing of traditional arts, crafts and cultural practices including harvesting, acquisition, preparation and the use of essential raw materials.

All priority actions are highlighted in bold

6

Creative economy

Auckland has a
robust and flourishing
creative economy

He ōhanga pakari,
tōnui auaha

Ladi6 performance
Photo: David St George



Auckland has a robust and flourishing creative economy

He ōhanga pakari, tōnui auaha



- 1: South Pacific Pictures
Photo: Matt Klitscher
- 2: High Tech Youth Network
Photo: Sam Hartnett
- 3: Beats N Pieces Workshop
Photo: Mina Sabour
- 4: Ethan Hart & Piushani Morapaya
SAE Institute New Zealand
Photo: Leal Butler
- 5: Beats N Pieces Workshop
Photo: David St George



Key objectives

- **Champion the creative sector to grow Auckland's economy**
- **Foster education, collaboration and professional development for the creative sector**



What does this mean and why is it important?

The creative economy is an important part of a liveable city. It provides direct economic benefits by generating jobs and tax revenue, attracting investment and stimulating local economies through consumer purchases and tourism.

Auckland is already a strong leader in the creative economy, with nearly 18,000⁹ people working in concentrated clusters, supported by some of the world's best talent – 49% of the country's creative jobs are based here, contributing \$1.8 billion in gross domestic product (GDP) annually or 2.3% of Auckland's GDP.

In particular, Auckland excels in design, information communications technology (ICT), digital content and gaming, music, screen production, publishing and contemporary art. It is the country's largest media market, and is also a major market for the performing and visual arts. Visual and performing arts are magnets for creative and entrepreneurial people, who contribute to a culture of innovation.

However, we need to increase the number of such people employed in Auckland and have set ourselves an ambitious target to increase the proportion of those working in this field. We need to foster research and development, build networks and support this sector to attract further talent and generate new business opportunities. We also need to advocate the value of partnering with the sector to wider industry, to drive innovation. Local boards can contribute through their economic development initiatives.

While the design industry is noted for innovation, and punches well above its weight internationally, it has become increasingly difficult for Auckland's tertiary graduates to find work in this area. Fierce competition has meant that we need an equally inventive approach to generating more jobs through vocational pathways. New Zealand's film and TV production sector, heavily concentrated in Auckland, has a worldwide reputation for being progressive, while offering the highest cinematic standards with exceptional cost-effectiveness. It has suffered fluctuations in recent years as others aggressively compete for large-scale films and television productions. Recent new infrastructure will help, in particular GridAKL in the Wynyard Quarter Innovation Precinct, Auckland's new home for ICT and digital media innovation. Further opportunities exist to use technology to raise productivity in the private and public sector, and help us overcome the barrier of distance to market.

We need to seek opportunities to nurture relationships in the Asia-Pacific region, and provide new markets to develop, present and exchange our cultural product. Auckland's diversity makes us attractive to emerging markets, as we are perceived as being open to new ways of working and sensitive to other cultures.

The education and business sectors have important roles to play in ensuring there is a pipeline of skilled creative people. Opportunities for the wider exchange of ideas, knowledge and new practices – in New Zealand and across the world – can be supported through conferences, scholarships, events, prizes and professional development opportunities.

6.1

Champion the creative sector to grow Auckland’s economy

Action	
6.1.1	Encourage investment in research and development in partnership with the sector, other industries, tertiary sector, and local and central government.
6.1.2	Champion Auckland’s creative sector as part of our distinct identity to attract international talent and forge business opportunities.
6.1.3	Support migrant entrepreneurship and initiatives that leverage talent and international connections.
6.1.4	Foster opportunities for the sector to access international markets, including the Asia-Pacific region, for development, exchange and presentation.
6.1.5	Support the Wynyard Innovation Quarter and the development of other such precincts to contribute to Auckland’s economic growth, including: <ul style="list-style-type: none"> • incubators • startups • accelerator programmes.

6.2

Foster education, collaboration and professional development for the creative sector

Action	
6.2.1	Support and enable professional development opportunities, such as: <ul style="list-style-type: none"> • internships • residencies • mentoring • paid work experience • paid training events • peer facilitation • free temporary hot desks in the industry • cultural laureates.
6.2.2	Promote and develop vocational pathways in Auckland’s creative sector.
6.2.3	Increase opportunities across council facilities and funded institutions for mentorships, internships, incubator programmes and professional development.
6.2.4	Encourage networks for practitioners to connect, collaborate and share best practice.
6.2.5	Support professional development for community organisations focusing on diversity.

All priority actions are highlighted in bold

Achieving it together

Auckland Council will continue to sponsor the Arts and Culture Strategic Action Plan and monitor its progress on behalf of the arts and culture sector. A cross-sector leadership group will be formed to oversee and support delivery of the plan. Lead organisations, responsible for delivering initiatives and actions, have committed to working together.

By collectively focusing our energies and working together with communities of interest and stakeholders, we can improve the quality and quantity of arts and culture available to Aucklanders.

An implementation framework accompanies the action plan. It sets out in more detail the various agencies and organisations that are leading or contributing to actions. This will be a living document that is regularly updated as we progress actions or identify new initiatives. New parties who wish to become lead agents or contributors on actions can be included at any time.

Those who are delivering and supporting the actions are expansive and diverse.

- They include:
- Archive and collections sector
 - Arts and culture agencies and facilities
 - Auckland Council including local boards and council-controlled organisations
 - Auckland events and festivals
 - Business associations
 - Central government
 - Community groups and societies
 - Creative industries
 - Creative practitioners
 - Education providers
 - Ethnic groups and organisations
 - Funding organisations
 - Health and disability sector
 - International arts councils
 - IT, media and publishing sector
 - Mana whenua
 - Mataawaka
 - Professional bodies
 - Property developers

Implementation structure



How will we fund the plan

The plan sets out a series of actions and initiatives that a wide range of agencies and organisations are responsible for leading or contributing to. It is intended that sourcing funding for specific initiatives will be the responsibility of the lead agency or organisation. These groups may work together to source funding where required.

Some initiatives in the plan are funded and under way, or are already included in the future work programmes and budgets of the organisations leading or supporting delivery. Funding for new projects will come from reprioritising the allocation of existing resources or by seeking new investment. In Auckland Council's case, any funding decisions will be subject to the council's processes for the annual plan and Long-term Plan.

How we will measure the plan

The Auckland Plan provides the following targets for arts and culture. We will use these as a framework to measure the success of the Arts and Culture Strategic Action Plan.

- Increase the number of Aucklanders actively participating in the arts from 48% in 2010 to 75% by 2040.
- Increase the number of people employed in the creative sector from 17,896 in 2007 to 25,500 by 2026.
- Increase the number of annual guest nights in Auckland from 21.1 million in 2010 to 29.5 million by 2022.
- Increase the number of residents who are conversant in more than one language from 25% in 2006 to 50% in 2040.
- Increase the proportion of residents who are proud of the way their local area (or 'local centre') looks and feels from 64% in 2010 to 90% in 2040.

We will also measure residents' attitudes, attendance and participation in arts and culture through Creative New Zealand's 'New Zealanders and the Arts' research and other regular resident satisfaction surveys.

Monitoring and reviewing the plan

Monitoring and review will be the responsibility of an oversight group representing the interests of the wider arts and culture sector, through the following processes:

- A monitoring and evaluation framework based on the targets for the six goals and 15 objectives.
- Responsibility for the delivery of actions is shared by the council, the sector and other stakeholders. Actions and initiatives will be reviewed after the first year by the oversight group.
- Initiatives will be monitored during their delivery. Key lessons will be identified and acted on as appropriate.
- New parties who wish to become lead agents or contributors can be incorporated into the implementation framework at any time.
- New actions and initiatives can be added where they will support the goals and objectives, and are generally supported by the wider sector.
- Actions will be reviewed annually against the measures.
- The strategic action plan will be reviewed in five years or sooner, as required.



Glossary

Glossary of terms

AAG	Auckland Art Gallery: Toi o Tāmaki
ACE	Arts, Community and Events Department
ACIL	Auckland Council Investments Limited
ACPL	Auckland Council Property Limited, ACPL, now known as Panuku Development Auckland
ADM	Auckland Design Manual
ARAFA	Auckland Regional Amenities Funding Authority
ART	Arts Regional Trust
AT	Auckland Transport
ATEED	Auckland Tourism Events and Economic Development
Auckland Live	The Regional Facilities Auckland (RFA) organisation responsible for live arts and entertainment, formerly known as THE EDGE
AUT	Auckland University of Technology
AWMM	Auckland War Memorial Museum
CCO	Council-controlled organisation
CNZ	Creative New Zealand
DINZ	Design Institute of New Zealand
EVANZ	Entertainment Venues Association of New Zealand
GDP	Gross domestic product
ICT	Information and communication technology
LGBTTI	Lesbian, gay, bisexual, transsexual, transgender and intersex
IMSB	Independent Māori Statutory Board

MBIE	Ministry of Business, Innovation and Employment
MCH	Ministry for Culture and Heritage
MOTAT	Museum of Transport and Technology
NZTA	New Zealand Transport Authority
NZTE	New Zealand Trade and Enterprise
PDA	Panuku Development Auckland, a merger of Waterfront Auckland and Auckland Council Property Limited
RFA	Regional Facilities Auckland
RIMU	Auckland Council Research Investigations and Monitoring Unit
TNZ	Tourism New Zealand
TSI	The Southern Initiative
WA	Waterfront Auckland, now known as Panuku Development Auckland is a Council Controlled Organisation (CCO) and the outcome of a merge between Waterfront Auckland and Auckland Council Property Limited

Glossary of Māori terms

Harakeke	New Zealand flax
Hinaki	Eel weir
Karakia	Incantation, ritual chant
Kaupapa	Topic, matter for discussion, purpose
Kaitiakitanga	Guardianship, stewardship
Mahi toi	Art, craft
Manaakitanga	Hospitality, kindness
Mana whenua	The people of the land who have mana or customary authority
Manuhiri	Visitor, guest

Marae	The enclosed space in front of a meeting house where people gather
Mataawaka	Māori whose authority resides outside the Auckland Council region
Matariki	Name for the group of stars also known as the Pleiades star cluster or The Seven Sisters; and what is referred to as the traditional Māori New Year
Maunga	Mountain
Noho marae	To stay on a marae
Pōwhiri	Welcome ceremony
Tākaro	To play
Tāmaki Makaurau	Auckland
Taonga	Prized treasure
Taonga pūoro	Traditional Māori musical instruments
Tapatoru	Triangle
Te reo Māori	The Māori language
Tiriti o Waitangi	Treaty of Waitangi
Wāhi tapu	Sacred place, burial ground
Wairua	Spirit, soul
Wairuatnaga	Spirituality
Waka	Canoe
Wānanga	Meetings, forums
Whakamana	To give authority to, empower
Whānau	Family group
Whanaungatanga	Kinship
Whare tapere	Theatre, community centre

Endnotes

- 1: Creative New Zealand, New Zealanders and the Arts, 2014.
- 2: Refer www.aucklandcouncil.govt.nz/acsap for Local board actions and case studies
- 3: Section 10(1)(b): replaced, on 5 December 2012, by section 7(1) of the Local Government Act 2002 Amendment Act 2012 (2012, No 93).
- 4: Rainbow communities is a term that covers the diversity of sexual orientations and gender/sex identities. It is inclusive of, but not exclusive to: lesbian, gay, bisexual, transgender, transsexual, intersex, takataapui, whakawahine, vakasalewalewa, fakaleiti, tangata ira tane, tongzhu, mahu, palopa, fa'afafine, akavaine, fakafifine, queer, questioning, asexual, genderqueer, pansexual and genderfluid.
- 5: Future urban land supply strategy.
- 6: Creative New Zealand: Strategic Plan Te Mahere Rautaki, 2013-16.
- 7: The six interrelated goals are not in order of priority but numbered for ease of reference.
- 8: Aotea Quarter is our unique arts, culture and entertainment hub. It includes Aotea Square, bounded by Mayoral Drive, Wellesley St, Lorne St and Khartoum Place.
- 9: Wilson, R (2013). Industry Snapshot for Auckland: Creative Sector. Auckland Council Technical Report, ref: TR2013/028.



**Auckland's Arts and Culture
Strategic Action Plan**

**Te Mahere Rautaki Toi me
Ngā Tikanga o Tāmaki Makaurau**

