



# STRATEGY FOR ARTS & CULTURE



THREE  
LAKES  
CULTURAL  
TRUST

## THOUGHTS FROM OUR CHAIR

**THE QUEENSTOWN LAKES DISTRICT ENJOYS A LIVELY CULTURAL SCENE; ONE PREDOMINANTLY COMPOSED OF ARTS AND CRAFTS PRACTICE AND ARTS FESTIVALS HOSTING VISITING PRODUCTIONS. THIS HAS BEEN THE CASE FOR MANY DECADES.**

**“The long-term goal is to make the cultural life of the district a much stronger driver of both community well-being and economic benefit.”**

Over the past decade there has been a growing desire amongst residents to expand offerings of all kinds, and allow the community's various cultural needs to be considered.

The long-term goal is to make the cultural life of the district a much stronger driver of both community well-being and economic benefit, particularly at a time of rapid population growth, a diversifying population, and rising economic and social pressures.

To achieve this, and create a more diverse, dynamic, distinctive and sustainable cultural life, the District needs a unified plan to which stakeholders and the community can commit as the way forward.

The Three Lakes Cultural Trust was established in 2019 to develop and advance a view of culture in the District as a system, not just a discrete set of individual elements. To this end, it commissioned international experts, Adrian Ellis & Associates (AEA), to produce a cultural masterplan for the District.

The AEA cultural masterplan is based on a rigorous audit and analysis of current cultural provision and built infrastructure, a public survey, and widespread community consultation.

The Trust will test the AEA recommendations with the cultural community in order to confirm the key priorities for action over the next 3-5 years.

The Trust recognises that it is just one organisation amongst many. It is specifically not here to tell the cultural and wider community what to think or do. Rather, its role is to ensure that the voice of the community informs the decisions of key stakeholders, now and in the future.

Ultimately, we believe everyone wants the same thing: a vibrant, diverse and distinctive culture that enriches the wellbeing of the people of the district, and those who visit it, over the long-term.

With the AEA cultural masterplan to hand, the Trust is now well-placed to do this and through it, assist the Queenstown Lakes District Council and others to achieve these goals.



**BILL MORAN**

**Chair,**  
Three Lakes  
Cultural Trust

# ABOUT THREE LAKES CULTURAL TRUST



**THE THREE LAKES CULTURAL TRUST WAS ESTABLISHED IN FEBRUARY 2019 AND IS A REGISTERED CHARITABLE TRUST.**

**THE THREE LAKES CULTURAL TRUST IS AN INCLUSIVE, COMMUNITY-BASED ORGANISATION.**

**THE TRUST'S NAME REFLECTS THE DISTRICT'S THREE MAJOR LAKES (WAKATIPU, WANAKA, AND HAWEA) AND ITS TRUSTEES ARE DRAWN FROM ALL PARTS OF THE DISTRICT.**

**Its purpose is to support and encourage arts and culture in all communities** in ways that enrich the quality of life of residents and that contribute to the cultural, social and economic vitality and resilience of the district.

**The Trust will help facilitate the growth of the dynamic local scene** by supporting exciting infrastructure ideas and initiatives, in turn promoting a greater enthusiasm for arts and culture.

**The Trust is philanthropically funded** and some generous local residents have sponsored the Cultural Masterplan. The Masterplan will provide a framework for the Trust, including a context for its advocacy and fundraising activities.

While the Trust's work is independent of Queenstown Lakes District Council, the Trust has the backing of the Queenstown Lakes District Council (QLDC). **QLDC intends to align the outcomes of the study with future development of cultural and community facilities.**

## TRUSTEES



Bill Moran (Chair)



Julian Knights AO



Hetty Van Hale  
(Deputy Chair)



Abby McCormick O'Neil



Carroll Joynes



Jay Cassells



Annis Somerville



Bob Berry

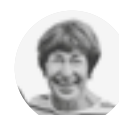


Leslie Van Gelder

## CO-PATRONS



Sir Eion Edgar



Lady Jan Edgar



# ABOUT THIS REPORT

**IN FEBRUARY 2019, THE NEWLY-FORMED THREE LAKES CULTURAL TRUST ('THE TRUST') COMMISSIONED AEA CONSULTING ('AEA') TO UNDERTAKE AN INDICATIVE CULTURAL STRATEGY FOR THE QUEENSTOWN LAKES DISTRICT TO INFORM THE TRUST'S ADVOCACY AND FUNDING ACTIVITIES.**

The report's recommendations are intended to stimulate the development of the district's cultural sector.

The recommendations are grounded in the trust's purpose; an analysis of the cultural and policy context of the district; an audit of its cultural assets; and a consultative process.



## IN PREPARING THIS REPORT AEA HAS COMPLETED:

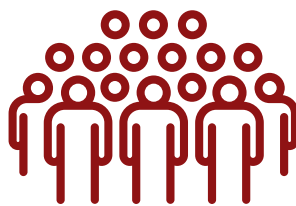
- ✘ An inventory and analysis of the district's arts and culture sector resources and assets;
- ✘ An assessment of the physical cultural infrastructure in Queenstown Lakes District based on visits to and analysis of 15 key cultural facilities located in the district and an inventory of other facilities used for arts and culture activities & provided to the trust in a separate facilities assessment report;
- ✘ An analysis of benchmarks nationally and internationally to draw from best practice examples and provide illustrative case studies for the recommended initiatives for Queenstown Lakes District;
- ✘ Public consultation in the form of in-person and phone interviews; an online survey; and a series of community voice meetings in the district in May 2019.

# REPORT FINDINGS

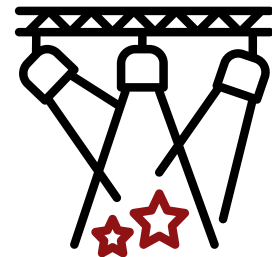
## CULTURAL PROVISION IN THE DISTRICT CAN BE CHARACTERISED AS FOLLOWS:



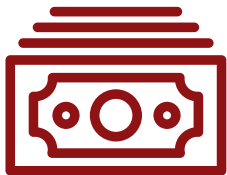
The District enjoys a lively cultural scene dominated by community arts and crafts practice and arts festivals presenting visiting productions



There is a strong and authentic sense of community and a desire to build a stronger, decentralised, well-connected, and more professionalised arts sector across the District



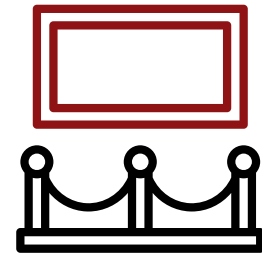
Professional producing and presenting is relatively weak



Most arts organisations and events in the District are relatively hand-to-mouth in their business models and have challenges in maintaining a viable organisational infrastructure



There is an absence of activities and spaces dedicated to deepening public appreciation of tangible and intangible Māori cultural heritage in general and Ngāi Tahu culture in particular



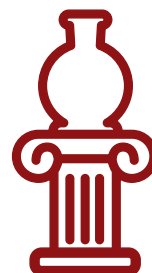
There is a need for purpose-built cultural infrastructure, focussing on: dedicated and flexible presenting venue(s) for performing arts and music; space to present touring exhibitions and to establish a permanent collection of regional art; a community arts hub (or hubs) for the District's artists to practice, rehearse, and showcase creative activities



Affordability (especially the cost of space) is universally acknowledged as an issue for the artists and those of related creative professions wishing to work and live in the District



While some successful marketing initiatives have been run by volunteers in their local communities, a co-ordinated and well-maintained information and marketing tool is needed for the whole District, as well as virtual and physical hub for its artistic community to network and collaborate



There is an expressed interest in outdoor arts activities: sculpture park(s), public art, street theatre and pop-up events









## CURRENT GAPS IN CULTURAL PROVISION

- ✘ Lack of a central 'hub' for creative and cultural industries (both online and/or physical)
- ✘ Community-led and managed arts and cultural strategy development and delivery body (e.g. a District-wide arts council)
- ✘ Activities and spaces dedicated to deepening public appreciation of tangible and intangible Māori cultural heritage in general and contemporary Ngāi Tahu culture in particular
- ✘ Limited professional standard activity, specifically:
  - national touring networks and local community to enable a diverse programme mix across Queenstown Lakes District venues (performances, workshops, exhibitions);
  - management capacity to administer rehearsal and artist studios;
  - arts leadership to promote, develop and deliver arts policy and policy conversations with local government;
  - arts professionals able to access central government funding and/or professional development support (marketing, professional development) from Creative New Zealand
- ✘ Professional training opportunities, specifically those in artistic and art management fields – currently, there are no university-level training (BA level and higher) or professional development courses in arts and cultural disciplines in the District
- ✘ Limited organisational capacity – few local arts and cultural organisations operate a year-round programme of events or are run in a structured and self-sufficient and sustainable way

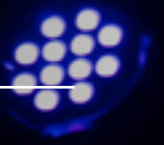




**BASED ON THE ANALYSIS OF THE ONLINE SURVEY FINDINGS, INDIVIDUAL INTERVIEWS, AND ASSET MAPPING TO DATE, THE FOLLOWING GAPS HAVE BEEN IDENTIFIED IN THE CURRENT BUILT CULTURAL INFRASTRUCTURE PROVISION IN THE DISTRICT THAT ARE DEEMED AS A BARRIER FOR THE FUTURE GROWTH OF THE CULTURAL SECTOR:**

-  A flexible multi-purpose community arts space (hub) to host community groups and events as well as professional touring productions;
-  Performance spaces suitable for dance (wings, sprung floor), unamplified music (appropriate acoustics, sight-lines) and drama (flying, sight lines, etc.);
-  A (not-for-profit) visual arts gallery or museum space to host large scale visiting exhibitions and curate its own showcases of local talent;
-  Affordable and well-equipped rehearsal spaces for performing arts;
-  Affordable studio and live/work spaces for visual artists, sculptors and makers;
-  Affordable accommodations for visiting artists and cultural tourists.





# RECOMMENDATIONS

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**THE FINDINGS AND GAPS IN CULTURAL PROVISION IDENTIFIED THROUGH RESEARCH AND PUBLIC CONSULTATION HAVE INFORMED THE GENERATION OF FIVE STRATEGIC AMBITIONS FOR THE DISTRICT'S CULTURAL SECTOR:**

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**THE RECOMMENDATIONS DEVELOPED CONTRIBUTE TO MORE THAN ONE STRATEGIC AMBITION AND ARE BROADLY GROUPED IN FOUR KEY AREAS OF THE DISTRICT'S CULTURAL ECOLOGY:**

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- 1** Ensuring that the residents of the District have the opportunity to develop and exercise creative expression across a wide a range of artistic activity.
- 2** Ensuring that the rich historical cultural fabric of the District – the legacies of Ngāi Tahu and of subsequent settlers – is supported, celebrated and promoted.
- 3** Ensuring that the physical and organisational cultural infrastructure of the District is developed to enable residents and visitors alike to enjoy the highest calibre visual and performing arts presentations.
- 4** Ensuring that the role of the creative industries and artistic production in economic growth (economic diversification and the expansion of cultural tourism) and social development (especially wellbeing and social cohesion) is understood and encouraged.
- 5** Ensuring that the cultural initiatives are pursued in ways that are environmentally benign and economically sustainable.

**BUILD ON WHAT YOU HAVE:**

support current arts practice and provision in the District by supporting innovative programming, District-wide audience development and marketing, streamlining operations for existing cultural producers and presenters, and promoting local talent.

**INVEST IN THE INFRASTRUCTURE:**

enable the practice, generation, attendance, presentation of art by developing buildings, peripatetic and technical infrastructure to support the presentation of professional performing and visual arts, and to celebrate and promote Ngāi Tahu heritage and culture.

**INVEST IN CREATIVE CAPACITY:**

enable growth, learning and access to the arts through the encouragement of professional development for artists and related professions, support arts residencies, create and maintain District-wide information hub(s) and marketing initiatives, encourage professional networking, and invest in developing after-school arts education.

**ENSURE THAT ARTS AND CULTURE ARE POSITIONED TO MAKE THEIR FULL CONTRIBUTION TO CIVIC LIFE AND ECONOMIC DEVELOPMENT:**

support the integration of arts programmes in social wellbeing services, enable opportunities for arts and culture presence within the tourism offer, support placemaking and public art projects, build long-term partnerships with national cultural policymakers, support a sustainable touring network, and support the intangible and tangible heritage.





# SUMMARY OF RECOMMENDATIONS

## BUILD ON WHAT YOU HAVE: SUPPORT CURRENT ARTS PRACTICE AND PROVISION

1. Enhance current activity
2. Encourage innovation in programming and management
3. Encourage targeted long-term audience development
4. Support 'pan-District' programming and marketing
5. Support the development of local talent

## INVEST IN INFRASTRUCTURE

6. Develop venue(s) for mid to large scale performing arts shows
7. Consider supporting community-run arts hub(s)
8. Develop a purpose-built visual arts gallery space / museum outpost
9. Invest in flexible/pop-up outdoor performance space(s)
10. Explore feasibility for a Ngāi Tahu culture centre
11. Meet the needs of touring companies, visiting artists, and content providers
12. Support updates to libraries

## INVEST IN CREATIVE CAPACITY: ENABLE GROWTH, LEARNING AND ACCESS TO THE ARTS

13. Encourage professional development for artists and arts sector professionals
14. Support arts residencies in the District
15. Establish centralised information hubs and support arts marketing initiatives
16. Promote professional networking and knowledge sharing in the arts
17. Expand and diversify after-school programmes

## ENSURE ARTS AND CULTURE ARE POSITIONED TO CONTRIBUTE TO CIVIC LIFE AND ECONOMIC DEVELOPMENT

18. Support the incorporation of regular arts programmes in social wellbeing sector
19. Ensure the arts and culture are built into the District's tourism offer
20. Invest in placemaking and public art
21. Cultivate creative industries
22. Develop relationships with national policy bodies and international partners
23. Preserve and promote tangible and intangible heritage

HAVE YOUR SAY

# YOUR ROLE IS IMPORTANT





# WE WANT TO ENSURE THE MASTERPLAN IS A TRUE REFLECTION OF THE THOUGHTS, NEEDS, WANTS AND IDEAS OF OUR COMMUNITIES AND ORGANISATIONS AS IT WILL INFORM OUR ACTIVITIES IN THE SHORT AND LONG-TERM.

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**THE MASTERPLAN MAY ALSO  
INFORM THE STRATEGIC  
DECISIONS OF LOCAL  
GOVERNMENT AND OTHER  
MAJOR FUNDERS.**

Please email your feedback on the Cultural Masterplan to [admin@threelakesculturaltrust.co.nz](mailto:admin@threelakesculturaltrust.co.nz) or sign up to our database via our website [www.threelakesculturaltrust.co.nz](http://www.threelakesculturaltrust.co.nz) and join us as we strive to develop a stronger, more vibrant cultural life in the Queenstown Lakes District.

There are many ways you can get **involved, support us** and ultimately help us **grow our vibrant communities** through **arts and culture**.

**EXPLORE HOW YOU CAN GET INVOLVED  
BY CONNECTING WITH US TODAY.**

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**THREELAKES  
CULTURALTRUST  
.CO.NZ**



THREE  
LAKES  
CULTURAL  
TRUST

+64 27 235 8445

[info@threelakesculturaltrust.co.nz](mailto:info@threelakesculturaltrust.co.nz)

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**THREELAKES  
CULTURALTRUST  
.CO.NZ**

PRINTED FEB 2020