

He Rautaki Toi ā Rohe ō Whangārei

A strategy review for arts, culture and
heritage in the Whangārei District
2024–2029

**CREATIVE
NORTHLAND**



OUR VISION

A **constantly innovative, creative community**, based on our unique **cultural heritage and landscape** that makes Whangārei a **vibrant, attractive and thriving district**.

OUR COMMITMENT

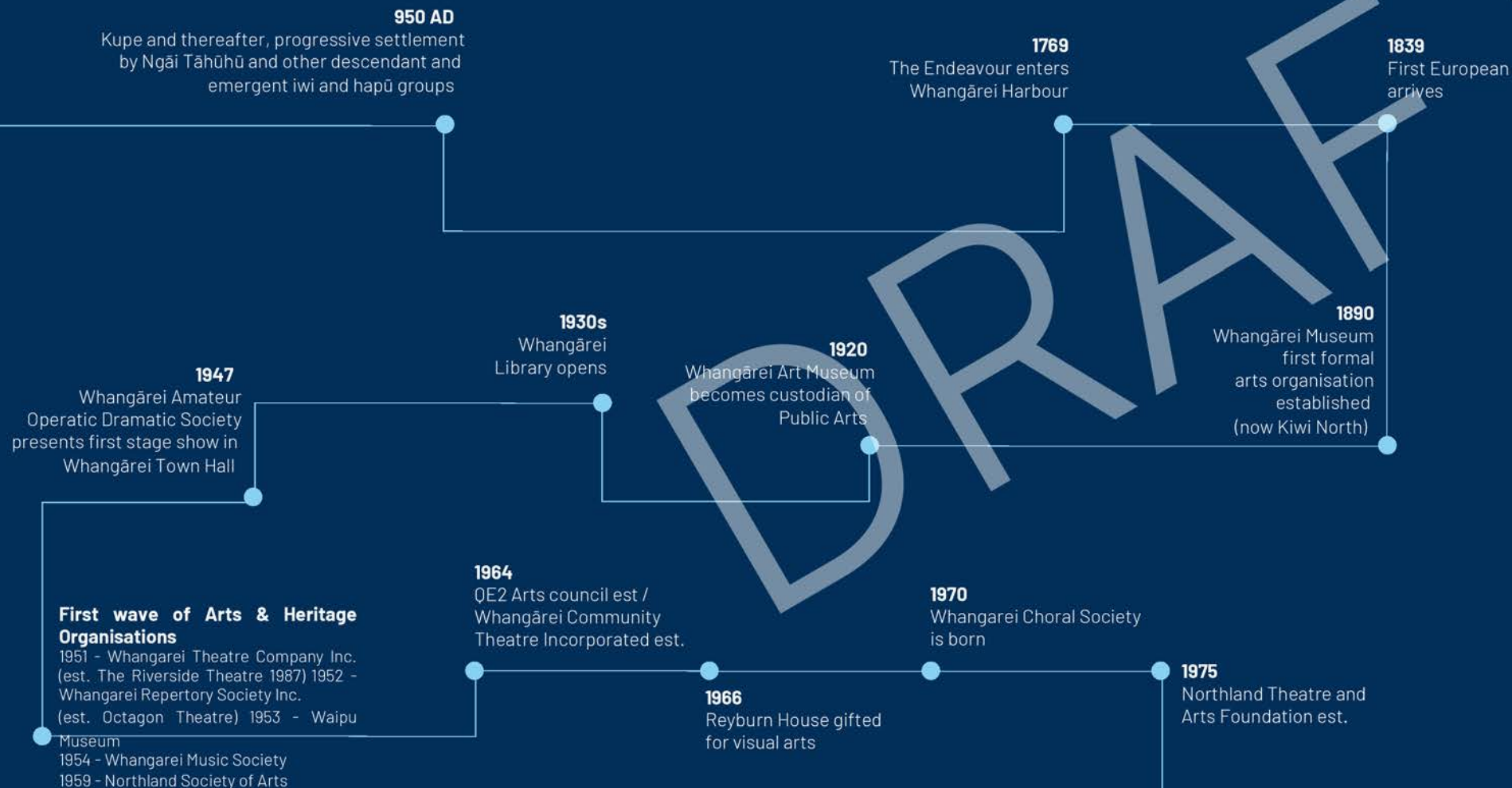
We pledge to **work together**, in the **spirit of openness and partnership** and **guided by our values**, to **achieve our shared vision** for arts, culture and heritage in the Whangārei district, for the **benefit of everyone** who lives, works and plays here.



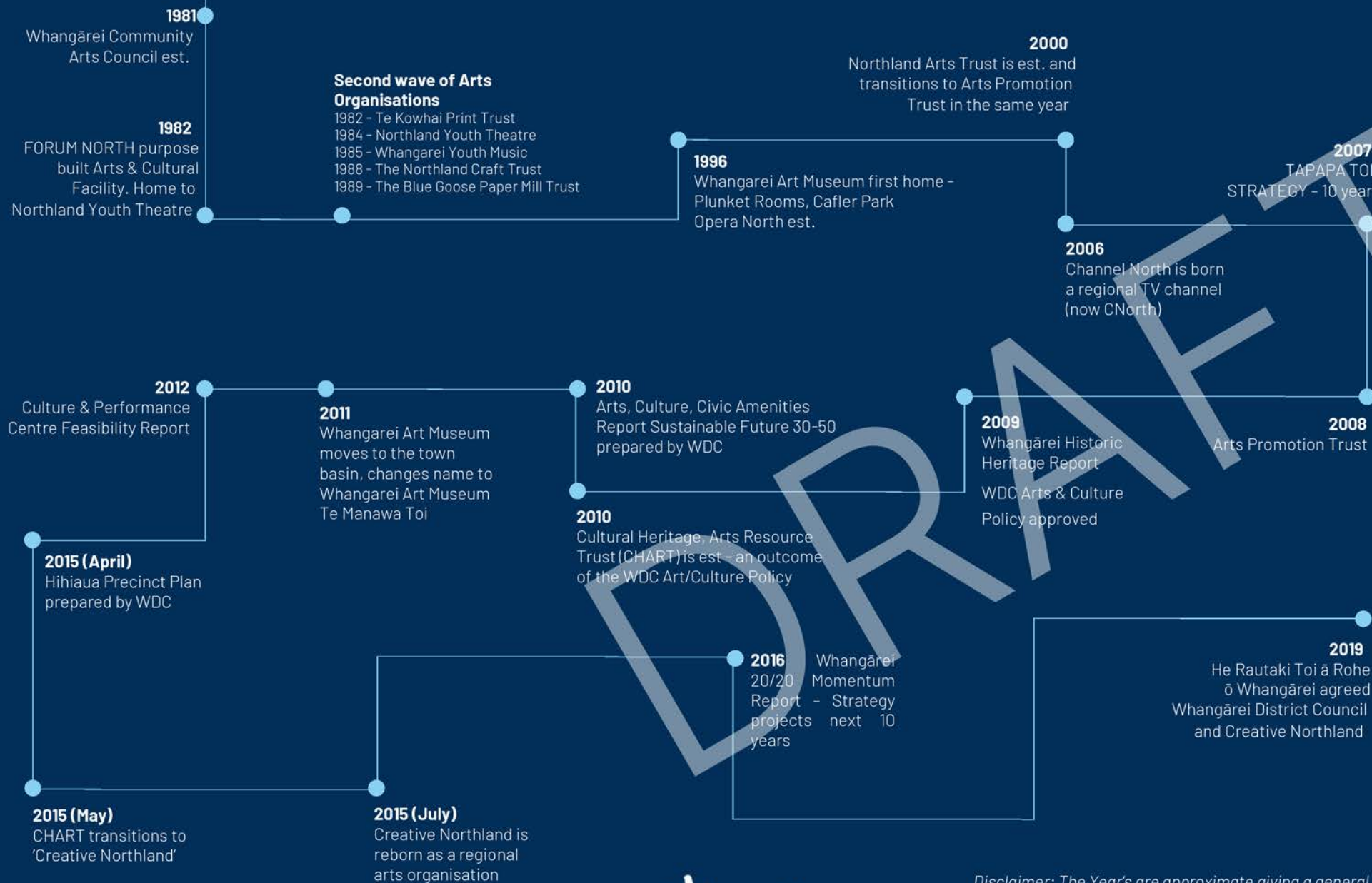


The path to where we are today

The timeline is a pathway of development for arts, culture and heritage in Whangārei: it does not show all key organisations or activities for the district.



Continued on next page



Disclaimer: The Year's are approximate giving a general overview and not a definitive history of arts, culture and heritage in the Whangārei District.

The path to where we are today

Key Developments in Whangārei's Arts, Heritage, and Culture Since 2019


Whangārei, has experienced a vibrant cultural renaissance since 2019, by significantly investing in its arts, heritage, and cultural sectors. Major developments have enriched its arts scene, celebrated Māori heritage, and enhanced its appeal as a multi-cultural destination. The opening of landmark institutions like the Hundertwasser Art Centre with Wairau Māori Art Gallery, and the development of the Hihiaua Cultural Centre, highlight the city's dedication to celebrating both international art and indigenous Māori culture. Moreover, heritage sites such as Whangārei Museum at Kiwi North, Jack Morgan Museum and others, have undergone transformational upgrades. These developments have not only enhanced the cultural richness of Whangārei, but have also positioned the city as a key cultural destination in New Zealand; an arts and cultural hub that attracts both national and international attention, while enriching the local community.





Overview of key developments:

The Overview provides an understanding of some key developments noted and reflected upon within Whangārei: over the last 6 years, although it does not reflect all of the key activities developed for the district.



1-Opening of the Hundertwasser Art Centre with Wairau Māori Art Gallery (2022)

- Hundertwasser Art Centre: Officially opened in February 2022, this center is the last authentic building designed by the renowned Austrian artist Friedensreich Hundertwasser. It features his iconic architectural style, characterized by organic forms, vibrant colors, and integration with nature. The building itself is a work of art, with uneven floors, forested roofs, and a striking golden dome.
- Wairau Māori Art Gallery: Housed within the Hundertwasser Art Centre, it is New Zealand's first public gallery dedicated exclusively to contemporary Māori art. The gallery provides a prestigious platform for Māori artists to showcase their work, fostering appreciation and understanding of Māori culture and perspectives.

2-Development of the Hihiaua Cultural Centre

- Stage One Completion (2019): The Hihiaua Cultural Centre, located on the Hihiaua Peninsula, opened its first stage in 2019. This phase included the transformation of an old boatshed into a multifunctional space for Māori performing arts, carving, weaving, and other cultural activities.
- Future Plans for stage 2 started to come to life in 2023: The center aims to become a hub for Māori arts and culture, with plans for additional facilities like a waka launching area, exhibition spaces, and educational resources. It serves as a community space promoting the preservation and celebration of Māori heritage.

3-Revitalisation of the Town Basin and Arts Trails

- Arts and Heritage Trail: The Whangārei Town Basin has been revitalised with the addition of an arts and heritage trail. This self-guided walk features sculptures, murals, and informative plaques that highlight the city's history, cultural stories, and artistic talents.
- Public Art Installations: New public artworks have been installed throughout the city, including pieces by both local and international artists. These installations have turned public spaces into open-air galleries, enhancing the city's cultural landscape along with its developing array of murals.
- The Camera Obscura in Whangārei is a unique architectural and artistic installation, located near the Town Basin, that opened in January 2021 that adds to Whangārei's growing portfolio of cultural attractions, complementing other landmarks like the Hundertwasser Art Centre.
- Expansion of Whangārei Art Museum with the Isite moving out.

4- Community Engagement:

- Many arts organisations have increased outreach through workshops, talks, and interactive events, fostering a deeper connection between the public and the arts.
- Cultural Festivals and Events
- Whangārei has hosted and developed more annual events: some top events to note: ArtBeat, Matariki, Fringe, Fritter, & the Maritime Festival, including performances, exhibitions, and community gatherings that honor the diversity of our Whangārei creatives.
- Coastal Event: Public Art Installation at Tutukaka: 17 September 2023, saw the public art launch at Tutukaka, featuring bronze sculpture Moment of Release, that allowed the entire community to celebrate a lifetime of voluntary bird conservation by local heroes Robert and Robyn Webb.

5-Enhancements of community engagement:

- Workshops and Studios: Whangārei has seen a significant development in offerings from across the sector covering over 17 disciplines. The Quarry Arts Centre is a great example of a space that has expanded its offerings of workshops and studio spaces for artists. It serves as a creative hub where artists can work, collaborate, and display their art, therefore gaining more foot traffic.
- Community Projects: There has been a resurgence of community workshops and arts groups emerging, that have annual exhibitions and events, thus promoting participation in the arts across all ages.
- Growth of Markets
- Local Crafts and Creative Production: The Artisan Markets have grown in popularity, providing a platform for local artisans to sell handmade crafts, artworks, and local produce. These markets support small businesses and encourage the appreciation of locally made goods.

6- Development of local product:

- The Creative Discovery Guide: marketing collateral that connects and celebrates the arts, cultural and heritage footprint of Whangārei for local, domestic and international use.
- Educational Initiatives in Arts and Culture
- School Programs: Collaboration between cultural institutions and schools has increased, providing students with opportunities to engage with the arts through workshops, museum visits, and artist talks.

7- Funding and Grants: Local organizations have established professional development opportunities, internships and grants to support emerging artists and cultural projects, fostering the next generation of creatives.

What does our creative community look like now?

The diagram creates the partnership between Council and Creative Northland and the relationship with Community in delivering an environment that fosters vibrant arts, culture and heritage for Whangārei city and district.



Arts reflects our identity,
Sustains our wellbeing and
underpins innovation that
boosts our economy



What's our path for the next 10 years?

OUR VISION

What we want to see in 10 years' time

A constantly innovative, creative community, based on our unique cultural heritage and landscape, that makes Whangārei a vibrant, attractive and thriving district.

OUR GOALS

The difference we want our work to make

- More opportunities to access and participate in arts, culture and heritage
- Create clear developmental pathways within arts, culture and heritage
- Support more robust and appropriate infrastructure - both organisations and built spaces - for creation and presentation
- Promote greater understanding and awareness of the value and difference the arts, culture and heritage sector makes
- Encourage and promote more investment into developing our creative people and places.
- Strengthen and build stronger links within the wider creative community and with other sectors.

OUR VALUES

The principles that will guide our work

- Mahi Tahi - Collaboration
- Manawaroa - Resilience
- Whakaaweawe - Effectiveness
- Āheitanga - Access
- Manawanui - Tolerance
- Aronga Whanaokē - Innovation
- Ngangahau - Vibrancy
- Pārekareka - Enjoyment

OUR MISSION

What's driving us to action

Realising
Community
Creativity
& Collaboration
Potential



Quincy & Josh -
once ArtBeat
participants, now
running their own
art activation in
2024



Photo: Patrick Schneider 2024

Photo: Mike Cameron supplied by Creative Northland

About our partnership



The partnership between WDC and CN is important as both entities are committed to the development of the arts, culture and heritage sector in the region and both partners realise that the best way to ensure sustainable growth is to make a joint commitment with a deliverable action plan.

WDC plays a key role in the planning, development and support of arts, culture and heritage in the Whangārei District. The role it plays is overarching and multi-faceted but includes direct support of the arts through funding, development of community/civic facilities and delivery of community events.

CN is the leadership organisation funded by WDC and others in order to enable the arts to thrive in the Whangārei region. Some of the ways

it does this is through advocacy, relationship-building, collaboration, promotion and management of arts events, and mentoring and capability-building.

Both partners have a commitment towards ensuring this Strategy is implemented and their responsibilities are laid out in the Action Plan. As well, CN has annual business plans that will have a more detailed roadmap for each of the years of the Strategy.

Both partners are also committed to amplifying the value of local arts, culture and heritage with the resulting outcomes of building local confidence, local capability and local connections.

Additionally, in a recently passed law, Councils now have a legislative responsibility to promote the cultural well-being of their communities as part of the 4 well-beings: cultural, social, environmental and economic. Arts, culture and heritage have a powerful contribution to make to that as well as the other three well-beings.



About this strategy

He Rautaki Toi ā Rohe ō Whangārei 2019-2029 provides a framework for the arts, culture and heritage sector in the Whangārei District.

The Whangārei District is defined as a territorial authority district in Northland which encompasses six wards. These cover Bream Bay in the south, Hikurangi-Coastal in the north, Mangakahia-Maungatāpere to the west and Whangārei Heads to the east plus the two city wards of Okara and Denby. The district population in June 2018 was 91,400.

The Strategy is created through a partnership between Whangārei District Council (WDC) and Creative Northland (CN) and it sets out a vision of what the partners want to achieve and how to get there with the community.



The purpose of the Strategy is to support innovation, bring new ideas into the public domain, challenge the status quo, foster partnerships and collaboration across boundaries, and ensure creative relevance on a national and international stage.

This framework is vital because it sets out priorities for decision-making which will help the arts, culture and heritage sector to grow in a deliberate and planned way alongside the predicted population growth in the city and surrounds.

As it is a 10-year Strategy, WDC and CN share a commitment to revisit

and update it in 5 years. The Action Plan that sits alongside the Strategy will also be updated regularly as the sector grows and develops.

There is also a commitment to investigate other future partners and funders to join in ensuring that the sector develops in the most sustainable way possible.

When a multi-stakeholder partnership is developed, the arts, culture and heritage sector in the Whangārei District will flourish.

Our vision

A constantly innovative, creative community, based on our unique cultural heritage and landscape that makes Whangārei a vibrant, attractive and thriving district.

Our vision for Whangārei is to be a city and region where arts, culture and heritage are integrated, thriving and culturally diverse.

This will involve an acknowledgement of the shared history between tangata whenua and tauiwi which gives us a unique cultural heritage and takes into account our dramatic and beautiful landscape.

The place of Ngā Toi Māori (Māori arts) is integral to the ongoing development of arts, culture and heritage in the Whangārei District and is implicit in every Goal and Action in the Strategy.

We are a community of innovative and creative people who are supported as artists, practitioners, participants, organisations and audiences. This includes supporting our migrant and refugee communities to strengthen and present their arts and cultures.



Photo: @shadows_surgeon

Our goals

Six goals have been identified to help achieve our Vision and realise our Strategy. These are shared goals between the two core partners and, as more partners are encouraged to come on board, we hope to share more broadly the delivery of them.

It is important in enabling this thriving sector to grow, that we provide investment into our creatives and, instead of seeing this investment as competition for resources, money and people, we work together for the benefit of the whole district in understanding the value of the creative industry and the importance of fostering grassroots creativity.

More detail is in the action plan.



1. Increase opportunities for all to access and participate in arts, culture and heritage.

4. Promote greater understanding and awareness of the value and difference the arts, culture and heritage sector makes to community well-being.

2. Refine and encourage developmental pathways within arts, culture and heritage.

5. Encourage and elevate local talent of all ages; celebrate local successes in the arts, culture and heritage sectors, and seek investment pathways for the development of creative people.

3. Support more collaboration between organisations and built spaces for increased participation & representation.

6. Strengthen and build stronger links within the wider creative community and with other sectors.

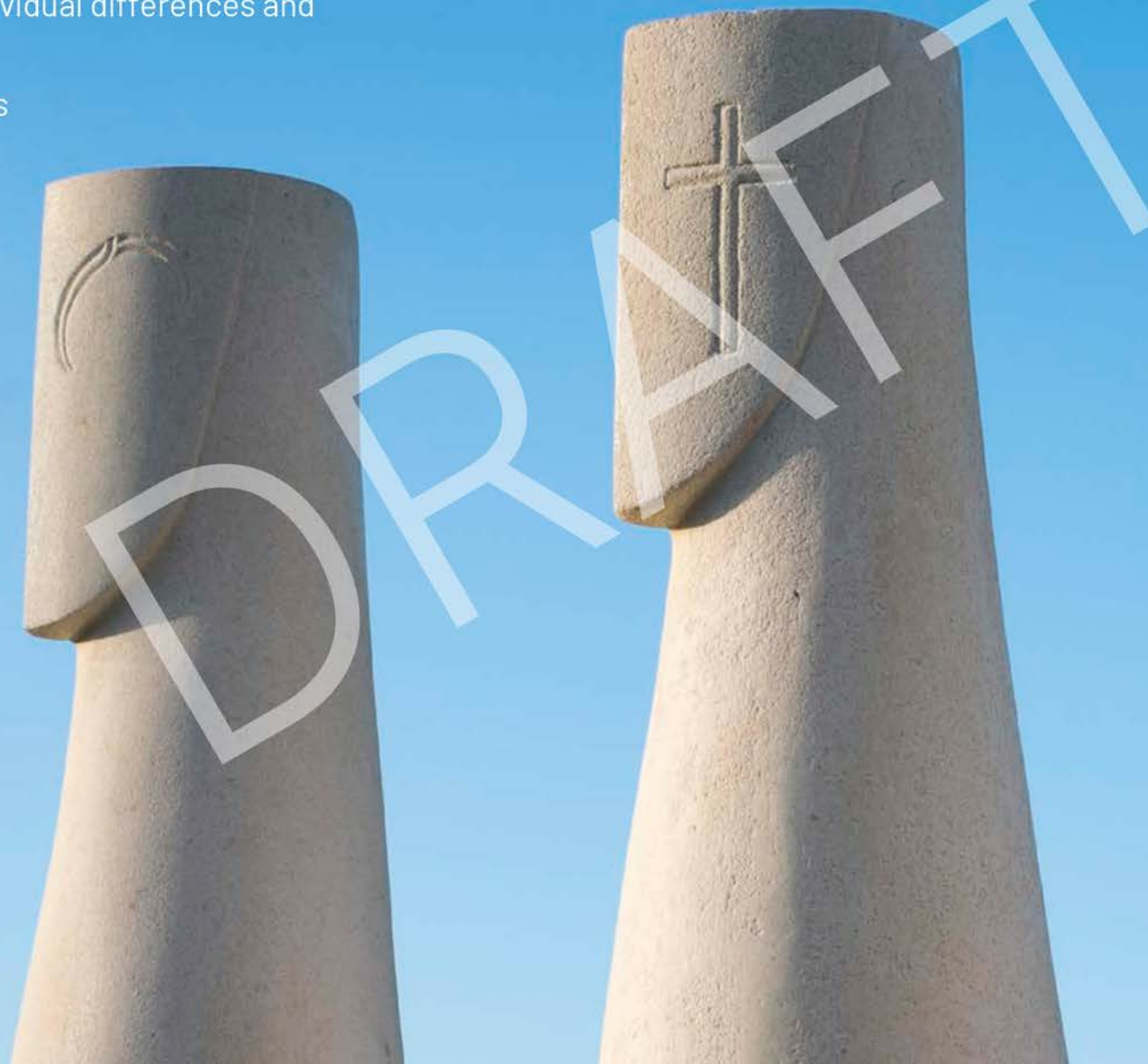
Kaupapa Toi - Guiding Principles

Kaupapa Toi is about uplifting the mana of the people. We take pride in our work and the value culture brings to all people. We put communities at the heart of what we do, respecting individual differences and knowledge to make a difference

Whanaungatanga: We stress family values of togetherness and co-operation for creative development

Mana: We foster shared respect with, to and for all creatives

Aroha: We encourage a spirit of love and embracing support for the creative community





Ngā Uara Ahurea - Our Values

Values are often seen as nice words and platitudes, however, they can add meaning and dimension to plans and actions. In this case, many of us have long and strong links to Whangārei city and district. The Acronym 'Creative' expresses our values, our purposes and intentions.

These values describe the behaviours and actions the arts, culture and heritage sector, our partners and the people of Whangārei District can expect as we work with them to create our vision.

Mahi Tahi - Collaboration: We work together

Manawaroa - Resilience: We stand together

Whakaaweawe - Effectiveness: We share a common sense of purpose

Āheitanga - Access: We believe in open access to the arts

Manawanui - Tolerance: We encourage open-mindedness

Aronga Whanaokē - Innovation: We encourage creativity and new ideas

Ngangahau - Vibrancy: We support exciting, great art

Pārekareka - Enjoyment: We encourage fun



OUR MISSION

Realising community creativity

The Strategy aims to build on the region's artistic, cultural and heritage strengths and sets a path towards realising the ways in which creative engagement achieves core cultural, social, economic and environmental benefits for the Whangārei District.

Arts, culture and heritage encompass professional and community activities, including creative (artistic work), technology and knowledge-based industries.

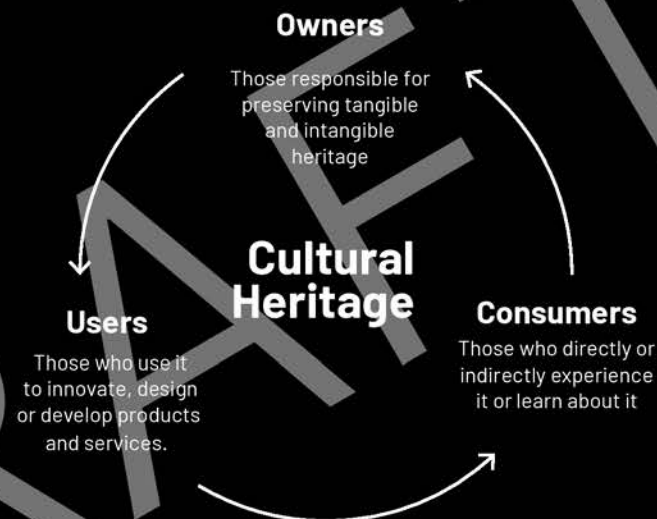
Whangārei has experienced rapid population growth over the past decade. With this comes increased cultural diversity and a growing demand for characteristics of a vibrant city. Our communities want access to creative spaces and activities both as audiences and participants. They want to express their culture through all aspects of creativity.

What is meant by arts, culture and heritage is:

Culture – is our identity (owners)

Arts – is the expression of our identity (users)

Heritage – is the history of our identity (consumers)



What happens next?

He Rautaki Toi ā Rohe ō Whangārei strategy and action plan integrates arts, culture and heritage into our everyday lives and creates a culturally rich and creative Whangārei. During the 10 years (2019 - 2029) we will need to respond to continued growth, changing demographics and increasing international competitiveness in the creative sector. To do this and make the most of opportunities, the Strategy and Action Plan sets out a vision, goals, objectives and time-frame and the steps to review, refine and report on arts, culture and heritage in Whangārei.

2019	Strategy and Action Plan adopted	The roll-out of
2019	the Strategy will begin	Process begins to create
2019-2020	Culture Policy for Council	Regular reporting against
2020-2022	Action Plan Update of Action Plan	Regular
2022	reporting against Action Plan	Revisit Strategy
2022-2025	(halfway point) Review Action Plan and	update
2025	Begin Process to Review Arts & Culture	Policy
2025	Public Consultation to review impact	
2028	of Arts, Culture, Heritage	Strategy
2029	Begin Process to Review Arts & Culture	Policy
	Public Consultation to review impact	
	of Arts, Culture, Heritage	Strategy



How we developed this strategy

This Strategy was developed using information gathered from the following methods and was developed over an 18-month time-frame with initial work beginning in November 2017 and the first hui held in March 2018:

- Public consultation – hui held in Whangārei and Waipu.
- On-line survey.
- 1-1 meetings with artists and representatives from arts organisations.
- Focus groups on individual artforms.
- A review of Tapapa Toi Strategy 2007.
- A review of WDC council policies and plans.
- Specific Whangārei and Northland research carried out as part of Creative New Zealand's 3-yearly 'New Zealanders and the Arts' report. Also, research using 'Valuing the Creative Industries' in partnership with Northland Regional Council.
- Workshop with WDC Councillors.
- Facilitated strategic planning session by Creative New Zealand with Whangārei District Council Community Development Officers and the Creative Northland Board.
- WDC submissions were requested and received on the Draft Strategy. Most of this material including outcomes of two feedback sessions were included in the final document.

Public consultation highlighted the value of the arts to the people of Whangārei. Some key themes were:

- The importance of telling 'our' stories.
- The special place of Māori in the region and the need for Māori to be at the heart of planning and decision-making for arts, culture and heritage and for Ngā Toi Māori to be front and centre in the Whangārei District.
- More resources are needed including hard infrastructure, capability programmes and better use of digital platforms.
- A need to create further opportunities and engagement for young people.
- A recognition of the knowledge base within specific communities and how that could be best shared.
- Leadership needed from Creative Northland and Whangārei District Council.
- A call for an advocacy group to champion the value of the arts.
- Better communications around the benefits of the arts to the local economy and to the sense of community well-being the arts bring.

The following plans reflect considerable community and stakeholder input and prepared the foundation for He Rautaki Toi a Rohe o Whangārei.

- 30 50 Whangārei Growth Strategy. Part B: Section 3 to 5 Sustainable Society, Sustainable culture and Sustainable Infrastructure
- Arts, culture and civic amenities 2010 – sustainable Futures 30 50
- Whangārei District Heritage report 2009 – sustainable Futures 30 50
- Sense of Place 2009 – urban design, amenity, local character and heritage – sustainable Futures 30 50
- Ethnic Diversity of the Whangārei District 2009 – sustainable Futures 30 50
- Whangārei 20/20 Momentum – Strategic projects for the next 10 years
- Whangārei City Centre Plan 2017
- Jewel of the City Reports, 2015, 2016, 2017
- Hihiaua Precinct Plan
- Weekend and Night Time Economy Strategy 2014.

There was high interest in the development of the Strategy with several hundred people participating in hui, focus groups and surveys.



How we reviewed this strategy

This Strategy review started in 2023 and was developed using gathered information and analytics through a range of engagement methods, along with individual involvement and engagement, organisations, and community groups. The overall outcome was effective in providing constructive feedback to pave the future focuses for the community. This process considered response from multi-cultures and a wide range of age groups. The general consensus was positive and enthused to be part of the inquiry for Whangārei. Majority recognised creativity, arts, culture and heritage to be integral to one's wellbeing.



There was enthusiastic interest in the development of the review with focus on more community led outcomes, with just over 200 hundred of people participating across the overall mix of hui, 1/1 engagements focus groups and surveys.

ACTION PLAN:
What's **our**
path for the
next **5 years?**



About this action plan

How do we achieve our goals?

Six goals and eighteen objectives have been identified, and while these provide the framework for the next ten years, the immediate focus is on the next three years and what can be achieved between now and 2022.

This Action Plan details what will happen, when it will happen and who will take responsibility for it. It is expected that the Action Plan will be a 'living document' which can be updated as and when needed. For example, updates will occur when actions are progressed and new initiatives identified or when new partners come on board. This is therefore conceived as a dynamic living document, able to be adapted and added to, as required. This is also very much in keeping with the growing vitality of the creative sector in Whangārei.

Creative Northland will take responsibility for, and hold the more detailed version of the implementation framework that sets out the various organisations and mechanisms that are

leading, enabling, contributing, delivering or supporting actions. This framework will have targets and metrics in place to measure progress. The timeframe for each action will follow from July to June, but interim reporting can also take place. Creative Northland will also have an annual Business Plan that contains more detail about specific actions.

It is also important to note that the goals and objectives in the Action Plan have crossover points and are not mutually exclusive. For example, Ngā Toi Māori and Advocacy is something that will take place under every goal.

A focus on funding and expanding funding options and sources is also critical, as the plan has a major focus on capability-building and networking, through developing sustainable alliances and partnerships, locally, nationally and internationally.

This plan will be updated by:

- **2023 – 2024 to review the Goals and Actions**
- **2028 Planning underway to Review Arts & Culture Policy with a Public Consultation to review the impact of the Arts, Culture, and Heritage Strategy within the Whangārei district.**
- **2029 – Development of the new Arts, Culture and Heritage Strategy.**



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SOUND SYSTEM
SUBCITYSOUNDSYSTEM.CO.

SUBCITY
SOUND SYSTEM

About this action plan review

Whangārei is making significant efforts to enhance its arts, culture, and heritage sectors, recognizing the vital role that they play in enabling communities to stay connected and thrive through collaborative efforts. The following strategy has been carefully reviewed, especially in light of dramatic changes and significant interruptions, such as COVID-19, drought, flooding, and road closures, which have had profound impacts on the community.



This strategy will help set the tone and focus for the next 5 years, and guide efforts to support and nurture the arts, culture, and heritage sectors in Whangārei. By addressing the challenges posed by recent disruptions, the community aims to build resilience, uplift well-being, and foster a vibrant cultural landscape for all residents, thereby attracting visitors to the region as an exciting creative destination with immense cultural heritage and innovative potential. Council & leading organisations in Te Tai Tokerau, including increased collaboration with enviro-focussed orgs and creative technology orgs, will support a new future lens for Whangārei's Arts, Culture and Heritage sector.



Key Areas of Focus

Key areas of focus have been identified through both qualitative and quantitative feedback from the Whangārei community and its encompassing rural regions, and include, but are not limited to:

- Accessible and affordable spaces to create, rehearse & perform.
- Increased Rural engagement
- Promotion of local talent & success
- Increased free/affordable creative activities for tamariki and rangatahi.
- The need for increased collaborations between arts, culture & heritage sectors and other organisations: working together is the key to successful & innovative outcomes.
- Kaitiaki for environmental responsibility: An increased focus and use of environmentally sustainable/recycled materials in workshops/activities led by CN, Council & leading organisations in Te Tai Tokerau, including increased collaboration with enviro-focussed orgs.
- Improved communication about arts, culture and heritage events and activities to the public.
- More free community collaborative events like ArtBeat.
- Increased pathways to tertiary study in the creative sectors.
- Increased recognition of creative wellbeing.

Much of this information can be found in the Analytics of the survey created to inform Arts Culture & Heritage Strategy for Whangārei. Further information can be found in the Māori Toi Mahi Hui at Hihiaua Cultural Centre, 2024.



Key Themes

5 key prominent themes that presented through this review to be integrated in outcomes and planning for the next 5 years:

Connectivity

Identity

Well-being/Hauora

Accessible-Pathways

Collaboration

Direction

1- Strive to Attain Inclusive Accessibility:

Increase opportunities for all to access and participate in arts, culture and Heritage.

2- Promote Creative Identity & Direction:

Refine and encourage developmental pathways within arts, culture and Heritage.

3- Encourage Collaboration:

Support more collaboration between organisations and built spaces for increased participation & representation.

4- Elevate Community Wellbeing/ Hauora:

Promote greater understanding and awareness of the value and difference the arts, culture and heritage sector makes to community well-being.

5- Nurture & Celebrate Local Talent:

Encourage and elevate local talent of all ages; celebrate local successes in the arts, culture and heritage sectors, and seek investment pathways for the development of creative people.

6- Develop Dynamic Connectivity:

Strengthen and build stronger links within the wider creative community and with other sectors.



New **goals & actions** for the next **4 years?**

DEFEAT



Goals	Focus	What are we going to do?		When will it happen?			Triggers/Partners	Who's responsible?
		#	Action	July 2024-June 2025	July 2025-June 2026	July 2026-June 2027		
1. Increase opportunities for all to access and participate in arts, culture and Heritage	Goal 1 This focuses on increasing access to & participation of arts culture & heritage for a diverse range of people of all cultures, abilities, and disabilities, but with a particular emphasis on: Communicating, supporting and promoting Ngā Toi Māori, and grass-roots artists.; especially those in a rural setting,	1a	Encourage and promote Ngā Toi Māori (Māori arts), including rural activities and events.	Continued development and support of Ngā Toi Māori through established relationships and partners via our Ngā Toi Māori Navigator. Increase hui opportunities with rural artists to gauge their level of need and interests to develop skills.	Ngā Toi Māori Navigator's continued support to elevate and build confidence within existing artists, and to navigate connections through funding and opportunities with a rural focus. * for e.g., This rural outreach could enable rural hall activation with CN's kaimahi advisor.	Continued engagement with Ngā Toi Māori stakeholders to understand and progress any achievements, including hui with rural artists to review their level of inclusion.	Te Puni Kokiri, Toi Ngapuhi, Toi Iho, Toi Māori Aotearoa Creative NZ, Hapu arts strategies (e.g. Te Parawhau, Ngati Kahu o Torongare, Ngati Hau, Ngati Wai, Te Uri Roroa, Te Waiariki, Te Uri O'Hau), Wairau Māori Art Gallery, Te Tai Tokerau Māori Art collective, Hihiaua Cultural Centre; Multi-Cultural Society; All Disability Advocacy groups. <i>Hā: Mama Moving Mountains</i> Check names listed to see if all included	Creative Northland
		1b	Update and develop Creative Northland website to host DIY events promotion, and to highlight an inventory of usable & accessible spaces for creative endeavours.	Constantly update CN website to accurately reflect Whangārei's vibrant creative community and promote/encourage engagement from grass-roots artists of all cultures, abilities & disabilities (aka target audiences).	Review updated website & external communications to assess whether target audiences are being reached. Focus on connecting to those who are not being reached.	Further monitor and evaluate community CN website for inclusive engagement and participation.	All communities have both formal and informal arts and cultural activities. We believe that mapping them, along with other data, can assist in the decision making necessary for building vibrant and sustainable communities. <i>Arts, heritage and cultural groups. All local media groups.</i>	Whangārei District Council, Creative Northland, Northland Inc
		1c	Continue to promote, empower and enable all members of the community to develop creative activities that are inclusive of all cultures & levels of ability and disability, via support of funders and new/innovative collaborative opportunities.	Encourage & foster innovative collaborations & partnerships that are inclusive of all cultures, abilities & disabilities, thereby elevating community well-being, identity/pride and increased public engagement, which will attract new funding & investors.	Continue to strengthen partnerships with funding providers to allow for continuing support & advocacy regarding grassroots artists within our local organisations/regions	Evaluate community engagement needs, through both quantitative & qualitative methods, to clarify where targeted support is required in the present and in the future of the region, so that there is a vibrant continuity of offerings & partnerships, and pathways of inclusivity for all creatives & communities.	Community Groups: Arts, Heritage and cultural sector. Disability Orgs/sector	Creative Northland

Goals	Focus	What are we going to do?		When will it happen?			Triggers and Partners	Who's responsible?
		#	Action	July 2024-June 2025	July 2025-June 2026	July 2026-June 2027		
2. Refine and encourage developmental pathways within arts, culture and heritage	Goal 2 focuses on refining pathways into arts, culture and heritage for all ages & levels of ability & disability, thereby encompassing all stages and groups: the young and emerging; mid-career; senior; community arts; professional arts; Ngā Toi Māori; vocational pathways, & accessibility.	2A	Provide opportunities for all ages and abilities to access creative activities and vocational pathways. <ul style="list-style-type: none"> Retain talent in Tai Tokerau 	After recognising the creative pathways gap that occurred after the closure of Northtec Arts facility, we continue to explore existing and new pathway opportunities in our community.	Retain talent in Tai Tokerau by way of nurturing pathways that exist in our community and look to build further viable pathways.	Build networks between business and creative sectors/industries to strengthen networking opportunities and study pathways.	<i>Ministry of Education, Ministry of Youth Development, CNZ, Private training providers, Whangārei District Schools, Quarry Arts, Hihiaua, Te Wananga Aotearoa, Design School and wider providers.</i>	Creative Northland
		2B	Map existing programmes providing pathways for continuing vocational opportunities and skill development, then publish a subsequent Guide/Map on CN website	Collate resources to provide a Guide/Map of 'where to find' workshops/classes and pathways across the region, then publish on CN website.	Identify gaps for alternative options, such as satellite pathways/digital spaces for learning	Help support the implementation of satellite pathways in rural communities.	Inspiring/encouraging all creatives to envisage career potential for themselves within the creative arts sectors via: <i>Funders of youth-focused programme, Ministry of Youth Development, Creative NZ, Hihiaua, Whangārei, Youth Spaces, Northland Youth Theatre, OneOneSix. Whangārei Arts, Dance and Performance Academy, NorthTec, Te Wananga o Aotearoa, Design School, Dance Schools, Schools, Whangārei district schools and wider</i>	Creative Northland
		2C	Encourage & support existing practitioners to transfer their knowledge back into the community via workshoping and mentoring opportunities with clear learning outcomes	Seek opportunities for funding and scholarships to pass on to practitioners and grass-roots artists.	Continue to look for ongoing opportunities for more vocational pathways to promote to artists in Tai Tokerau, therefore retaining talent.	Identify and showcase any good news/success stories to promote opportunities to others and inspire creative aspiration into career pathways.	<i>Emerging & Professional Creatives, Wananga o Aotearoa, Arts Access Aotearoa, Northland Inc. Awahi-World, OneOneSix, N-Gen Room, Dance Schools and more</i>	Creative Northland

Goals	Focus	What are we going to do?		When will it happen?			Triggers and Partners	Who's responsible?
		#	Action	July 2024–June 2025	July 2025–June 2026	July 2026–June 2027		
3. Support more collaboration between organisations and built spaces for increased participation & representation.	Goal 3 focuses on working closely with WDC to better utilise existing spaces that are usable and affordable, while also identifying and promoting soft and hard infrastructure across Whangārei.	3A	Identify viable and sustainable creative & cultural facilities.	Collate existing arts, culture and heritage facilities and usable Council spaces across the district as a resource/guide for the community.	Review the facilities resource for gaps and opportunities for sector growth.	Implement ways to sustain infrastructure (built and otherwise) to further develop the arts & arts-access by the community and visitors. Identify & secure any long-term opportunities for more creative spaces.	All of the arts, culture and heritage spaces and Council.	Whangārei District Council and Creative Northland
		3B	Advocate for inclusion in the consultation process with urban design to ensure arts, culture & heritage are constantly valued and considered in creating the vision and plan for Whangārei spaces and places.	Promote the community-wide need to access spaces, to highlight the value and importance of accessibility regarding cultural/arts practice & development for communities.	Develop a trust model/template for spaces to be used out of hours, thereby increasing use of empty spaces for creative purposes/ opportunities.	Ensure future urban design in Whangārei has arts, culture and heritage spokespeople as part of the design teams/ committees, and also ensure that there is a sustainable model of use regarding Council spaces for the arts.	Local Developers are encouraged to include public artworks in design plans <i>Te Parāwhau and other hapu, Ngāti Kahu o Torongare, Ngāti Hau, Ngāti Wai, Te Waiariki, Te Uri O'Hau) Coalition of Creative Northland Professionals, Hihiaua and other professional arts groups.</i>	Whangārei District Council and Creative Northland
		3C	Enhance and support art in public spaces and its value within community place-making.	Promote the vision for art in public and community spaces, while continuing to build engagement with stakeholders to ensure that public art is considered essential in early/initial planning in public spaces.	Advocate for and highlight new practitioners who are able to create art in community spaces. Spaces could also be identified in vacant buildings, parks, marae and other community facilities, by consulting with local real estate agents, Council, schools, businesses and others.	Develop a Public Art Policy & continue to advocate for opportunities for Northland artists to contribute work for urban spaces (eg, public art: murals, sculpture, carving etc).	Groups active in cultural, historical and creative activities. <i>Whangārei District parks and planning staff, Te Parāwhau and other hapu (e.g. Ngāti Kahu o Torongare, Ngāti Hau, Ngāti Wai, Te Waiariki, Te Uriohau) and more.</i>	Whangārei District Council and Creative Northland

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4. Promote greater understanding and awareness of the value and difference the arts, culture and heritage sector makes to community well-being.	Goal 4 focuses on the promotion and education around the connection between industry, business, and creativity, to not only enhance wellbeing, connectivity and identity, but to also to drive economic growth.	4a	Remain constantly receptive to ongoing opportunities to connect and collaborate with partners (private & public), to build platforms that foster creative value of the arts, culture & heritage in both local & wider communities.	Link key agencies and partners, such as Creative New Zealand and Foundation North, so that a strong and united front can assist with advocacy by building arts, culture and heritage into their overall marketing plan.	Build a strong brand presence and identity through regular meetings with WDC, local iwi, local trusts, CNC, Foundation North and others, and maintain a consistent brand presence that is easily identifiable, through regular representation.	Recognise and highlight additional collaborations as CN develops, and an awareness for community developments. Continually recognise & promote collaborative opportunities with suitable organisations/industries and businesses.	<i>Te Parawhau, Whangārei District hapu groups (Ngati Kahu o Torongare, Ngati Hau, Ngati Wai, Te Waiariki, Te Uri O'Hau), Whangārei Art Organisations, Whariki, Te Wananga Aotearoa, Maunga Kura Toi within Northtec, Fale Pasifika, Coalition of Northland Creative Professionals, Creative NZ, Northland Inc, All Disability Advocacy groups, Awhi World, local education space/institutions (eg Design School etc)</i>	Creative Northland in collaboration with Whangārei District Council
		4b	Advocate and celebrate the importance of creativity, culture and heritage in our community.	Publish and distribute the art and heritage guide for Tai Tokerau for both national and international reach.	Create and distribute a localised publication that unites creativity and culture and is available to all in both digital and print form.	Develop a Whangārei arts and culture brand/statement for use to promote the arts across the Whangārei rohe: redesign, update, print and circulate Art Guide biennially.	The creative industries of Tai Tokerau, Northland Inc, and the arts, culture and heritage organisations and communities across Northland.	Creative Northland
		4c	Facilitate a community focussed campaign about the value of arts.	Establish a creative sector advocacy group that can establish and drive an arts campaign.	Create an arts campaign guide to promote awareness of the value of the arts. (e.g.s of this include: Year-round pop-up & collaborative craft activities for children & adults; Public talks on the value of art on community well-being & more).	Implement tactics to drive the arts campaign.	Creative sector discipline-leaders/representatives and arts organisation leaders.	Creative Northland supported by Whangārei District Council

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5. Encourage and elevate local talent of all ages; celebrate local successes in the arts, culture and heritage sectors, and seek investment pathways for the development of creative people.	Goal 5: Focuses on deriving strategic gains out of investment to drive potential in the arts culture and heritage sector	5a	Work towards increased investment in arts, culture and heritage from local and central government, local community and tourism sector.	Connect and deepen relationships between the arts, culture and heritage sectors, along with Northland Inc and Northland Chamber, to better understand issues facing investment.	Develop opportunities to elevate investment into Whangārei, such as Creative After 5 and other networking and funding collaborations, while gauging collaborative opportunities with new agencies, to support community delivery and events.	Align with creative networks, both nationally and internationally, to increase opportunities for capability-building and professional development. This includes: symposiums, workshops & internship exchanges.	Creative NZ, Arts Foundation, Crowdfunding platforms British Council, Arts and cultural arms of embassies and high commissions based in New Zealand, Northland Inc, Northland Chambers, and MCH.	Creative Northland, Whangārei District Council, and Northland Inc.
		5b	Create strategic partnerships with investors so that reciprocal opportunities are not missed.	Develop a funding map for Tai Tokerau as a guide for applicants regarding funding processes.	Continue to support and umbrella opportunities on behalf of the community, and expand new working relationships with key investors and potential funders.	Review funding map and relationships. Develop new goals with community partners for future sustainability	Foundation North, Northland Community Foundation, Tindall Foundation, MCH, Lotteries, Pubs Charities, All government agencies Awhi World	Creative Northland
		5c	Ensure there is equity across identified creative disciplines via specific practice advisors. Eg: Indigenous practice, Performing, Digital Technology, Musical and Literary arts etc	Facilitate the development of specific advisors to enhance the arts including: Indigenous practice; Performing Arts; Creative Digital Technology; Music; Literary arts; etc	Evaluate and gauge the development of vocational pathways within Whangārei District, to provide career aspirations and continued professional development opportunities with collaborative partners.	Evaluate the strategy and the creative sector developments; monitor performance and review opportunities as required.	Resource skilled creative entrepreneurs to lead the development. Coalition of Northland Creative Professionals, Ministry of Business, Innovation, Employment, Creative NZ, NZ Film Commission, Film Auckland, Northland Inc., Northland Chambers of Commerce, Toi Māori, OneOneSix, NYT, Dance Schools, Arts Groups, and Theatre Groups, along with Cultural Events and Spaces.	Creative Northland, supported by WDC.

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6. Strengthen and build stronger links within the wider creative community and with other sectors.	Goal 6 focuses on creating a strong, interconnected and vibrant arts, heritage and cultural sector, by enhancing accessibility, and promotion of activities and events that are district-wide.	6a	Connect people to each other within the creative sector to create and promote collaborative opportunities.	Evaluate district-wide activation to understand any locations that lack access to community engagement. Develop engagement strategy where required to promote creative and cultural activation within Whangārei's rural communities.	Encourage engagement within the arts and cultural sector to enhance the sharing of knowledge. Continue to build strong communities that value resilient collaboration with existing partners, spaces and communities. This may also focus on skill development in new areas to enhance accessibility and engagement opportunities.	Hold hui across the district to evaluate the progress and any untapped opportunities to gauge strategy implementation, thus identifying areas of focus for the next 5 years. * This could focus on skill development outcomes for the sector, including digital skill development.	Coalition of Northland Creative Professionals, AwhiWorld, Kiwi North, Whangārei Art Museum, Prosper North, Pioneer Packard Museum, Reyburn House, Quarry Arts Centre, Te Kowhai Print, The Paper Mill, OneOneSix, Northland Youth Theatre, Whangārei Theatre, The Octagon, Hihiaua Cultural Centre, Whangārei Youth Music, Opera North, Whangārei Choral Society, Whangārei Film Society, CNorth, and others to be identified	Creative Northland and Whangārei District Council
		6b	Consistently scope for opportunities that will elevate/showcase and connect arts, culture and heritage sectors to key stakeholders.	Grow subscribers and community engagement within the Whangārei District through the promotion of arts, heritage and cultural opportunities, while also promoting innovation by encouraging collaborations with diverse providers and organisations, so there is more cross-pollination within the sector and abroad.	Promote/encourage opportunities for more local creatives, including those with disabilities, to participate in accessible community events, thereby: increasing creative exchanges, building audiences, and collaborative opportunities, which promote/encourage a diverse and inclusive culture, along with a thriving local identity, and a sustainable and resilient future.	Gauge innovative possibilities for event development within the region by utilising digital technology/ platforms to promote accessibility and engagement within Tai Tokerau. .	Explore joint initiatives to support the four wellbeings within the community: The four well-beings should be: <ul style="list-style-type: none"> • A sustainable and resilient future • A thriving local identity • A diverse and inclusive culture. • A great place to call home. <p>These wellbeing initiatives are achieved by partnership via: Deaf & disabled communities Northland Regional Council, Manaia Health PHO, Ngati Hine Health Trust, Mental Health Foundation, Arts Access Aotearoa, Northtec, Northland DHB, Te Roopu Kimiora and others to be identified.</p>	Creative Northland supported by Whangārei District Council

¹<http://www.trackzero.nz/>

²<https://creativewellbeingnz.org/>

³CNZ Advocacy Strategy 2016-2021





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