

LAKE TAUPO

DISTRICT CULTURAL DEVELOPMENT STRATEGY

Strategy Partners

**Taupo District Council, Ngati Tuwharetoa
Destination Lake Taupo, Lake Taupo Development Company
Lake Taupo Museum and Art Gallery**

September 2004

CONTENTS

Executive Summary	3
Introduction	5
Strategy Development Principles	7
District Aspiration To Vision	8
Goals	9
Goals, Objectives And Tasks	10
1. Partnership	10
2. Knowledge	11
3. Protection	13
4. Facilities, Events And Services	14
5. Enterprise	15
Governance, Management And Implementation	16
Timetable	19
District Partner Representatives Input In The Development Of The Strategy	20

EXECUTIVE SUMMARY

Taupo District Council has brought together the following group of key partners to develop a cultural (arts and heritage) development strategy for the district;

- Ngati Tuwharetoa
- Destination Lake Taupo
- Lake Taupo Development Company
- Lake Taupo Museum and Art Gallery

The strategy for district cultural development (following) has been created through a consultative process involving all the key partners. John Leuthart (Leuthart Limited) has facilitated this process for the Taupo District council and partners.

To date work on the Cultural Development Strategy has given primacy to the development of strong working relationships between the partners. The proposed strategy itself has arisen out of the dialogue that has taken place.

Core principles which underpin work on the Cultural Development Strategy are; leadership and partnership, a collective strategic and integrated approach; efficiency and effectiveness.

The Strategy has five goals, these are:

Partnership	Effective cultural partnership between Taupo District Council and Ngati Tuwharetoa, and its hapu and other stakeholders that result in co-operation and adds value to cultural development for the district and visitors.
Knowledge	Increased knowledge of and pride in district, history, people, stories, achievements and arts.
Protection	High quality care and conservation of significant objects, buildings, collections, including historical trees, records and stories of the district for current and future generations.
Facilities, Events and Services	World class cultural facilities, events and services in the district which complement the world class natural heritage and increase access, quality of experience and satisfaction for the district and visitors.
Enterprise	Distinctive cultural products for local, national and international investors, operators and visitors inclusive accommodation, food, merchandise, visitor experiences. (Creative enablers)

A range of objectives and tasks are outlined under each goal, and a three-year action plan has been prepared to prioritise and accelerate development. The initial focus is on research and stakeholder facilitation from which to identify and build long-term district growth opportunities.

Governance of the strategy is the responsibility of the co-chairs, Paramount Chief, Tuwharetoa and District Mayor with strategy partner chairs.

Management of the strategy will be co-ordinated initially by TDC through an advisory group of partner representatives supported by external specialists.

The strategy is now ready for implementation.

September 2004

INTRODUCTION

BRIEF

Taupo District Council Commissioned John Leuthart (Leuthart Limited) to:

- Consult with stakeholders to identify their needs and aspirations for cultural including arts and heritage development for the district and visitors.
- Facilitate development of a district wide strategy for stakeholder support.
- Prepare recommendations for strategy implementation from 2004.

AUDIENCE

This strategy has been prepared for:

- Taupo District Council (TDC) councillors and management.
- Stakeholders identified through the strategy consultation and development process.
- Potential stakeholders identified as a result of the strategy implementation.

STAKEHOLDERS

Key stakeholder partners in the development of the strategy through their representatives are:

- Taupo District Council.
- Ngati Tuwharetoa and hapu.
- Lake Taupo Museum and Art Gallery.
- Destination Lake Taupo.
- Lake Taupo Development Company.
- Department of Conservation.

Other stakeholders include:

- **District** environment Waikato, District Residents, Sector Groups and visitors including: Lake Taupo Accommodation Association, Central Plateau Principals Association - schools, teachers and students, Taupo Library, Corporations investing in the District, Chamber of Commerce and local businesses, Lake Taupo Maori regional tourism organisation, Community Arts Council and artists, Community groups and individuals, Lake Taupo Festival of the Arts Trust, Tourism Lake Taupo.
- **National** stakeholders nationally include Government through its relevant ministries and agencies, including culture and heritage, education, Maori development, economic development including tourism, and visitors through tourism, conferences and events. Note the New Zealand Historic Places Trust.

PURPOSE

The purpose of this partnership strategy is to:

- Outline a framework through which TDC and identified stakeholders can consider their responsibilities, priorities and investment for district growth.
- Identify potential goals, objectives, tasks, development priorities and partners for district cultural development and investment and agreed strategy implementation, including responsibilities.

BACKGROUND

Background to the development of the strategy includes the following documents

- Feasibility for a visual arts centre for Taupo, 2000. (Leuthart).
- Vision and concept for Lake Taupo Visual Arts and Heritage Centre Showcase, 2001; (Leuthart/TRC).
- District Arts and Cultural Policy; (Taupo District Council).
- New Zealand cultural tourism planning – (Ministry of Tourism).
- Creative Sector Strategy – (Trade and Enterprise New Zealand).

CONTEXT

The plan has been developed within the context of key district growth plans. These include:

- Taupo District Council long term community plan and goals including community development and support, recreation and community facilities, economic development, marketing and environmental management goals
- Blueprint 2010 - Destination Lake Taupo Strategic Plan 2002-2010
- Taupo District Economic Development Strategy – Lake Taupo Development Company
- Taupo 20/20 Taupo-nui-a-tia

DEFINITION

Definitions used in relation to the strategy include:

- **Cultural** - visual and performing arts, Maori taonga and experiences, heritage including built (archaeological), people and natural, recreation, festivals and events, parks, gardens and regionally distinctive niche accommodation and cuisine
- **Development Strategy** - long term plan for district cultural growth and development including vision, goals, strategies, tasks, priority actions, governance and management mechanism

STRATEGY DEVELOPMENT PRINCIPLES

Leadership	Leadership in district development providing direction and substance for its arts and cultural aspirations and responsibilities
Partnership	Working in partnership with key parties within and outside the district
Collective	A collective approach recognising that the greatest result will derive from inputs and support from key stakeholders in the district
Strategic	Taking a long-term strategic approach
Integrated	Working toward an integrated plan which acknowledges and promotes district cultural development and growth through social, education, economic and environmental planning
Efficiency	The implementation and management of a resource efficient strategy which recognises economies of scale
Effectiveness	A strategy that aims for effective district results capitalising on the strengths and work of individual stakeholders

DISTRICT ASPIRATION TO VISION

TAUPO DISTRICT IDENTITY - PEOPLE, PLACE, TIME

Growth and development

- Identify, secure and develop the special assets that make up the identity of the district - its people, history, events, natural and built environment.
- Grow, promote, manage and sustain the distinctive identity of the district for the district and visitors.

GOALS

- PARTNERSHIP** Effective cultural partnership between Taupo District Council and Ngati Tuwharetoa, and its hapu and other stakeholders that results in co-operation and adds value to cultural development for the district and visitors.
- KNOWLEDGE** Increased knowledge of and pride in district, history, people, stories, achievements, and arts.
- PROTECTION** High quality care and conservation of significant objects, buildings, collections, including historical trees, records and stories of the district for current and future generations.
- FACILITIES
EVENTS AND
SERVICES** World class cultural facilities, events and services in the district which complement the world class natural heritage and increase access, quality of experience and satisfaction for the district and visitors.
- ENTERPRISE** Distinctive cultural products for local, national and international investors, operators and visitors inclusive accommodation, food, merchandise, visitor experiences. (Creative enablers)

GOALS, OBJECTIVES AND TASKS

GOAL

1. PARTNERSHIP

Effective cultural partnership between Taupo District Council and Ngati Tuwharetoa, and its hapu and other cultural stakeholders which results in co-operation and adds value for the district and visitors.

OBJECTIVE

1.1 Ngati Tuwharetoa

Build and sustain a cultural development partnership for the district.

TASKS

- Identify development needs, objectives and priorities for both partners.
- Agree priorities for joint and collective developments.
- Develop and maintain a forum for ongoing dialogue and action.
- Develop an agreed protocol for information sharing and confidentiality.

1.2 Partners

Initiate, grow and sustain relationships with other cultural stakeholders.

- Identify individuals, organisations and companies - local, national and international, which have an interest in and/or policies and programmes in relation to cultural activity and development for the district, including current and potential sponsors and investors.
- Establish and manage a cultural partners contacts database and information network.
- Develop and manage a cultural partners programme for the district.

GOAL	<p>2. KNOWLEDGE Increased knowledge of and pride in district history, people, stories, achievements, and arts.</p>
OBJECTIVES	<p>2.1 Information Database and Network Establish, develop and manage an integrated cultural information database and related network on the District for internal and external access.</p>
TASKS	<ul style="list-style-type: none"> • Define database categories and criteria. • Test with identified stakeholders. • Secure support and resources. <p>2.2 Site Identification and Information Provide and promote visitor interpretation on and about the district’s special sites of historic significance.</p> <ul style="list-style-type: none"> • Identify sites, access to, demand potential and levels of information and/or associated material.¹ • Develop strategy, test with identified stakeholders, secure resources, implement, and manage. <p><i>1. Note the potential to test with the ‘Taupo Map’</i></p> <p>2.3 Art and Heritage Education Increase the quality and range of district-specific art and heritage education products and services with education providers - public and private including school curriculum linked.</p> <ul style="list-style-type: none"> • Identify current and potential products, and providers. • Assess gaps and opportunities and quality required. • Develop appropriate plan and actions.

2.4 Marketing

Promote district cultural products and experiences through targeted and integrated marketing.

- Assess current gaps and opportunities.
- Develop appropriate approach, test, resource, action, manage, monitor and review.

Note the implications and impacts from District Cultural marketing across all goals

GOAL	<p>3. PROTECTION</p> <p>High quality care and conservation of district significant objects, buildings, collections, including historical places, landscapes, trees, records and stories for current and future generations.</p>
OBJECTIVES	<p>3.1 District Inventory</p> <p>Establish, develop and manage a district inventory.</p>
TASKS	<ul style="list-style-type: none"> • Define categories and criteria. • Identify information and actions required. • Test and discuss with identified stakeholders including Ngati Tuwharetoa New Zealand Historic Places Trust, Department of Conservation. • Secure resources and promote to stakeholders and potential users. <p>3.2 Care, Conservation and Management Plans</p> <p>Develop, resource and manage appropriate care and conservation strategies.</p> <ul style="list-style-type: none"> • Draft plan. • Test with identified stakeholders. • Secure resources and promote to stakeholders and potential users.

GOAL	<p>4. FACILITIES, EVENTS AND SERVICES</p> <p>World class cultural facilities, events and services in the district which complement the world class natural heritage, increase access, quality of experience and satisfaction for the district and visitors.</p>
OBJECTIVES	<p>4.1 Facilities and Services Audit</p> <p>Undertake an audit of current and proposed cultural facilities and services for the district.</p>
TASKS	<ul style="list-style-type: none"> • Identify the areas of audit and define the brief. • Agree brief with identified stakeholders. • Implement and communicate results to stakeholders. <p>4.2 Inventory</p> <p>Establish, develop and manage a district inventory of cultural facilities, services and information.</p> <ul style="list-style-type: none"> • Identify the audience/users and scope of inventory, draft framework and test with stakeholders. <p>4.3 Taupo Heritage Centre Show Case</p> <p>Consider the development of a cultural showcase facility for the District</p> <ul style="list-style-type: none"> • Undertake stage three feasibility inclusive location option, conceptual design, user demand, products, services and cost benefit analysis. (Note TDC Strategic Plan 05/06) • Test with identified stakeholders, district and national, secure resources. <p>4.4 Art in Public Places</p> <p>Explore the value and benefits of and models for art in public places strategy for the district.</p> <ul style="list-style-type: none"> • Identify and assess demand and potential models for a district art in public places programme.

GOAL	<p>5. ENTERPRISE</p> <p>Distinctive district cultural products (creative enablers) for local, national and international investors, operators and users, inclusive accommodation, food, merchandise and visitor experiences.</p>
OBJECTIVES	<p>5.1 Current Product</p> <p>Strengthen, develop, grow and sustain cultural business product for the district and visitors.</p>
STRATEGIES	<ul style="list-style-type: none"> • Define criteria for district distinctive and identify current product. • Assess strengths and weaknesses. • Develop appropriate strategy and test with identified stakeholder including operators. • Manage and monitor. <p>5.2 New Business Product</p> <p>Facilitate new product and business opportunities including investors and operators.</p> <ul style="list-style-type: none"> • Identify market gaps and opportunities. • Create the climate and opportunities for investor attraction. • Secure appropriate investors and operators. • Monitor and support when/where appropriate.

GOVERNANCE, MANAGEMENT AND IMPLEMENTATION

Governance	Patrons/Co-Chairs Paramount Chief and District Mayor Cultural Partners Leadership Group Informal grouping meeting 2-3 times annually and as required
Advisory Group	Core partner representatives (Note potential for other parties ie Environment Waikato)
Management	Strategy co-ordination (TDC for 2004/05 set up period) Administration External contract support
Partner Stakeholder Leadership Areas	TDC -Taupo District Council T -Tuwharetoa M -Lake Taupo Museum and Art Gallery DLT -Destination Lake Taupo, Tourism Advisory Board LTDC -Lake Taupo Development Company EC -External Contractor

GOALS	Key Actions 2004 - 2005	Res	Key Actions 2005 - 2006	Res	Key Actions 2006 - 2007	Res
PARTNERSHIP	<ul style="list-style-type: none"> Development opportunities identified and prioritised with Tuwharetoa agreement. 	TDC T	<ul style="list-style-type: none"> Create forum and mechanism for ongoing dialogue 	TDC T	<ul style="list-style-type: none"> Initiatives 	TDC T
	<ul style="list-style-type: none"> Protocol for information sharing and confidentiality 	TDC				
	<ul style="list-style-type: none"> Cultural partners database and programme framework. 	TDC EC	<ul style="list-style-type: none"> Manage and monitor partners programme and initiatives. 	TDC	<ul style="list-style-type: none"> Programme management 	TDC

KNOWLEDGE	<ul style="list-style-type: none"> District information database developed and tested. 	M	<ul style="list-style-type: none"> Database implemented, resources secured. 	TBD	<ul style="list-style-type: none"> Database inputs, management, access and use 	TBD
	<ul style="list-style-type: none"> District inventory of significant site and information developed and tested. 	M	<ul style="list-style-type: none"> Inventory implemented, resources secured. 	TBD	<ul style="list-style-type: none"> Inventory inputs, management and application 	TBD
	<ul style="list-style-type: none"> District art and heritage education product SWOT 	M	<ul style="list-style-type: none"> Art and heritage education product strategy developed 	M	<ul style="list-style-type: none"> Art and heritage education strategy/programme implementation 	TBD
	<ul style="list-style-type: none"> District cultural marketing SWOT. 	EC/ DLT	<ul style="list-style-type: none"> Marketing strategy developed and implemented. 	DLT	<ul style="list-style-type: none"> Marketing strategy/programme inputs, management. 	DLT
PROTECTION	<ul style="list-style-type: none"> District inventory developed and tested - objects, buildings, collections, record stories etc. 	M	<ul style="list-style-type: none"> Inventory implemented, resources secured 	TBD	<ul style="list-style-type: none"> Inventory inputs, management, access and use 	TBD
	<ul style="list-style-type: none"> Care, conservation and management issues and opportunities identified. 	M	<ul style="list-style-type: none"> Care, conservation and management strategies developed and tested, resources secure. 	TBD	<ul style="list-style-type: none"> Care and conservation management strategy/programme implemented 	TBD
FACILITIES AND SERVICES	<ul style="list-style-type: none"> District audit undertaken 	TDC/ EC	<ul style="list-style-type: none"> Audit analysis and opportunity assessment complete 	TDC	<ul style="list-style-type: none"> Strategy implemented, resources secured. 	TDC

	<ul style="list-style-type: none"> Inventory developed and tested 	EC	<ul style="list-style-type: none"> Strategy developed and tested. Cultural centre/showcase - stage three 	TDC EC	<ul style="list-style-type: none"> Cultural centre/showcase concept and resources secured Art and public places strategy implemented. 	TDC/ EC TDC
	<ul style="list-style-type: none"> Potential art in public places models identified and SWOT. 	TDC/ EC	<ul style="list-style-type: none"> Art in public places strategy developed and tested 	TDC	TBD	
ENTERPRISE	<ul style="list-style-type: none"> Current product SWOT. Strategy framework identified/developed for current and new product. 	DLT LTDC EC	<ul style="list-style-type: none"> Strategy implemented, resources developed. 	LTDC DLT	<ul style="list-style-type: none"> Strategy management. 	LTDC DLT

Note: people training and research potential

TIMETABLE

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|------------------|---|
| February | <ul style="list-style-type: none">• District stakeholder consultation |
| March | <ul style="list-style-type: none">• Draft framework |
| April | <ul style="list-style-type: none">• TDC consider draft strategy |
| May | <ul style="list-style-type: none">• Stakeholder input |
| June | <ul style="list-style-type: none">• Stakeholder input continues |
| July | <ul style="list-style-type: none">• Partnership and strategy confirmed with partner, management representatives |
| August | <ul style="list-style-type: none">• Strategy presentation to partner governance representatives for support |
| September | <ul style="list-style-type: none">• Strategy endorsed by TDC• Scoping of key tasks for 2004/05 |
| October | <ul style="list-style-type: none">• Briefing and information for stakeholder, district and national |
| November | <ul style="list-style-type: none">• Implementation, co-ordination and management of key tasks |

District partner representatives input in the development of the strategy includes:

- Taupo District Council, Jean Paul Gaston, Dean Stebbing, Lucy Potter
- Ngati Tuwharetoa, Timi Te heuheu
- Lake Taupo Museum and Art Gallery, Karen Williams
- Destination Lake Taupo, Paul Yeo
- Lake Taupo Development Company, Barry Delany

- Department of Conservation, Lianne Fraser (initial input)

Strategy facilitation, John Leuthart, Leuthart Limited