

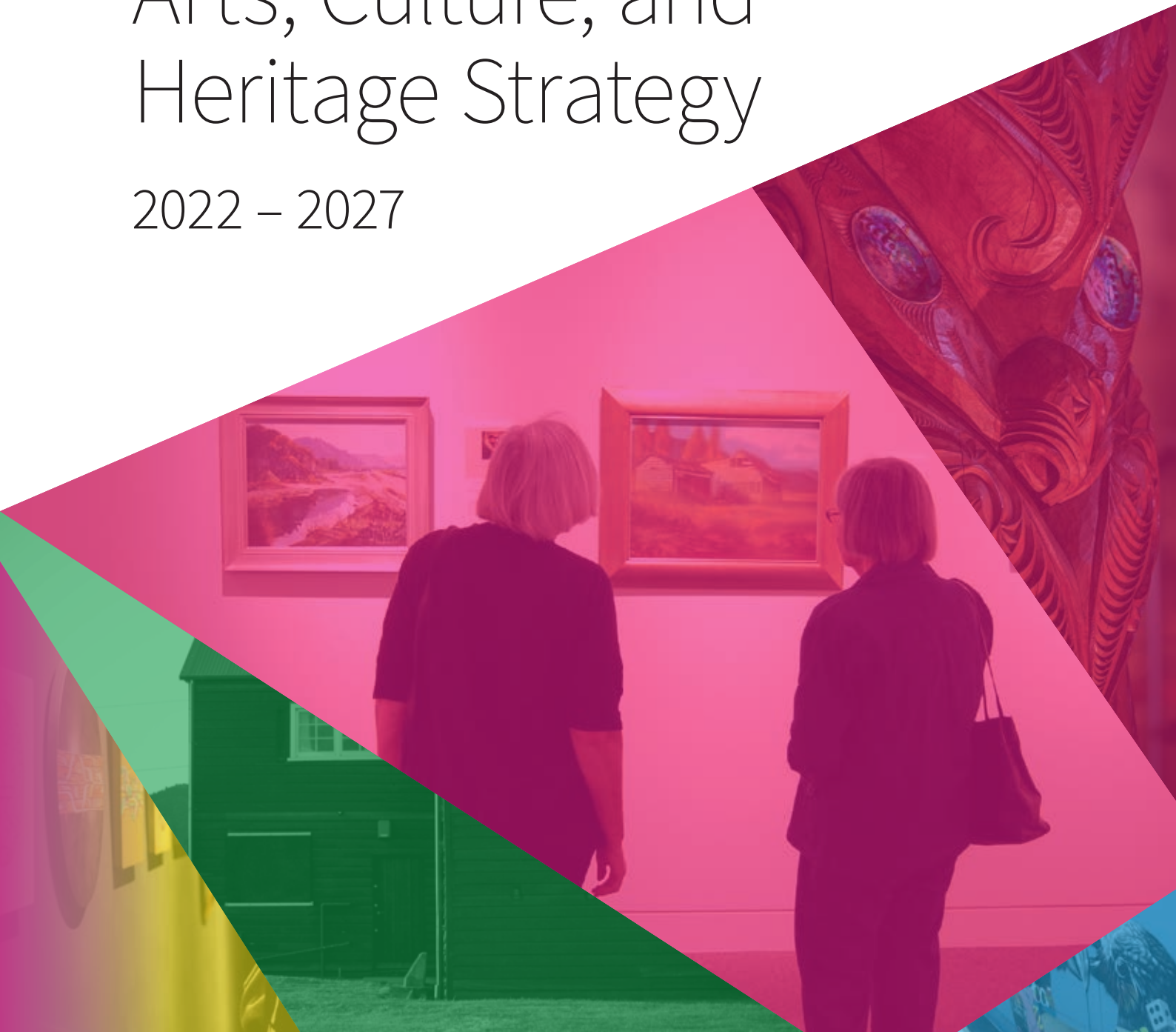


Te Kaunihera o
Te Awa Kairangi ki Uta
Upper Hutt City Council

Te Rautaki mō ngā Toi, te Ahurea, me ngā Taonga

Arts, Culture, and Heritage Strategy

2022 – 2027



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Nau mai | Welcome

I am pleased to present Upper Hutt City's Arts, Culture and Heritage Strategy 2021 – 2026. This strategy builds on our 2014 Arts, Culture, and Heritage Strategy. A comprehensive engagement and consultative process with the community has been undertaken to develop this strategy, and seven objectives have been identified that will contribute to our combined vision for arts, culture, and heritage in Upper Hutt.

This Arts, Culture, and Heritage Strategy is intended to ensure that there is a coordinated, informed and collaborative approach across the arts, culture, and heritage sector within Upper Hutt. It is a guiding document to enable the sector to grow, flourish, and develop to benefit the wellbeing of the community.

Council's role is that of supporting, empowering, facilitating, connecting, and partnering with the community. We are also a provider of facilities and opportunities throughout the community.

Arts, culture, and heritage is important to us. It is about who we are, what we do, and where we have come from. This strategy seeks to celebrate local people's unique and authentic experiences, to support Māori arts and culture, to encourage innovation and entrepreneurship, and to protect our unique stories—all through building an artistically creative, culturally aware, and historically informed community.

I am excited about the opportunities ahead and the positive impact on the arts, culture, and heritage sector this forward-thinking strategy will provide for our community in Upper Hutt.



Wayne Guppy
KOROMATUA | MAYOR



Kupu whakataki | Introduction

This strategy and high-level action plan for arts, culture, and heritage identifies the ongoing purpose of Upper Hutt City Council's work in arts, culture, and heritage; and describes the direction of Council's contribution to activity in this sector over the next five years. It is intended to serve as an inspiring blueprint for a concrete plan of action across a range of Council teams.

The arts, culture, and heritage sector represents an integral part of our community. This is due to the measurable economic benefits this sector brings along with the intangible value that comes from having a civic community that is strong and well-supported in these areas. By improving the range, accessibility, and capacity of our local arts, culture, and heritage sector, this strategy aims to also improve the wellbeing of our city as a whole. It seeks to celebrate local people's unique and authentic experiences, to support Māori arts and culture, to encourage innovation and entrepreneurship, and to protect our unique stories—all through building an artistically creative, culturally aware, and historically informed community.

This strategy is about celebrating arts, culture, and heritage as part of the living heart and soul of Upper Hutt. Arts, culture, and heritage provide sources of inspiration that stimulate the imagination and encourage people to think the unthinkable, raising aspirations for both themselves and their city. Participation in arts, culture, and heritage activities also results in other important social and individual benefits. This includes strengthened social cohesion, empowerment and self-determination of communities, a sense of local identity, and improved health and wellbeing.



Upper Hutt has all the key ingredients necessary for a strong, vibrant cultural life. Our city’s rivers, parks, and surrounding forests are famed for their beauty and are popular for outdoor recreation across all seasons. We possess many high quality public and private cultural facilities that continue to develop and perform strongly in comparison to national and Australasian benchmarks. Despite our present size and urban character, we continue to identify with a small town sensibility that prizes being friendly, caring, and easy-going. Leadership within this sector comes not just from Council but a range of innovative individuals, not-for-profit organisations, and commercial operators. We have a diverse and talented population which includes a community of enthusiastic creators, practitioners, participants, organisations, and audiences active in the arts, culture, and heritage sector.

This strategy and plan has been created in consultation with the Upper Hutt community and with reference to the Council’s Long Term Plan 2021 – 2031. It is grounded in current research from New Zealand and overseas. It recognizes that Ngā Toi Māori (Māori arts) and ngā taonga tuku iho nō ngā tūpuna (Māori cultural heritage) are an integral part of the ongoing development of arts, culture, and heritage in our city; and this fact is implicit in every goal and action it identifies. It also recognizes the important contribution to civic life made by our migrant and refugee communities and the need to foster greater understanding and appreciation of the arts and heritage that underpin their cultural identities.

This is a comprehensive, forward-thinking strategy that will have a positive impact on the arts, culture, and heritage sector as well as the city as a whole. It aims to identify the many strengths Upper Hutt already possesses in these areas and ensure that these continue to be innovated, developed, and promoted in ways that enable their potential to be achieved. In the words of one of our focus group participants: *“Upper Hutt is an absolute gem, it just needs polishing for the world to see it.”*



Ngā whakamārama | Definitions

Our definition of arts, culture, and heritage

ARTS

Arts includes all forms of creative and interpretative expression. The arts are a physical manifestation of the internal creative impulse. Major branches of the arts include literature, music and performing arts, visual and screen arts, design, and digital forms of expression.



CULTURE

Culture is the characteristics, traditions, values and knowledge of a particular group of people, defined by everything from language, kinship, belief, cuisine, and social habits to music and arts. It can be seen as the growth of group identity fostered by social patterns unique to the group.



HERITAGE

Heritage is something that we have inherited from the past and something that is valued enough today to leave for future generations. Heritage can incorporate both the tangible and intangible and is present in many forms including landscapes, landmarks, places, buildings, objects, languages, customs, and ceremonies.





Te āhua o te rohe o Te Awa Kairangi ki Uta | Upper Hutt local context

Located in picturesque surroundings beneath bush-clad hills aside Te Awa Kairangi (Hutt River), Upper Hutt is a unique combination of rural and urban elements which has led to its distinctive identity and shaped the character of its arts, culture, and heritage.

Māori occupation of this area goes back many centuries and has been characterised by successive waves of heke (migration). The Upper Hutt basin was originally densely forested with few passable tracks. However Te Awa Kairangi was both navigable by waka as well as a valuable food gathering source, and Māori settled along its banks. Two important known kainga (villages) were at Whirinaki (present day Silverstream) and Haukaretu (present day Tōtara Park). By 1800, Ngāti Ira were the residing people in the area, but they started to come under increasing pressure from other iwi beginning with raids from the north in the 1820s. During the early 1830s Taranaki iwi Te Ātiawa, Ngāti Mutunga, Ngāti Tama and others, along with Ngāti Toa Rangatira from Kawhia moved south in a series of migrations down the island to the Kapiti Coast and then on to Te Whanganui a Tara. Gradually the Taranaki hapū pushed east around the harbour and started to move up the valley of Te Awa Kairangi whilst Ngāti Toa maintained an influence on the upper valley from Porirua. The last of the residing Ngāti Ira iwi were pushed out of the area by the time the NZ Company settlers arrived in 1839. Today, hapū of Te Ātiawa are recognised as mana whenua in the wider Hutt Valley, whilst Ngāti Toa are recognised as having ahi ka rights in the upper valley.

Upper Hutt had only a few prominent early colonists, which meant it remained largely a rural community throughout the 19th Century. Even until well into the 20th century, Upper Hutt was to remain a tiny and remote rural community largely dependent on farming and saw-milling.

The arrival of the railway in 1876 had a major impact on the district, by making it less remote and providing a major source of employment. One effect of Upper Hutt's increased accessibility to Wellington was that wealthier city dwellers wanting to enjoy a country lifestyle began to build weekend and holiday homes in Upper Hutt (some significant examples of which were designed by renowned architects, such as James Chapman-Taylor). In the early 1900s, Upper Hutt's growing reputation as a rural and recreational retreat for Wellingtonians was further reinforced through the establishment of institutions like the Wellington Racing Club in Trentham, the Royal Wellington Golf Club

in Heretaunga, Maidstone Park (a popular regional picnic ground), and the Wellington Art Society's use of Pumpkin Cottage in Silverstream as its base for en plein air painting. In 1914, another significant development occurred with the opening of Trentham Camp as the central base for training New Zealand troops heading off to fight in the World War I. This had a profound effect on the region, and both the camp and the military continue to play an important part in our subsequent history.

The years following the end of World War II saw a dramatic transformation in the character of Upper Hutt as extensive suburbanisation and industrialisation got underway. Our population grew rapidly, from around 1,600 people in 1921 to around 16,000 in 1961. In order to meet the social and cultural needs of those inhabiting its burgeoning suburbs, a wide range of new clubs and societies came into being—the Heretaunga Players and the HAPAI Club being two notable examples. The large number of youth growing up here at this time also spawned a thriving local music scene that gave rise to several nationally significant musicians and bands. Upper Hutt's Māori population also rose significantly as Māori migrated from rural areas in search of training and work. The renowned kapahaka group Māwai Hakona was founded in order to support their cultural needs. It went on to achieve national and international fame and also served as one of the catalysts for the establishment, in 1976, of Ōrongomai, an urban marae which serves all iwi as well as the Upper Hutt community as a whole. In conjunction with mana whenua, Ōrongomai serves as the recognised authority for all matters related to Māori in our district.

In 1966, approaching the requisite population threshold of 20,000, Upper Hutt was officially declared New Zealand's newest city. The population has continued to grow steadily in the 21st century despite changes to the economic landscape affecting Upper Hutt's industrial base. Over 46,000 people now call Upper Hutt home, their make-up reflecting the diverse range of backgrounds and identities characteristic of modern New Zealand cities. Council has endeavoured to make sure this diversity is reflected in its Arts, Culture, and Heritage Strategy by ensuring people from a broad range of age groups, suburbs, rural areas, disability communities, cultural communities, rainbow communities, and faith communities participated in the public consultation process on which this document is based. Engagement, collaboration, and partnerships are particularly important to a sector where so much activity is community-driven.

Mission and vision | Te koromakinga me te whakakitenga

Vision

Upper Hutt City Council's vision for arts, culture, and heritage continues from our 2014 Strategy:

Arts, culture, and heritage are recognised and valued as vital to the identity and wellbeing of our community. Our city is vibrant, inclusive, and thriving.

Mission

Council's mission for this five-year strategy is:

Develop the resources, platforms, skills, and infrastructure that will enable arts, culture, and heritage initiatives to flourish in Upper Hutt.

Te mahi a te Kaunihera | The role of Council

Council has various roles to play in relation to fostering a strong and vibrant arts, culture, and heritage sector.

Leader

- ◉ Fosters and celebrates the city's broad diversity
- ◉ Embeds Tikanga Māori across all Council practices
- ◉ Champions arts, culture, and heritage activities that have regional or national potential
- ◉ Supports and promotes local arts, culture, and heritage activities

Provider and promoter of facilities and amenities

- ◉ Custodian of Upper Hutt Libraries, Whirinaki Whare Taonga, archives, parks and reserves, cycleways, and other facilities
- ◉ Promotes community owned or led facilities and amenities as appropriate
- ◉ Promotes and recognises Upper Hutt City heritage

Provider and distributor of funding

- ◉ Provides community grants, prioritising range, accessibility, and diversity of activities
- ◉ Distributes government grants through the Creative Communities fund
- ◉ Facilitates city artworks

Policy maker and planner

- ◉ Owns the Arts, Culture, and Heritage Strategy and its high-level action plan
- ◉ Reviews progress against the objectives in the plan and reports back

Supporter and facilitator of groups and activities

- ◉ Contributes staff time and resources to support arts, culture, and heritage events
- ◉ Makes Council facilities available
- ◉ Facilitates community and cultural networks
- ◉ Supports and nurtures community groups to achieve excellence, such as providing governance and accountability advice
- ◉ Provides expertise to support local groups and organisations within the arts, culture, and heritage sector to access funding

Advocate and promoter

- ◉ Recognises local talent
- ◉ Celebrates excellence
- ◉ Makes submissions to select committees
- ◉ Promotes Upper Hutt as a destination

Guardian

- Protects heritage and the natural environment through Regional and Central Government legislation, rules, and regulations; and through Council strategies, Long Term Plan, District Plan, Sustainability Strategy, and Land Use Strategy.
- Invests in a Libraries heritage team and the Recollect tool and/or other tools that archive tomorrow's history today.
- Provides stewardship of the Pumpkin Cottage Collection and other potential public collections



Ngā whāinga o te rautaki | Objectives of the strategy

Seven key objectives

This strategy is driven by seven key objectives that we identified through our community consultation. These objectives describe the means by which Council will realise its vision of attaining cultural, socio-economic, and environmental benefits for the people of Upper Hutt by building on and advancing our city's artistic, cultural, and heritage strengths.

With rapid population growth over the past two decades, Upper Hutt has increasingly become culturally diverse and vibrant. Our communities want opportunities to be able to express their own cultural identities. They want creative spaces and activities that enable them to engage, as creators, as audiences, and as participants. They want our shared cultural heritage, in all its manifestations, to be explored, interpreted, and protected. Here is how we will do that.

1 Te tautoko i ngā whakaritenga me ngā kōkiritanga o te ahurea me ngā taonga | Support arts, culture, and heritage organisations and practitioners

- A** We will actively promote, across a range of media and platforms, information about local arts, culture, and heritage activities in order to facilitate participation, connection, collaboration, and leadership.
- B** We will provide advice and support to the arts, culture, and heritage sector, focusing on key areas needing development to unlock more resources and creativity, identify barriers to participation, and ensure that a wide range of activities are on offer to the community.
- C** We will coordinate and support key networking and capability—building events to strengthen local arts, culture, and heritage communities and connect people across the sector.
- D** We will make available spaces for those active in arts, culture, and heritage to pursue their activities—including a place for local artists to display and sell their work.

2 Te tautohu, te tiaki, te whakauka hoki i ngā toi, te ahurea me ngā taonga o Te Awa Kairangi ki Uta | Identify, protect, and conserve Upper Hutt's arts, culture, and heritage

- A** We will develop policies which identify, protect, and conserve Upper Hutt's arts, culture, heritage, and taonga. This encompasses all information assets which contribute to telling the story of our city and our people or documenting their creative expression, be this in the form of artefacts, artworks, records, physical locations or intangible assets like tales and memories.
- B** We will help and support local art and heritage organisations so that their collections are preserved, enhanced, and made accessible.
- C** We will improve the protection and conservation, along with accessibility and promotion of our nationally significant, publicly owned heritage properties.
- D** We will undertake a process to identify Upper Hutt's archaeological sites, built heritage, and other places of artistic or cultural significance and ensure this information is made readily available to the public and, where relevant, incorporated into Council processes. We will also ensure Council complies with its statutory obligations under the Heritage New Zealand Pouhere Taonga Act (2014).
- E** We will undertake a process to compile a publicly available list of Upper Hutt-related arts, culture, and heritage taonga held elsewhere and, where possible, acquire items or copies so that these can be made more readily accessible to the Upper Hutt community.
- F** We will investigate opportunities for a Local Government archive centre providing improved storage and access for regional records, and some form of secure storage space for conserving local heritage artefacts.
- G** We will see that arts, culture, and heritage representatives are consulted, as appropriate, as part of any design process for significant new urban developments.

3 Te whakatipu i te whai wāhitanga, te pāpātanga atu hoki o te rohe ki ngā toi

Grow community participation in and engagement with the arts

- A We will develop and maintain an Upper Hutt directory covering the visual and performing arts and cultural organisations.
- B We will develop virtual digitisation of art, culture, and heritage items.
- C We will lead the development of an Upper Hutt ‘open art studios’ annual event and/or trail to shine a spotlight on local arts.
- D We will develop a number of free and accessible hands-on arts activities and events at the community level with the aim of fostering more creative activity and encouraging everyone to participate in the arts.
- E We will develop a plan for Upper Hutt’s public sculptures and artworks that may include the commissioning and creation of new work expressing our unique identity, as well as the ongoing preservation, interpretation, and promotion of existing work.

4 Te whakatipu i te māramatanga, te pāpātanga atu hoki o Te Awa Kairangi ki Uta ki ngā taonga

Grow community understanding of and engagement with Upper Hutt’s heritage

- A We will create engaging and accessible information resources, adaptable to various formats (such as live presentations, pamphlets, web pages) and various audiences (such as the local community, schools, new residents, Council staff), that can serve as a standard introduction to Upper Hutt history, promoting a shared understanding of our past and inspiring enthusiasm to learn more.
- B We will increase and improve the signage and on-site interpretation of all sites of local heritage significance, including Māori sites, ecological sites, and established attractions.
- C We will facilitate the creation of Heritage Trails for Upper Hutt encompassing a variety of locations of historical, cultural, and environmental significance.
- D We will support events that facilitate community understanding of and engagement with Upper Hutt’s history, including local participation in regional showcases such as Wellington Heritage Week.

- E** We will facilitate a collaborative, participatory approach to collecting Upper Hutt stories, actively inviting community contributions, such as undertaking oral history interviews. We will also actively explore multiple formats for telling these stories and making them known, including options such as physical and online exhibitions, publications, podcasts, videos, and interactive digital displays. We will actively encourage the participation of our rangitahi and tamariki in this approach.

5 Te whakaatu i ngā hītori Māori me ngā mahi ā-ahurea o Te Awa Kairangi ki Uta | Showcase Upper Hutt's Māori history and cultural activities

- A** We will honour te Tiriti o Waitangi (the Treaty of Waitangi) and its principles in all our operations and ensure these practices are embedded in Council's day-to-day activities and consultative processes.
- B** We will support and collaborate to enable Upper Hutt-focused events that celebrate and showcase Māori culture and our local Māori community.
- C** We will grow Council's work in recognising and supporting young Māori working in creative fields and help develop their talent into adult careers.
- D** We will encourage and promote Ngā Toi Māori (Māori arts) and form strategic relationships with hapū groups and Māori arts and cultural organisations and practitioners.
- E** We will undertake work to identify all known or potential sites of pre-European Māori occupation in the Upper Hutt area, ensure that this information is promoted and made accessible, and actively support further archaeological investigation into this history in conjunction with mana whenua.
- F** We will work to ensure that Upper Hutt's Māori history, as well as a Māori perspective on Upper Hutt's history, is identified, collected, and told in as full a manner as possible. This includes undertaking archaeological research, conducting oral history interviews, and making more readily available local content held elsewhere by other institutions.



6 Te whakanui i ngā ahurea maha o Te Awa Kairangi ki Uta | Celebrate Upper Hutt's cultural diversity

- A We will formalise a diversity platform approach for Upper Hutt by facilitating, coordinating and co-designing a widely publicised programme of activities that draws upon our diverse communities.
- B We will support local multicultural networks as a means to increase participation in arts, culture, and heritage.
- C We will support and grow the local Multicultural Festival and turn it into a regional drawcard.
- D We will celebrate and support our growing immigrant communities so that all people feel welcomed into our city.
- E We will uncover and promote our city's culturally diverse heritage to ensure that previously under-represented communities have their stories captured and told.
- F Build on and expand Upper Hutt Libraries collection of multicultural/diversity resources and its regular programmes, empowering culturally diverse communities (such as multicultural communities, rainbow communities, and ability communities).

7 Te tautoko i te pāohotanga o ngā taunga o te taone | Support destination marketing for the city

- A We will develop and support art, cultural, and heritage initiatives and events that attract visitors to our city.
- B We will expand and enhance existing arts, culture, and heritage attractions in order to realise their full potential
- C We will produce an updated and cross-media 'Visitor Market' map identifying the Upper Hutt's key arts, culture, and heritage features.
- D We will develop a specific arts, culture, and heritage communications strategy that will undertake more active cross-media promotion and marketing of the city's assets. This will include working alongside the creative sector to ensure enterprising projects are valued, promoted, and further developed.

Te mahere ā-mahi taumata tiketike | High-level action plan

The overall responsibility and accountability for this plan sits with Council’s Director Community Services.

Objectives

OBJECTIVE 1 SUPPORT ARTS, CULTURE, AND HERITAGE ORGANISATIONS AND PRACTITIONERS

Objective 1 is about providing support and encouragement to people and organisations active in the arts, culture, and heritage sector—empowering them to achieve their objectives.

GOAL 1A We will actively promote, across a range of media and platforms, information about local arts, culture, and heritage activities.

WHAT ARE WE GOING TO DO?	WHO’S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
<p>Citywide coordination and promotion of the sector’s public activities, and other recreational public activities—in an arts communication strategy—across multiple media platforms. Develop stronger relationships with local and national media to better promote arts, culture, and heritage activities happening within the city.</p> <p>Map events and programmes related to the arts and culture and heritage.</p>	<p>Community Arts and Cultural Advisor (new position)</p> <p>Communications and Marketing Team</p>	<p>Comparative attendance counts.</p> <p>Seasonal attendance reporting.</p> <p>Data analytics for platform usage.</p>	<p>Commence July 2022, then ongoing.</p>



GOAL 1B We will provide advice and support to the arts, culture, and heritage sector, focusing on key areas within the community needing development to unlock more resources and creativity.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Implement the strategy to ensure the community is fully aware of and engaged with what is happening within the arts, culture, and heritage sector in Upper Hutt.	Community Arts and Cultural Advisor (new position) Community Engagement Coordinators (Library) Community Heritage Coordinator Libraries Heritage Team Communications and Marketing Team	Survey feedback through new quarterly newsletter Annual Community Survey	Commence July 2022, then ongoing.

GOAL 1C We will coordinate key networking events to strengthen local arts, culture, and heritage communities and connect people across the sector.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Networking events are developed and delivered for the creative sector and a quarterly newsletter produced.	Community Arts and Cultural Advisor (new position) Community Heritage Coordinator Libraries Heritage Team	A minimum of four new community arts, culture, and heritage networking forums held annually. Four newsletters pertaining to arts, culture, and heritage produced and widely circulated (using various communication platforms) annually.	Commence July 2022, then ongoing.

GOAL 1D We will make available spaces for those active in arts, culture, and heritage to pursue their activities—including a place for local artists to display and sell their work.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Continue to support Whirinaki Whare Taonga as the place where local artists can present their work. Continue to support and develop the Central Library as a space for cultural and heritage groups to meet and work. Community Hub project	Whirinaki Whare Taonga (Statement of intent) Community Development Team (places and spaces information within the Upper Hutt Community) Upper Hutt Libraries	Booking percentages and availability of our community spaces Qualitative feedback from local artisans via Whirinaki Whare Taonga	Already underway, ongoing. Community hub project scheduled for 2024/2027.



OBJECTIVE 2 IDENTIFY, PROTECT, AND CONSERVE UPPER HUTT'S ARTS, CULTURE, AND HERITAGE TAONGA

Objective 2 is about identifying, protecting, and heightening community awareness of our arts, culture, and heritage sector taonga and assets, documenting the history and creative expression of Upper Hutt and its people, and preserving those taonga for future generations.

GOAL 2A We will develop policies which identify, protect, and conserve Upper Hutt's arts, culture, and heritage taonga. This includes artefacts, artworks, records, physical locations, and intangible assets like stories and memories.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Establish and support a heritage and creative sector advocacy group that has broad representation to advise Council on arts, culture, and heritage.	Director Community Services Community Arts and Cultural Advisor (new position) Community Heritage Coordinator	Group established Four meetings annually Provides advice and guidance to Council re strategy implementation	Commence February 2022. Group and terms of reference established August/September 2022

GOAL 2B We will help help and support local art and heritage organisations so that their collections are preserved, enhanced, and made accessible.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Identify all existing arts and heritage collections of significance in Upper Hutt (community or private) and consult with curators as to their development, conservation, and access needs.	Whirinaki Whare Taonga Community Heritage Coordinator Libraries Heritage Team	Plan for a community stocktake developed and implemented. Groups invited to provide feedback.	Commence December 2022, with first draft completed by June 2023

GOAL 2C We will improve the protection and conservation, along with accessibility and promotion of our nationally significant, publicly owned heritage properties.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
A feasibility study into conserving and increasing access into the publicly owned heritage properties of Golder's Cottage and The Blockhouse is undertaken. Both properties are developed so that visitation can occur on a regular basis throughout the year and be widely promoted within the region and nationally.	Council with support from Heritage New Zealand, Whirinaki Whare Taonga, and relevant community-based governance groups.	Feasibility study is completed with positive recommendations that meet conservation and access objectives. In time, both sites have wider public access with 5,000+ visitors per year each (measured by door counts).	Feasibility study to commence May/June 2022. Completed by February 2023.

GOAL 2D We will undertake a process to identify Upper Hutt’s archaeological sites, built heritage, and other places of artistic or cultural significance, and ensure this information is made publicly available and, where relevant, incorporated into Council practices. We will also ensure Council complies with its statutory obligations under the Heritage New Zealand Pouhere Taonga Act (2014).

WHAT ARE WE GOING TO DO?	WHO’S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
<p>In consultation with the local heritage and arts communities, create a definitive list of sites deemed of arts, culture, and heritage significance.</p> <p>Create a map identifying these sites, and make publicly available through relevant channels.</p> <p>Create a map of known and potential pre-1900 archaeological sites as defined by the Heritage Act. [Note: these are not necessarily sites of specifically arts, culture or heritage significance but sites we have statutory obligations to.]</p> <p>Incorporate above maps/ information into Council processes and the District Plan and draw to the attention of developers, etc.</p>	<p>Relevant Council staff (including Libraries Heritage Team, Parks and Reserves, Planning, etc.) in consultation with relevant experts (e.g. archaeologists, Iwi), community representatives, and Heritage New Zealand</p>	<p>Maps created (physical and digital) and a baseline of accessibility is established</p>	<p>Already commenced. Completed by June 2023.</p>

GOAL 2E We will undertake a process to compile a publicly available list of Upper Hutt-related arts, culture, and heritage taonga held elsewhere and, where possible, acquire items or copies so that these can be made more readily accessible to locals.

WHAT ARE WE GOING TO DO?	WHO’S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
<p>Identify Upper Hutt-related content held at other institutions. Local researchers have already created many partial lists of this kind so this task would largely involve compiling this information into a central master list to be made available on Recollect or elsewhere.</p> <p>Identify any items we can ‘repatriate’ (for the most part this will probably be as digital copies). For example, the Alexander Turnbull Library holds a large collection of Upper Hutt photos that we believe should be made available on Recollect where our community is most likely to find them (even if there remain restrictions on re-use). Likewise Nga Taonga Sound & Vision holds film and audio material of interest to our community but these are, at present, inaccessible to them.</p>	<p>Libraries Heritage Team in collaboration with Whirinaki Whare Taonga, local researchers, iwi, and other interested parties.</p>	<p>The compiled list of Upper Hutt related content currently held externally is expanded, with a corresponding increase in visibility on Recollect or other such tool.</p> <p>Digital connections to the Recollect site increase year-on-year.</p>	<p>Already commenced. Completed by June 2022.</p>

GOAL 2F We will investigate the provision of both a Local Government archive centre providing improved storage/ access for regional records, and some form of secure storage space for conserving local heritage artefacts.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Develop a working party to investigate the feasibility of either of these options.	Executive Leadership Team in collaboration with Whirinaki Whare Taonga, other territorial authorities, local researchers, iwi, and other interested parties	A feasibility paper is completed.	Feasibility paper completed October 2022

GOAL 2G We will ensure that arts, culture, and heritage representatives are consulted, as appropriate, as part of any design process for significant new urban developments.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Ensure future urban design in Upper Hutt has arts, culture, and heritage spokespeople as part of the design teams/committees.	Planning Team Community Heritage Coordinator Assets and Projects Team	All future developments put to Council contain a paragraph on the implications for arts, culture, and heritage. Advocacy group has been consulted.	Ongoing

OBJECTIVE 3 GROW COMMUNITY PARTICIPATION IN AND ENGAGEMENT WITH THE ARTS

Objective 3 is about fostering community participation in and engagement with the arts, reducing barriers to access.

GOAL 3A We will develop and maintain an Upper Hutt directory covering the visual and performing arts and cultural organisations.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
A visual and performing arts directory, is developed and made public.	Community Arts and Cultural Advisor (new position) Community Development Team	Physical copies distributed Digital hits counted	Already commenced. Completed November/ December 2022

GOAL 3B We will lead the development of an Upper Hutt 'open art studios' annual event and/or trail to shine a spotlight on local arts.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
An open art studios annual event and/or art trail	Community Arts and Cultural Advisor (new position)	1,500 or more attend the event/ use the trail annually.	February/ March 2023



GOAL 3C We will develop a number of free and accessible hands-on outreach art activities and events at grass-roots level with the aim of fostering more creative activity and participation in the arts.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Map all events and programmes related to arts, culture, and heritage within Upper Hutt and note any perceived gaps.	Libraries Outreach Services team	Participant satisfaction is measured via post-activity survey. For regular events, ten regular participants are insight interviewed as to the overall goals around accessibility, participation, creativity, and wellbeing.	To be completed end of 2022.
An event programme plan is developed and a number of free and accessible hands-on outreach art activities and events are facilitated.			Event programme in place for 2023 and beyond.
Utilise Libraries Outreach Services/ Pūrehurehu as a way of delivering grass-roots art activities/events (including creative literacy)			Already commenced, ongoing.

GOAL 3D We will develop a plan for Upper Hutt City's public sculptures and artworks that will include the commissioning and creation of new works expressing our unique identity, as well as the ongoing preservation, interpretation, and promotion of existing work.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
In consultation and collaboration with the public, Upper Hutt City Council is contributing to creating a vision and plan for spaces and places for art, culture, and heritage within Upper Hutt City. Set goals for enhancing art in public places so that after three years, there is an overall increase in quantity and quality. Local developers are encouraged to include public artworks in design plans.	Community Arts and Cultural Advisor (new position) Council's Planning and Parks teams	Plan in place with appropriate measurements. Practitioners are active and art works are installed through the city's public spaces.	Commence February 2022. Group and terms of reference established August/ September 2022.

GOAL 3E We will develop and expand the Library's current creative literacy programmes and events in order to further extend community participation in and engagement with literary arts.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Develop more creative writing competitions (short story, comics) to build on popularity of Libraries' annual Poetry Competition. Continue to support Libraries' existing creative writing and book appreciation groups and look at creating new ones. Investigate idea of holding some kind of local Readers & Writers festival	Upper Hutt Libraries	Increased number of creative literacy programmes within the city and increased attendance at programmes.	Already commenced, ongoing

OBJECTIVE 4 GROW COMMUNITY UNDERSTANDING OF AND ENGAGEMENT WITH UPPER HUTT'S HERITAGE

Objective 4 is about growing community participation in and engagement with Upper Hutt's heritage, facilitating access, and increasing awareness.

GOAL 4A We will create an engaging and accessible information resource, adaptable to different formats and different audiences, that serves as a standard introduction to Upper Hutt history, promoting a shared understanding of our past and inspiring enthusiasm to learn more.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Create a core script providing a brief standard history of Upper Hutt from Māori settlement to the present. After consultation with a range of stakeholders turn script into a flexible resource kit (with accompanying images, story options, discussion points, etc) that can be downloaded online and adapted for various ends.	Community Heritage Coordinator can develop initial script and then 'test drive' it with Council and community groups. Whirinaki Whare Taonga Mana whenua Ōrongomai Marae	Initially by community feedback, subsequently by uptake and re-use of resource package	Community Heritage Coordinator will have draft script ready for consultation by September 2022.

GOAL 4B We will increase and improve the signage and on-site interpretation of all sites of local heritage significance, including Maori sites, ecological sites, and established attractions.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Establish and support a heritage and creative sector advocacy group that develops a plan for the interpretation and placemaking of our local history sites and locations.	Community Heritage Coordinator in consultation with the newly-formed advocacy group and other interested parties.	Signage project is developed and objectives are met to timeframes identified.	Already commenced, ongoing

GOAL 4C We will produce a cross-media, self-guided Heritage Trail for Upper Hutt encompassing a variety of locations of historical, cultural and environmental significance. We will also develop guided walking tours.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Working with relevant stakeholders, we will develop a list of potential sites of note. We will then develop this into one or more self-guided tours in the form of brochures and/or apps. The provision of local historic walking tours will be investigated.	Community Heritage Coordinator Libraries Heritage Team in consultation with Central Library-based Local History Group and other interested parties; Upper Hutt i-SITE	Number of brochures/apps accessed. App includes feedback option	Commence January 2022. Completed March/April 2023.

GOAL 4D We will create or support regular events that facilitate community understanding of and engagement with Upper Hutt's history, including participation in regional showcases like Heritage Week.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Whirinaki Whare Taonga will create local heritage exhibitions and hold other local heritage related events. Upper Hutt Libraries will hold heritage events (such as pop-up museums, illustrated talks, film screenings, etc) as well as several smaller displays and presentations.	Community Heritage Coordinator Libraries Heritage Team Whirinaki Whare Taonga	Attendance number at events Annual Community Survey	Already commenced, ongoing

GOAL 4E We will facilitate a collaborative, participatory approach to collecting Upper Hutt heritage stories, actively inviting community contributions, undertaking oral history interviews, etc. We will also explore multiple formats for telling these stories and making them known, including physical and online exhibitions, publications, podcasts, videos, interactive digital displays, etc.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
The Libraries Heritage Team will continue its ongoing community archiving work, including using its interactive Recollect and Heritage Facebook websites to invite participation. It will also commit to experimenting, over the next three years, with new ways of presenting its archival content using online exhibitions, podcasts and/or video tools.	Community Heritage Coordinator Libraries Heritage Team	The number of interactions is captured and counted over the various mediums and is increased year on year.	Already commenced, ongoing



OBJECTIVE 5 SHOWCASE UPPER HUTT'S MĀORI HISTORY AND CULTURAL IDENTITY

Objective 5 is about recognising the special place Māori hold as New Zealand's indigenous people and ensuring protection of, respect for, and engagement with Māori culture and its contribution to our city.

GOAL 5A We will honour te Tiriti o Waitangi (the Treaty of Waitangi) and its principles in all our operations and ensure these practices are embedded in Council's governance day-to-day work and consultations.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
<p>Ensure the Treaty and its principles are embedded into all Council policies.</p> <p>Promote Te Reo Māori across all Council facilities and amongst all Council staff.</p> <p>Develop a Te Reo place-naming plan across Upper Hutt.</p>	<p>Council's Kaitakawaenga Kaupapa Māori</p> <p>Ōrongomai Marae</p> <p>Mana whenua</p>	<p>Meeting statutory legislative requirements.</p> <p>Plan in place with appropriate measurements.</p>	<p>Already commenced, ongoing</p>

GOAL 5B We will support and collaborate to develop a major Upper Hutt focused annual Māori event which celebrates and showcases our local Māori community.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
<p>Encourage and support participation and access to Ōrongomai Marae arts programmes through funding marae-based creative arts programmes and events.</p>	<p>Upper Hutt City Council</p> <p>Ōrongomai Marae</p>	<p>Attendance numbers at events.</p> <p>Increase in number and variety of programmes.</p>	<p>Already commenced, ongoing</p>

GOAL 5C We will grow Upper Hutt City Council's work in the recognition of young Māori people's talents within the wider creative field, and provide support for the development of these careers into adulthood.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
<p>Map current arts, culture, and heritage education programmes for young Māori in order to nurture and develop talent from an early age.</p>	<p>Council's Kaitakawaenga Kaupapa Māori</p> <p>Community Development Team</p> <p>Whirinaki Whare Taonga</p>	<p>Programme participants provide evaluations.</p>	<p>Commence March 2022.</p> <p>Completed December 2022.</p>
<p>Provide programmes to develop and support capability for the providers of youth programmes and to build capability in young people.</p>			<p>Already commenced, ongoing</p>

GOAL 5D We will encourage and promote Ngā Toi Māori (Māori arts) and form strategic relationships with Ōrongomai Marae, iwi, hapū groups and Māori arts and cultural organisations and practitioners.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
<p>Put out a call for mentors and advocates and link with identified talent. Support development and awareness of Ngā Toi Māori through forming strategic relationships with hapū groups and Māori arts and cultural organisations and practitioners</p>	<p>Upper Hutt City Council</p> <p>Council's Kaitakawaenga Kaupapa Māori</p>	<p>Mentors and mentees are satisfied with the opportunities provided.</p>	<p>Already commenced, ongoing</p>

GOAL 5E We will undertake work to identify all known or potential sites of pre-European Māori occupation in the Upper Hutt area; ensure that this information is promoted and made accessible; and actively support further archaeological investigation into this history.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Compile a definitive list of the available archaeological evidence and other information relating to pre-European Māori. Make this information available in a user-friendly form at Council facilities/ locations and websites. Help provide on-location signage where appropriate. Look at ways to commission or otherwise facilitate local pre-European archaeological research.	Community Heritage Coordinator Libraries Heritage Team Whirinaki Whare Taonga	Mana whenua/Ōrongomai Marae feedback Customer feedback	Commence February 2022. Completed December 2023.

GOAL 5F We will strive to ensure that local Māori history, as well as local history from a Māori perspective, is captured, preserved and made available in various ways.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Ensure Māori voices are represented and Māori stories told in Council heritage resources.	Community Heritage Coordinator Libraries Heritage Team	Products delivered	Already commenced, ongoing
Investigate acquiring rights to Ōrongomai/Māwai Hakona related film content currently held by Ngā Taonga Sound & Vision so that this can be shown locally as required.	Kaitakawanga Kaupapa Māori and other Council staff in partnership with Ōrongomai Marae and mana whenua representatives.		Already commenced. Completed November 2022.

OBJECTIVE 6 CELEBRATE THE DIVERSITY OF UPPER HUTT

Objective 6 is about recognising our city's cultural diversity and ensuring all communities have their particular arts, culture, and heritage contributions and needs supported—particularly those who are currently under-represented.

GOAL 6A We will formalise a diversity platform approach for Upper Hutt—a high profile programme of activity that draws upon our diverse communities.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Map all events and programmes related to arts, culture, and heritage within Upper Hutt and put into a calendar Include diversity into the programme of community events and programmes	Community Arts and Cultural Advisor (new position)	Number of participants at events and programmes captured.	Already commenced. Completed November/ December 2022

GOAL 6B We will develop local multicultural networks to increase participation in the arts and culture.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Support and grow local multicultural festivals and/or cultural events to be regional drawcards.	Community Arts and Cultural Advisor (new position) Communications and Marketing Team	Number of attendees increases year-on-year	Complete by December 2022 and ongoing.

GOAL 6C We will celebrate our growing immigrant community so that all peoples are welcomed into the city.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Use arts and culture as a way to engage, welcome, and support immigrant communities.	Community Development Team Community Arts and Cultural Advisor (new position) Upper Hutt Libraries	A feedback session around satisfaction with local arts, culture, and heritage opportunities is held	To be completed in 2022.

GOAL 6D We will actively reach out to our diverse communities to ensure that arts, culture events, and activities are accessible to all people of Upper Hutt.

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
A co-designed event programme plan is developed with the community, and a number of free and accessible hands-on outreach art activities and events are presented. This will include a focus on the diverse communities of Upper Hutt.	Community Arts and Cultural Advisor (new position) Whirinaki Whare Taonga Community Development Team	Number of participants at targeted events	Completed by end of 2022.



GOAL 6E We will uncover and promote our city’s culturally diverse heritage to ensure that previously under-represented communities have their stories captured and told.

WHAT ARE WE GOING TO DO?	WHO’S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Identify under-represented peoples and stories in the Libraries’ Heritage Collections (e.g. immigrant groups, rainbow community, religious minorities, etc) and undertake to actively collect archival material (including oral histories) that document their past history in Upper Hutt. Also capture their present experiences as a record for the future.	Libraries Heritage Team	Focus on one group annually or increase number of stories that can be tagged with diversity tags in Recollect.	Already commenced, ongoing.

GOAL 6F Build on and expand Upper Hutt Libraries collection of multicultural/diversity resources and its regular programmes, empowering culturally diverse communities (such as multicultural communities, rainbow communities, and ability communities).

WHAT ARE WE GOING TO DO?	WHO’S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
A number of Library programme ideas are currently in development (e.g. a regular weekly programme where people from different cultures showcase aspects of their culture). Develop an action plan in consultation and collaboration with relevant stakeholders.	Upper Hutt Libraries	Number of participants counted and evaluations undertaken regularly	Already commenced, ongoing.

OBJECTIVE 7 SUPPORT DESTINATION MARKETING FOR THE CITY

Objective 7 is about synthesizing all of the previous objectives in an overall package that makes Upper Hutt recognised as a destination for arts, culture, and heritage for those outside the city.

GOAL7A We will develop and/or support art, cultural, and heritage initiatives and events which attract visitors to our city.

WHAT ARE WE GOING TO DO?	WHO’S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
Investigate possible open days/ festival for unique site-specific options such as the Trentham Military Camp, the Pumpkin Cottage site, and/or the Blockhouse.	Communications and Marketing Team Whirinaki Whare Taonga	Number of attendees recorded	Discussions already underway. Completed January 2023 and ongoing.

GOAL 7B We will grow and enhance existing arts, culture and heritage attractions in order to realise their full potential

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
We will develop signage, apps, and investigate other marketing/promotion opportunities to better utilise and publicise existing arts, culture, and heritage attractions within Upper Hutt	Libraries Heritage Team	QR code scanning at sites to count number of people accessing additional information	Commence April 2022. Completed November 2023.

GOAL 7C Produce an updated Visitor Market map

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
We will produce an updated Visitor Market map of the city's key heritage and art features, across media platforms.	Community Heritage Coordinator Community Arts and Cultural Advisor (new position) Communications and Marketing Team Upper Hutt i-SITE	Number of maps distributed/accessed	Updated annually.

GOAL 7D Arts, culture, and heritage communications strategy

WHAT ARE WE GOING TO DO?	WHO'S RESPONSIBLE?	HOW DO WE MEASURE IT?	TIMING
We will develop an arts, culture, and heritage communications strategy, undertake more active promotion and marketing of the city's cultural assets, across media platforms, alongside the creative sector so that enterprising projects are valued, promoted, and further developed.	Communications and Marketing Team	Number of hits per event/asset across all platforms; subsequent participant or attendee numbers as appropriate	Completed December 2022.



Responsibility for applying the strategy and high level action plan

The oversight for the delivery of this Arts, Culture, and Heritage Strategy sits with Council's Executive Leadership team (ELT). The delivery of the goals as outlined in the high-level action plan sits with a number of teams within Council, along with various community groups and organisations, including but not limited to Iwi and Ōrongomai Marae.

Alongside the Community Heritage Coordinator (and Libraries Heritage Team), the creation of a new position Community Arts and Cultural Advisor will provide the link to connect, collaborate, and partner with community in the heritage space. The importance of a facilitation, enabling, empowering and partnership approach to the arts, culture, and heritage sector is crucial since so much of the activity is community-driven.

The existing Whirinaki Whare Taonga Trust, as a Council controlled organisation, will extend its mission to include responsibilities for taking a greater role in the promotion, support, and advancement of arts, culture, and heritage in the community. The partnering and collaboration of Whirinaki Whare Taonga, the Community Heritage Coordinator, and the Libraries Heritage Team is crucial to the advancement of the heritage objectives of this strategy.

Whirinaki Whare Taonga responsibilities, where relevant and appropriate, in relation to this Arts, Culture, and Heritage Strategy will be added to the Statement of Intent (SOI) that is presented by Whirinaki Whare Taonga to Council annually for Council ratification. Whirinaki Whare Taonga reports to Council on performance against the Statement of Intent in its half-yearly and annual reports.



Te huarahi rangahau | Methodology

This Arts, Culture, and Heritage Strategy has been developed using the following research, influences, and processes.

- ◉ Desktop analysis for New Zealand and International Benchmarks
- ◉ Seven thematic public focus groups: heritage groups, visual and performing arts group, youth group, business/tourism group, friends of Whirinaki groups
- ◉ Public written submissions
- ◉ Client Team analysis and review
- ◉ Councillor workshop
- ◉ Mana whenua and Ōrongomai Marae engagement, input, and feedback
- ◉ Final draft, forwarded directly to previously engaged stakeholders
- ◉ Adoption by Council



Te puna kupu | Glossary

Annual Plan	<p>The Annual Plan describes Upper Hutt City Council's programme of works, initiatives, and services to the community over a 12-month period, from 1 July to 30 June the following year. It also includes a forecast of financials for the period.</p> <p>SOURCE → upperhuttcity.com/Closed-consultations/Draft-Annual-Plan-2020-2021</p>
Artform	<p>One of various forms of arts practice, for example theatre or dance.</p> <p>SOURCE → Creative New Zealand Glossary www.creativenz.govt.nz</p>
Benchmark	<p>a level of quality that can be used as a standard when comparing other things</p> <p>SOURCE → www.dictionary.cambridge.org</p>
Community	<p>A community is defined by the people within it and may be based around a place, traditions, or commonly held values, interests or experiences.</p>
Cultural Infrastructure	<p>As the buildings, structures, and places where culture is:</p> <ol style="list-style-type: none">1 Consumed — experienced, exhibited, sold — museums, galleries, theatres, cinemas, libraries, music venues and historical cultural sites and2 Produced — places of cultural production by artists, performers, makers, manufacturers or digitally inducing creative workspaces, performing arts rehearsal spaces, music recording studios, film and television studios. <p>SOURCE → medium.com/@isabella.duffield/culture-cultural-infrastructure-and-funding-99abce851ce7</p>
Destination Marketing	<p>Is about engaging with key players in order to drive awareness of the destination, thereby driving interest so that people visit the destination. It is about finding creative ways of communicating the destination's value proposition, therefore creating the reason for people to visit your destination.</p> <p>SOURCE → placebrandobserver.com/destination-marketing-explained/</p>
District Plan	<p>The District Plan is the primary document that manages land use and development within Upper Hutt.</p> <p>SOURCE → upperhuttcity.com/Your-Council/Plans-policies-bylaws-and-reports/District-Plan</p>
Diversity	<p>It means understanding that each individual is unique, and recognising our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs or other ideologies.</p> <p>SOURCE → www.qcc.cuny.edu/diversity/definition</p>
Economic Impact	<p>The arts help communities to prosper as part of a well-diversified 21st-century economy. Along with non-profit arts organizations, creative enterprises make significant contributions to state and local economies, generating employment and tax revenues and providing goods and services sought by the public, government, businesses, and tourists.</p> <p>SOURCE → arts.ca.gov/resources/define</p>

Infrastructure	For the arts, culture, and heritage sector: Libraries, archives, museums, galleries, performing arts venues, cultural centres, and historic buildings and sites.
Intangible Heritage	Means the practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artefacts and cultural spaces associated therewith – that communities, groups and, in some cases, individuals recognize as part of their cultural heritage. SOURCE → Whangarei Arts, Culture and Heritage Strategy 2019
Land Use Strategy	The Land Use Strategy envisages the wants and needs of residents living in Upper Hutt in 30 years' time and how Council plans to respond to that. SOURCE → upperhuttcity.com/Your-Council/Plans-policies-bylaws-and-reports/Strategies/Land-Use-Strategy
Long Term Plan	The Long Term Plan is Council's activity plan and budget for the next decade. It incorporates the Annual Plan for the first of the 10 years. Every three years we produce a Long Term Plan, setting out the projects, activities, and services that we'll invest in and develop over the ten-year period. SOURCE → upperhuttcity.com/Your-Council/Plans-policies-bylaws-and-reports/Annual-plans-and-reports
Mission	A brief description of an entity's fundamental purpose. SOURCE → www.thebalancesmb.com/mission-statement-2947996
Cross platform	Placing content and advertising across traditional media channels such as brochures, newspapers, broadcast television, broadcast radio, banners and billboards, and digital media platforms such as Instagram, Facebook, Pinterest, Tik Tok, etc.
Resources	A stock or supply of money, materials, staff, and other assets that can be drawn on by a person or organization in order to function effectively. For this strategy, resources include directories, maps, databases, reports, etc. SOURCE → languages.oup.com/google-dictionary-en/
Skills	Cultural Skills are the sum of all skills, knowledge, attributes and competencies that an individual possesses to be fully proficient in his/her role within the cultural sector. SOURCE → British Council - 'Key Terminology', Cultural Skills Unit, Research and Recommendations: Examining the cultural skills gaps and shortages in Singapore, Hong Kong, Indonesia & Burma, (East Asia Report), p.4
Strategy	A plan of action designed to achieve a long-term or overall aim SOURCE → www.languages.oup.com
Tikanga Māori	Generally speaking, tikanga are Māori customary practices or behaviours. The concept is derived from the Māori word 'tika' which means 'right' or 'correct' so, in Māori terms, to act in accordance with tikanga is to behave in a way that is culturally proper or appropriate. SOURCE → www.wgtn.ac.nz/maori-hub/ako/teaching-resources/tikanga-tips

Te Kaunihera o Te Awa Kairangi ki Uta | Upper Hutt City Council



Delivery 838 – 842 Fergusson Drive,
Upper Hutt 5018

Post Private bag 907
Upper Hutt 5140

Telephone (04) 527 2169

Website upperhuttcity.com

Facebook/Messenger [/upperhuttcitycouncil](https://www.facebook.com/upperhuttcitycouncil)