



Ara Toi Otepoti – Our Creative Future

DUNEDIN'S ARTS AND CULTURE STRATEGY 2015

dunedin

*Toitū te Kawa, Toitū te Rangatiratanga,
Toitū te Ao Turoa, Toitū te Kaikokiri,
Toitū te iwi.*

*Strengthening cultural excellence
through sustainability,
innovation and tenacity.*

Tēnā koutou katoa,

*He mihi tēnei i kā huamokopuna o tēnei whenua,
kā uri o Tahupōtiki, o Hotu Māmoe, o Waitaha hoki.*

*Ka rere atu kā mihi i kā hapū o Kāi Te Ruahikihiki me Kāti
Huirapa, mai i kā mauka tapu o Pukekura, a Hikaroroa hoki ki a
koutou e noho karapotia nei i tō tātou awa o Ōtākou tae atu ki
kā kete kai o Waikouaiti. Kai te mihi, kai te mihi.*

*Karaka atu, karaka atu, karaka atu ki ka karakataka maha e
noho ana i te rohe nei. E hāpai ana i kā Toi tā tēnā ahurea tā
tēnā ahurea. Kia mau, kia ita, kia Toitu!*

Greetings to all,

*This is an acknowledgement from the grandchildren of this land,
the descendants of Tahupōtiki, Hotu Māmoe and Waitaha.*

*The acknowledgement is extended from the sub tribes of
Te Ruahikihiku and Huirapa, from the sacred mountains of
Pukekura and Hikaroroa to all who live around our waterway,
Ōtākou and Puketeraki. Salutations.*

*We call to the many people of all cultures who live in this area
to hold on to and uplift their cultural practices.*

WELCOME FROM THE MAYOR OF DUNEDIN



“Contemporary Dunedin sparkles with creative enterprise: internationally sought-after architects, renowned fashion and appliance designers, electronic engineers, musicians, app builders and poets.”

From its beginnings Dunedin oozed creativity. Thomas Bracken penned our national anthem and Frances Hodgkins studied here. McCahon, Frame, Hotere, Baxter, Lawson, Reed, Hall, the Chills and so many other creatives expressed their muse from Dunedin.

Contemporary Dunedin sparkles with creative enterprise: internationally sought-after architects, renowned fashion and appliance designers, electronic engineers, musicians, app builders and poets. From a population of 125,000, Dunedin generates several theatre companies, operatics, musicals and folk festivals, supports a multi-disciplinary art school, provides a platform for arts and writers’ festivals and a seriously quirky Fringe. Our prestigious brass and pipe bands have been stirring us so long we have forgotten when they first drew breath. Dunedin’s high school kids’ voices soar in kapa haka, choral and rock. Overnight, Dunedin’s street art is world class. City of Literature, choirs, composers and Sinfonia: we have them all.

Our city has a tremendous foundation to build on as we work to enable and realize our artistic aspirations. We are doing that by developing an Arts and Culture Strategy. Not a Council Arts and Culture Strategy – but a community-wide symphony expressing the creative impulse lurking in most corners of our community. It has long driven much of what we are good at – in the University, the Polytechnic and high schools, and in our museums, galleries, studios and workshops.

Ara Toi is the opportunity to enable our creative genie to take the stage as a lead player rather than a walk-on part.

Dave Cull
Mayor of Dunedin

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INTRODUCTION

Dunedin is one of the world's great small cities for arts and culture, offering the cultural life of a much larger place in a remarkable natural setting.

Creative people are attracted to small cities because they are easier to network in, provide a vibrant community in which to develop and share ideas, and offer an affordable, good quality of life. Dunedin presents these opportunities and much more, from splendid isolation to connection with the world through the city's great networks and world-class cultural and academic institutions.

The Lonely Planet dubs Dunedin the "coolest city in the South Island."

Not only do creative people want to base themselves in Dunedin, but many residents are keen consumers of creativity and participants in arts and culture.

It's clear that creativity isn't a discretionary activity. Cities around the world, and their residents, profit in myriad ways from their cultural and artistic endeavours.

This strategy places arts and culture at the top of the agenda, as a way to achieve Dunedin's ambitions of being a liveable, prosperous and amazing place to be.

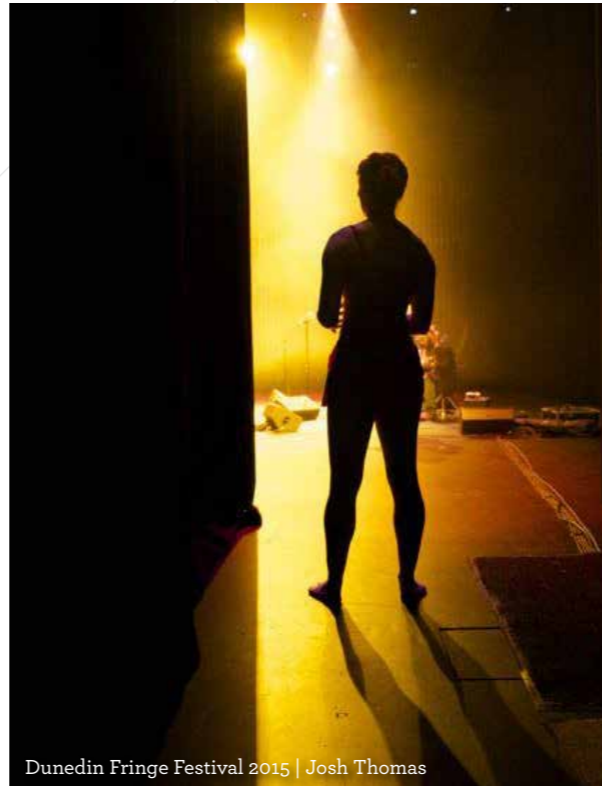
The Dunedin scene today

Institutions like the Dunedin Public Art Gallery, Toitū Otago Settlers Museum and the Otago Museum give Dunedin a heavyweight feel. Theatres, like the Fortune, and the city's many galleries and libraries, the vibrant maraes of the Kāi Tahu settlements of Ōtākou and Puketeraki and the Araiteuru urban marae, where artists thrive, add to this strong network of cultural facilities. This framework supports smaller scale activity in the city.

The city's thriving and internationally respected music sector ranges from counterculture in the footsteps of the Dunedin Sound to the esteemed Southern Sinfonia. Literature also holds a strong place in Dunedin, which was awarded UNESCO City of Literature status in 2014.

The highly regarded University of Otago and the Otago Polytechnic have reputations for learning and research excellence in creative fields ranging from theatre studies to science communication. The tertiary sector also brings thousands of young people to live and adventure in the city each year, injecting Dunedin with the dynamism of youth as creators and consumers.

There are a raft of internationally active and innovative creative businesses that call Dunedin home – from NHNZ's groundbreaking television productions to Taylormade's digital design.



Dunedin Fringe Festival 2015 | Josh Thomas

"There is a perception that the city is mono-cultural but we have a deep and proud history of early cultural cross-overs that are an integral part of being here – that's how I got here!"

Simon Kaan, Kāi Tahu artist, educator and surfer

Dunedin has a strong annual programme of festivals, such as the internationally-renowned iD Fashion Week and iconic community events such as the Midwinter Carnival and Puaka Matariki.

Informal and spontaneous creativity abounds: noise gigs at Chicks Hotel, fire performers on the Museum lawn, and a giant wheat-pasted image of Queen Victoria regally surveying Queens Gardens from the side of a building.

The distinctive blend of the historic and the contemporary, of tradition and exuberance, make Dunedin a city of surprising contrasts that drive innovation and creativity.

Creativity, prosperity and quality of life

Arts and culture have been an important part of Dunedin since its founding. Creativity is now recognised internationally as essential for a successful modern city, and key to Dunedin's future.

As New Zealand's Core Cities research puts it, 'creative industries contribute to the buzz of a city, strengthen brand and identity, and attract talented workers.' This is most clearly demonstrated by evidence showing the creative industries are also growing more quickly than traditional industries.

Dunedin's creative sector plays a major role in the city's economy, contributing, in 2013:

- over \$74 million to Dunedin's GDP; and,

- more than 1,300 full time equivalent jobs.

It is understood that the majority of these jobs are part-time or short-term contracts, spread across a large number and range of employers and types of cultural activity. With the average NZ household spending on average \$35 a week on cultural goods and services, the number of people employed in the creative sector looks set to continue to grow.

Research from Creative New Zealand shows the majority of New Zealand's population believe arts and culture help define who we are as New Zealanders. Almost all adult New Zealanders attended at least one arts and culture event a year, a considerably higher level of participation than that seen in other countries.

Dunedin citizens consistently report, through the Residents' Opinion Survey, high levels of engagement and very high levels of satisfaction (over 90% in 2014) with a range of Dunedin arts and cultural offerings (including the Otago Museum, Regent Theatre, Toitū Otago Settlers Museum) demonstrating their importance to the community.

International research has demonstrated how participation in arts and culture contributes



He Waka Kotia | Photograph by Justin Speirs

to improved wellbeing and civic good. Arts and culture are powerful tools for advocacy and allow communities to share and communicate ideas on an equal footing, fostering more resilient and engaged communities. These benefits have led many of the world's cities to develop arts and culture strategies that drive activity to maximise that contribution and promote sustainable development. Such strategies allow councils and communities to act with confidence as new initiatives are proposed, focusing a city's activities and funding, and supporting public debate and contribution.

PURPOSE OF THE STRATEGY

Ara Toi is intended to set the direction for further strengthening arts and culture in Dunedin over the coming years. The strategy formally recognises both the intrinsic value of arts and culture, and the value of the creative sector as an industry of critical importance in the knowledge economy. It aims to position Dunedin as one of the world's great small cities for arts and culture, where creativity is fully integrated into the city's identity and recognised as essential to our future success.

The strategy has been developed by the Dunedin City Council, working in partnership with arts and culture collective Transforming Dunedin and drawing upon key stakeholder and community input.

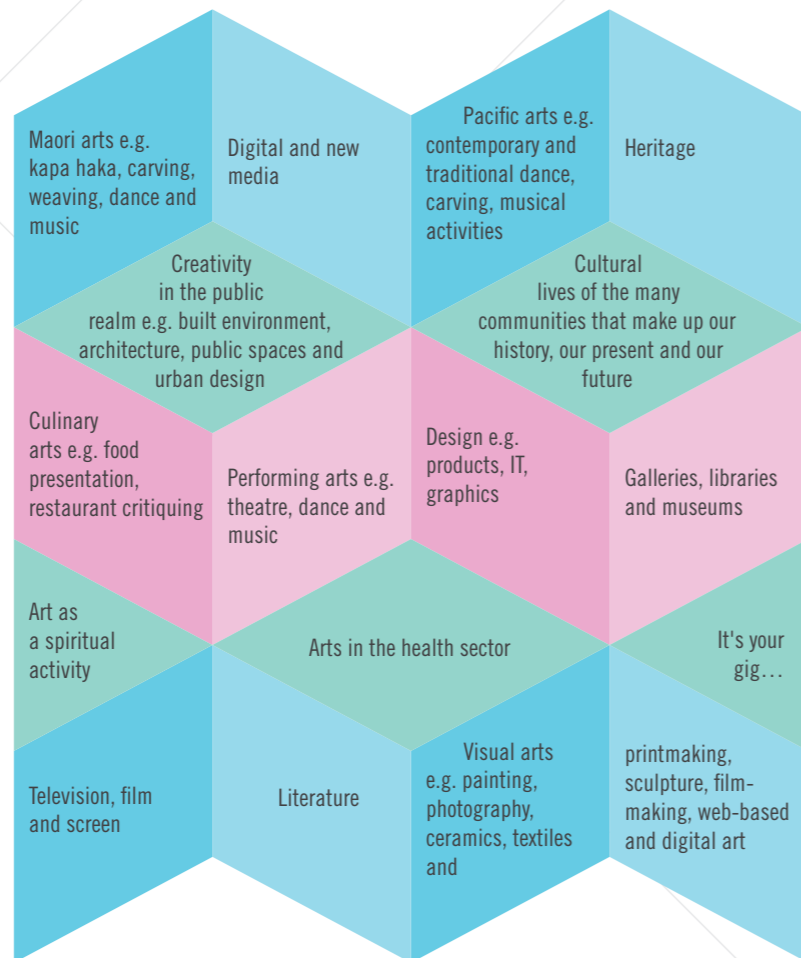
Ara Toi sets out four strategic themes that establish the main areas of focus for the city. Each theme is broken down into a number of goals that identify what the city intends to do. Initial actions that have been highlighted as

critical during the development of the strategy were adopted in 2015. It is expected that the direction set in Ara Toi will influence every day thinking and decision-making in the city and that other actions will evolve over time.

This strategy is a living document. Its outcomes will be monitored to measure progress and success, and it will be evaluated at regular intervals to ensure it remains meaningful, relevant and fresh.

What do we mean by 'arts and culture?'

Dunedin's definition of arts and culture builds on existing definitions, for example that of Creative New Zealand, and encompasses community and professional activities, including creative, technology and knowledge-based industries.



HOW DOES ARA TOI LINK TO OTHER STRATEGIES?

Dunedin's vision is to be one of the world's great small cities. The Council, working with the community, has developed a strategic framework to deliver on this vision.

Ara Toi is one of eight key strategies that together provide a 'roadmap' for how the city's aspirations will be achieved. Ara Toi has a critical role in this strategic mix and will work in synergy with the other key strategies as the city's vision is best delivered through an integrated approach. Arts and culture drive economic success and contribute to better social outcomes for Dunedin residents, support improved community participation in decision-making, and help transform the public realm.

Principles That Guide Ara Toi

The Arts and Culture Strategy is underpinned by the following principles.

Treaty of Waitangi

The Māori principles of Te Tiriti o Waitangi are central to the Arts and Culture Strategy. This strategy specifically acknowledges the relationship with Kāi Tahu, Te Rūnanga o Ōtākou and Kati Huirapa Runaka ki Puketeraki as well as the many other groups that contribute to the city's unique heritage and cultural mix.

Partnership

The holistic and cooperative partnership approach used to develop Ara Toi flows through in the identifying and prioritising of actions, with responsibility for achievements under the strategy and steps toward the vision shared between all partners.

Sustainability

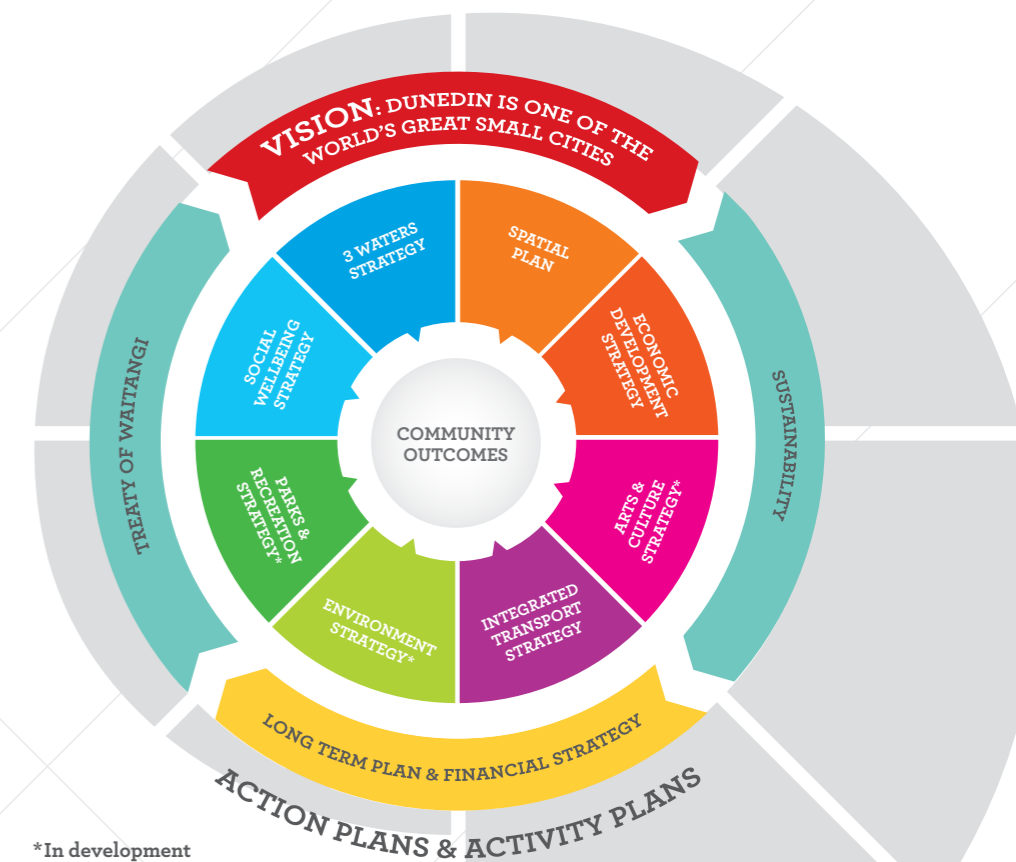
The strategy supports enhancing the sustainability of arts, culture and creativity in the city, from taking practical steps around work practices to the use of arts and culture to promote economic and social wellbeing and resilience.

Freedom of Expression

Arts and culture are valued for their ability to be energising, thought-provoking and to break new ground. The strategy celebrates diversity and seeks to embrace the full range of creative expression, from the conventional to more challenging and cutting-edge art forms.

Spirituality

This strategy acknowledges that, for some people, arts and culture can encompass notions of religion, spirituality, personal relevance and meaning-making, contemplation and reflection.



IDENTITY PRIDE

STAND UP, STAND OUT

Be confident in Dunedin's distinct culture and creative thinking

KĀI TAHU TAONGA

Treasure the place of Kāi Tahu in the arts and culture landscape and invest for the future

CREATIVE CREATURE

Embed a creative perspective in all Dunedin's decision-making and action

SPACES TO SKITE ABOUT

Foster a creative physical environment, chock full of exciting public art, festivals and events

ACCESS AND INCLUSION

OPEN ACCESS

Invest in providing arts and culture so everyone can participate, giving people opportunities to dream while boosting wellbeing and success

HUNGER FOR THE EDGE

Take risks and bravely champion artistic experimentation that pushes boundaries

FOR THE LOVE OF IT

Value the desire to make and create for its own sake, and support diverse expression

CREATIVE ECONOMY

PRINCIPLES:

Treaty of Waitangi
Partnership
Sustainability
Freedom of Expression
Spirituality

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VISION

Dunedin is one of the world's great small cities with arts and culture at its core

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INSPIRED CONNECTIONS

NETWORKED WINNER

Capitalise on the city's connected creative communities

AMBITIOUS PARTNER

Facilitate public, private and creative sector partnerships to conceive and deliver magnificent projects here and internationally

STUDIO INNOVATOR

Embed multi-disciplinary approaches to generate fresh thinking, creative solutions and imaginative outcomes

GROWTH DRIVER

Leverage arts and culture as a key driver of local and regional economic development

PROMOTE AND PROFILE

Use the city's creative excellence to build dynamic and productive relationships nationally and around the world

TALENT INCUBATOR

Be a city where great creative people train, work, set up businesses and have fantastic careers

WORLD CLASS PLAYER

Ensure the best arts and culture from around the world is available on our doorstep

STRATEGIC THEME 1: IDENTITY PRIDE

Dunedin's identity and personality is, in part, expressed through arts, culture and creativity. Arts and culture in its myriad forms celebrate the city's character, diversity and individuality, and are key elements in building a sense of unity and community pride. Dunedin – the environment, people and history – inspires many to artistic expression and creative thinking, both those who call the city home and those that come from afar on a quest for the unique and the beautiful.

STAND UP, STAND OUT – Be confident in Dunedin's distinct culture and creative thinking

Dunedin has a distinctive cultural community, physical environment and history. Everything that has gone before infuses how Dunedin moves forward, inspiring the creative thinking and artistic expression of Dunedin people. There is a growing confidence in what is singularly 'Dunedin' and there exists a freedom to explore identities, ideas and the future. This strategy recognises the value of bolstering self-awareness through arts and culture, encouraging those who live in and visit the city to reflect on what they have and what they wish for, and the value in having a community that is proud of all that it has to offer.

"We have to change the story that IS and tell stories about who we are and where we are going. Add to that the actual resources that describe THIS place."

Tim Heath, Architectural Ecology Ltd

KĀI TAHU TAONGA – Treasure the place of Kāi Tahu in the arts and culture landscape and invest for the future

Kāi Tahu is a creative power house, with many artists gaining national and international recognition integrating modern mediums and ideas with Dunedin's deep, proud Māori heritage. Support for Mahi Toi – creative expression – is strong in Dunedin. Ara Toi, and the stakeholders who have developed the strategy, supports the 2014 Te Rūnanga cultural strategy (Manawa Whenua, Manawa Reo, Manawa Kāi Tahu – Our World, Our Word, Our Way), which 'sets out a pathway to create successive generations of strong, vibrant champions of Kāi Tahu culture.' For example, what is achieved by our teachers for Polyfest (Otago Early Childhood and Schools Māori and Pacific Island Festival). Dunedin's culturally innovative and open approach integrates older, multi-stranded histories and culture to create something new and amazing.

CREATIVE CREATURE – Embed a creative perspective in all Dunedin's decision-making and action

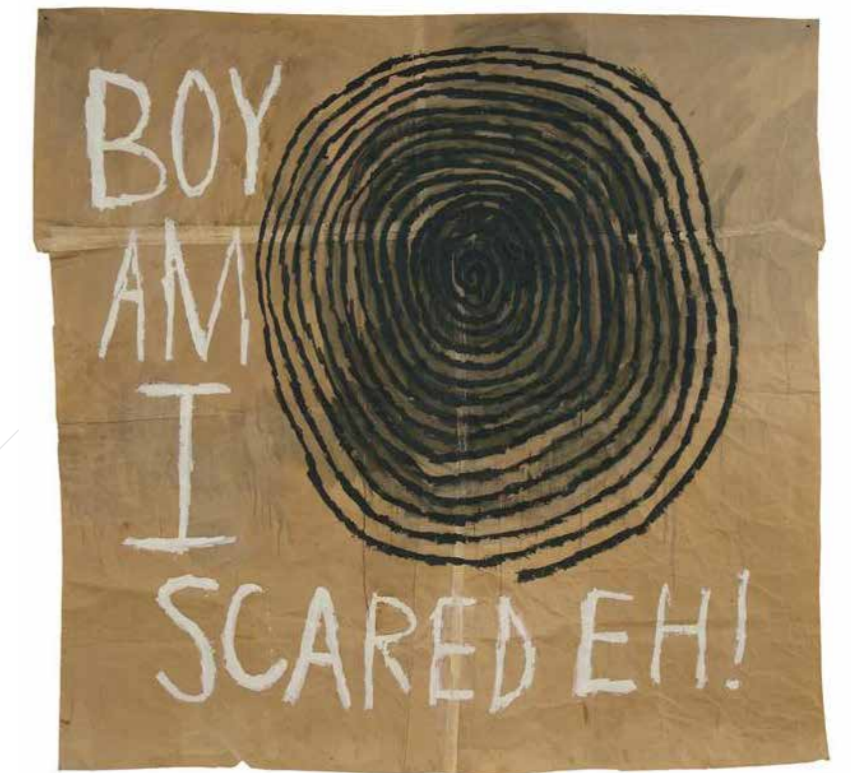
Creative thinking is a hot commodity and the benefits of including creative professionals from the outset in all kinds of work and collective problem-solving are hard to deny. Dunedin's public and private sectors, community groups and agencies need to be supported to integrate creative perspectives into their thinking, decision-making and the way they do business. This will not only drive the city's creative culture and reputation. It will unlock new, more effective, ways of achieving Dunedin's goals and realising the city's full potential.

2014 research from Creative New Zealand reported that two-thirds of young New Zealanders have participated in at least one form of Ngā toi Māori in the last 12 month period.

SPACES TO SKITE ABOUT – Foster a creative physical environment, chock full of exciting public art, festivals and events

The everyday can be extraordinary with a creative approach to the public realm, and Dunedin must set the bar high to create great spaces that delight, intrigue and challenge those who adventure in them. Dunedin has beautiful foundations – the heritage buildings, diverse contemporary venues, cultural diversity, abundant green spaces and great biodiversity – that require active support to

thrive. Good urban design and planning need to be enhanced by activities that add to the vitality of Dunedin's spaces. From the spontaneous and informal to the ceremonial, festivals, events and public art should be pursued, valued and supported for their ability to transform the spaces we have. Residents and visitors alike should have wonderful experiences in Dunedin and be encouraged to embed creativity into the very fabric of the city, in recognition of the vital role of creativity in generating civic pride and strong community interactions.



Boy am I scared Eh! | Peter Robinson | 1997 | Acrylic on paper
Jim Barr and Mary Barr loan collection, Dunedin Public Art Gallery

STRATEGIC THEME 2: ACCESS AND INCLUSION

Dunedin's residents are creators and consumers of art and culture, whether it is making lanterns for the Mid-Winter Carnival, experiencing a reinterpretation of Beckett's 'Play' in a derelict building, playing a role in a school production or taking in the latest Performance Series from the Blue Oyster Art Project Space. Arts and culture can change lives, spark the imagination and open up discussion. Creative endeavour is a way to build a sense of belonging and an appreciation of difference. The effects on people are so varied and so personal that creativity is recognised as having value for its own sake.

OPEN ACCESS – Invest in providing arts and culture so everyone can participate, giving people opportunities to dream while boosting wellbeing and success

“Community arts education nurtures talent but also develops an appreciation of the arts leading to future involvement as an audience.”

Dominic Tay, ex-Chair Dunedin Youth Orchestra

Dunedin has more arts and culture than many cities of its size but not everyone in the community has access to cultural activities or the opportunity to participate. The reasons range from socio-economic background to cultural barriers or where someone lives in the city. This strategy sets out to support the engagement of residents in the city's cultural life, from free access to exceptional museums to fostering fresh partnerships between creative practitioners and social service agencies. This is already beginning to happen with projects like the Northern Artery's exhibition space the 'Art Tardis' which takes art out of galleries into the streets and schools of North East Valley.

HUNGER FOR THE EDGE – Take risks and bravely champion artistic experimentation that pushes boundaries

Dunedin intends to be at the frontline of doing things differently, and will look for opportunities to support experimentation and creative risk-taking. By doing this, the city will continue to be recognised as bold and unafraid to try new ideas, with space for trial and error. A city that is open to transformation and reinvention. Dunedin must nurture new and emerging artists, as a place of creative thought and innovation now and into the future. Only with this adventuring attitude will the city be the creative heartland of future brilliant artists' minds and economies. There are a number of long-standing artists' residencies, and some new ones in the pipeline, which give artists the space to explore. The city needs to continue to pump fresh blood through its veins if it is to harness arts and culture to grow the economy and attract talented people to live and work here.

“The Fringe Festival provides us with creative opportunities to get ourselves out there without a big financial commitment, and we can feel the buzz of being part of the Dunedin art world.”

Jill Thompson, Director of Artsenta

FOR THE LOVE OF IT – Value the desire to make and create for its own sake, and support diverse expression

The urge to create, make and express through artistic expression is invaluable to humanity. Artists, musicians, poets, and performers reinvigorate our lives, shed new light on old questions and open entirely different worlds for us to explore. Some works may appeal to only a few or be deemed by some to be offensive, some are not intended to create commercial value but serve other purposes. Arts and culture offer a way for different voices and perspectives to be shared, reflected on, challenged and celebrated. Dunedin is a city where opportunities for creative engagement are many, and diversity of creative expression is valued and celebrated regardless of the audience or income generated.

“We are a small city, but we are a stubborn and supportive one – everyone in the arts here is connected. At times it's like a big family – with crazy cousins, supportive aunts and loving but fighting parents – all these things create a great environment to step outside the norms, take artistic risks and not fear failure. Love Dunedin.”

Cindy Diver, Director, Theatreworks Ltd and Interact Drama Classes



Dunedin Chinese Garden. Photograph by Sharron Bennett

STRATEGIC THEME 3: INSPIRED CONNECTIONS

Dunedin is a small city where residents, often enjoying connections dating back decades or even generations, and the more transient student and academic population intermix freely, allowing innovation and creativity to be accomplished on an intimate rather than a large and anonymous scale. Dunedin is also known for the generosity of its people and creative sector in working with those from outside of the city. These interactions generate new thinking. This strategy will see Dunedin make more use of strong existing networks and foster new connections to better facilitate creative individuals and their supporters to come together and create works of world-beating genius.

NETWORKED WINNER – Capitalise on the city’s connected creative communities

Exceptional connectedness is one of Dunedin’s greatest assets but the creative sector is mostly made up of self-employed practitioners, often working alone or in small groups. This can limit access to funding, markets and sometimes, opportunities to continue to develop. This strategy supports actions to harness the city’s strengths, to work together to greater effect, to use national and international networks to coordinate, promote, market, and grow. There is potential for artists to operate even more collaboratively when applying for funding, putting together exhibitions that will travel abroad or in bringing international experts to the city.

AMBITIOUS PARTNER – Facilitate public, private and creative sector partnerships to conceive and deliver magnificent projects here and internationally

This strategy is a rallying call to mobilise the Dunedin community to be engaged, inventive and imaginative in the ways its professional relationships and partnerships are structured. Dunedin has a wide range of cultural services, attractions, products, and an enthusiastic arts and culture community. The goal is to cultivate a creative and innovative Dunedin community, where public, private, educational, and creative partners work together and do amazing things. Organisations and businesses will be encouraged to take advantage of the benefits from including creatives in their work.

*“Perhaps the culture of giving, and support, that grand idea of giving back to our city has been lost. Perhaps there’s a concept of unwillingness to invest in the city lest the powers that be **** it up... Dunedin ought to consider how it generates an enhanced culture of philanthropy throughout the city.”*

Hamish Saxton, community member

STUDIO INNOVATOR – Embed multi-disciplinary approaches to generate fresh thinking, creative solutions and imaginative outcomes

Boosting the role of arts and culture in everyday life will strengthen Dunedin’s position as a centre for creativity. Dunedin must continue to be a place that switches up the status quo, imaginatively addressing the challenges and opportunities of today and tomorrow, from inequality to climate change. This strategy promotes linking artists and other parts of the community together in new ways for learning, research, fun and economic development in fields as diverse as science communication, digital product design and the culinary arts. We know there is a clear pay off. We already have leading business and tertiary/business blends, like the Otago Polytechnic’s Innovation WorkSpace, producing cutting-edge research and enterprise solutions to contemporary issues.

“One thing I’ve noticed that happens more in Dunedin than other cities I’ve lived in, is that there is a lot more cross disciplinary activity in the arts, which lends itself to experimentation and new directions for work.”

Juliet Novena Sorrel, Visual Artist and Artistic Director of the Dunedin Midwinter Carnival



Oddooki, 2008 | Seung Yul Oh | Collection Te Papa Tongarewa
Installation at the Dunedin Public Art Gallery as part of MOAMOA: A Decade, Seung Yul Oh

STRATEGIC THEME 4: CREATIVE ECONOMY

Arts and culture is a key economic driver. Internationally, the creative economy is growing faster than many other sectors, often at several times the average rate of growth of the economy overall. The sector has seen continuing growth, despite the recent financial global crisis. At the national level, the sector is increasingly being recognised for stimulating increased productivity and innovation in other sectors of the economy. Dunedin, with its rich creative tradition and the dynamic energy of its youth culture, is well-placed to capitalise on the growth of the creative sector.

GROWTH DRIVER – Leverage arts and culture as a key driver of local and regional economic development

Arts and culture is not an optional extra but is a critical part of economic development as creativity underpins the very foundations of Dunedin's prosperity. Creative innovation is a feature of Dunedin, which enjoys an array of ground-breaking entrepreneurs and businesses providing platforms for invention in a wide range of creative industries. This is key to taking advantage of the knowledge economy and being prepared for the future. It offers opportunities for greater employment growth, especially among youth, and attracting and retaining a talented workforce. The way is open for Dunedin to assert its place as the South's greatest centre of creativity, just as in recent decades it has carved a reputation as the wildlife capital of the country. Infusing economic development with arts and culture offers new ways to reimagine the value and potential of our cultural assets.

PROMOTE AND PROFILE – Use the city's creative excellence to build dynamic and productive relationships nationally and around the world

Arts and culture offer ways to build new and exciting relationships with other places and their cultural institutions, industries and people. This both reinforces Dunedin's profile in the world and brings wide-ranging benefits to the city. We have a legacy of powerful arts and cultural activity. These creative achievements should be at the centre of Dunedin's identity and branding, bolstering newer relationships, such as those with China, and invigorating older ones, for example with Edinburgh. Building value begins with valuing things locally, profiling and celebrating our creative output on our streets, in our venues, publications, and in our own businesses, and putting this celebration at the heart of every message we send to the rest of the world. Nothing spreads faster than news of a good time being had.

“Dunedin's music continues to have an international reputation today; different scenes building new stories on the past.”

Ian Henderson, Music Manager,
Fishrider Records

TALENT INCUBATOR – Be a city where creative people train, work, set up businesses and have fantastic careers

The success of creatives is not solely the result of their creative talent. Not only must we bring in fresh talent, but also provide a stimulating, vibrant and tolerant environment that is technologically advanced and offers a range of challenging and satisfying work opportunities. Simply put, a creative city needs to provide the conditions where talented people want to live, work and play. The city must invest in the necessary infrastructure, offering tailored business support to bring creativity together with strong business skills. Dunedin has the ability to offer inexpensive and interesting sites to creative businesses, from spaces for start-ups to film locations. It's easy to be based here and work with the rest of the world, an invaluable asset adding to the city's international muscle. The University, the Polytechnic and the Council support young people with their entrepreneurial ideas – with programmes like the advertising specialist course 'Brandbach' – but not all artists undertake further education and some ground-breakers, like Fred Brandenburg, find their innovation mojo later in life, and need specific types of support.

WORLD CLASS PLAYER – Ensure the best arts and culture from around the world is available on our doorstep

Dunedin boasts world-class arts and culture, with our creative sector leveraging relationships to bring the world's conversations to the people of Dunedin. The key cultural institutions, the University and the Polytechnic, and many other organisations, businesses and individuals in the city, are working in an international environment and as part of this draw exceptional creatives to Dunedin to interact with residents. This dramatically increases the city's opportunities for important international cultural exchange. The strategy seeks to support the organisations bringing international work and people to Dunedin, and to properly value such collaborations. We must do more of this to make the city both interesting and prosperous.

“Dunedin will never creatively grow while work keeps getting given to an unmediated core group of creatives. Not only is opening work up to pitching and application fair, it also encourages competition which is healthy for pushing the arts forward. Quality grows from competition.”

Colleen Pugh, Dear Colleen

“I love it when we get visitors who have never been here before and are so surprised about how great it is, and genuinely express those feelings back in their own cities. It makes me proud to have made the decision to stay here early in the establishment of our brand.”

Margarita Robertson, Creative Director,
NOM*d and PLUME



iD Dunedin Fashion Week, 2015; International Emerging Designer Awards Designer: Kelsi Bennett

HOW ARE WE GOING TO MAKE ARA TOI A REALITY?

The Creative Dunedin Partnership (CDP) has been established as the governing body to oversee delivery on the ambitions of Ara Toi. The key objectives of the Partnership are to:

- raise awareness and profile Dunedin from a creative perspective and as a creative city
- ensure responsible investment of ratepayer and other investor/stakeholder funding in creative initiatives
- communicate progress to the Dunedin City Council and other investors/stakeholders on a regular basis
- identify and assess potential actions to facilitate the delivery of Ara Toi

The CDP has a Dunedin City Councillor as Chair, and comprises of the following organisations and community representatives committed to taking an active role in Ara Toi's implementation:

- Kai Tahu (through Te Rūnanga o Ōtākou and Kāti Huirapa Rūnaka ki Puketeraki)
- Transforming Dunedin
- Otago Polytechnic
- University of Otago
- Business community
- Health sector
- Social sector
- Cultural institutions
- Creative community
- The Dunedin City Council

More information about the CDP is available on the Dunedin City Council's website at: www.dunedin.govt.nz/aratoi.



Dunedin City Choir 2014. Photograph by Justin Spiers.

HOW ARE WE GOING TO KNOW THAT ARA TOI IS WORKING?

By its very nature, creative activity is difficult to define and measure. Traditional measures such as the value of the creative sector (measured by GDP) or the number of arts and culture jobs may not capture the full extent of the creative community's contribution. For example, during consultation on the Ara Toi people engaged in creative activity told us they often work in non-creative jobs and that much of the mentoring and support for the creative sector is unpaid. While recognising the limitations of some traditional measures, there is a need to put in place some monitoring to provide an insight into the impact of the strategy and its progress.

Existing

Data for monitoring Ara Toi is available from:

- Existing sample surveys, including the Dunedin Resident's Opinion Survey and Quality of Life Survey
- Administrative data sets e.g. number of visitors to Dunedin's cultural institutions, value of community and creative community grants supporting arts and culture
- Qualitative data that will be collected from key stakeholders on the progress of Ara Toi

The table below sets out the measures and data sources that will be used in the first instance to monitor progress against the strategy.

Measuring Progress On The Strategy Themes And Goals

High-level indicators (and data sources)

- Percentage of residents rating Dunedin as creative (Dunedin Resident's Opinion Survey)
- Investment in arts and culture in Dunedin (new measure capturing data from major funders)
- Number of employees in the creative sector (BERL data)

THEMES	IDENTITY PRIDE	ACCESS AND INCLUSION	INSPIRED CONNECTIONS	CREATIVE ECONOMY
Proposed measures (and data sources)	Percent of residents rating Dunedin as having a culturally rich and diverse arts scene (Quality of Life Survey) Percent of DCC capital expenditure decisions that considered arts and culture (DCC reports)	Satisfaction with cultural institutions (Resident's Opinion Survey) Visitor numbers at Dunedin's cultural institutions (DCC reports) Satisfaction with events (Economic Impact Assessments) Value of community and creative community grants for arts and culture (DCC reports)	Qualitative data on the extent to which arts and cultural opportunities are leveraged through networking and partnerships (new measure)	Value of creative sector GDP (Berl data) Percent the creative sector contributes to GDP (Berl) Number of jobs in creative industries (Berl) Growth in creative jobs as % all jobs (Berl)



Photograph by Justin Spiers.

WHAT'S THE PLAN?

A set of initial actions has been developed to kick-start work on Ara Toi and there will be ongoing opportunities to look afresh at where time, effort and resources are best invested as the Strategy is implemented. The initial actions are designed to support the development of an enabling arts and culture environment in Dunedin. Over time, the actions will change so there will be a need to be flexible and responsive to fresh thinking.

Potential new monitoring information

In addition to existing sample surveys and statistics, new data collections may be needed to capture a wider picture of arts and culture in Dunedin. This will be investigated over the next year to ensure that an effective monitoring framework is established for Ara Toi. The final make-up of the measures will depend on data availability and costs, and will include:

- high-level performance measures, including outcome measures;
- action output measures; and,
- qualitative monitoring and evaluation.

Reporting

Regular reporting to the Dunedin City Council is expected to take place on a quarterly basis as Ara Toi is delivered, focusing at first on the progress of the initial actions once agreed. It is proposed that, in addition to this more regular reporting, an annual progress report is prepared on what has taken place over the year and an opportunity to celebrate successes.

The community and stakeholders will be kept involved in delivery of the strategy. A communications plan will be developed to ensure the community is kept up to date with the progress and achievements of Ara Toi.

This will include:

- a community event each year, where the annual progress report is presented, enjoyed and discussed; and,
- a triennial hui - to ensure that Ara Toi remains fresh and relevant, it is proposed that this is held to examine progress and review the direction that the strategy is taking, and include

the thinking of everyone who is interested in seeing Dunedin become one of the world's greatest creative small cities.

Evaluation and review

The triennial hui will offer an opportunity to evaluate the success of Ara Toi and highlight any areas where the strategy's objectives or actions are no longer fit for purpose. This will feed into a formal evaluation of the strategy and any revisions needed to keep the strategy relevant will be made. It is proposed that the strategy be reviewed in its entirety every ten years.

It's up to us all to make Ara Toi a success and we know we can do it... - to Dunedin's creativity now and into the future!

Embed arts and culture into the economic development framework of the city, for example making sure that it's a key part of the city's brand

Establish a franchise of the Urban Dream Brokerage in Dunedin, which opens up vacant retail space for temporary art projects

Develop the framework for public art in Dunedin to ensure a vibrant, consistent and transparent process for all

Expand the opportunities for people working in the creative sector to build their networks

Develop a strategic plan for Dunedin City Council's funding of arts and culture, for example looking at how the needs of older organisations are best met whilst balancing newer demands on the same funding pools

Embed a creative perspective into the city's decision-making and activity, for example when we're upgrading our social housing

Strategically position Dunedin to win investment in arts and culture, both nationally and internationally

Establish a central city hub for the creative community to maximise the opportunities by bringing creative organisations and individuals together

Create an exciting and user-friendly way to find out 'what's on' in Dunedin

Assess gaps in provision for youth participation in arts and culture, to see if specific youth-focused action needs to be taken forward

In partnership with:



To find out more, read background information and see what's going on, check out: www.dunedin.govt.nz/aratoi