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## **DRAFT ARTS AND CULTURE STRATEGY 2011**

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### **1. Purpose of Report**

This report provides an overview of the attached draft Arts and Culture Strategy for Wellington City and seeks the Strategy and Policy Committee's (SPC) approval to distribute the document for wider public consultation from 19 September to 7 October 2011.

The draft Arts and Culture Strategy aims to:

- build on the goals of the *Wellington 2040 City Strategy*; the city's strengths; and untapped opportunities to provide a focus for Council's investment, asset management and staff resources
- provide direction for the Council to work with others (communities, business, tertiary institutions and arts and cultural sector) to address the challenges before us; and
- reinvigorate Wellington's arts and cultural offer.

### **2. Executive Summary**

Wellington has a reputation for being a creative city that welcomes and promotes participation, experimentation, collaboration and tolerance with a population that is passionate and inquisitive.

The city has a number of strengths but there is a growing concern that Wellington is not moving forward as a centre for cultural activity. Many Wellington based arts and cultural organisations are struggling to attract funding and maintain service levels; key distinctive Wellington cultural events have not taken place or have been reduced in scale<sup>1</sup>; and it is becoming increasingly difficult to develop and present creative works in the city as compliance costs and associated requirements rise.

We need to respond to these challenges to remain a relevant and exciting place that talent wants to live, yearns to visit or will happily recommend to others.

The draft Arts and Culture Strategy has a people-centred vision for Wellington as the place for all people to experiment with, learn about and experience New Zealand's contemporary arts and culture.

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<sup>1</sup> For example the *Cuba Street Carnival*, *One Love*, *Dance Your Socks Off* and a reduced *Fringe Festival*

It proposes three strategic priorities, each with particular areas of focus and a draft set of actions that the Council could pursue to achieve its ambition. It also identifies a number of ‘catalyst initiatives’ that could help reinvigorate Wellington’s offer as a cultural capital.

The Arts and Culture Strategy, once considered and approved, will work alongside key strategies such as the Council’s Events Strategy<sup>2</sup>, Digital Strategy and Economic Development Strategy.

**Diagram One: Draft Arts and Culture Strategy Priorities and Focus Areas**

PRIORITIES	FOCUS AREAS		
<p><b>ENABLING THE BEST AND THE BOLDEST OF CONTEMPORARY CULTURE</b></p>	<p><b>Reinvigorate the capital city cultural experience</b></p>	<p><b>The city as a hothouse for talent</b></p>	<p><b>A city of ideas providing inspiration to all</b></p>
<p><b>DIVERSE EXPERIENCES BY DIVERSE COMMUNITIES</b></p>	<p><b>Wellington as a region of confident identities</b></p>	<p><b>Active and engaged People</b></p>	<p><b>A centre of creative learning</b></p>
<p><b>THRIVING CREATIVE ENTERPRISES</b></p>	<p><b>Our creative future through technology</b></p>	<p><b>Enabling creative enterprise</b></p>	<p><b>An internationally connected creative sector</b></p>

Similar to *Wellington 2040*, the Arts and Culture Strategy is intended to provide direction for Wellington City, not just the Council and create the context for strong collaborative and partnership opportunities between the Council and other parties.

**3. Recommendations**

Officers recommend that the Strategy and Policy Committee:

1. *Receive the information.*
2. *Note that ongoing consultation has been undertaken with Wellington’s arts and cultural sector to develop the draft Arts and Culture Strategy.*

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<sup>2</sup> Note: a scoping paper for a revised Events Strategy will be presented to the Strategy and Policy Committee on 8 December 2011.

3. *Agree to the draft Arts and Culture Strategy (Appendix One) being released for public consultation from 19 September to 7 October 2011.*
4. *Delegate to the Chief Executive and the Portfolio Leader Arts and Culture, the authority to make editorial changes and any changes agreed by the Committee prior to the draft strategy being released for public consultation.*
5. *Note that consultation feedback will be reported to the Strategy and Policy Committee on 8 December 2011.*
6. *Note that more information on public art will be provided in the review of the Council's Public Art Policy to be scheduled on the Council's forward programme early in 2012.*

#### **4. Background**

The development of the draft Arts and Culture Strategy follows (and considers feedback received from Councillors on) the Arts and Culture Strategy Scoping Paper *Capitalising on Culture*, presented to SPC on 5 May 2011<sup>3</sup>.

The scoping paper explained the context for change including:

- the changing demographic make-up of the city's residents and visitors (an aging population as well as growing numbers of Māori, Pacific and Asian people)
- impacts and opportunities of new technology
- the new strategic vision and focus for the Council and Wellington City in *Wellington 2040*
- Creative New Zealand's proposed move to a national/regional tiered funding structure for leading arts organisations, where councils across the region would be expected to contribute to maintain leading arts organisations providing more regional (vs. national) benefit
- new and changing city/region relationships with projects such as the review of funding for regional amenities and significant changes in Auckland; and
- the increased capacity and changing roles of the Council through the establishment of the Toi Poneke Arts Centre, development of the City Arts Team and other initiatives developed to support Wellington arts infrastructure.

The scoping paper also provided information on the public's perception of Wellington as a cultural capital, their participation in arts and cultural activity, resident backing for Council support of the arts and the findings of the MartinJenkins and Associates 2011 *Economy of the Arts in Wellington* report<sup>4</sup> on the economic impact of arts and cultural organisations to Wellington City and region.

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<sup>3</sup> A copy of the Arts and Culture Strategy scoping paper can be found at [http://www.wellington.govt.nz/haveyoursay/meetings/committee/Strategy\\_and\\_Policy/2011/05May0915/pdf/MAY\\_05\\_REPORT\\_CAPITALISING\\_ON\\_CULTURE.pdf](http://www.wellington.govt.nz/haveyoursay/meetings/committee/Strategy_and_Policy/2011/05May0915/pdf/MAY_05_REPORT_CAPITALISING_ON_CULTURE.pdf)

<sup>4</sup> A copy of the MartinJenkins and Associates (2011) *Economy of the Arts in Wellington* report can be found at <http://www.wellington.govt.nz/services/arts/pdfs/economy-arts.pdf>

The draft strategy has been developed after ongoing consultation with Wellington's arts and cultural sector, undertaken from 2008 to 2011. More detail on the research and consultation used to develop the draft strategy is listed in section 5.4 of this report.

The Arts and Culture Strategy will be the foundation for the Cultural Wellbeing Strategy included in the Long Term Plan 2012-2022.

## 5. Discussion

### 5.1 Scope of the strategy

The scope of the Arts and Cultural Strategy includes community and professional: *performing arts* (such as dance, theatre, music); *visual arts* (ceramics, drawing, painting, sculpture, architecture, printmaking, photography, film, video, design and crafts); *literature* (fiction, non fiction, essays, poetry); *inter-arts* (such as new-media and digital work); and *pan art form festivals*.

The strategy recommends a focus on **contemporary arts and culture** for Wellington. 'Contemporary arts' are loosely defined to mean 'arts of the present day and of the relatively recent past, of an innovative or avant-garde nature'. We will continue to value heritage arts, culture and traditions (and understand the significant role these art forms play informing contemporary practice) but want this strategy to be focussed on new ways of expressing what is happening now and experiences that result from collaboration, both within the professional arts sector, and with communities.

### 5.2 Council's roles

Officers recommend that the Council:

- **maintains its role as funder** (of galleries, museums, community arts, arts and cultural organisations, major and community events and public art); **and provider** of access to venues but recommend that all investment be evaluated to ensure it contributes to the Council's priorities.
- **extends its role as a facilitator to build and strengthen connections** between the arts and cultural sector, creative education providers, communities and business. Stronger leadership and facilitation by the Council to encourage greater collaboration across the city/region is supported by Wellington's arts and cultural sector.
- **gives greater consideration to the impact of regulation** and how the Council might be more flexible with some compliance activity to ensure we maintain our business and arts friendliness.

### **5.3 New money or better coordination of existing funding?**

Officers recommend that the following process is used to identify the appropriate quantum of funding required to implement the Arts and Culture Strategy.

Some estimate costs of proposed projects are included below to give an indication of potential increases in funding required to achieve goals in the draft strategy. More detailed information on costs will be provided once feedback has been received from public consultation so the Committee can consider potential budget implications when reviewing the final strategy for adoption.

Detailed business cases and budget bids for confirmed initiatives will be developed to support the implementation of the Arts and Culture Strategy as part of the 2012 – 2022 Long Term Plan discussions.

**From January 2012:**

**a) evaluate current activity to check its alignment with the Council's arts and cultural priorities** (For example: Major investment and arts and cultural contracts. Review over the next 12 months with any changes implemented in subsequent years)

**b) investigate proposed initiatives - build business cases, partnerships and/or approaches for proposed activities** (For example: *Channel Wellington* and the *Arts in Community and Education Trust*. Investigate over the next 12 months and initiate in subsequent years)



**In 2012/13, initiate activity that will deliver on multiple needs and goals identified in the Arts and Culture Strategy**

### **Example activities that will deliver on multiple needs and goals of the Arts and Culture Strategy**

**Reinstating the Public Art Fund - \$200,000** to deliver a broad range of projects including works using new media; projects in partnership with mana whenua; works that reflect the city's diversity; street art projects; projects in suburban centres; performance artworks in public spaces and projects and part of public space and building redevelopments.

**Maximising the value of Toi Pōneke Arts Centre – estimated \$143,800** to provide:

- more programmed professional development activity (12 sessions - \$1,200)
- increased broadband access (\$15,000)
- three x 4 month artist residencies with stipend (\$30,000) to develop specific creative projects for the city
- a graduated studio rental policy - making Toi Pōneke studios more accessible for emerging artists (\$97,600).

**Brokering access and utilising unused spaces for creative purposes: estimated \$72,000** for six projects to be run in partnership with artists and property owners across the city.

**Initiating the Festival of Creativity: estimated at \$200,000** to support costs for a project manager and marketing costs for one year working in partnership with participating tertiary training institutions.

**Reviewing funding to ensure we provide adequate resource for:**

**a) Contract funding:**

- Review regional funding required after Creative New Zealand' announces its *Arts Leadership Investment Toi Tōtara Haemata* funding decisions (due 1 September 2011).
- Review required levels of Council contract funding through the three yearly contract review process

**b) Grant funding:** Review the level of grant funding required to achieve key desired outcomes included in the strategy.

**Supporting the development of a Wellington Regional Amenities Fund:** working

with councils across the region to sustain and develop amenities (including arts and cultural amenities) of regional significance and benefit.

#### **5.3.1 Creative New Zealand funding of Arts Leadership Investment Toi Tōtara Haemata funding decisions**

As discussed in previous reports to the Strategy and Policy Committee, Creative New Zealand (CNZ) commenced a review of arts organisations funded through the *Recurrently Funded Organisations (RFO)* programme in March 2010.

The RFO review recommended improvements and changes to CNZ's funding programmes to better meet the needs of New Zealanders today and into the future; and respond to New Zealand's changing demographic make-up; the impact of new technologies; and how New Zealanders make, access and distribute the arts.

The review has significance for the Council as:

- seventeen of the thirty-five organisations included in the RFO programme are based in Wellington
- it introduced the idea of a funding formulae - proposing future levels of public funding from national and local sources (based on the perceived benefits they provide at a national versus regional level).

The Council made a submission to the first phase of the review on 20 April 2010 and to the second phase of the review on 11 February 2011.

In July 2010, Creative New Zealand (CNZ) announced two new investment programmes to take effect from 2012:

- a) **Arts Leadership Investment (Toi Tōtara Haemata) programme** providing support for between two to five years to well run, financially sound organisations that fulfil a key role or roles in the creation, presentation and distribution of high-quality arts experiences to New Zealanders.
- b) **Arts Development Investment (Toi Uru Kahikatea) programme** that offers greater flexibility in the range of activity it can support with funding available for periods from six months to two years.

Ten<sup>5</sup> of the twenty two organisations confirmed in the *Arts Leadership Investment (Toi Tōtara Haemata)* programme are based in Wellington City. A further six<sup>6</sup> Wellington based organisations were asked to provide additional information to be assessed for potential inclusion in the programme.

### **CNZ's decisions and potential impacts on the Council**

On 1 September 2011, CNZ will announce their decisions about:

- how much they will invest in organisations confirmed in the *Arts Leadership (Toi Tōtara Haemata)* programme
- whether organisations where further assessment was needed will be confirmed in the *Arts Leadership Investment* programme and, if so, how much will be invested in each
- whether organisations that do not receive funding through Arts Leadership funding will receive funding through the *Arts Development Investment (Toi Uru Kahikatea)* programme

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<sup>5</sup> Confirmed Wellington based arts organisations in the Arts Leadership Investment programme: BATS Theatre, Chamber Music New Zealand, DANZ - Dance Aotearoa New Zealand, Capital E – National Theatre for Children and Wellington Children's Festival, New Zealand Book Council, New Zealand International Arts Festival, New Zealand String Quartet, Playmarket, Taki Rua Productions and Toi Māori Aotearoa. NBR New Zealand Opera has also been confirmed. The opera company is based in Auckland with a Wellington office.

<sup>6</sup> Wellington arts organisations who have been asked to provide further information to be reviewed for potential inclusion in the Arts Leadership Investment programme: Arts Access Aotearoa, Choirs Aotearoa New Zealand, Circa Theatre, Downstage Theatre, Footnote Dance and Vector Wellington Orchestra.

- which organisations will receive funding through the *Arts Development* programme and how much

These decisions along with CNZ's proposed funding guidelines will have an impact on the level of funding potentially required from the city and the region. Officers will provide additional information and advice once CNZ's decisions are released.

### **5.3.2 The development of a Wellington Regional Amenities Fund**

The development of a regional funding mechanism would provide an opportunity for councils across the region to work collectively to support amenities (including arts and cultural organisations, events and attractions) that are vital for the region's liveability, identity and economic success.

The region, through the Wellington Region Mayoral Forum, has been looking at options for funding amenities that are of regional scale and significance. Work researching residents' views on regional amenities was undertaken in August 2010. The results of a region-wide survey<sup>7</sup> of resident views on regional amenities were presented to the Mayoral Forum in April 2011. Officers will present options for the development of a regional funding mechanism (purpose of the fund, amount and process for apportioning the fund as well as selection criteria and options for governing and administering the fund) to the Mayoral Forum on 9 September 2011 for consideration. If agreed, the proposed funding mechanism will be reviewed by each council.

The development of a Wellington Regional Amenities Fund could help provide a way for the region to respond to increased funding needs of key Wellington based arts organisations and cultural events.

## **5.4 Consultation and Engagement**

It is proposed that public consultation on the draft Arts and Culture Strategy start on Monday 19 September and close on Friday 7 October 2011. Oral hearings (if required) will be held on 3 November with feedback from consultation brought back to the Strategy and Policy Committee on 8 December 2011 (alongside the Events Strategy scoping paper).

The draft strategy has been informed by ongoing consultation with Wellington's arts and cultural sector through consultation and research including:

- **Mapping the Future of Arts in Wellington – August 2008:** involving over 400 members of Wellington's arts sector
- **Arts Wellington Economic Impact Survey – December 2010:** prepared by Angus & Associates and involving forty leading arts organisations across the Wellington region
- **Economy of the Arts in Wellington – January 2011:** prepared by MartinJenkins and Associates after economic analysis of the impact of the

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<sup>7</sup> Research was undertaken by independent research company Colmar Brunton. A copy of the full March 2011 report can be found at [www.wellington.govt.nz/aboutwtgtn/mayorforum/amenities/pdfs/amenities.pdf](http://www.wellington.govt.nz/aboutwtgtn/mayorforum/amenities/pdfs/amenities.pdf)



arts and culture sector and creative industries; a survey of 128 organisations and 110 individual arts practitioners; and focus groups with leading national and regional arts organisations, central government agencies, community arts and independent practitioners

- **Early engagement on the development of the draft strategy – July to August 2011** including meetings with selected stakeholders and two open fora for the sector attended by a total of 70 representatives from a range of arts organisations and institutions across Wellington.

### **5.5 Financial Considerations**

More detailed information on costs to implement the draft Arts and Culture Strategy will be provided once feedback has been received from public consultation so the Strategy and Policy Committee can consider potential budget implications when reviewing the final strategy for adoption.

### **5.6 Climate Change Impacts and Considerations**

The review of current arts and cultural activity and development of new initiatives under the Arts and Culture Strategy will consider ways to increase awareness and promote greater sustainability and environmental consciousness through the content of arts and cultural activity supported by the Council and by modelling environmentally responsible practices.

### **5.7 Long-Term Plan Considerations**

Budget bids will be developed for confirmed initiatives to support the implementation of the Arts and Culture Strategy as part of the 2012 – 2022 Long Term Plan discussions.

## **6. Conclusion**

This report provides an overview of the attached draft Arts and Culture Strategy for Wellington City and seeks the Strategy and Policy Committee's approval to distribute the document for wider public consultation.

Contact Officers: *Aroha Rangi, Senior Policy Advisor and Martin Rodgers, Senior Strategic Planner*

<b>Supporting Information</b>
<p><b>1) Strategic Fit / Strategic Outcome</b>  The draft Arts and Culture Strategy aims to build on the goals of the Wellington 2040 City Strategy to see Wellington as a people centred, connected and eco-city with a dynamic central city.</p>
<p><b>2) LTP/Annual Plan reference and long term financial impact</b>  Detailed budget bids will be developed for confirmed initiatives to support the implementation of the Arts and Culture Strategy as part of the 2012 – 2022 Long Term Plan discussions.</p>
<p><b>3) Treaty of Waitangi considerations</b>  Officers have discussed the development of the draft Arts and Culture Strategy with representatives of Port Nicholson Block Settlement Trust and members of the wider Māori arts sector. Officers were not able to discuss the development of the draft with representatives of Te Rūnanga o Toa Rangatira but will contact them in September to discuss the draft strategy.</p>
<p><b>4) Decision-Making</b>  The report reflects feedback received from ongoing early engagement undertaken with Wellington’s arts and cultural sector.</p>
<p><b>5) Consultation</b></p> <p><b>a) General Consultation</b>  It is proposed that the draft strategy go out for public consultation from 19 September to 7 October 2011. Hard copies of the strategy will be available from Council community centres, libraries and Toi Pōneke Arts Centre. Copies will also be sent to key stakeholders. Digital versions of the draft strategy will be sent out to the arts and culture sector for their feedback once approved by Council. Two Q&amp;A sessions will be arranged for the general public to attend if they have any questions on the draft strategy.  The Council is not required under legislation to consult on this matter.</p> <p><b>b) Consultation with Maori</b>  Officers discussed the development of the draft strategy with Port Nicholson Block Settlement Trust and will provide both mana whenua groups with copies of the draft document. Māori arts organisations and practitioners have been involved in early discussions to develop the draft strategy.</p>
<p><b>6) Legal Implications</b>  Any legal implications of any proposed projects or new initiatives will be researched if agreed by Council.</p>
<p><b>7) Consistency with existing policy</b>  The draft Arts and Culture Strategy is aligned to the Wellington 2040 City Strategy.</p>

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## DRAFT ARTS AND CULTURE STRATEGY 2011

### 1. Introduction

Wellington is a creative city that welcomes and promotes participation, experimentation, collaboration and tolerance with a population that is passionate and inquisitive.

As the capital of New Zealand, we are the seat of government and home to national and regional organisations that both care for our nation's heritage and present high quality contemporary art and cultural experiences<sup>8</sup>. Wellington has the highest rate of attendance in cultural activities<sup>9</sup> and a creative population that is well-connected to, and collaborates with, each other and creative people internationally.

The environment for arts and cultural activity in Wellington is, however, changing and there is growing concern that the city is not moving forward as a centre for cultural activity. Many arts and cultural organisations are struggling to attract funding and maintain levels of service;<sup>10</sup> some key cultural events and activities have not taken place or been reduced in scale<sup>11</sup>; changes in technology have challenged the traditional role of cultural entities; many major television, music and publishing entities no longer have a presence in our region; and businesses and households are under financial strain.

We need to respond to these challenges to remain a relevant and exciting place to live, visit and enjoy.

### 2. Scope of the strategy

The scope of the Arts and Cultural Strategy includes community and professional: *performing arts* (such as dance, theatre, music); *visual arts* (ceramics, drawing, painting, sculpture, architecture, printmaking, photography, film, video, design and crafts); *literature* (fiction, non fiction, essays, poetry); *inter-arts* (such as new-media and digital work); and *pan art form festivals*.

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<sup>8</sup> A list of national art organisations and tertiary institutions based in Wellington City is attached in Appendix Two

<sup>9</sup> Creative New Zealand (2008) *New Zealanders and the arts: Attitudes, attendance and participation in 2008* – Wellington focus questions. 91% of Wellingtonians (versus 83% nationally) had attended at least one arts event in the previous 12 months.

<sup>10</sup> Arts Wellington (2010) *Economic Impact Survey 2010: Understanding the Economic Impact of Arts and Cultural Organisations in the Wellington Region*. Three-quarters of the 40 arts organisations contributing to the study considered at least one source of present income at risk. The greatest risk was attached to income from sponsorship, central government grants and from ticket sales/other programme – generated revenues.

<sup>11</sup> For example the *Cuba Street Carnival*, *One Love*, *Wellington Jazz Festival*, *Dance Your Socks Off* and a reduced *Fringe Festival*.

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## 3. Reasons for a strategy

The arts and cultural activities are essential contributors Wellington's identity, distinctiveness, and position as a sophisticated, tolerant and exciting location for residents and visitors.

The Council has been a strong supporter of the arts and culture over the last two decades but it is time to review the city's Arts and Culture Strategy considering:

- the changing demographic make-up of the city's residents and visitors
- the impacts and opportunities of new technology;
- changes in the Council's capacity and role in relation to arts and cultural activity – for example the establishment of Toi Pōneke Arts Centre (2005); the Public Art Fund and Panel (2006), City Arts Team (2007) and Wellington Venues Ltd to manage the city's venues (2010).

Wellington City Council has also recently drafted *Wellington 2040*, a vision for the city that recognises that our people are the city's greatest asset. *Wellington 2040* explicitly builds on our past success as New Zealand's creative capital to take Wellington to the next level to be an internationally competitive city with: a strong, diverse economy; healthy, vibrant and connected communities; and a high quality of life.

The Arts and Culture Strategy expands on the goals of *Wellington 2040* to provide a clear direction for the Council's investment, asset management and staff resources that support arts and cultural activity. The draft strategy also identifies areas where the Council could advocate for, or partner with, others to achieve its goals. It has a focus on enabling young people to realise their potential, particularly through access to new technology, and on enabling all communities to create and participate in cultural experiences.

## 4. Vision

***Wellington is the place for all people to experiment with, learn about and experience New Zealand's contemporary arts and culture.***

This is a people-centred vision. We want Wellington to be a place where both Wellingtonians and visitors are able to actively explore our culture and experiment with their own creativity. We will continue to value heritage arts, culture and traditions (and understand the significant role traditional art forms play informing contemporary practice) but want this strategy to be focussed on new ways of expressing what is happening now and experiences that result from collaboration, both within the professional arts sector, and with communities.

When we achieve this vision, Wellington will attract talent from around the world because they want to live in the city's thriving communities, experience our dynamic central city and work within a truly innovative creative economy.

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## 5. Strategic priorities and areas of focus

We recommend that the strategy focuses on three priorities:

- **Enabling the best and the boldest of contemporary arts and culture**
- **Diverse experiences by diverse communities**
- **Thriving creative enterprises**

Each priority has particular areas of focus and a draft set of actions that the Council could pursue to achieve its ambition. In addition, the draft strategy identifies a number of ‘catalyst initiatives’ that have the potential to progress the strategy’s priorities and help reinvigorate Wellington as a centre of creativity. A schedule of initiatives is attached in **Appendix One**.

The Council will have a range of roles in the investigation and development of these catalyst projects. For some, the Council will not lead the projects but rather facilitate appropriate connections between others to enable their implementation.

### The draft Arts and Culture Strategy priorities and areas of focus

PRIORITIES	FOCUS AREAS		
<b>ENABLING THE BEST AND THE BOLDEST OF CONTEMPORARY ARTS &amp; CULTURE</b>	<b>Reinvigorate the capital city cultural experience</b>	<b>The city as a hothouse for talent</b>	<b>A city of ideas providing inspiration to all</b>
<b>DIVERSE EXPERIENCES BY DIVERSE COMMUNITIES</b>	<b>Wellington as a region of confident identities</b>	<b>Active and engaged People</b>	<b>A centre of creative learning</b>
<b>THRIVING CREATIVE ENTERPRISES</b>	<b>Our creative future through technology</b>	<b>Enabling creative enterprise</b>	<b>An internationally connected creative sector</b>

### 5.1 Enabling the best and the boldest of contemporary arts and culture

*Arts and cultural experiences are at the heart of the ‘dynamic central city’ goal of Wellington 2040. The Arts and Culture Strategy will reinvigorate Wellington as an inspiring Capital City, both for those experiencing it (residents and visitors) and those generating the experiences.*

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Wellington has many strengths in this area, but they are under threat. As home to national and high-quality regional institutions, we have built our enviable reputation as a creative capital. We have many clusters of talented creative people and excellent arts and cultural organisations that readily work together within and across art forms. We are also home to international diplomatic and cultural entities that want to see their country's culture showcased in the Capital City.

However, many cultural entities tell us they are financially vulnerable and are consequently not in a position to grow and take risks. The creative sector and the public highly value distinctive Wellington events such as the *Cuba Street Carnival* and have expressed concern that they have not taken place as planned. Also, arts practitioners are telling us that changes to the way the Council operates are reducing access to city venues and the ease with which cultural activities can take place in the city.

This strategic priority has three areas of focus:

## ***a) Reinvigorate the Capital City cultural experience***

The Council will strongly advocate the value of Wellington's cultural institutions and try to work with others to develop sustainable funding models. We want our cultural institutions to have the capacity to innovate, collaborate internationally and meet the needs of the changing demographic of our region and New Zealand. This includes increasing the visibility of contemporary Māori, Pasifika and Asian arts as well as, encouraging greater cross-cultural exploration. We would like to see opportunities for increased city and regional collaboration in the areas of marketing and education programmes. We also want to see organisations show leadership within the creative sector by providing opportunities for emerging talent to learn and develop.

## ***b) The city as a hothouse for local talent***

Wellingtonians support creative risk-taking and love to be surprised by creative activity taking place in public spaces. We need to maintain an environment where this activity can readily take place. This means ensuring our local creative talent can access the city's venues and public spaces to develop and present their work. It also means valuing events and venues that provide opportunities for creative people to experiment, be messy and boisterous. As well as this, when creative people show they have talent, we need to ensure their development is supported and profiled. This includes doing what we can to facilitate their access to new technology, financial resources and opportunities to learn.

## ***c) A city of ideas providing inspiration to all***

Every day, the thinking, discussions and decisions made in Wellington impact on New Zealand and our place in the world. This unique characteristic of Wellington should be profiled and celebrated. We want to maximise the potential of this environment by seeing a greater flow of ideas, information and

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talent between those involved, including public and private sector organisations, education institutions, and communities in Wellington.

## **Catalyst Project: *Channel Wellington***

This is a web-based television channel for promotion, presentation and debate on innovations coming out of Wellington. It will give people access to streamed content from across the creative, science, business and education sectors and enable people from around the world to access and interact with that content. It will promote activities coming up as well as giving people access to those experiences (sometimes at a cost) after they have taken place.

Channel Wellington is designed to take advantage of new internet television technology with potential partners including telecommunication companies and existing media organisations. It will be a counter-point to current free-to-air television content which is increasingly focussed on Auckland people, stories and places.

## **5.2 Diverse experiences by diverse communities**

*A 'people-centred city' is another key goal of Wellington 2040. We want Wellington to reflect the diversity of cultures and communities that are both part of our city's past and also its future. We want to realise the city's untapped potential – ensuring our programmes and activities excite children, young people and diverse communities as well as grow the unique identities of our suburbs to complement the vibrancy of the central city.*

New Zealanders growing up today have a new level of understanding, exposure and appreciation of 'New Zealand culture'. *Te reo Māori* is heard on mainstream media and in our schools; our place in Asia-Pacific is relevant to our lives, and we have a growing pride in our unique aesthetic, style and talent. This environment has stimulated interest in exploring our creative talents and expressing our unique identities.

As a city, we should enable and celebrate the creativity and culture of our diverse communities. We think the best way to do this is to enable communities to connect with talented creative people living in our city. We want to support them to work together to create and share experiences that are relevant to, and actively involve, communities in our city. These experiences will add to the feel of Wellington as a tolerant city while also building connections between, and resilience within, the city's communities.

This strategic priority has three areas of focus:

### ***a) Wellington as a region of confident identities***

We will work with mana whenua to increase the visibility of the city's Māori heritage, and with the wider Māori arts community to showcase and celebrate our contemporary indigenous culture.

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We will support activities that reinforce Wellington as a welcoming and interesting place for all ethnic, demographic and suburban communities to share and display their own cultures. We want to also support the development of more cross-cultural work.

## ***b) Active and engaged people***

We will lead by example and ensure Council-funded organisations and activities are accessible and relevant to diverse audiences. We want to support art practitioners to work with communities to develop work of, by and for those groups. We also value, and want to enable the public to actively participate in, recreational cultural activity.

## ***c) A centre of creative learning***

Wellington is already home to outstanding arts education experiences developed by skilled creative people, innovative arts organisations and tertiary institutions across the city. By valuing, developing and promoting the expertise we have in the city, we believe Wellington will become the 'place of choice' to learn about the arts at any age.

## **Catalyst Project: An 'Arts in Community and Education' Trust**

A number of priorities in this strategy will be achieved by talented creative people working in schools and with communities. However, there is a need for a body that can:

- a) provide training programmes for creative people so they can work effectively and appropriately in these environments; and
- b) build and maintain relationships with schools and communities, to understand their needs and match them with the appropriate creative people.

Some relationships between creative people and communities exist now, but as individuals move on in their careers, these relationships are not maintained. A Trust would provide a more sustainable mechanism to support creative practitioners, communities and creative training in the city. This initiative may not require the establishment of another independent body but could be taken up by an existing organisation in Wellington.

## **5.3 Thriving creative enterprise**

*Wellington 2040 also has the goal of Wellington as a 'connected city'. This will see us connected regionally, nationally and internationally through our infrastructure and relationships. Wellington's concentrated central city already enables people to readily connect and collaborate. We want to build on this strength and maintain an arts and business-friendly environment to support the development of new ideas and creative enterprises.*

*The creative sector also has a role to play in Wellington's future as an eco-city – finding new ways to create and develop products and services so we can*



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*reduce our impact on the planet and contribute ideas, services and products to develop the city's 'weightless' economy.*

Technological changes are providing new opportunities for people to create, promote and distribute cultural experiences. As a city, and region, we need to embrace the opportunities this change presents by enabling particularly our young people and creative communities to readily access new technology and knowledge.

This strategic priority has three areas of focus:

## ***a) Our creative future through technology***

To create and take advantage of future opportunities, we want to give young people and those working in the creative sector access to leading-edge technology, the knowledge of leading people working in these fields and opportunities to explore the interaction between digital and physical worlds. We also want to showcase their creative achievements so that Wellington's strength and profile as a digital city grows.

## ***b) Enabling creative enterprise***

Wellington has an international reputation based on creative people's ideas and their willingness to collaborate and take risks. We want to work with enterprise development agencies to reduce barriers and provide support programmes that enable more creative enterprises to succeed. We also want to facilitate closer relationships between the creative and business sectors in our city to ensure the expertise and resources within each are maximised for the benefit of the Wellington economy as a whole.

## ***c) An internationally connected creative sector***

Wellington individuals and organisations already have strong connections internationally and our profile as a place of innovation is growing. We want to focus on this area by leveraging this activity to build our brand as a creative region and by increasing international connections that benefit the creative sector.

### ***Catalyst Project: Festival of Creative Learning***

An end-of-year celebration of creativity involving all the tertiary training institutions as well as some secondary school participants, the *Festival of Creative Learning* (working title) will act as an umbrella for existing end-of-year events showcasing student works. Ideally, much of the work will be in public spaces to maximise the public's engagement.

Additional events could include; an awards event for high achieving students, a creative education and careers expo, a programme to facilitate connections between students and national or international career opportunities, and, investment in concept projects.

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This event will strength relationships between education institutions, businesses and the public. It will reinforce Wellington’s profile as a city for creative education, acknowledge the value of having these students in Wellington and strengthen their bond with our city.

## 6. Areas of focus and actions

The table below provides greater detail on each area of focus by identifying activities we propose to implement and possible measures. Final decisions about the areas of focus will be made after public consultation.

### 1.1 Enabling the best and the boldest of contemporary arts and culture

#### *Possible measures*

- National and local perception of Wellington as a creative Capital
- Feedback on the degree to which the Council enables creative activity to take place in Council venues and public spaces
- Ease of access to information on cultural events and activities

<b>Reinvigorate the capital city cultural experience</b>	
<b>AREAS OF FOCUS</b>	<b>HOW</b>
Ensure national and regional cultural organisations have the resources to adapt to a changing environment	<ul style="list-style-type: none"> <li>▪ Promote the value of national and regional cultural organisations and advocate for appropriate investment where required</li> <li>▪ Work with other local authorities and funders to develop sustainable funding models for regional cultural amenities</li> </ul>
Ensure Wellington is the place where the best of New Zealand and international cultural experiences can be seen.	<ul style="list-style-type: none"> <li>▪ Work with the sector to strategically support activities and events that achieve this goal</li> <li>▪ Where necessary, facilitate stronger links between the diplomatic community and our creative sector</li> <li>▪ Progress Channel Wellington or another tool that promotes, gives access to and enables interaction with, arts and cultural experiences taking place in Wellington</li> </ul>
Increase the visibility of contemporary Māori, Pasifika and Asian arts and culture	<ul style="list-style-type: none"> <li>▪ Value and advocate for the skills and activities currently based within the region</li> <li>▪ Encourage cultural organisations to actively work with the Māori, Pasifika and Asian artists, curators and programmers to develop, programme and showcase more diverse contemporary work in Wellington</li> <li>▪ Investigate new opportunities with contemporary Māori, Pasifika and Asian arts communities to increase activity across the city and region</li> <li>▪ Encourage greater cross-cultural collaborative work</li> </ul>

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<p>Attract and embrace the best and boldest creative people from across New Zealand and the world to present their ideas and collaborate in Wellington</p>	<ul style="list-style-type: none"> <li>▪ Provide access to Council facilities such as the Bolton Street Cottage and Toi Pōneke Arts Centre and work with Wellington Venues to host inspiring talent and activities</li> <li>▪ Strategically support residencies and exchanges and other programmes that contribute to this goal</li> </ul>
<p><b>The city as a hothouse for local talent</b></p>	
<p>Ensure access to affordable spaces for the development of creative talent and experiences</p>	<ul style="list-style-type: none"> <li>▪ Implement a more graduated charging policy for access to spaces at Toi Pōneke Arts Centre</li> <li>▪ Facilitate access to underused Council and private spaces across the city that can be used by creative talent</li> <li>▪ Take into account the needs of the creative sector when considering the future development of public spaces and Wellington’s urban design</li> </ul>
<p>Encourage and facilitate the use of venues and public spaces for creative activities</p>	<ul style="list-style-type: none"> <li>▪ Provide a single point of contact within the Council that supports groups to undertake creative activity in venues and public spaces</li> <li>▪ Actively assist groups to address insurance, regulation and health and safety issues in undertaking activity in public spaces</li> </ul>
<p>Ensure there is an appropriate range of platforms for local talent to present their works</p>	<ul style="list-style-type: none"> <li>▪ Ensure existing venues and festivals that support emerging talent are valued and supported</li> <li>▪ Investigate the need for new platforms such as one for creative experiences using new media</li> </ul>
<p>Value new talent and connect it with support networks</p>	<ul style="list-style-type: none"> <li>▪ Advocate for a one-stop shop for advice on progressing a creative career</li> <li>▪ Support mentoring and other programmes that enable creative talent to develop</li> <li>▪ Support initiatives that develop marketing and management talent working in the creative sector</li> </ul>
<p><b>A city of ideas providing inspiration to all</b></p>	
<p>Encourage greater visible connections and the sharing of ideas between the public and private sector, creative business, educational institutions and communities in Wellington</p>	<ul style="list-style-type: none"> <li>▪ Facilitate regular meetings for local authorities, creative enterprises and tertiary institutions to discuss shared issues and opportunities</li> <li>▪ Support initiatives that strengthen the links between the tertiary sector and creative enterprises where necessary</li> </ul>
<p>Encourage and profile activities that promote debate on contemporary issues, and stimulate new thinking and ideas</p>	<ul style="list-style-type: none"> <li>▪ Progress Channel Wellington or another tool that increases awareness of and promotes participation in these activities as they take place across the Wellington region</li> </ul>

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<p>Encourage the expression of traditional knowledge, skills and heritage arts generated by diverse cultural communities and people living in New Zealand</p>	<ul style="list-style-type: none"> <li>▪ Highlight and promote traditional knowledge, expertise and heritage arts in partnership with local communities, and regional and national institutions</li> </ul>
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## 1.2 Diverse experiences by diverse communities

### *Possible measures*

- Number and frequency of Wellingtonians actively participating in arts and cultural activities
- Number of high quality diverse cultural and arts experiences delivered each year

<b>Wellington as a region of confident identities</b>	
<p>Recognise and celebrate the role of mana whenua and Māori history in the city</p>	<ul style="list-style-type: none"> <li>▪ Partner with mana whenua to deliver their arts and cultural aspiration in the city</li> <li>▪ Partner with mana whenua on the development and promotion of events and activities that profile mana whenua and Māori history in the region</li> <li>▪ Support public artworks that highlight the relationship of mana whenua to the city</li> </ul>
<p>Enable all ethnic, demographic and suburban communities to explore, celebrate and share their own cultural identity</p>	<ul style="list-style-type: none"> <li>▪ Continue to fund projects that contribute to this goal</li> <li>▪ Support public artworks that reflect and celebrate the diverse communities based here</li> <li>▪ Encourage cultural organisations to develop, programme and showcase experiences of and for diverse communities</li> </ul>
<p>Enable suburban and other geographical communities to undertake projects that explore, celebrate and share their own identity</p>	<ul style="list-style-type: none"> <li>▪ Continue to fund projects that contribute to a 'love of the local' and sense of place for suburban communities</li> <li>▪ Support public artworks that reflect and involve local communities</li> <li>▪ Encourage and support community centres and other facilities to develop and deliver quality arts and cultural experiences</li> </ul>
<b>Active and engaged people</b>	
<p>Support arts practitioners to work with communities to develop work of, by and for that community</p>	<ul style="list-style-type: none"> <li>▪ Advocate the value of such activity to all stakeholders</li> <li>▪ Encourage the establishment of a regional 'arts education' entity</li> <li>▪ Support professional development initiatives for artists working in this area</li> <li>▪ Develop a 'toolkit' that helps third parties (including local authorities), that want to partner with arts practitioners and communities, to undertake such projects</li> </ul>

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Ensure the sustainability of organisations that facilitate and/or undertake activities within communities	<ul style="list-style-type: none"> <li>Advocate the value of such activity to all stakeholders</li> <li>Facilitate access to people and resources that enable these organisations to be sustainable and develop</li> </ul>
Ensure Council-funded organisations and activities are accessible	<ul style="list-style-type: none"> <li>Require organisations and events that receive Council funding on a recurring basis to maintain and enact an accessibility policy</li> <li>Develop a mechanism that identifies people who require the assistance of a companion when they participate in cultural activities so that arts entities can provide free access to the support person as part of their accessibility plan</li> </ul>
Enable the public to actively participate in recreational cultural activity	<ul style="list-style-type: none"> <li>Continue to value and appropriately support activities that enable the public to actively participate in arts and cultural experiences for leisure and wellbeing purposes</li> </ul>
Maximise the potential of arts and cultural activities to increase community connectedness, resilience and participation in community/city decision-making	<ul style="list-style-type: none"> <li>Work with City Communities to maximise the potential of arts and cultural activity to increase a community's resilience</li> <li>Use arts and cultural practitioners and groups to engage the communities in city-level decision-making</li> </ul>
<b>A centre of creative learning</b>	
Support children and young peoples' exposure to the arts	<ul style="list-style-type: none"> <li>Advocate the benefits of children and young peoples' exposure to and participation in arts experiences</li> <li>Support, profile and celebrate opportunities for children and young people to create and present their own creative experiences</li> </ul>
Make Wellington the destination of choice for arts education experiences for people of all ages	<ul style="list-style-type: none"> <li>Profile and promote opportunities for people to participate in arts and cultural learning experiences in Wellington</li> <li>Support arts practitioners to develop their skills in delivering quality arts-based learning experiences for people of all ages</li> <li>Facilitate the sharing of expertise and opportunities between organisations that develop and deliver arts and cultural learning experiences in Wellington</li> </ul>

### 1.3 Thriving Creative Enterprises

#### *Possible measures*

- Number of people employed in creative enterprises
- Increased arts and cultural sector contribution to the local economy
- Number of new creative companies based in Wellington
- Number of Wellington based creative companies exporting product or services

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<b>Our creative future through technology</b>	
Increase access to technology for use in the creation, distribution and marketing of creative products and services	<ul style="list-style-type: none"> <li>▪ Facilitate children and young peoples' access to, and training in, the use of new technology</li> <li>▪ Facilitate the creative sector's access to, and training in, the use of new technology</li> <li>▪ Ensure Council venues and facilities meet the needs of those wanting to create, present and showcase creative experiences using new technology</li> </ul>
Profile, celebrate and provide access to digital activity in Wellington	<ul style="list-style-type: none"> <li>▪ Facilitate and support platforms that showcase digital activity in Wellington</li> </ul>
<b>Enabling creative enterprise</b>	
Enable access to enterprise training and support	<ul style="list-style-type: none"> <li>▪ Facilitate access to business mentoring and other business support programmes</li> <li>▪ Facilitate and support networking opportunities for creative entrepreneurs and people that can support them</li> <li>▪ Work with Grow Wellington to enable access to appropriate training and support for export focused creative enterprises</li> </ul>
Increase financial support for arts and creative enterprises	<ul style="list-style-type: none"> <li>▪ Investigate micro-funding and angel-investment programmes for the creative sector</li> <li>▪ Facilitate relationships between arts and creative enterprises and potential financial supporters</li> </ul>
Profile and celebrate our creative enterprises	<ul style="list-style-type: none"> <li>▪ Continue to support and award programmes that celebrate our creative entrepreneurs</li> <li>▪ Profile and showcase our creative entrepreneurs and their work</li> </ul>
<b>An internationally connected creative sector</b>	
Ensure our talent is exposed to and learns from international talent	<ul style="list-style-type: none"> <li>▪ Continue to facilitate and support residency programmes</li> <li>▪ Facilitate exchanges between our creative sector/institutions and our international contemporaries</li> </ul>
Increase access to offshore creative technology, investment and skills	<ul style="list-style-type: none"> <li>▪ Through the Council's international activities, facilitate greater access to offshore creative technology, investment and skills</li> <li>▪ Support other initiatives that increase access to offshore creative technology, investment and skills</li> </ul>

## 7. Monitoring and Evaluation

Performance measures will be finalised for each area of focus in the strategy. These will use data that is drawn from existing surveys so that we can chart our progress. Potential sources include:

- The Residents' Satisfaction Surveys undertaken by the Wellington City Council
- The *New Zealanders and the arts: Attitudes, attendance and participation* research undertaken by Creative New Zealand every three years

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- The *Get Smart* survey tool developed by Angus and Associates used by cultural institutions and events
- The *Cultural Indicators for New Zealand* research undertaken by the Ministry for Arts, Culture & Heritage
- The *Economic Impact Survey: Understanding the Economic Impact of Arts and Culture Organisations in the Wellington region* research undertaken by Arts Wellington
- The methodology used in the *Economy of the Arts of Wellington* research undertaken by MartinJenkins & Associates for the Wellington City Council
- Economic impact reports from individual events such as the New Zealand International Arts Festival and other major exhibitions.

To enable better evaluation of Council's investment in cultural activities, it is proposed that organisations and events receiving regular Council funding be required to use the *Get Smart* survey tool (or another means of collecting robust information) to report on who is attending their activities and what impact they are having on Council's goals.

It is also proposed that an annual gathering of stakeholders be held to look at progress against this strategy. It will be an opportunity to:

- Profile and learn from activities undertaken that relate to the strategy
- Report on progress against the strategy
- Revisit the strategy and its goals on a continuing basis
- Celebrate and learn from achievements within the sector.





# APPENDIX ONE - Appendix A

## Appendix A: Schedule of catalyst projects and initiatives 2012–2015

This is an ambitious programme of activity. Some of the initiatives overlap with other Council strategies, particularly the Digital, Economic Development and Events strategies. Other activity will need to be delivered through, or in partnership with, other entities.

The following schedule provides a list of catalyst projects and other initiatives we recommend that the Council support in the next three years (2012–2015). The schedule will be reviewed and updated at the review of each Long Term Plan.

### CATALYST PROJECTS

In addition to the catalyst projects discussed in the strategy we have identified the following projects to deliver on multiple needs and goals identified in this strategy.

PROJECT NAME	DESCRIPTION
<b>Reinstate the Public Art Fund</b>	Many goals of the strategy could be achieved through the scheduled reinstatement of the full Public Art Fund in the 2012 financial year (reinstating the \$200,000 removed at the last LTCCP). This would provide the means to deliver a broad range of projects including: works using new media; projects in partnership with mana whenua; works that reflect the city's diversity; street art projects; projects in suburban centres; performance artworks in public spaces; and projects as part of public space and building redevelopments.
<b>Maximise the value of Toi Pōneke Arts Centre</b>	Maximise the potential of this engine room of creativity by: <ul style="list-style-type: none"><li>▪ Implementing a graduated charges policy for the rental of Toi Pōneke Studio spaces to increase access to emerging artists</li><li>▪ greatly increased access to broadband services</li><li>▪ more programmed activity such as residencies, professional development activities and project-based collaborations.</li></ul>

### OTHER KEY INITIATIVES

This schedule of other initiatives is ordered into two categories:

- Projects that involve the Council refocusing its current activity and investment
- Projects the Council could deliver now in partnership with others

## APPENDIX ONE - Appendix A

### a) BRINGING US UP TO SPEED – MEETING EXPECTATIONS

PROJECT NAME	DESCRIPTION
<b>Review Community Access to Venues</b>	Many groups have spoken of the importance of being able to access the Council's venues as part of their development, to attract audiences and/or to maintain a community connection with venues of significance such as the Town Hall. However, they have also said that hire costs (for venues and related costs – lighting, sound etc) are prohibitive. It is proposed that access to the Council's venues be reviewed.
<b>Review showcase opportunities and platforms</b>	It is timely to review Council-supported showcase platforms to see if they meet the needs of our creative communities. In particular, we need to ensure there are suitable platforms for young people, contemporary Māori, Pasifika and Asian artists, and practitioners using new media. The platforms should both showcase the best from across New Zealand but also provide local talent with the opportunity to develop their talent, profile and connect with their peers and potential supporters.
<b>Implement the means to measure the impact of arts and cultural activities on community outcomes and the Council's priorities</b>	The Council has already supported the development of the <i>Get Smart</i> survey tool for use by arts and cultural organisations. This tool should be used by all entities receiving Council funding on a recurring basis, with the Council receiving the relevant data to assess the impact of its investment in achieving Council community priorities.

### b) PARTNER NOW

PROJECT NAME	DESCRIPTION
<b>Event management service</b>	Many groups have said they are struggling to comply with the insurance and health and safety requirements of staging activity in public spaces. It is proposed that the Council supports the establishment of a service that community groups can call on to support public liability cover, undertake road closures, develop and implement health and safety plans and provide other services as necessary.
<b>Community support organisations</b>	Not-for-profit organisations in the social, environmental and cultural sectors have asked for access to skills and expertise that they struggle to find. One dimension of this request involves access to people who can do administration and financial tasks on behalf of organisations. The other dimension involves access to expert advice and support for the groups to undertake their own governance, strategy and marketing activity. It is proposed that City Arts and City Communities work

## APPENDIX ONE - Appendix A

	together with other entities to facilitate access to such support.
<b>Professional development programmes</b>	<p>There are three areas of particular need in the creative sector:</p> <ul style="list-style-type: none"> <li>▪ the need to develop project managers and producers across all creative disciplines</li> <li>▪ the need to develop a pool of marketing, publicity and sponsorship talent</li> <li>▪ the need to develop arts practitioners who can facilitate projects with communities</li> </ul> <p>It is proposed that the Council works with other entities and funders to develop initiatives that address these development needs.</p>
<b>Facilitating access to spaces</b>	Brokering access to space in the city for creative purposes. This will revitalise empty central city and suburban spaces by enabling creative people to use them for the development and presentation of arts experiences.
<b>Attracting investment</b>	This is a programme of activity focussed on attracting new investment into creative activities taking place in the city. This would draw on existing programmes operating around New Zealand and internationally that involve brokering relationships between the creative sector and private sector. The relationship could be one of investment, sponsorship or the exchange of skills for mutual gain.



# APPENDIX ONE - Appendix B

## Appendix B: National Cultural Organisations and Education Institutions

National arts and cultural organisations	National education institutions
1. Museum of New Zealand Te Papa Tongarewa	1. Toi Whakaari – New Zealand School of Drama
2. National Library of New Zealand	2. New Zealand School of Dance
3. Toi Māori Aotearoa	3. New Zealand School of Music
4. Archives New Zealand	4. Whitireia New Zealand
5. New Zealand Symphony Orchestra	5. Wellington Institute of Technology (WelTec)
6. Centre for New Zealand Music	6. New Zealand Film and Television School
7. Chamber Music New Zealand	7. Victoria University of Wellington: <ul style="list-style-type: none"> <li>▪ International Institute for Modern Letters</li> <li>▪ School of Architecture</li> <li>▪ School of Design</li> <li>▪ School of English, Film, Theatre, and Media Studies,</li> <li>▪ Museum and Heritage Studies</li> <li>▪ Victoria University Press</li> </ul>
8. New Zealand String Quartet	8. Massey University: <ul style="list-style-type: none"> <li>▪ School of Design</li> <li>▪ School of Fine Arts</li> </ul>
9. Capital E National Theatre for Children	
10. Taki Rua Productions	
11. New Zealand Film Commission	
12. Film New Zealand	
13. The New Zealand Film Archive	
14. Arts Access Aotearoa	
15. Playmarket: New Zealand Playwrights	
16. New Zealand Book Council	
17. Booksellers New Zealand	
18. Royal New Zealand Ballet	
19. Te Matatini (Traditional Māori Performing Arts)	
20. Dance Aotearoa New Zealand (DANZ)	
21. Footnote Dance Company, NZ National Contemporary Dance Company	
22. Choirs New Zealand	
23. New Zealand Portrait Gallery	
24. Centre for New Zealand Music – SOUNZ	
25. New Zealand International Arts Festival	