

INVERCARGILL'S ARTS CULTURE AND HERITAGE STRATEGY 2021





MIHI

Whakatauki/Karakia

Nāu te rourou, nāku te rourou, ka ora ai te iwi

With your food basket and my food basket the people will thrive.

This whakatauki talks to community, to collaboration and a strengths-based approach. It acknowledges that everybody has something to offer, a piece of the puzzle, and by working together we can all flourish.

Embracing our local dialect | “K” vs “Ng”

- Traditionally local iwi of Southland used a local dialect variation of Te Reo that replaced the “ng” sound, typically spoken elsewhere in New Zealand, with a “k” sound. For example, Ngāi Tahu becomes Kāi Tahu, and works like Taonga become Taoka.
- Although both the “ng” and “k” are used in practice today, this document uses the “k” spelling in te reo words. This reflects our desire for this Arts, Culture and Heritage strategy to embrace, reflect and connect to what is unique about our identity.

Ka hiwa rā, kia mataara

*Ka tuku mihi ki kā kaitito o tēnei karere, ki te tira i kimihia i te huanui i mua i te hapori o Waihōpai.
Ki kā kaimahi toi, kā kaiwhakaari, kā kaikanikani, kā kaiwaiata o te rohe nei, ko te tino tumanako he whakaaro awhina mō tātou ki roto.*

I am thankful to the writers of this document, to those who participated in the aspiration and consultation process of a pathway forward for Waihōpai city arts, culture, and heritage. To the artists, actors, dancers, singers and creatives of the area, we hope that there are aspects to aid and inspire all of us.

I was proud to be part of the korero and anticipate that it may provoke dialogue and create interest in the future of arts, culture, and heritage in Waihōpai.

Mauriora

Evelyn A Cook

Kāi Tahu, Kati Mamoe and Waitaha

Nau mai, piki mai, haere mai

[final name] is the inaugural Arts, Culture and Heritage Plan for Invercargill City Council. It forms an exciting blueprint for the future of Waihōpai and Awarua.

This Plan will enable our arts and culture sector to plan with pride, knowing they have the support of a much wider community. It will serve as a cultural pillar supporting the development of our sector.

We have a rich history of innovation and forward-thinking upon which this Plan has been formed.

This plan celebrates our unique identities and empowers takata whenua to maintain an engaged and valued place in the community.

This plan represents the commitment, vision and efforts of key stakeholders and partners without whom the development of this plan would not have been possible. We acknowledge the time freely given to Invercargill City Council to ensure that the future will be woven with mana and aroha.

Sharing skills, supporting our partners, and embracing innovation and change will form the future of arts, culture and heritage in our community.

Invercargill City Council



Pūkao

Where do we begin?



Whītau

How do we change?



Raraka

How do we develop?



Korowai, Whariki, Mōhiki, kete

What do we create?

WAIHŌPAI

Invercargill's vibrant arts, culture and heritage reflects, connects, and inspires our community identities.

THEMES AND OUTCOMES



Kaitiakitaka
Nurture our Taoka

Whītau
Construct our Future

Whakawhanaukataka
Connect our community

Kotahitaka
Reflect our Identity

Taoka are preserved
for the future

Enhanced capability
and leadership

Active participation

Kāi Tahu, Kati Mamoe and
Waitaha are integral

Wider community access

New ways of working
and delivering

Improved liveability

Diverse communities
are showcased

Resourced institutions

Community
empowerment

Increased community
interaction

Working in partnership

Kaitiakitaka

Impact

Empowerment

Enable Change

Participation

Partnership

Identity

PURPOSE

Why now?

We are at a unique point in the development of Murihiku and Awarua. Our sector is working collaboratively and city-wide developments offer opportunities for arts, culture and heritage to be woven through the city in innovative ways. It reflects current thinking about the role of community participation and wellbeing into governance and service design and delivery.

This plan defines opportunities, envisions outcomes, and sets clear direction for the Murihiku and Awarua Arts, Culture and Heritage community, and its governors. It also suggests a series of actions, defines what success looks like, providing a decision making framework that gives cohesion and validity to the range of reports, strategies and plans that exist within Invercargill, and across the Southland region.

This plan will ensure progress and innovation. The sector faces some challenges, but has a prime opportunity to change, and grow, in response to the circumstances.

Opportunities

Murihiku and Awarua have a strong sense of place, identity and community. People are looking for ways to connect especially in relation to their identity and whakapapa. They seek a deeper understanding of Te Ao Māori and connection to the whenua.

The sector is in a period of transition and a strategic plan provides direction and focus. Some significant consultation and projects have been completed in relation to Murihiku and Awarua's culture and heritage but there is no integrated high-level plan inter-weaving these activities.

Globally and locally we are challenged with understanding our natural world, and caring for our environment. Science and technology, as key strands of culture and heritage provide a significant foundation for our economy and environment.

This plan seeks to ensure a cohesive approach to the future development of arts, culture and heritage.

The sector is full of skilled, visionary people who are coming together to rethink practices. New or repurposed places and spaces enable the sector to form strong relationships and partnerships.

Role of this strategy

This strategy outlines a vision, purpose, key outcomes, and success criteria that can be used by Invercargill City to further develop activity plans. It maps Invercargill's current arts, culture and heritage plans and provision, and reflects the shared aspirations of key local stakeholders. Longer term it will also provide the basis for future engagement with a wider range of regional partners.

This strategy is primarily a tool for local and regional decision making and hopes to form the foundation of a wider regional approach to arts, culture and heritage.

It will be used to stimulate thinking and action, guide planning and decision making, build a sense of collective focus and prioritisation. In particular it can:

- Validate and test project ideas and direction.
- Support external funding applications.
- Set annual business plans.
- Contribute to Council Long Term Plans.
- Inform Council decisions.
- Inform strategies in sector institutions and groups.
- Shape outreach projects (ie: exhibitions).
- Help the community find and feel ownership of their arts, culture and heritage.
- Start conversations in the arts, culture and heritage sector.



CONTEXT

Waihōpai/Invercargill

Human habitation of Murihiku began with the arrival of Waitaha. Their settlement was soon followed by Kati Mamoe, and later by the arrival of Ngai Tahu in the South. Tikaka and language blended and today the whakapapa of the South proudly blends that history into their future.

The arrival of James Spencer (1824) was the start of European settlement in Murihiku at “the Bluff”. By the time the Treaty of Waitangi was signed on 10 June 1840 at Ruapuke Island, new ethnicities began to mix with the whakapapa (genealogy) of the South.

In 1856 Governor Gore Browne announced that the names of two of the settlements would be Campbelltown and Invercargill. In 1917 Campbelltown became Bluff.

Today there are two Marae based in Invercargill City’s boundaries — Murihiku and Te Rau Aroha nurtured by Waihōpai and Awarua Runaka.

The Ngāi Tahu Claims Settlement Act 1998 defined Ngāi Tahu and Ngāi Tahu Whānui each means the collective of individuals who descend from the primary hapū of Waitaha, Ngāti Mamoe, and Ngāi Tahu.

Background/History

In June 2019, the Council committed to developing an Arts, Culture and Heritage Plan. The plan was to offer a vision, purpose and key outcomes for Invercargill City Council and serve to guide future plans for the region’s Arts, Culture and Heritage.

Some significant projects have been completed in relation to Invercargill’s culture and built and natural heritage but there is no integrated high-level plan that inter-weaves these activities. This plan seeks to ensure a cohesive approach to the future development of arts, culture and heritage.

Community outcomes

Arts, culture and heritage are key ingredients of enhancing a city, preserving its character and embracing innovation and change. Reflecting social, cultural, environmental and scientific perspectives, it creates a clear commitment to take action that enhances the communities of Invercargill.

This plan aligns to the following Invercargill City Council’s Community Outcomes.

- Enhance our city
- Preserve its character
- Embrace innovation and change.

Definitions

ARTS

The expression of creative skill and imagination.

HERITAGE

“Our whakapapa, our taoka” inherited from out past, celebrated in the present, that we wish to pass on to future generations.

CULTURE

The way of life, knowledge, stories, and mana of people in our communities.

COMMUNITY

A community is a group of people with commonality such as values, identity, interest, or place.

TAOKA

Both tangible (physical objects) and intangible (memories, stories, dance, music) items that hold social or cultural value.



Ensuring access and care

Outcome	Action
Taoka are preserved for the future	<ul style="list-style-type: none"> • Create (build or repurpose) spaces that are suitable environments for preservation of our taoka. • Encourage creation, identification, documentation and care of taoka. • Identify and conserve our heritage spaces and places, including the natural and built environments.
Wider community access	<ul style="list-style-type: none"> • Provide resources and opportunities for the community to engage with taoka. • Develop spaces that enable easy community access to taoka. • Activate our arts, culture and heritage spaces and places.
Resourced institutions	<ul style="list-style-type: none"> • Ensure sufficient human resource across all our institutions to implement this plan. • Provide sufficient funding to maintain our spaces and facilities. • Invest in options to increase community engagement, programming services and events.

Success	Kaitiakitaka	Impact	Empowerment
	<p>Our projects and initiatives provide opportunities to enhance and care for our Taoka.</p> <p>We are maximising opportunities to increase community access to our Taoka.</p>	<p>We are choosing projects that make the most impact with the limited resources that we have.</p> <p>Our projects and initiatives contribute positively to our wellbeing and create conversations within our community.</p>	<p>We are supporting development in iwi, organisations, community groups and the sector.</p> <p>We are supporting the sector to develop and train future leaders.</p>







Strengthening and growing

Outcome	What
Enhanced capability and leadership	<ul style="list-style-type: none"> • Encourage training in new ways of thinking and doing. • Identify leaders and champions and support them to develop. • Facilitate professional development, nationally and internationally.
New ways of working and delivering	<ul style="list-style-type: none"> • Empower people to research, innovate, experiment, and be brave. • Provide programmes outside institutions and in the community. • Trial creative ways of working.
Community empowerment	<ul style="list-style-type: none"> • Support community groups and artists engagement in arts, culture and heritage. • Build community knowledge and skills in arts, culture or heritage – as researchers, creators, participants, audiences. • Actively support and resource the creation of arts and cultural work

Success	Empowerment	Enabling change	Participation
	<p>We are supporting the sector to develop and train future leaders.</p> <p>We are supporting growth in organisations, community groups, and the sector.</p>	<p>Our projects and initiatives are building new skills and capability within the sector and our institution.</p> <p>We are actively trying new things examining the successes and learnings from innovative projects and sharing those learnings with the community.</p>	<p>We will see more Arts, Culture and Heritage events and programming happening outside institutions in ways that encourage the community to actively participate.</p>



Facilitating wellbeing

Outcome	What
Active participation	<ul style="list-style-type: none"> • Provide opportunities for community led exhibitions and events that share our stories. • Provide multi-sensory opportunities enabling all people to actively participate. • Implement a marketing and engagement campaign that raises awareness and increases participation.
Improved liveability	<ul style="list-style-type: none"> • Integrate our arts, culture and heritage in Invercargill district’s parks and streetscapes through public art and urban design. • Create touch points with arts, culture and heritage where people live, work, learn and play. • Recognise and advocate for our cultural landscapes, the environment and natural heritage.
Increased community interaction	<ul style="list-style-type: none"> • Create gathering places for people to connect and converse around arts, culture and heritage. • Implement approaches to developing communities by engaging and listening, collaborating and empowering, and working together to achieve shared goals. • Listen to community voices and respond.

Success	Empowerment	Enabling change	Impact
	<p>Our Arts, Culture and Heritage Sector are resourcing projects that will engage a wide range of communities in Invercargill.</p> <p>We will see more Arts, Cultural and Heritage events and programming happening outside institutions in ways that encourage the community to actively participate.</p>	<p>We are supporting development in iwi, community groups, organisations and the sector.</p>	<p>We are choosing projects that make the most impact with the limited resources that we have.</p> <p>Our projects and initiatives contribute positively to our wellbeing and create conversations within our community</p>





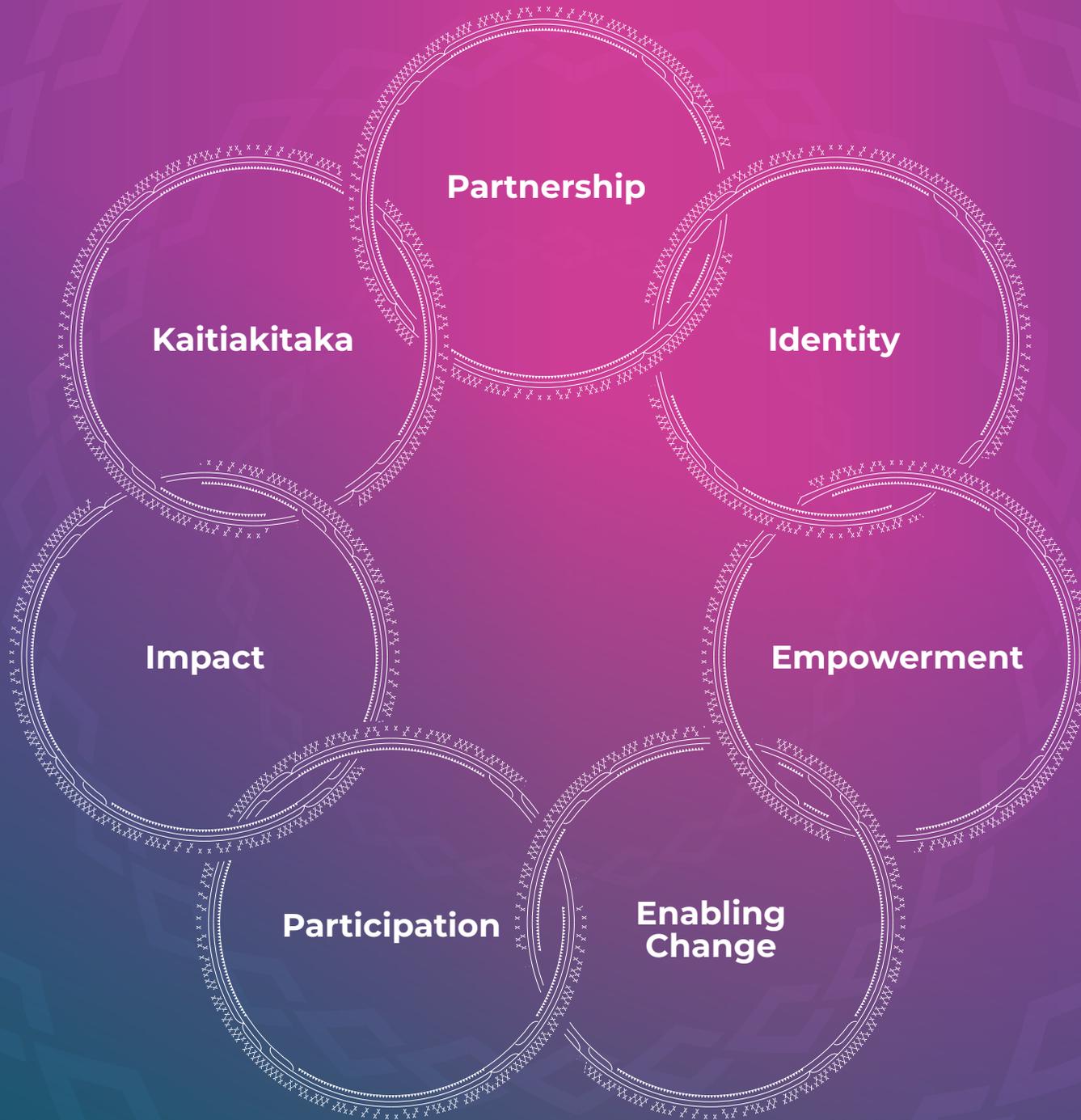


Kotahitaka | "reflect our identity"

Interweaving and coming together as one

Outcome	What
Kāi Tahu, Kati Mamoe and Waitaha are integral	<ul style="list-style-type: none"> • Enact shared governance and decision making power with Kāi Tahu, Kati Mamoe and Waitaha. • Develop understanding of kawa and tikaka and integrate it in all institutions, organisations and events. • Empower Kāi Tahu, Kati Mamoe and Waitaha to tell their stories in the community.
Diverse communities are showcased	<ul style="list-style-type: none"> • Plan and provide arts, culture and heritage which enables all communities to see themselves represented. • Actively seek and share stories about Southlanders. • Establish decision making processes that reflect the diversity of the Invercargill community.
Working in partnership	<ul style="list-style-type: none"> • Identify shared goals and outcomes with our local and regional partners. • Collaborate and co-design. • Encourage organisational collaboration through joint projects.

Success	Identity	Partnership	Enabling Change
	<p>Mana whenua have seats at the table and a voice in decision making.</p> <p>We are prioritising projects and initiatives that involve mana whenua and reflect Te Ao Maori</p> <p>We are championing projects that reflect and connect to a broad range of identities within our communities.</p>	<p>We are maintaining strong established partnerships through ongoing projects and engagement.</p> <p>We are growing our relationships and networks with new partnerships that will lead to future opportunities</p>	<p>We are actively trying new things and examining the successes and learnings from innovative projects and initiatives</p>



LEADERSHIP & DECISION-MAKING

Leadership

Invercargill City Council will use this strategy to shape its decision making around arts, culture and heritage. We also welcome and encourage the wider sector, both locally and regionally, to utilise this framework for their own decision making and reporting.

This strategy has been formed and shaped through consultation with local and regional partners. We want the sector to feel a sense of investment and joint ownership in this strategy; however Council will have the overarching responsibility for progression towards the goals and outcomes identified herein.

Council will take on the role of facilitator and coordinator of the strategy and will report on the success factors identified. This strategy will be reviewed every three years and reports will be provided on an annual basis as part of the annual reporting process for Council.

Council will continue to facilitate meetings of representative groups who have helped shape the direction of this document on an annual basis and will report back on progress to Council. Council will also seek approval for changes as directed by the wider sector.

Guiding principles

The following principles demonstrate a successful integration of this plan and its ideas. These principles will guide decisions about policy, planning, programming and resourcing:

- **Partnership:** nurturing partnerships and encouraging collaboration.
- **Identity:** ensuring a diverse range of identities are showcased and there is Kāi Tahu, Kati Mamoe and Waitaha involvement.
- **Empowerment:** encouraging growth and independence in the sector and in the community.
- **Enabling change:** skill development and innovative practice.
- **Participation:** increasing community interaction with arts, culture and heritage.
- **Impact:** making the most of our limited resources.
- **Kaitiakitaka:** increasing care of and community access to taoka.

For this strategy to be successful these principles must overlap and be interwoven. Like weaving together the individual strands of a kete forms a stronger whole, weaving these principles together into our ways of doing and being will ensure a stronger Arts, Culture and Heritage community.

Decision Making

A key purpose of this plan is to enable good decision-making. In terms of this plan, good decision making involves interweaving our successes and maximising opportunities to meet the goals and outcomes of this plan.

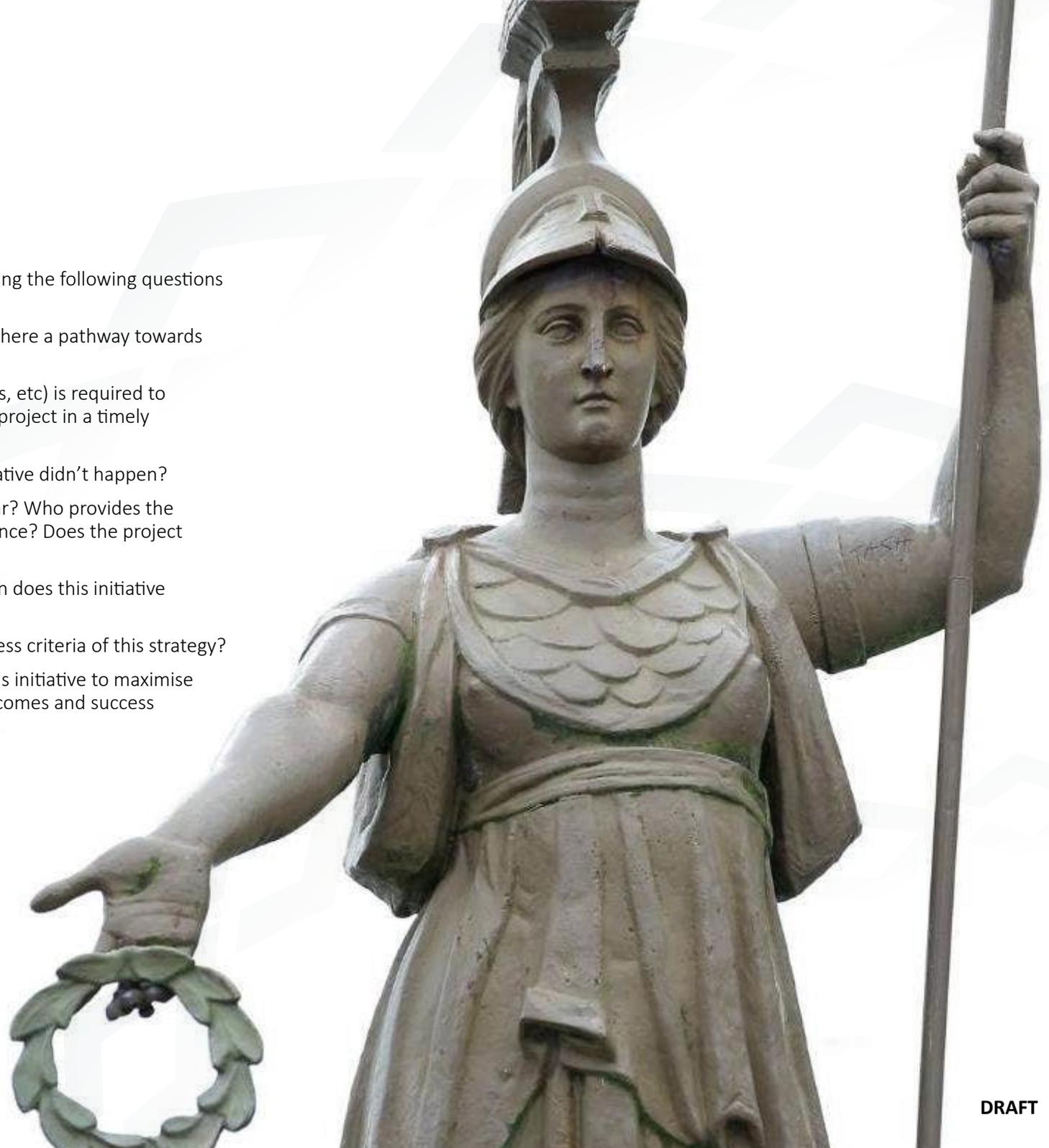
The detailed question framework on the following pages is intended to assist decision makers in evaluating whether an initiative meets the principles underpinning success. These questions have been focused around a set of 14 success criteria which are also tied to the outcomes and actions of this plan.

These evaluative questions serve to ensure that we are measuring our success and also to enable a conversation and/or examination about how initiatives are meeting the outcomes of the strategy. It is intended that initiatives will be tailored to meet multiple success criteria before progressing. The overlap in the success principles and criteria defined below, and the interweaving of these will form stronger initiatives and give them more shape and definition.

Evaluative Questions

Decision makers should also be considering the following questions before beginning any initiative.

- Does this project have funding or is there a pathway towards securing funding?
- How much resource (staff, collections, etc) is required to implement this? Can we deliver this project in a timely manner?
- What would be the result if this initiative didn't happen?
- Is the ownership of the initiative clear? Who provides the overall decision making and governance? Does the project have a champion?
- What outcomes identified in this plan does this initiative contribute to?
- Does this project align with the success criteria of this strategy?
- What are some ways we can alter this initiative to maximise its contribution to the identified outcomes and success criteria of this strategy?



Key elements of success

Principle	Impact		Kaitiakitaka	
	<p>Will this project have a high impact?</p>	<p>What does the project require in terms of resources?</p>	<p>Does the project enhance or increase the care of our taoka?</p>	<p>Does the project increase the access of the community to the taoka?</p>
<p>Questions</p>	<ul style="list-style-type: none"> • Will this increase community wellbeing – social, cultural, economic and environmental? • Will it have an impact on the people creating or doing the work? • Is it likely to create conversations or buzz within the larger community? 	<ul style="list-style-type: none"> • Are the operating budgets reflecting the plan’s aspirations? • Does the project have secured funding and human resources or a pathway to achieving this? • Have all potential partners been identified and approached with regard to opportunities to share resources? • Which non-council funders are endorsing this project? 	<ul style="list-style-type: none"> • Is this supporting a dedicated space to display taoka? • Is this an appropriate place for providing art, culture and heritage experiences? • Is it increasing or improving our storage facilities and capacity? Does the taoka storage and display meet collection management standards? • Is it upskilling our collection care staff to meet best practice standards? • Is it ensuring the preservation of an object or skill that might otherwise be lost? • Is our natural taoka positively or negatively impacted by this project? 	<ul style="list-style-type: none"> • Does this provide improved access for the community to taoka (ie: collections)? • Does this enhance our digital preservation and access? • Are the venues, programmes and services welcoming and accessible to those with a variety of impairments (physical, sensory, communication, cognitive processing)? • Does this preserve and or utilise a building that contributes to the heritage character and streetscape of Invercargill?
<p>Success</p>	<p>Our projects and initiatives contribute positively to our wellbeing and create conversations within our community.</p>		<p>Our projects and initiatives provide opportunities to enhance and care for our taoka.</p>	
	<p>We are choosing projects that make the most impact with the limited resources that we have.</p>		<p>We are maximising opportunities for members of our community to access their taoka.</p>	

Key elements of success

Principle	Empowerment		Enabling Change	
	<p>How is this project developing leadership?</p>	<p>How is this initiative empowering iwi, communities, organisations, or the sector?</p>	<p>Will this project/initiative build new skills and capabilities within my institution or the sector as a whole?</p>	<p>Will this project employ an innovative way of working?</p>
<p>Questions</p>	<ul style="list-style-type: none"> • Are we identifying and training future leaders through this initiative? • Does this project demonstrate leadership as an example for the wider sector to follow? • Does this project contribute to succession planning within our institutions or the sector as a whole? • Does this project develop confidence and competence in science, technology, history, arts? 	<ul style="list-style-type: none"> • Does this initiative actively support and resource the creation, production and promotion of new arts and culture? • Does it support community group and artist engagement with the ACH sector? • Does it enable our community groups to develop their own initiatives and grow independently? • Does the initiative raise awareness of organisations or communities within the sector? 	<ul style="list-style-type: none"> • What skills and capabilities will it expand? • Where is this opportunity targeted? People who are exploring and learning, or those who are proficient or professional? • Are there other projects that are already working to build these skills? 	<ul style="list-style-type: none"> • Does this project provide training or experience in new ways of thinking and doing? • Have we done something like this before? Do we know any other institutions within Invercargill/New Zealand that have done this? Is there any information on their success? • Will this project provide a test case that could lead to adoption of a new way of doing things in the wider sector?
<p>Success</p>	<p>We are supporting the sector to develop and train future leaders. We are supporting development in iwi, organisations, community groups and the sector.</p>		<p>Our projects and initiatives are building new skills and capabilities within the sector and our institutions. We are actively trying new things, examining the successes and learnings from innovative projects, and sharing those learnings with the community.</p>	

Key elements of success

Principle	Participation	
Questions	<p>Which communities will be reached/have an interest in this?</p> <ul style="list-style-type: none"> • Will we reach a large community or a small specialist community? • How relevant is this to most people who live in Invercargill? • How relevant is this to the Arts, Culture and Heritage sector as a whole? 	<p>Where is this happening and how?</p> <ul style="list-style-type: none"> • How visible will this opportunity be? • Will the event be held somewhere that is <ul style="list-style-type: none"> • <i>publicly accessible?</i> • <i>a community space?</i> • <i>a non-traditional context for arts, culture and heritage?</i> • <i>a currently underutilised space?</i> • <i>Is the experience multi-sensory?</i> • Will this promote emotional or physical participation in the following ways? <ul style="list-style-type: none"> • <i>excitement</i> • <i>reflection</i> • <i>conversation</i> • <i>activity</i>

Success Our Arts, Culture and Heritage Sector are resourcing projects that will engage a wide range of communities in Invercargill.

We will see more Arts, Cultural and Heritage events and programming happening outside institutions in ways that encourage the community to actively participate.



Key elements of success

Principle	Partnership		Identity	
	<p>Are we developing new partnerships as part of this project?</p>	<p>Is this part of an ongoing engagement or a one-off project?</p>	<p>Will the project involve mana whenua (Kāi Tahu, Kati Mamoe and Waitaha?)</p>	<p>What identities are reflected in this project?</p>
<p>Questions</p>	<ul style="list-style-type: none"> • Is this an organisation we have identified as someone we want to build a relationship with? • Are the projects resulting from collaborative partnerships including – community/institution, cross agency, stakeholder, funders, tertiary education, business, tourism? • Is this project building our relationship with mana whenua? • Are artists collaborating with community groups? 	<ul style="list-style-type: none"> • Is this project likely to lead to future opportunities with this new partner? • When was the last time we worked with this partner? • Is this project using a community engagement process to inform plans and actions? 	<ul style="list-style-type: none"> • Will it reflect Te Ao Māori? • How many hapū will be involved? • Will it facilitate stronger Māori leadership in decision making? • Will there be increased use of tikaka and te Reo including dialects in documents, speeches, processes, events? • How will matauraka Māori be reflected and protected? 	<ul style="list-style-type: none"> • Are a diverse range of ethnicities reflected? • Does the initiative appeal to, and is it inclusive of, a range of: <ul style="list-style-type: none"> • <i>gender identities?</i> • <i>age groups?</i> • <i>socioeconomic levels?</i> • <i>abilities and needs?</i> • Does the initiative appeal to a specialist group that is not reached through a lot of Arts, Culture and Heritage offerings?
<p>Success</p>	<p>We are growing our relationships and networks with new partnerships that will lead to future opportunities.</p> <p>We are maintaining strong established partnerships through ongoing projects and engagement.</p>		<p>Mana whenua have seats at the table and a voice in decision making.</p> <p>We are championing projects and initiatives that empower mana whenua and reflect Te Ao Māori.</p> <p>Projects and initiatives ensure a broad range of identities are</p>	



Relevant plans

Invercargill City and its arts, culture and heritage stakeholders have undertaken considerable research that underpins this plan and associated decisions. These reports have been reviewed and serve as a foundation for the key priorities and outcomes of this Strategy.

There are five key documents that have both informed this plan and will be useful tools to sit alongside this strategy as we move forward.



Murihiku Regional Arts Strategy
2020 – 2030



A regional Heritage Storage & Knowledge
Centre for Southland: Investigative Brief
(SRHC, 2018)



Rejuvenating the CBD: A transformative
Arts Centre for Invercargill
(Tim Walker Associates, 2017)



Strategic Review Reinventing the
Southland Museum
(Tim Walker Associates, 2019)



Invercargill City
Centre Master Plan
2020, Isthmus



Arts Murihiku, *Arts Murihiku
Strategy 2020-2030*, 2020.

Half the land area of Murihiku is public conservation land that has had its outstanding natural values recognised with World Heritage status. This wild beauty is often reflected in the local arts and culture sector and there [are] many examples of this connection being acted out in practice.



Isthmus, *"Invercargill City Centre
Master Plan,"* 2020.

Invercargill has a number of prominent and priority heritage Buildings and sites. These buildings and sites tell the stories of the past and contribute to the character of the CBD.



Tim Walker Associates, *"SMAG
Strategic Review,"* 2019.

Shift in thinking from keepers of culture with inherent values and knowledge working for the community to connectors where people are the resource and a key role is as facilitator of identity, meaning and connection within the community.



Janette Malcom, "Art in the Heart: The City Art Centre Project," 2017

"Providing an authentic local experience, with high service levels and activities that [are] uniquely related to the arts of culture [are]... the keys to attracting tourists to paying activities."



ICC, "Arts and Heritage Activity Management Plan," 2020.

"Thinking beyond 'providing another gallery/museum' to what is possible in terms of places and spaces to tell Invercargill and Southland's stories. Taking the stories out of the facilities to the community. Exhibitions can happen anywhere ie; pop-up installations, street art, activities on the footpath."



Isthmus, "Invercargill City Centre Master Plan," 2020.

"Invercargill has a number of prominent and priority heritage buildings and sites. These buildings and sites tell the stories of the past and contribute to the character of the CBD."



"Placemaking is more about people than it is about buildings. Culture is born out of human interaction; it therefore cannot exist without people around to enjoy evaluate, remix and participate in it."

- Tim Walker Associates, "Rejuvenating the CBD: A transformative arts centre for Invercargill," 2017.

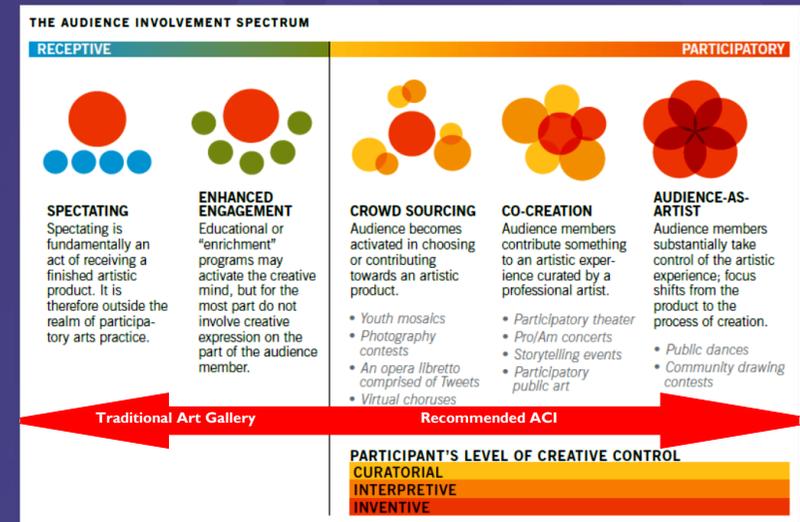


Figure SEQ Figure | * ARABIC 2 | The Audience Involvement Spectrum from Tim Walker Associates. "Rejuvenating the CBD: A transformative arts centre for Invercargill." 2017.



Stakeholders

Local

- Invercargill City Council
- Kai Tahu
- Kati Mamoe
- Waitaha
- Gore District Council
- Southland District Council
- He Waka Tuia
- Southland Museum and Art Gallery
- Invercargill Public Art Gallery
- Civic Theatre
- Community Halls
- Bluff Maritime Museum
- Parks and Recreation
- Libraries
- Archives
- Theatre and events
- Streetscapes Project
- Philanthropists
- Funders – Southland Community Trust, Invercargill Licensing Trust
- Developers

Regional

- Gore District Council
- Great South
- Southland Regional Heritage Committee
- Iwi Komiti
- Environment Southland
- Project Ark
- Regional Museums
- Active Southland
- Arts Murihiku
- Runaka
- Heritage South

Other

- Philanthropists
- Creative NZ
- Manatu Taonga
- Funders
- Miharo
- Developers
- Businesses
- Streetscapes Project





Invercargill
CITY COUNCIL