

# Culture & Heritage Strategy 2005-15

FINAL REPORT



*Photo: Warwick Smith*

AUGUST 2005

# **Culture and Heritage Strategy 2005-15**

## **Introduction**

### **Background**

Waitaki District Council reactivated the Culture and Heritage Review in May 2004. The Council Working Party overseeing the review was reformed, and in August 2004 McDermott Miller were contracted to undertake the review.

Significant stakeholder consultation was conducted to inform the drafting of the report, including interviews, a detailed questionnaire and a workshop. Staff and volunteers in the Council cultural units – North Otago Museum, Forrester Gallery and Waitaki District Libraries – were involved and informed throughout the process.

Council adopted the review recommendations to go to public consultation in December 2004, and in March 2005, a special consultative procedure, under the Local Government Act 2002, was initiated. Again, consultation was extensive and included focus groups with primary and secondary school students, meetings with Te Runanga o Moeraki and the Waitaki Development Board, presentations to the Waihemo and Ahuriri Community Boards, a display at the Annual Plan Expo, and six bulletins out to staff and volunteers in the Council cultural units.

In August 2005 a final report went to Council, which included this Culture and Heritage Strategy 2005-15.

### **Final Report**

The Working Party acknowledge the considerable work undertaken by Michael Volkerling and Richard Miller in the preparation of the initial report. While some of the recommendations in that report have been amended or rejected through the process of public consultation and consideration by the Working Party, the general flavour of the document has been presented in the final report, with the bulk of the strategy remaining intact.

The Working Party also acknowledges the many other reports, strategies and projects that are connected to the Culture and Heritage Review. These include, but are not limited to:

- Economic Development Strategy
- Tourism Strategy
- Oamaru Harbour Development Plan
- World Heritage Status

- Heritage Alive Implementation Plan
- Opera House Project

It will be the ongoing role of the Implementation Group to ensure that the connections between this strategy and others are maintained.

### **Where to From Here**

Once Council adopts this strategy and the terms of reference for the Implementation Group, the Review Working Party will be disestablished and an Implementation Group created. This group will include two elected members and two Council Officers, and it is expected that there will be a mechanism created whereby this group reports back to Council on a regular basis, so that progress is made and success is celebrated!

**Tanya Winter**

**Chair, Culture and Heritage Review Working Party**

# Culture and Heritage Strategy 2005-15

## Recommendations

### 1. Goals and outcomes

- **Principal Goal:** To position Oamaru as the hub of the Waitaki District based on its unique identity and the District's heritage, cultural and natural attractions.
- **Economic Outcome:** To increase economic benefit to the District through the alignment and integration of business development, tourism and cultural/heritage strategies, efforts and resources.
- **Social Outcome:** To enhance social wellbeing through an excellent quality of life enjoyed and supported by a vibrant, diverse community.
- **Environmental Outcome:** To act consistently as the guardian of our natural, built and cultural resources, thus promoting a sustainable environment.
- **Cultural Outcome:** To enable the community to experience and celebrate its past, and to identify and promote its unique sense of place today, and in the future, by positioning the District, and Oamaru as the "living history capital of New Zealand".

***Actions that support the achievement of the outcomes above are on pages 9-12.***

## **2. Leadership and Composition of the Implementation Group**

- a) That Waitaki District Council lead the implementation of the Culture and Heritage strategy
- b) That the implementation group include representatives from the following groups:
  - Waitaki Development Board
  - Oamaru Whitestone Civic Trust
  - Historic Places Trust (Local Branch)
  - Te Runanga o Moeraki
  - Totara Estate
  - Waitaki District Council (2 Council Officers, 2 elected members)
  - Business
  - Waitaki Heritage Alive
  - Ahuriri representative
  - Waihemo representative
- c) That terms of reference are developed for the implementation group, including: time commitment, resources required, reporting and accountability requirements, ability to establish further focus groups, and consultation processes.
- d) That focus groups are created to support the Review implementation:
  - Maori – Rock Art Trust, Waitaha Whanau
  - Education
  - Arts – Community Arts Councils
  - Children/young people
  - Business
  - Council cultural units and associated bodies eg. Friends of the Forrester
  - Tourism
- c) That projects to advance the Culture and Heritage Strategy be included in the 2006-16 Waitaki Community Plan.

### **3. Council Owned Facilities**

#### **a) Forrester Gallery**

- i. That the Gallery be expanded on its current site to address issues of storage, exhibition space, and access within the Gallery in accordance with the McCoy-Wixon report
- ii. That the existing art education, school programmes, and community outreach are enhanced, and that the potential for artists residencies are investigated
- iii. That current professional art museum practices continue to be considered by Council in the provision of a modern art gallery.

#### **b) North Otago Museum**

- i. That a series of themed interpretive displays are created that focus on the unique aspects of our heritage and development of town and country, and are located in an appropriate context
- ii. That the Willetts Collection be acknowledged and managed as the centrepiece of the Museum collection
- iii. That an architectural brief is prepared that examines the feasibility of developing the existing central site for delivery of enhanced Museum, Archive and Library services
- iv. That the purpose of the Museum is defined, the collection focus is clarified, and appropriate display and storage space is provided
- v. That education and outreach services are further enhanced
- vi. That there is increased connection with other heritage sites, providers and stories
- vii. That current professional museum practices continue to be considered by Council in the provision of a modern museum.

**c) Waitaki District Libraries**

- i. That the Library is seen as the 'community's living room', providing information, education, recreation and social interaction for Waitaki residents
- ii. That an architectural brief is prepared that examines the feasibility of developing the existing central site for delivery of enhanced Library, Museum and Archive services
- iii. That delivery of library services across the District from Oamaru are enhanced to increase access to the collection
- iv. That collections of significance to the District are recognised and highlighted e.g. Janet Frame, local history
- v. That the LIANZA Standards continue to be considered by Council in the provision of a modern library service.

**d) Other**

That promotional support continues to be provided by the Waitaki Development Board to the Council cultural and heritage facilities and services.

#### **4. Wider District Culture and Heritage**

##### **a) Branding and sub-branding**

- i. That 'Whitestone Waitaki' be reviewed as the brand for the Waitaki District as part of the Tourism Strategy, and that a variety of sub-brands be developed for themed attractions across the District
- ii. That strong, consistent signage is developed for all heritage attractions and facilities across the District
- iii. That the significance of the outstanding qualities of the District's Victorian built heritage is celebrated.

##### **b) Urban Planning: the Hub**

That three distinctive urban areas in Oamaru are clarified and developed:

- i. Thames Street south of the Transit NZ by-pass to Dunedin
- ii. The Historic Precinct
- iii. The Harbour and Port area  
That the Chief Executive ensures that there is a staff member with special responsibility for heritage planning in Council.

##### **c) District Culture & Heritage: the spokes of the wheel**

- ii. That appropriate professional support continues to be provided by Council to culture and heritage sites, facilities and services throughout the District
- iii. That promotional support continues to be provided by the Waitaki Development Board to culture and heritage sites, facilities and services throughout the District.



# Culture and Heritage Strategy 2005-15

## Actions

### Economic Outcomes

To achieve sustainable *economic outcomes*, the District's culture and heritage policy should be directed towards achieving the following principal result:

*To increase economic benefit to the District through the alignment and integration of business development, tourism and cultural/heritage strategies, efforts and resources.*

Within the framework of the District's Culture and Heritage Strategy, this could best be achieved by addressing the following ranked priorities:

1. Ensuring heritage and cultural facilities recognise the contribution they can make to increasing tourism numbers
2. In association with other cultural, heritage and natural history interests, within Waitaki District, developing, marketing and making accessible a range of products based on circuits of themed attractions.
3. Promoting and supporting heritage and cultural activities, to increase tourism investment
4. Collaboration between institutions- eg shared marketing implemented or co-ordinated exhibitions and events
5. Encouraging more traditional craftsmen and artisans to live in the district
6. Furthering development of the precinct and the Harbour side area
7. Supporting development of heritage tourism products and activities that offer a compelling view of the District's unique history and culture activities e.g. full-time paid co-ordinator of Heritage Celebrations
8. Providing support/ resource to realising the strategy of Oamaru's historic precinct as a Victorian Town at Work
9. Creating a centre of excellence in education and preservation of traditional crafts.

## **Social Outcomes**

To achieve sustainable social outcomes, the District's culture and heritage policy should be directed towards achieving the following principal result:

*To enhance social wellbeing through an excellent quality of life enjoyed and supported by a vibrant, diverse community.*

Within the framework of the District's Culture and Heritage Strategy, this could best be achieved by addressing the following ranked priorities:

1. Recognising the value that cultural and heritage facilities have in preserving and promoting local culture - recognising the difference of our culture helps to focus community spirit
2. Incorporating community-based cultural projects and enterprises in partnership with Council mainstream activities
3. Improve accessibility for the elderly and the young
4. Build pride in our culture, heritage and identity
5. Increasing cultural accessibility by catering for the cultural diversity Waitaki District contains. Local Groups such as the Scottish Society and Chinese Community being encouraged to participate in costume at Heritage events.
6. Developing strategies that will increase the participation in events by the population
7. Developing a social capital strategy to better value volunteer effort
8. Education of the existing population of what they have and where they could be going
9. Creating employment opportunities for local people
10. Arresting population decline
11. Making visible progress on key cultural icons such as the harbour and the precinct.

## **Environmental Outcomes**

To achieve sustainable *environmental outcomes*, the District's culture and heritage policy should be directed towards achieving the following principal result:

*To act consistently as the guardian of our natural, built and cultural resources, thus promoting a sustainable environment*

Within the framework of the District's Culture and Heritage Strategy, this could best be achieved by:

1. Introducing educational programmes promoting clean/green image and encouraging people to look after their natural/cultural assets
2. Conserving cultural / natural resources - eg containing numbers of residents and visitors that visit at one time, keeping natural/manmade "fabric" in good order/condition, looking after the buildings/parks etc
3. Supporting District initiatives towards clean and vibrant open spaces e.g. well marked, well signed and clean town walking tracks
4. Reviewing Plan protections - particularly lower Thames Street
5. Introducing more visual aids to navigate from place to place, eg, consistent branding, banners, bollards
6. Managing use of resources such as penguins, limestone and fossils
7. Establishing a cultural and environment site on the Council web site to be available for community groups as a resource when planning development community projects that may impact on the environment.

## **Cultural Outcomes**

To achieve sustainable *cultural outcomes*, the District's culture and heritage policy should be directed towards achieving the following principal result:

*To enable the community to experience and celebrate its past, and to identify and promote its unique sense of place today, and in the future, by positioning the District, and Oamaru as the "living history capital of New Zealand".*

Within the framework of the District's Culture and Heritage Strategy, this could best be achieved by addressing the following ranked priorities:

1. Supporting the development of an integrated heritage network that offers visitors a compelling, co-ordinated and consistent experience of the District's unique history
2. Strengthening the partnerships between community groups, District Council and small businesses working in heritage based activities
3. Ensuring all Council operated cultural and heritage facilities are appropriately focused
4. Bringing local heritage to life through supporting skilled living history performances
5. Fostering exposure to the widest possible range of visiting arts and culture and encouraging the highest degree of excellence in local talent
6. Ensuring that the District's successes are boldly celebrated.
7. Increasing local arts and culture employment
8. Ensuring all activities of Council (from planning to roading) acknowledge the importance of local heritage and the effects (both positive and negative) their everyday actions may have on the preservation/promotion of the District's culture.

# APPENDIX 1

## **CONSULTATION WITH YOUNG PEOPLE**

As part of the consultation process, the Working Party held forums with primary and secondary school students. Here are their comments.

### **Secondary School Youth Forum: representatives of Waitaki Girls and Waitaki Boys High Schools**

#### ***What do you like about the Library, Gallery and Museum?***

##### **Library**

- Comfortable seats
- Public toilet
- Old literature (classic)
- Supports other libraries
- Good mix of books for all ages
- Easy to find books via computer
- Good children's area
- Different resources i.e. newspapers, magazines, videos, CDs, talking books
- The statue
- Good service

##### **Gallery**

- Youth arts sale
- Burns exhibition
- Warm
- Write-up and display of background and origin
- Unique historical atmosphere
- Donna Demente
- Burns Pollock
- Peter Cleverley
- Colin Wheeler
- Paul Baker
- Impressive building
- Recent changes are good

##### **Museum**

- Focus on local history
- Well kept archives
- Military history display
- Genealogy resources

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### *How could we make these places more interesting and attractive to visit?*

#### **Library**

- Colour
- Furnishings updated
- Carpet
- Needs a more teenage oriented area
- Cafe/Library
- Supervised study to assist with projects
- Lounge area for more comfortable study feel
- Separate conversation areas loud/quiet
- Music – headphones while you study
- Too cramped
- More promotion
- Link with School libraries
- Bigger size
- Catalogue online
- Missing books in series
- Lots of new releases on display
- Update computers
- Segregation of the resource and internet computers
- Mezzanine floor
- Statue needs cleaning
- Study hours not suitable
- More advertising for library special events
- Advertise via school libraries
- Visiting authors
- Overall look – brown, not heritage or modern
- School and town library connected with each other – show index (not having to contact national library from school)
- Heritage façade, but modern interior
- ‘Think Café’
- Couches in library, comfortable furniture
- Individual study spaces
- Get ideas from University libraries
- Lap top plug in facility
- No playstation
- After school group for younger children

#### **Gallery**

- Art outside entrance
- More promotion
- More artwork from high school students
- Play NZ background music (Selmonella Dub)
- Needs a drawcard

## APPENDIX 1

- Make it more appealing to youth
- More information to schools in general regarding youth based exhibitions
  - (not just art dept. informed)
- Staff interaction
- Recorded commentary
- Bullet point description of artwork
- More space
- Not just paintings i.e. wearable art exhibition

### **Museum**

- Brighter, lighter more interactive
- Update displays
- More appealing to look at
- Bigger area
- Better window displays
- Looks closed, needs to be more welcoming
- Desk near front door – reception
- Museum broken up into sections so can display bigger things
- Not aware an archive existed in the library
- Switch with Squash Courts in Tyne Street – squash courts then beside gym, Museum in historical part of town, much more appropriate
- Return to traditional paving on street from library down to precinct area

### ***How should we be getting more people to come to the Waitaki District?***

- More events/drawcards
- Time events to coincide with public holidays i.e. anniversary day
- Relate schools to heritage stuff
- Keep things historical
- Bring food into heritage and culture i.e. coffee house
- Advertising – promote locally, schools, internet, other places, tourist destinations, compete with other areas
- Communication through smaller areas
- Advertise through festivals
- Coffee shop in the Gardens

### ***What makes us special/unique?***

- Penguins
- Buildings – historic/classical Oamaru stone
- Small town
- Pride

## APPENDIX 1

- Shops close on Saturday afternoons
- Clean
- Oaks
- Trees along roadside
- Good place to raise kids
- Hanging baskets in Thames Street
- Good gardens
- Harbour needs to be connected with heritage area
- Education – excellent schooling
- Foreshore receding, erosion protection (needs action)
- Lord of the Rings
- Greater international language abilities – need to learn more languages
- Oamaru Victorian Heritage Celebrations
- Harvest Home Festival
- Cafes along the harbour
- Red Sheds
- Walkway between i-SITE and Penguin Colony

### ***What would make you want to be involved in the Library, Gallery and Museum?***

- Money/getting paid
- Comfortable furniture, lounge area in library
- More study based in the library
- After school groups in all facilities
- People to make own art in the gallery
- Learn while you earn
- Work experience
- Deal with people
- Qualifications
- Service schemes/opportunities to get help



## APPENDIX 1

### **Pembroke Primary School Youth Forum**

#### ***What do you like about the Library, Gallery and Museum?***

##### **Library**

- Learning to read
- Quiet
- Get information
- Lots of books
- Comics, picture books, Roald Dahl
- Information for school projects
- Non fiction/fiction
- Art/drawings
- 3-D books
- Library computers
- Book marks
- Good range of books and authors
- Hire out books that you don't have
- Free – use a card
- Nice and quiet
- How the books are set out
- Nice and warm
- Nice and comfy
- Find out about different things/study
- Different kinds of books
- Like the colour of the books

##### **Gallery**

- Seeing our pictures
- Labels
- The safe
- Paintings
- The building
- Stairs
- Quiet and warm
- Seeing Kindergarten pictures (children's art)
- Old artists pictures
- Can put your pictures there – like seeing own art there
- Like upstairs rather than staying in one room
- Make art there
- Old room – vault
- Colourful
- Lots of paintings

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### **Museum**

- Pennies in the weighing machine – ask the staff
- Make art
- Go back centuries ago
- Fish in tank – stand up on box and see them
- Old telephones/irons
- School holiday activities – treasure hunts
- Big old stereos/music boxes

### ***What don't you like about the Library, Gallery and Museum?***

#### **Library**

- Beeper going off at door
- Don't like reading
- Don't like the books ripped/scribbled on
- Noisy people
- Being interrupted when reading
- The book might not be available
- Play games – fun and learning

#### **Gallery**

- Getting lost
- Not getting art shown
- Stairs
- Can't go downstairs

#### **Museum**

- Dark
- Squashed, crowded – need to spread out
- Old, dark and dusty
- Too big to walk around

### ***What would you like to do at the Library, Gallery and Museum?***

#### **Library**

- Games and puzzles - free
- 'Cadbury world' except with books – book waterfall – good displays
- Bright and colourful
- No beeper
- Grassed area
- Read books sitting on really high chair – access to high shelves
- Vending machine
- Maze to find books

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- Favourite books
- Toys
- TV
- Story telling
- More stuff in the children's library
- Need more videos
- Need more computers

### **Gallery**

- Quiet music
- More kids art
- Stained glass
- Sculptures
- Holiday art classes
- Lift
- Restrooms
- Do art at the gallery
- Have books to read if bored
- Scary picture with eyes behind where you can stand and look at others
- See more pictures
- Waterfall, paintbrushes and paint
- Need an elevator
- Need some scary pictures
- Need more pictures – children's pics
- Need competition of best picture – best picture hung up

### **Museum**

- What changes have occurred
- Old computers – early versions of what we use now
- Tours
- More treasure hunts
- Chocolate maze
- See good displays/backdrops
- Animals in cages – alive/stuffed
- At Christmas a sleigh with snow
- An outside area with displays
- Mannequin giant holding phone/iron

### ***How should we promote the Library, Gallery and Museum?***

- Advertising
- Newspaper
- School newsletters
- Holiday brochures
- Free swims

## APPENDIX 1

### Weston Primary School Youth Forum

#### *What do you like about the Library, Gallery and Museum?*

##### **Library**

- Variety of books
- Helpful staff
- Free
- Picture books
- Videos
- Non-fiction books
- Statue out front
- Big
- Can reserve books
- Computers
- That it is nice and quiet
- Catalogue
- That it is a big open space and there's lots of places to sit
- A little place for little kids
- Sculpture
- Magazines, tapes and videos, games, computers
- Cool place
- Refreshing
- Good service
- Newspapers
- Project information

##### **Gallery**

- The paintings are awesome
- Computer
- How the paintings are displayed
- Lovely rooms
- Handy to other things to go to
- Good for tourists
- Near a café
- Good people
- Our pictures from any school
- Variety of very good art
- Display children's art as well as adults
- Detail in the pictures
- Big pictures with mountains
- Big, bright, bold pictures
- Oamaru stone building
- Colin Wheeler paintings of buildings

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- Next to bank – Mum & Dad at the bank, can go to the gallery
- Open flags
- Running down the stairs

### **Museum**

- Quite often new displays
- Lots of things to learn about the olden days
- Spiky things in the windows
- Treasure hunts
- Fish tank
- Military display – guns etc
- How it feels
- Warm floor
- A place to kill time
- Telephones
- Interesting
- Bones of Moas
- The space
- Interesting about the past about Oamaru
- Good selection
- Archive
- War stuff
- Donation box
- Flags
- Machinery
- Printing machine
- Old fashioned piano

### ***What don't you like about the Library, Gallery and Museum?***

#### **Library**

- A bit quiet
- Sometimes no reminder about overdue books – fines
- Sometimes not having the books we want
- Quite hard to find things
- Reference books can't be borrowed
- Pages ripped
- Pay to use computers
- Books moved to another section
- Sometimes closed on public holidays
- Dark
- Not open long enough on Saturday
- Not enough kids books

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### **Gallery**

- Creaky stairs
- Rooms so far apart
- School paintings mixed up
- No toilet
- No lift
- Not much art

### **Museum**

- Dark, cold, gloomy
- Selection wasn't big enough
- Scale – have to use a penny to make it work

### ***What would you like to do at the Library, Gallery and Museum?***

#### **Library**

- More computers
- More activities for older children e.g. playstation, x-box, gameboy advanced
- Board games e.g. chess, scrabble, monopoly, ludo
- Pedestrian crossing
- Cars going slower past the library
- More parking
- Make the little libraries bigger
- More display/book shelves
- Recycling bin outside
- More bike stands
- Couches in kids part
- Better couches
- Video, TV
- Kids play area
- Story teller
- Motorised book return
- Loan music CDs/DVDs
- Listening post
- More copies of one book
- More study tables
- More joke books
- More magazines

#### **Gallery**

- More local peoples art
- More sculptures and woodwork etc
- A room for sculptures, fabric etc
- More Oamaru stone

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- More competitions for schools
- Art classes
- Holiday programme
- A kids art room
- Elevator
- Slide
- Slide show
- Vending machine
- Fire man pole
- Waterfall – white chocolate

### **Museum**

- More skeletons
- More signs outside
- More labels – where to get the pennies
- Wee food shop outside
- Activities – how people did things in the olden days
- Big pictures where you put your face in
- Stocks
- More guns
- Movie/video about the museum
- Unusual animal displays
- Dress-up clothes
- A place to learn about Maori people
- Skeleton of a Dinosaur
- Try to put a Dinosaur together
- Stack & fall
- More like Discovery World
- Natural history
- Colour
- Whale & dolphin bones
- More information about Oamaru
- Map of Oamaru or New Zealand
- More rugby history
- More sports history
- Separate rooms on NZ, Oamaru and other countries
- Stuff on Scott base in Antarctica
- Geology
- Medicine
- Change the displays more often
- More animal history
- Better lighting and heating
- Military history

## APPENDIX 2

### **UNRANKED PRIORITIES**

The following priorities were identified in the course of the consultation process with key stakeholders. They were considered to be important enough to retain as part of the Strategy.

- WDC employing a heritage planner
- Promoting residencies for artists
- Ensuring an active and co-ordinated annual programme of events
- Working better as a "team" with Gallery, Museum and Library
- Encouraging the creation of a local school for modern apprenticeships based on traditional and modern skills that can be practiced uniquely in the community
- Maintaining in depth research and archive facilities with the same level of forethought as Oamaru's forefathers
- Creating the position of a promotions co-ordinator and establishing a promotions budget whereby all cultural and heritage activities may be successfully marketed
- Introducing rent reductions for council owned properties in winter months
- Continuing financial support of cultural ambassadors so that they can contribute on a full time basis eg. Alf's Army, Penny farthings, VTAW, Natural Heritage Society.