

## Implementation Plan – Arts & Culture Strategy

The Arts and Culture Strategy is a multi-stakeholder partnership plan encompassing Tauranga and the Western Bay of Plenty sub-region. This accompanying **Implementation Plan** supports the Strategy and includes actions and commitment from our sector partners, including our iwi partnership.

In terms of priorities, those high impact opportunities (with the greatest community reach) will be the focus of Lead Agents and CBOP will coordinate and support where applicable.

Of note:

- As the lead agency, **Creative Bay of Plenty** (CBOP) will be the first point of contact for the creative sector and will work with the organisations, Councils and public agencies to deliver and support the Implementation Plan.
- This is a **‘living’** document that will be overseen by CBOP.
- Where no baseline data is available for measurement purposes, there is a commitment to establish baseline targets/metrics in Year One or as soon as practically possible. Actions that do not have quantifiable metrics will be recorded as such.
- New lead agents and support partners may be identified over the time period and they will be incorporated into this document.
- CBOP will monitor and report on progress on behalf of the Arts and Culture sector in writing every six months.

By collectively focusing our energies and working together, we can improve the quality and quantity of arts and culture available to everyone in the region. To this end, all Lead Organisations who have accepted responsibility for delivering initiatives and actions are committed to working together.

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<b>GOAL ONE: VISIONARY</b>				
Grow, enable and attract creative people, a creative workforce and innovative enterprise. He ōhanga pakari, tōnui auaha.				
<b>Target 1: Attract an innovative, skilled and talented creative workforce.</b>				
<b>1.1 Build the creative sector to grow our economy.</b>				
<b>Goals and Actions</b>		<b>Lead Agent</b>	<b>Potential Partners / Support Agents</b>	<b>Timeframe 2018 -2020</b>
1.1.1	Showcase success and promote local creative innovative champions	Priority One	Tourism Bay of Plenty Toi Ohomai University of Waikato Te Wananga o Aotearoa Creative Bay of Plenty TedX Tauranga Venture Centre	3 Years
1.1.2	Support and encourage the Creative Sector to work together, and to collaborate to find ways to forge new innovations.	Priority One	Tourism Bay of Plenty Toi Ohomai University of Waikato Te Wananga o Aotearoa Creative Bay of Plenty BOP Film Venture Centre	3 Years

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1.1.3	Champion the Creative Sector as an 'enabler' for innovation, entrepreneurship and creative expression.	Priority One	Tourism Bay of Plenty Toi Ohomai University of Waikato Te Wananga o Aotearoa Creative Bay of Plenty Film Bay of Plenty Design Meet-up TedX Tauranga Venture Centre	3 Years
<b>1.2 Attract innovative and creative people.</b>				
1.2.1	Champion the Creative Sector as an 'enabler' for innovation, entrepreneurship and creative expression.	Priority One	Tourism Bay of Plenty Creative Bay of Plenty BOP Film Venture Centre	3 Years
1.2.2	Support Māori Arts and Culture entrepreneurship and encourage the creation of domestic and international opportunities.	Priority One	Iwi Māori innovators Venture Centre BOP Film Tourism Bay of Plenty Creative Bay of Plenty	3 Years

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<b>GOAL TWO: VOCALISING</b>				
Access and participate in arts and culture, its easy to experience it every day. Ka taea, ka whai wāhi te katoa o toi moana ki ngā ahi toi, ahurea hoki.				
<b>Target 2: Integrate art and culture as intrinsic to our places.</b>				
<b>2.1 Support and celebrate local creative community enterprises.</b>				
Goals and Actions		Lead Agent	Potential Partners / Support Agents	Timeframe 2018 -2020
2.1.1	Actively engage with volunteer-led (NFP) organisations to find out what support is needed and then develop a capability-building programme.	Creative Bay of Plenty	Social Link Local grass roots and volunteer/NFP organisations	0-3 years
2.1.2	The Gallery will collaborate with other organisations to find new and innovative ways to bring visual art to communities.	Tauranga Art Gallery	CBOP The Incubator The Tauranga Arts festival The Bay of Plenty Garden & Art Festival The Elms Little Big Markets TCC Ngai Tamarawaho	0-3 years

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2.1.3	Map the participation of children (0-16) and youth (16-24) through art programmes, classes, competitions, exhibitions and field trips to find gaps and opportunities.	Creative Bay of Plenty	Tauranga Art Gallery Libraries Schools Bay Theatre Tauranga Arts Festival Education Tauranga	0-3 Years
2.1.4	Support M.A.D.(music/art/drama) therapeutic approaches within the community to foster cultural and social health.	Health Sector or M.A.D providers	Ministry of Health Creative NZ M.A.D Providers Socialink	0-3 Years +
<b>2.2 Creative people are designing our city and towns.</b>				
2.2.1	Arts and Culture creative thinking to be a major contributor to future city and town design by embedding a design-lens based upon <i>Te Aranga</i> principles.	Tauranga City Council Western Bay of Plenty District Council	Priority One Venture Centre Design Meet-up Tourism Bay of Plenty Local Communities such as Te Tumu & Tauriko West University of Waikato Katikati Bypass Scheme Plan	3 Years +
<b>2.3 Embed Arts and culture as intrinsic to Tauranga &amp; WBOP's public spaces and place-making.</b>				
2.3.1	Establish and implement a CBD year-round Activation Plan, to encourage arts events, markets, visual and performing arts and interactive technology.	Tauranga City Council Western Bay of Plenty District Council	Little Big Events	0-3 Years

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2.3.2	Establish a 'Go to' online hub for culturally diverse activities and an events calendar.	Creative Bay of Plenty	Creative Coalition Arts and Culture Sector Tourism Bay of Plenty	1 Year +
2.3.3	Revise and implement a Public Art Policy that supports this strategy, by including a vision for a sub-regional programme and a partnership plan to fund and implement.	Tauranga City Council Western Bay of Plenty District Council	Scope: Creative Bay of Plenty Funders: BayTrust TECT Acorn Foundation	Within twelve months, thereafter ongoing
2.3.4	Identify Tauranga and WBOP sub regional sites to develop specific place making that honour Māori stories and significant cultural/heritage sites.	iwi: Ngati Ranginui Ngai Te Rangi Ngati Pukenga	Public Art Policy (Tauranga City Council and Western Bay of Plenty District Council) Tourism Bay of Plenty TCC Activation plan	0-3 Years
<b>2.4 Ensuring Arts and Culture spaces, places and initiatives are inclusive and accessible to all by eliminating barriers to participation.</b>				
2.4.1	Support programme and event organisers to ensure participants with disabilities access and enjoy art and culture experiences.	Tauranga City Council Western Bay of Plenty District Council	Disability Advisory Group (TCC) Arts Access Aotearoa The Incubator Bay Theatre Bay Venues Sport Bay of Plenty Tourism Bay of Plenty Creative Bay of Plenty TCC Activation Plan TCC & WBOP Events Plan CCS Disability (they can assess accessibility of facilities etc)	3 Years +

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2.4.2	Promote existing toolkits for arts and culture providers, and advertising where universal access is applied. Develop where required.	Tauranga City Council Western Bay of Plenty District Council	Disability Advisory Group (TCC) Arts Access Aotearoa The Incubator Bay Theatre Bay Venues Sport Bay of Plenty Tourism Bay of Plenty Creative Bay of Plenty TCC Activation Plan TCC & WBOP Events Plan	1 year (MOU) 3 years +
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<b>GOAL THREE: VIBRANCY</b>				
A network of vibrant arts and culture organisations and facilities meets our diverse needs, in every part of the region. He kōtuitui ngangahau ngā rōpū toi ahurea me ngā ratonga hei whakatūtuki i ngā hiahia kanorau. Ko ngā toi ahurea te pūmanawa o te waihanga haukāinga.				
Target 3: Create an attractive, exciting city life and a region with vibrant, accessible spaces connecting to art and culture experience.				
3.1 Encourage organisations to work together as a 'complementary regional system of connectivity.'				
Goals and actions		Lead Agent	Potential Partners / Support Agents	Timeframe 2018 - 2020
3.1.1	Facilitate collaboration by connecting art communities together	Creative Bay of Plenty	Regional Artists and creative practitioners Regional Independent Arts & culture organisations	0-3 years
3.1.2	Develop mechanisms for increasing Māori participation in arts and culture.	Creative Bay of Plenty	Iwi Māori creative practitioners: Ngati Ranginui Ngai Te Rangi Ngati Pukenga	0-3 years
3.1.3	Develop capacity of local multi-cultural networks to increase participation in the arts	Multicultural Council	Creative Bay of Plenty	0-3 years



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<b>3.2 Provide a vibrant spread of affordable creative spaces, clusters, hubs and precincts that create opportunities for connectivity and cross/arts sector collaborations, along with international standard future proofed infrastructure.</b>				
3.2.1	Support the development of a cultural precinct for Tauranga city centre as part of the Heart of the City Programme (along with the existing Tauranga City Council options for a Museum, Performance Venue and Library).	Tauranga City Council	LTP Business Case	To be determined
3.2.2	Support the Village Creative Arts Hub Proposal (including the Village Community Gallery Proposal). Encourage the wider utilisation of existing resources and opportunities for additional event specific facilities.	The Incubator	Tauranga City Council Western Bay of Plenty District Council TECT Bay Trust The Kollektive	0 - 3 Years
3.2.3	Encourage the wider utilisation of existing resources and opportunities for additional event specific facilities.	Bay Venues	Feasibility Study	1 Year

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3.3 Ensure a complementary programme of regional events.				
3.3.1	Develop and implement an Events Plan aligned with a diverse programme of events (and their facilities) that are regionally spread.	Tauranga City Council Western Bay of Plenty District Council	Matariki Festival Tauranga Moana Tauranga Tangata Festival Tauranga Arts Festival Jazz Festival Paradox Garden and Art Festival Little Big Events Katch Katikati Mainstreet Mt Mauganganui Papamoa Unlimited Waihi Beach Epic Te Puke	3 Years +

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<b>GOAL FOUR: VALUING</b>			
<b>Our diverse cultural identities are celebrated. Local Māori Culture is a unique point of difference.</b>			
<b>Ka whakanuia e toi moana te tūaki ahurea ahurei</b>			
<b>Target 4: Protect Māori arts and cultural well-being.</b>			
<b>4.1 Celebrate our diverse multicultural identities by building a culture of inclusivity, valuing the diversity of all people, and the Arts</b>			
Goals and actions	Lead Agent	Potential Partners/ Support Agents	Timeframe 2018 - 2020
<b>4.1.1</b> Support audience development initiatives to strengthen our Tourism brand story.	Tourism Bay of Plenty	Tauranga Arts Festival Baycourt Bay Venues Tauranga City Council Western Bay of Plenty District Council	3 years +
<b>4.1.2</b> Provide media advocacy on the inherent and economic value of Māori art, culture and language, the intrinsic value of the arts, and promote frameworks for inclusivity.	Creative Bay of Plenty	Iwi: Ngati Ranginui Ngai Te Rangi Ngati Pukenga	0-3 years
<b>4.1.3</b> Use council advisory panels and community champions as a means to hear multicultural voices.	Tauranga City Council Western Bay of Plenty District Council	Welcoming Communities Initiative	3 Years +

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4.1.4	Promote Māori art and culture internationally and locally including te reo Māori across the council, libraries, web, guidebooks and historic signage.	Iwi: Ngati Ranginui Ngai Te Rangi Ngati Pukenga	Tauranga City Council Western Bay of Plenty District Council	3 years +
4.1.5	Increase Tauranga Moana tangata whenua consultation across local government and the creative sector for more relevant cultural projects, Māori festivals, wānanga and to progress hauora/education/wellbeing.	Iwi: Ngati Ranginui Ngai Te Rangi Ngati Pukenga	Tauranga City Council Western Bay of Plenty District Council	3 years +

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<b>GOAL FIVE: VIABILITY</b>					
<b>Tauranga and WBOP values and invests in arts and culture.</b>					
<b>Ka ngākaunuitia, ka whakangaotia, ngā mahi toi, ahurea hoki</b>					
<b>Target 5: Invest in the arts and culture sector to provide world class Arts and Culture Infrastructure.</b>					
<b>5.1 Grow and deliver strategic investment in arts and culture to enable a resilient thriving sector and community.</b>					
<b>Goals and actions</b>		<b>Lead Agent</b>	<b>Potential Partners/ Support Agents</b>	<b>Timeframe 2018 - 2020</b>	
5.1.1	Provide advocacy and leadership on the Arts & Culture Strategy Implementation plan with annual monitoring and reporting.	Creative Bay of Plenty	All mentioned potential partners and support agents	0-3 Years	
5.1.2	Develop an investment plan, establishing baselines of current sector investment, along with an audit of hard infrastructure and a gap analysis	Creative Bay of Plenty	Iwi: Ngati Ranginui Ngai Te Rangi Ngati Pukenga  Priority One Tourism Bay of Plenty Sport Bay of Plenty TECT Bay Trust Acorn Foundation Civic Amenities Group Tauranga City Council Western Bay of Plenty District Council Creative NZ	1 Year (Investment Plan) One-off initiative	

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<b>GOAL SIX: VITALITY</b>				
Creativity is fostered to allow creative entrepreneurs and practitioners to start and grow enterprises. He ōhanga pakari, tōnui auaha.				
<b>Target 6: Grow our creative industries, enterprises, talent and skills.</b>				
<b>6.1 Establish a Creative Sector Action group to lead, facilitate, collaborate and support the creative sector to contribute to economic growth.</b>				
Goals and actions		Lead Agent	Potential Partners/ Support agents	Timeframe 2018 - 2020
6.1.1	Facilitate Youth training and affordable opportunities [including mentoring, internships, residencies and incubators].	Toi Ohomai	Priority One Social Link Creative Bay of Plenty Tourism Bay of Plenty Sport Bay of Plenty University of Waikato Smart Growth Spatial Planning Partnership The Kollektive Community Hub Film BOP Venture Centre Creative NZ Creative and Culture Committees (local government) Bay of Connections Bay of Plenty Tertiary Education Partnership TCC (Co-Design & Innovation Lab)	0 - 3 Years

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6.1.2	BOP Tertiary opportunities to develop Arts & Culture pathways [with Alumni, Awards, Scholarships].	Toi Ohomai	University of Waikato Priority One Creative Bay of Plenty Tourism Bay of Plenty Sport Bay of Plenty	0 - 3 Years
6.1.3	Support migrant entrepreneurship that leverages international connections.	Lead agent TBC	Multicultural Council Priority One Creative Bay of Plenty Tourism Bay of Plenty Sport Bay of Plenty	0 - 3 Years
6.1.4	Create a forum for creative practitioners to collaborate and connect internationally.	Lead agent TBC	Priority One Creative Bay of Plenty Tourism Bay of Plenty Sport Bay of Plenty	1 Year bi-annual
6.1.5	Develop Social Innovation [community co-creation using technology] to create new sustainable platforms, facilities, and opportunities to grow existing local talent across industries for improved social outcomes starting with Tangata Whenua.	Toi Ohomai	Iwi: Ngati Ranginui Ngai Te Rangi Ngati Pukenga Priority One Social Link Creative Bay of Plenty Tourism Bay of Plenty Sport Bay of Plenty	3 Years +