

ARTS AND CULTURE STRATEGY

Three-Year Strategy: 2018 - 2021

Tauranga and Western Bay of Plenty Sub-
Region | Ngā toi me ngā
tikanga-ā-iwi o toi moana

TOI MOANA

"A community with arts and culture at its heart creates a culture of innovation and new thinking that drives economic wealth and wellbeing."

Creative Coalition, 2017



He toi whakairo – he mana tangata

Where there is artistic excellence there is human integrity and dignity

PHOTO CREDIT (FRONT PAGE): BOP Film
BODY ARTIST: Sandi Cutts
(THIS PAGE) ARTIST: Owen Dippie

FOREWORD

He mihi

Haumarutia mātou e Ihowa o ngā mano
Te atua o te rangimārie me te maungarongo
Māu mātou hei arataki i tēnei ao hurihuri
Korōria ki tōu ingoa tapu
Ki ngā tini mate, moe mai rā i te okiokinga nui
Tiaho mai hei whetū i te pouritanga
Kia kitea ai tōu māramatanga

Ka ao, ka awatea!
Tākiri mai te ata,
Korohī mai te manu
Ka ao, ka ao, ka awatea
E ngā mana e ngā reo,
E ngā karangaranga maha
Tēnā koutou tēnā koutou tēnā tātou katoa
Tihei mauri ora!

Shelter us the God of many
The god of peace and good will
That guides us in this ever changing world
We praise your sacred name
I acknowledge those who sleep in eternal rest
Shine like a night star to comfort our sadness
So we may have understanding

It is a new world, it is daybreak
Dawn is emerging
The birds are singing
It is day, it is day, it is daylight
I acknowledge all the authorities and voices
And the many relationships
And greet and welcome you all
The sneeze of life, wellbeing to all

Tawharangi Nuku, TE RŪNANGA O NGĀTI RANGINUI



PHOTO CREDIT: Tauranga Jazz Festival

Thank you for the opportunity to acknowledge the work that has been undertaken in the collation of this report. I know that there have been many hours put into the process and I would like to thank those who have given so freely of their time and expertise to get to this outcome. In addition, I would like to pay tribute to those who put forward submissions, attended hui and workshops, or had one-on-one conversations with stakeholders. It is great to know that people took the opportunities available to them, and that the report truly represents the diversity and interests of the community we serve. My gratitude also extends to the Arts and Culture leaders who came into the city to discuss their views on arts and culture – their experience and insight helped further open our minds and drive our aspiration.

Personally, I am an avid supporter (and, at times, keen performer) within the arts and culture sector and I am excited about what lies ahead. A strong sector helps to give us a sense of place and purpose, and it provides an outlet for us all to express ourselves and better understand the viewpoint of others. Alongside this, a thriving creative business sector helps to build economic wealth for the region, and to put us on the map as progressive, innovative and dynamic.

Finally, my congratulations to the lead agencies who have already put up their hands to accept responsibility for many of the deliverables. This is heartening and reminds us all that for long-term success, we must continue to be community-led and community delivered. For our part at Council, we recognise that this is not the end of the strategy, but just the beginning. We now enter into our long term planning process, with the voice of the sector most definitely understood and heard.

Let's keep working together to keep the momentum going...



Mayor Greg Brownless
Tauranga City Council



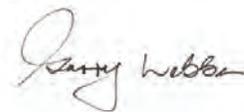
Arts and Culture play a vital role in building well rounded communities and as a growing District we want to encourage people from all walks of life to call the Western Bay home. It is fair to say that those of us who already live here have a desire to see our District build on its established base as a hub of creativity and innovation - a place where residents interact with art and culture on a day-to-day basis, are inspired by the environment around them and have a determination to support Arts and Culture to be world class in New Zealand.

The Sub-Regional Arts and Culture Strategy is a framework to achieve this. The benefits of a creative community are widespread, socially, culturally, environmentally and economically. There are clear benefits to everyone from having a strong creative sector and it can give an overall lift to the amenity value of the District Council is one participant in this process.

For the strategy to succeed it needs buy-in and investment from the wider Western Bay community. It will need public/private partnerships, and a commitment by those in the creative sector to take the lead in turning our part of the world into one that stands out creatively and culturally.

There are already some great community and Council-led initiatives underway: Katikati Murals, the excellent Western Bay Museum in Katikati and Tauranga Art Gallery spring to mind. But what has been lacking is a unified approach to how we activate arts and creativity in a way that empowers our creative residents District-wide.

If you enjoy interesting community spaces, support organisations that celebrate our heritage, or simply enjoy public art I would encourage you to read the strategy and think about the role you can play in helping to shape a more vibrant Tauranga and Western Bay.



Mayor Garry Webber
Western Bay of Plenty District Council



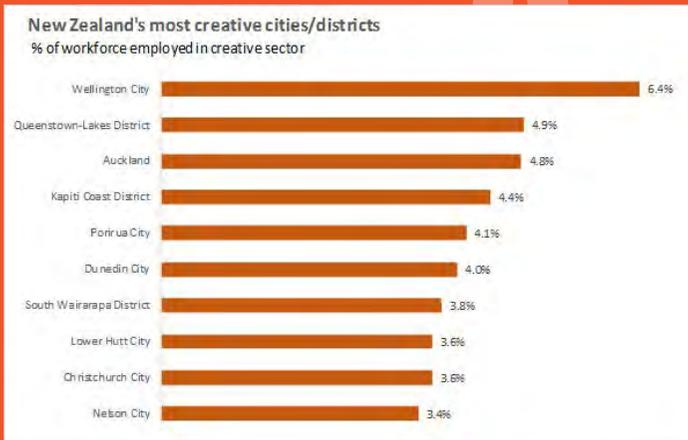
Why do we need a strategy?

He aha ngā hua o te mahere ruataki tukanga toi, ahurea hoki?

Our community believes that arts and cultural experiences are a vital part of our wellbeing, our identity and the fabric of life in the Bay. We want to see this sector grow exponentially, as well as contribute to, and take advantage of, tourism and resident population increases, and for the sector to support sustainable growth in our local economy.

The Western Bay of Plenty Sub-Region is booming. Tauranga is the fastest growing regional population centre and the fastest growing regional economy. Overall employment growth records show Tauranga up 4.8%, Auckland 4.1%, and Hamilton 2%. In 2015/16 Tauranga recorded nearly 1.4 million visitors (one million domestic and nearly 400,000 international visitors).

Whilst Tauranga City is New Zealand's 5th largest city, the size of its creative workforce is at 11th place (at just 3.2%) and is below Nelson on the Creative Sector Profile scale for New Zealand.



SOURCE: Infometrics

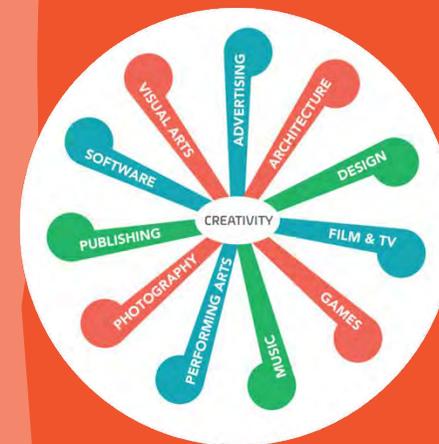
If Tauranga wants to truly become, over time, an internationally competitive city, and if we as a community want to increase and grow our

creative skills and entrepreneurship, we must significantly "lift our game" and place in the New Zealand rankings.

In the arts and recreation services, the Western Bay sub-region has nearly 1500 people – or 1.3 per cent of the labour force – working in concentrated clusters, supported by some of the world's best talent. Of those 1165 jobs, 243 (or 20.8%) are self-employed. There are currently 321 businesses in the arts and recreation services sector in the sub-region, that's 1.4% of total businesses.

Creative businesses are diverse in output and valuable contributors to a more prosperous New Zealand.

NEW ZEALAND CREATORS:



SOURCE: WeCreate

Overall the creative economy contributes \$46.3 million in gross domestic product (GDP) annually, or 0.7 per cent of the Western Bay sub-region's GDP. Between 2011 and 2016 Western Bay creative employment grew by 18.5 per cent per annum. Home to 2.6 per cent of the country's creative jobs, the Western Bay particularly shines in design, screen production, film and creative digital content.

This is an over-arching strategy to unlock the potential of the creative sector and grow the economy to make the Tauranga city more globally competitive. It is an effective, forward-thinking strategy that is vital for the region to successfully harness value and compete with other global cities around the world for investment, talent and tourism. It offers key recommendations to maximise value from the cultural and creative sector.

How did we develop this Strategy?

Te tūhonohono o ngā kaupapa katoa?

In March 2016 Expressions of Support for the creation of an Arts and Culture Strategy for Tauranga and the Western Bay of Plenty were received from 20 key arts, culture and community entities, the tertiary education sector, community funders (such as TECT, BayTrust, the Acorn Foundation) and also from Priority One and Te Puke EDG.

This was a “community-led initiative” calling upon both Tauranga City Council and Western Bay of Plenty District Council to recognise that the creative sector wished to pursue their activities in a more effective and sustainable manner, and that their constituents wanted to live in a city and region where creative endeavour is valued and recognised for the economic, cultural and social benefits it brings to the community.

The creative community in Tauranga and Western Bay of Plenty sub-region, along with both Councils, committed to working with Creative Bay of Plenty (CBOP) on developing this strategy. Together they see it as an essential tool for confirming and advancing the role of the arts and cultural sector in our region and achieving sustainable revenue and funding.

Māori hold a special place in the identity of Tauranga and Western Bay of Plenty, and play a prominent role in shaping their own development, cultural and artistic life. Protection and promotion of te reo and Māori arts and cultural activities are fundamental to Māori wellbeing. The strategy development placed a specific focus in involving Māori in the planning and decision-making process to enhance the visibility of Māori in the region.

PHOTO CREDIT: Brydie Photography

Our Approach

Ruataki

The Strategy was developed over three phases:

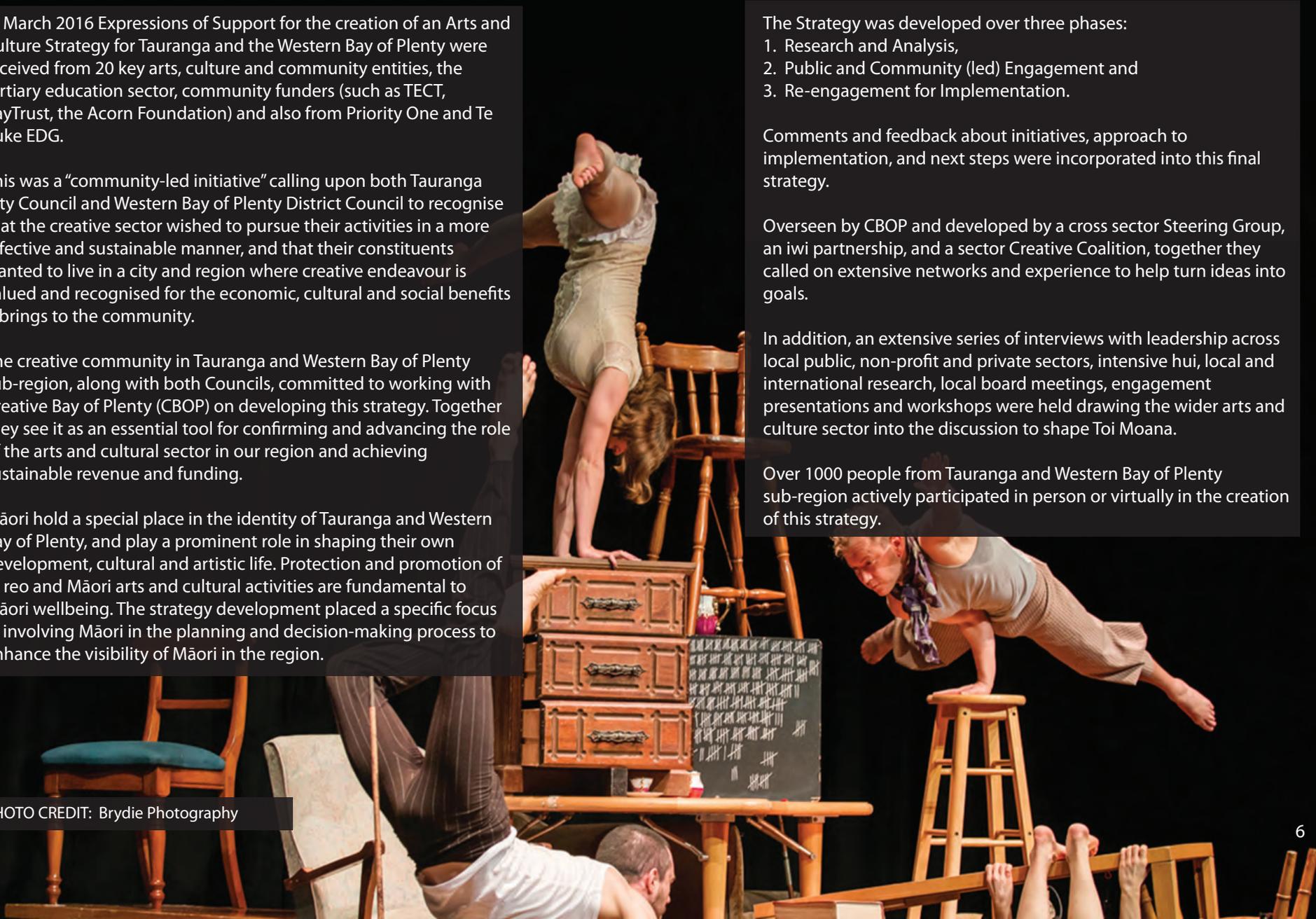
1. Research and Analysis,
2. Public and Community (led) Engagement and
3. Re-engagement for Implementation.

Comments and feedback about initiatives, approach to implementation, and next steps were incorporated into this final strategy.

Overseen by CBOP and developed by a cross sector Steering Group, an iwi partnership, and a sector Creative Coalition, together they called on extensive networks and experience to help turn ideas into goals.

In addition, an extensive series of interviews with leadership across local public, non-profit and private sectors, intensive hui, local and international research, local board meetings, engagement presentations and workshops were held drawing the wider arts and culture sector into the discussion to shape Toi Moana.

Over 1000 people from Tauranga and Western Bay of Plenty sub-region actively participated in person or virtually in the creation of this strategy.



Our Vision

Kaupapa

Our vision is for a vibrant and inclusive Tauranga City and Western Bay of Plenty region, where our shared history with tangata whenua is acknowledged, our creative industries thrive and prosper, and our diverse community is valued and enriched by arts and cultural experiences – everyday, for everyone.

Our Belief

For arts and culture to thrive as a wellbeing and economic driver, we need government, cross sector and public support. To achieve our vision, we need to see the creative sector included in decision-making, acknowledged in public policy, infrastructure considerations and in education.

We need to encourage people to pursue their creative potential and for them to engage in art and cultural appreciation and activities for societal and economic benefit. When we identify the value of culture across the many aspects of urban and regional life, enjoying arts and entertainment are just some of the many benefits.



Making our arts and culture thrive will radically improve our quality of living. Studies have shown that great urban design can make people happier. Filling our city with art and design that tell our stories gives us a greater sense of identity, civic pride and belonging.

“Cities and regions that are attracting and retaining the producers of art and culture, and support their networks, will be the economic winners this century” (Sunny Bates, Sunny Bates & Associates, Kickstarter, TED).

Cities are now seen as vibrant places to live and the key to economic prosperity. The global competition we now face is for the best ideas. Future prosperity (for places and people) will be more about creating things with our minds, rather than making things with our hands. When we do make things, like craft beer, coffee, software, etc., they feed into the cultural narrative. As outlined by the eminent theoretical physicist, Michio Kaku, the jobs of the future that will survive and thrive are those involved in “intellectual capitalism”.

DIAGRAM SOURCE: The Experience Economy, Pine and Gilmore, 1999
PHOTO CREDIT: Western Bay Museum

Our Priorities

Whāinga Matua

Through our public engagement and research, the strategic planning process identified key needs to be addressed and opportunities to be explored. For Toi Moana to serve as a blueprint for Tauranga and Western Bay of Plenty sub-region's future arts and cultural vitality, and with so many suggested initiatives, there is a real need to prioritise what we want to achieve first. Our areas of focus stem from the development of the strategy and are not-mutually exclusive:

ONE | COLLABORATION

Collaboration: Making connections and supporting the co-location of creative/cultural clusters and capability of talent.

THIS MEANS LEVERAGING BY WORKING TOGETHER

TWO | PROVISION

Provision (with a focus on accessibility and inclusion): Developing place-making, activation and signage that is designed for engagement, arts hubs and public art programmes.

THIS MEANS MORE PUBLIC ART, PLACEMAKING & SIGNAGE

THREE | CULTURAL IDENTITY

Cultural identity: Opportunities that reflect the region's diverse population. Content creation that reflects the region's unique cultural identity including Māori art and culture.

THIS MEANS MORE DIVERSE CULTURAL ACTIVITIES

FOUR | INCLUSIVITY

Inclusivity: Removing access barriers and promoting inclusivity.

THIS MEANS MORE PARTICIPATION IN ARTS AND CULTURE

FIVE | INVESTMENT

Prioritised Strategic Investment: Aligned with funding frameworks.

THIS MEANS MORE STRATEGIC FUNDING

SIX | ENGAGEMENT

Engagement: Fostering participation by residents that have previously been disengaged in arts and culture activities.

THIS MEANS BETTER COMMUNICATION OF WHAT'S ON OFFER

SEVEN | TALENT

Talent: Capacity building programmes across the whole sector.

THIS MEANS MORE TALENTED CREATIVE PEOPLE



PHOTO CREDIT: Laura Marsh, Tauranga Arts Festival

Our aspiration is that “**Creativity fuels innovation in our region. Culture is our heart**” and this outcome will be accomplished through our **strategic framework**.

Strategic Framework



SOURCE: Dawn Hutchesson, Creative Bay of Plenty, 2017
PHOTO CREDIT: Brydie Photography

Our Goals

A mātau whāinga tūtohu

Toi Moana identifies six goals to achieve our vision:

VISIONARY

Grow, enable and attract creative people, a creative workforce and innovative enterprise.

He ōhanga pakari, tōnui auaha.

VOCALISING

Access and participate in arts and culture, it's easy to experience it every day.

Ka taea, ka whai wāhi te katoa o toi moana ki ngā mahi toi, ahurea hoki.

VIBRANCY

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.

VALUING

Our diverse cultural identities are celebrated. Local Māori Culture is a unique point of difference.

Ka whakanuia e toi moana te tūaki ahurea ahurei.

VIABILITY

Tauranga and Western Bay of Plenty values and invests in arts and culture.

Ka ngākaunuitia, ka whakangaotia, ngā mahi toi, ahurea hoki.

VITALITY

Creativity is fostered to allow creative entrepreneurs and practitioners to start and grow enterprises.

He ōhanga pakari, tōnui auaha.



Our Recommendations and Actions

Mahi

How do we achieve our goals? Thirty one actions have been developed to kick-start work on Toi Moana, and these are designed to create a step-change in the arts and culture environment in the region over the next three years. These actions are integrated and interchangeable, and there will be ongoing opportunities to look afresh at where time, effort and resources are best invested as the strategy is implemented.

PHOTO CREDIT: Colouring Book City

VOCALISING:

An exciting lifestyle gains attention on the world stage, attracting capital and talent needed to drive our economy

Support and celebrate local creative community enterprises:

6. Actively engage with volunteer-led (NFP) organisations to find out what support is needed and then develop a capability-building programme.
7. The Gallery will collaborate with other organisations to find new and innovative ways to outreach activities to bring visual art to communities.
8. 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.
9. Support M.A.D (music/art/drama) initiatives within the community to foster cultural and social health.

Creative people are designing our city and towns:

10. Arts and Culture creative thinking to be a major contributor to future city and town design by embedding a design-lens based upon *Te Aranga* principles.

Embed Arts and culture as intrinsic to Tauranga & Western Bay of Plenty's public spaces and place-making:

11. Establish and implement a CBD year round **Activation Plan**, to encourage arts events, markets, visual and **performing arts** and interactive technology.
12. Establish a '**Go-to**' **online hub** for cultural-diverse activity and events calendar.
13. 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.
14. Identify Tauranga and Western Bay of Plenty sub-regional sites to develop **site-specific place-making** that honour **Māori stories** and significant cultural/heritage sites.

Ensuring Arts and Culture spaces, places and initiatives are inclusive and accessible to all by eliminating barriers to participation:

15. Support programme and event organisers to ensure participants with disabilities can and do access and enjoy art and culture experiences.
16. Promote existing toolkits for arts and culture providers, and advertising where universal access is applied. Develop where required.

PHOTO CREDIT: Tauranga Arts Festival 2015

DID YOU KNOW...

The organisers of **Katikati Open-Air Art** invited applications for the 2017 New Zealand Mural Contest. The 2017 theme was 'the future is our children' with a grand prize worth \$7000.

Tauranga Society of Artists has nearly 200 members, their society programme operates from February to December and includes open studio opportunities weekend workshops, competitions, critiques, social days, Society outings, tutorials, exhibitions and help sessions.

Tauranga City Council Southern Pipeline Project Team in 2017 commissioned **Te Tuhi Mareikura** art collective to create a public art work for the Memorial Park pump station. The \$60,000 wrap-around painting references past, present and future uses of the park and provides a colorful alternative to anti-graffiti cladding.

The **Young Innovator Awards** are creating young innovators and teamed up with outdoor movie experience **Night Owl Cinema** to present the 2017 awards to a crowd of more than 4000. Night Owl Cinema entertains thousands of locals each week over summer.

VIBRANCY:

An expressive city and region achieves a desirable quality of life and a sense of place and identity.

Encourage organisations to work together as a complementary regional system of connectivity:

17. Facilitate collaborations by connecting art communities together.
Develop mechanisms for increasing Māori participation in arts and culture.
18. culture.
Develop capacity of local multi-cultural networks to increase participation in arts and culture.
19. participation in arts and culture.

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:

20. 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**).
21. Support the **Village Creative Arts Hub Proposal** (including the Village Community Gallery Proposal).
22. Encourage the wider utilisation of existing resources and opportunities for **additional event specific facilities**.

Ensure a complementary programme of Regional Events:

23. Develop and implement an **Events Plan** aligned with a diverse programme of events (and their facilities) that are regionally spread.

DID YOU KNOW...

The **Katikati Library and Community Centre** being built for July 2018 will be a \$4.5 million, 400m² hub with bookable meeting rooms, a technology centre, heritage centre, exhibitions space and outdoor reading area.

The Paradox Inside exhibition at **Tauranga Art Gallery - Toi Tauranga** showcased the largest collection of Banksy works in the Southern Hemisphere and brought 50,000 visitors to the gallery.

The 2015 **Tauranga Arts Festival** reached audiences of 40,000 people and sold 23,500 tickets. In addition to purchasing tickets, festival attendees spent a further \$2 million in our community.

Baycourt is currently working with schools on several productions - for ANZAC EVE, they did a special High Schools Only matinee (13+) with a discussion with the actors and director after the show.

Creative hubs are connected platforms or workplaces for artists, musicians, designers, film-makers, app developers or start-up entrepreneurs. Originating from Europe, creative hubs are an international example of creative drivers growing the economy as lighthouses for the creative economy.

Little Big Events began with a local artisan market based in Mount Maunganui to help people become involved in building a confident and vibrant community. It now includes Dinner in the Domain, Christmas in the Park, Food Truck Friday, Night Owl Cinema, On The Lawn and The Little Big Vintage Markets...

PHOTO CREDIT: BOP Film

VALUING:

*Creative assets can support a city's lifestyle and global identity interests.
Diverse experiences and identities make our communities more dynamic.*

Celebrate our diverse multicultural identities by building a culture of inclusivity, valuing the diversity of all people, and the Arts:

24. Support audience development initiatives to strengthen our Tourism brand story.
25. 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.
26. Use Council advisory panels and community champions as a means to hear multicultural voices.
27. Promote Māori art and culture internationally and locally including Te Reo Māori across the Council, libraries, web, guidebooks and historic signage.
28. Increase Tauranga Moana Tangata Whenua consultation across local government and the creative sector for more relevant cultural projects, Māori and multicultural festivals, wānanga and to progress hauora/education/wellbeing.

DID YOU KNOW...

There are nine co-work spaces in the sub-region. The **2016 Co Work Hui** focused on bringing together co-worker leaders to discover community solutions to co-working challenges and to share knowledge with like-minded people.

In May this year, **Mahuki Roadshow** visited Tauranga looking for applications to its unique four month accelerator programme working intensely with companies looking to innovate the GLAM sector of tomorrow. GLAM means Galleries, Libraries, Archives and Museums. In 2016 Te Papa invested around \$1 million to establish Mahuki so that entrepreneurs from around New Zealand have the opportunity to work with Te Papa's experts and collections.

The **National Jazz Festival** is the longest running Jazz Festival in the Southern Hemisphere and has been going since the 1960's. It attracts over 45,000 people to Tauranga every Easter weekend it is held.

Matariki Tauranga Moana Festival has been running for 16 years – each year celebrating the Māori New Year with the month-long delivery of themed events, workshops and exhibitions. This year's theme was Kai and Kites, focusing on plentiful winter food and flying of manu aute (kites).

PHOTO CREDIT: Brydie Photography

VIABILITY:

The public/decision makers value the arts as an activity and product, for what it offers society and our wellbeing, growing the public's relationship with art.

Grow and deliver strategic investment in arts and culture to enable a resilient thriving sector and community:

29. Provide advocacy and leadership on the Arts and Culture Strategy Implementation Plan with annual monitoring and reporting back, supported by Arts and Culture post-Strategy Steering Group.
30. Develop a multi year investment implementation plan, with a framework for decision-making, establishing baselines of current sector investment, along with an audit of hard/soft infrastructure, including Council governance arrangements, with future needs and gaps, and implementation partner agreements.

DID YOU KNOW...

The **Acorn Foundation**, based in Tauranga, annually awards \$50,000 for the best New Zealand contemporary adult fiction, announced at the Ockham NZ Book Awards.

Creative New Zealand spends more than \$3.2 million each year supporting about 1800 projects through the Creative Communities Scheme. Creative Bay of Plenty administers funding for both Western Bay of Plenty and Tauranga sub-regions on behalf of Creative New Zealand and our regional councils.

WeCreate is the alliance of New Zealand's creative industries, and in May this year more than 80 delegates from across New Zealand attended a WeCreate national hui in Wellington to discuss a vision for the New Zealand creative sector.

Each year **TECT** distributes the majority of its funds direct to consumers, and the balance to community organisations via its Grants Programme. They have distributed approximately 2.9 million to the local cultural sector in the last five years.

Paradox Inside at Tauranga Art Gallery
PHOTO CREDIT: Tauranga Art Gallery

VITALITY:

A culture of innovation supports and showcases creative technology success and provides vocational pathways.

31. Establish a **Creative Sector** Action group to lead, facilitate, collaborate and support the creative sector to contribute to economic growth by:
- Youth training and affordable opportunities [including mentoring (with retirees), internships within Council, residencies and incubators].
 - BOP Tertiary opportunities to develop Arts and Culture pathways [with Alumni, Awards, Scholarships].
 - Support migrant entrepreneurship that leverages international connections.
 - Create a forum for creative practitioners to collaborate and connect internationally.
 - 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.

DID YOU KNOW...

The **Bay of Plenty Film Office** promotes the Bay of Plenty to the international and national film makers, supports the growth of screen media industry in the Bay, and encourages the local industry to connect, create and celebrate the amazing talent we have in our own backyard.

Local Toi Ohomai graduate **Debbie Tipuna** was selected over 300 other applicants for the inaugural **Residency Arte Italia Tautoko Māori – Basilicata**. The three-month residency will allow Debbie to paint full-time, in a fully resourced studio in the fortified hilltop town of Irsina, in the Southern Italian countryside.

Street Prints Mauao street art festival showcased 18 local and international artists travelling from as far as Berlin, the UK and Hawaii, to create public art works on fifteen different walls throughout Mount Maunganui.

The **Digital Enablement Plan**, being implemented by Tauranga's Venture Centre in partnership with Tauranga City and Western Bay Councils, will help small businesses make better use of digital resources. The plan will focus on supporting and enabling businesses to access affordable digital technologies.

PHOTO CREDIT: HORT Research

The creative ecosystem we want to encourage shapes exciting, livable and thriving urban spaces. It has wide intrinsic value by offering positive social outcomes, as well as creating a city where talented people want to live. Film, literature, photography, theatre, visual art, dance and digital representation drive innovation, originality and growth. Arts and culture are not only forms of entertainment for us to watch and participate in, they also strongly influence how we see ourselves.

The reasons for investing in the creative ecosystem include regenerating neglected urban space, celebrating an energetic and diverse cultural scene, promoting economic development, improving sustainability, increasing tourist numbers, promoting participation in the arts, promoting social cohesion, developing small businesses and attracting skilled migrants.

Additionally, the many social benefits include establishing a sense of identity for the city, helping integrate both newcomers and existing citizens in city life, encouraging civic engagement and enhancing the quality of life.

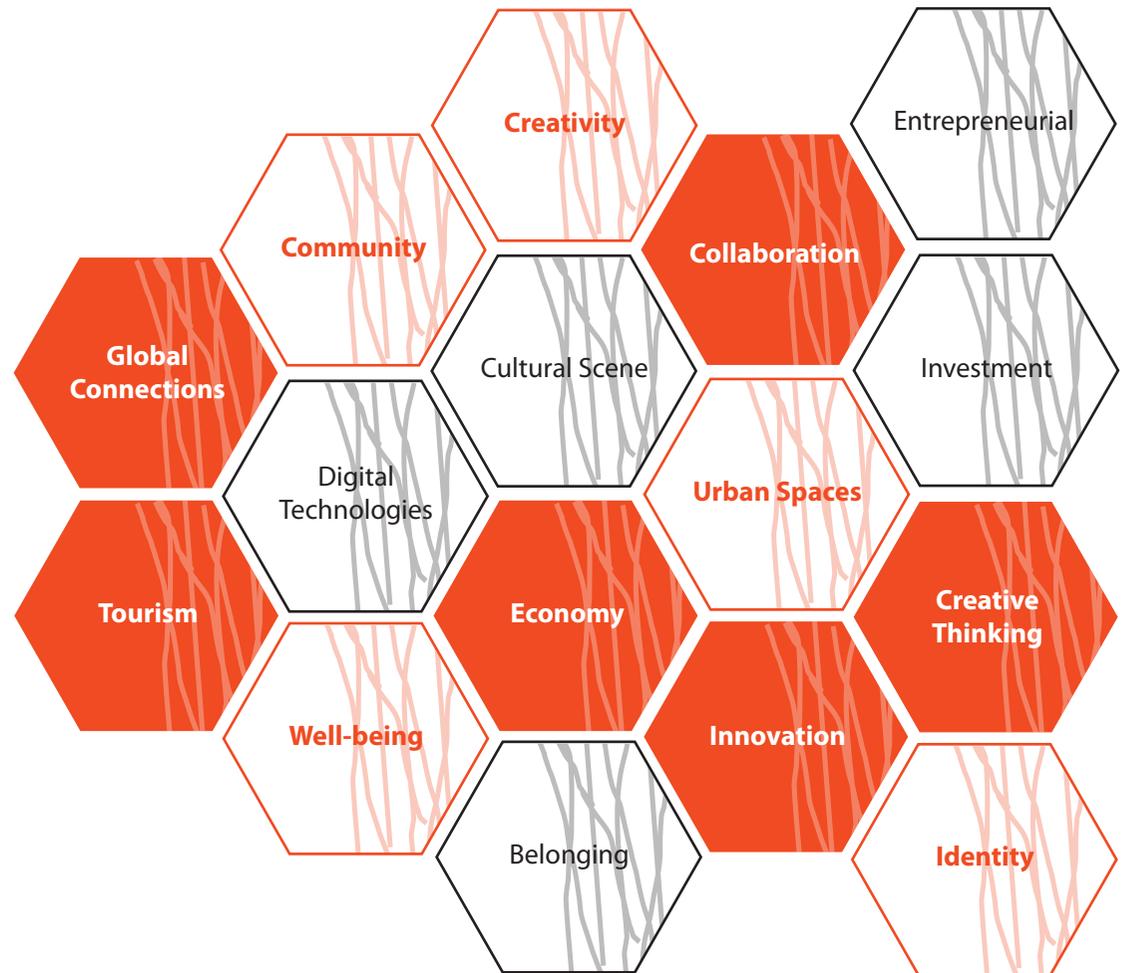
It is essential to put the people of the region at the centre of our place-making plans. We need to have co-creation of a sustainable, inclusive place for all residents, and design for active engagement that is flexible and responsive. To enable this, we must build on the region's current creative activity to outline how to further develop and accelerate growth in Tauranga's creative sector.

By investing in the strategy, we will create sustainable jobs that will survive the oncoming robotisation of work predicted to arrive over the next fifteen years, we will significantly increase visitor numbers to the region, and we will generate greater wealth, well-being and a sense of belonging for our local communities.

The future economy is about connecting, expressing, participating and experiencing – arts and culture are at the forefront of making this our new 'lighthouse' identity.

Through creative thinking and innovation, our region will become a globally connected creative hub, with cutting edge digital

Growing Our Creative Ecosystem



technologies, skilled entrepreneurial people, and a prospering tourism industry, producing a growing, successful economy.

"We're competing for the best ideas and the most capable and highly trained workforce" (New York City: Plan 2030)

Implementation

Kia whai reo te minenga

Toi Moana identifies:

SIX GOALS | *A mātau whāinga tūtohu*

SEVEN TOP PRIORITIES | *Kaupapa Matua*

TWELVE RECOMMENDATIONS | *Mahi*

THIRTY ONE ACTIONS | *Mahi*

plus lots more initiatives ready to go

How are we going to **implement** it?

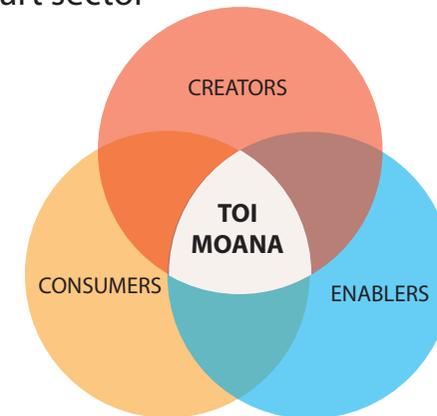
The Arts and Culture strategy is a multi-stakeholder partnership plan. It is a 'Whole of Region' strategy (Tauranga and the Western Bay of Plenty sub-region). The strategy provides an Implementation Framework supported with actions and commitment from our sector partners, including our iwi partnership.



The process of developing the goals has highlighted the interdependent and diverse nature of the creative sector. We realise that achieving one goal will also make significant headway towards achieving others. Many stakeholders have been approached to own one or several actions in the plan, sometimes in partnership with others.

We need our partners, our communities and the public to work collaboratively to help achieve our vision.

Interdependence of creativity, creative industries and the art sector



Source: Sonya Korohina, Toi Ohomai, 2017

A broad range of significant stakeholders deliver and support arts and culture in Tauranga and Western Bay of Plenty sub-region. The implementation framework resonates across the spectrum of Tauranga and Western Bay of Plenty sub-regional cultural participants – audiences and artists, contributors and civic leaders, creative professionals and arts educators.

As the lead agency to create the strategy, CBOP will also take a lead role to drive implementation. CBOP is the natural convener, connector, instigator and first point of contact for the creative sector with connections to all organisations involved and, as such, it will work on how the strategy can best natural align with all the work of the City and public agencies.

Structure

SPONSORS: Tauranga City Council & Western Bay of Plenty District Council

Long Term Plan

MONITOR: Creative Bay of Plenty

Oversees delivery of the strategy in partnership with Lead and Support Agents

Implementation Lead and Support Agents

Collating, tracking and reporting delivery of initiatives

Delivery of Actions

Creative Practitioners and organisations, Iwi, Tauranga City Council, Western Bay of Plenty District Council, Council Controlled Organisations (CCOs), Central Government, Funders, Arts and Culture Agencies and Facilities, Community Groups and Societies, Education and Health sector



PHOTO CREDIT: BOP Film

TOI MOANA

CBOP hold the more detailed version of the Implementation Framework that sets out the various organisations and mechanisms that are leading, enabling, contributing, delivering or supporting actions, along with targets and metrics in place to measure progress. This will be a 'living' document that is regularly updated as they progress actions or identify new initiatives. New parties who wish to become lead agents or contributors on actions can be included at any time.

Immediate opportunities need to be identified, connected, coordinated and supported. Initial implementation by CBOP and other public entities will initially focus on those high impact initiatives that provide the greatest return on investment.

Both Tauranga City Council and Western Bay of Plenty District Council will continue to sponsor the Arts and Culture Strategy through their Long Term Planning processes, and CBOP will monitor progress on behalf of the Arts and Culture sector.

A cross sector Arts and Culture Steering Group will continue to oversee and support delivery of the strategy. Lead organisations, responsible for delivering initiatives and actions, are committed to working together.

By collectively focusing our energies and working together with communities of interest and partners and stakeholders, we can improve the quality and quantity of arts and culture available to everyone in the region.

The development of this strategy was made possible thanks to funding from:

