

Implementation Plan

The Arts, Culture and Creativity Strategy constitutes a collaborative plan involving multiple stakeholders. The subsequent implementation plan reinforces this strategy and encompasses various measures to ensure successful outcomes.

Taking on the role of the principal entity, Council's Community Partnerships team will serve as the initial contact for the creative sector. This team will collaborate with organisations and public agencies to execute the plan.

The implementation plan sets the stage for the upcoming decade, with specific emphasis on the immediate three years and the attainable goals to be reached by 2027.

This is a 'living' document that will be overseen by Council in partnership with the Arts Steering Group and Iwi Advisory Panel that produced this strategy.

Additional primary agents and supporting partners might be identified over time and they will be integrated into this document.

Council's Community Partnerships team will monitor and report regularly on progress to Council through the Economic, Finance and Community Committee.

The Arts Steering Group and the Iwi Advisory Panel, collaborating to formulate this strategy, are presumed to play pivotal roles as key stakeholders in the implementation plan. They will actively propel the actions forward, necessitating the inclusion of an Arts, Culture, and Creativity role within the council staff structure.



Innovation

Action	What we need to support this	Potential partners	Timeframe
Develop and execute a Council Public Art Policy aligned with this strategy, encompassing a collaborative and implementation blueprint.	Advice and support from Ministry for Culture & Heritage Creative NZ and other relevant authorities, a communication strategy	Marlborough Art Gallery, MDC Comms team, Creative NZ	1-3 years Stage 1: Research Stage 2: Public consultation Stage 3: Implementation
Champion the Creative Sector as an 'enabler' for innovation, entrepreneurship, and creative expression.	Relevant and strong relationships in the local economy, access to economic drivers and facilitators, digital platform	MDC Economic Development team, MDC Communications team, Marlborough Chamber of Commerce	1-5 years Stage 1: Relationship building, research Stage 2: Identify actions/ champions Stage 3: Ongoing execution and evaluation
Recognise personnel shortages within the creative sector and execute a Talent Attraction Program aimed at attracting individuals with creative expertise.	Budget, partnerships with Marlborough education sector	MDC Economic Development team, Marlborough Chamber of Commerce	2-5 years Stage 1: Consultation with sector and ED team Stage 2: Produce project plan and budget proposal (if required) Stage 3: Implementation
Establish a Sculpture Trust in collaboration with funding partners.	Advice and support from Ministry for Culture and Heritage, Creative NZ and other relevant authorities, potential trustees, budget	Marlborough Art Gallery, business associations	3-5 years Stage 1: Research, identify partnerships Stage 2: Establish Trust Stage 3: Provide support, Trust independent of council

Innovation

Action	What we need to support this	Potential partners	Timeframe
Explore innovative methods to bring arts closer to communities.	Access and research opportunities with other regional approaches in NZ, budget	Marlborough Art Gallery, business associations, Creative NZ, The Arts Foundation, Arts Council Nelson	5-10 years Stage 1: Research/partnerships Stage 2: Funding and project plan Stage 3: Implementation
Dedicate financial resources to research conducted by entities such as Creative New Zealand and the Ministry of Culture and Heritage that explores the lasting impact and significance of the creative arts in the broader Marlborough economy, providing evidence of their economic and social importance. Strategically use research findings to guide and advance local creative initiatives and funding needs.	Budget	Creative NZ, Ministry for Culture and Heritage, market research agency	3-5 years
Sustain liveliness during significant infrastructure projects by temporarily activating spaces.	Budget, access to and partnerships with infrastructure project managers and building owners	Local artists, infrastructure project managers	3-5 years Stage 1: Research, project plan Stage 2: Design promotional package and digital content Stage 3: Implementation
Determine the actions Council can take within its own facilities and programs to improve visibility of art and culture.	Partnerships with other council departments, budget.	Council departments including parks and open spaces, assets and services, Access Aotearoa, Creative NZ	5-10 years Stage 1: Research, public consultation Stage 2: Propose response (if required)

Innovation

Action	What we need to support this	Potential partners	Timeframe
<p>Foster and support incubation initiatives for up-and-coming artists. including capability workshops, tools, and templates. Explore the possibility of creating a mentorship program within the creative sector, focusing on skills, business management, and sustainability. Collaborate with educational and training institutions, as well as other relevant stakeholders, to enhance educational opportunities in the creative sector of Marlborough.</p>	<p>Budget, accessible facilities, mentors, digital platform</p>	<p>Creative NZ, local education providers, The Arts Foundation</p>	<p>5-10 years Stage 1: Research, project plan Stage 2: Design digital content, capability building programmes. Stage 3: Implementation</p>
<p>Advocate for increased funding and provision for arts therapy and arts activities that support community wellbeing and mental health.</p>		<p>Te Whatu Ora, Marlborough Health Hub, CARE Marlborough, Creative Kids Marlborough</p>	<p>5-10 years Stage 1: Research, relationship building Stage 2: Establish support areas and advocate</p>
<p>Support the work of Screen Marlborough to encourage the development of the local film sector.</p>		<p>MDC Economic Development team, Screen Marlborough</p>	<p>Ongoing</p>

Infrastructure

Action	What we need to support this	Potential partners	Timeframe
Allocate resources to support and promote emerging artists skilled in creating art within community settings. Identify venues for creative expression, such as vacant structures, parks, and other communal facilities. Collaborate with creative organizations like Gap Filler from Christchurch to gather insights and input.	Budget, access to creative entities for guidance/ partnerships, digital platform	Business associations, established creative entities in other regions	1-3 years Stage 1: Research Stage 2: Project plan Stage 3: Implementation
Assist organisers of programs and events in ensuring that individuals with disabilities can access and fully enjoy art and cultural experiences.	Funding, facility/event manager partnerships	MDC Events Advisor, event organisers, facility managers, Arts Access Aotearoa Putanga Toi ki Aotearoa	1-3 years Stage 1: Research Stage 2: Project plan Stage 3: Implementation
Support the Powerhouse Picton Arts and Environment Hub proposal.	Funding, community buy-in, trustees	Powerhouse Trust, Te Ātiawa	1-3 years Stage 1: Site clearance/ management Stage 2: Establish Trust Stage 3: Provide support, Trust independent of council
Advocate for community engagement in the processes of placemaking throughout the region to strengthen a sense of place and unique identity in planning and design process.	Community buy-in	MDC Small Townships team	1-3 years

Infrastructure

Action	What we need to support this	Potential partners	Timeframe
Create and oversee a comprehensive maintenance strategy for public art installations.	Budget, access to expertise and guidance	Specialist conservation providers, parks and open spaces	1-3 years Stage 1: Public art audit Stage 2: Produce maintenance plan Stage 3: Implementation
Map out the current arts venues and spaces across the district. Develop a strategy for community centres that caters to the creative needs of the community. Identify shortcomings in facilities with limited access to creative arts. In response, commission a feasibility study into potential solutions.	Budget	MDC property managers	5-10 years Stage 1: Audit of venues/spaces Stage 2: Identify gaps and future requirements Stage 3: If required, commission feasibility study
Incorporate innovative thinking and artistic expression into future urban planning. Advocate for the consultation with arts and creativity representatives in the design process for major urban developments.	Access to early development stages of key infrastructure projects, , digital platform	MDC Property and Community Facilities dept, Marlborough Chamber of Commerce, BBA, PBA	5-10 years Stage 1: Audit of current processes around creative involvement Stage 2: Identify areas for improvement and relationships requirements Stage 3: Implementation

Collaboration

Action	What we need to support this	Potential partners	Timeframe
Create an advocacy group for the creative sector with diverse representation. Build a strong brand and identity through regular meetings with iwi, local groups, Creative New Zealand, and key stakeholders. Conduct a feasibility study for a regional arts body to foster sector development and activate arts, culture, and creativity.	Budget, partnerships, relationships with existing regional councils, creative sector buy-in, digital platform	Regional Arts Network Aotearoa, Arts Council Nelson, Creative NZ, local trusts, creative sector	5-10 years Stage 1: Research, relationship building, establish group and processes Stage 2: Produce a paper on the relevance of an Arts Body and its role (if any) in Marlborough Stage 3: Commission feasibility study, if appropriate
Map arts, programs, events, public collections, and creativity to pinpoint areas for enhancement and identify gaps for resolution.	Access to relevant data	Marlborough Art Gallery, event providers	1-3 years Stage 1: Research Stage 2: Identify gaps and potential actions/budget requirements
Develop networking opportunities for the creative sector including consultative sessions for feedback and future planning. Produce regular newsletters.	Budget, digital platform	Arts sector	1-3 years Stage 1: Identify format, potential guest speakers Stage 2: Project plan/calendar of events Stage 3: Implementation

Economy and funding

Action	What we need to support this	Potential partners	Timeframe
Establish relationships with business associations and corporate partners to explore potential collaborations between the arts sector and industry. Examples of such collaboration: www.makeshiftspaces.nz , www.activatevacantspaces.co.nz , www.urbandreambrokerage.co.nz	Access to data, stakeholder relationships	Funding providers e.g., Rata Foundation, business associations, MDC Economic Development Team	5-10 years Stage 1: Research, partnership building Stage 2: Project proposal Stage 3: Implementation
Evaluate the present sector investments and examine forthcoming requirements and deficiencies.	Access to data, stakeholder relationships	Creative New Zealand, Marlborough Chamber of Commerce, Economic Development Team	1-5 years Stage 1: Research Stage 2: Produce paper and recommendations
Review the Creative Communities Scheme committee structure and implement changes required to ensure a diverse arts focused framework.		Creative New Zealand	1-2 years Stage 1: Make recommendations to council Stage 2: Implement
Arrange regular funding sessions with specified partners. Aid creative organizations in succession planning and the development of sustainable funding models.	Relationships with funding providers, governance training providers, digital platform	Funding partners, governance training providers	1-3 years Stage 1: Research Stage 2: Produce paper and recommendations Stage 3: Implementation

Marketing

Action	What we need to support this	Potential partners	Timeframe
Develop a digital arts directory and Creative Marlborough website, including a Marlborough specific toolkit	Budget, design department capacity, digital platform	Creative NZ, MDC Communications, MDC designers	2-5 years Stage 1: Design, content creation Stage 2: Produce content and accompanying social media channels Stage 3: Launch
Ensure that the community of creative individuals remains connected to the broader creative network in Aotearoa, enabling them to access professional growth opportunities and online resources.	Digital platform	Creative New Zealand, MDC designers	1-3 years Stage 1: Establish relationships Stage 2: Create channels for communication and advertising Stage 3: Implementation
Forge more robust collaborative connections with local and national media outlets to effectively enhance the promotion of arts and cultural events taking place within the region and highlight achievements and local champions of creative innovation.	Access to media entities and buy-in from the creative community, digital platform	MDC Communications, media sector, Inspire Foundation	1-3 years Stage 1: Establish relationships Stage 2: Create channels for communication Stage 3: Implementation
Support and encourage the creative sector to collaborate and showcase their indispensability, not only for local economic expansion but also for fostering all four dimensions of well-being (social, economic, environmental and cultural). Back audience development initiatives.	Budget, current knowledge and expertise, digital platform	Media partners	3-5 years Stage 1: Research, design initiatives Stage 2: Advocate

Nga toi Maori

Action	What we need to support this	Potential partners	Timeframe
Respect protocols for engaging with mana whenua/ tangata whenua and te ao Māori in the management and consultation aspects of arts and cultural activities.	Kaihautū role within council		1-3 years Stage 1: Education/research Stage 2: Implementation
Work to protect the representation of ngā toi Māori (Māori arts) and te reo Māori (Māori language) within Marlborough facilities and programs	Kaihautū role within council	Council departments and executive team, facility and programme providers	1-5 years Stage 1: Education/research Stage 2: Implementation
Facilitate meaningful engagement with mana whenua/ tangata whenua in the creative sector, aiming for more relevant cultural initiatives, Māori festivals (including Matariki), and educational workshops.	Budget, digital platform, Kaihautū role within council		1-5 years Stage 1: Education/research Stage 2: Planning Stage 3: Implementation
Work with the multicultural agencies to increase opportunities for cultural creativity. Use arts and culture to engage, welcome, and support immigrant communities.	Budget, stakeholder relationships, digital platform	Marlborough Multicultural Centre, Red Cross, MDC Welcoming Communities team	3-5 years Stage 1: Relationship building Stage 2: Program audit Stage 3: Recommendation/ implementation
Support iwi in the development of tailored place-making endeavours that pay tribute to Māori narratives and important cultural and heritage sites.	Budget, engagement across council departments	Marlborough Museum, MDC Small Townships team	5-10 years Stage 1: Relationship building Stage 2: Advocate

Nga toi Maori

Action	What we need to support this	Potential partners	Timeframe
Collaborate with mana whenua/tangata whenua and Māori organisations to address their aspirations for establishing spaces dedicated to art creation.			5–10 years Stage 1: Relationship building Stage 2: Facilities/requirement audit Stage 3: Recommendation/implementation

Youth

Action	What we need to support this	Potential partners	Timeframe
Gather insights into youth-focused programs and offer support to program providers. Maintain and support creative youth activities, e.g. Folio student exhibition.	Digital platform, stakeholder relationships, budget	Marlborough Art Gallery, youth sector agencies	1–5 years Stage 1: Audit of current provisions Stage 2: Establish support areas and advocate
Provide opportunities for young individuals to showcase their creativity in unconventional spaces, such as pocket parks.	Budget, engagement across council departments	Youth sector entities, parks & open spaces dept, education sector, business associations	3–5 years Stage 1: Research Stage 2: Design project process Stage 3: Implementation

Environment

Action	What we need to support this	Potential partners	Timeframe
Support the sector to consider ways of delivering arts and culture that minimise their impact on the climate.	Guidance from environmental experts, access to existing arts and climate partnerships, digital platform	MDC Environment dept, MDC Solid Waste Manager, community environmental groups, Enviroschools, refuse centres	2-5 years Stage 1: Research, partnerships Stage 2: Produce digital content and identify workshops opportunities including guest speakers Stage 3: Implementation
Explore collaborations between climate and arts sectors to delve into the influential role that arts can assume in motivating climate action (e.g.Track Zero www.trackzero.nz). Identify ways this work can drive change within the Marlborough region.	Guidance from environmental experts, access to existing arts and climate partnerships, digital platform	MDC Environment dept, MDC Solid Waste Manager, community environmental groups, Enviroschools, refuse centres	2-5 years Stage 1: Research, partnerships Stage 2: Identify actions and project plan Stage 3: Implementation