



ARTS, CULTURE + HERITAGE STRATEGY

2022 - 2027



CONTENTS

Executive Summary	3
Foundations for Change.....	5
Defining Arts, Culture + Heritage	7
Value + Investment	8
The Strategy	10
Action Plan.....	18

EXECUTIVE SUMMARY

This document provides the City of Victor Harbor and the community with a roadmap for its Arts, Culture and Heritage development over the next five years. In the context of potential investment by Council in a significant cultural asset project some time in the next 4 – 6 years, the plan centres on activation and connection. It is designed to activate people and place through a variety of key actions that will strengthen the visibility of arts and heritage, build networks and support the development of content.

The City of Victor Harbor has an emerging cultural sector with both individuals and groups operating in this space but there is a lack of cohesiveness. Many reported during the development of this plan that “there is lots happening, but people don’t know about it”. This along with Victor Harbor’s growing population and the desire for transformation from “sleeping retirement town” to vibrant cultural destination make for

a strong foundation for development. There is both a desire and a capacity for Council and the community to collaborate and build the region’s reputation for arts, culture and heritage experiences that are authentic and engaging. There is a strong desire and demand for the development of cultural tourism in the region and opportunities to enhance existing assets and create new ones that attract visitors and foster local pride, social connectedness and economic benefit.

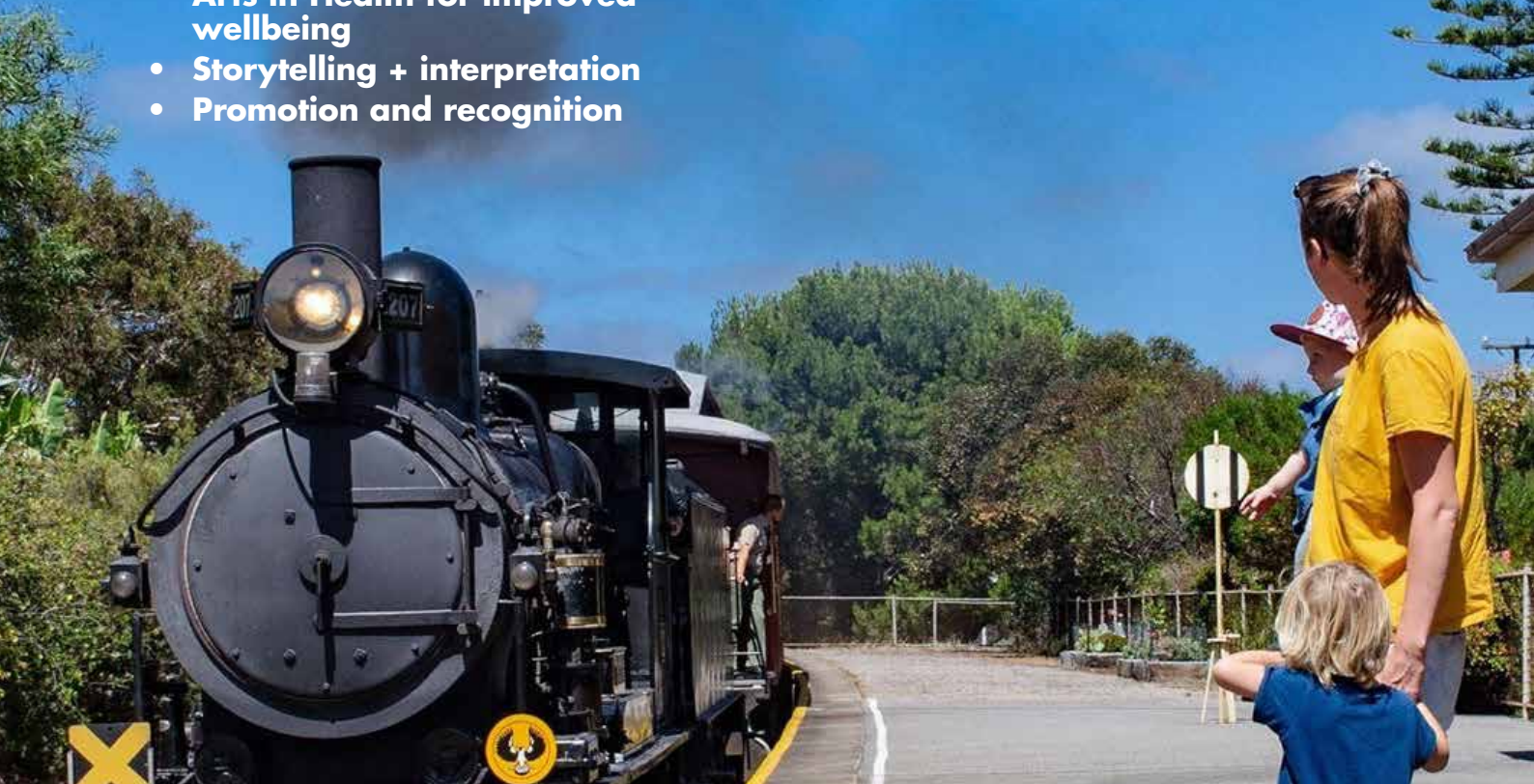
The Strategy is designed around three Goals, **Capacity Building**, **Placemaking and Creative Spaces** and **Participation and Engagement**. These are the foundation for development over the next five years and reflect a need to bolster the existing strengths of the region and respond to the opportunities presented by growth, transformation and the development of a game-changing cultural asset.



Each of the Goals are characterised by a series of strategic priorities which add further insight into what's needed. These include:

- **Creative Industries incubation + attraction**
- **Improved cultural tourism offering**
- **Cultural leadership + experimentation**
- **Sustainable networks**
- **Creation and access to new spaces**
- **Preservation of built heritage**
- **Place activation and enhancement**
- **Resource Existing Space**
- **Workshops + skills development**
- **Arts in Health for improved wellbeing**
- **Storytelling + interpretation**
- **Promotion and recognition**

In response to these, ten key objectives have been outlined in an action plan. These align with Council's capacity and are designed to focus on strengths that will help to realise the overall vision which is for the City of Victor Harbor to be a creative and culturally vibrant place to live and visit. The ten objectives are designed to be both simple and specific, ensuring tangible outcomes that can be achieved and measured over time. There is also a focus on how arts, culture and heritage permeate throughout the community and provide instrumental value – contributing to health and wellbeing, education, social connectedness and economic development and sustainability.



FOUNDATIONS FOR CHANGE

GROWTH + TRANSFORMATION

The City of Victor Harbor is growing – over the last decade the City has experienced greater population growth on percentage, than the rest of South Australia.

The City of Victor Harbor is transforming. It is shaking off its reputation as a quiet seaside retirement village and developing into a thriving City and holiday destination. It is large enough to offer great facilities across education, health and retail but small enough maintain connections with the natural environment and offer diverse housing options. These strengths combined with the increased desire for regional living, in part created by the Covid-19 Pandemic, place the City of Victor Harbor in a strong position to grow its community and attract investment.

This growth potential requires a pro-active approach from Council, who must ensure its offering is well-rounded. It must develop industry and housing to service the need for jobs and homes and develop arts, culture and heritage to meet the expectations of a vibrant, entertaining and socially connected lifestyle.

A VISION FOR A MAJOR CULTURAL ASSET

The City of Victor Harbor has recently developed a concept to create a major Cultural facility valued in excess of \$20 million. This is an ambitious project that has the potential to be a beacon for cultural development and transformation that benefits the cultural, social and economic landscape of the region. Realising the vision for this facility requires innovation, strong partnerships and substantial funding, which is much more likely to be forthcoming if Council can demonstrate need and the community is culturally engaged enough. Further information relating to this initiative is detailed in Section 4.

This strategy focuses on building resilient cultural eco-system, a diverse offering of arts experiences and strong buy-in from residents and visitors who are looking for more. A catalyst for this strategy is the need to create a compelling case for investment in the Centre and ensuring it is built on a foundation of engagement in arts, culture and heritage.

IMPROVING THE VISITOR OFFERING

The demand for cultural tourism offerings is growing on a global scale. According to the Australia Council's 2020 Domestic Arts Tourism Report, arts tourists are more likely to stay longer and spend more when travelling than domestic tourists overall. With the City of Victor Harbor's already strong reputation for tourism, it is wellpositioned to capitalise on this growth, improving its cultural offering and attracting visitors who are looking for more unique and memorable experiences.

This strategy provides opportunities for the creative interpretation of the region's culture that attracts and captivates visitors. From First Nations heritage and coastal biodiversity to the region's stories about whales and agriculture, there is a strong foundation for embedding culture into a range of existing and new visitor offerings.



DEFINING ARTS, CULTURE + HERITAGE

CULTURE

Culture is expressed and acknowledged in a variety of ways on a collective and individual level. It is closely related to art because we often experience and/or participate in culture through engagement with creativity, interacting with art and social exchanges.

It evolves and changes and is shaped by local and global influences, our education, history and engagement with each other. It includes customs, values, traditions and social norms and is often reflected in art as well as:

Language
Cuisine
Architecture
Fashion
Urban design
Stories
Ethnicity
Festivals
Celebrations
Rituals
Social Structures

ARTS

Tangible and intangible products or expressions of creativity. A way of articulating imagined ideas both real and unreal using a variety of media to create something that can be experienced temporarily or in an ongoing or permanent way. It includes but is not limited to:

Literature
Sculpture
Drawing
Circus
Painting
Music
Puppetry
Poetry
Theatre
Fashion
Storytelling
Film
Digital media
Crafts
Textiles
Dance
Photography
Comedy
Architecture
Design
Television production

HERITAGE

Tangible and intangible assets inherited to reflect the character and identity of people, places and events of the past. Heritage is defined by society who consciously and unconsciously identify things that become legacies, providing insight to the past and worthy of influencing the present and the future. It includes but is not limited to:

Landscapes
Buildings
Traditions
Objects
Monuments
Stories
Significant markers
Styles e.g., Baroque,
Cultural content e.g., music

VALUE + INVESTMENT

VALUE OF ARTS, CULTURE + HERITAGE

Council investment in Arts, Culture and Heritage has grown significantly in Australia in the last 30 years. According to Think Tank, A New Approach, LGA's provide 26% of all government arts and cultural expenditure. Between 2007 and 2017, the proportion of local government funding for the arts increased by 3.8% - compared to state and territory funding which grew by 2.9% and Federal Government funding, which dropped by 6.7%.

Council's investment recognises the value of arts and culture across a range of different

areas – which, as a result of a growing body of research, is understood more than ever before. There are a range of research reports, produced both here and overseas that convey the value of arts, culture and heritage in supporting a strong economy, improving education outcomes and contributing to both individual and community health and wellbeing. The following provides an overview of research that reflects the value of Arts, Culture and Heritage and demonstrates the potential for a significant return on investment.

Visitors who come for arts, culture and heritage experiences stay longer and spend more than other tourists.

From a health perspective people who participate in 2 or more hours of arts-based activities per week experience significantly better mental wellbeing.

Nationally, an estimated 65,000 full and part-time jobs are created by monies spent on live music.

The creative sector adds almost \$46 billion in GDP for the Australian economy.

A study of 12 regional performing arts venues, public art galleries and museums indicate that collectively these facilities create an additional 8.5 jobs outside the cultural sector for every 10 full time positions within the cultural sector and add over \$14 million to the local economy in 07/08 FY

Every dollar in turnover generated by creative industries (i.e. initial revenue stimulus) results in 3.76 times the total revenue for all other industries in the Australian economy.

COUNCIL'S LONG-TERM INVESTMENT IN ARTS + CULTURE

Over the last few years, the City of Victor Harbor has invested in Arts, Culture and Heritage. Council has shared an arts and cultural facilitator role in partnership with neighbouring Council, Yankalilla for two years and have recently set up the Coral Street Arts Centre. They have an ongoing commitment to heritage preservation, which crosses several areas of Council operations, and their festivals and events program includes cultural elements.

Looking to the future, Council has recently secured funding through Country Arts SA to see the development of a new Cultural

Facilitator role. The role will be focused on City of Victor Harbor in conjunction with Country Arts SA regional strategic objectives. Oversight of Coral Street Art Space and developing programs both within the facility and beyond will also be a major component of the role.

City of Victor Harbor has also made a long-term commitment to the development of an Arts and Culture Centre. This is a major project for Council both in scale and nature and has the potential to be a game changer for the region. Council's long term financial plan outlines the organisations commitment – see extract below.

Recognising the cultural and economic value of arts and cultural activity, the Council have been working on plans for the development of an Arts and Culture Centre incorporating the Victor Harbor Town Hall, Coral Street Art Space and Victa Cinema. The Council consider an Arts and Culture Centre to be an integral part of its aspiration to cultivate arts and cultural activity, and position Victor Harbor as a regional arts and cultural destination. It is working towards delivering a centre that incorporates all art forms providing local artists, groups and the broader community with a place to meet, work, exhibit, collaborate and learn. This project is included with the Council's Asset Management Plans with construction a combination of new and renewal. Finalisation of design is included in Year 1 (2021/22) with construction anticipated to be spread across two financial years. The table below shows the planned timing of the project, subject to the receipt of grant funding and the Annual Business Plan process:

Project	Year 1 2021/22 (000's)	Year 2 2022/23 (000's)	Year 3 2023/24 (000's)	Year 4 2024/25 (000's)	Year 5 2025/26 (000's)	Year 6 2026/27 (000's)	Year 7 2027/28 (000's)	Year 8 2028/29 (000's)	Year 9 2029/30 (000's)	Year 10 2030/31 (000's)	Total
Design	47	-	600	600	-	-	-	-	-	-	1,247
Construction	-	-	-	-	-	-	9,000	9,000	-	-	18,000
Total	47	-	600	600	-	-	9,000	9,000	-	-	19,247

THE STRATEGY

The strategic framework for the City of Victor Harbor's is designed to be uncomplicated, easy to follow and ultimately simple for Council to implement. It links the overall vision to the strategic actions, demonstrating how aspirations translate into practical outcomes and acknowledges that strategic actions are multilayered and achieve outcomes across a range of areas. It also simplifies impact analysis and evaluation and aligns with Council's current capacity and investment and future ambition.

It reflects that arts, cultural and heritage development within a Local Government context involves an eco-system of interconnected activities that provide social, cultural and economic benefit. For example, the presentation of cultural residencies will help improve the cultural tourism offering and support storytelling and improved interpretation.

- **The Vision** provides an aspiration of what will be achieved for the City of Victor Harbor where the strategy will take the City of Victor Harbor and what will be achieved when the plan is implemented.
- **The Goals** provide a thematic foundation for Council's investment that links directly to the vision for this strategy.
- **Strategic Priorities** areas provide further detail to the pillars adding a sense of what the focus areas are within the strategic pillars.
- **Objectives** are the activities that Council will undertake over the next five years to realise its vision



VISION

The City of Victor Harbor is a creative and culturally vibrant place to live, work and visit. It will...

- Enjoy a thriving arts ecology that supports all aspects of community and commercial life
- Be a place where people have meaningful experiences that make them feel safe, happy and connected to each other and the landscape



This Vision will be achieved primarily through capacity building, activation and engagement. It will build on existing momentum created by the concept development of the Arts and Cultural Hub, and further grow demand and

interest. This will strengthen the Council's case for investing in substantial cultural infrastructure and develops a foundation for creativity that supports economic growth, social connectivity and a celebration of heritage.



The Vision will be realised through the achievement of the following key Goals:

CAPACITY BUILDING

Building capacity, making connections and forming strong partnerships

In the first instance it is important to build the capacity of local artists and “arts- interested community” to lead cultural activity and creative innovation. Council will grow stronger network, and support skills and resourcing that develops confidence, attracts further investment and bolsters activity.

Building the capacity of individuals, groups and businesses to also engage with arts, culture and heritage is also a key part of achieving the vision. Creating opportunities for partnerships between arts organisations and artists and others will provide social and economic benefit. It will see arts, culture and heritage permeate throughout the community more broadly.

PLACEMAKING + CREATIVE SPACES

Creating places that reflect heritage and culture and support creative activity

In relation to creating spaces for culture, the key focus for Council over the next five years will be to realise the vision of the Arts and Culture Centre straddling Ocean and Coral Streets. Continuing to build momentum that supports this development will be critical but ensuring there are other spaces for cultural activity and embedding strong placemaking principles are also important.

Identifying and resourcing spaces for cultural interaction over the next five years is important. As the bigger vision for the Centre is realised Council will facilitate access to places and spaces that support arts and culture.

The integration of public art, activating public spaces through festivals and events and interpreting the heritage of built and natural landscape are also an important component of realising the vision.

PARTICIPATION + ENGAGEMENT

Engaging people in the culture of Victor Harbor and fostering participation

Evidence that reflects the value of participation in arts and culture continues to grow on a global scale. The instrumental value of arts and culture and heritage preservation offer positive outcomes on an economic level and support health and wellbeing, education and environmental sustainability.

Creating opportunities for engagement and participation in creative and heritage activities for all ages and all skill levels will foster stronger connections, add to the unique landscape and increase a sense of belonging.

Council's investment in this area translates to a more cohesive community who feel safe and happy.



GOALS

Capacity
Building

Placemaking +
Creative Spaces

Participation +
Engagement

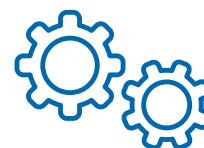
STRATEGIC PRIORITIES



CREATIVE INDUSTRIES
INCUBATION + ATTRACTION



CREATION / ACCESS
TO NEW SPACES



WORKSHOPS + SKILLS
DEVELOPMENT



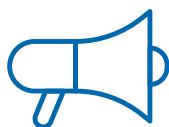
IMPROVED CULTURAL
TOURISM OFFERING



PRESERVATION OF
BUILT HERITAGE



ARTS IN HEALTH FOR
IMPROVED WELLBEING



CULTURAL LEADERSHIP
+ EXPERIMENTATION



PLACE ACTIVATION
+ ENHANCEMENT



STORYTELLING +
INTERPRETATION



SUSTAINABLE
NETWORKS



RESOURCE
EXISTING SPACE



PROMOTION +
RECOGNITION

OBJECTIVES

1. To establish a Program of Cultural Residencies
2. To embed cultural principles across Council
3. To create and implement of a Creative Victor Harbor brand
4. To present a quarterly program of workshops
5. To ensure access to Creative spaces
6. To cultivate cross-industry partnerships
7. To reward and seed innovation and momentum through – funding, advice, access
8. To establish a sustainable cultural network
9. To develop a Reconciliation Action Plan
10. To develop digital resources that support access and promotion to the region's cultural assets



COUNCIL'S ROLE + GUIDING PRINCIPLES

This strategy is designed to be delivered by Council and the Community collaboratively, hence it is one of the guiding principles detailed below. Council will continue to tackle its work in this space from a range of perspectives – acting as a facilitator and

collaborator in the first instance but also as a funder, regulator and partner.

The following principles provide principles to guide roll out of the strategy. They provide a foundation for both decision making and implementation – ensuring the best possible outcomes can be achieved.

Collaboration

Working with others to strengthen approaches, achieve shared goals and ensure cross-industry partnerships.

Leveraging Investment

Council will utilise its funds, skills and resources to attract funding from other sources. It will invest in sourcing investment that fosters cultural development.

Innovation

A willingness to take risks on creative ideas, pilot new things and invest in approaches that offer unique and interesting outcomes.

Access + Diversity

Implementation of the strategy is suitable for all ages, all abilities and welcomes people from diverse social and ethnic backgrounds.

Creative + Economic Balance

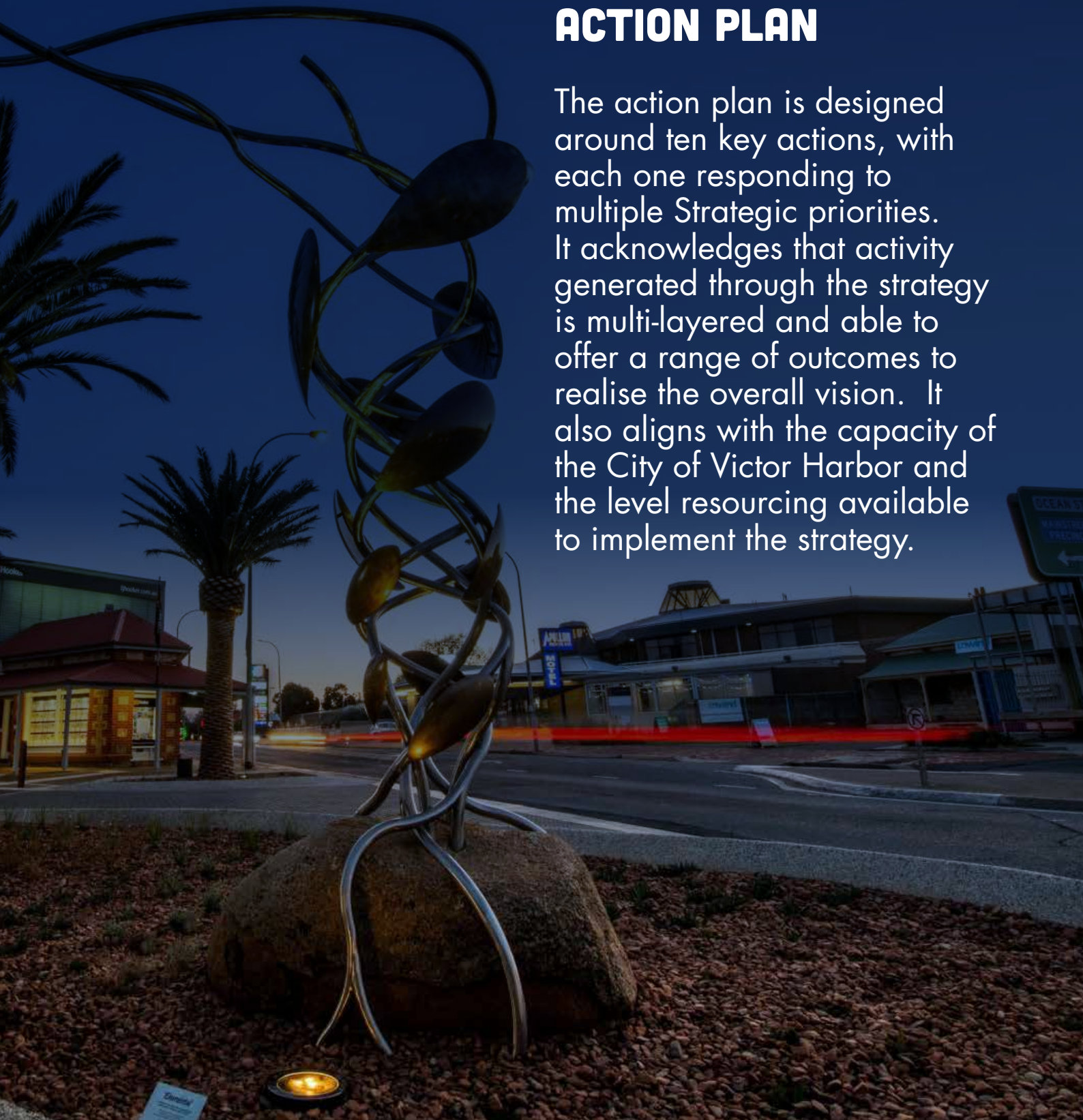
Activities are multi-layered and able to offer both creative and cultural excellence and economic benefit for the community.

Relevance

Initiatives will align with the region's culture – respecting past legacies and creating new ones that authentic and relate local identity.

ACTION PLAN

The action plan is designed around ten key actions, with each one responding to multiple Strategic priorities. It acknowledges that activity generated through the strategy is multi-layered and able to offer a range of outcomes to realise the overall vision. It also aligns with the capacity of the City of Victor Harbor and the level resourcing available to implement the strategy.



1. A PROGRAM OF CULTURAL RESIDENCIES

An annual residency program that brings in artists, creatives and heritage professionals to spend time in the City of Victor Harbor. Each residency will be designed around the strategic priorities and foster participation and partnerships with non-arts entities. Council's investment will be utilised to attract external funding and bring in other partners across a range of areas including education, the environment and health, who will benefit from the residency outcomes.

ACTIONS

- A week-long residency with an artist working with a local theatre company to develop a series of one-act plays based on local stories and characters.
- A three-month residency with regular visits by a Heritage Adviser who works with First Nations artists to create public artworks.
- A month-long residency involves an artist visiting in the lead up to a Victor Harbor Festival to work with local students to create ephemeral artworks that are part of the festival.

Indicators of Success

- Partnerships Formed – number of and mutual outcomes achieved
- Participant – number of and levels of satisfaction
- Economic Value – Funding received, Artist Income generated, participant investment both direct and indirect.



CREATIVE INDUSTRIES
INCUBATION + ATTRACTION



IMPROVED CULTURAL
TOURISM OFFERING



PLACE ACTIVATION
+ ENHANCEMENT



WORKSHOPS + SKILLS
DEVELOPMENT



ARTS IN HEALTH FOR
IMPROVED WELLBEING



STORYTELLING +
INTERPRETATION

2. EMBED CULTURAL PRINCIPLES ACROSS COUNCIL

The benefits of arts, cultural and heritage development permeate across a range of areas relevant to the work of Council. It can help inspire, educate, support innovation and make things more vibrant. Engagement with arts and heritage can be used as a tool for achieving a range of social, environmental and economic outcomes. Embedding cultural principles across Council involves improving the capacity of non-arts personnel to understand and embrace creative and cultural approaches effectively. Training that supports both strategic and operational integration is essential.

ACTIONS

- Council assesses the impact their decisions have on culture and heritage.
- The integration of arts and cultural activity within economic strategies that attract and retain residents, support the visitor economy and strengthen retail and education sectors.
- Working with artists and creatives to support Council's environmental aspirations, educating the public and influencing behaviour.

Indicators of Success

- Number of non-arts projects that include a creative component
- Staff confidence in engaging arts, culture and heritage and working with Arts coordinator
- The number of plans and strategies across council that consider / include culture and/or heritage.



CREATIVE INDUSTRIES
INCUBATION + ATTRACTION



IMPROVED CULTURAL
TOURISM OFFERING



ARTS IN HEALTH FOR
IMPROVED WELLBEING



WORKSHOPS + SKILLS
DEVELOPMENT



RESOURCE
EXISTING SPACE



PROMOTION +
RECOGNITION



PLACE ACTIVATION
+ ENHANCEMENT



SUSTAINABLE
NETWORKS

3. CREATION + IMPLEMENTATION OF A CREATIVE VICTOR HARBOR BRAND

The Creative Victor Harbor Brand provides an overarching banner that brings a range of activities within this strategy together. It also indicates how Council and the broader community value arts, culture and heritage, attracting artists, organisations and members of the community to be part of “something bigger”. Activities designed to enhance the community, connect people or improve skills/knowledge will be easier to develop and promote with a cohesive brand that people recognise, value and understand. Over time people will come to recognise the brand and have a clear understanding of the activities as creative, vibrant and beneficial.

ACTIONS

- Council invites expressions of interest for a residency under the Creative Victor Harbor Brand – artists applying have a clear impression of it from a quality and expectation perspective and it builds a reputation for this which generates demand and interest.
- Workshop programs are advertised and promoted under the Creative Victor Harbor brand and people have a clear understanding of what it is and what to expect – advertising gets easier.
- Networking events are promoted under the Creative Victor Harbor brand providing something tangible for artists and groups to connect to more easily.

Indicators of Success

- Creation and use of the brand across a variety of platforms
- Brand recognition around quality, innovation and connection to Victor Harbor
- The number of plans and strategies across council that consider / include culture and/or heritage.



CREATIVE INDUSTRIES
INCUBATION + ATTRACTION



PROMOTION +
RECOGNITION



SUSTAINABLE
NETWORKS



WORKSHOPS + SKILLS
DEVELOPMENT



CULTURAL LEADERSHIP
+ EXPERIMENTATION



STORYTELLING +
INTERPRETATION

4. PRESENTATION OF QUARTERLY PROGRAM OF WORKSHOPS

A program of workshops developed and released on a term-by-term basis that offers a range of opportunities for people to learn, engage and share and develop skills. The program will be designed to meet the needs of a range of different needs and is a key foundation for arts activities across the Council including festivals, performances / exhibitions, place activation and the development of creative industries. The program will include activities which suit a range of ages and abilities and cross a broad spectrum of interests – from artist masterclasses to edu-tainment type activities for novices interested in making for personal enrichment and social connection. The program will attract income although some areas will need to be subsidised and it is expected to start small and grow and evolve as demand increases. Pathways will be created from the workshop program also – particularly for professional artists wanting to grow their practice, emerging craftspeople wishing to earn income and develop a business and linking outcomes to other activities including festivals and events and placemaking. The program also represents an important opportunity for artists to earn income as facilitators and can link with the residencies.

ACTIONS

- Masterclasses relating to specific practice areas or focusing on creative industry development, cultural leadership etc.
- Children's school holiday and afterschool programs including both visual and performing arts.
- Short-term workshop programs that lead to specific outcomes such as a group exhibition or performance – possibly helping to activate a place or be part of a festival.

Indicators of Success

- Number of programs developed and growth over time
- Number of participants and satisfaction levels in program content.
- Pathways created through workshop program – artist development, industry connections etc.



5. ENSURE ACCESS TO CREATIVE SPACES

This strategic action ensures artists, community groups and the public can easily access appropriate spaces for a range of arts, culture and heritage activities. It involves an audit of private and public facilities that can be utilised for a range of arts, cultural and heritage activities and the creation of a database that can be accessed – this can be done through the “creative spaces” platform. Council will also increase access to creative spaces through the development of fixed and transportable resources that increase the functionality of existing spaces both those owned by Council and others. Grants that support access and use of a range of spaces in the context of placemaking and creative industry development will support a range of outcomes.

ACTIONS

- Council installs hanging fixtures in 2 – 3 public spaces for artists to install exhibitions regularly.
- Council continues to improve and activate Coral Street Art Space to ensure the needs of artists are met and exhibitions, performances and workshops.
- An agreement is put in place with local schools for the use of facilities outside of school hours for creative activities.
- Appropriate spaces are identified for the storage and promotion of heritage materials.
- Support is provided to groups and individuals who want to stage outdoor activities that support both short and long-term placemaking.

Indicators of Success

- Creation and creative spaces database.
- Number of creative spaces available and growth over time of their regular usage.
- Number of creative and heritage activities undertaken in public places



CREATIVE INDUSTRIES
INCUBATION + ATTRACTION



WORKSHOPS + SKILLS
DEVELOPMENT



CREATION / ACCESS
TO NEW SPACES



RESOURCE
EXISTING SPACE



PLACE ACTIVATION
+ ENHANCEMENT



PRESERVATION OF
BUILT HERITAGE



STORYTELLING +
INTERPRETATION

6. CULTIVATE CROSS INDUSTRY PARTNERSHIPS

Cross industry partnerships will ensure that a range of sectors across the City of Victor Harbor are able to benefit from arts, culture and heritage from an instrumental perspective. The focus of this strategic action is to connect to three key industry areas – education, tourism and health, connecting creatives with organisations to deliver cultural projects with a range of outcomes. The partnerships will increase the visibility of arts, culture and heritage and provide opportunities for people to engage, that may not normally access creative activities. Council's role will vary within this strategic action with them acting as a broker, project leader, funder and/or facilitator to cultivate the relationships.

ACTIONS

- Council may offer funding within its community grants program specifically for cross-industry initiatives, where non-arts organisations apply for funding to support working with artists.
- Greater focus on arts and heritage activations within festivals, which are designed to attract visitors to the region.
- The development of artists in schools activities where students are engaged with artists within a variety of curriculum areas.
- Workshops included within the workshops program that focus on health and wellbeing – e.g., dance to improve balance.

Indicators of Success

- Number and value of partnerships formed
- Number of people involved in activities produced through the partnerships



WORKSHOPS + SKILLS
DEVELOPMENT



ARTS IN HEALTH FOR
IMPROVED WELLBEING



STORYTELLING +
INTERPRETATION



PLACE ACTIVATION
+ ENHANCEMENT



IMPROVED CULTURAL
TOURISM OFFERING

7. REWARD AND SEED INNOVATION AND MOMENTUM THROUGH FUNDING, ADVICE AND ACCESS

Through its Arts and Cultural Facilitator Role, Council can provide direct advice and support for individuals and organisations that are interested in engaging arts, culture and heritage development. The role will be able to help others seek funding, connect with each other and access resources including venues and spaces. Council will be pro-active in identifying where innovation and momentum is present and supporting further growth and development through its programs – including residencies, place activation, festivals and the workshop program. The role will help to join the dots and foster networks – connecting groups and individuals, brokering partnerships and linking people with resources.

ACTIONS

- Masterclasses relating to specific practice areas or focusing on creative industry development, cultural leadership etc.
- Children's school holiday and afterschool programs including both visual and performing arts.
- Short-term workshop programs that lead to specific outcomes such as a group exhibition or performance – possibly helping to activate a place or be part of a festival.

Indicators of Success

- Number of contact hours providing direct support
- Network connections developed
- Funding sought for arts and cultural projects.



CULTURAL LEADERSHIP
+ EXPERIMENTATION



SUSTAINABLE
NETWORKS



CREATIVE INDUSTRIES
INCUBATION + ATTRACTION



WORKSHOPS + SKILLS
DEVELOPMENT



PLACE ACTIVATION
+ ENHANCEMENT



PRESERVATION OF
BUILT HERITAGE

8. ESTABLISH A SUSTAINABLE CULTURAL NETWORK

A strong arts and cultural eco-system is dependent on a strong network – artists and organisations connecting with each other, sharing information, knowledge and skills and cross promoting activities. The development of a formal network that comes together on a regular basis for both casual and facilitated discussion and sharing. The network would focus on the cross promotion of activities and encourage collaboration that supports strong and effective project delivery and creative industry development.

ACTIONS

- Quarterly meetings of key representatives from the various arts, culture and heritage groups to share information and cross promote.
- Artists that gather to share information about their practice and challenges.
- A teaching artists group that gathers to review and discuss practice.
- Sessions with a guest-speaker that focuses on informing practitioners and groups about opportunities, practice development and skill-sharing.

Indicators of Success

- Number of networks developed
- Number of people / groups engaged in the networks.
- Initiatives that emerge from networking – collaborative initiatives, skill-sharing, funding applications, cross-promotion.



CULTURAL LEADERSHIP
+ EXPERIMENTATION



SUSTAINABLE
NETWORKS



WORKSHOPS + SKILLS
DEVELOPMENT



PLACE ACTIVATION
+ ENHANCEMENT



PRESERVATION OF
BUILT HERITAGE

9. DEVELOP A RECONCILIATION ACTION PLAN

The development of a Reconciliation Action Plan (RAP), that has a focus on the promotion, preservation and development of First Nations culture. The RAP will be a foundation for ongoing development and increased visibility of First Nations culture – both from an historic and contemporary perspective. Active participation by First Nations people across arts, cultural and heritage development in the City of Victor Harbor is a priority and how this unfolds will be articulated in the RAP. Public Art, Workshops, Interpretation of place will all be important cultural outcomes in this space.

ACTIONS

- The RAP will include standards and expectations relating to engagement of First Nations artists and the development of First Nations arts / heritage initiatives.
- First Nations dreaming stories are integrated into place activation activities and site interpretation.

Indicators of Success

- Completion of RAP and active steps to implement
- Number of First Nations cultural projects developed
- First Nations cultural inclusion in arts, cultural and heritage activities.



CULTURAL LEADERSHIP
+ EXPERIMENTATION



SUSTAINABLE
NETWORKS



CREATIVE INDUSTRIES
INCUBATION + ATTRACTION



WORKSHOPS + SKILLS
DEVELOPMENT



PLACE ACTIVATION
+ ENHANCEMENT



PRESERVATION OF
BUILT HERITAGE

10. DEVELOPMENT OF DIGITAL RESOURCES THAT SUPPORT ACCESS AND PROMOTION TO THE REGION'S CULTURAL ASSETS

This initiative has two focus areas; to develop platforms to better help artists connect with each other and the development of digital assets that help locals and visitors interact with the region on a cultural level. The first component links directly with the development of physical arts and heritage networks with digital resources helping to maintain connections and better promote activities. This could be using existing social media platforms under the Creative Victor Harbor Brand or the development of other resources including an app or website – depending on what is needed.

The Second component sees the development of digital interactions incorporating sound, text and images that can be accessed through digital devices. The interactions would provide directions and interpretations linked to sites throughout the community – sharing stories and providing a framework for people to create and enjoy trails – linked to public art, heritage sites, attractions or other activities. Artists and heritage professionals will be engaged to create content which will grow over time.



STORYTELLING +
INTERPRETATION



CULTURAL LEADERSHIP
+ EXPERIMENTATION



SUSTAINABLE
NETWORKS



CREATIVE INDUSTRIES
INCUBATION + ATTRACTION



WORKSHOPS + SKILLS
DEVELOPMENT



PLACE ACTIVATION
+ ENHANCEMENT



PRESERVATION OF
BUILT HERITAGE

ACTIONS

- The development and management of social media pages specifically for artists to promote their work with each other and the public – possibly with a point of sale.
- A website and/or newsletter, which incorporates the Creative Victor Brand that groups, and individuals can share information about current activities and opportunities.
- The creation of a Victor Stories Trail with younger residents sharing oral segments about specific places in Victor Harbor and what they like about them – hidden gems!
- The creation of Augmented Reality interpretation that provides viewers with a view of the built and physical landscape as it used to look 50 or 100 years ago.

Indicators of Success

- Volume of information distributed through digital resources.
- Trails, sites included in digital resource.
- Engagement levels / reach of digital resources.

city of
Victor Harbor



PO Box 11, Victor Harbor SA 5211



(08) 8551 0500



localgov@victor.sa.gov.au



Monday to Friday 9am - 5pm



www.victor.sa.gov.au