



CULTURE STRATEGY – ARTS & HERITAGE 2022 - 2027





The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people, the Traditional Custodians of the land and surrounding waters where we live and work.

We acknowledge their deep connection to country and pay our respects to Elders past, present and emerging.

This respect is extended to Aboriginal and Torres Strait Islander people across Australia.

DESTINATION BRAND

VICTOR HARBOR

FEEL IT CALLING

Victor Harbor is somewhere you feel at the mention of its name—a place that stirs a profound personal connection and gently draws you in.

It's in the natural beauty of the landscape and the depth of your breath. You can hear it echoing in the air as you come closer as if the coastline is calling to you.

People come here to be immersed. To catch a glimpse of wildlife from the shore.

To relive their childhood summers. To stand on the very soil where history happened. And what they feel—rejuvenation, adventure, reflection—forever connects them to this wondrously one-of-a-kind place where the hum of community meets the stillness of the sea.

There is an endless energy that flows through us and binds us together. It's in our fertile farmlands, our bustling streets and our thriving people. Here, every individual sustains the whole and strengthens our capacity for meaningful collaboration in life, at work and in business.

Our world is one built on connection. We cooperate and innovate for the benefit of all, combining the supportive relationships of a country town with the vision and opportunities of a regional centre.

Victor Harbor is the vibrant, creative heart of our Fleurieu, circulating the currents that course through our peninsula. This is a place brimming with life and culture, inviting you to come and experience it for yourself.

Victor Harbor. **Feel it calling.**

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Arts & Cultural Advisory Group

City of Victor Harbor Arts and Culture Advisory Group

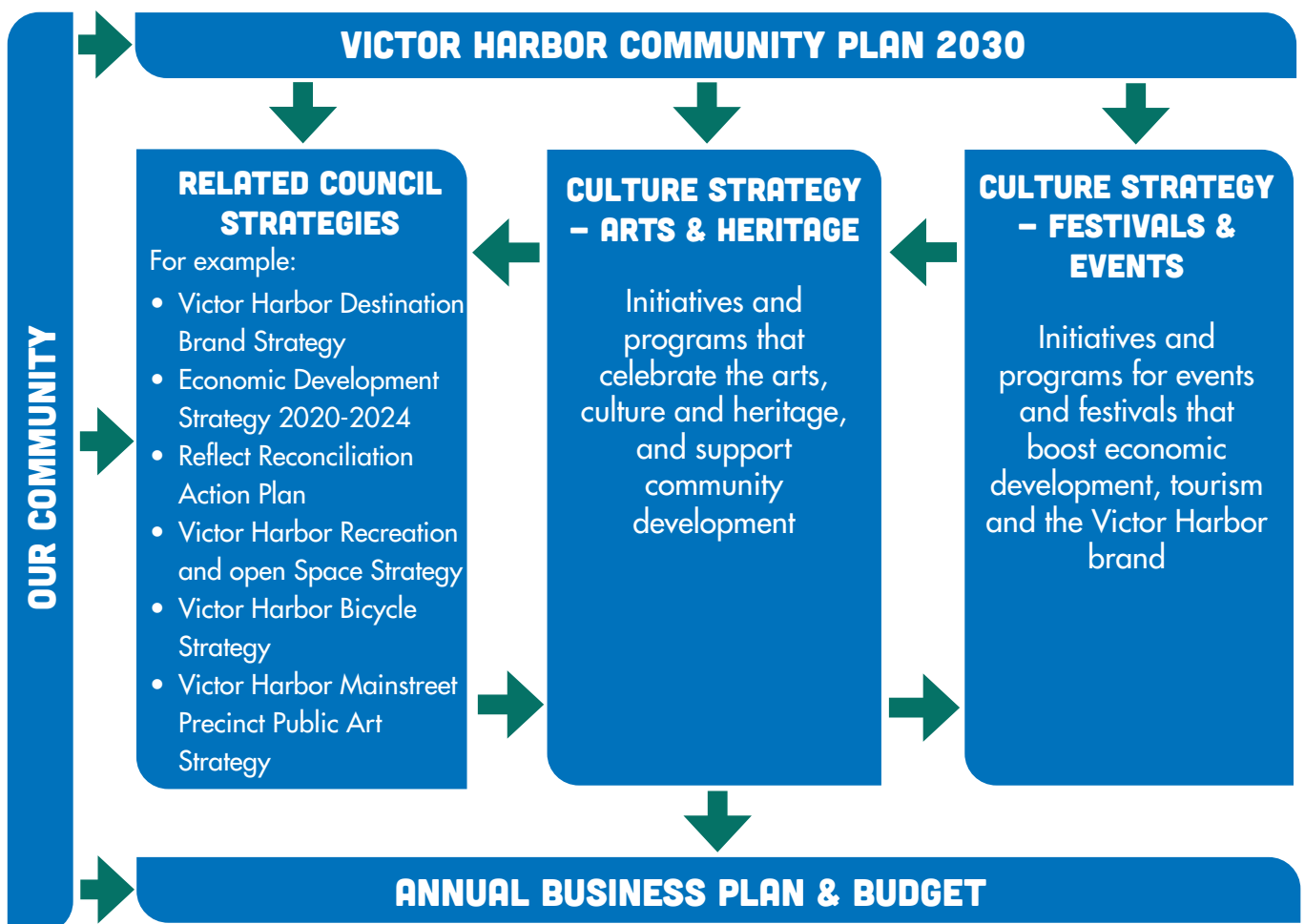
City of Victor Harbor Heritage Advisory Group

ABOUT THIS STRATEGY

This strategy is all about how the City of Victor Harbor will enable the wealth of artistic potential in our community to thrive. To tell the stories of our beautiful natural landscapes, heritage and people; and to attract people and support our vibrant communities to flourish.

This strategy guides the City of Victor Harbor in its delivery of arts initiatives over the next

five years to support and celebrate our area's culture and heritage. It has been prepared through consultation with community, arts organisations, stakeholders, and members of First Nations groups. It is the companion strategy to the Culture Strategy – Festivals and Events¹ and will support delivery of our Community Plan, Economic Development Strategy and other Council strategies.



¹The Culture Strategy - Festivals and Events was in development at the time of adopting the Culture Strategy - Arts and Heritage

WHY IS CULTURE, ART AND HERITAGE IMPORTANT?

The City of Victor Harbor is experiencing a high degree of change as it moves from a large town and farming community to a modern and progressive regional city.

Victor Harbor is growing. Elements such as its people, natural environments, rich culture, heritage and lifestyle are attracting more people, not just to retire, but more so to raise their families and explore new opportunities. Arts experiences that interpret these much-loved elements provide the opportunity to strengthen what Victor Harbor already has to offer.

Council is seeking to deliver an arts, culture and heritage strategy in partnership with the community that keeps pace with expectations and shapes the city in a positive way together. Growing the arts can support liveability, attract and captivate visitors and residents alike, and support local employment and the local economy.

A rich arts, culture and heritage program can support a resilient and engaged community. It can reflect the identity and purpose of a community that has an inherent sense of who it is, where it has come from and what it is striving to be.

Over the last few years, the City of Victor Harbor has invested in arts, culture and heritage. Council has established the Coral Street Arts Space and employed an Arts and Cultural Facilitator in partnership with Country Arts SA and District Council of Yankalilla. Excitingly the facilitator position has evolved into a standalone position for the City of Victor Harbor in partnership with Country Arts SA.

Looking to the future, Council has endorsed concepts, and has commenced detailed design, for the Arts and Cultural Centre. The Centre proposes to be the centrepiece of the arts and culture ecosystem in Victor Harbor.

This strategy shapes a path forward to establishing Victor Harbor as the “creative heart of the Fleurieu”.

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
- Acknowledge and respect the First Nations and European stories that have built the foundations of our community

OUR GOALS – ENABLING ARTISTS AND COMMUNITY

This plan is all about working with and supporting our community. The wealth of artistic potential sits in the hands of artists, cultural organisations, industry,

and the local community. Council's role is to enable and activate that potential through the below goals that best utilise Council's strengths and areas of influence.

GOALS

Building capacity



Building capacity of artists and community, making connections, forming strong partnerships, and creating an enabling culture

Creating + activating places

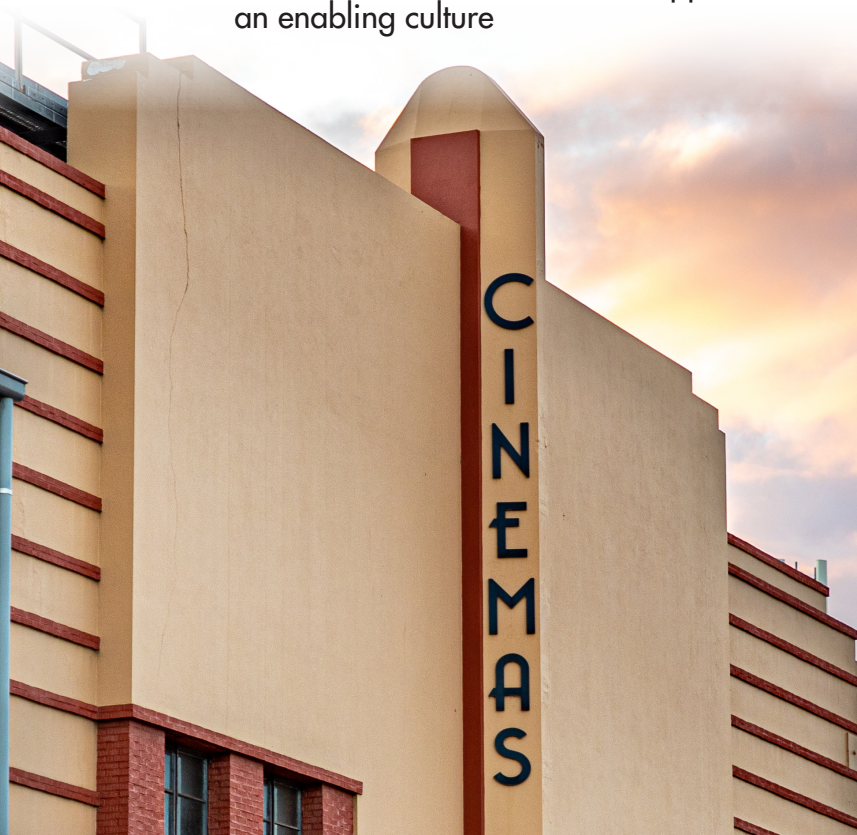


Creating places that reflect heritage, arts and culture and providing spaces to support creative activity

Increasing participation + engagement



Engaging people in the culture, arts and heritage of Victor Harbor and fostering participation

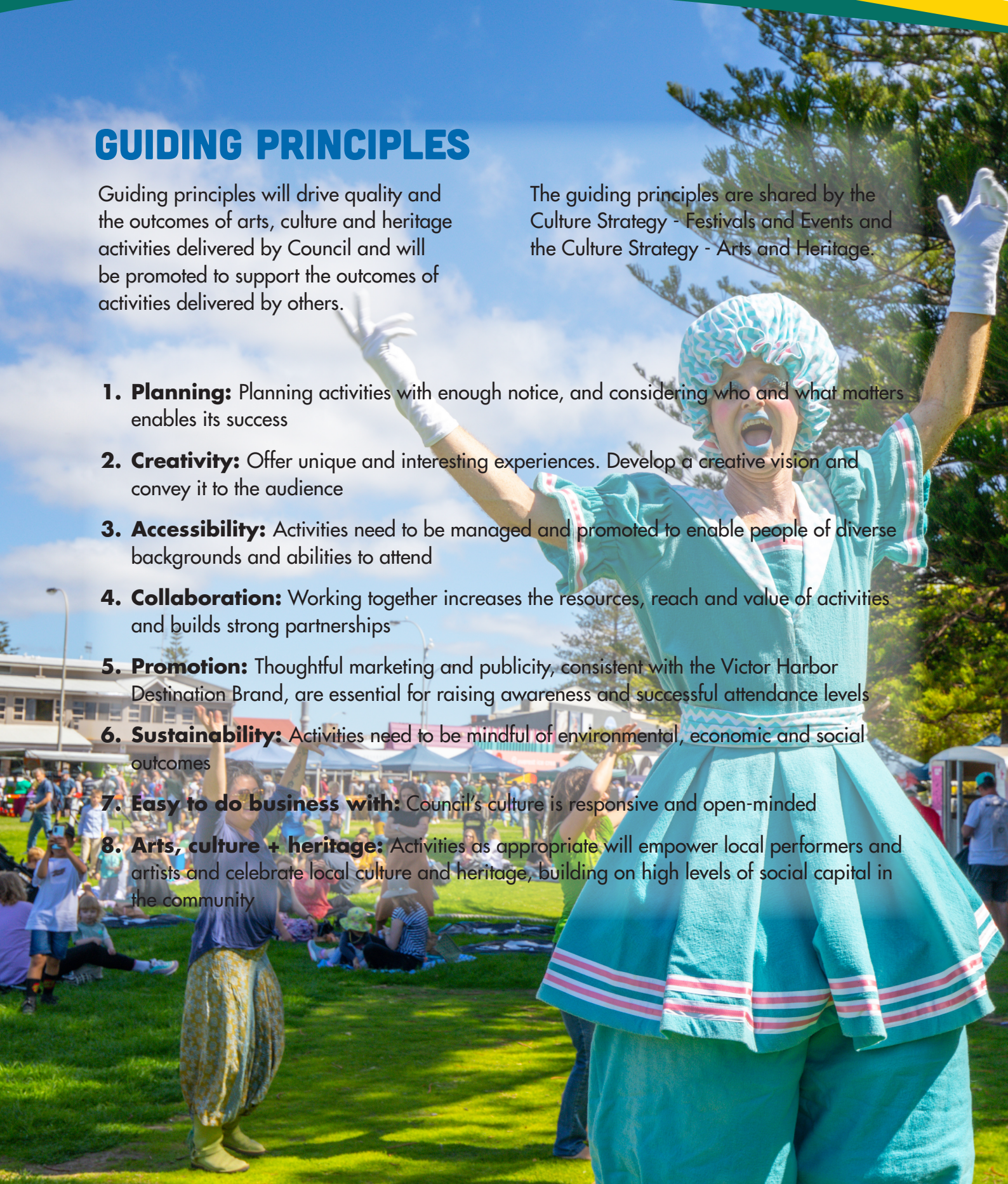


GUIDING PRINCIPLES

Guiding principles will drive quality and the outcomes of arts, culture and heritage activities delivered by Council and will be promoted to support the outcomes of activities delivered by others.

The guiding principles are shared by the Culture Strategy - Festivals and Events and the Culture Strategy - Arts and Heritage.

- 1. Planning:** Planning activities with enough notice, and considering who and what matters enables its success
- 2. Creativity:** Offer unique and interesting experiences. Develop a creative vision and convey it to the audience
- 3. Accessibility:** Activities need to be managed and promoted to enable people of diverse backgrounds and abilities to attend
- 4. Collaboration:** Working together increases the resources, reach and value of activities and builds strong partnerships
- 5. Promotion:** Thoughtful marketing and publicity, consistent with the Victor Harbor Destination Brand, are essential for raising awareness and successful attendance levels
- 6. Sustainability:** Activities need to be mindful of environmental, economic and social outcomes
- 7. Easy to do business with:** Council's culture is responsive and open-minded
- 8. Arts, culture + heritage:** Activities as appropriate will empower local performers and artists and celebrate local culture and heritage, building on high levels of social capital in the community



OUR RESPONSE

This strategy includes six key initiatives that have been identified to best deliver the goals in partnership with artists, cultural organisations, industry, and the local community.

Underpinning all of Council's efforts is development of an Arts and Culture Centre that will be the flagship project for the strategy. All key initiatives are considerate of the application of the guiding principles.

OUR GOALS

Building capacity



Creating + activating places



Increasing participation + engagement



KEY INITIATIVES

**1.
Cultural residency program**

**2.
Workshop program**

**3.
Celebrating First Nations culture**

**4.
Creative Spaces**

**5.
Embedding culture, arts + heritage**

**6.
Support, partnerships, + promotion**

Flagship project

Arts and Culture Centre

GUIDING PRINCIPLES

Planning

Creativity

Accessibility

Collaboration

Promotion

Sustainability

Easy to do business with

Arts, culture + heritage



An aerial photograph of Victor Harbor, Australia, showing the coastline, harbor, and surrounding residential areas. A large blue rectangular overlay box is positioned in the center of the image, containing white text. The box is partially transparent, allowing the background image to be seen through it. The text is arranged in a structured layout with a title, three paragraphs, and a decorative graphic at the top of the page.

FLAGSHIP PROJECT – ARTS AND CULTURE CENTRE

Council has approved the concept and proceeded to stage one detail design for a proposed new Arts and Culture Centre that will be the beacon for cultural development and transformation in the region.

The Arts and Culture Centre aims to build upon Victor Harbor's rich built and cultural heritage by combining four of Victor Harbor's most prominent buildings: the Town Hall, Old Mechanics Institute, Librarian's Residence and Victa Cinema.

The proposed design includes a Proscenium Theatre, Flexible Theatre, Gallery Space, and the associated Back of House and Foyer space that connect it all together, along with the refurbishment of the Victa Cinema.

The design also includes a public meeting room, food and beverage spaces and large flexible tenancy spaces.

Development of the Centre is an aspirational project for Council. While the delivery of this project isn't within the scope of this strategy, it supports continued planning for an integrated centre. The ambition is it will provide spaces and run programs to build the capacity of local artists and foster networks and partnerships; and provide venues for exhibitions and performances that will enrich the lives of residents, attract visitors to Victor Harbor, support local businesses and boost the area's cultural credentials. The Centre will support community resilience by providing a space for people to feel welcome, connect, share stories, explore skills and increase wellbeing through arts, culture and heritage programs.

KEY INITIATIVE 1. ARTS, CULTURE AND HERITAGE RESIDENCY PROGRAM

DESCRIPTION

Council will co-ordinate an annual program of residencies that hosts artists, creatives, cultural and heritage leaders to spend time in the City of Victor Harbor and develop works to share with community and attract visitors to deepen their experience of Victor Harbor.

Residencies could be of varying lengths and will aim to link and share perspectives on Victor Harbor culture, heritage, place and people.

The Coral Street Arts Space will provide spaces in which to host residencies and other spaces and venues will also be explored.

The program could explore opportunities such as: a week-long residency with an artist working with a local theatre company to develop works based on local stories; a month-long residency involving 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; a three-month residency with regular visits by a First Nations Heritage Adviser who works with First Nations artists to create public artworks and characters.

DELIVERABLES

- Prepare residency framework, delivery model and guidelines to support sustainable success
- Champion arts, cultural and heritage leaders and professionals to mentor new and emerging artists as part of residencies
- Promote a program, attract people to apply for residencies and seek funding and support
- Document annual residency program
- Promote and deliver residency program
- Evaluate program

KEY INITIATIVE 2. ARTS, CULTURE AND HERITAGE WORKSHOP PROGRAM

DESCRIPTION

Council will coordinate and promote a program of workshops to develop and share skills in the arts and a deeper appreciation of local arts, culture and heritage.

The workshops will be delivered by arts, cultural and heritage groups, leaders and organisations and will include activities that suit a range of ages, abilities and interests – from artist masterclasses to beginner and edu-tainment type activities.

Council will provide spaces to host the workshops (such as the Town Hall, Victa Cinema, Coral Street Arts Space, Railway Goods Shed Building, reserves and other public spaces) as well as enabling other venues such as schools.

It is desired for the program to support artists and to grow the skills and capacity of people or organisations to contribute to future festivals, performances, exhibitions, place activation, residencies as well as the development of creative industries.

DELIVERABLES

- Prepare workshop program framework and guidelines
- Promote program and attract workshop facilitators and funding
- Document workshop program
- Promote and deliver workshop program
- Evaluate program

KEY INITIATIVE 3. CELEBRATING FIRST NATIONS CULTURE

DESCRIPTION

Council will form respectful partnerships with First Nations Elders, artists and groups to support their ideas for initiatives that celebrate and share First Nations history, culture and connection to Country.

Council will deliver on the commitments in its Reflect Reconciliation Action Plan (RAP) in collaboration with First Nations groups and people. The RAP explores (amongst other things):

- Opportunities for cultural learning and relationship building
- Opportunities for Ramindjeri and Ngarrindjeri Elders to conduct Welcome to Country at events
- Celebrating Reconciliation and NAIDOC Week.

This initiative will explore the sharing of First Nations culture through art and experiences; as well as supporting the economic prosperity of local Ngarrindjeri and Ramindjeri people.

Opportunities for collaboration with First Nations groups and people will be explored throughout the key initiatives in this Strategy.

DELIVERABLES

- Develop relationship with First Nations Elders and groups and establish process for ongoing dialogue and partnering in projects
- Deliver Reflect Reconciliation Action Plan
- Engage with Reconciliation Action Plan Steering Group and other First Nations representatives in the development of relative initiatives
- Identify opportunities for First Nations arts projects, storytelling and cultural interpretation in Council places and programs
- Consider the cultural safety of Aboriginal and Torres Strait Islander People in the design of initiatives and events
- Explore signage acknowledging First Nations

KEY INITIATIVE 4. CREATIVE SPACES THAT TELL OUR STORY

DESCRIPTION

Council will provide and support access to spaces for arts, culture and heritage activities. This includes spaces for exhibitions, heritage displays, performances, workshops, storage as well as activities in the public realm. Digital spaces (eg. trails and immersive experiences) will also be explored.

Priority spaces will include the Town Hall, Victa Cinema, Coral Street Arts Space, and Railway Goods Shed Building.

Council will also facilitate flexible and temporary use of public spaces for arts, cultural and heritage activities that support both long and short term placemaking.

Council has installed the only fixed outdoor digital projector in South Australia, which projects artistic content onto our Victa Cinema. This provides the opportunity for programming exciting digital content that reflects our stories and place.

Council will ensure pricing for use of Council spaces is appropriate for those wishing to use them, including affordable or free access.

DELIVERABLES

- Continue planning for the Arts and Culture Centre in collaboration with artists and organisations
- Coordinate the Coral Street Arts Space, and Railway Goods Shed Building and respond to artist and community needs
- Audit Council and private spaces available and create a database resource ("Creative Space") for artists and groups to access
- Invest in enabling infrastructure that supports live performance and exhibition in Council buildings and public spaces
- Explore use of institutions outside of operating hours (eg local school facilities) for use by arts and cultural groups
- Identify locations for the display and storage of heritage materials
- Explore development of digital experiences (sound, text and images accessed through digital devices) in partnership with artists, cultural and heritage leaders
- Program digital art experiences for the Victa Cinema outdoor projector

KEY INITIATIVE 5. EMBEDDING ARTS AND CULTURE ACROSS COUNCIL

DESCRIPTION

For Victor Harbor to become a creative and culturally vibrant place, art and culture needs to extend beyond arts centres and into other parts of Council operations.

Art, culture and heritage can be used to increase the value of other activities of Council. It can help inspire, make things more vibrant, and support education and innovation in other areas such as the economy or the environment. It also has the power to bring people together and increase understanding.

As a manager of buildings and outdoor spaces, Council can embed art and celebrate culture and heritage throughout these spaces. As a regulator it has an opportunity to make it easier for people and businesses to get ideas that support the art, cultural or economic development off the ground.

DELIVERABLES

- Implementation of the Mainstreet Public Art Strategy
- Integration of public art, culture and heritage elements into Council building upgrades, streetscapes, open space and play spaces
- Involvement of the Art and Cultural Facilitator on project teams
- Identify ways to reduce red tape for businesses, individuals or groups through application and approval processes for arts and cultural events or activities
- Use of art and culture to support economic, community or environmental projects



KEY INITIATIVE 6. SUPPORT, PARTNERSHIPS AND PROMOTION

DESCRIPTION

The Arts and Cultural Facilitator in partnership with Country Arts SA will drive development of Council spaces, workshops, residencies, and partnerships. It will enhance the collaborative relationship with Country Arts SA and meet the needs of both organisations. The role will also provide advice and support to individuals and organisations to connect them to Council spaces, grants and programs, Country Arts SA resources and programs, and other funding.

A function of the Arts and Cultural Facilitator will be to establish an Arts, Culture and Heritage community forum. The forum will provide an informal platform for interested individuals and organisations to connect, share information, knowledge and skills, and to facilitate partnerships and promotion.

The Arts and Cultural Facilitator will also seek to link arts, culture and heritage with education, tourism and health industries to provide a broader reach of the benefits and visibility of arts, culture and heritage initiatives. This could include encouraging arts outcomes in other community projects, increasing focus on heritage and First Nations Culture in other festivals or events, supporting arts activities in other curriculum areas in schools, or using visual and performance arts to improve health and wellbeing.

Council will also support the local arts industry by establishing digital resources (eg. the Creative Spaces database) and promotion tools.

DELIVERABLES

- Maintain the resources of a full time Arts and Cultural Facilitator while seeking to collaborate with arts organisations
- Coordinate the Coral Street Arts Space and respond to artist and community needs
- Use of Victor Harbor Brand across all promotions
- Provide Arts and Culture, Community Grants and Youth Development Grants to support arts and "cross-industry" initiatives
- Arts and Cultural Facilitator role provides advice support and connection and promotion for individuals and organisations
- Consult on the format of and establish and support an Arts, Culture and Heritage Community Forum
- Develop a marketing program to maximise attendance at arts, culture and heritage activities by locals and tourists and raise the reputation of Victor Harbor and awareness of its brand

DELIVERING THE PLAN

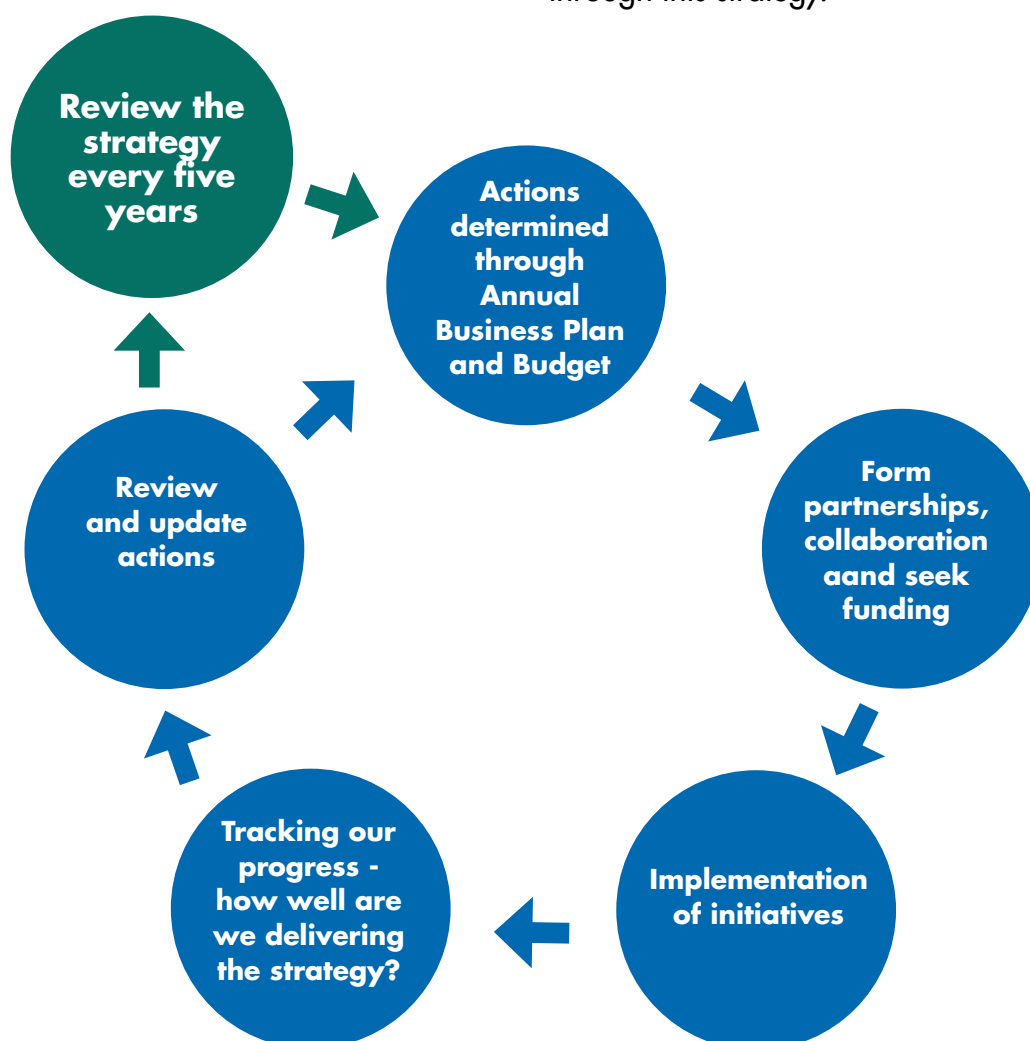
The cycle of delivery and review of the strategy is shown in the figure below.

This strategy will be in place for five years. Action planning for delivery of initiatives in the strategy will occur each year through the Annual Business Plan and Budget Process.

The strategy will be supported by the Arts and Cultural Facilitator who will work closely with other staff including the Festival and Events Officer.

The strategy will not happen without partnerships and collaboration. Delivery of initiatives will be dependent on participation of the community, artists, leaders and organisations. Some activities may be dependent on external funding to maximise benefit.

The Arts and Culture Advisory Group will provide input into the directions of key initiatives to “ground truth” and add value to the programs and products developed through this strategy.



MEASURING SUCCESS

Council will regularly track progress in delivering this strategy. The review will include two parts:

1. measurement of direct outputs of the strategy
2. a survey of community and arts, heritage and culture organisations to gauge the extent of outcomes being observed in the community.

The results of the review will be used to refine and improve the approaches undertaken in subsequent years of delivery.

STRATEGY OUTPUT MEASURES	COMMUNITY OUTCOME MEASURES
<ul style="list-style-type: none"> • Number and description of residencies delivered • Number and description of partnerships formed • Number of participants in programs and events delivered under this strategy • Funding received (\$) • Description of pathways created through workshop program – e.g. artist development, industry connections • Description of actions resources and promotional tools developed 	<p>Survey</p> <p>Who is surveyed?</p> <ul style="list-style-type: none"> • General community • Program participants • Initiative partners • Arts, heritage and culture organisations <p>What is asked/measured?</p> <ul style="list-style-type: none"> • The extent to which the goals and strategic principles of this strategy are being achieved • The extent of arts, culture and heritage outcomes observed in the City of Victor Harbor

city of
Victor Harbor



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