

# ARTS AND CULTURE

## SGSC STRATEGIC PLAN 2014



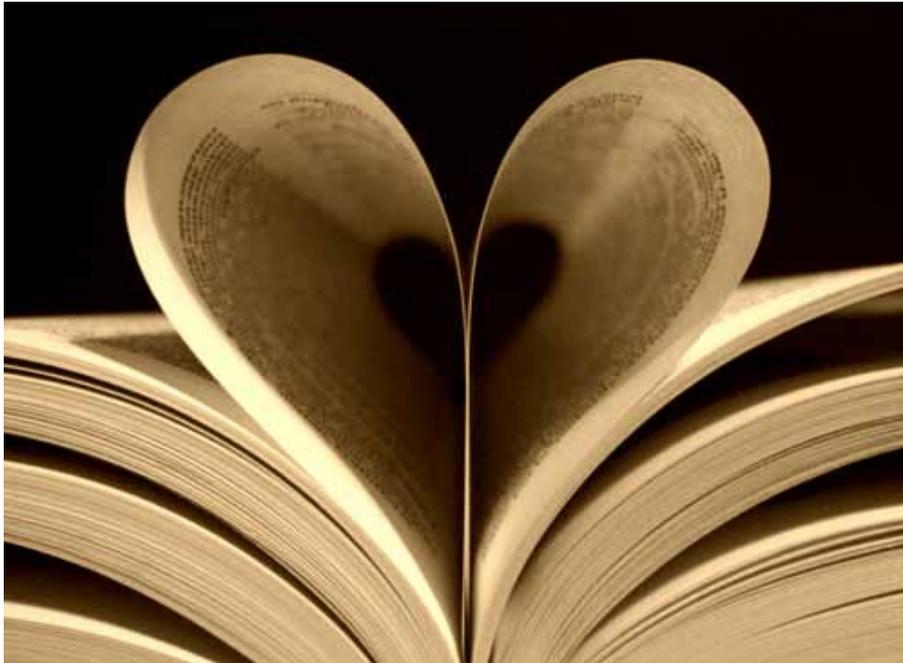
**“Even the most misfitting child  
Who’s chanced upon the library’s worth,  
Sits with the genius of the Earth  
And turns the key to the whole world.”**

*Hear It Again, Ted Hughes 1997*

**“This quote kind of sums up the awesomeness of libraries – the whole sense of belonging – to community and to humanity – that sense of wonder and unfettered imagination.**

**No wonder I like my job!”**

*Sarah Stephens, Manager, Library Services*



Front Cover Image: Balmoral Mural Project, 2013 Artists: Rowena Martinich & Geoffrey Carran

Photo: Clare Ryan, Chameleon Arts

# ACKNOWLEDGMENTS

The Southern Grampians Shire Council developed this strategy with the generous assistance and guidance of the Cultural Services Team and members of our creative community.

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## Design:

Amy Knight & Ian Brilley - Hamilton Art Gallery, Southern Grampians Shire Council, 2013

**“Culture is not created  
by government, but  
enabled by it. Culture is  
created by community.”**

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Image: *Nucleus*, 2013 Artist : Phil Price with Council's installation crew.

PART 1:  
**INTRODUCTION**

# 1.1 OVERVIEW

The Arts and Culture Strategic Plan 2014-2019 reflects the community's aspirations for arts and culture across the region and provides Council with a vision for service delivery and future development. The Plan is an overarching document for arts and culture development, one that looks beyond 2019. It embeds arts and culture as core business across Council operations and works in partnership with the community to realise common goals.

Recognition of the important role arts and culture have played and will continue to play in our community underpin strategic intent.

This Strategy presents an opportunity to respond to the changing needs of the community, identified challenges and emerging issues surrounding the sustainability of arts and culture service delivery in the Shire. Contemporary shifts in cultural thinking together with the changing platform of arts and cultural delivery have been important considerations. These are identified in "Illuminate: SGSC Arts and Culture Discussion Paper, 2013." An historical overview of arts and culture in the Shire is also contained within this paper.

(See Appendix 1)

It is acknowledged that the existing cultural infrastructure, managed by professional staff and supported by state and local government funding are highly valued and will continue to play an important role in the evolving delivery of cultural services in Southern Grampians Shire.

The Shire is widely perceived as having substantial strengths in arts and culture which offer considerable scope for development. A key component of sustainable rural communities is targeting their strengths in order to address deficiencies. Arts and culture is a core strength and development around existing assets is intrinsically linked to improving liveability.

The framework of the Plan identifies five key themes for development. Goals and objectives aim to strengthen our cultural reputation, build community capacity in arts and culture and leverage better social and economic outcomes for the whole community. It lays the foundation for improving access, appreciation and participation in arts and culture activities across the region.

In addition, this document provides guidance and direction for the Public Art Installation Reference Group (PAIR) established in 2012 and gives direction to further progress development of the Brown Street Arts and Cultural Precinct.

The Arts and Culture Strategic Plan is the result of work undertaken by Council's Cultural Services Team. Goals, objectives and strategic actions are the result of findings identified through numerous community consultations over a six-year period.

This document advocates for innovative change and future development that is both aspirational and practical. It aims to ensure our reputation as a "Cultural Capital" and secure the future of our rich arts and cultural heritage.

## 1.2 GUIDING PRINCIPLE

Arts, culture and heritage are crucial to the region's development socially, culturally, environmentally and economically.

## 1.3 VISION

A vibrant arts and cultural environment in Southern Grampians Shire that contributes to Council's vision:

**"To Be Australia's Most Liveable Provincial Community"**

## 1.4 CORE VALUES

**Collaborative Strategic Leadership**

**Creativity and Innovation**

**Access and Engagement**

**Sustainability**





# ARTS AND CULTURE CAN.....

- Express the vision and values of a community
- Strengthen a sense of place and community identity through engagement, creative thinking and activity
- Build community pride and social cohesion
- Involve local people in community development
- Enhances quality of life and wellbeing
- Educate, enchant and excite us
- Provide opportunities for personal development
- Bring about tourism
- Develop quickly in response to local needs and ideas
- Be wide-ranging or focused on special groups
- Have positive impacts that exceed expectations in terms of cost
- Develop the organizational skills of individuals and communities to help themselves
- Foster innovation and engage people's creativity
- Stimulate economic activity and generate employment opportunities
- Encourage enterprise

**“Arts and Culture can make our hearts sing.”**

**Anon**

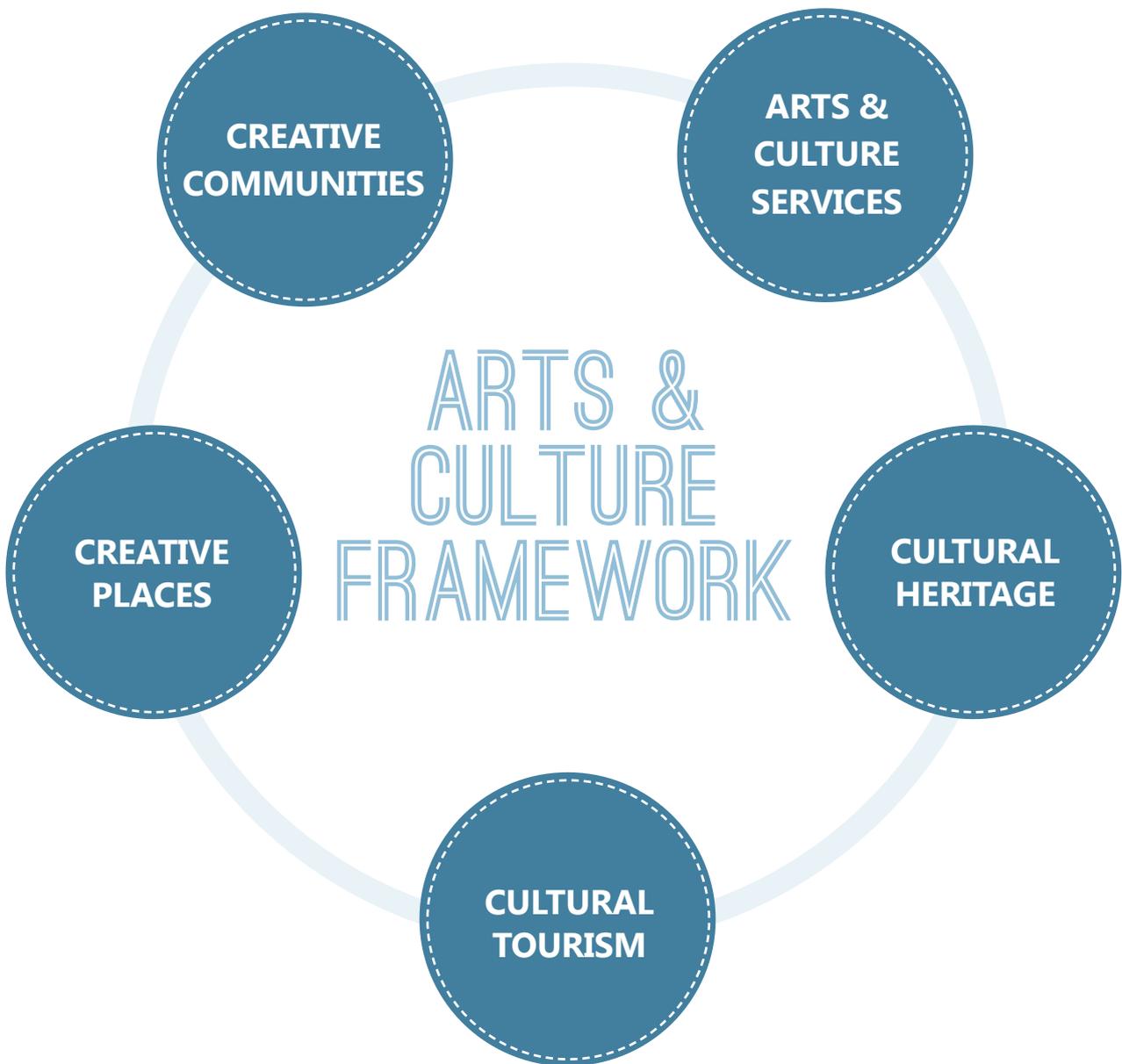


Image: Howard Arkley, *Australian Home* 1993, Hamilton Art Gallery Trust Acquisition

PART 2:  
FRAMEWORK



# 2.1 FRAMEWORK SCHEMATIC



## 2.2 KEY

### TIMEFRAME

**S:** Short term (1 Year)

**M:** Medium term (2-4 Years)

**L:** Long term (5 years +)

### RESOURCE IMPLICATIONS

● Green: Existing resources sufficient

● Red: Medium level of resources required, budget implications

● Purple: External or alternative resources required to implement

## Stakeholders and Acronyms

In reading the Plan a number of acronyms are used to identify internal and external stakeholders, potential partners and numerous groups within the arts community.

The list opposite is by no means definitive. Groups listed under Creative Communities are those that participated in consultation sessions or through word of mouth sought to be included.

Likewise public/private sector partners listed here are those that value and support arts and culture activity in Southern Grampians and have been identified as essential to realising the associated goals and objectives.

Like arts and culture, it is expected that both lists will evolve and change over time.

Image below: Hamilton History Centre



## **SOUTHERN GRAMPAINS SHIRE COUNCIL**

Arts & Culture Development Officer (ACDO)

Cultural Services Team (CST)

Hamilton Art Gallery (HG)

Hamilton Cinema

Hamilton Library

Hamilton Performing Arts Centre (PAC)

Public Art Installation Reference Group (PAIR)

SGSC Community Planning Focus Group (CPFG)

SGSC Marketing/Communication (SGSC M&C)

SGSC Planning (SGSG P)

SGSC Tourism Stakeholders (SGSC TS)

SGSG Information Technology (SGSC IT)

## **PARTNERS**

ARTS Victoria (AV)

Creative Arts Facilitator (CAF/RAV)

Education Sector (ES)

Glenelg and Southern Grampians LLEN  
(GSGLLEN )

Hamilton Regional Business Association (HRBA)

Primary Care Partners (PCP)

Regional Arts Victoria (RAV)

Regional Development Victoria (RDV)

Royal Melbourne Institute of Technology (RMIT)

Southern Grampians Adult Education (SGAE)

South West TAFE (SWTAFE)

State and Federal Government

Trustees Hamilton Art Gallery (THAG)

Western District Health Service (WDHS)

Winda-Mara (WMAC) & Gunditj-Mirring Corp.(G)

## **CREATIVE COMMUNITIES (CC )**

Ansett Museum

Arts and cultural museums/groups including:

Arts Practitioners: Visual, Performance, Dance,  
Literature, Craft

Artworks

Australian Felix Museum of Art Culture & History  
(AFMACH)

Cameron Dance School

Chameleon Arts

Dramus

Dunkeld Museum

Embroidery Guilds

Fineliners

FootPrints in the Custard

Friends of the Gallery (FROGS)

Hamilton Community Orchard

Hamilton Historical Society

Hamilton Institute Rural Learning (HIRL)

Hamilton Quilters

Hamilton Singers

Hamilton Symphony Orchestra

Hammer & Tack

Men's Shed

Pastoral Museum

Performing Arts Advisory group (PAAG)

Ripple Effect

Volcano Discovery Centre

WD Yarn Bombers

Wood Turners

## 2.3 CREATIVE PLACES

### GOAL

Invigorate arts and culture by activating public places and spaces

### OBJECTIVES

1. Improved community arts and culture infrastructure (physical, virtual and social)
2. Innovative activation of existing and new places and spaces
3. A Public Art Program that builds on our cultural reputation

Creative place making is central to revitalising arts and culture in our Shire and has the potential to significantly improve liveability in the CBD and our surrounding small towns.

Vibrant public places create a sense of vitality, revitalise streetscapes, invite participation and improve local business viability. Development in this area encourages engagement with arts, culture and heritage projects by strengthening our sense of place and identity. Opportunities exist to enhance our quality of life and wellbeing, build community pride and create social cohesion.

Integral to enlivening places and spaces and sustaining activation is the community's capacity to identify, develop and participate in projects that bring a sense of pride and ownership. Improved community arts infrastructure (physical, virtual and social) will lay the foundation for increasing connectedness and capacity of the creative sector.

Creative activation of both private and public places and spaces and the need to increase the visibility of arts and culture throughout the community is a high priority for all stakeholders.

Increased emphasis on a Public Art Program that secures both permanent works and ephemeral projects will further build on Hamilton's cultural reputation. It will create and invite conversation about arts and culture.

Examples in this area could include:

- Laneway activation
- Community Hall activation
- Pavement art
- Ephemeral projects
- Sculpture walks
- Outdoor performance and readings
- Art projections on buildings
- New technologies

Creative Places and Spaces				
Strategic Actions	Internal Responsibility	Potential Partners	Time Frame	Resources
<b>1. Improved community arts and culture infrastructure (physical, virtual and social)</b>				
1.1 Update the audit of the creative sector across the Shire: artists, designers, spaces, organizations	ACDO SCSG ADMIN	CC	S ONGOING	●
1.2 Work with community stakeholders and Regional Arts Victoria to investigate data collection tools that assist communities access local/regional resources to realise projects	ACDO CAF/RAV SGSC IT	CC	S	●
1.3 Investigate opportunities that improve access for creative practitioners to exhibit and perform in Council facilities and/or around the CBD	CST	HRBA CC	S/M	● ●
1.4 Develop exhibition guidelines for community exhibitions and performances	CST CPFG	CC	S	●
1.5 Seek and distribute funding opportunities that support improved community arts infrastructure and outcomes	ACDO CAF/RAV CST CPFG TSGSC T&S	CC	S ONGOING	●
<b>2. Inspiring and innovative activation of existing and new places and spaces</b>				
2.1 Develop a five-year Public Art Master Plan that addresses locations for public art projects across the Shire	PAIR CST SCSC PLAN CPFG	CC	S	●
2.2 Develop guidelines for the preservation and display of loan items from Council's collection to public and civic locations	CST HG THAG	CC	M	●
2.3. Support the activation of creative hubs in the CBD and small towns with arts and cultural activities. Eg; community halls, vacant spaces	ACDO CPFG ED	HRBA CC	M ONGOING	● ●
2.4 Adopt a Council wide approach to urban planning ensuring innovative Arts and Cultural opportunities are sought and realised in both the natural and built environment	CST SGSC		M ONGOING	●
2.5 Investigate and scope innovative projects to activate public places and spaces	CST ACDO CAF/RAV	CC	M ONGOING	●
<b>3. A Public Art Program that builds on our cultural reputation</b>				
3.1 Work closely with Council's Public Art Plan and the PAIR group to identify opportunities for Public Art Programs	CST PAIR	CC	M ONGOING	●
3.2 Establish a Public Art Acquisition Policy and fund with a focus on projects that tell our story, contribute to our sense of place and start conversations in the community	SGSC HG THAG	CC	M	● ●
3.3 Create opportunities for ephemeral Public Art projects and events throughout the Shire with a focus on engaging youth	ACDO CST	CC ES	S	●
3.4 Seek patronage, sponsorship and funding to facilitate the development of a Public Art program	PAIR CST SGSC M	CC	M ONGOING	●

## 2.4 CREATIVE COMMUNITIES

### GOAL

Create thriving communities by increased participation in the arts

### OBJECTIVES

4. Support creative production and leadership
5. Connect, support and inspire creative communities through improved advocacy, promotion and communication
6. Improve opportunities for creative industry to grow and thrive

Creative communities are innovative, productive and greatly enhance cultural vitality. They are welcoming, inclusive and encourage diversity. They embrace the character of place and are instrumental in creative place making. Many regional communities have undergone an arts and culture led revival generated and driven by the growth of creative communities. Creative development and industry have flourished and communities have been strengthened.

Supporting the provision of increased opportunities to improve participation, learning and production in the arts is a central component of this theme. Fostering creativity, learning and participation in the arts and culture ensures a sustainable future for our substantial arts and cultural assets.

Creative leaders build capacity in the community and help others to participate and engage in creative activity and production. Facilitating learning opportunities across the community will nurture creative leaders, enhance long term outcomes for arts' practice and improve cultural vitality.

Inspiring creative growth in our community will require new sustainable management systems. Improved advocacy that promotes community arts projects together with improved communication and networks are central to success.

The creative sector is now at the forefront of entrepreneurial, cultural, commercial and innovative developments. Creative communities served by technology can be catalysts for new small scale businesses that improve economic and employment opportunities in the region.

Creative communities greatly enhance liveability.



Image: Our creative Gardener, Frank Verschuren

Creative Communities				
Strategic Actions	Internal Responsibility	Potential Partners	Time Frame	Resources
<b>4. Support creative activity and leadership</b>				
4.1 In partnership with Regional Arts Victoria implement programs that develop creative leadership, build skills and grow creative capacity in our community	ACDO CAF/RAV	CC	S	●
4.2 Acknowledge the outstanding contributions of supporters of the arts and work with them to identify the changing needs and levels of support required to ensure the future of arts and cultural facilities	CST CPFG	FROGS CC PAAG	M ONGOING	●
4.3 Support and encourage community projects that directly strengthen regional arts networking and skills	CST CPFG CAF/RAV	CC	S ONGOING	●
4.4 Encourage and support the community to host monthly informal arts gatherings to facilitate networking and share ideas	ACDO CPFG CAF/ RAV	CC	S ONGOING	●
4.5 Develop a mentoring and leadership program to inspire and support young people in their practice	ACDO CST ES	CC	M ONGOING	●
4.6 Support creative initiatives and projects by providing advice and facilitating partnerships that assist communities to realise projects	ACDO CST CAF/ RAV CPFG	CC	S ONGOING	●
<b>5. Connect, support and inspire creative communities through improved advocacy, promotion and communication</b>				
5.1 Inspire creative communities by building a Council wide approach to supporting the development of arts and cultural projects with resources or in kind support	ACDO CST CPFG		S ONGOING	●
5.2 Raise the profile of arts and culture through improved advocacy, communication and promotion at all levels of local government	ACDO CST SGSC		M ONGOING	●
5.3 Ensure Council is regularly informed about key issues, trends, projects and needs of the creative sector	ACDO		S ONGOING	●
5.4 Establish a digital network, linked to Council's website that is a "one stop shop" for all arts and culture activities e.g. current projects, artist registers, links to funding, community toolkits, etc	ACDO CAF/RAV CST SGSC IT SGSC M&C SGSC T&S	CC HRBA	M ONGOING	●
<b>6. Improve opportunities for creative production and industry to grow and thrive</b>				
6.1 Invest in local practice by supporting creative practitioners with improved project/employment opportunities	CPCD CST RAV/RDV SGSC T&S	CC HRBA	M	●
6.2 Review current "seed" grants to better support and realise small public art and creative industry projects across the shire	CPFG CST	CC	S	●
6.3 Seek opportunities to promote and develop skills and projects that focus on creative industries	CST ED	HRBA RDV +ES	M	●
6.4 Seek opportunities to partner arts projects with non arts groups e.g. sport, skills centre, etc	CST	CC	M	●

## 2.5 ARTS & CULTURE SERVICES

### GOAL

Increase participation and engagement with the Shire's creative facilities, programs and services by further developing these environments to be more vibrant and inclusive

### OBJECTIVES

7. Develop strategic leadership that assists Council to realise its vision for arts and culture
8. Support innovative improvements to infrastructure that create accessible, sustainable environments that improve participation in the arts
9. Maintain, develop and promote programs and services that connect, engage and strengthen learning opportunities in the arts

Arts and culture expresses the vision and values of our community. The arts have the capacity to educate, enchant, excite and inspire us. The arts have been instrumental in contributing to our cultural reputation and have greatly enriched the lives of our community. Hamilton Art Gallery and Performing Arts Centre are deeply valued and renowned for their high quality programming. The community takes great pride in its arts and cultural facilities and substantial collections. The Library and Cinema offer a diverse range of services and experiences and their role and cultural contribution to the community is increasingly important.

Traditionally arts and cultural services and delivery have focused on the presentation of programs within our cultural facilities. The goal in this theme emphasises increased access, participation and engagement in the arts. As our cultural and socioeconomic landscape changes so too should our strategic direction for arts and cultural services in the Shire.

A dynamic leadership team that works cooperatively as a unit will be necessary to fulfil and realise this vision for arts and culture. While Council has a leadership role in assisting the

growth and development of the arts, potentially there is room for many partners to coordinate and deliver better outcomes for the community.

Cultural expression is also central to future development of well-designed, vibrant public spaces. Improving infrastructure and increasing access and participation has both short term and long term goals. In the short term activating and enlivening what we have is a priority. In the long term it will be continuing to plan for the development of an Arts and Cultural Precinct, a place for the community to gather, connect, learn and celebrate. Improved infrastructure will be required if we are to leverage better outcomes from the considerable potential that our arts and culture collections have for tourism.

Broadening the scope of arts and cultural programming, continuing to take risks and extending programs beyond the walls will facilitate improved access for the wider community and contribute to the liveliness and vitality of our community.

Arts and Cultural Services - leadership, facilities, programs				
Strategic Actions	Internal Responsibility	Potential Partners	Time Frame	Resources
7. Develop strategic leadership that assists Council to realise its vision for arts and culture in the Shire				
7.1 Investigate opportunities to integrate local creative practitioners/ industries into Council's structure and operations	CST	CC	M	●
7.2 Ensure adequate resources and staff are employed to facilitate, coordinate and implement these recommendations	SGSC		M	●
7.3 Continue to work closely with Federal, State and Regional Partnerships and proactively seek funding opportunities to improve Council's and the community's capacity to resource arts and culture activity and improve infrastructure	CST AV RDV RAV	AV RDV RAV OTHERS	S ONGOING	●●
7.4 Annually review arts and culture services to ensure Council's vision for arts and culture is implemented and sustainable	SGSC CST	CC	S ONGOING	●
7.5 Coordinate the development of a collaborative marketing strategy that promotes and brands arts, culture and heritage related programs/ events to residents and visitors	CST SGSC M&C SGSC T	CC	M	●
7.6 Foster leadership in the arts through mentoring, internships and residency programs to assist individuals and the community realise projects	CST RAV	CC RMIT HIRL	M	●
7.7 Review arts and culture programs/events to identify opportunities to divert existing resources to community art projects	SGSC CST		S	●
7.8 Develop private sector relationships that result in increased investment, support and partnership	ACDO CST SGSC M&C	CC HRBA PHILANT	M ONGOING	●
8. Support innovative improvements to infrastructure that create accessible, sustainable environments that improve participation				
8.1 Advocate for and drive planning to develop the Arts and Cultural Precinct as a site for the community and visitors to gather, connect, learn and celebrate	SGSC CST SCSC T&S	CC	S ONGOING	●
8.2 Refine and further progress planning for the Arts and Cultural Precinct	CST SGSC PLAN		M	●
8.3 Continue to maintain and improve current infrastructure that aligns with key goals and objectives	SGSC CST		S ONGOING	●
8.4 Review and enliven current entry points and outdoor spaces in and around the Arts and Cultural Precinct	CST SGSC PLAN		M	●●
8.5 Investigate opportunities for product development and avenues for distribution and sale of items related to arts and culture	CST TOURISM	CC ED	M	●
9. Maintain, develop and promote programs and services that connect, engage and strengthen learning opportunities				
9.1 Regularly review, evaluate and improve programs and services to meet the changing needs of the whole community	CST	CC	S ONGOING	●
9.2 Seek programming opportunities that engage new audiences, facilitate learning and participation and encourage "art play" in the Arts and Culture Precinct	ACDO CST PAIR	CC	S ONGOING	●
9.3 Initiate cross creative programming opportunities that focus on gathering the community to celebrate significant days/events on the calendar	CST	CC	M ONGOING	●
9.4 Seek opportunities to partner with Health and Community Services to improve access to the Arts for youth, people on lower income and those with a disability	CST CPFG	WDHS PCP ES	S ONGOING	●

## 2.6 CULTURAL HERITAGE

### GOAL

Recognise and celebrate our diverse cultural heritage

### OBJECTIVES

10. Define, develop and promote our cultural stories
11. Support the preservation and display of our arts and cultural collections
12. Plan for the long - term sustainability of our regional museums

The richness of our diverse cultural heritage is unique and irreplaceable. Cultural heritage includes the tangible and non tangible heritage we inherit from the past. Cultural heritage encompasses valuable components that make up our community's identity. They tell our stories, reinforce our sense of place and give pride in past achievements. All generations have a responsibility to protect and conserve our cultural heritage.

Celebrating our cultural heritage reinforces the value we place on diversity, the role that it has played in shaping our region and the importance of keeping these narratives alive.

Many of the stories of our first peoples, the Bunganditj, Gunditjmarra and Tjapwurong remain untold and unrecognised. Development of this theme will be a step forward in the reconciliation process, strengthen our sense of community and enhance our identity. The national significance of these in combination with the significant contributions of European settlement gives us much to celebrate and promote.

There are a number of museums in the Shire that

are repositories for art and cultural collections. Preserving these collections and facilitating their display throughout the Shire will increase access, improve education and raise community and visitor awareness.

Commencing the conversation, establishing partnerships and formalizing agreements will be the first steps in documenting stories, cultural collections and planning for the sustainable future of our cultural heritage museums.

Facilitating the human resources, acquiring the virtual infrastructure and using new technologies in an innovative manner will ensure that our cultural heritage is preserved for future generations to use, learn from and be inspired.

Cultural Heritage				
Strategic Actions	Internal Responsibility	Potential Partners	Time Frame	Resources
10. Define, develop and promote our cultural stories				
10.1 Improve relations with local Indigenous custodians and partner with them to promote their unique story	SCSG	GSG LLEN	S ONGOING	●
10.2 Support cultural interpretative centres/museums to define, develop and exhibit their cultural stories	CPFG ACDO CST	CC	M ONGOING	●
10.3 Showcase and reflect our cultural stories through urban design, signage and interpretive materials	ACDO PAIR SGSC	CC	M	●
10.3 Celebrate NAIDOC Week and support Reconciliation Week to increase cultural awareness within Council and the community	SGSC CST	GSG LLEN CC	S ONGOING	●
10.4 Investigate the possibility of a Hamilton festival that celebrates the diversity of our heritage	CST SGSC T&S	CC	M	●
11. Support the preservation and display of our arts and cultural collections				
11.1 Seek funding opportunities to document, research and digitize our extensive arts and cultural collections and anecdotal stories attached to them	CST	CC	M	●
11.2 Plan for increased community access to our collections by displaying objects in relevant Council and appropriate/adequate civic spaces	HG SGSC THAG CST	CC	M	●
12. Plan for the long - term sustainability of our regional museums				
12.1 Promote the benefits of volunteerism in the community and seek to identify individuals for specialist training	CPFG CST	CC	M ONGOING	●



Image Above: Dean Bowen, "Fred, The Hamilton Farmer" 2012, Hamilton Art Gallery - Gift of Dr Barbara van Ernst A.M.

## 2.7 CULTURAL TOURISM

### GOAL

Utilise and build upon our substantial strengths in arts and culture to support and enhance tourism

### OBJECTIVES

13. Collaborate with Tourism stakeholders to realise common objectives outlined in strategic documents
14. Develop, explore and partner with Tourism stakeholders to promote our stories to visitors
15. Seek and encourage opportunities for social enterprise that strengthen and promote arts, culture and creative communities through projects and events

Arts and culture face a new commercial reality. Survival of arts and cultural facilities is now much more dependent on the visitors it attracts and the experience it provides. Real opportunities exist to capitalize on our arts and cultural assets and better promote our unique cultural story to visitors.

Forming creative partnerships across Council and working with tourism stakeholders, business and the creative sector to identify, develop and realise cultural tourism opportunities, especially those that contribute to hospitality and creative industry will ensure better outcomes for all.

Visitors are attracted to places that have a rich sense of cultural vitality. Increasing the visibility of the arts and enlivening public places and spaces with projects that promote our cultural story will enhance the visitor experience to region. The provision of additional experiences, especially in the CBD is particularly needed to attract and keep visitors in the Shire longer.

Advocating and working collaboratively with tourism stakeholders to develop the Arts and Cultural Precinct Project will potentially improve outcomes for the tourism sector and have far reaching social and economic benefits for the whole community. Development could facilitate the display of our significant iconic collections and act as a place to host cultural events and festivals. Of particular note is the potential opportunity for the development of the Shaw Bequest and a virtual museum that better promotes our unique Indigenous heritage.

Southern Grampians Shire has the arts and cultural assets; we just need to package them and promote them to make them more accessible and sustainable.

Cultural Tourism				
Strategic Actions	Internal Responsibility	Potential Partners	Time Frame	Resources
13. Collaborate with Tourism stakeholders to realise common objectives outlined in strategic documents				
13.1 Advocate for the development of arts and cultural infrastructure and creative projects that enhance the visitor experience to the region	CST SGSC SGSC T&S	CC	S ONGOING	●
13.2 Create new improved signage in and around the Arts and Cultural Precinct to increase the profile of arts and culture programming and events	SGSC T&S CST SGSC M&C		S ONGOING	●
13.3 Support the development of creative partnerships to activate laneways and install historical markers that promote our story to visitors	CST ACDO SGSC T&S	CC CAF/RAV	M ONGOING	●●
14. Develop, explore and partner with Tourism stakeholders to promote our stories to visitors				
14.1 Investigate innovative technology to creatively promote our stories to visitors through arts, culture and heritage trails	CST SGSC IT SGSC M&C SCSG T&S	RMIT CC	S	●
14.2 Partner with tourism stakeholders to invest in innovative product development and marketing strategies that promote our regions arts and cultural stories to residents and visitors	CST SGSC IT SGSC M&C SCSG T&S	CC	M	●
15. Seek and encourage opportunities for social enterprise that strengthen and promote arts, culture and creative communities through projects and events				
15.1 Partner with tourism stakeholders to investigate new event opportunities that celebrate our distinctive arts and cultural heritage	SGS T&S CST SGSC M&C ED	CC	S ONGOING	●
15.2 Advocate for the development of creative hubs in our small towns to nurture creative industry, enhance visitor experience to the region and improve wellbeing and liveability	SGSC SGSC T&S CST ED	CC	S ONGOING	●
15.3 Facilitate creative partnerships by identifying a range of opportunities to connect arts, culture and heritage with tourism stakeholders/events	SGSC T&S CST ED	CC	S ONGOING	●



Image: Gundiṯjmara Eel Trap



Image: Artist Trevor Flinn, The Nest 2012,  
Dunkeld Lost in Sculpture Exhibition

PART 3:  
ACTION AND  
IMPLEMENTATION

## 3.1 IN PARTNERSHIP WITH THE COMMUNITY

Our region has always put great store in its artistic endeavours and traditions, they are highly valued and a source of great pride in our community. Generous individuals and community groups have championed arts and culture. Patronage of the Arts and philanthropic investment over many years have given rise to our small community being the recipient of significant cultural collections and infrastructure.

Council's commitment and ongoing investment in the Gallery, Performing Arts, Library and Cinema is recognized and appreciated. This is expressed in the 2012 Community Satisfaction Survey, where arts and culture services received the highest rating of all Council's services. The volume of responses to this project further reinforces the importance of the arts and culture to the community.

A constant throughout the consultation period was the acknowledgement that Council, key stakeholders and the community all recognize the need for change. Broadening accessibility, developing new audiences, refreshing practices and seeking new entry points for the community

to participate in arts and cultural activity were all common themes.

The Strategy's framework was widely accepted, endorsed and embraced by the community. Goals, objectives and key performance indicators collectively reflect the community's priorities and aspirations for art and culture. Project development will focus on connecting, collaborating and partnering with community groups and organizations to provide improved pathways and employment opportunities for the creative sector.

Creative place making is identified as a major priority for the community and it is the development of this theme that presents the most opportunities to build new and deeper relationships within the community. Partnering with community groups, business and the creative sector to realise projects will reinvigorate our cultural reputation, create a sense of pride and shared ownership and inject a sense of vibrancy into our communities.



Image Above: Community Performers, Footprints in the Custard

## 3.2 WHAT WILL SUCCESS LOOK LIKE?

Collaborative strategic leadership that facilitates new partnerships between local government and the community is essential to success. The essence of this Plan is one of shared responsibility for arts and culture development. Council's Cultural Services Team will serve as a positive catalyst to help bring communities together, build creative capacity and assist communities to realise projects.

In the first instance strong community support will be crucial in establishing workable, sustainable structures that encourage innovation and support creative growth. Funding development in these tough economic times will not be easy. The framework of this plan aims to establish pathways and transitions for creative communities and creative activity to flourish in our region.

Improved access, participation and community engagement in arts and culture related projects and events will be an important indicator of success.

Celebrating and encouraging the core values of creativity, innovation and freedom of expression will support the community's aspirations for arts and culture. Importantly this includes the long-term vision to increase visitor experience to the region through improved arts and cultural tourism.

The following key performance indicators provide a snapshot of what success will look like:

- Increased awareness and participation in the value of arts and culture activities
- Shire wide adoption, implementation and integration of strategic actions
- Public/private partnerships that support sustainable arts and cultural development
- Increased liveability through improved public and civic spaces
- Increased public art
- Increased opportunities to collaboratively develop arts and culture projects
- Progress on the development of the Arts and Cultural Precinct
- Improved opportunities for the creative sector to network and exhibit
- Increased emphasis on programming that invites participation and learning
- Improved coordination, communication and promotion of programs, projects and events.

## 3.3 IMPLEMENTATION AND MONITORING

Council is adopting a 'whole of community' approach and supporting this through whole of Council Plan and process. This will require facilitating collaborations with various Council units and with diverse community and business organisations, key service providers, including Arts Victoria.

The Arts and Culture Strategic Plan looks beyond 2019. It is not envisioned that all strategic objectives will be realised in the next five year period. In some cases significant external funding sources will be required to realise projects. The inclusion of these in Council's planning operations allows for their provision should opportunities arise.

The Plan outlines Council's timeframes for implementation and notes that development around the theme of creative place making is identified as a community priority.

It is critical that the strategy is effectively resourced to ensure a timely and successful implementation process. The role of existing structures within Council such as the Community Planning Focus

Group, IPDT and other community development processes will support the Cultural Services Team implement and review the Strategy.

The Cultural Services Team will be responsible for implementing and reporting on the Strategic Action Plan within the given timeframe. It is also responsible for reviewing Council's arts and culture operations to ensure they reflect and align with the directions of this Strategic Plan.

An internal review and evaluation of the strategic plan will take place on an annual basis. This process will include a review of projects, programs and management, annual staff work plans and performance reviews.

Council will take a leadership and advocacy role in championing and communicating the vision, themes and actions of the Arts and Culture Strategic Plan.

**“The arts, in all forms open people’s minds, start conversations and bring energy and compassion to the communities in which we live. The arts benefits people of all ages, it recognises and reinvents our living space.”**

**Michelle Watt, Balmoral Community**



Image: Artist demonstration with Professor Masatsune Hojo



Image: The John Wolsley Tapestry "Fire and Water-Moths, Swamps and Lava Flows of the Hamilton Region". In the making at the Melbourne Tapestry Workshop 2011

PART 4:  
DEVELOPMENT  
CONTEXT

## 4.1 TIMELINE

The following timeline provides insights into the consultations that have occurred and the documents that have contributed to the development of this Strategic Plan.

**2007** Southern Grampians and Glenelg Primary Care Partnership (PCP) recognised the need for greater engagement and support for the Community Arts sector in the Southern Grampians Shire and through the financial support from Arts Victoria, established the Community Arts Liaison Officer position.

**2008** The Community Arts Liaison Officer conducted the Arts Mapping Project. Approximately 100 artists, artisans and cultural groups were identified and surveyed.

**2009** External consultants, SED Consulting were engaged to survey the community on arts and culture services in the Shire. A focus group of key stakeholders and a street survey was conducted.

**2011** Community Arts Report presented to Council. This report outlined art and culture initiatives, projects and outcomes for the community delivered during 2010/11. The position was vacated in 2011 and not replaced.

**2011** David Lock and Associates engaged to deliver concept plans for the development of an Arts and Culture Precinct. The three previously mentioned reports informed this study and the community was further engaged in discussion.

**2012** Council endorsed the Brown Street Arts and Culture Precinct Concept Plan.

**2012** The Public Art Installation Reference (PAIR) Group was established to enhance the urban character across the Shire by promoting the installation of artworks and other "creative" structures in the public realm.

**2012** Southern Grampians Shire enters into a Regional Arts Victoria partnership in support of a regional Creative Arts Facilitator.

**2013** Council utilised funds previously allocated to co supporting the Community Arts Liaison Officer to employ an in-house Arts and Culture Development Officer. The Arts and Culture Development Officer (.8FTE) was engaged to conduct research and develop Council's first Arts and Culture Strategic Plan. The position also incorporated the education roll at the Gallery.

**2013** The Cultural Services Team (CST) was established to:

- Increase the impact of Council's arts and cultural services in the area
- Influence and support the integration of cultural activities into the broader operational activities of the Shire's operations
- Guide and develop strategic plans for the delivery of the Shire's Cultural Services
- Identify and implement effective and efficient collaborative opportunities between Shire's cultural services
- Progress the Arts and Cultural Precinct Concept Plan

**2013** Illuminate: the SGSC Arts and Culture Discussion Paper was developed and distributed by the CST to key stakeholders. Community engagement was extensive. Development included two separate workshops which resulted in over 450 responses from the community.

## 4.2 FEDERAL AND STATE LEVEL

“Creative Australia-The National Culture Policy, 2013,” currently leads the way in recognising significant shifts in thinking about arts and culture, both nationally and globally. *Creative Australia* describes the essential role arts and culture play in the life of every Australian and how creativity is central to Australia’s economic and social success: “A creative nation is a productive nation.” (National Culture Policy, 2013) It recognises that the creative sector is now the fastest growing segment of the national economy. The Arts, notably film, performance and events are important components of this growth.

Following the release of *Creative Australia 2013*, the Australian Local Government Association (ALGA) signed off on an Accord that will focus all levels of government to deliver stronger and more coordinated arts and cultural services across three key areas: the arts, cultural heritage and creative industries.

At State level Council has a current Memorandum of Understanding with Arts Victoria to support arts and culture delivery in the Shire through Hamilton Art Gallery and the Performing Arts Centre. Their funding is designed to “stimulate high quality, diverse arts activity across the state; strengthen Victoria’s reputation as a centre for artistic excellence and creativity; and ensure that all Victorians have opportunities to participate in and enjoy the arts” (Arts Victoria, 2013). Similarly Hamilton Regional Library attracts 20% of its annual funding from State Government.

This funding underpins Council’s own substantial contribution to arts and culture in the community and reflects the view that Local and State Governments are complementary partners in the development of arts and culture at the local level. It is acknowledged that Local Government has primary responsibility for the planning, development and operation of local arts and cultural facilities and programs.

Victoria’s Regional Tourism Strategy 2013-2016, identifies art and culture, together with food and wine, nature based and wellbeing activities as areas for product development in regional Victoria.

In 2011-12, regional tourism generated \$10.9 billion to the economy and employed over 109,000 people. Of this visitors to the Grampians contributed a total of \$455 million in direct tourism consumption to regional economy.

(Tourism Victoria, 2011-2012).

Southern Grampians Shire Council has identified Arts, Culture and Heritage development as crucial to the region’s development socially, culturally, environmentally and economically.

## 4.3 REGIONAL AND LOCAL LEVEL

The Shire is also in partnership with Regional Arts Victoria through the Great South Coast Cultural Partnership Program. The partnership supports the employment of a Creative Arts Facilitator who provides advice, opportunities and skills development to build creative capacity across the region.

Regional Arts Victoria's artistic vision is about art making places: "public spaces, gathering places, spaces for reflection and celebration, places for making and experiencing art, places reinterpreted and re-imagined, spaces remade by art."

(Regional Arts Victoria, 2013).

The importance of and need for regional partnerships to assist with the running of arts and cultural service delivery across the Shire is increasing evident. Southern Grampians Shire Library Service is now in partnership with the Central Highlands Libraries Group and is administered under a

Service Level Agreement between the City of Ballarat Council and the councils of Ararat, Central Goldfields, Hepburn, Moorabool, Pyrenees and Southern Grampians.

Over the coming decade increased community engagement and participation in the arts and culture related activities, creative place making and projects that support innovation; practice and industry are key drivers for arts and cultural development. These common themes are also reflected in funding opportunities available through Regional Arts Victoria, the Regional Development Fund, Australian Council and VIC Health. All recognize the intrinsic value of arts and culture to the health, wellbeing and the economy of communities.

The Arts can be a powerful catalyst for improving liveability and our region's unique and substantial arts and cultural assets are ripe for development.



Image: Penshurst Volcano Discovery Centre

## 4.4 COUNCIL PLAN 2013-17

Southern Grampians Shire Council Plan 2013-2017 recognises that:

“Arts and culture play a crucial role in increasing liveability and wellbeing, and in developing vibrant, resilient and connected communities.”

Strategic directions for arts and culture over the coming four years fall under Council’s fundamental objective to: “Enhance Wellbeing and Culture”.

Strategies for achieving this objective include:

- An Arts and Culture Policy that sets strategic direction for future development
- Development of the Arts to achieve long term and effective outcomes
- Provision of high quality and inclusive cultural facilities, services and experiences
- Create vibrant public spaces
- Encourage and support innovation in the Arts

The goals, objectives and strategic actions outlined in this policy are intrinsically linked to the Council Plan and directly support the following goals:

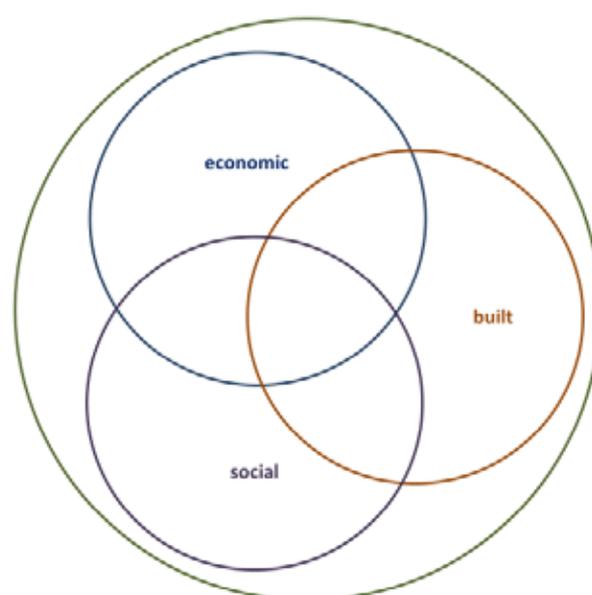
- Leadership and Good Governance
- Foster Population and Economic Growth
- Help Communities Feel Dynamic and Resilient

The Arts and Cultural Policy does not sit in isolation. It builds upon the work and findings of previous consultations. This includes information specific to the development of arts and culture across the Shire that is included in the:

- Arts and Cultural Precinct Concept Plan 2011
- Hamilton Structure Plan 2011
- Hamilton City Urban Design Framework 2011
- SGSC Tourism Strategic Plan 2010-2015
- SGSC Health and Wellbeing Plan 2013-2017

This Plan aims to lead and inspire a large community effort and partnership towards creating an environment that will ensure good health on equal terms for all our residents. The Arts and Culture Strategic Plan supports the goals and strategies outlined in Southern Grampians Shire Health and Wellbeing Plan 2013-2017. It identifies the important role arts and culture play in supporting an environment for local community in which people can achieve maximum health and wellbeing.

The Strategic Plan’s guiding principle, “Arts, Culture and heritage are crucial to the region’s development socially, culturally, environmentally and economically”, it is intrinsically linked to supporting the determinants of health and wellbeing as outlined by the World Health Organisation.



**Diagram: The Environments for Health.**

# 4.5 BROWN STREET ARTS & CULTURAL CONCEPT PRECINCT PLAN 2012

Endorsed by Southern Grampians Shire Council in 2012, the Brown Street Arts and Cultural Precinct Concept Plan developed by David Lock and Associates is also the result of lengthy community consultation. The Concept Plan seeks to develop cultural infrastructure in the Shire and is underpinned by the findings of the 2008, "Arts Victoria and Applied Economics Submission on: Enhancing Liveability in Victoria."

The submission noted the importance and value of Cultural Precincts, the significant social benefits that result from them and their role in supporting creative economies. In particular, they noted their significant potential to improve liveability in

regional Victoria and their contributions to the development of regional areas as major cultural and tourism destinations (AV, 2008).

The Arts and Culture Strategic Plan identifies a number of strategic opportunities for arts and cultural development and strengthens Council's position to further progress and advocate for development of the Brown Street Arts and Cultural Precinct.

Development of Cultural Precincts is now considered an investment by local government and even though development represents expenditure in the short term it is necessary to leverage better outcomes for the whole community.



Image Above: Front Cover, Brown Street Arts and Cultural Precinct Concept Plan – Final Report

## 4.6 GLOSSARY

**The Arts** is defined as those activities which allow for the free expression of creativity, culture and communication. Examples may include:

- Performing arts - theatre, performance, dance, circus and music
- Visual arts - painting, drawing, sculpture, installation, photography, printmaking, digital-media, ceramics, glass, fibre-arts, jewellery
- Writing - non-fiction, fiction, poetry, journalism and scriptwriting
- Media - film, video, multi-media

**Culture** is a broad term used to describe the traditions, values and shared beliefs of people and place. Our region has a particularly unique and diverse cultural heritage. Collectively it is the diversity of these groups, people and events that have shaped our community and contributed to our sense of place. In the Southern Grampians Shire, education and learning are part of culture as are aspects of sport recreation and tourism. Examples may include:

- Historical sites (built and natural), museums and associated collections, stories and events

**Liveability** embraces factors including the 'character' of a place, quality of life, sustainability, and various social, economic, environmental and cultural attributes. The combination of factors that make a city, suburban centre or provincial centre an attractive place to live include tangible features such as public spaces, urban transit, health and education services or effective waste disposal; and intangible features, including a 'sense of place', a distinctive local identity, and well-established social networks. (Arts Victoria 2008)

**Arts and Cultural Precinct** is generally referred to as a multi-tenant, place-based complex that functions as a focal point of arts, cultural activity and /or creative industries or catalysts within a community. The notion of an Arts and Cultural common, a shared creative space, a place of education and learning, a place for the community to gather and celebrate underpins concept of Precinct.

**“People want to live in places that provide opportunities for them to express their creative spirit.”**

**Mayor, Councillor Albert Calvano**

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# APPENDIX 1



# ILLUMINATE

## Arts & Culture in the Shire

A Southern Grampians Shire Council Discussion Paper, 2013

Arts and Culture Policy

Access this Council document at:

[http://www.sthgrampians.vic.gov.au/Page/Download.asp?  
name=IlluminateSGSCArtsandCultureDiscussionPaper2013.  
pdf&size=10673118&link=../Files/IlluminateSGSCArtsandCulture-  
DiscussionPaper2013.pdf](http://www.sthgrampians.vic.gov.au/Page/Download.asp?name=IlluminateSGSCArtsandCultureDiscussionPaper2013.pdf&size=10673118&link=../Files/IlluminateSGSCArtsandCulture-DiscussionPaper2013.pdf)

**“Arts and culture makes us appreciate the world around us, educates us, provides a source of delight and perhaps contemplation, it offers an insight into our fellow man. ”**

**Danny McOwan, Director, Hamilton Art Gallery**



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