



Cultural Services Plan **Cultural Services' Plan 2007 - 2012**
City of Wodonga

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Cultural Services' Plan 2007 - 2012

City of Wodonga

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Executive Summary

The City of Wodonga is proud of what it offers in terms of arts, entertainment and cultural engagement for those living and visiting the city. The city boasts vibrant events, public art, visual arts, musical and performing arts programs that find expression in a variety of forums. It also hosts strong cultural programming in a range of venues including Arts Space Wodonga and the Wodonga Civic Centre.

The city's Cultural Services' Unit is responsible for the design and implementation of programming across Arts Space Wodonga, Wodonga Civic Centre (PAC), the city's Calendar of Events, Public Art and the Arts Development Program.

The Cultural Services' Plan consolidates what is presently happening and defines the direction necessary for the growth of the program over the next five years; whilst being responsive to community needs, ideals, ambitions and potential. It will foster a cohesive approach to the planning and implementation of arts and cultural initiatives across Wodonga; maximising partnership opportunities across mediums, council departments, community organisations, industry and state and federal bodies. It helps articulate a common direction for our community in relation to arts, entertainment and culture; and cements Wodonga's place as a dynamic creative community in a regional, state and national context.

The Cultural Services' Plan in turn informs the:

- Arts Space Wodonga Policy
- Arts and Cultural Contribution Policy
- Event Policy
- Event Attraction Policy
- Festival and Event Contribution Policy
- Public Art Policy
- Performing Arts Centre Policy
- And sits underneath the Council Plan

The plan demonstrates council's commitment to arts, events and cultural initiatives in the city and will support our mantle as a key incubator of arts and cultural development.

History

Milestones from the past four years (2003-2007) include:

- Public Art Strategy developed by Brecknock Consulting
- Employment of an Arts Development Officer and council's first Arts' Program
- Arts Space Wodonga opened in March 2003
- Community Consultations – art, cultural precinct, public art, events
- Arts Wodonga arts council formed
- Appointment of an Events' Coordinator and introduction of Event Program
- Cultural Contribution Funding Program
- Art Moves Wodonga publication
- Woodland Gathering ephemeral sculpture project
- Calendar of Events' program
- Commonwealth Games' celebrations
- Inge King sculpture refurbished
- Public Art including works by - Anderson Hunt, Adrian Mauriks, Eddie Kneebone, Peter Hurray, Jackie Staudie and Ken Raff

- Wodonga Civic Centre brought back in house
- Cultural Services' Unit established
- Carnivale Wodonga attracted a crowd of 15,000 in second year

Presently the Cultural Services' Unit delivers the following on an annual basis:

- Four to five public art projects
- Over 179 diverse cultural activities at Arts Space Wodonga
- Over 251 activities at Wodonga Civic Centre
- A calendar of events consisting of 58 professionally delivered events
- Over 10 community cultural development projects
- Productive partnerships with key community groups - resulting in creative and social engagement and growth
- Programming to an estimated audience of 125,000 people

Informing the Plan

Strategies and priorities outlined in the plan have been informed by the community, including:

FOCUS GROUPS - COMMUNITY

Six different focus groups were hosted across the city, with over 60 people representing 24 different sectors – including seniors, arts, sports, business, education, indigenous and community. The discussion process focused on defining the long term ideals and ambitions for the city and its principles of framework.

Two additional focus groups have also been conducted with Wodonga Civic Centre hirers and users to contribute to the future direction of the venue development.

FOCUS GROUPS - COUNCIL

Focus groups were held with the four different directorates and councillors and looked at the potential of fostering links in strategic planning and project delivery.

SURVEYS

Surveys were conducted with the Wodonga Civic Centre hirers.

Surveys were conducted with Arts Space Wodonga hirers and audiences.

Survey of event audiences were conducted during Carnivale Wodonga and Todos Arte.

Audience Development

Wodonga is located on the Murray River in North East Victoria with a population of 33,010, servicing a wider region of 170,000. During 2001-06, the population of Wodonga experienced a strong growth rate, with a present growth rate sitting at 0.9%. Growth has been experienced in all population age groups, with the average age in Wodonga being 34 years.

Audiences of arts, events and cultural activity are presently serviced by Arts Space Wodonga, Wodonga Civic Centre, the city's Calendar of Events, the theatrical programs of HotHouse Theatre, the exhibitions at Creators' Gallery and community generated activities.

Presently the cultural services' team have developed an audience base of 123,000 annually though the 300+ activities hosted across the city's cultural services' program.

The Cultural Services' Plan will build upon the audiences developed to date, and continue to expand and enhance complimentary programming within the cultural venues and across the events and arts' development programs.

Council Vision

The City of Wodonga's vision, mission and values encapsulate community cohesion, expression, progressiveness and participation. They represent a desire for the community to enjoy a wealth of opportunity, diverse experiences and positive growth.

VISION

Our People, Our City, Our Future

MISSION

We will strengthen our community in everything we do.

VALUES

Our people have agreed to demonstrate the core values of trust, respect, integrity and learning. By demonstrating these values, we build strong relationships with each other and with our community.

The strategic and operational direction of the City of Wodonga strongly recognises and supports the value and potential of art, events and cultural engagement and expression. As outlined in the council plan, council shall:

Foster the development of a holistic community that is inclusive of and encourages a range of diverse art and cultural experiences that are participatory, entertaining, intellectual and educational.

The Cultural Services' Plan progresses the City of Wodonga's goal for art and cultural engagement by:

- Broadening the range of accessible art and cultural opportunities and experiences that can be developed and presented in the city
- Identifying and fostering contemporary art and cultural management practices
- Developing both physical and community environments that build the cultural assets of the Wodonga community

CULTURAL SERVICES' UNIT

The City of Wodonga's Cultural Services' Unit has achieved a series of key strategies to further council's art and cultural goal. They are highlighted through:

- Management of, and extensive programming through the contemporary Arts Space Wodonga
- Engagement of audiences in broad artistic and cultural programming through - Arts Space Wodonga, Wodonga Civic Centre, the City of Wodonga's events' program
- Establishment of a 2% of capital fund for public artwork and a diverse public art portfolio
- Provision of the Art and Cultural Contribution Funding Program to support both community and professional arts initiatives
- Support and delivery of community cultural development initiatives

KEY ACTIONS

Council has identified a series of key actions in the Council Plan, emanating from the art and cultural goal that further support the development of a strong and vibrant arts, events and cultural environment. These key actions are reflected in the Cultural Services' Plan.

Cultural Services' Key Directions Summary Table



	Arts Development Program	Arts Space Wodonga	Event Program	Performing Arts Centre (PAC)	Public Art
Strategy 1	Design and deliver arts development programs across the community	Present a professional exhibition program diverse in content, art form and expression	Attract major events to Wodonga	Present a professional performing arts program diverse in content, art form and expression	Commission art works in public places that provide points of interest, entertainment and aesthetic energy to our developing city landscape
Strategy 2	Foster the development and delivery of community initiated arts activities hosted in the city	Foster community engagement in arts and cultural activities	Foster the development and delivery of community initiated events hosted in the city	Cultivate audience development in line with the long term master plan for the cultural precinct	Encourage local developers to employ public art when creating the landscapes of new developments
Strategy 3	Foster the professional development of artists residing in Wodonga and across the region	Cultivate audience development in line with the long term master plan for the cultural precinct	Cultivate a positive experience of Wodonga through a vibrant Calendar of Events' program	Foster community capacity to develop and deliver cultural events and activities	Foster organisations to incorporate public art when creating buildings, landscapes, spaces
Strategy 4	Promote Wodonga as a dynamic centre of arts and cultural activity	Foster community capacity to develop and deliver exhibitions and cultural activities	Promote Wodonga as a enticing and stimulating city of events	Host commercial initiatives within PAC	Budget - ensure the program is supported through appropriate budget and resources
Strategy 5	Budget - ensure the program is supported through appropriate budget and resources	Promote Arts Space Wodonga as a lively contemporary centre of arts and cultural activity	Budget - ensure the venue is supported through appropriate budget and resources	Promote PAC as a energetic centre of performing arts and cultural activity	
Strategy 6		Offer a vibrant, accessible and professional gallery venue that can also be used for diverse cultural activity		Offer a vibrant, accessible and professional performing arts venue	
Strategy 7		Budget - ensure the venue is supported through appropriate budget and resources		Budget - ensure the venue is supported through appropriate budget and resources	

Key Directions *Arts Development Program*

Strategy 1

Design and deliver arts development programs across the community

The Arts Development Program will foster community engagement in arts activities across the city that are entertaining, build people's skill base, attract new audiences to the city, and foster social connections. The program will take advantage of regional, state and national artists and networks in order to bring new works and diverse cultural experiences to the populace of Wodonga.

KEY ACTIONS

- Employment of an Arts Development Officer to work with diverse sectors of the community across Wodonga in arts development activities
- Provide advice and advocacy to community organisations and individuals developing artistic initiatives
- Continue to develop and administer council's Art and Cultural Contribution Fund
- Design and implement the artistic content for all events hosted in city's Calendar of Events
- Develop and deliver the Todos Arte Program as the key event for skills development and multi-art form engagement in the city's Calendar of Events
- Work in partnership with professional artists, community groups, the Cultural Development Network, Regional Arts Victoria and Arts Victoria to take advantage of new and innovative artistic product and employ best practice models
- Survey potential audiences not presently engaged in cultural programs across the city
- Participate in Australian Research Centre Industry Linkages Project 2008 – 2012: Cultural Asset Mapping

MEASURES

- Breadth of program – artistic content is included in all events featured in the Calendar of Events
- Satisfaction with the Calendar of Events' Program – 70% satisfaction
- Audience target for Todos Arte – 1200 engaged in workshops

Strategy 2**Foster the development and delivery of community initiated arts activities hosted in the city**

The community will be supported to build their capacity in developing, programming and delivering artistic initiatives; in turn expanding the breadth of innovative and successful creative activities occurring across the city.

KEY ACTIONS

- Employment of professional arts development staff to provide advice and advocacy across the community
- Continue to develop and administer council's Art and Cultural Contribution Fund
- Undertake concept research of an arts workspace facility to accommodate community arts groups, Arts Space Wodonga public programs and community art projects by October 2007
- Develop and deliver the Community Events Capacity Building Program - workshops, manuals, mentoring opportunities

MEASURES

- Breadth of Community Events Capacity Building Program – three sessions per year

Strategy 3**Foster the professional development of artists residing in Wodonga and across the region**

Artists are integral to the creative programming delivered by the Cultural Services' Unit. The following strategies will foster a dynamic community that attracts artists to the region, nurtures those living in the city, encourages creative expression and assists to sustain their professional development and employment.

KEY ACTIONS

- Design and implement artistic content for all events hosted in city's Calendar of Events – working with regional artists where possible
- Continue to develop and administer council's Art and Cultural Contribution Fund
- Continue the Todos Arte mentor program
- Investigate a Studio Hub to accommodate local artists, key cultural organisations, and the High St Placemaking Program
- Develop a North East Victoria arts awards recognising excellence in the arts, working with Indigo and Alpine shires
- Work with Murray Arts to develop a series of professional arts training programs for artists in the region, covering:
 - Community Cultural Development Practice
 - Professional Practice
 - Grant Writing
 - Expressions of Interest
 - Commissions
 - Contracts, Insurance
 - Marketing

MEASURES

- Breadth of program – ensure artistic content is included in all events featured in the Calendar of Events
- Breadth of professional arts training programs – three sessions per year
- Satisfaction with the Calendar of Events' Program – 70% satisfaction

Strategy 4

Promote Wodonga as a dynamic centre of arts and cultural activity

Through the artistic programming and cultural assets, Wodonga will be promoted as a vibrant and diverse cultural place to live, visit and return to.

KEY ACTIONS

- Connect with established forums that promote events and cultural activity across the region – Cultural Tourism Network, Destination Albury Wodonga, Murray Arts, Regional Arts Victoria, etc.
- Draw upon the art and cultural industries and organisations (HotHouse Theatre, Flying Fruit Fly, Jazz Albury Wodonga) in Wodonga when promoting the city as a place to live, work and play through the Provincial Victoria campaign
- Investigate next stage of development of the Butter Factory Theatre
- [The Fridge - investment and re-injection of support for the \[thefridge.org.au\]\(http://thefridge.org.au\) as the key regional events' calendar](#)
- Participate in state and national promotions and forums, including: Get into Art, Melbourne International Art Show, Regional Arts Australia Conference, etc.

MEASURES

- Involvement in state programming/promotion per year - two per year

Strategy 5

Budget - ensure the program is supported through appropriate budget and resources

A comprehensive budget and resource will accompany the Arts Development Program to ensure initiatives are delivered to an optimal capacity and level.

KEY ACTIONS

- Actively seek sponsorship and project funding for the initiatives that occur within the program
- Council commit to the long term projected budget

MEASURES

- Budget targets met - 100% of budget met

Key Directions *Arts Space Wodonga*

Strategy 1

Present a professional exhibition program diverse in content, art form and expression

The exhibition program will take advantage of state and national touring exhibitions to bring new works and diverse cultural experiences to the populace of Wodonga. The program will complement that of Creators Gallery and the Albury Regional Art Gallery. A focus will be on providing conceptual content, diverse mediums and accompanying public programs that continue to build audiences in Wodonga. This includes but is not limited to:

- Exhibitions featuring both 2D and 3D fine art
- Exhibitions of contemporary interpretations
- Exhibitions from diverse collections (where conditions permit)
- Cultural heritage exhibitions
- Exhibitions accompanied by interactive opportunities – ie. educational programs, school holiday programs, creative workshops
- Hosting of public programs tailored to various sectors of the community

KEY ACTIONS

- Maintain employment of a curator dedicated to Arts Space Wodonga
- Develop a program featuring three travelling exhibitions, two City of Wodonga curated exhibitions and five community or local artist initiated shows per year
- Work in partnership with professional public galleries, state touring bodies and community organisations to take advantage of available touring product
- Develop an MOU with Arts Victoria for operational support funds
- *Develop staged upgrade to MAP (Museum Approved Program) standards*
- Employ a public programs' officer to facilitate educational and public programs
- *Work with HHT on shared ticketing systems*
- Work with Creators' Gallery/ARAG on programming objectives two years in advance, with consideration to community events
- Survey potential audiences not presently engaged in ASW, WCC programs

MEASURES

- Breadth of program – three travelling exhibitions, two City of Wodonga curated shows, and five community or local artist exhibition featured each year
- Total audience figures for venue - 20K audience in first year

Strategy 2

Foster community engagement in arts and cultural activities

The overall Arts Space Wodonga program will be delivered through a range of mediums and genres that aim to provide the populace with exposure to diverse, challenging and new experiences that are professionally presented. A comprehensive venue program will ensure the public can engage on a range of levels including as an audience member, active participant, host of cultural activity, presenter, student and volunteer.

KEY ACTIONS

- Actively seek new audiences through a comprehensive marketing strategy
- Foster the presentation of music performances and peripheral programs in the venue
- Review and revive Friends of Arts Space Wodonga program
- Functions' Officer – increase hours to accommodate increased after hours activity
- Foster engagement of and advice from arts professionals in all community initiated programs
- Employ a professional Public Programs' Officer to design and implement educational programs and public programs across the venue calendar including
 - Arts Education – schools' program
 - Art 4 All – after school hours' arts program
 - Workshop Wednesdays – general public workshops
 - Arts Chat – artists' talk programs
 - Generations - cross generational workshops
 - Holiday programs
- Actively seek new artists and community arts organisations to engage in venue program through Creative Culture Forums three times per year

MEASURES

- Target Audience Numbers to Public Programs – 5K in first year, with 25% increase over next four years
- Target number of music performances in venue – 12 annually

Strategy 3

Cultivate audience development in line with the long term master plan for the cultural precinct

Audiences will be catered for through a diverse program of exhibitions and cultural initiatives hosted in the venue by the City of Wodonga and developed and delivered by and in partnership with community organisations.

Local and regional audiences will be targeted in a marketing strategy, with a focus on introducing new audiences to visual arts and musical experiences.

KEY ACTIONS

- Develop and implement a marketing plan including:
 - Friends of Arts Space Wodonga
 - Cultural precinct promotional tools
 - Promotion of community/commercial activities hosted in the venue through a printed program

- Incorporate promotion within existing council promotional activities
- Securing major media sponsorship for the venue
- Survey audiences and collate quarterly
- Work with Tourism Victoria, Public Galleries Association of Victoria and Destination Albury Wodonga to market the venue and program
- Investigate and adopt synergies with the Library Strategy

MEASURES

- Satisfaction with program - 70% satisfaction
- Total audience figures for venue - 20K audience in first year
- Number of repeat audiences over three years – 20% repeat audiences

Strategy 4

Foster community capacity to develop and deliver exhibitions and cultural activities

A crucial function of Arts Space Wodonga is to provide spaces for diverse community groups and individuals to meet, develop, exhibit and present their cultural works. The venue will be available for hire for exhibition, performances, workshops and creative arts initiatives.

KEY ACTIONS

- Apply a pricing structure which ensures financial accessibility for community groups
- Engage professional staff to advise all hirers in the development and execution of activities and curate all exhibitions within the space; ensuring ease of use and optimal success of activities
- Develop and execute a *hirer induction process* incorporating venue use and project delivery strategies/checklists which staff employ with all hirers
- Engage professional artists (local and otherwise) in curated shows each year and link with programs where possible
- Identify training opportunities for regular community hirers – ie. vol training program through RAV
- Introduce a tiered level of equipment access for hirers
- Recognise community champions through public award programs (ie. Eagle Awards) and the North East Arts Award

MEASURES

- Number of community hosted exhibitions – five artists or community based exhibitions per year
- Number of community hosted initiatives – 16 per year
- Engagement of professional artists – minimum of three per year in exhibition development of public programs

Strategy 5

Promote Arts Space Wodonga as a lively contemporary centre of arts and cultural activity

Through the activity hosted at Arts Space Wodonga, Wodonga will be promoted as a city with vibrant cultural assets that visitors and residents can enjoy all year round.

KEY ACTIONS

- Incorporate the venue and program into council's overall marketing strategy – ie. Live, Work, Invest DVD
- Connect with established forums that promote art and cultural activity across the region – Cultural Tourism Network, Destination Albury Wodonga, Public Galleries Association of Victoria, Murray Arts, Regional Arts Victoria, Arts Victoria, etc.
- Establish public programs that offer regular avenues of connection for both residents and visiting populations
- Further the Cultural Precinct Master Plan to accommodate a second exhibition space, gallery office and retail outlet

MEASURES

- Total audience figures for venue - 20K audience in first year
- Number of repeat audiences – 20% repeat audiences

Strategy 6

Offer a vibrant accessible and professional gallery venue that can also be used for diverse cultural activity

Arts Space Wodonga will offer a venue that fosters professional execution of cultural activities, is accessible to both community and commercial hirers and can be used for a range of initiatives. This will be complemented by venue staff who have a passion for the visual arts, professional exhibitions and event delivery, and a commitment to serving the community.

KEY ACTIONS

- Employ professional staff dedicated to the development and presentation of quality visual arts and community activities
- Purchase technical equipment and infrastructure that is dedicated to the venue, meets industry standards, is durable and readily available for all hirers
- Ensure staff receive training to keep abreast of industry developments and optimally meet desired skill base
- Deliver a diverse program that employs contemporary exhibition methods
- Develop a maintenance strategy and cleansing schedule with accompanying budget for technical equipment
- Continue to build the operational handbook with staff and hirers instructions
- Continue to implement a pricing structure that ensures charges are not prohibitive for community organisations
- Ensure the venue calendar accommodates community initiatives
- Update security fit out at Arts Space Wodonga to accommodate opening of both entrances
- Associate member of PGAV

MEASURES

- Satisfaction with venue - 70% satisfaction
- Number of community hosted exhibitions – five artists or community based exhibitions per year
- Number of community hosted initiatives – 16 per year

Strategy 7**Budget - ensure the venue is supported through appropriate budget and resources**

A comprehensive budget and resource will accompany the operation of Arts Space Wodonga to ensure both the venue and program is delivered to an optimal capacity and level.

KEY ACTIONS

- Actively seek sponsorship and project funding for the initiatives that occur within the venue
- Council commit to the long term projected budget
- Negotiate and develop a Memorandum Of Understanding with Arts Victoria regarding operational funds

MEASURES

- Budget targets met - 100% of budget met

Key Directions *Event Program*

Strategy 1

Attract major events to Wodonga

The event program will attract events to the city in order to enhance entertainment, expand opportunities for community engagement, increase visitation to Wodonga, and increase expenditure in the CBD and across Wodonga businesses. This will be achieved through marketing, developing relationships with key national presenters, providing advice, advocacy and financial support.

KEY ACTIONS

- Employ a professional staff dedicated to event attraction
- Develop and distribute the City of Wodonga's Event Guide and Venue Guide
- Foster links with key industry organisations including presenters, Tourism Victoria, Destination Albury Wodonga, Chamber of Commerce and Victorian Cultural Tourism Network
- Develop an Event Attraction Policy and Process
- Increase Event Attraction Fund and develop guidelines
- *Work with City Development to develop infrastructure for key event sites across the city*
- Foster events within the city that offer an injection of spending within the city through accommodation, transport, food and leveraged activities
- Develop a familiarisation program to Wodonga twice a year inviting presenters, tour operators, festival managers, etc.

MEASURES

- Event attraction target met – four externally hosted events drawn and hosted in the city of Wodonga each year
- Target audience figures for external events - 15K audience in first year with a 4K increment each year for following five years
- Target number of families – two per year

Strategy 2

Foster the development and delivery of community initiated events hosted in the city

The community will be supported to build their capacity in developing, programming and delivering events - in turn expanding the breadth of safe and successful public activities occurring across the city.

KEY ACTIONS

- Employment of professional event staff to provide advice and advocacy across the community
- Continue to update and distribute the City of Wodonga's Event Guide and Venue Guide
- Develop and implement an Event Contribution Scheme to support community events
- Implement Community Events' Capacity Building Program - workshops, manuals, mentoring opportunities

MEASURES

- Breadth of Community Event Capacity Building Program – three sessions per year
- Revised Event Guide and Venue Guide issued in August each year

Strategy 3

Cultivate a positive experience of Wodonga through a vibrant Calendar of Events' program

A Calendar of Events will be developed to engage, entertain, educate, challenge and foster socialisation amongst residents and visitors to the city. It will look at drawing new audiences into the city, in particular to the CBD, and in turn maximise social and economic outcomes for Wodonga.

KEY ACTIONS

- Employment of an Events' Coordinator and team of professionals
- Develop and deliver a Calendar of Events across the city
- Engage artists and cultural industry professionals in roles of artistic directors, production managers, performers, visual artists, community facilitators, and designers in the Calendar of Events where appropriate
- Identify and incorporate two major events into the Calendar of Events that maximise audience engagement, city profile and economic injection into the city
- Work closely with other council departments, schools and community organisations in order to foster a rich engagement within the event program
- Provide advice and advocacy during the planning phase of events coordinated by other council departments
- Foster relationships with local business, service providers and food vendors
- Continue to keep abreast of latest event practices and risk management practices (including emergency services, traffic management, OH&S, security)
- Continue to employ the Event/Activity Project Plan and related processes to all events delivered
- Work with City Development to identify existing and potential event sites and ensure infrastructure is adequately planned
- Investigate new possibilities for Children's Fair and visitation to city

MEASURES

- Breadth of Calendar of Events – two major events and a series of minor hosted across the city each year
- Audience figures for major events – 17K for Carnivale Wodonga in 2008, with an increase of 10% per year in next three years – 18K for Children's Fair in 2008, with a steady continuance of this level over next three years

Strategy 4

Promote Wodonga as an enticing and stimulating city of events

Through the Calendar of Events, Event Attraction Program and community initiatives Wodonga will be promoted as a stimulating and active city that draws audiences from both the region and capital cities of Melbourne and Canberra.

KEY ACTIONS

- Incorporate the Calendar of Events and Event Attraction Program into promotional activities for the city that form part of council's overall marketing strategy – ie. Live, Work, Invest
- Foster relationships with media outlets and work closely to maximise spend and outcomes
- Connect with established forums that promote events and cultural activity across the region – Cultural Tourism Network, Destination Albury Wodonga, national publications, etc.
- Update the Chamber of Commerce regularly
- Develop and implement a marketing plan that will:
 - Promote the Calendar of Events and events within the Event Attraction Program
 - Optimise synergies between audiences of other events in the region and the Calendar of Events
 - Promote community/commercial activities hosted in the city
 - Secure major media sponsorship for events
 - Promote to Melbourne and Canberra markets
 - Host media launches for major events
- Work with Tourism Victoria and Destination Albury Wodonga to market the Calendar of Events and Event Attraction Program
- Encourage active audience participation interactive components of events
- Survey audiences and collate quarterly
- Link events between cultural precinct locations

MEASURES

- Satisfaction with events program – 70% satisfaction
- Total audience figures for Calendar of Events – 45K in first year with 10% increase over next five years
- Number of repeat audiences over three years – 20% repeat audiences

Strategy 5**Budget - ensure the venue is supported through appropriate budget and resources**

A comprehensive budget and resource will accompany the event program to ensure both the Calendar of Events, Event Attraction Program and community initiatives are delivered to an optimal capacity and level.

KEY ACTIONS

- Actively seek sponsorship and project funding for the initiatives that occur within the venue
- Council commit to the long term projected budget

MEASURES

- Budget targets met - 100% of budget met

Key Directions *Performing Arts Centre (PAC)*

Wodonga Civic Centre

Strategy 1

Present professional performing arts program diverse in content, art form and expression

The performing arts program will take advantage of state and national touring productions to bring new works and diverse cultural experiences to the populace of Wodonga. The program will complement that of HotHouse Theatre, Arts Space Wodonga, Flying Fruit Fly Circus and Albury Wodonga Theatre Company. A focus will be on providing conceptual content, genres of work and programs for specific audiences not presently catered for in Wodonga. This includes but is not limited to:

- Musical productions - with a general public audience
- Performances for children - aimed at young families
- Dance/physical theatre productions - across genres and audience sectors
- Music and theatrical productions for seniors - aimed at the 50+ market (ie. Morning Melodies)
- Performances accompanied by interactive opportunities - ie. school holiday programs, vocal workshops, creative workshops etc. that accompany performances

The performing arts program will be delivered through a range of genres that aim to provide the populace with exposure to diverse, challenging and new art and cultural experiences.

KEY ACTIONS

- Survey potential audiences not presently engaged in ASW, WCC programs
- Work in partnership with professional presenters, state touring bodies and community organisations to take advantage of available touring product
- Partner performances with peripheral programs across the community
- **Employ an Artistic Program Coordinator for PAC**
- Develop a subscription program featuring five shows in the first year, adding an additional show each year during the first three years
- Work with HHT on sharing of skilled workforce and ticketing systems
- Work with HHT/ASW/AWTC on programming objectives two years in advance, with consideration to community events
- Develop a programming MOU with HHT
- Develop a MOU with Arts Victoria for operation support funds

MEASURES

- Breadth of Program - five shows featured in first season, and one additional for each year after during first three years
- Program audience target met - 70% capacity of program audiences
- Total audience figures for venue - 30K audience in first year

Strategy 2**Cultivate audience development in line with the long term master plan for the cultural precinct**

Audiences will be catered for through a diverse program of performing arts and cultural initiatives hosted in the venue by the City of Wodonga and developed and delivered by and in partnership with community organisations.

Local and regional audiences will be targeted in a marketing strategy, with a focus on introducing new audiences to theatrical experiences.

Programming initiatives will be aligned with the long term master plan of facilities and program plan for the cultural precinct.

KEY ACTIONS

- Survey audiences and collate quarterly
- Work with Tourism Victoria and Destination Albury Wodonga to market the venue and program
- Develop and implement a marketing plan with consideration of:
 - Development of a new venue name and brand
 - Development of a subscription season
 - Optimising synergies between audiences of other cultural precinct venues
 - Assisting the promotion of community/commercial activities hosted in the venue through a printed program
 - Incorporating the PAC promotion within existing council promotional activities and opportunities
 - Promoting the program through CityLife
 - Securing major media sponsorship for the venue
- Link events between cultural precinct locations

MEASURES

- Satisfaction with performance program - 70% satisfaction
- Total audience figures for venue - 30K audience in first year
- Program audience target met - 70% capacity of program audiences
- Number of repeat audiences over three years – 20% repeat audiences

Strategy 3**Foster community capacity to develop and deliver cultural events and activities**

A crucial business function of the PAC will be to provide spaces for diverse community groups and individuals to meet, celebrate, work and present. The venue will be available for hire for theatrical performances, meetings, conferences, exhibitions, musical performances, balls, launches and general celebrations and gatherings.

KEY ACTIONS

- Apply a two tiered pricing structure to ensure financial accessibility for community groups
- Engage professional staff to support and advise all hirers in the development and execution of activities; ensuring ease of use and optimal success of events

- Develop and execute a hirer induction process incorporating venue use and project delivery strategies /checklists which staff employ with community and commercial hirers
- Identify training opportunities for regular community hirers – ie. vol training program through RAV
- Introduce a tiered level of equipment access for hirers
- Recognise community champions through public awards program (ie. Eagle Awards)
- Staff to introduce new venue to community organisations in city

MEASURES

- Number of community hosted initiatives - 50% of venue capacity during first year dedicated to community initiatives

Strategy 4

Host commercial initiatives within PAC

Commercial initiatives will be accommodated in the venue where appropriate and without compromise to the performing arts program or community use. A facility of three hundred and three theatre style, six hundred and twenty conference style and three hundred round table style seating will provide opportunities for conferences, consultations, forums and meetings. This will be complemented by break out rooms.

Being a flat floor venue PAC will be available for hire for exhibitions and displays.

KEY ACTIONS

- Work with Destination Albury Wodonga in promoting PAC for commercial use
- Market PAC as a boutique commercial venue within North East Victoria and develop a suite of promotional collateral aimed at event and conference coordinators nationally
- Participate in venue/trade shows
- Contract professional caterer for venue
- Secure two major commercial initiatives in the first year of operation, adding an additional initiative during each of the first three years of operation
- Establish a list of local and regional businesses / suppliers to aid and support the hosting of commercial initiatives

MEASURES

- Percentage of venue capacity used - 60 % of capacity of venue during first year, 75% second year
- Commercial hirers target met – two in first year and one additional for each year after during first three years.

Strategy 5

Promote PAC as a energetic centre of performing arts and cultural activity

Through the activity hosted at the PAC, Wodonga will be promoted as a city in which to enjoy fine performance product, diverse cultural activities and professionally executed commercial activities in an ambiance with finesse.

KEY ACTIONS

- Incorporate the Wodonga PAC venue and program into promotional activities for the city that form part of council's overall marketing strategy - ie. Live, Work, Invest DVD
- Connect with established forums that promote art and cultural activity across the region – Cultural Tourism Network, Regional Arts Victoria, etc.
- Establish cultural programs that offer avenues of connection for both residents and visiting populations
- Update the Chamber of Commerce regularly
- Associate member of VAPAC

MEASURES

- Percentage of venue capacity used - 60% of capacity of venue during first year, 75% second year
- Total audience figures for venue - 30K audience in first year
- Number of repeat audiences – 20% repeat audiences

Strategy 6**Offer a vibrant, accessible and professional performing arts venue**

Wodonga PAC will offer a venue that fosters professional execution of all activities, is accessible to both community and commercial hirers and can be used for a range of initiatives. This will be complemented by venue staff who have a passion for performing arts, professional event delivery and a commitment to serving the community.

KEY ACTIONS

- Undertake the redevelopment of the Wodonga Civic Centre as a part of stage one cultural precinct development
- Participate in the 'Art @ Work' scheme in the foyer and public spaces of the venue to ensure a changing and fresh approach to décor
- Employ professional staff dedicated to the development and presentation of quality performing arts and community activities (see proposed staffing resources)
- Purchase technical equipment and infrastructure that is dedicated to the venue, meets industry standards, is durable and readily available for all hirers
- Ensure staff receive training to keep abreast of industry developments and optimally meet desired skill base
- Develop a maintenance strategy and accompanying budget for technical equipment
- Develop a cleaning and maintenance schedule for the facility, ensuring regular painting of public areas
- Develop a two tiered pricing structure that ensures charges are not prohibitive for community organisations
- Ensure venue calendar accommodates community initiatives
- Seek community input into periodical reviews

MEASURES

- 50% of venue capacity is dedicated to community use
- Percentage of venue capacity used - 60 % of capacity of venue during first year, 75% second year

Strategy 7

Budget - ensure the venue is supported through appropriate budget and resources

A comprehensive budget and resource will accompany the operation of PAC to ensure both the venue and performing arts program are delivered to an optimal capacity and level.

KEY ACTIONS

- Council commit to the long term projected budget
- Negotiate and develop a Memorandum of Understanding with Arts Victoria
- Actively seek sponsorship and project funding for the initiatives that occur within the venue

MEASURES

- Budget targets met - 100% of budget met

Key Directions *Public Art Program*

Strategy 1

Commission art works in public places that provide points of interest, entertainment and aesthetic energy to our developing city landscape

The Public Art Program provides an opportunity to contribute to the development of a dynamic townscape and to create responsive public art that has ongoing benefits for residents and visitors alike; and provides the cultural heritage and icons of attractions for tomorrow.

KEY ACTIONS

- Continue 2% of Capital Funds for public art work
- Engage national, international and local artists with professional experience; and ensure acquisitions contribute to the credential of the city's public art collection
- Ensure Risk Management Strategies are employed on all projects
- Work with council's landscape architect and City Development team to ensure consolidated approach to creating places
- Develop an implementation timeline of public art projects including – High St, entry features, sculpture trail along Wodonga bike paths
- Develop a publication of the Wodonga's public art collection
- Incorporate public art into the architectural features of the PAC development
- Implement public art in High St – in form of permanent interactive or figurative art pieces

MEASURES

- Target public art projects - implementation of one to two permanent public art pieces per year
- Target ephemeral art projects – implement of Todos Arte each year with a major sculpture component

Strategy 2

Encourage local developers to contribute to public art and employ public art when creating new developments

The inclusion of public art in new developments will assist in ensuring a city wide approach to public art and the creation of dynamic environs in our growing city.

KEY ACTIONS

- [Research and develop a proposal regarding developer contributions towards public art in Wodonga](#)

MEASURES

- Strategy developed and adopted by developers in 09

Strategy 3

Foster organisations to incorporate public art when creating buildings, landscapes, spaces

The City of Wodonga will encourage community groups and public and private organisations to employ well executed public art as a way of beautifying and adding dynamism to streetscapes, gardens, businesses, public buildings and spaces ie. hospitals, schools, etc.

KEY ACTIONS

- Develop an Artists' Bank with portfolios of artists and examples of projects that are then promoted to all developers and public institutions in Wodonga
- Engage community in creation of public art projects – ie. Todos Arte as an introduction to public art benefits and process

MEASURES

- Target number of organisations in the development of Todos Arte – over 20 organisations engaged

Strategy 4

Budget - ensure the program is supported through appropriate budget and resources

A comprehensive budget and resource will accompany the Public Art Program to ensure initiatives are delivered to an optimal capacity and level.

KEY ACTIONS

- Council commit to the long term projected budget

MEASURES

- Budget targets met - 100% of budget met

Related Documents

This plan is applied in conjunction with the following documents:

- Performing Arts Centre Policy
- Wodonga Civic Centre Terms and Conditions of Use
- Wodonga Civic Centre Application and Agreement
- Wodonga Civic Centre Handbook
- Wodonga Civic Centre Function Checklist
- Wodonga Civic Centre Ticketing Procedures
- PAC Marketing Plan

- Arts Space Wodonga Operational Policy
- Arts Space Wodonga Terms and Conditions of Use
- Arts Space Wodonga Application and Agreement
- Arts Space Wodonga Handbook
- Arts Space Wodonga Exhibition Checklist
- Arts Space Wodonga Performance Checklist
- Arts Space Wodonga Marketing Plan

- Arts and Cultural Contribution Policy
- Arts and Cultural Contribution Guidelines
- Arts and Cultural Contribution Application Form
- Arts and Cultural Contribution Funding Agreement
- Arts and Cultural Contribution Report

- Event Policy
- Event Attraction Policy
- Festival and Event Contribution Program Policy
- Festival and Event Contribution Program Guidelines
- Festival and Event Contribution Program Application Form
- Festival and Event Contribution Program Funding Agreement
- Festival and Event Contribution Program Report
- Event Project Template
- Event Guide
- Venue Guide
- Calendar of Events' Marketing Plan

- Public Art Policy
- Public Art Strategy
- Public Art Implementation Process
- Public Art 5 Year Masterplan
- Public Art Asset Register
- Public Art Maintenance Schedule
- Public Art EOI Form
- Public Art Design Commission Brief
- Child Entrapment Checklist

- Risk Management Template
- Artist Agreement Template