



**Wodonga  
Council**

***Cultural  
Services Plan  
2012-2017***



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Carnivale Wodonga





## SUMMARY

<h1>Cultural Services Plan 2012–2017</h1> <h2>Strategic priorities</h2>			
SPACES AND PLACES	CELEBRATION AND ACTIVATION	CREATIVE CAPACITY	PARTICIPATION AND ENGAGEMENT
Infrastructure	Events and celebrations	Innovative community	Audience development
Spaces	Heritage	Growing creative industry	Strong relationships
Public art	Engaging exhibitions	Resourcing the community	Effective communications
	Sporting event attraction	Celebrating our artists and creative industries	Accessible culture



## MAYOR'S MESSAGE

I am pleased to present the Wodonga Council Cultural Services Plan 2012-2017. The plan is a key council document that will set the vision and strategies for the council's cultural services' team during the next five years. It demonstrates the council's ongoing commitment to developing partnerships in the community that will aid the delivery of innovative, entertaining, experimental, educational and diverse cultural programs across the city.

The council understands that arts, culture and events have an intrinsic value, that they are an essential element to life and what it is to live in a community.

The arts provide a rich expression of the ideology and identity of the local community and the opportunity for creative dialogue and exchange. The arts are integral to a mature community that can celebrate both the commonalities and differences that make it dynamic.

The council acknowledges the significant role that cultural development plays in the positive social development of this city; with well-known links to increasing a community's connections, wellbeing, social cohesion, skills development and resilience.

The council also believe cultural services are an essential element in developing the local economy through tourism, attracting and retaining skilled workers, generating new industries and business innovation.

The council strongly values the role that professional and community cultural organisations and individual practitioners bring to the region. Local cultural industries are critical to the ongoing liveability of this great regional city.

Cr Mark Byatt  
Wodonga Mayor



*Desert Psychedelic*  
by Jimmy Pike



## VISION

Wodonga celebrates a strong sense of community, the natural beauty of the environment and diverse opportunities.

As the community continues to grow and develop, part of the journey is learning and remembering who we are, where we have come from and how we have grown while also embracing innovation, change and diversity.

Wodonga Council's vision for arts and culture is one that includes everyone, enables the community to express its identity and ideals in diverse art-forms, and fosters professional arts practice, creative exploration and innovation in the wider community.

During the next decade, Wodonga will be known as the creative hub of North East Victoria and base for exploring the diversity of the region. It will have strong and dynamic relationships that build the sustainability of the community.

The arts will enhance the social connections, aptitude for learning, and expression of the wider community by integrated cultural experiences that are exploratory, participatory, educational and entertaining. Wodonga Council will also aim to provide an environment to suit artists of all mediums and professional life stages.

The council is excited, passionate and committed towards cultural development and this is demonstrated in planning, infrastructure, resourcing, programming and events. The council will seek to integrate art into many aspects of community life and encourage people to be engaged and participate.

The rich diversity of arts and cultural opportunities available throughout the city everyday is a strong contributor to the health, wellbeing and happiness of the Wodonga community.



Bonegilla Migrant Experience



## INTRODUCTION

Wodonga Council has a proud and rich cultural heritage which includes a vibrant Aboriginal culture, with diverse cultural practices and experiences, world cultures emerging from the Bonegilla Migrant Reception and Training Centre from 1947 to 1971, traditional rural industries and a significant Army presence.

Today, the city of Wodonga is home to more than 37,000 people and is known for its enviable location in the hub of North East Victoria. Wodonga Council is proud of what it offers in terms of arts, entertainment and cultural engagement for those living in, and visiting the city. The municipality boasts vibrant events, public arts, visual arts, literacy and performing arts programs that find expression in a variety of forms and genres. The council also delivers a strong cultural program in a range of venues including Arts Space Wodonga (ASW), The Cube Wodonga (TCW) and the Bonegilla Migrant Experience (BME) which are complemented by a range of exciting cultural venues in the Gateway Village cultural precinct. Arts and cultural services are supported by the council as a fundamental part of the fabric of Wodonga and the life of its residents.

To ensure that cultural services grow in a direction that is relevant to the needs and aspirations of the residents, Wodonga Council has engaged with residents, stakeholders and staff to develop the Cultural Services Plan 2012-2017.

Consultation with residents, artists, and performers have brought to light the importance of maintaining and celebrating the rich gifts of the past, yet looking to and planning for an exciting and vibrant future. The people of Wodonga are passionate about an environment that breathes culture through unique spaces, innovative programs and the support for diverse artists, organisations and events.

The Cultural Services Plan 2012-2017 will be reviewed in 2015.



**Eden House  
by Vicki Luke**



# WODONGA COMMUNITY

## Population

The median age in Wodonga is 35 years, which is slightly younger than the Australian median of 37 years. A total of 21.7 per cent of local residents are aged less than 14 years, 15.2 per cent between 15 and 24 years, 39.5 per cent between 25 and 54 years, 11.3 per cent between 55 and 64 years, and 12.3 per cent are aged 65 years and over. (Source: Census 2011)

Around 42.5 per cent of local families are couples with children, 37 per cent are couples without children, and 19.2 per cent are one parent families. (Source: Census 2011)

## Heritage

A total of 86.5 per cent of residents were born in Australia. More than 90 per cent of Wodonga residents only speak English at home; the most common other spoken languages are Croatian (0.4 per cent), German (0.5 per cent) and Italian (0.4 per cent). (Source: Census 2011)

## Future

The following table shows the forecast growth in the Wodonga population during the next 20 years:

	2011	2016	2021	2026	2031
<b>Population</b>	37,636	41,779	46,235	50,576	54,777
<b>Households</b>	14,434	16,026	17,708	19,390	21,069
<b>Average household size (persons)</b>	2.55	2.55	2.56	2.56	2.56
<b>Dwellings</b>	14,835	16,480	18,220	19,963	21,713

Source: Forecast.id



**Wearable art**  
by Bronwyn Cossor



## ECONOMY

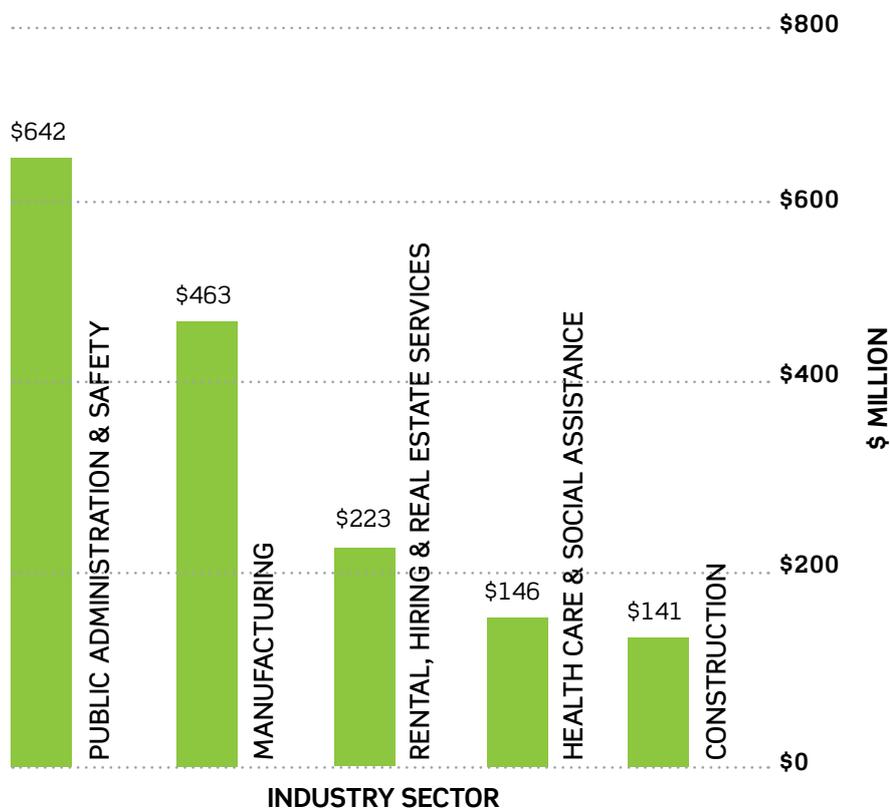
Wodonga’s residential base is more than 37,000 people (Source: ABS) and services a regional population of 170,000 people. Combined with its twin city Albury, Wodonga is Australia’s 18th largest regional city and has a population of 107,000 residents (Source: McCrindle Research). Wodonga is the largest and fastest growing centre in North East Victoria and the fastest growing regional Victorian city with an annual growth rate of 2.1 per cent for the 2010-2011 financial year (Source: ABS). Wodonga’s population is expected to reach 50,000 by the year 2026.

Wodonga’s economy is diverse and resilient. There are approximately 7000 businesses in Albury-Wodonga that fuel the economy (Source: ABS). Albury-Wodonga’s combined gross regional

product is estimated to be \$5.66 billion annually. The value of construction in Wodonga in 2011 exceeded \$141 million. Value added activity in Wodonga totals more than \$2.48 billion annually (Source: REMPlan February, 2012).

Wodonga’s labour force is robust and growing. Between March, 2010 and March, 2012, Wodonga’s labour force grew by an average of 5.2 per cent annually. Wodonga has access to a labour market of 47,100 people in Albury-Wodonga and a regional labour market of approximately 80,000 people. Wodonga’s average unemployment rate in the 2011 calendar year was 6.6 per cent. Wodonga’s average annual wage and salary income is \$40,295 (2008–2009) (Source: DEEWR).

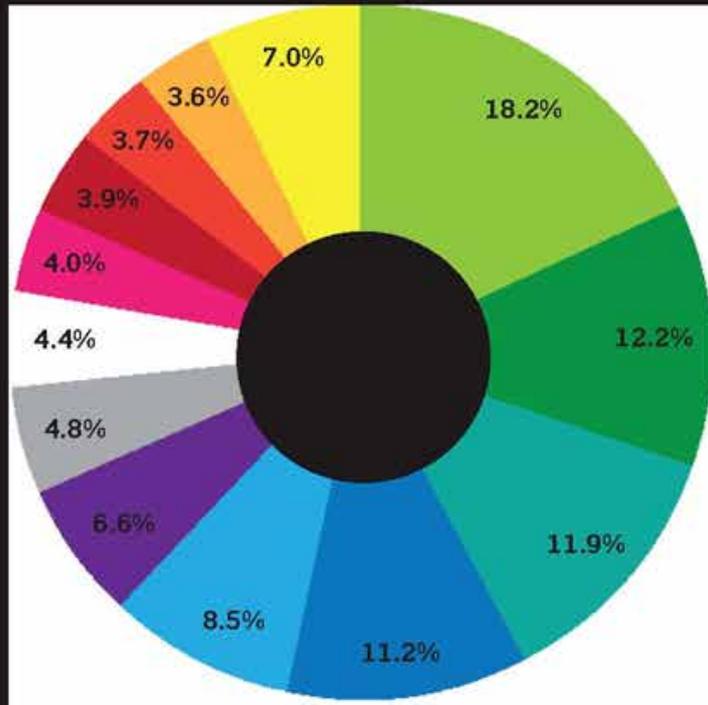
### Top five industry sectors - value added - Wodonga



Source: Remplan (Feb 2012)



## Employment by industry sector - Wodonga



- Manufacturing
- Public administration & safety
- Retail trade
- Health care & social assistance
- Education & training
- Construction
- Professional, scientific & technical services
- Accommodation & food services
- Other services
- Transport, postal & warehousing
- Administrative & support services
- Wholesale trade
- Miscellaneous

Source: Remplan (Feb 2012)



## ARTS AND CULTURE IN AUSTRALIA

In 2009, the Australian Council for the Arts conducted the largest national survey to explore the role of the arts in Australia. More than 3000 Australians were surveyed.

Some of the key findings included:

- The arts are strongly supported by the community: nine out of 10 Australians participate in the arts;
- The internet is now the key tool for the arts: one in three internet users use it to research the arts;
- Attitudes towards the arts are increasingly positive: nine in 10 people think the arts should be an important part of the education of every Australian;
- Interest in Indigenous arts is growing: 47 per cent of Australians say their interest is increasing; and
- There are significant opportunities to build arts audiences.

- Literature is the most popular art-form, with 84 per cent reading – mostly novels though one in five read poetry. Creative writing was also popular with 16 per cent engaged, seven per cent writing a novel or short story and five per cent writing poetry;
- Nearly all Australians intentionally listened to recorded music and more than half attended live performances. Most went to watch live music such as pop, rock, country and dance. Musical theatre/cabaret was the second most popular form of music attendance at 22 per cent, followed by classical music (13 per cent), and opera (eight per cent). Making music was also popular (15 per cent) with one in 10 playing an instrument and five per cent singing;
- More people created visual arts and crafts (22 per cent) than any other form of art. Nearly one in 10 engaged in crafts (like ceramics, jewellery-making, sewing and woodcraft) (nine per cent), photography (nine per cent) or painting (eight per cent);
- Theatre was attended by one in four (26 per cent) with most going to traditional or contemporary theatre (19 per cent), followed by circus or physical theatre (10 per cent); and
- Dance was attended by 16 per cent, with most going to ballet or classical dance (10 per cent), followed by social dance like ballroom or street (five per cent) and contemporary (five per cent).

(Source: Australia Council for the Arts, More than burns on seats – participation in the arts, 2010 ).



## Attendance at cultural venues and events

A survey by the Australian Bureau of Statistics (ABS) showed the following trends in attendance at cultural venues and events by Australians in 2009–2010:

Venue or event	Per cent of people who had attended in the past 12 months	Frequency of attendance - per cent of people who had attended in past 12 months		
		Once only	Two to four times	Five or more times
Art gallery	25.9	40.4	44.7	14.9
Museum	25.5	51.8	38.0	10.2
Libraries	33.5	5.2	24.5	70.3
Botanical gardens	35.2	37.3	43.9	18.8
Classical music concert	8.9	41.5	42.2	16.3
Popular music concert	30.3	36.4	44.7	18.9
Theatre performance	16.3	45.8	42.0	12.2
Cinema	67.0	9.8	37.5	52.7



*'Bubblewrap and Boxes'*  
by Asking for trouble



### **Children's involvement in cultural activities**

According to the 2009 ABS survey of children's participation in cultural and leisure activities, 34 per cent (916,300) of children were involved in at least one of four selected cultural activities (playing a musical instrument, singing, dancing and/or drama) outside of school hours. The survey also collected data on attendance at cultural venues and events and found that 71 per cent (1.9 million) of children had attended, outside of school hours, a public library, a museum, an art gallery or a performing arts event.

The Australia Council commissioned a report into the impact of six Australia Council research initiatives that embedded the arts in children's learning (Hunter, 2005 ). The report summaries that: '...there is evidence in the research reports to indicate that arts participation, to some varying degrees positively impacts on students;

- Social and personal development;
- Attitude to learning;
- Literacy;
- Numeracy;
- Generic competencies (writing, communicating, problem solving, planning, organising, perseverance);
- Arts knowledge and skills; and
- Enjoyment and valuing of the arts.'

Hunter, 2005, Australian Education Review: The Arts and Australian Education, Realising potential.



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## Arts and culture in Wodonga

Culture, arts and events help bind the city's social and cultural landscape, strengthening the community's sense of belonging and contributing to Wodonga's distinct identity. The council provides the community with creative arts programming opportunities, event delivery, contemporary cultural venues, capacity building programs and integrated public art initiatives. Wodonga Council is also committed to supporting community initiatives with accessible funding and advocacy programs.

Quick facts about the Wodonga community from the 2007 Community Indicators Victoria Survey:

- 49.3 per cent of residents had participated in at least one selected artistic and cultural activity in the previous month;
- 85.2 per cent of residents agreed or strongly agreed that cultural diversity is a good thing for society;
- 73.1 per cent of residents stated that they felt that they were part of the community;
- 34.1 per cent of respondents reported that they helped out as a volunteer;
- 61 per cent of respondents engaged in at least one community activity in the previous year;
- 56.3 per cent attended a community event in the past 12 months;
- 57 per cent of residents consider themselves a member of an organised group;
- 85.8 per cent of residents believe that the area has easy access to recreational and leisure facilities; and
- 76.3 per cent of residents believe the area has good facilities and services like shops, childcare, schools, and libraries.

Wodonga is blessed with vibrant arts and cultural organisations, facilities and activities. Some of these include GIGS Gallery and Studios, HotHouse Theatre, Jazz Albury Wodonga, Creators Gallery, Wodonga Library, Wodonga Historical Society, Wodonga Brass, Murray Music Club, Burrinja Aboriginal Centre, Flying Fruit Fly Circus, Murray Conservatorium, Albury Wodonga Artists Society, Musik Kids, Projection Dance Company, Music

Ability, Murray Arts, Livid productions, Albury Wodonga Theatre Company, Filipino Australian Community of Albury Wodonga, Albury Wodonga Woodcrafters, North East Middle Eastern Dance Association, and Albury Wodonga Eisteddfod.

### Wodonga Council's cultural services' team has the following main areas of responsibility:

- **Arts Space Wodonga;**
- **The Cube Wodonga;**
- **Bonegilla Migrant Experience;**
- **Community cultural development program;**
- **Event design and delivery;**
- **Provision of arts and cultural contribution funding;**
- **Provision of festival and event contribution funding;**
- **Heritage preservation and celebration;**
- **Public art program;**
- **Event attraction; and**
- **Advocacy, advice and training.**



## Arts Space Wodonga

Arts Space Wodonga is a centre for the facilitation of arts practice and professional exhibitions in Wodonga. It is a multipurpose cultural venue designed for community engagement and offers the opportunity for viewing professionally-curated exhibitions, participation in regular public and educational programs, as well as being a hireable space for community cultural initiatives.

Arts Space Wodonga provides opportunities for community expression, increased connectivity and public access to varying art-forms and genres.

## The Cube Wodonga

The Cube Wodonga is the new arts, community and entertainment centre (replacing Wodonga Civic Centre) and is located in the heart of the city. The Cube Wodonga features state-of-the-art audio visual equipment, a landscaped courtyard with LED screen, and an 80-seat cafe and in-house caterer for all functions within the venue. The Cube Wodonga hosts community and commercial events and a vibrant performing arts program featuring local, regional and imported activities for all ages.

## Bonegilla Migrant Experience

Block 19, located at the Bonegilla Migrant Experience, captures the compelling stories of Australia's post-war migration history. Often referred to as the 'home of multiculturalism in Australia', the site is a rare surviving example of a post-war migration centre and offers visitors an insight into what migrant life was like.

Today Wodonga Council and partners offer visitors:

- A visitor and interpretation centre open seven days a week, between 10am and 4pm;
- Opportunity to explore remarkably intact heritage buildings which house professionally-curated interpretive exhibitions;
- Self-guided tours;
- Guided tours;
- Audio tours;
- Educational programs and materials;
- Commemorative plaques;
- Historical information including books and memorabilia; and
- An up-to-date website at [bonegilla.org.au](http://bonegilla.org.au)

## Community Cultural Development Program

The *Community Cultural Development Program* aims to 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. It facilitates opportunities for Wodonga residents to express and explore their culture and identity.

It aims to:

- Generate connections across the whole community to deliver arts projects;
- Facilitate the communities cultural expression;
- Have strategic and effective partnerships with local, state and federal organisations;
- Implement a public art program while maintaining and managing the current public art in Wodonga;
- Facilitate and foster a vibrant, engaged and proactive community that has a sense of belonging and ownership of their community and has strong connections with the council;
- Foster the development of a central business district with a cultural heart; and
- Deliver an authentic, relevant and engaging community arts program that is supported and loved by the community.

## Event program

Wodonga Council delivers a high-quality annual calendar of events that strives to meet the values and needs of diverse sectors of the community. The event program also facilitates:

- **The Festival and Event Contribution Program**  
Funding for event organisers towards the delivery of events in Wodonga.
- **Event attraction**  
Wodonga Council employs event attraction strategies to encourage major events to take place in the city. These events must be capable of contributing positively to the profile of the city, generate visitation and enhance the lifestyle and attractiveness of Wodonga.
- **Advocacy, advice and training**  
Support, advice and information are provided to organisers of Wodonga events including the provision of the *Wodonga Venue Guide*, and *Event Management Planning Guide*.



## During the past five years, Wodonga Council has celebrated the following cultural achievements:

- Dedication of Gateway Village to a cultural precinct;
- Securing \$7.7 million towards the development of The Cube Wodonga;
- Audience growth at Arts Space Wodonga to 33,000 people per annum;
- Audience growth at the Wodonga Civic Centre to 46,000 per annum;
- Introduction of visitor services and exhibition content to the Bonegilla Migrant Experience and attraction of more than 13,000 visitors per annum;
- Grant support to art and cultural initiatives worth \$869,161;
- Grant support to event initiatives worth more than \$382,637;
- Continued growth of Carnivale Wodonga, City of Wodonga Children's Fair, City of Wodonga Senior Celebrations, and RED Carpet Youth Awards;
- Delivery of a calendar of more than 40 events per annum;
- Attraction of major events to the city that have resulted in an estimated \$4.9 million direct economic contribution to the Wodonga economy; and
- Instillation of many temporary and permanent public artworks across the city.



Carnivale Wodonga



## WHAT THE COMMUNITY TOLD US

To develop the *Cultural Services Plan 2012-2017* and to help the council understand the priorities of the community, Wodonga Council facilitated several workshops with professional artists, local performers, community members and council staff. More than 60 people participated in these workshops and a further 10 people submitted written responses to requests for feedback.

In addition, more than 1650 people provided feedback in surveys in response to cultural programs, venues and events in the lead-up to developing the plan. Throughout the consultation, participants presented consistent themes which have been summarised below:

### What are the issues?

- There is a need to retain and support existing artists in the city and attract new artists to visit, create and live in the area;
- Wodonga's cultural heritage needs to be strengthened, celebrated and be accessible;
- Wodonga's community identity is still evolving;
- There is potential for the activation of public spaces to engage diverse audiences and increase access to the arts;
- Private and public innovation needs to be fostered; and
- Professional training opportunities for artists have been reduced in the area which has the potential to significantly impact on the artistic community and the long-term availability of creative arts in the region.

### What needs to change?

- Position Wodonga as a unique community and a significant cultural hub within North East Victoria;
- Foster the development of professional artists in the community;
- Investigate the potential for collaborative urban design;
- Strengthen relationships to communicate and market arts and culture programs; and
- Forge innovative partnerships in order to engage the wider community.

### What can be achieved?

Consistently, the messages received focused on the potential for:

- More arts and cultural activities being provided and accessed;
- Strong community involvement in arts and culture;
- More artists living and working locally;
- Greater support for young and emerging artists;
- Increased connections between the artistic community;
- Well built, integrated and utilised spaces throughout the city;
- Cultural heritage that is relevant and engaging for residents and visitors; and
- A strong regional reputation for excellence and diversity in the arts.



## DEVELOPING THE PLAN

To ensure that this plan was based on a strong strategic framework, and accurately reflected the vision and needs of the Wodonga community and both the Victorian and Australian governments, the following documents were considered during its development:

- Australian Council for the Arts, 2011, Strategic Direction;
- Australia Council for the Arts, 2010, More than bums on seats: Australians are participating in the arts;
- Australia Council for the Arts, 2009, Arts
- Murray Arts, Strategic Plan 2010-2013;
- Arts Access Victoria, 2011, Vision Statement;
- Cultural Ministers Council, 2009, National Arts and Disability Strategy;
- Cultural Ministers Council, 2007, National Education and the Arts Statement;
- Regional Arts Victoria, What Guides Regional Arts Victoria?;
- Victorian Association of Performing Arts Centres (VAPAC), Annual report 2010 Our People;
- Wodonga Library Strategic Plan 2007–2012;
- Wodonga Destination Marketing Plan;
- Wodonga Economic Development Strategy 2010-2013;
- Regional Development Victoria (RDV): Upper Hume Sub Regional Plan 2010–2020;
- Hunter, 2005, The Arts in Children’s Learning;
- Community Indicators for Victorian Survey, 2007;
- Tourism Victoria: Regional Tourism Action Plan 2009–2012; and
- Tourism Victoria’s Regional Marketing and Development Plan 2011-2012.

The *Cultural Services Plan 2012-2017* is the council’s key document relating to arts and culture and replaces the *Cultural Services Plan 2007-2012*. The *Cultural Services Plan 2012-2017* articulates the priorities and strategic direction for cultural services for the next five years and demonstrates the council’s commitment to arts, events and cultural initiatives across the city.



*Bridges and Boundaries*  
by Eddie Kneebone



## HOW THE PLAN WORKS

Wodonga Council will include cultural activities across all relevant council services using an integrated planning approach. As such, the *Cultural Services Plan 2012-2017* will inform new council policies and strategies, as well as, compliment the following documents:

- *Wodonga Council Plan 2009–2013*;
- *Arts Space Wodonga Directive*;
- *The Cube Wodonga Directive*;
- *Festival and Event Directive*;
- *Bonegilla Migrant Experience Directive*;
- *Arts and Cultural Contribution Guidelines*;
- *Festival and Event Contribution Program Guidelines*; and
- *Event Attraction Program Guidelines*.

The Cultural Services Plan sits under *Wodonga Council Plan 2009-2013* which lists the council's key objectives as:

- Vibrant people, communities and neighbourhoods;
- A strong and resilient community;
- A well built, well maintained and well protected community;
- An inclusive and culturally rich city; and
- A democratic and engaged community.

## THE PLAN

### GUIDING PRINCIPLES

#### Wodonga Council believes:

- Participation in, and access to arts and culture contributes to people's wellbeing, and to the social and economic health of a community;
- Freedom of artistic expression, being courageous and pushing the boundaries are vitally important elements to a mature community, even when they challenge popular perceptions;
- Arts and culture is for everyone. Equity and social justice underpin the plan, providing engagement for people who may previously have felt excluded;
- Partnerships and collaboration provide exponential benefits;
- A strong support framework for artists is essential for creating innovative and dynamic cultural work; and
- Arts and culture provide us the opportunity to celebrate and recognise our diversity – in culture, backgrounds, beliefs and aspirations.

### THE STRATEGIC PRIORITIES

- Spaces and places;
- Activation and celebration;
- Creative capacity; and
- Participation and engagement.



# 1. SPACES AND PLACES

## GOAL:

To encourage innovative infrastructure design and the use of both the built and natural environment to support the delivery of dynamic cultural programs.

## How will we know if we have reached this goal?

- New capital developments feature design that encourages increased opportunity for interaction with arts, culture and heritage, and contributes to Wodonga's sense of community;
- Public spaces across Wodonga are active hubs of creative activity that are accessible and well-utilised;
- A stronger partnership approach is forged between Wodonga Library, Arts Space Wodonga and The Cube Wodonga;
- Opportunities for cultural infrastructure growth are explored; and
- Sustained or increased community and privately owned spaces are available for creative practice.

***“...Our CBD has long been seen as the meeting place and heart of our city. The infrastructure that was developed decades earlier - including the city's stage - continues to be used on a daily basis and contributes to the social, cultural and artistic side of our city...”*** Extract from **Wodonga 2033 - Our Vision**



## 1.1. INFRASTRUCTURE

### OBJECTIVE:

Collaborative urban design that facilitates the development of well built, integrated and utilised places and spaces.

### ACTION

- 1.1.1 Investigate concept designs for Gateway Lakes event precinct upgrade and work towards attracting funding.
- 1.1.2 Review and evaluate the operation of Wodonga Council cultural and arts facilities to ensure they meet the needs and characteristics of the community.
- 1.1.3 Provide input to all playground, recreation, open space master plans, and structure and precinct plans to ensure that public art and event delivery are integrated into design.
- 1.1.4 Complete The Cube Wodonga and courtyard development and ensure community access features strongly in the new operational model.
- 1.1.5 Undertake a feasibility study and concept planning for the future development of Arts Space Wodonga and the Wodonga library focusing on operational improvements and service requirements.
- 1.1.6 Undertake feasibility and concept planning for a youth arts facility .
- 1.1.7 Investigate the potential of landscaping upgrade and public facilities at Bonegilla Migrant Centre.
- 1.1.8 Attempt to secure funding for the development of a master plan for the Gateway Village and Gateway Lakes precinct.
- 1.1.9 Consolidate the master planning for the Bonegilla Migrant Experience.

### Measures

- Gateway Lakes concept designs – completed;
- TCW capital project – completed;
- Youth arts facility feasibility and concept plans – completed;
- ASW and WL feasibility study and concept plan – completed; and
- BME landscaping concepts – completed.

## 1.2. SPACES

### OBJECTIVE:

Facilitate innovative and exciting use of spaces throughout the city that encourage the development of and participation in cultural activity.

### ACTION

- 1.2.1 Support and facilitate partnership approaches to the use of existing spaces throughout the city that enable increased opportunity for professional and community artistic pursuits.
- 1.2.2 Enhance outdoor spaces through regular placement and presentation of art work, events and performances.
- 1.2.3 Facilitate a public space activation program across the city, with a focus on young people.
- 1.2.4 Provide development opportunities for community and professional art organisations that maximise creative, social and economic output.
- 1.2.5 Explore the development of a ‘cultural trail’ throughout the city.

### Measures

- Continued use of Reflections On High - eight displays per annum;
- Space activation program - four per annum;
- Per cent of community hirers in ASW and TCW – target 50 per cent;
- Cultural trail project scope and costing – complete; and
- Increased audience participating in arts and cultural organisations funded through the ACCP –15 per cent increase during five years.

***“Public environments and art, ....., can embody people’s history, experiences and hopes and, therefore, contribute to a community’s sense of its identity.” Health in public spaces: Promoting mental health and well-being through the arts and environment scheme, John Mcleod, Simon Pryor, John Meade.***



## 1.3. PUBLIC ART

### OBJECTIVE:

Deliver a public art program that supports Wodonga's sense of place, creates interest, starts community conversations and is accessible.

### ACTION

- 1.3.1 Develop a public art acquisition and de-acquisition policy.
- 1.3.1 Develop a five-year *Public Art Masterplan* that addresses public art in the CBD, urban and rural developments and renewal schemes.
- 1.3.2 Ensure ongoing funding for public art projects through two per cent of council's capital spend allocation, and potential private investment.
- 1.3.3 Implement an ephemeral public art program throughout the city.
- 1.3.4 Develop ongoing partnerships with agencies and organisations to facilitate the development of public art throughout the city.

### Measures

- *Public Art Masterplan* – adopted;
- Budget targets met – 100 per cent of budget; and
- Temporary art pieces installed in public places – two per annum.

**“Site specific artworks create distinctive locations, thereby building local identity and neighbourhood character. A distinctly branded region or suburb becomes a desirable destination for new residents, tourists and business.”** *The Role of Arts and Culture in Liveability and Competitiveness, Arts Victoria Submission.*



## 2. CELEBRATION AND ACTIVATION

### GOAL:

To celebrate a unique community by preserving the legacy of its cultural heritage; encouraging expression of contemporary identity; delivering a range of exciting celebrations and events, and increasing the opportunity to encounter art and cultural activities every day.

### How will we know if we have reached this goal?

- Major events are regularly attracted to Wodonga with excellent incentives, availability of a broad range of quality venues, and collaborative council approval processes;
- Wodonga's after hours and weekend economy will be stimulated with the presence of events and programs;
- Participation in events continues to grow through the timely development and presentation of a vibrant and diverse calendar of events;
- Community event organisers seamlessly present events due to improved capacity and skill building, and funding opportunities;
- Community art projects and events are abundant and artistic talent is readily accessible;
- Residents are proud of the diverse history of Wodonga and continue to participate in sharing their story;
- Cultural heritage is used as a platform for communicating Wodonga's identity;
- A broad range of residents and groups are eagerly contributing their stories, legacies and expressions to the cultural landscape of Wodonga; and
- There are an increased number of people encountering the arts in their day-to-day lives.

***“Lots of interesting things for kids. Enjoyed the “liveshows”- kids were excited to participate. Amazed at number of dedicated parents who took the time to bring their kids to an event strictly pitched at children. Well done mums and dads.” - City of Wodonga Children’s Fair attendee, 2012***



## 2.1. EVENTS AND CELEBRATIONS

### OBJECTIVE:

Co-ordinate and encourage the development and delivery of a range of exciting events, celebrations, and creative programs to residents and visitors alike.

### ACTION

- 2.1.1 Manage and promote a dynamic and vibrant calendar of events that reflects the needs, characteristics and interests of the Wodonga community.
- 2.1.2 Actively attract major events that will provide benefit to Wodonga community and economy.
- 2.1.3 Continue to support and work co-operatively with community event organisers to ensure strategic development of their events.
- 2.1.4 Provide customised advice and support to council officers responsible for delivering departmental events.
- 2.1.5 Ensure that all council-initiated events adhere to environmentally-friendly practices.
- 2.1.6 Provide support and opportunity for Aboriginal and culturally diverse artistic practices to be developed and displayed.
- 2.1.7 Continue to actively attract high-calibre touring artistic products to Wodonga venues.

### Measures

- Breadth of calendar of events – two major events and a series of minor events, hosted across the city each year;
- Event attraction target met – four externally hosted events drawn and hosted in the city each year;
- Breadth of community event capacity building program – two sessions per year;
- Revised Event Management Planning Guide and Wodonga Venue Guide - issued every two years;
- All event planning to follow resource smart processes - 100 per cent for council events;
- Breadth of culturally diverse and indigenous programming - six projects per annum across ASW, BME, TCW and CCD;
- Breadth of ASW program - four community-based exhibitions per annum; and
- ASW secures and exhibits touring exhibitions - three per annum.

***“Thanks City of Wodonga for such a wonderful and fun, free event. Loved it!”***  
**– Carnivale Wodonga HARMONY attendee**



## 2.2. HERITAGE

### OBJECTIVE:

To document, preserve, interpret and celebrate Wodonga's diverse cultural heritage.

### ACTION

- 2.2.1 Encourage and support expressions of Wodonga's cultural heritage, including the strong rail heritage.
- 2.2.2 Works towards protecting the cultural expressions that are paramount in defining Wodonga's present community.
- 2.2.3 Develop and maintain formal agreements between the council and the local, Victorian and Australian cultural heritage organisations.
- 2.2.4 Continue to research, preserve and share Wodonga's strong migrant history through the Bonegilla Migrant Experience.
- 2.2.5 Work with Wodonga Historical Society towards sustainable collections management in order to preserve and share the history of Wodonga.\*

### Measures

- Financial support of Wodonga Historical Society – continued;
- Contribute to exhibitions, installations and research projects which document Wodonga's history - three projects per annum;
- BME host community cultural exhibitions – two per annum; and
- Consult with community regarding stories and artefacts of heritage significance – completed.

## 2.3. ENGAGING EXHIBITIONS

### OBJECTIVE:

Present a diverse and engaging program of arts and cultural exhibitions to the community.

### ACTION

- 2.3.1 Continue to provide a range of professional, high quality art exhibitions at Arts Space Wodonga, including both locally curated and touring product.
- 2.3.2 Actively promote and support community organised and driven exhibitions at Arts Space Wodonga.
- 2.3.3 Ensure all of the council's cultural facilities regularly present high quality opportunities for people to engage in, and appreciate a range of diverse and relevant programs.
- 2.3.4 Provide support and opportunities for Indigenous and culturally diverse artists to exhibit their arts and culture.

### Measures

- Number of repeat audiences of ASW – 20 per cent;
- Total audience figures for ASW – 30,000 per annum;
- Number of community-hosted exhibitions at ASW - four community-based exhibitions per annum;
- Number of community hirers at ASW - 50 per cent per annum;
- Diversity of audiences targeted in programs - ASW and TCW five different audience sectors per annum; and
- Programs in TCW courtyard - four per annum.



## 2.4. SPORTING EVENT ATTRACTION

### OBJECTIVE:

Promote business and sporting relationships that will assist Wodonga to increase sporting visitation.

### ACTION

- 2.4.1 Actively engage with other stakeholders to advance sporting and recreation event opportunities within the city.
- 2.4.2 Provide a range of resources and support to community organisations and clubs to increase their capacity to host sporting and recreation events.
- 2.4.3 Focus on continually improving and promoting our many local assets, facilities and services to attract sporting and recreation events to the city .
- 2.4.4 Offer clear, current and readily available information to market sporting and recreation opportunities.

### Measures

- Implementation of sporting event attraction workplan - 100 per cent complete;
- Number of sporting events per annum - five (with aim of 10 by fifth year);
- Creation of event attraction and sporting event attraction prospectus – completed;
- National and state sporting body event familiarisation visits – five per annum;
- Provision of *Festival and Event Contribution Program* – three rounds per annum;
- *Breadth of Community Event Capacity Building Program* – two sessions per year;
- *Revised Event Management Planning Guide* and *Wodonga Venue Guide* - issued every two years; and
- Development of sporting attendee welcome pack - completed.



FED Hill Challenge



### **3. CREATIVE CAPACITY**

**GOAL:**

To position Wodonga as a key regional creative hub through the attraction of creative industries and residents, and the development of capacity and skills within the community.

**How will we know if we have reached this goal?**

- Core arts, cultural and creative industries are present in greater numbers, have increased their contribution to Wodonga's economy and community, and have shown growth in employment numbers;
- Young people are equipped with the skills, knowledge and pathways to lead to creative employment;
- People relocate to Wodonga to study core arts;
- Arts practitioners act communally to share skills, knowledge and resources;
- The creative sector harnesses the new ideas, innovation, and enthusiasm of visiting and emerging practitioners; and
- The success of our local professional artists is regularly recognised and celebrated.

***“Love the creativity and brings the community together.”- Community feedback - Todos Arte, 2011***



## 3.1. INNOVATIVE COMMUNITY

### OBJECTIVE:

Foster the development of an innovative and creative community and actively provide young people with access to participation in and experience in the creative sector.

### ACTION

- 3.1.1 Inspire young artists to participate in venue programming in Arts Space Wodonga, The Cube Wodonga and The Cube courtyard.
- 3.1.2 Develop partnerships to deliver a professional development project that focuses on creative industries.
- 3.1.3 Foster and promote creative educational opportunities across the city.
- 3.1.4 Support creative initiatives within the community by facilitating partnerships, providing funding, advice, advocacy and resources.
- 3.1.5 Support the development of a strategic plan for the Gateway Island art and cultural precinct.

### Measures

- Young people engaged in programming of The Cube Wodonga and its courtyard - two per annum;
- Youth exhibition at Arts Space Wodonga - every two years;
- Number of education programs delivered at Arts Space Wodonga - 80 per annum; and
- Gateway Island Strategic Plan developed - completed.

**“...Creative industries add vibrancy and sparkle to the city, form a strong visual identity and help us to nurture some amazing talent within our own area” (Katherine Rattray )**

## 3.2. GROWING A CREATIVE INDUSTRY

### OBJECTIVE:

Pursue creative and cultural industries and make arts easier to practise in Wodonga.

### ACTION

- 3.2.1 Develop pathways and incentives to actively develop the creative sector within Wodonga.
- 3.2.2 Continue active participation in the Cultural Tourism Network (CTN) and support the development of an accompanying regional strategy.
- 3.2.3 Continue to focus on the importance of educational opportunities to drive and support creative and cultural opportunities locally.
- 3.2.4 Develop partnerships and support Wodonga’s professional cultural industries.
- 3.2.5 Establish and facilitate a local ‘match-maker’ mentoring program that links young emerging artists with established professional artists in the region.
- 3.2.6 Provide guidance and support to enable our arts and community organisations which are running arts programs to develop sustainable management structures.
- 3.2.7 Develop an arts and cultural activity manual for professional and community organisations.
- 3.2.8 Support and work with artists at all stages of their professional life-cycle.
- 3.2.9 As part of current funding programs, provide small ‘seeding’ funds to assist one off community based art projects.

### Measures

- CTN Strategy-developed;
- Wodonga Council representation at CTN meetings - 90 per cent attendance;
- Continuing sustainability of existing professional arts and cultural organisations - four professional organisations;
- Regional programming Memorandum of Understanding (MOU) between The Cube Wodonga and HotHouse Theatre - signed and implemented;
- *Arts and Cultural Contribution Program* - two rounds per annum;
- New initiatives funded through *Arts and Cultural Contribution Program* - four per annum; and
- Smart Arts program – three programs per annum, 50 participants per annum.



### **3.3. RESOURCING THE COMMUNITY**

**OBJECTIVE:**

Ensure the wider community is resourced to undertake the development and delivery of arts, cultural and event initiatives.

**ACTION**

- 3.3.1 Provide an arts and cultural contribution program.
- 3.3.2 Provide a festival and event contribution program.
- 3.3.3 Develop and facilitate professional development programs for the wider community including Smart Arts program and a community capacity building program.
- 3.3.4 Work with tertiary education providers to encourage the delivery of art and cultural educational opportunities.
- 3.3.5 Provide the community with event management resources.
- 3.3.6 Provide an event attraction contribution program.

**Measures**

- Arts and cultural contribution funding delivered - two rounds per annum;
- Festival and event contribution funding delivered – three rounds per annum;
- Professional development programs - three initiatives per annum;
- Community event capacity building programs – two sessions per year;
- Revised *Event Management Planning Guide* and *Wodonga Venue Guide* - issued every two years; and
- Event attraction funding delivered - four externally hosted events drawn to and hosted in the city each year.

### **3.4. CELEBRATING OUR ARTISTS AND CREATIVE INDUSTRIES**

**OBJECTIVE:**

Celebrate and recognise the contribution of artists, creative industries and community cultural initiatives

**ACTION**

- 3.4.1 Work with the Municipal Association Victoria (MAV) and Local Government Professionals (LGPro) to encourage the development of cultural awards recognising excellence in the industry.
- 3.4.2 Work with relevant partners to support the implementation of relevant and meaningful professional development opportunities for local artists.
- 3.4.3 Investigate opportunities for the recognition of excellence in the broader cultural industry (community and professional).

**Measures**

- Opportunity for recognition of cultural industry excellence - one every two years; and
- Number of local artists exhibiting at ASW – four community artists exhibitions per annum.



## 4. PARTICIPATION AND ENGAGEMENT

### GOAL:

To strengthen partnerships and relationships between the council, cultural organisations and the broader community (including both residents and visitors).

### How will we know if we have reached this goal?

- A broader audience is attending council events, venues and programs;
- A greater understanding of the arts and culture priorities and preferences of the Wodonga community is obtained;
- Formal partnerships are developed with relevant government and non-government authorities;
- Increasing numbers of people are subscribing to Wodonga Council communications;
- Increasing numbers of community members are participating in arts and cultural groups and committees;
- Membership take-up at The Cube Wodonga is strong; and
- Council events and programs contain cultural product developed by and with the community.

***“What I most enjoyed about the arts project was the community sense of belonging, joining in together in a workshop as a group.” - Workshop participant***



## **4.1. AUDIENCE DEVELOPMENT**

### **OBJECTIVE:**

Strengthen council's ability to appeal to, and meet the needs of a growing and diverse audience.

### **ACTION**

- 4.1.1 Utilise a range of strategies, including emerging technologies, to survey and understand audiences and what value they place on arts and culture in Wodonga.
- 4.1.2 Provide regular opportunities for arts and culture staff members to liaise with isolated and diverse community members to help establish audience priorities and characteristics.
- 4.1.3 Actively engage new and potential audiences with a view to expansion into these markets.
- 4.1.4 Devise and implement marketing strategies tailored to programs and target audiences.

### **Measures**

- Audience consultation across programs - annually for TCW, ASW, BME, events and CCD;
- Community cultural conversations - one per annum;
- Responsive programming to engage different audience - four per annum across cultural services; and
- Marketing plans for each cultural service program - implemented annually.

***“I most enjoyed different people from different backgrounds sharing an art experience.” - Art project participant***



## 4.2. STRONG RELATIONSHIPS

### OBJECTIVE:

Strengthen relationships that benefit the development of arts, culture and events within Wodonga.

### ACTION

- 4.2.1 Maintain relationships with Victorian and Australian government agencies and other external funding and regulatory bodies.
- 4.2.2 Initiate opportunities to communicate, educate and engage arts and cultural practitioners with the council's cultural vision.
- 4.2.3 Develop private sector relationships that result in increased investment, support and partnerships.
- 4.2.4 Work with all units of the council to extend the promotion of arts and culture to other services and projects delivered by the council, including children's services, library services, disability services and settlement assistance services.
- 4.2.5 Actively participate in regional partnerships including cultural development networks, cultural tourism networks and local government interest groups.
- 4.2.6 Facilitate and support an advisory panel to inform and advise on specific events and programs within the city.
- 4.2.7 Continue a strong relationship with Murray Arts and develop network and partnerships with other local regional councils to achieve strategic collective objectives.
- 4.2.8 Co-operative programming of community cultural precinct.

### Measures

- Grants secured for events - two projects per annum;
- Arts Victoria funding- MOU signed;
- Industry information sessions for Cultural Services Plan - one every two years;
- Industry updates at local cultural organisation AGMs - four per annum;
- Sponsorship secured for events - five projects sponsored per annum;
- Meeting between The Cube Wodonga, ASW, Wodonga Library, senior citizens and Wodonga TAFE to explore and promote collaborative programming opportunities - two per annum;
- Wodonga Council and HotHouse Theatre regional programming MOU – signed and complete;
- CTN meetings attended - 90 per cent attendance; and
- Meetings with other local councils - three per annum.

***“The conservatorium has been working closely with arts and cultural staff at City of Wodonga to deliver positive performance and educational outcomes for local residents. The ongoing concert series at Arts Space (Wodonga) is a shining example of how well this collaboration is working and we are keen to continue this fruitful relationship for many years into the future.” – Murray Conservatorium director Stephen O’Connell***



## 4.3. EFFECTIVE COMMUNICATIONS

### OBJECTIVE:

Effective and dynamic communication reaching diverse partners, participants and audiences.

### ACTION

- 4.3.1 Communicate clearly, regularly, and relevantly with local audiences.
- 4.3.2 Explore the role of emerging technology, in particular phone applications, and the role they play in marketing, education and communication.

### Measures

- Regular communication with ASW audience - monthly;
- Communication with BME visitors - two newsletters per annum;
- TCW newsletter - four per annum (and ongoing via website); and
- Social media (Twitter and Facebook) feeds - as required .

***“There was a universal understanding that sunny afternoon that a dream is something sacred, to be spoken softly and shared gently. Parents sensed this was a special moment and instinctively knew not to rush it. They gave their children unhurried time to wish and dream and write the words they needed.” - Wishing Tree facilitator Kate Rotherham (Carnivale Wodonga HARMONY)***



## 4.4. ACCESSIBLE CULTURE

### OBJECTIVE:

Ensure participation and engagement with arts and culture within Wodonga is accessible for all regardless of age, physical abilities and socio-economic and cultural backgrounds.

### ACTION

- 4.4.1 Implement the Sweet Seat program which provides subsidised tickets to performances for people who could otherwise not attend.
- 4.4.2 Ensure that events, exhibitions and projects are planned to support attendance and participation by people of all abilities.
- 4.4.3 Deliver responsive community cultural programs that broaden participation, particularly by communities that have barriers to accessing cultural programs.

### Measures

- Access audit- bi-annually at TCW, ASW and BME;
- Responsive programming to engage diverse audiences – four per annum; and
- New audience members engaged through Sweet Seats – 12 new members per annum.

***“...it is positive that council is creating opportunities for young people and diverse cultures to engage with local artists, events and venues.”*** – Dance artist Tim Podesta



## **ACRONYMS**

AGM	Annual general meeting
ASW	Arts Space Wodonga
BME	Bonegilla Migrant Experience
CBD	Central business district
CCD	Community cultural development
CTN	Cultural Tourism Network
HHT	HotHouse Theatre
LGPro	Local Government Professionals
MAV	Municipal Association of Victoria
MOU	Memorandum of Understanding
TCW	The Cube Wodonga