



## **Council Strategy**

# ***Arts and Culture Strategy***

***2010-2014***

**Approved by City Strategy Committee on: 8 February 2010**

**Next Review Date: 2014**

**Responsible Officer: Arts and Culture Planning Officer**

## Arts and Culture Strategy 2010-2014

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## 1. Introduction - A Culturally Vibrant Capital City for South Australia

A vibrant cultural life is part of Adelaide's appeal and is essential to the City's ambitions to attract and retain the skilled, innovative and creative people who will sustain economic growth through the challenges of the future. Research by such experts as Charles Landry and Richard Florida has highlighted the importance of creative people and a supportive cultural environment to establish the conditions for prosperity.

*"As cities confront the realities of operating within global contexts and heightened competition, it will be creativity, in all its facets, in responding to urban challenges that will largely determine success or failure."*

(Landry, C, *Rethinking Adelaide - Capturing Imagination*, p12. Adelaide Thinkers in Residence Program 2003)

A recent research report by the global accountancy and consulting firm Pricewaterhouse Coopers comments:

*"Cities today each seek to create their own unique identity and to build and develop the experiences that they offer to visitors and residents alike. Cultural and leisure facilities go beyond art galleries, opera houses or museums. Today's cities make a virtue of their atmosphere, their heritage and nightlife. But more than this, they develop an intangible quality of creativity and innovation. Cities as diverse as Vancouver in Canada, Reykjavik in Iceland and Barcelona in Spain are reaping the benefits of the strategies they have put in place to attract dynamic and creative individuals and businesses."*

(Pricewaterhouse Coopers, *Cities of the Future - Global Competition, Local Leadership*. 2005. p 52)

Adelaide has some strong advantages on which to build:

- A world-wide reputation as a City for the arts established through the Adelaide Festival and Fringe.
- A fine setting and climate for outdoor activity and entertainment with successful high profile events such as the Clipsal 500 and Tour Down Under as well as community events such as Carols by Candlelight and the Christmas Pageant.
- Compact scale and easy access, together with established expertise in event management.
- Aboriginal and Kurna Heritage, Tandanya National Aboriginal Cultural Institute and the Aboriginal Cultures Gallery at the South Australian Museum.
- Excellent cultural institutions largely clustered around North Terrace.
- A large and growing student population concentrated around the City campuses including international students from many different countries.
- Outstanding local food produce and wines with a strong and diverse food culture focused particularly around the Central Market.
- A history of tolerance, welcoming migrants of diverse cultural backgrounds from all around the world.

These factors contribute to our enviable quality of life - ranked 11<sup>th</sup> most liveable city in the world by The Economist in 2009<sup>1</sup>. They are also an important advantage for the City's ability to continue to attract visitors, residents, skilled migrants, investors, students, artists and tourists. However, the competition from other cities is strong. Leadership and intervention will be needed to ensure that creativity is fostered, not stifled, and that population growth brings new vigour and vitality to the cultural life of the City.

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<sup>1</sup> Economist Intelligence Unit. Liveability Rankings. 14 July 2009.  
[http://www.economist.com/markets/rankings/displaystory.cfm?story\\_id=13809770](http://www.economist.com/markets/rankings/displaystory.cfm?story_id=13809770)

## 2. Legislative Requirements

This document, and its supporting Action Plan, provide more detailed direction as to how Council proposes to work towards those aspects in *Creating our Future*, its Strategic Plan for the City ('*Creating the Future*') which relate to arts and culture. Resourcing of the Arts and Culture Strategy is through Council's annual Business Plan and Budget.

Collectively these documents form part of the set of documents which comprise Adelaide City Council's Strategic Management Plans as required by S122 of the Local Government Act 1999.

## 3. Strategic Context

*Creating our Future*, the City of Adelaide Strategic Plan 2008-2012, presents Council's Vision, desired Outcomes and Strategic Directions for the City and the strategies and key projects Council will implement in its term of office to achieve these.

The Vision set out for the City is.

***"A vibrant, populous and sustainable Capital City built upon Adelaide's heritage and lifestyle."***

Support for the arts and a vibrant cultural life are essential to the Vision and are elaborated further in Outcome 4 of the Strategic Plan - "*Culturally Vibrant City*".

### **OUTCOME 4: Culturally Vibrant City**

- The State's hub for creativity, recreation, cultural and artistic activity and exciting events.
- People of all ages, cultures and means form strong communities in a safe City.
- A Council that effectively engages with its communities and stakeholders.

#### **Strategic directions -**

- Foster creativity, recreation, cultural and artistic activities and events.
- Promote participation, volunteering and strong community life.

#### **Strategies -**

- Provide opportunities for the community to contribute to the social, recreational and creative life of the City through events, activities, arts and cultural initiatives and recreation and sport programs.
- Support a range of conferences, events and activities in the City.
- Engage disabled, aged and Aboriginal and Torres Strait Islanders, youth and varied cultures in the life of the City through events and programs.

#### **Key Projects and Services -**

- Delivery of the Rundle Lantern artistic light installation and new displays.
- Funding major events such as New Year's Eve and Australia Day celebrations.
- Provision of grants for arts, culture, recreation and sport.
- Sponsorship, events and celebrations of diverse cultures, including Aboriginal and Torres Strait Islander cultures.
- Event management and infrastructure to support events in the City.
- Promotion of the City and its attractions and events.
- Provision and maintenance of public art at strategic sites.
- Implementation of the Tourism Action Plan with the South Australian Tourism Commission.

The following Outcomes and Strategic Directions are also relevant:

**OUTCOME 2: Unique Heritage, Park Lands and City Design**

- Promote high quality design and construction in public and private developments.
- Activate the City’s Park Lands and Squares.
- Enliven City spaces and streets.

**OUTCOME 5: Economically Prosperous City**

- Enhance tourism opportunities and experiences.
- Promote conditions for employment and economic prosperity.
- Support education and training providers.

*South Australia's Strategic Plan*, updated by the State Government in 2007, sets out Objectives and Targets for development of South Australia. It targets an increase in the State population from its 2008 level of 1.60 million to 2 million by 2050. It also seeks gains in tourism and in South Australia's share of overseas students. It includes as an objective 'Fostering Creativity and Innovation', and sets targets to

- "increase the number of South Australians undertaking work in the creative industries by 20% by 2014";
- "increase the number of attendances at South Australia’s cultural institutions by 20% by 2014"; and
- "increase the number of attendances at selected arts activities by 40% by 2014."

The *Arts and Culture Strategy 2010-2014* sets out Council's proposed actions to ensure that a vibrant and diverse cultural life flourishes as the population of the City of Adelaide grows. It is based on consultation with key stakeholders and builds on the programs and initiatives established under the Council's *City Arts and Living Culture Strategy 2003-2007*.

Table 1 below shows the structure of the Arts and Culture Strategy and how it contributes towards the Vision and Outcomes of the Council's Strategic Plan for the City.

**Table 1**

<b>ARTS AND CULTURE STRATEGY</b>			
<b>STRUCTURE</b>			
Outcomes	→ Strategic Directions	→ Strategies	Action Plan
Eg Culturally Vibrant City	Foster creativity, recreation, cultural and artistic activities and events.	Provide opportunities for the community to contribute to the social, recreational and creative life of the City through events, activities, arts and cultural initiatives and recreation and sport programs.	Arts and Culture Action Plan.
<b>TIMEFRAME</b>			
30 years	10 years	4 years	annual
<b>PURPOSE</b>			
Aspiration and desired qualities for the City's future	Broad directions for realising the aspiration and qualities	Ways of contributing to achieving the broad directions in a Council term	An annual summary of Council projects, services and programs that will contribute to the achievement of Strategies

## 4. Principles - a Rich Cultural Life in a Growing City

The Strategy is underpinned by the principles that:

- A **vibrant arts and cultural life** is essential for a prosperous City with a high quality of life.
- **Partnerships** with key organisations that achieve common goals are essential to maximising benefits for the City.
- Achieving outcomes for a Culturally Vibrant City requires a **proactive approach** by Council.
- Community initiated arts and cultural activities can be delivered more efficiently and effectively through **reducing red tape**.

## 5. Outcomes and Strategies

As the numbers of people visiting, living, working, and studying in Adelaide increase, they will bring new diversity and vigour to the City's artistic, cultural and social scene. To create conditions for a vibrant cultural life supporting the Council's Vision for the City, the following contributing Cultural Outcomes have been targeted.

- A City that encourages Cultural Expression and Engagement.
- A City of Dynamic and Memorable Spaces.
- A City that fosters Creativity and Talent.

These provide the framework to guide development of specific strategies supporting the cultural life of the City.

### Outcome 1 - A City that encourages Cultural Expression and Engagement.

#### Background

Adelaide has earned a strong reputation as a 'Festival City' through the well established success of such diverse events as the Adelaide Festival of Arts, Fringe, Womadelaide, Clipsal 500, Tour Down Under, Tasting SA, Cabaret Festival and the Festival of Ideas.

The Come Out festival for young people and Feast gay and lesbian festival target particular sectors of the community while Arts Access SA seeks to open up opportunities for people with disabilities to engage in a range of arts activities and festivals.

All draw enthusiastic support from the community, providing opportunities for local people to enjoy the best of artistic, creative and sporting talent from around the world. The scale and setting of the City are ideal for the success of such events.

The largest events generally are either staged outdoors or have a major outdoor component, and are therefore dependent on good weather, especially in the autumn months. This leaves periods in the year with little happening outdoors. The City is perceived as relatively quiet at these times although a number of successful events have been established indoors, such as the Adelaide Film Festival, Cabaret Festival and Festival of Ideas.

While Adelaide's diverse program of successful festivals and events is a key strength in its visitor appeal, attracting thousands of interstate and overseas visitors each year, it faces intense competition from other cities. A further shift toward more formal, active, cooperative 'partnership' approaches can help ensure that both organisers and Council are able to deliver better outcomes. This is especially

important for those events which align strongly with Council's priorities for a culturally vibrant city.

Recent Council discussions with the Adelaide Fringe, for example, have proactively helped streamline the approvals process for the many temporary venues and events, effectively reducing red tape and freeing up time and effort to focus on a more successful Fringe.

On a daily basis it is the range and diversity of opportunities for Adelaide people to engage with others in cultural, artistic, leisure and social activity that determines cultural vitality. New residents from a diversity of cultural backgrounds, including a growing number of international students, create both an opportunity and a challenge to help them enjoy and contribute to the cultural life of the City.

Cafes, bars, sporting and social clubs, arts venues, places of worship, community centres, cultural and education institutions and classes all provide places for interaction and cultural growth. Council provides community and recreational facilities, including the libraries and community centres, Aquatic Centre and North Adelaide Golf Links. It organises celebrations such as the New Year festivities and Australia Day events and also manages the City's Park Lands and streets to facilitate smaller community events such as weddings and street parties.

The complexity of public safety and risk requirements for event organisers has increased in recent years contributing to a decline in the number of smaller events. This is an issue nationally but needs a local response to make event management easier and more viable at the community level.

### **Progress and Current Status**

Since adoption of the initial City Arts and Living Culture Strategy by Council in 2003 some of the key initiatives have included:

- Review and streamlining of Council's Sponsorship and Grants programs to better align with Council's strategic directions and simplify the application process for community events;
- Annual sponsorship and grants funding maintained at around \$2 million with supported events and programs including
  - Adelaide Festival of Arts
  - Adelaide Fringe (annual since 2008)
  - Womadelaide (annual since 2003)
  - Tour Down Under
  - Clipsal 500
  - Carols by Candlelight
  - Adelaide Symphony Orchestra
  - Windmill Performing Arts
  - South Australian Living Artists Festival
  - Tasting SA
  - Festival of Ideas
  - Carclew Youth Arts Centre - 'Off the Couch' music program.
- Successful relocation of the Council's New Years Eve celebrations to Elder Park.
- Reconciliation Grants category established with funding support for Aboriginal and Torres Strait Islands events and activities.
- Lord Mayor's Senior Citizens concerts and organ recitals in the Town Hall.
- Streamlined and cheaper insurance facilities established through Local Community Insurance Services for community organisations organising events.

- Council support for the State Government 'Thinkers in Residence' program included use of the Town Hall for public lectures and sponsorship of Herbert Giradet, Charles Landry, Roseanne Haggerty and Laura Lee.
- City libraries established and operating as community hubs at Kintore Avenue, Hutt Street, Grote Street and Tynte Street.
- South West Community Centre established and Box Factory Community Centre re-opened in the South-East.

### **Challenges**

- Keeping Adelaide's major events fresh, successful and innovative to compete effectively against the high expenditures on events and facilities elsewhere in Australia.
- Reversing the decline in the number of minor community events held in the City
- Attracting more people back into the City for cultural and leisure activity, especially young people.
- Achieving a sense of belonging and participation in the arts and cultural life of the City amongst the diverse age and cultural groups living, working, visiting and/or studying there.

## OUTCOME 1 – A CITY THAT ENCOURAGES CULTURAL EXPRESSION AND ENGAGEMENT.

- **Festivals and Events** - a diverse program of festivals and major events throughout the year provides opportunities for local people to be entertained and enjoy the best of artistic and creative talent.
- **Community Celebrations** - civic, religious and community occasions are celebrated in public as essential elements in our local culture and identity.
- **Opportunities for Engagement** - the City provides a wide range of opportunities for people to engage with others in cultural, artistic, and social activity.

		Strategies	Strategic Direction			
			Fostering Activities and Events	Activating Park Lands and Squares	Enlivening Streets and Spaces	Promoting Participation and Community Life
<p><b>Strategic Direction</b></p> <ul style="list-style-type: none"> <li>• Foster creativity, recreation, cultural and artistic activities and events.</li> <li>• Activate the City's Park Lands and Squares.</li> <li>• Enliven City spaces and streets.</li> <li>• Promote participation, volunteering and strong community life.</li> </ul>	1.1	Provide Major Events Sponsorship for events which deliver significant economic benefit and vitality, and which help promote the City's brand locally, nationally and internationally.	✓	✓	✓	
	1.2	Review Council's Sponsorship program, including funding levels, to support new events and longer-term partnership approaches to facilitate forward planning.	✓	✓	✓	
	1.3	Maintain and where possible improve civic events, community celebrations and commemorations (in partnership with organising bodies where relevant) including New Year celebrations, Australia Day and Anzac Day ceremonies, and the Christmas Pageant.	✓	✓	✓	✓
	1.4	Investigate further streamlining of events approval processes, support in meeting regulatory requirements and minimisation of costs, to encourage an increase in the number of smaller community events.	✓	✓	✓	✓
	1.5	Develop partnerships to promote and further activate the City in the winter months.	✓	✓	✓	✓
	1.6	Proactively support & promote new & diverse cultural and arts events which are consistent with Council's strategic priorities and enrich the cultural life of the City.	✓	✓	✓	✓
	1.7	Further extend provision of infrastructure in designated events locations and availability of equipment and facilities for events organisers.	✓	✓		
	1.8	Maintain the Arts and Living Culture Grants Program for community arts and cultural initiatives, taking a proactive approach to deliver projects consistent with Council's priorities and preferred locations.	✓	✓	✓	✓
	1.9	Support Reconciliation and recognition of Kaurua and other Aboriginal cultures through funding	✓	✓	✓	✓

	<b>Strategies</b>	<b>Strategic Direction</b>			
		Fostering Activities and Events	Activating Park Lands and Squares	Enlivening Streets and Spaces	Promoting Participation and Community Life
	significant anniversaries, arts projects, art exhibitions and establishment of Aboriginal cultural tours.				
1.10	Investigate options for community information boards / message walls and/or poster columns to display graphic art and promote what's on in the City.	✓		✓	✓
1.11	Investigate options to strengthen and promote cinema attractions in the City, including especially attractions distinctive to the City such as themed festivals and open air screens.	✓	✓		✓

## **Outcome 2 - A City of Dynamic and Memorable Spaces.**

### **Background**

The cultural vitality of a City is largely expressed through the activity taking place in its streets and public spaces. Jan Gehl in his 2002 study of the City of Adelaide describes four key characteristics required of a 'Good City':

*"A Good City to walk in and stay in for a while*

*A Good City for social and cultural exchanges*

*A Good City for talking, watching and experiencing*

*A lively, diverse and safe city to move around in."*<sup>2</sup>

The principles and concepts of the Gehl report were supported by Council and its recommendations have been taken into account in subsequent design and delivery of capital works projects to improve the City's public realm. Each project provides opportunities to create places with the desired characteristics of a 'Good City.' Improvement across the whole City will require a long-term incremental approach consistent with the capital funding available.

By integrating events infrastructure, public art, seating and landscaping into the design of public space, enjoyable places can be created that encourage relaxation, interaction and entertainment. Organised cultural events can spill out informally into the City's streets as happens each year in the Adelaide Fringe. Civic functions and celebrations such as the Anzac Day parade, Christmas Pageant and Carols by Candlelight use the City's streets and Park Lands as their stage.

The prime public spaces in the City, such as North Terrace, Victoria Square, Rundle Mall, the Torrens frontage and the Park Lands and Squares are essential to Adelaide's unique character and identity. Enhancing them to their full potential is a funding and design challenge that requires effective partnership approaches, as demonstrated in the original Rundle Mall initiative and in the completed stages of the North Terrace enhancement project. Apart from the benefits in community enjoyment of the City and civic pride, there are major potential benefits for Adelaide's distinctive tourism offer.

The Adelaide Park Lands Management Strategy, *'Towards 2020'*, was endorsed by the Adelaide Park Lands authority in May 2009 and by Council in June 2009. It sets long term directions to enhance the cultural value and public use of the Park Lands as a unique community asset for Adelaide as a *'City in the Park'*.

An Integrated Design Strategy for the City prepared in partnership between the levels of government, would be a means to agree priorities and design principles, providing a framework for shared commitment to realise Adelaide's unique urban design potential.

Importantly, the public spaces created through good urban design need to be used for public art, events and entertainment, as well as casual enjoyment, requiring a commitment to programming activities as an integral element of the project.

### **Progress and Current Status**

Since adoption of the initial City Arts and Living Culture Strategy by Council in 2003 some of the key initiatives have included:

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<sup>2</sup> *Public Spaces and Public Life - City of Adelaide : 2002.* Gehl Architects Aps for the South Australian Government, Adelaide City Council and Capital City Committee, July 2002. p.8.

- Installation of the *Rundle Lantern*.
- Rundle Street Integrated Public Art Master Plan.
- Concept design for Victoria Square.
- Events infrastructure installed in Victoria Square, Rymill Park and Elder Park.
- Additional public art works including
  - *Voyagers* in Whitmore Square by Shaun Kirby and Thylacine;
  - *Talking Our Way Home* on the Torrens Lake by Shaun Kirby and Thylacine; and
  - *Lie of the Land* on Sir Donald Bradman Drive by Aleks Danko and Jude Walton.
  - *14 Pieces* by Hossein and Angela Valamanesh as part of the North Terrace Redevelopment;
  - *Hindmarsh Square Playspace* by artistic team Ryan Sims, Andrew Stock and Gerry Wedd with landscape designers Taylor Cullity and Leathlean;
  - *Forest of Dreams* by Anton Hart in Hurtle Square undertaken as part of the Pulteney Street upgrade;
  - *Coins* by Michelle Nikou incorporated in the Rundle Street footpath resurfacing;
  - A bi-annually changing exhibition of artworks in Pilgrim Lane; and
  - Lightbox artworks in Blythe Street.
- Annual Busking Festival established.
- Park Lands Trail commenced and initial stages completed.
- Riverbank precinct improvements creating an events space and link with North Terrace.
- Enhancement of North Terrace between Kintore Avenue and Frome Road incorporating public art and supported by '*North Terrace Activity Program*' in partnership with the SA Museum.
- Establishment of Rundle Street Market.

## **Challenges**

- Securing partnership funding for significant public realm projects such as North Terrace, Victoria Park / Bakkabakkandi and Victoria Square / Tarndanyangga.
- Continuing to enhance the vibrancy of the City's streets and laneways with increased funding competition for major public realm projects.
- Strengthening the City as the preferred destination for a broad range of events, recreation and socialising with increased competition both locally and interstate.
- Activating City laneways as interesting and lively north-south pedestrian links.

## Outcome 2 – A City of Dynamic and Memorable Spaces

- **Park Lands and Squares** - The City's Park Lands and Squares are valued and enjoyed for their diverse landscapes and the unique leisure and cultural experiences they offer.
- **Streets and Public Spaces** - The City's streets and public spaces provide safe, attractive and interesting pedestrian places which encourage social interaction.
- **Public Art** - An extensive collection of quality public art adds interest and amusement to the public realm, showcasing local artistic talent and highlighting aspects of the City's life and heritage.

		Strategies	Strategic Direction			
			High Quality Design	Activating Park Lands and Squares	Enlivening City Spaces and Streets	Enhancing tourist experiences
<p><b><u>Strategic Direction</u></b></p> <ul style="list-style-type: none"> <li>• Promote high quality design and construction in public and private developments.</li> <li>• Activate the City's Park Lands and Squares.</li> <li>• Enliven City spaces and streets.</li> <li>• Enhance tourism opportunities and experiences.</li> </ul>	2.1	Work in partnership with the State Government and key stakeholders towards an Integrated Design Strategy to improve the urban design qualities of the City. This will create exceptional public places which support both social and cultural vitality and community aspirations for an authentic and inspirational South Australian experience.	✓	✓	✓	✓
	2.2	Provide and manage events spaces and infrastructure as well as spaces for relaxation and informal social activity in the re-design and improvement of Victoria Square.	✓	✓	✓	✓
	2.3	Provide and manage places for relaxation, events and sport through implementation of the Victoria Park Master Plan.	✓	✓		✓
	2.4	Maintain a varied program of community events, displays and entertainment in Rundle Mall, and investigate opportunities to further showcase the City's cultural strengths.		✓	✓	✓
	2.5	Bring new life to City Laneways through a Strategy and progressive program of urban design and activation.	✓	✓	✓	✓
	2.6	Activate City streets and public spaces, especially North Terrace and the Squares and Park Lands, through programmed events and activities developed in partnership with relevant institutions and arts organisations.		✓	✓	✓
	2.7	Maintain, manage and promote changing displays of the <i>Rundle Lantern</i> .			✓	✓
	2.8	Provide both temporary and permanent integrated works of public art each year through the Public Art Plan and implementation of the Rundle Street & Rundle Mall Integrated Public Art Masterplan.		✓	✓	✓
	2.9	Investigate possible locations for installation of temporary works of art, where they will add variety		✓	✓	✓

	<b>Strategies</b>	<b>Strategic Direction</b>			
		High Quality Design	Activating Park Lands and Squares	Enlivening City Spaces and Streets	Enhancing tourist experiences
	and interest to the public environment.				
2.10	Seek partnership funding and operating agreements to establish a continuing decorative architectural lighting project.			✓	✓
2.11	Establish a big screen public event site where major sporting, civic and entertainment events can be broadcast to large gatherings.		✓	✓	✓
2.12	Enable arrangements promoting community/arts access to commercially operated screens in public places.			✓	✓
2.13	Increase use of Council properties which are open to the community for display of posters, small events and art exhibitions, including 'linked' exhibitions located across different properties.			✓	
2.14	Support and facilitate use of temporary hoardings on building sites for art works.			✓	

## **Outcome 3 - A City that fosters Creativity and Talent.**

### **Background**

Creativity and its practical application by talented people is widely recognised as a key driver of a successful modern urban economy. The competitive success of a city largely depends on its ability to attract and retain creative and talented people. This requires a welcoming, inclusive and stimulating culture and an appealing life-style as well as a sufficient pool of challenging and satisfying work opportunities.

The arts and cultural sectors of the 'creative industries' have been a long standing strength in Adelaide contributing much to the City's image interstate and overseas. They establish a core of innovation and have been a vigorous source of economic growth. They also underpin much of the cultural vitality of the City.

Consultation with young artists, musicians, writers, designers and business owners in preparation of this strategy found real enthusiasm and commitment to stay in Adelaide and be part of the City's future. Adelaide's growing strengths as an 'Education City' also attract many talented people with the potential to make an ongoing contribution to the City's economic development and cultural vitality. This enthusiasm and potential needs a supportive environment in which to flourish.

Opportunities to promote engagement between the City's arts and design schools and the wider community, and to combine the creative contribution of science with the arts, can be further extended. The growth of the educational institutions in the City and opening of the Royal Institution of Australia in Stock Exchange Place in October 2009 provides such opportunities.

### **Progress and Current Status**

Since adoption of the initial City Arts and Living Culture Strategy by Council in 2003 some of the key initiatives have included:

- Council support for the Thinkers in Residence program including sponsorship of Herbert Giradet, Charles Landry, Rosanne Haggerty, Laura Lee and Fred Henson.
- Helpmann Awards established annually for emerging artists in visual arts, performing arts and jazz.
- Support provided for digital media businesses in the '*Tomorrow Studio*' incubator established through the State Government's Creative Industries Program.
- Local artists supported through commissioning of public art works and engagement of local performers for community and civic events.

### **Challenges**

- Attracting a broad range of creative artists to live, work, perform and exhibit in the City.
- Improving the success rate and growth of arts related businesses and organisations in the City.
- Providing the career opportunities, lifestyle and public recognition to attract and retain skilled and talented people in Adelaide.

## Outcome 3 - A City that fosters Creativity and Talent.

- **Arts and Creativity in the Economy** - the City's arts and cultural sectors are thriving and growing in a supportive environment and contributing strongly to Adelaide's cultural vitality, economic activity and tourist appeal.
- **Encouraging Talent** – an increasing number of creative and talented people find Adelaide a rewarding and congenial City in which to live, learn and work.

Strategic Direction		Strategies	Strategic Direction		
			Fostering Activities and Events	Promoting conditions for prosperity	Support education and training
<ul style="list-style-type: none"> <li>• Foster creativity, recreation, cultural and artistic activities and events.</li> <li>• Promote conditions for employment and economic prosperity.</li> <li>• Support education and training providers.</li> </ul>	3.1	Monitor and map change in the City's arts related businesses and organisations through Council's land-use and employment surveys and undertake follow up research where required to identify barriers and opportunities.	✓	✓	
	3.2	Promote and deliver business support packages to arts related businesses and organisations in the City through Enterprise Adelaide.	✓	✓	
	3.3	Support local artists through public art commissions and assistance with finding accommodation and display spaces in the City, for example in redevelopment of Council's Sturt Street Carpark Site.	✓	✓	
	3.4	Facilitate matching of artists and/or artists collectives with owners of under-used properties with a view to leasing of space on a short-term rolling lease.	✓	✓	
	3.5	Facilitate opportunities for artists and fashion designers etc to show and sell their work in the City	✓	✓	
	3.6	Work with the Australian Business Arts Foundation to strengthen business support and sponsorship for the arts in the City.	✓	✓	
	3.7	Help promote and support the State Government's Thinkers in Residence program sponsoring specific Thinkers where the issues fit with Council's strategic directions.	✓	✓	
	3.8	Help promote and support as appropriate Royal Institution of Australia programs that fit with Council's strategic directions.	✓		
	3.9	Provide public recognition for local talent and achievement in the arts and arts / science collaboration through a partnership with Helpmann Academy and potentially the Royal Institution of Australia.			✓

## 6. Definitions

### **Culture**

*'The collection of distinctive traits, spiritual and material, intellectual and affective, which characterise a society or social group. It comprises, besides arts and letters, modes of life, human rights, value systems, traditions and beliefs.'*

### **Arts**

*'The products of creative activity including the performing arts (music, theatre, opera, dance, puppetry etc); literary arts such as poetry and creative writing; film, video and new media; the visual arts, including painting, sculpture, glass, ceramics etc, and the applied arts such as design and architecture.'*

## 7. Roles and Responsibilities

The creativity, talent and enthusiasm within the community, private sector and not for profit arts and cultural organisations is the primary driver of cultural vitality in the City. It needs a supportive environment fostered by the State Government and Council in which to flourish fully.

The **State Government** has the primary role in funding the City's major cultural institutions, events and arts programs. It has invested heavily in renewal of the SA Art Gallery, Library, Museum and Adelaide Festival Centre over the past decade and State Government support underpins most major events and festivals. Program funding through Arts SA supports South Australian artists and arts organisations. Tourism development and marketing is supported through the SA Tourism Commission.

The **Council** has an essential part to play through its responsibility for design and management of the public realm, creating places that invite social and cultural activity. Council's management of public spaces and facilities and its close involvement with local artists and communities enables it to take on a range of important proactive roles to support a rich cultural life in the City.

- **Leader** - through the development of this Strategy, and the implementation of the initiatives set out in it, Council will take a leadership role in working towards the targeted cultural outcomes for the City.
- **Owner** - as the owner and manager of the public realm Council establishes the setting for most outdoor cultural and social activity and events. Similarly as owner and manager of community facilities, including the Town Hall, libraries and community centres, Council provides key venues for cultural activity. Council also stages its own community events, such as the New Year celebrations and Australia Day ceremonies.
- **Facilitator / Part Funder / Partner** - Council has a key role as facilitator of the City's cultural vitality, especially through its management of the City's streets and public spaces to support the success of outdoor events and through its grants and sponsorship funding to support a wide range of events, artistic and cultural activity. Increasingly Council can act in a partnership role with other organisations to ensure that the fullest benefit is gained for our cultural priorities.
- **Information provider** – Council provides information on activities, events and attractions in the City through its web-site and brochures. It also helps market, promote and brand the City highlighting its strengths in the arts and its rich cultural life. Importantly Council can also provide information to proactively help organisers find their way through the regulatory requirements for community events.
- **Advocate** – Council advocates for support from other parties where necessary to pursue desirable projects, such as new events in the quieter winter months.
- **Regulator** – Council administers by-laws and regulations to ensure that events and activities in the public realm are run in a safe and orderly way. A key challenge is to

take a positive approach to regulation ensuring that it supports, rather than constrains, City vitality and good creative and cultural outcomes.

## **8. Restrictions / Limitations**

The Arts and Culture Strategy fits closely with a range of other Council Strategies, Policies and Plans. It therefore takes a relatively narrow, arts and cultural expression focused approach, recognising that other aspects of culture and creativity are addressed elsewhere. Relevant Council documents include:

- *City Life - Social Development Strategy 2006-2010*
- *Community Safety Strategy 2009-2012*
- *Youth Policy and Action Plan 2004-2008 (under review)*
- *City Recreation and Sport Plan 2001-2004 (under review)*
- *Visitor Growth Plan 2006-2010*
- *Adelaide Park Lands Management Strategy 2009-2020*
- *Sponsorship, Grants and Incentives Handbook 2009-2010*
- *Events in the Park Lands Policy and Operating Guidelines (draft for consultation)*
- *Economic Development Strategy (in preparation)*
- *Public Art Policy and Public Art Plan 2008-2013*
- *Integrated Design Strategy (proposed)*

## 9. Key Performance Indicators

To ensure Council is achieving its desired Outcomes, progress in implementing the *Arts and Culture Strategy 2010-2014* will be regularly measured.

Measures of Success have been set for each Cultural Outcome area to demonstrate our commitment to being a 'Culturally Vibrant City'. The Measures of Success also display our commitment to contributing to the relevant targets of South Australia's Strategic Plan.

Outcome	Measure of Success	Alignment with South Australia's Strategic Plan
<b>A City that encourages Cultural Expression and Engagement.</b>	<ul style="list-style-type: none"> <li>Percentage of City Users from metropolitan Adelaide visiting the City for leisure and entertainment at least once a month increased from 36% in 2008 to at least 40% by 2014.</li> <li>Number of festivals and community events held in the City annually increased by 33% from around 300 in 2008/09 to at least 800 by 2013/14.</li> </ul>	<ul style="list-style-type: none"> <li><b>T4.3 Cultural engagement – institutions:</b> increase the number of attendances at South Australia's cultural institutions by 20% by 2014.</li> <li><b>T4.4 Cultural engagement – arts activities:</b> increase the number of attendances at selected arts activities by 40% by 2014.</li> <li><b>T4.1 Creative industries:</b> increase the number of South Australians undertaking work in the creative industries by 20% by 2014.</li> </ul>
<b>A City of Dynamic and Memorable Spaces.</b>	<ul style="list-style-type: none"> <li>Customer satisfaction target of at least 7.0 achieved annually for Council's performance in maintaining the City as an <i>'attractive and exciting place for leisure'</i>.</li> <li>Customer satisfaction target of at least 7.0 achieved annually for Council's performance in relation to <i>"the range of public art works and cultural activities."</i></li> </ul>	
<b>A City that fosters Creativity and Talent.</b>	<ul style="list-style-type: none"> <li>Number of people working in the arts and recreation services sector in the City increased by 20%(to 4,200) by 2014.</li> </ul>	

## 10. Monitoring and Implementation

The Vibrant City Program will monitor the implementation of the Arts and Culture Strategy.

## 11. Review

The Arts and Culture Strategy will be reviewed in 2014/15, or earlier at the request of Council.

## 12. Revision History

Revision #	Approval Date	Council or Committee	Decision #	TRIM Reference	Related Operating Guidelines

## Resources

**Adelaide City Council documents** (available from [www.adelaidecitycouncil.com](http://www.adelaidecitycouncil.com))

*Creating our Future* the City of Adelaide Strategic Plan 2008-2012

*Delivering our Future* the City of Adelaide Corporate Plan 2008-2012

*City Life - Social Development Strategy 2006-2010*

*Community Safety Strategy 2009-2012*

*Council Policy - Public Art. 2008-2013*

*Council Policy - Youth Policy - The Time of your Life.2004-2008*

*Sponsorship, Grants and Incentives Handbook 2009-2010*

*Research Report - Arts and Culture, Brecknock Consulting, 2009.*

### **Cultural Expression and Engagement**

Pricewaterhouse Coopers, *Cities of the Future - Global Competition, Local Leadership*. 2005.  
Download from: [www.pwc.com/en\\_GX/gx/government-public-sector-research/pdf/cities-final.pdf](http://www.pwc.com/en_GX/gx/government-public-sector-research/pdf/cities-final.pdf)

### **A City of Dynamic and Memorable Spaces**

*Public Spaces and Public Life - City of Adelaide : 2002*. Gehl Architects Aps for the South Australian Government, Adelaide City Council and Capital City Committee, July 2002.  
Download from [www.adelaidecitycouncil.com/council/research/research-reports.html](http://www.adelaidecitycouncil.com/council/research/research-reports.html).

### **A City that fosters Creativity and Talent.**

*Rethinking Adelaide - Capturing Imagination*, Charles Landry, Thinker in Residence 2003, Adelaide Thinkers in Residence Program 2003, Department of Premier and Cabinet.  
Download from <http://www.thinkers.sa.gov.au>