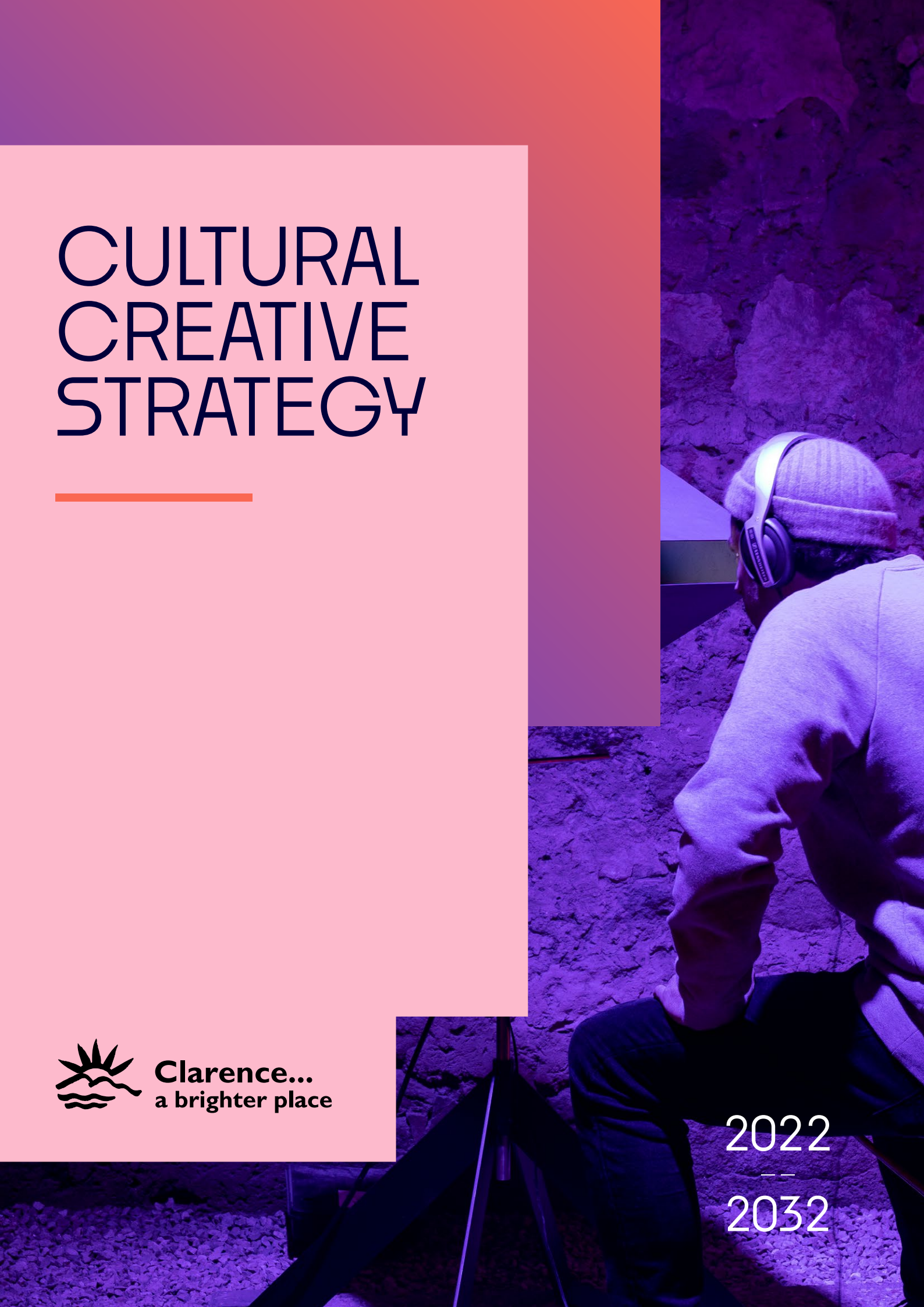
CULTURAL CREATIVE STRATEGY



Clarence...
a brighter place

2022
–
2032

Elsewhere Designs,
Fashion Runway,
Rosny Barn 2022.
Photograph: Rosie Hastie

We acknowledge the Tasmanian Aboriginal People as the traditional custodians of the land and pay respect to Elders past and present and recognise their continuing spiritual connection to the land.

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RELATIONSHIP TO OUR STRATEGIC PLAN

Our purpose

To provide for the health, safety and welfare of the community

To represent the interests of the community

To provide for the peace, order and good governance of the municipal area

Our mission

To respond to the needs of the community through a commitment to excellence in leadership, advocacy, best practice governance and service delivery

Our vision

Clarence… a vibrant, prosperous, sustainable city

OUR GOALS

A people friendly city

Clarence values diversity and encourages equity, inclusiveness and accessibility. We aspire to create high quality public places for all people to live actively, engage socially and enhance our health and wellbeing.

A well-planned liveable city

Clarence will be a well-planned liveable city with services and infrastructure to meet current and future needs of our growing and vibrant community.

A prosperous and creative city

Clarence encourages creativity, innovation and enterprise and will develop the local economy by enabling opportunities for all people.

An environmentally responsible city

Clarence is environmentally responsible, valuing and protecting the natural environment for a sustainable and liveable future.

Governance and leadership

We seek to act with the highest ethical standards and foster trusting and respectful relationships, demonstrating leadership and accountable transparent governance of the city. Good governance promotes public trust, leads to informed and ethical decision-making, and improves efficacy.

Assets and resources

We will efficiently and effectively manage financial, human, and property resources to attain our strategic goals and meet statutory obligations.

Clarence… a vibrant, prosperous, sustainable city

Clarence Jazz Festival at Kangaroo Bay (not piyura kitina)

While each strategy stands alone, many objectives overlap.

Millie Wilkins, East Mode Urban Art Project, Rosny Park

Our strategies

This strategy is one of seven key strategies adopted by council to support achievement of the goals in our Strategic Plan.

While each strategy stands alone, many objectives overlap. In achieving the best outcomes for our community, we will take a whole of council approach to align planning, resources, and delivery, particularly where objectives have connections with other key strategies.

This strategy establishes four priority areas:

1. A Gateway to Tasmanian culture

Establishing and celebrating Clarence as a 'Gateway to Tasmanian culture'.

2. Engage and recognise Aboriginal cultural and creative practice

Reflecting, respecting and celebrating the Aboriginal community, their heritage and contemporary cultural practices within arts and cultural programs.

3. Acknowledge and embrace the arts and culture

Recognising the importance of the arts and culture to community and utilising the arts and culture within council strategies to achieve our vision and goals.

4. Embed the arts within key services

Ensuring the economic benefits and social inclusion functions of the arts are considered in all council activities.

Our role in the arts and culture

Local governments play a vital role in public support for the arts and culture. As the level of government closest to the community, council is well placed to provide strong leadership, set strategic direction, and planning to support the development of the arts and culture.

How council chooses to do this will depend upon the impact of the issue, the objective it relates to, other stakeholders, and available resources. We will work respectfully with others and will avoid duplication of services.

In implementing arts and cultural programs council will choose from one or more of the following roles:

Delivering

Direct provision of arts and cultural events, services, programs and infrastructure accessible to all in the community.

Partnering

Developing and strengthening partnerships and working collaboratively to leverage funding, programs and projects in the delivery of arts and cultural activities.

Facilitating

Providing key engagement, connections and planning to support the arts community.

Advocating

Support for all stakeholders to be heard, promotion of arts and cultural activity in the community, and advocacy to all levels of government.

What do we mean by culture, creativity and the arts?

Throughout this document we refer to culture, creativity and the arts and recognise that these terms may mean different things to different people. For the purpose of this strategy definitions are set out below.

Culture

There are many definitions of culture. However, the common feature is a recognition of the integral relationship of culture to human society – it is evolutionary, it is diverse, it is an essential part of who we are, and a way of defining who we are. It is about how the environment impacts on us, and how we react to our environment as individuals and as a community.

Creativity and the arts

Creativity and the arts provide a means through which to learn, explore and express our:

- values
- aspirations
- notions of identity
- sense of place, and
- quality of life.

This includes many forms of expression:

- visual arts, crafts, public art
- performing arts (theatre/dance/music)
- literature
- new media arts (internet/video/electronic music), and
- popular culture, films, fashion etc.

The creative industries and a creative economy

The term 'creative industries' describes businesses for whom creativity is their core concern and that utilise creativity for economic and social benefit. A creative economy is the recognition that creativity is embedded in many other industries that provide benefit to the broader economy.

The creative industries are generally considered to include:

- popular culture
- fashion, design and architecture
- music
- writing and publishing
- film and video
- crafts
- visual arts
- radio
- advertising
- software and video games, and
- performing arts.

Guiding principles

To ensure we achieve the outcomes outlined in the Cultural Creative Strategy, council has adopted a set of principles that will inform and apply to all objectives.

Figure 1. Cultural creative principles

Participative

We believe that everyone should have the opportunity to participate in arts and cultural activities whether as performers, participants, or audience. We will seek to promote an appreciation of local, national, and international arts and cultural activities.

Support-based

We recognise that the diverse needs and aspirations of individuals and groups within our community require support and encouragement, due to differing circumstances and resources, if they and the wider Clarence community are to benefit.

Beneficial

We recognise that parts of the city are already a focus for local artistic activity and for visitors. The further development of activities in these areas will strengthen and widen community benefit, as well as the broader benefits that come to the city through related developments in tourism, business, and economic activity.

Place-based

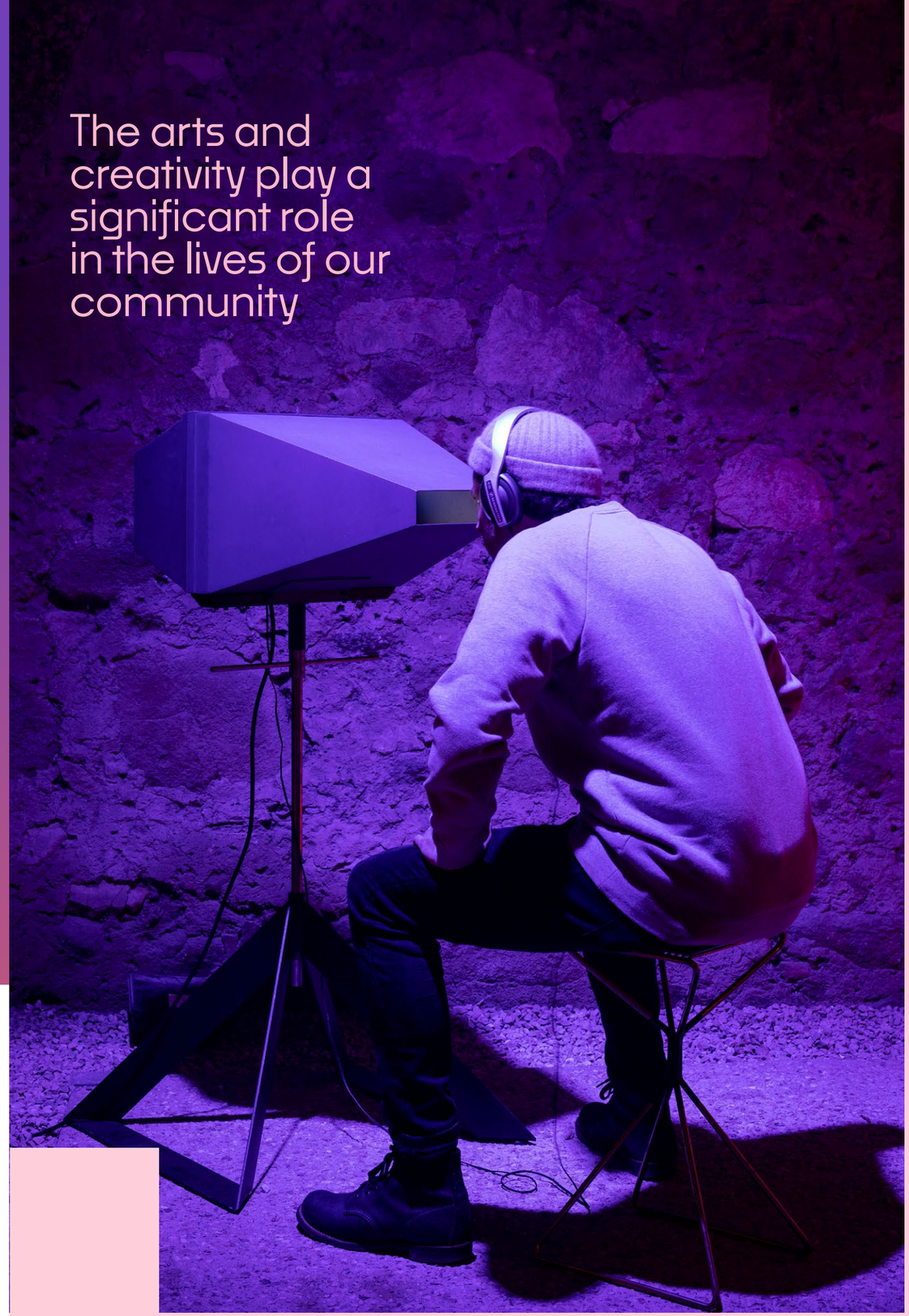
We recognise that the distinctive nature of some parts of Clarence provide residents with particular opportunities. The natural physical features of our city provide a distinct advantage in planning events and activities, e.g. the Coal River Valley, city heritage, beaches, riverside locations, trails, parks, and natural areas.

Collaborative

We appreciate that the work of many organisations can overlap or inform cultural and creative programs and activities. Taking a broad view of these interacting systems increases the likelihood of success. We will work with others to understand needs and partner with them as a coherent system to achieve shared objectives.

Experiential

We recognise that civic pride and a sense of identity must be encouraged, and that participation or experiences in the arts and culture amongst residents within the local community develops community pride.



Andrew Hustwaite, *Only the Penitent Shall Pass, Rosny Barn*. Photograph Remi Chauvin

OUR CULTURAL CREATIVE VISION

Clarence… a Gateway to Tasmanian culture.

We acknowledge and embrace arts and culture as integral elements within our community and a significant contributor to wellbeing and prosperity.

Council encourages the pursuit of excellence in all cultural activities and will draw upon our unique geographic location to become a 'Gateway to Tasmanian Culture'.

Council recognises the importance and interest of our residents and visitors in arts and cultural activity.

We understand the need for a strategy that authentically and respectfully reflects community aspirations for a liveable city.

The arts and culture make a valuable contribution to building a sense of identity, encouraging community spirit and cohesion, addressing social deficit concerns, and adding richness to life on the Eastern Shore.

The arts and creativity play a significant role in the lives of our community, particularly as a way of meeting people, socialising and support. Participation in artistic and creative activity builds networks and a sense of community.

The results of the 2020 Australia Council National Arts Participation Survey[1] provides evidence of the essential role that arts and creativity play in our communities. In particular, the report outlines the importance of arts and creativity in child development and education as well as 'the power of the arts to fuel our talent pipeline and jobs growth, while supporting social cohesion and wellbeing'.

The report also highlights recognition of the importance of First Nations arts.

To achieve our vision, we must establish a distinctive competitive edge, focussing on:

- enhancing existing activity
- identifying and implementing new and improved infrastructure and services
- delivering, supporting and advocating for

1. Creating our Future: Results of the National Arts Participation Survey 2020

Kangooroo by Matt Calvert, 2017

augmented and complementary festivals and events, and

- new programming initiatives.

Building a sense of identity

Nurturing creative activity is critical in determining and expressing a sense of identity for Clarence. It identifies the unique 'essence' of Clarence, encompassing and highlighting our natural, built, and social environments. It also recognises and promotes the strength in the diverse nature of our communities.

Positioning Clarence as 'A Gateway to Tasmanian Culture' will leverage our geographic connection to Hobart through the Hobart International Airport and major arterial routes and take advantage of our strong historic and cultural attractions to offer complementary experiences for local, intrastate, national, and international travellers, and the corporate and incentive market.

Through the *Gateways Project* the Tasmanian Government has committed to enhance key entry points into Hobart, including the Tasman Highway from the Hobart National Airport through to the Tasman bridge, through beautification and amenity treatment including significant public artworks. These enhancements will reflect the unique character and tourism offerings of Clarence. This project will reinforce our vision of Clarence 'A Gateway to Tasmanian Culture'.

A cultural/creative economy

International research on the impact of adopting a cultural/creative economy highlights many benefits, including:

- a fairer distribution of cultural capital
- more connected communities
- happier, more engaged, more active and, therefore, healthier people
- participation by people at every stage of life in culture, and
- artists, creative businesses and cultural organisations reaching new and larger audiences and markets and accessing talent that is more diverse.

The creative industries are central to a successful cultural/creative economy and significantly contribute to economic growth across the economy more broadly.

As a cultural/creative economy grows it adds value to creative industries, tourism, the digital sector, and science, by providing ideas and experiences that attract people to live, work and play in our city.

The significant increase in visitation to Tasmania resulting from the development of the MONA Museum and its associated

Warren Mason at the Clarence Jazz Festival. Photograph Paul Hoelen

OVERVIEW

Consultation and feedback

Direct feedback and contributions from several sources have been considered in the development of this strategy.

A review team consisting of Prof Noel Frankham and Prof Can Seng Ooi of the University of Tasmania and council staff undertook community and stakeholder consultation and reviewed the Cultural Arts Plan and achievements with its implementation. The team also examined trends and circumstances within the Tasmanian arts environment, conducted an audit of arts infrastructure across Hobart, surveyed other local government arts and culture plans, and made recommendations for consideration in developing the strategy.

Workshops were conducted with aldermen and council staff.

Background

To date, council has adopted several community plans to support arts and cultural activity including:

- Cultural Arts Plan
- City Events Plan
- Cultural History Plan
- Public Art Policy, and
- Cultural Creative Precinct Development Framework

Cultural Arts Plan

This plan provides direction around arts and cultural activity and facilitates the further development of our arts programs. Enduring partnerships have been formed to facilitate a broader reach in the provision of arts activities and programs across Clarence.

City Events Plan

The City Events Plan guides community events and festivals fostering a sense of place and enhancing social, cultural, and economic outcomes. The plan aims to attract, facilitate, support, and develop cultural activities and events.

Cultural History Plan

The Cultural History Plan sets strategic direction for the recognition, management, and promotion of our history, both indigenous and non-indigenous.

Public Art Policy

The Public Art policy guides a strategic approach to the public art in our city. It has resulted in the inclusion of public artwork in city developments, commissioning of major public artworks, and implementation of a developer contribution program.

The City Heart Project

The City Heart project presents an exciting opportunity for council to collaborate with our community and all stakeholders, to re-imagine the future of Clarence's principal activity centre.

The Waiting Room, by Tony Woodward, 2019

The project will create enhanced community value through key considerations, including: improved built form and urban design; public realm and placemaking; and culture, arts, history and heritage.

Cultural Creative Precinct Development Framework

This framework sets out parameters required to achieve a cultural/creative precinct within the Bellerive, Kangaroo Bay and Rosny Park area. The development of such a precinct will create a highly recognised and utilised place that makes a strong contribution to the vibrancy, prosperity and sustainability of Clarence. The framework will also inform the City Heart Project.

Hobart City Deal

The City Deal is a 10 year partnership between the Clarence, Glenorchy, Hobart and Kingborough councils, and the Tasmanian and Australian Governments. The City Deal provides a framework to guide and encourage investment across Greater Hobart embracing opportunities for growth and addressing key challenges.

The City Deal provides the opportunity to leverage our vision and identify synergies across councils' arts and cultural programs for the benefit of all our communities.

Mary Scott, *The Suburbs Project* 2021

WHERE ARE WE NOW?

Clarence's cultural profile

Council's cultural plans provide the environment for the continuing development and expansion of our arts and cultural programs. The profile of the arts in Clarence has increased significantly through our on-going commitment to arts and cultural programmes and events. Key achievements in these programs that form a commendable foundation on which to build new and strategic goals include:

- establishment of the Rosny Farm precinct
- pursuit of excellence in programming
- review of our public art policy
- growth of the Clarence Jazz Festival as Clarence's premier event
- delivery of community events and festivals at locations around the city
- active community participation in, and engagement with, the broad cultural activity in the city
- implementation of actions within the Cultural History Plan including arts/history exhibitions, city interpretation community walks and talks, and the promotion of Clarence's history, and
- enduring partnerships with major festivals, events and organisations.

Cultural Facilities

In 2016 council undertook development of a Strategic Policy Framework to define the characteristics that are essential for a Cultural Precinct. The *Bellerive– Kangaroo Bay– Rosny Park Cultural/ Creative Precinct Development Policy Framework* (CCPDF) examines council and other assets in the context of a potential Cultural Precinct identifying those assets that are fit for purpose, those that are not and the gaps or needs that this evaluation reveals.

Through the review process of the 2005 Cultural Arts Plan, clear evidence pointed to the limitations of existing cultural assets and opportunities for future developments. More recent reports including Prof Noel Frankham (2019), and State Government Cultural Facilities Review (2019) as well as the CCPDF identified the need for a regional quality bespoke arts facility and gallery, and for outdoor performance spaces with appropriate support infrastructure.

Rosny Farm as an arts facility is operating at peak capacity. It is limited by lack of a rated gallery area (re National Standards for Australia Museums and Galleries, 2016) and appropriate spaces for workshops, public programs or meetings. Current facilities do not meet contemporary standards for accessibility.

A key objective for further developing the cultural life of the city is the provision of essential assets and infrastructure which are accessible and appropriately located, designed, constructed, managed and maintained.

"The Rosny Farm complex ... has quietly turned into one of the most reliable exhibition sites in greater Hobart."

Andrew Harper, the Mercury Newspaper, August 2019

"[The Barn has] the best acoustic venue in the Southern hemisphere."

Stefan Grossman

Rosny Farm

The Rosny Farm is the centre for a wide range of arts and cultural events and activities, including exhibition programs and site-based community events and festivals.

The site includes:

The Schoolhouse Gallery hosting approximately 20 exhibitions annually, with exhibitors ranging from professional contemporary artists to community groups and schools.

The Barn as a multi-purpose, small capacity arts and performance venue contained within a sensitively refurbished historic structure. The Barn caters to a broad range of arts and cultural activities including the Clarence Jazz Festival, musical performances and concerts, contemporary art installations, and events in partnership with State festivals.

The Rosny Cottage c1850 was historically the residence for Rosny Farm families and greenkeepers for the nearby golf course. The Cottage contains site interpretation referencing the historical significance of Rosny Farm.

A range of other facilities throughout the city are used to host arts and cultural activities including bespoke structures such as the Bellerive Boardwalk stage, the open air stage and amphitheatre at Simmons Park, as well as the utilisation of council's stock of halls, community facilities, parks, trails and natural areas.

WHERE DO WE WANT TO BE IN 10 YEARS?

Key outcomes we will work to achieve by 2032

Below are the outcomes council will work to achieve by 2032. The outcomes will result from implementing the objectives outlined under each Priority Area.

Good governance

- Baseline data to determine effectiveness and impact of objectives outlined in this strategy have been identified

A Gateway to Tasmanian culture

- Our cultural brand is established in the minds of a local and national audience and the city is recognised as a vibrant, liveable, and connected city
- Our cultural brand is aligned with our unique cultural, geographic, and heritage features
- The city's Gateway public artworks are synonymous with Clarence as *A Gateway to Tasmanian Culture*
- Secured a national event(s) that has focussed attention on, and provided for an ongoing sustainable arts program

Engage and recognise Aboriginal cultural and creative practice

- Aboriginal history, heritage and cultural practices are incorporated in all aspects of cultural planning
- A Reconciliation Action Plan has been developed and implemented
- A respectful and collaborative approach to incorporating Aboriginal content in city cultural programs and projects has become evident
- Recommendations from the Interpreting Aboriginal Heritage in Clarence report have been implemented

Acknowledge and embrace the arts and culture

- Delivered diverse cultural events and activities
- Provided essential assets and infrastructure which are accessible and appropriately located, designed, constructed, managed, and maintained
- Rosny Farm Redevelopment Project is delivered providing accessible, rated contemporary gallery spaces, workshop facilities, up to date administration centre and ancillary functions to meet current and future needs
- Provision of augmented and complementary activities for festivals and events based in, and/or instigated outside, Clarence
- Our community is a desirable place for arts workers to live and work

Embed the arts within key services

The whole community has access to cultural activity creating sustainable connections and growth

- The arts are evident within council's services
- Arts and culture are included in city plans and strategies
- We are recognised as being a leader in supporting diversity across our cultural programs
- The arts are evident in and complement sporting activities

Who will we engage with?

In delivering the objectives outlined in this strategy we will engage with:

- Our community
- Internal stakeholders
- Council special committees
- Tasmanian Aboriginal and First Nations leaders, artists and community
- External providers and organisations
- Major state festivals and events
- Tasmanian and Australian government

How will we get there?

Implementation plans will be developed that outline how and when each objective will be delivered. Relevant activities from existing planning documents and other implementation plans will be mapped against the objectives of this strategy to ensure that our efforts are coordinated, rigorous and do not duplicate effort or resources. Complementary objectives across council's strategies will be delivered in a collaborative manner.

Implementation plans will provide for a major review of progress every 3 years, and an annual minor review to inform budget and annual plan discussions and decision-making.

Arita Ghedini,
Stitch On 2021

IMPLEMENTATION PLANS

3-5 year lifecycle

Provides an outline for achieving outcomes from council's strategies, highlighting inter-relationships of activities across council strategies and including statutory responsibilities and reporting requirements.

- What will be done
- How it will be done
- Those responsible
- Estimated timelines
- Resources required

ANNUAL PLAN

1 year lifecycle

Provides a detailed outline for achieving Plan outcomes across the immediate financial year.

- Specific activities to be delivered this year
- How it will be done
- Those responsible
- Specific timelines
- Resources required for the current year

BUDGET

1 year lifecycle

Allocation based on resources required to deliver outcomes in the relevant plan.

- Allocation for actual activities for the year
- Provision for future works across Plan

Our community is a desirable place for arts workers to live and work

Acknowledge and embrace the arts and culture

PRIORITIES

WHAT WILL WE DO TO EXPAND THE ARTS, CULTURAL AND CREATIVE ACTIVITY IN CLARENCE OVER THE NEXT 10 YEARS?

The following pages set out the objectives we will pursue over the next ten years.

The nature and extent of our involvement will depend on the role council chooses to take.

Our cultural brand is aligned with our unique cultural, geographic, and heritage features

A Gateway to Tasmanian culture

Clarence Jazz Festival, Coal Valley

PRIORITY ONE

A GATEWAY TO TASMANIAN CULTURE

Establishing and celebrating Clarence as a 'Gateway to Tasmanian culture'

Key principles

We will work to establish and celebrate Clarence as a 'Gateway to Tasmanian Culture', recognising the strategic advantage of our State's main airport and arterial routes within the municipality.

We will work to leverage arts and cultural opportunities as representative examples of our State's defining arts, cultural, heritage and environment features.

Why is this important

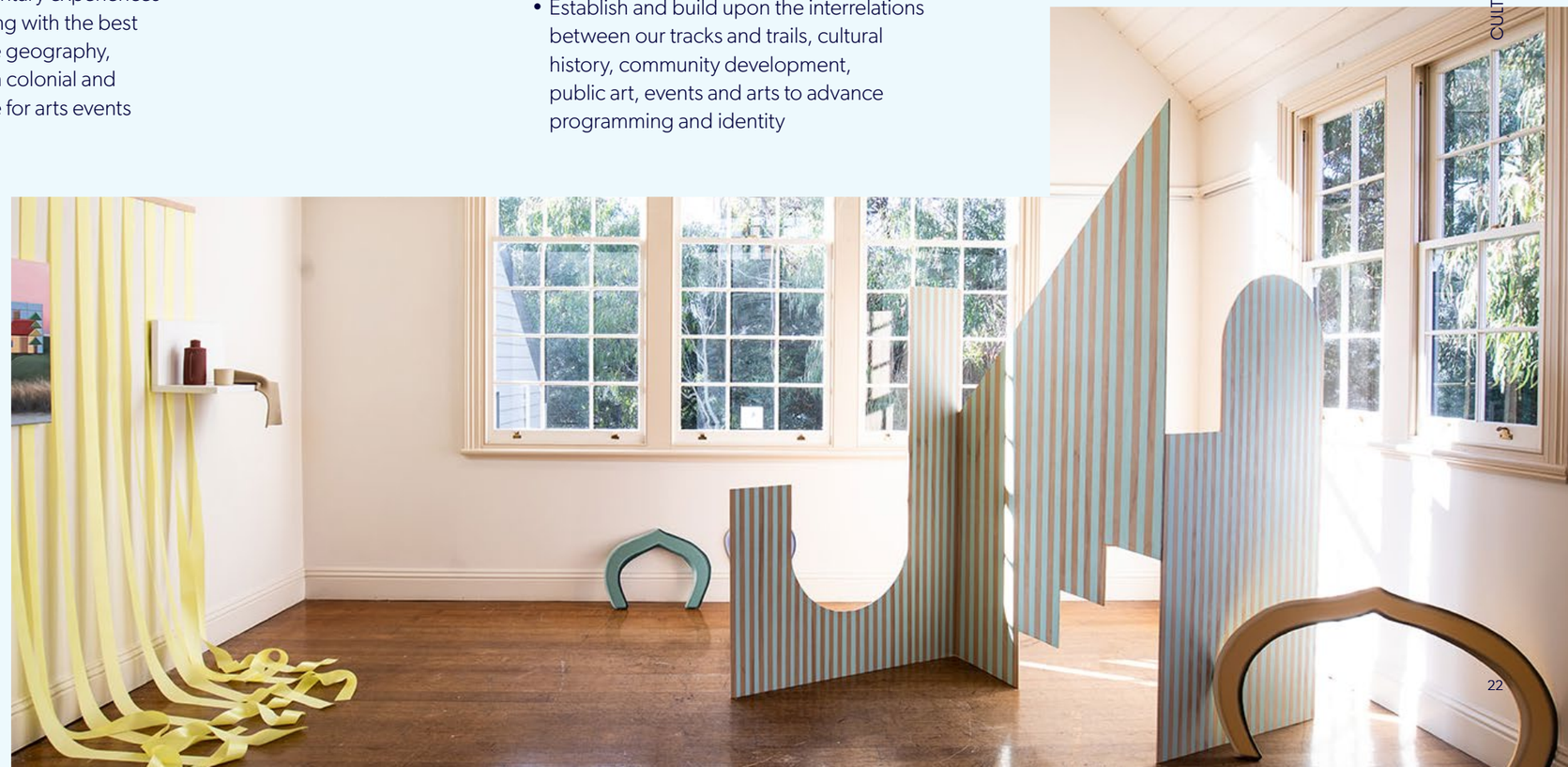
Establishing Clarence as a 'Gateway to Tasmanian Culture', enables us to position ourselves to derive community and economic benefit from our geographic connection to Hobart, and our strong historic and cultural attractions.

As national and international travellers leave Hobart International Airport and enter our municipality they will be introduced to contemporary creative Tasmania and Hobart. Clarence is well placed to offer different and complementary experiences and venue appeal starting with the best views of Hobart, diverse geography, wineries, and non-urban colonial and accessible rural heritage for arts events and experiences.

Objectives we will work towards

Brand and identity

- Identify and respond to opportunities to reinforce the 'Clarence' cultural brand and identity
- Work with the Greater Hobart councils and other levels of government to leverage our natural amenity and build on our position as a vibrant, liveable, and connected global city
- Communicate our city brand and benefits through the promotion of our attributes, opportunities and visitor attractions
- Prioritise arts and culture projects that reinforce Clarence's distinguishing characteristics and assets
- Consider project-based and place-making activities to bring the Clarence cultural brand to life
- Enhance our natural and built amenities to create vibrant, accessible activity centres and community hubs through quality urban design
- Establish and build upon the interrelations between our tracks and trails, cultural history, community development, public art, events and arts to advance programming and identity
- Ensure quality civic architecture which is responsive to place and adaptable for the needs of the community
- Ensure heritage values of historic places and precincts are protected
- Design and install a series of 'Gateway' public artwork sculptures to welcome visitors and to define and reinforce Clarence's cultural brand and work with the Tasmanian Government to support the City Gateways project
- Ensure consistent Clarence arts/cultural branding for events and premises – including those 'owned' by third parties but facilitated and/or supported by Clarence
- Investigate potential for a national event to focus attention on our brand identity to provide for a sustainable arts program
- Develop and strengthen our partnerships and collaborate or leverage funding, projects and programs to achieve strong arts outcomes



Amber Koroluk Stephenson and Amber Kelly, *Settings for Uncertainty* 2022

PRIORITY TWO

Engage and recognise Aboriginal cultural and creative practice

Reflecting, respecting and celebrating the Aboriginal community, their heritage and contemporary cultural practices within the cultural programs

Clarence Jazz Festival at piyura kitina (Risdon Cove)

Key principles

Aboriginal heritage and contemporary cultural practices are reflected and celebrated within the cultural programs.

The Aboriginal community are respected while developing and sharing cultural work and creative practices.

Through listening and working with the community we will shift engagement practices to enable Aboriginal creative practitioners to better represent themselves.

Why is this important

Tasmanian Aboriginal and First Nations culture is integral to Australia's past, present, and future.

Tasmanian Aboriginal and First Nations communities' cultural practices survive today but are not widely understood or recognised. Reflecting, respecting and investing in Aboriginal community and their heritage provides for Indigenous culture to be preserved and celebrated[2] .

Objectives we will work towards

- Recognise Tasmanian Aboriginal people and develop a Reconciliation Action Plan based on the pillars of respect, relationships and opportunities
- Identify and develop Aboriginal creative projects in partnership with the Aboriginal community
- Explore opportunities to tell stories of legacy of the Paredarerme (Oyster Bay) nation, especially the Mumirimina band, though the arts
- Implement key recommendations in Dr Tony Brown's report on Interpreting Aboriginal Heritage in Clarence
- Incorporate Aboriginal history and heritage in our city interpretation projects in partnership with the Aboriginal community
- Work collaboratively across council to ensure Aboriginal history, heritage and cultural practices are respectfully considered in asset and infrastructure projects

2. Closing the Gap, Prime Minister's Report 2018

PRIORITY THREE

ACKNOWLEDGE AND EMBRACE THE ARTS AND CULTURE

Utilising the arts, culture and creativity within strategies to achieve our vision and goals

Key principles

The arts, culture and creativity are integral elements within community and increasingly significant contributors to wellbeing and prosperity.

Why is this important?

The arts, culture and creativity connects individuals and communities and supports a thriving creative sector that reflects council's goal of a prosperous and creative city.

The National Arts Participation Survey[3] identifies that in 2019 "17.3 million Australians acknowledged significant positive impacts of arts and creativity". Additionally, "half of Australians agree the arts have a big or very big impact on building creative skills that will be necessary for the future workforce".

3. Creating Our Future, Australia Council for the Arts, Results of the National Arts Participation Survey, August 2020

Objectives we will work towards

- Deliver a diverse program of cultural events to increase access, participation and excellence in all cultural and creative activities
- Advocate to all levels of government to ensure our region receives its share of investment in the arts
- Grow existing initiatives
- Enhance our cultural identity by encouraging the creation and installation of public art
- Invest in arts and cultural infrastructure – fill gaps in current regional provision and identify opportunities for Clarence
- Redevelopment of Rosny Farm in response to identified need to provide fully accessible, rated contemporary gallery spaces, workshop facilities, up to date administration centre and ancillary functions
- Review and continue to implement the Cultural Arts Plan and City Events Plan to attract, facilitate, support, and develop cultural activity in the city
- Implement the Cultural History Plan to preserve and promote the city's unique cultural history
- Enhance Sister City relationships and international linkages as a mechanism to foster and deliver cultural benefits
- Recognise the contribution of arts programming and infrastructure to our objectives for developing the City Heart project
- Partner with arts and culture institutions and events to enhance scale and quality of arts provision within Clarence
- Identify and implement signature arts events
- Establish Clarence as the state's preferred place for arts workers and other 'creatives' to live and work
- Seek opportunities to build economies of scale that will sustain the arts

Andrew Hustwaite, *Only the Penitent Shall Pass, Rosny Barn*. Photograph Remi Chauvin

The arts, culture and creativity are integral elements within community and increasingly significant contributors to wellbeing and prosperity.

PRIORITY FOUR

EMBED THE ARTS WITHIN KEY SERVICES

Ensuring the economic benefits and social inclusion function of the arts are utilised

Key principles

All members of the community should have the opportunity to participate in arts and cultural activities whether as performers, participants, or audience.

Why is this important

The arts are a key contributor to community health and wellbeing.

The arts play an important role in the lives of our community, particularly as a way of meeting other people, socialising and support.

The arts can support our community to build capacity and resilience.

The arts are a cornerstone of a vibrant cultural/creative economy.

Objectives we will work towards

- Deliver programs that are accessible to all in the community; that strengthen the arts sector and target identified needs within the local and broader arts and community sectors
- Where appropriate, use arts problem-solving and creative practice methods in city management, and in strategy and decision-making processes
- Advocate integration of the arts within the city's growth and mainstay industries and services
- Use public art works to connect and highlight our tracks and trails, cultural history and events
- Recognise ageing trends and art's therapeutic and social inclusion values
- Provide arts and cultural programs that provide the opportunity for equitable and inclusive access across our communities
- Extend the artist in residency concept to include artists in schools
- Embed arts projects within multi-cultural community events and festivals
- Include arts events within community, commercial and sporting events
- Ensure that the arts and culture feature within council's plans, strategies and policies, resourcing, implementation and review
- Facilitate opportunities for community connections and growth
- Recognise, celebrate, and support diversity by building on our connections through Welcoming Cities and Refugee Welcome Zone

Jan Dineen,
Fashion Runway
Rosny Barn 2022.
Photograph Rosie Hastie.

Kelly Ottaway
Keyboard
Supergroup,
Clarence Jazz Festival

CULTURAL CREATIVE STRATEGY

EXPLANATION OF TERMS

This strategy identifies various documents to be developed, revised, and implemented. Terms used seek to convey the strategic and/or operational objective of the content.

Strategy

Outlines the key issues in the strategic plan and identifies the key objectives and what needs to be done at a high level.

Framework

Provides guidance around strategies without being prescriptive. Allows for some flexibility in delivery to adapt to changing conditions.

Plan

A detailed outline for achieving outcomes from a strategy or framework. Identifies specific actions, what, who when and how.

Policy

Formal statement of principles. Primarily seeks to ensure compliance with legislation, standards, and community expectations

Procedure

Generally, relates to a policy. Mandates operational activities and assigns responsibilities through specific operational actions.

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