



Mildura Rural City Council



MILDURA ARTS CENTRE

Mildura Rural City Council Arts, Culture and Heritage Strategy 2016 – 2020

Acknowledgement of Country

Mildura Rural City Council acknowledges the Traditional Custodians of the land, which now comprises the Mildura Rural City municipality. We pay our respects to Elders past and present, and celebrate and respect their continuing cultures and acknowledge the memories of their ancestors.

Introduction

Mildura is a vibrant, cultural regional city with a unique identity and a colourful history – a dynamic place in which to live, work and play and this extends to the surrounding towns in the municipality.

The Arts, Culture and Heritage Strategy 2016-2020 builds on our region's strengths and sets out a path aimed at reaping economic impacts, social benefits and positive environmental effects that lie seeded within Mildura's current cultural scene.

While a living document, the strategy serves as a planning tool providing Council with a clear set of priorities for the enhancement of arts, culture and heritage facilities and initiatives across the municipality.

How does arts, culture and heritage happen at Mildura Rural City Council, a chance to reflect and how to move forward

Located just a stone's throw from the banks of the Murray River, Mildura Arts Centre is the premier venue for visual and performing arts in far North Western Victoria.

Today, the Mildura Arts and Cultural Precinct features a 444-seat state of the art theatre, regional art gallery, Sculpture Park, licensed café and Mildura's most important heritage building, Rio Vista Historic House.

In 1950, Rio Vista was purchased for £18,000.00 and converted into an art gallery. Back in 1944 a valuable art collection had been bequeathed to the Mildura City Council by Senator R D Elliott, owner of the Elliott Newspaper Group. The bequest was on the condition that a suitable place be found to house the collection. Several rooms in Rio Vista including the conservatory were converted for display purposes and many of the original surfaces were painted over. Conversion into the Mildura Art Gallery saved the house from probable demolition and subdivision of the surrounding grounds. In more recent times the focus has been narrowed to exploring the history of the Chaffey family and to the restoration of Rio Vista to the splendour of its earlier years.

The regional gallery and Permanent Collection is one of Victoria's best kept secrets. The foundation bequest of Senator RD Elliott and Mrs Hilda Elliott includes the largest single collection of paintings by Anglo-Irish artist Sir William Orpen. Visitors are also astonished to find a pastel by Edgar Degas, *Femme a la baignoire se coiffant*, as well as works by Sir Frank Brangwyn and a number of important Australian artists.

From the pioneering days that began 60 years ago with the purchase of Rio Vista, Mildura Arts Centre has evolved into the cultural hub of the local community. The first major development occurred in 1966 with the development of a dedicated art gallery and theatre, then again, in 2012 with the fruition of Stage 1 of the Mildura Arts and Cultural Precinct redevelopment with a new performing arts venue.

Rio Vista Historic House is undoubtedly pivotal to Mildura's history and heritage, filled with stories of our history and heritage which thousands of visitors, locals and school children are drawn to experience each year.

A series of important contemporary art events known as the Mildura Sculpture Triennials took place between 1961 and 1988 and undeniably put Mildura on the arts map at a national level. The legacy remains today with public art scattered in and around Mildura on the lawns and along Deakin Avenue.

The visual arts program responds to our unique social and geographic landscape that is exhibitions that embrace the permanent collection, supporting local and emerging artists and established artists. In addition to the blockbuster exhibitions, the regional art gallery hosts many exhibitions over the year, from our permanent collection which is referred to as Victoria's best kept secret, to touring exhibitions, to showcasing the artists from our region, and primary and secondary school exhibitions.

The performing arts program is diverse and dynamic, capturing: drama, comedy, music, physical theatre, dance, children's theatre and much more. The program continues to build strong audiences and the diversity of programming and collaborations through community engagement opportunities, master classes and workshops. The Mildura Arts Centre initiated program is complimented with an active local performing arts network and school productions and ceremonies as well as a strong commercial touring circuit, presenting renowned musicians, comedians, tributes and performers.

The *Café* operations at the centre of the precinct and allows visitors to enjoy a delicious coffee, light lunch or a pre-performance drink. The *Café* is a great atmosphere for mum's groups, friends at lunch or a business meeting. The vista of the Chaffey fountain and sculpture park is a beautiful view when sitting on the Rio Vista veranda and the lawns are a perfect spot for a picnic with the family. The seasonal menu embraces local produce and supports local businesses and initiatives.

The *foyer* that connects the theatre and gallery is a versatile and flexible space and can cater for the requirements of an intimate gathering or a larger event including exhibition openings, a cocktail party, presentations, launches, workshops and performances.

Mildura Arts Centre has become and continues to evolve as an active and vibrant precinct. Together with the operational and functional improvements, service delivery and dynamic programming, Mildura Arts Centre showcases an important regional arts and cultural hub that focuses on audience development and engagement. This is extended to locals and visitors alike and strengthens its position at a local, national and international level.

The concept of major exhibitions or 'blockbusters' has the potential to raise the profile of Mildura Arts Centre, particularly the gallery. The successes of both *Vassilieff: Journey to Mildura* and *Mildura Revisited* has begun to cement this concept and has proven to be a tourist draw card, with visitors from throughout Australia and internationally travelling to Mildura specifically to see the exhibition. The tourist draw card, combined with celebrating the food and wine of the region, provides economic and tourism benefits to the region.

In addition, Mildura Arts Centre has now proved it can lend itself strongly to the convention and conference market in a setting that showcases the region. Mildura Arts Centre offers a variety of functional and vibrant spaces including the auditorium, foyer, break out session rooms, the Sculpture Park and lawns for marquees and trade exhibits.

Mildura Arts Centre is the nucleus of arts, culture and heritage which extends beyond its doors providing these services and experiences for the municipality. The successes of *LEAP* and more recently, *Small Towns Transformation* with *Mallee up in Lights* in Ouyen, confirms

the importance of arts and culture through engagement and participation within community cultural development.

The region is renowned for a passion and commitment for visual and performing artists, a rich community that embraces art, culture and heritage that also extends beyond the establishment of Mildura Arts Centre with the longevity of many community organisations such as Mildura Art Group, Red Cliffs Musical Society, Mildura Eisteddfod, Mildura Ballet and Dance Guild and Mildura Brass Band.

Programming partnerships, collaborations and residences are key aspects that continue to drive and build access and community engagement opportunities to artists and performers through educational and public programs throughout the municipality.

This strategy now opens a platform to discuss future developments and priorities for the site of the now defunct Amphitheatre. Once a thriving outdoor facility this site has succumbed to the numerous occupational health and safety issues and the development of Nowingi Place in recent years.

There are also opportunities to explore future developments and priorities to reinvigorate the Mildura Station Homestead – Woolshed, Cottage and Grounds. This site is typically used for venue hire and has an integral role in cultural heritage and community importance. The Mildura Station Homestead precinct is a reconstruction of the property owned by the Chaffey family and originally situated nearby. It was officially opened in November 1994. A walking track runs through the site and the lawns and surrounds are popular with visitors and locals for picnics, exploration and enjoyment of the river view and the natural historic attractions.

The Chaffey Trail Reference Group play an important consultative role with community and Council to document, preserve, and share the stories of the Chaffey Trail Experience – Australia’s First Irrigation Colony. In partnership with other passionate local historical societies, reference groups and family history groups the Chaffey Trail Reference Group contributes to building awareness of these local stories and building the collections of local and regional stories to share with community and for generations to come.

The previous *Arts, Culture and Heritage Strategy 2008 - 2011* and beyond was an ambitious document that has influenced the direction of Mildura Arts Centre today. The accomplishments of the LEAP project, the establishment of outreach programs, commitment to restoration of Rio Vista Historic House and Stage 1 of the Redevelopment Project were key achievements.

The development of this new strategy will create the vision, energy and commitment to enhance the cultural vitality and viability in our community.

Scope and Definitions

There are many definitions for what is meant by the terms arts, culture and heritage.

Our definition is:

- **Culture** is our being
- **Arts** are the expression of our being
- **Heritage** is the history of our being

By this we mean that Culture is about people (who we are) the way we do things and express who we are and how it can change and develop over time. Arts are how we express our culture through language and literature, art and music, dance and drama, food and beverage, craft and creative industries, recreation, media and film as well as customs, festivals and observances. Heritage is what connects the past with the present and the future through stories and traditions, objects, buildings and places and through memories captured and kept over time.

Council's role in Cultural Planning

'Local Government in Australia is the fastest growing government sector investing in arts, heritage and cultural development'

(Cultural Development Network, 2013).

A key aspect of the *Local Government Act 1989* is that Councils have a responsibility to provide a means for 'community cohesion and encouraging an active participation in civic life'. The way in which this is seen to be achieved is described as 'social, cultural and community development activities'.

'Arts Culture and Heritage is an integral part of our municipality. It needs to be accessible and relevant to all of the community. This Strategy not only sets the agenda for the future, but also documents how much that has already been achieved in the recent past. The Mildura Arts and Culture Advisory Committee are proud to have been involved in the process of its development. The Strategy will ensure that

Arts, Culture and Heritage is pursued to the highest level for our region’.

(Joanne Farrell – Chair – Mildura Rural City Council Arts and Culture Advisory Committee)

Why do we need an Arts, Culture and Heritage Strategy?

The arts, culture and heritage sector plays an important role in creating a vibrant, diverse and interesting community for residents and visitors. As well as enriching the experiences of our daily life, the Strategy recognises that the sector plays an important role in our economic development through employment, entertainment and tourism.

Arts, culture and heritage contribute to a sense of identity both for individuals and the community. They are part of what makes our municipality a special place to live, contributing to community connectivity and well-being.

Benefits that are achievable from the implementation of this Strategy include cultural acceptance and harmony, respect for cultural diversity, improved and enhanced public spaces and places, connected social groups, active participation in creative activities and more opportunities for cultural expression.

Arts and culture contributes to the social cohesiveness and identity of the municipality and fosters understanding and appreciation of the diverse cultures, values and meaning that enrich our natural and built environment and ensure the preservation of our cultural heritage through creating a sense of place and belonging. The arts and culture sector also makes significant contributions to the economic wealth of the region through business growth, employment, tourism and investment.

This Arts, Culture and Heritage Strategy 2016-2020 is a whole of Council document. It defines the key areas and pathways to guide the management of existing art, culture and

heritage activities and sites and their provision in the municipality while planning for their future growth and development.

Community participation in arts, culture and heritage

Council is only one player in delivering a vibrant arts, culture and heritage experiences for the Mildura Rural City. The municipality has a wide and varied range of participants and activities in the arts, culture and heritage sector. It encompasses individuals, not-for-profit organisations and commercial operators as well as Council. Council recognises and acknowledges the important role these members of our community contribute and play in the sector.

Importantly, the Mildura Arts and Culture Advisory Committee played an integral role in the development and consultation of the Strategy.

How was the strategic document developed?

To help Council understand the priorities of our community, the methodology used in the development of the strategy involved several elements:

- **A review of Council policies and plans.**

- **A review of relevant local, national and international cultural plans and policies.**
- **Online survey** – the survey sought to identify community aspirations for arts, culture and heritage in the region.
- **Focus Groups and Workshops** with professional artists, local performers, community members, historians, community groups, Aboriginal Elders, industry networks and stakeholders, academics, Council Reference Groups, Councillors and Council employees.

What did community say about arts, culture and heritage?

The Arts, Culture and Heritage Strategy has evolved from research, focus group discussions and workshops with people who live, work and visit Mildura Rural City Council. The feedback from the community consultation has been summarised into a number of key themes, ideas and perceptions on the arts, culture and heritage activities provided by Council.

‘It’s about involving members of our community to share their history, it’s a diverse history and the story needs to be told’.

(Participant, Visual Arts Workshop)

Consultation- Online Survey

In November-December 2015, the community was invited to share their ideas for the new strategy by completing an online survey. The survey was advertised on Council's website, through promotion in libraries and through direct email to organisations, community groups and Mildura Arts Centre subscribers. More than 400 responses were received from a diverse range of residents and visitors. Among the respondents:

The People

87%

Mildura Arts Centre Vision is 'to enrich people's lives through Arts and cultural experiences'.
of survey participants agreed that Mildura Arts Centre is achieving their vision



70% of respondents were **Female** and **30% Male**.

The majority of respondents were **aged** between **35-69** (73%), followed by 25-34 (12%) and 12 to 18 (5.7%).



85% believed **benefits** gained from accessing the **arts** and **cultural activities** include **entertainment** or **fun**.
67% increased **social connectedness** and **67%** opportunities for **young people** and emerging artists.

80%

surveyed are involved in or participate in the arts.

In the **last 12 months** **63%** of survey respondents have **participated**
in **visual and performing arts, cultural activities, festivals and events**.



A sense of identity as well as sense of belonging is a strong theme in the survey evaluation along with community interest in seeing expression of our municipality's identity and history through storytelling, programming and events.

The Community



55% of responses were from Mildura and **26%** made up from the following areas- **Red Cliffs, Irymple, Cardross, Merbein and Ouyen and Underbool.**

Remaining responses were from residents in various parts of the municipality and across the river into NSW.

The Culture



90% of respondents either **agree or strongly agree** that access to **arts and cultural activities** and programs is **important** to them.



Photography scored the highest in interest areas for visual arts with **63%**.



Strong interest was shown in the area of **live music** – contemporary, jazz, rock or popular music **69%** and comedy **59%**.

The Places



94% would **like** to attend events or festivals, **88%** visiting an **art gallery or exhibition.**



90% rating **Outdoor spaces** for community events and festivals as either **very important** or **important** to them.

Focus Groups, Workshops and Stakeholder Meetings

Community consultations highlighted the depth to which the people of Mildura and surrounding districts are committed to the city and want to see increased expression of our municipality's identity and history through storytelling, programs and events.

Our community embraces the outdoors and a consistent theme was a desire to see more event programming and more outdoor experiences in celebration of our community, including enhancing spaces with public art.

The community has recognized the need for increased community engagement with Aboriginal and Torres Strait Islander peoples and for the municipality to build positive and strong cultural relationships through public art, cultural programs and storytelling.

Increased and better promotion of creative and cultural activities also emerged as a consistent theme with digital media identified as offering opportunities as presentation and promotional platforms.

There is a need to create further opportunities for young people and rurally and socially isolated community members to better participate in and present cultural work. This is central to growing and diversifying our audiences and will require greater innovation with programming.

The community is also seeking increased cultural leadership from Council, including quality programs, partnerships and advocacy. Connectivity between both Council managed and independent organisations and institutions in relation to programming, promotion and resource sharing, is seen as vital.

Overwhelmingly, residents in our community love their city and want to see it rise to meet its cultural potential.

From community consultation, four key themes have been identified:

1. Value our Diverse Arts and Culture **(The Culture)**
2. Encourage Creative Opportunities **(The People)**
3. Creative Vibrant Public Places and Spaces **(The Places)**
4. Promote Council's Advocacy and Leadership Role **(The Organisation)**

Strategy Context

Mildura Rural City Council Plan 2013-2017

The Arts, Culture and Heritage Strategy aligns with Council Plan 2013-2017 and the development of this strategy was identified as a priority action within Key Result Area 1.5 – Arts and Cultural Heritage.

1.5 Arts and Cultural Heritage

- Everyone has access to a diverse range of arts and cultural experiences and opportunities.
- A community that values and embraces its history and diverse cultural heritage.
- The significance of our region’s Indigenous culture is recognised through arts and cultural experiences.

Links to other Council Strategic Plans and Policies

The following policies, plans and strategies include actions that promote cross Council collaboration and support for delivery of the Arts, Culture and Heritage Strategy 2016-2020.

Strategic Plans

Community Access and Inclusion Plan 2014-2018

Cultural Diversity and Inclusion Strategy 2012-2017

Library Service Strategic Plan 2013-2018

Mildura Arts Centre: Business Continuity Plan/Disaster Preparedness Plan

Municipal Heritage Strategy 2014-2018

Reconciliation Action Plan 2015-2016

Recreation Strategy 2008-2018

Youth Engagement Strategy 2015-2018

Council Policies

Aboriginal and Torres Strait Islander Recognition Policy CP058

Community Engagement Policy CP020

Human Rights Policy CP006

Mildura Arts Centre Arts Collection and Loans Policy CP002

Public Art and Design Policy CP045

Social Inclusion Policy CP019

Mildura Rural City Council's Arts, Culture and Heritage Strategy aligns with Creative State – Victoria's First Creative Industries Strategy 2016-2020 where the community is enriched by arts and cultural experiences, and our cultural identity today embraces that.

'Regardless of cultural background, age, gender or ability, regardless of where they live or what they earn, all Victorians are entitled to see themselves reflected in our cultural life'.

(Creative State – Victoria's First Creative Industries Strategy 2016-2020)

Strategy Framework

The Mildura Rural City Council Arts Culture and Heritage Strategy 2016-2020 is underpinned by the following framework:

Vision

To be the most liveable, people-friendly community in Australia.

Mission

To enrich people's lives through Arts and Cultural experiences.

Strategic Objectives

The following strategic objectives shape the Arts, Culture and Heritage Strategy.

- Celebrate, promote, nurture and grow the arts, culture and heritage sector;
- Identify the role of Council, creative partners, the business community and community groups with respect to arts, culture and heritage planning and implementation;
- Build partnerships and strengthen collective engagement and collaboration within the arts, culture and heritage sector throughout the municipality;
- Connect the arts, culture and heritage sector to key business and community groups and initiatives in support of mutual objectives, including the delivery of arts, culture and heritage services;
- Strengthen the promotion and use of key arts, culture and heritage facilities (both public and private) and
- Strengthen the engagement and participation of the community in arts, culture and heritage programs and services.

Goals for success

Council, through the community engagement process, has identified a number of areas where energy and effort would make a significant difference to growing and developing arts, culture and heritage in the municipality. These goals and objectives provide context for a collection of strategies that should be viewed as an informed starting point based on

an assessment of where Mildura and surrounding regions finds itself today, together with the expressed needs and aspirations for the future.

The Culture

Goal 1 - Capitalise on our unique history to enhance our region as a culturally rich destination and place to live

- Develop and promote a vibrant cultural brand for the region.
- Develop and promote cultural tourism.
- Provide improved communication of arts and cultural activities featured around the region.
- Increase visitor numbers and improve their cultural experience.
- Establish strategic cultural mapping priorities.
- Profile cultural 'icons'.

The People

Goal 2 - Celebrate our municipality's unique cultural identity and build access for all

- Commemorate and value the unique stories and cultural identities of our communities.
- Respect and celebrate Indigenous culture and heritage.
- Support the cultural aspirations of diverse communities.
- Provide access and promote inclusion in our municipality's cultural life.
- Grow our regions creative cultural industries.
- Create community spirit and pride.
- Encourage and promote community participation.

The Places

Goal 3 - Preserve and invest in cultural heritage and creative places and spaces

- Contribute to the preservation of the region's surrounding towns built and social heritage.
- Develop cultural facilities and spaces to address community needs and sustain their operation.
- Consult on inclusion of urban design, public art and place making strategies.
- Conserve and celebrate the region's rich history and heritage.
- Building for the future with capital investment to maintain and develop facilities, spaces, and infrastructure.
- Investigate opportunities for Mildura Station Homestead to increase activation of the space.
- Investigate reinvigoration of the Amphitheatre site.
- Promote the significance and community cultural value of the Permanent Collection and maintain the relevance of the Collection via ongoing acquisitions. Continue to build the cultural importance of the Collection on a local, national and international levels.

The Organisation

Goal 4 - Create a diverse, inclusive and culturally active community and build cultural leadership beyond the boundaries of the region.

- Foster the creation, development and presentation of cultural programs.
- Encourage and generate cultural partnerships and collaboration.
- Include arts and culture opportunities in future Council Plans and developments.
- Source funding to support and extend programming opportunities for arts, culture and heritage.
- Build for the future and contribute to community resilience through cultural tourism, economic development and community wellbeing.
- Mildura Rural City Council to lead by example through fostering arts and cultural heritage practices across all areas of Council activities and the community.

Implementation Plan

The following implementation plan outlines the strategic actions to be undertaken to achieve the goals.



The Culture

The Culture

Goal 1 - Capitalise on our unique history to enhance our region as a culturally rich destination and place to live

We will continue to...

- Build the profile of arts and culture in the region on a local, national and international level.
- Develop the Mildura Arts Centre's Sculpture Park as an integrated element of the precinct.
- Support community initiatives through the Mildura Rural City Council - Arts Development Grants.
- Provide advocacy for arts organisations.
- Collaborate and support new initiatives and projects that build the profile of the arts on a local, national and international level.
- Develop and implement an Interpretation Plan for Rio Vista Historic House.
- Capture and share the stories relating to the Chaffey's and Rio Vista Historic House.

Strategic Actions

Initiative	Action	Measure	Timeline
Produce and support arts programs that contribute to the cultural life of Mildura.	Present Art in Public Places with a focus on business partnerships and independent events, alongside other groups.	Number of opportunities created.	2016 – 2020
Building for the future and contributing to community resilience through cultural tourism, economic development and community wellbeing.	<p>Develop and promote a vibrant cultural brand for the region.</p> <p>Develop and build on Mildura Arts Centre as the leading arts and cultural precinct in North West Victoria at a local, national and international scale.</p> <p>Explore collaborations and partnerships for cultural tourism with peak bodies.</p>	<p>Marketing and Communications Plan developed.</p> <p>Audience Development Strategy developed.</p> <p>Number of opportunities created.</p>	2016 – 2020
<p>Promote cultural ‘icons’.</p> <p>Provide an enhanced Rio Vista visitor experience.</p>	<p>Curate exhibitions and projects that build on the cultural heritage and objects of Rio Vista Collection.</p> <p>Develop and implement education and public programs to build awareness and foster engagement with cultural heritage and identity.</p>	<p>Volunteer Guide Program established.</p> <p>Number of education and public programs developed and implemented.</p>	2016 – 2020
Revenue Development: Café/ Bar.	<p>Develop Café / Bar operations to enhance visitor experience and promote and profile the region’s local produce and supporting local businesses and initiatives.</p> <p>Investigate opportunities to increase the functionality of the Café, bar and catering to align with future developments, capacity and revenue opportunities of Mildura Arts Centre.</p>	<p>Number of businesses profiled and initiatives developed.</p> <p>Capital Investment with Master plan – Stage 2 and 3.</p>	2016 – 2020

Cultural Tourism: Art Shop.	Develop and implement the concept of the Art Shop at Mildura Arts Centre to complement the precinct and services. Develop and foster relationships with emerging and established artists, craft makers and organisations to showcase artworks, objects and products within the retail aspect of Mildura Arts Centre.	Number of artists showcased.	2016 – 2020
Revenue Development: Venue Hire	Activation of spaces and increased utilisation through venue hire – community and commercial, corporate and private hirers.	Yield from facility hire.	2016 - 2020



The People

The People

Goal 2 - Celebrate our municipality's unique cultural identity and build access for all

We will continue to...

- Deliver a visual arts program that responds to our unique social and geographic landscape and embraces the Permanent Collection and supports local and visiting artists across all career stages.
- Provide a varied program of high quality *touring* visual arts exhibitions, installations and associated programs.
- Utilise the Permanent Collection to curate high quality exhibitions which engage, educate and challenge audiences.
- Foster Mildura Arts Centre's reputation as an innovative centre for contemporary practices in visual arts.
- Develop and present an annual program of high quality performing arts to the region which demonstrates a diverse and dynamic range of productions.
- Develop and implement community cultural development through the visual and performing arts, delivering programs that build access, engagement and participation.
- Develop and implement education and public programs that build community engagement and participation, complementing the visual and performing arts programs.
- Actively promote and present the work of artists and performers from, and working within, our region.

Strategic Actions

Initiative	Action	Measure	Timeline
Program development	Develop a formal process to capture future programming guidelines with measurable outcomes, including economic and social impact, alignment with the Council Plan 2013-2017, and stakeholder feedback/satisfaction.	Programming guidelines developed and adopted.	2016 – 2020
	The programming direction key focus areas are audience and market development, artistic and creative development, innovation and technology development, series and theme development, and community engagement and is the catalyst for arts and culture for the regional and remote communities in North West Victoria.		
Create programs and activities that encourage a greater diversity of audiences for the arts and culture program	Identify opportunities for major exhibitions that create local, national and international appeal and interest.	Increase in visitor numbers. Visitor Satisfaction Survey.	2016 – 2020
	Foster and build the complementary programs such as the Front of House Cabaret Series and continue to build strong audiences and the diversity of programming and collaborations through community engagement opportunities, master classes and workshops.	Audience satisfaction feedback. Alignment with program guidelines.	2016 – 2020
	Develop partnerships to present activities and programs (outreach) that extends to regional and remote communities in the municipality, including The Roxy Inc. to deliver programs to Ouyen and surrounding districts.	Partnership agreement formalised and implemented. Number of programs offered.	2016 – 2020
	Develop initiatives and programs that support, profile and celebrate the arts and culture of the Aboriginal community.	Number of programs offered Attendance/participation in programs.	2016 – 2020
	Develop initiatives and programs that celebrate arts and culture, and cultivate our socially inclusive community.	Number of opportunities developed.	2016 – 2020

		Attendance / participation in programs.	
Audience development	Increase youth involvement with programs to broaden access and opportunities for emerging artists and building youth market and events.	Audience Development Strategy developed and adopted.	2016 – 2020
	Foster wider networking connections for local artists within the region and across neighbouring municipalities and with other institutions.	Number of opportunities created.	2016 – 2020
	Establish a long term (10yr+) strategic approach for Mildura Arts Centre to build audience and social inclusion. Develop and implement an Audience Development Strategy.	Audience Development Strategy developed and adopted.	2016 – 2020
	Establish a ticketing framework that guides and informs the parameters for categories and pricing points for ticketing/programming.	Ticketing guidelines developed and implemented.	2016 – 2017



The Places

Mildura Arts Centre

- ^ ART GALLERY
- ^ THEATRE
- ^ RIO VISTA HISTORIC HOUSE
- > CAR PARK
- ^ CAFE

Telephone 03 5018 89

The Places

Goal 3 - Preserve and invest in cultural heritage and creative places and spaces

We will continue to...

- Maintain existing facilities and infrastructure to ensure accessibility, environmental, physical conditions, energy efficiencies and sustainability.
- Develop and implement an equipment and technology upgrade program to maintain the facility in line with evolving digital and visual media demands of the industry.
- Work in partnership with the Aboriginal community to implement the arts, culture and heritage objectives of Council's Reconciliation Action Plan.
- Support the recognition of the history of the Aboriginal community through community based projects which recognise the history of Aboriginal connections across the municipality.
- Support initiatives and actions outlined in the Mildura Rural City Council Heritage Strategy 2014-2018.
- Ensure that acquisitions to the Permanent Collection and collection management standards are upheld and align with industry protocols and standards to ensure the Permanent Collection is available for future generations.
- Manage and oversee the collection management framework for acquisition processing, care, documentation and loan of artworks in the Permanent Collection.
- Build the Permanent Collection in alignment with the policy through acquisitions and donations.
- Facilitate the restoration program of Rio Vista Historic House in accordance with the Conservation Management Plan.
- Support the promotion and future sustainability of the Chaffey Trail Experience through the Chaffey Trail Reference Group.
- Build relationships with local historical societies, reference groups and family history groups to increase awareness and promotion of cultural heritage of the region.

Strategic Actions

Initiative	Action	Measure	Timeline
Increase active utilisation of spaces, infrastructure and facilities within the Mildura Arts Centre.	Further pursue opportunities to further develop the Mildura Arts and Culture Precinct, through the Masterplan – Stages 2 and 3.	Opportunities pursued.	2017 – 2020
	Prioritise capital investment and implement recommended infrastructure changes.	Number of Capital Projects completed.	2016 - 2020
	Implementation of the Capital Works Program.	Percentage of Capital Works Program achieved.	2016 – 2020
Collaborative urban design that facilitates the development of well built, integrated and utilised places and spaces.	Provide input into all playground, recreation, open space master plans, and structure and precinct plans to ensure that public art and event delivery are integrated into design.	Number of opportunities achieved.	2016 – 2020
Showcase Mildura’s history through buildings, art and cultural landscapes.	Investigate developing an Arts Precinct in Deakin Avenue between Seventh Street and Eighth Street to showcase sculptural works, in accordance with the Public Art and Design Policy.	Research undertaken, recommendations considered.	2016 – 2020
	Create street art and installations along the length of Deakin Avenue, (within the verge width and median strip) that highlights Mildura’s diversity, economy and uniqueness and cultural character.	Research undertaken, recommendations considered.	2016 – 2020
	Develop and implement public programs that build on cultural landscapes in the region including:	Number of opportunities created. Visitation/attendance/participation numbers.	2016 – 2020

	<ul style="list-style-type: none"> • Walking guides or tours of culturally significant sites - for example Cinemas, Art Deco, Public Art and Chaffey Trail. • Education Programs - Public Art Tours; curriculum links, education programs and workshops. • Connections to Tracks and Trails • Synergies and interface with Mildura Riverfront public art, programs and signage. 		
Increase community awareness and promotion of cultural resources.	<p>Strengthen awareness and promotion of cultural resources through improved signage, way finding tools and publications.</p> <p>Form a Working Group to bring together key components of Heritage associated with Council including; Arts and Culture Development, Library Services, Strategic Planning, Chaffey Trail Reference Group and Council's Heritage Adviser.</p> <p>Utilise community planning opportunities to progress heritage projects in small communities.</p>	<p>Mechanisms for promoting arts, culture and heritage is designed and implemented.</p> <p>Marketing and Communications Plan developed.</p> <p>Working group formed.</p> <p>Number of opportunities created.</p>	<p>2017</p> <p>2017</p> <p>2016</p> <p>2016 – 2020</p>

Document, preserve, interpret and celebrate Mildura Rural City Councils diverse cultural heritage.	Encourage a partnerships approach between Council and local historical societies, reference groups, family history groups and heritage parks such as Kow Plains Homestead and Millewa Pioneer Park to increase awareness, joint projects, management of collections and long-term sustainability.	Number of programs or projects developed that showcase local heritage. Collections management system created.	2018 2018
	Make the municipality's historical, archival and civic collections more accessible community. Engage with local schools and students through promotion, programs and curriculum-linked resources.	Number of opportunities created. Number of education and public programs created.	2019
	Initiate a project that binds together a storyboard of the histories and culture of Mildura Arts Centre and the community.	Project developed.	2018
Permanent Collection.	Explore opportunities for the Collection to embrace its significance on a local, national and international level by increasing accessibility, loans and digital mediums.	Number of external loans and projects developed.	2016 – 2020
Develop an Artist in Residence program.	Investigate the potential of establishing an “artist in residence” program in our region in collaboration with cultural and arts education and service providers.	Investigation completed and recommendations reviewed.	2017
Develop and commission art, programs and productions.	Investigate opportunities to commission the development of new performances or productions that have synergies to the region or supports professional development of the community (e.g. emerging artists, mentoring and career development).	Investigation completed and recommendations reviewed. Number of commissions.	2017 – 2020

	Establish new artworks, public art opportunities within the region in accordance with the Public Art and Design and Collection and Loans Policy.		
Continue activation of outdoor public spaces.	In consultation and collaboration with community research opportunities for the Amphitheatre to become an integrated element of the Mildura Arts and Cultural Precinct, linked to the Riverfront Master Plan.	Opportunities investigated and recommendations developed.	2016 – 2017
Increase active utilisation of Mildura Station Homestead and Elstead House.	Work in partnership with historical societies and community organisations to develop an activation plan for Mildura Station Homestead and Elstead House which is located within the Homestead grounds.	Activation plan created.	2017 – 2020
Mildura Station Homestead.	Develop and implement an Interpretation Program for Mildura Station Homestead.	Interpretation Program developed and implemented.	2017 - 2020



The Organisation

The Organisation

Goal 4 - Create a diverse, inclusive and culturally active community and build cultural leadership beyond the boundaries of the region.

We will continue to...

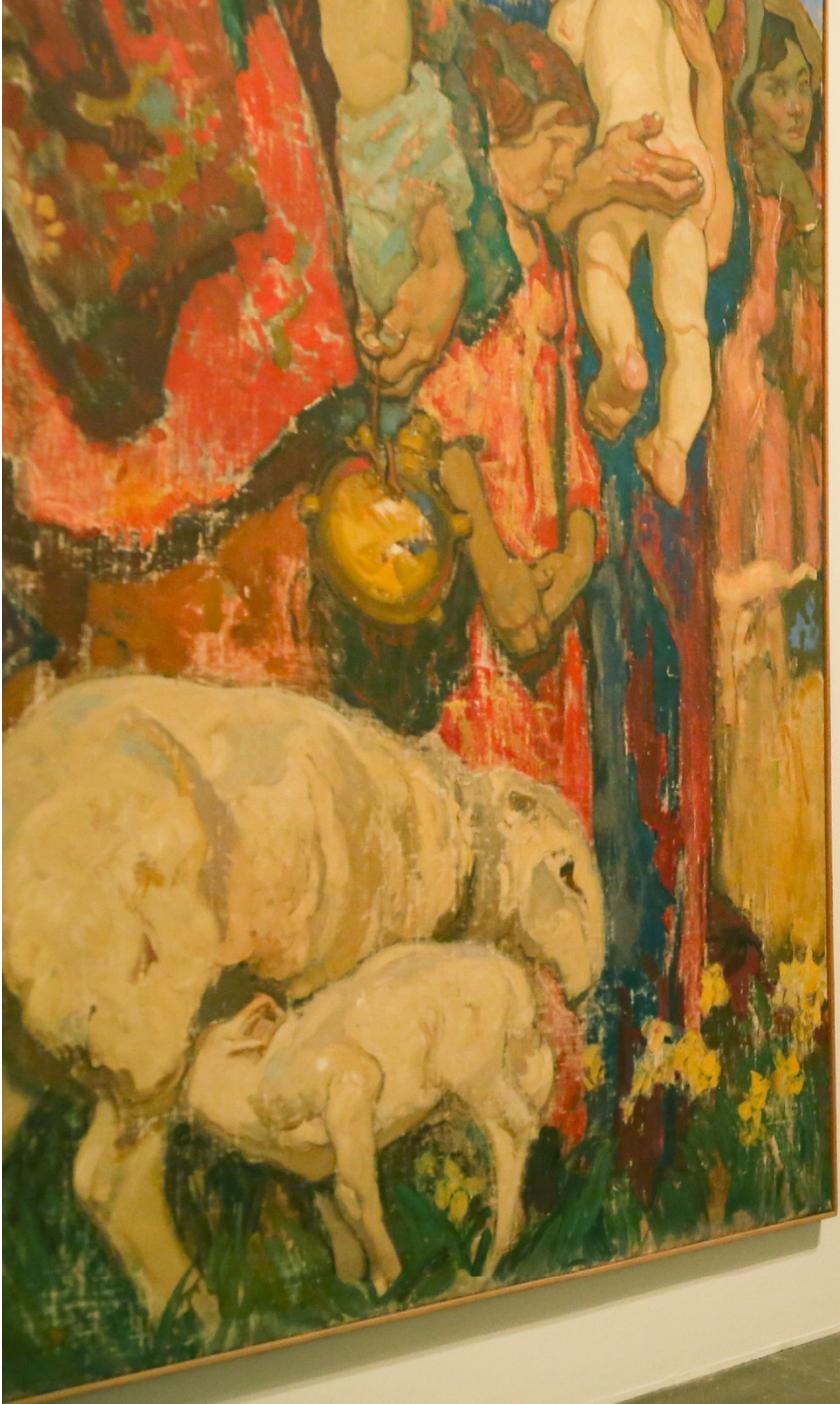
- Build the capacity and skills of local artists, performers, organisations and user group networks through professional development opportunities.
- Support, consult and provide regular reports to Mildura Arts and Culture Advisory Committee on the progression of the Arts, Culture and Heritage Strategy 2016-2020.
- Foster, support and build capacity of the Friends of Mildura Arts Centre to connect, engage and create opportunities with arts and culture in the region.
- Ensure the Arts, Culture and Development team are actively involved in relevant industry networks such as Australia Performing Arts Centre Associations, Public Galleries Association of Victoria, Museums Australia and Victoria Performing Arts Centre Associations.
- Strengthen partnerships and relationships to provide opportunities for arts and culture participation, community engagement and development.
- Foster and build relationships with partners and supporters to create opportunities to increase participation in arts and culture.
- Contribute to benchmarking on a local, national and international level within the industry.
- Collect and collate relevant data relating to key performance measures and venue statistics for reporting mechanisms.

Strategic Actions

Initiative	Action	Measure	Timeline
Develop and strengthen partnerships between the Arts and Culture Development team and a variety of cultural organisations and advisory groups in the municipality.	Host an annual roundtable with arts organisations in the region to identify common issues to address collectively.	Roundtable event convened.	2016 – 2020
	Develop and implement an annual program of networking activities to connect local artists and arts organisations with each other and also with other community organisations, traders and Council areas.	Networking program developed.	2016 – 2020
		Networking program implemented.	
	Devise and implement a program of professional development opportunities for arts and cultural organisations that includes workshops, internships, mentorships, business skills and training opportunities.	Professional development program developed.	2017
Review digital and media technologies.	Examine best practices of new media and digital technologies to create positive impacts in terms of audience development, creative output, and operating efficiency.	Review conducted.	2017
		Tools/systems implemented.	2018 – 2020
Volunteer and Ambassadors.	Develop Volunteer Programs and Ambassador initiative that fosters community engagement and helps to establish a sustainable and experienced volunteer base for the local arts sector.	Volunteer Programs developed. Ambassador initiative developed.	2016 - 2018
	Proactively submit for State and Federal funds on an on-going basis to increase Council and community funding for creative and cultural activities including the actions in the Arts, Culture and Heritage Strategy.	Number of submissions made to appropriate funding streams across the region.	2016 – 2020

Advocate for, and provide evidence of, the impact of the arts on the social, economic and cultural vitality of Mildura Rural City Council.	Develop a standardised framework for the measurement and evaluation of all arts and cultural heritage programs, projects, events and venues.	Evaluation framework implemented.	2017
	Provide an appropriate framework for Mildura Rural City Council to lead by example through fostering arts and cultural heritage practices across all areas of Council activities and the community.		
	Evaluate the Mildura Rural City Council Arts, Culture and Heritage Strategy 2015-2020 to assess the initiatives and actions to inform the subsequent Strategy.	Strategy evaluation completed and presented to Arts and Culture Advisory Committee and Council.	2020
Promote the significant role for the arts in tourism and economic development.	Explore joint initiatives with tourism and economic development including Mildura Tourism and Mildura Development Corporation.	Number of new initiatives developed.	2016 – 2020
Develop and foster models for connecting Mildura Arts Centre with tertiary institutions.	Work with tertiary institutions including La Trobe University and Sunraysia Institute of TAFE to foster educational partnerships with Mildura Arts Centre to explore professional development opportunities and audience engagement and networking, and supporting emerging artists.	Number of new opportunities developed.	2016 – 2020
Demonstrate the educational and personal development benefits of access to arts programs.	Seek and engage in innovative social programs that address disadvantage and articulate the capacity of the arts to enhance learning outcomes and alternative pathways to achievement.	Participation levels achieved.	2016 – 2020
Funding, Philanthropy and 444 Foundation.	Explore funding opportunities through grants and philanthropic organisations to support acquisitions, programs, and capital developments.	Number of opportunities created. Number of donors achieved.	2016 – 2020

	<p>In collaboration with Mildura Arts and Culture Advisory Committee, identify key priorities for fundraising initiatives through the 444 Foundation.</p> <p>Foster and build the <i>444 Foundation</i> as the resource to build financial support by community and corporate markets.</p>		
Foster the development of a tradition of bequest and endowments for Mildura Arts Centre.	<p>Develop a process for receiving bequests and endowments.</p> <p>Maintain and expand Tax Deductible Gift Recipient Tax exemption status.</p>	Number of bequests, donations and endowments.	2016 - 2020



Mildura Rural City Council



MILDURA ARTS CENTRE