

Special Council Meeting Agenda & Reports

28 August 2023

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
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City of
Norwood
Payneham
& St Peters

23 August 2023

To all Members of the Council

NOTICE OF SPECIAL MEETING OF COUNCIL

I wish to advise that pursuant to Section 83 of the *Local Government Act 1999*, the next Special Meeting of the Norwood Payneham & St Peters Council, will be held in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood, on:

Monday 28 August 2023, commencing at 7.00pm.

Please advise Tina Zullo on 8366 4545 or email tzullo@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

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City of
**Norwood
Payneham
& St Peters**

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VENUE Council Chambers, Norwood Town Hall

HOUR

PRESENT

Council Members

Staff

APOLOGIES Cr Kevin Duke

ABSENT

1. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 7 AUGUST 2023**

2. **STAFF REPORTS**

2.1 DRAFT 2024-2027 ARTS AND CULTURE PLAN

REPORT AUTHOR: Manager, Arts, Culture & Community Connections
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4550
FILE REFERENCE: qA624625 & qA684114
ATTACHMENTS: A – B

PURPOSE OF REPORT

The purpose of this report is to present the draft *2024-2027 Arts and Culture Plan* for the Council's consideration and endorsement prior to the release of the draft document for community consultation.

BACKGROUND

At its meeting held on 6 September 2022, the Council considered a Notice of Motion regarding the Council's approach to public art and resolved the following:

1. That a new Public Arts Strategy be developed and presented to Council this financial year, with a scope covering (but not limited to) reviewing and integrating the Thinking Through the City Strategic Plan (which has now lapsed), the Public Art Program, Art on Parade, the Quadrennial Public Art major art commissions and the possible employment of a Public Arts Officer.
2. The Public Art Policy be updated and align with the newly developed Public Arts Strategy.
3. That up to \$30,000 of the funding currently allocated to the Public Arts Officer Salary Budget be re-allocated towards the review and development of new Public Art Strategy.

Following the formation of the Arts, Culture & Community Connections Unit and appointment of staff as part of the organisational restructure, the Elected Members, at the Information Briefing held on 11 April 2023, considered the development of an Arts and Culture Plan to encompass a broader definition of the arts, beyond public art, together with cultural heritage initiatives and this subsequently led to the development of a three-year (2024-2027) Arts and Culture Plan.

The Plan is an expression of the Council's commitment to art and cultural development in our City. Through translating the Cultural Vitality objectives and strategies contained in the *CityPlan:2030* into achievable short to medium term actions, progress is being made in respect to achieving the 2030 vision of 'a culturally rich and diverse City, with a strong identity, history and sense of place.'

As part of the community engagement process citizens and local arts practitioners were engaged through a face-to-face ideas' café session as well as an online survey, to share their ideas for short to medium term actions to improve the cultural vitality of our City. A total of 71 citizens participated during the twenty-nine (29) day community engagement period.

Subsequently, the Elected Members, at the Information Briefing held on 31 July 2023, was presented the draft *2024-2027 Arts and Culture Plan*.

The purpose of this report is therefore to present the draft *2024-2027 Arts and Culture Plan*, as contained in **Attachment A**, together with the Stage 1 Community Engagement Report, as contained in **Attachment B**, to the Council for its endorsement to proceed to Stage 2 community consultation, whereby, our community will be invited to provide comments on the draft Plan which will be used to inform the development of the final document.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

City Plan 2030: Shaping Our Future

The relevant Strategic Outcomes and Objectives as set out in the Council's Strategic Management Plan *City Plan 2030: Shaping Our Future* are as follows;

Outcome 2: Cultural Vitality

Objective 2.1: An artistic, creative, cultural & visually interesting City.

Strategy 2.1.1 Use the arts to enliven public spaces and create 'a sense of place.

Strategy 2.1.3 Attract and support cultural and creative organisations, businesses and individuals.

Objective 2.2: A community embracing and celebrating its social and cultural diversity.

Strategy 2.2.1 Acknowledge and recognise local Aboriginal heritage and history.

Strategy 2.2.2 Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups.

Strategy 2.2.3 Promote understanding of and respect for our cultures and heritage

Objective 2.3: A City which values and promotes its rich cultural and built heritage

Strategy 2.3.2 Reflect our City's history through cultural heritage programs and initiatives

Objective 2.5: Dynamic community life in public spaces & precincts

Strategy 2.5.3 Host and facilitate community events and activities

FINANCIAL AND BUDGET IMPLICATIONS

The Council has allocated \$30,000 for the development of the Plan.

As community consultation as well as the development of the draft document have been prepared and delivered internally by the Manager, Arts, Culture & Community Connections rather than an external contractor, the actual cost for the project will be significantly less than the allocated budget.

The final version of the Plan will be designed by the Council's Graphic Designer, with a limited number of graphic design elements, photography and printing being contracted to external designers.

EXTERNAL ECONOMIC IMPLICATIONS

There are no external economic implications associated with the development of the Plan.

SOCIAL ISSUES

The Council has an active role to play in facilitating cultural development activities, programs and events to increase community participation and connection. The development and implementation of the *2024-2027 Arts and Culture Plan* recognises the vital role art, culture and creativity continue to play in the social, economic, cultural and health and wellbeing outcomes of our citizens.

CULTURAL ISSUES

Through fostering innovation, imagination and creative expression across all areas of arts and culture we hope to engage and challenge new audiences to connect with local arts and cultural experiences. In addition, through genuine collaboration with both First Nations people and our strong multi-cultural community, the Council endeavours to bridge gaps and cultivate authentic cultural experiences and connection.

ENVIRONMENTAL ISSUES

There are no environmental issues associated with the development of the Plan.

RESOURCE ISSUES

The preliminary research, community engagement and development of the *2024-2027 Arts and Culture Plan* is being managed by the Council's Manager, Arts, Culture & Community Connections.

RISK MANAGEMENT

A Project team has been established to oversee the Project and mitigate risks. The Project Team consists of the Council’s Manager, Arts, Culture & Community Connections, Cultural Heritage Coordinator and Arts Officer.

The Project team have consulted with staff from across the organisation to ensure that actions contained within the draft Plan that relate to specific functional areas across the organisations are achievable within the current staff resources and capacity.

The risk ratings for the top four (4) risks associated with this stage of the Draft Arts and Culture Plan are summarised in **Table 1** below.

TABLE 1: KEY RISKS ASSOCIATED WITH THE DRAFT ARTS AND CULTURE PLAN

Risk #	Risk Event	Impact Category	Risk Rating	Primary Mitigation	Impact Category	Residual Rating
1	Council not endorsing the draft plan for consultation	Service/ Programs	Substantial 13	Council Information briefing and opportunity to ask questions and provide feedback on draft plan. Provision of detailed Council report and Arts and Culture Plan	Service/ Programs	Medium 17
		Reputation	Medium 19		Reputation	Low 21
2	Broader community not supporting the proposed plan	Service/ Programs	Substantial 13	Develop a detailed community engagement approach to ‘involve’ our citizens. Evaluate community feedback and prepare a community engagement report to ensure a common understanding of community views, concerns and aspirations and that these are reflected in the development of the plan.	Service/ Programs	Medium 17
		Reputation	Medium 19		Reputation	Low 21
3	Council policies and procedures prevent implementing actions contained within the plan	Service/ Programs	Substantial 13	Review policies and procedures during preliminary project stage and include identified policy and procedure action recommendations within the plan.	Service/ Programs	Low 21

4	Community concern regarding Council directing a portion of its annual budget for arts and culture initiatives contained within the plan	Service/ Programs	Medium 19	Ensure the plan's aim to deliver targeted actions related to Strategic Outcomes and Objectives as set out in the Council's Strategic Management Plan City Plan 2030: Shaping Our Future is well communicated.	Service/ Programs	Low 21
		Reputation	Medium 19	Where possible, adopt an asset-based community development approach to project delivery, utilising existing resources, form collaborative partnerships and seek external funding to fill any gaps.	Reputation	Low 21

The potential risks to the successful development and delivery of the Plan, highlight that the community engagement approach, ongoing updates and communication regarding the Project, will need to be well executed. Therefore, it is essential that staff continue to work directly with our citizens and arts and culture community throughout the development and implementation stages to ensure that any concerns and aspirations are understood and taken into consideration.

CONSULTATION

- Elected Members**
 Elected Members have been apprised and consulted on the Arts and Culture Plan project on two (2) separate occasions, at the commencement of the Project (Elected Member Information Briefing held on 11 April 2023) which included an overview of the proposed project scope, draft definition of arts and culture, guiding principles, actions for consideration and project stages, including community engagement, and project timeline.

Elected Members also considered and provided feedback on the draft plan at the Elected Member Information Briefing held on 31 July 2023.

- Community**
 The level of community engagement for this project is: 'involve' given that the Council will ensure there is a common understanding of community views, concerns and aspirations and that these are reflected in the development of options or approaches, summarised in **Table 2** below.

TABLE 2: STAGE 1 COMMUNITY ENGAGEMENT TECHNIQUES AND PROMOTIONS

Engagement technique	Details / Location	Target Audience	Date(s) 2023
Informal consultation with arts & culture sector	Various – site visits	Local arts organisations and peak bodies	8 May to 6 June
Community Survey – online	The Council's website	Broad community	8 May to 6 June
In person workshop – Ideas Cafe	Banquet Hall	Broad community and arts & culture sector	Sat 27 May 2.30pm -4.30pm
Sector survey	Additional section on community survey	Local artists, historians, cultural workers, arts & culture organisations, businesses & groups	8 May to 6 June
Mailout	1,500 project postcards	Local community & visitors	8 May
InDaily article	Arts vision for the inner-east	Broad community	11 May
Email	707 arts & culture sector businesses, sole traders, groups & organisations in NPSP	Local arts & culture practitioners	12 May
Radio	5mbs Arts Diary promotion	Community interested in the Arts	19 May
Media Release	Arts and Culture Plan now open for Consultation	Various	9 May

Stage 2 Consultation will provide the opportunity for citizens to provide their comments on actions and priorities contained in the draft plan.

- **Staff**

All staff have been invited to contribute to a physical ideas board installation at the Norwood Town Hall from 12 May to 6 June 2023. The ideas board provided a visual collection of action ideas organised under the relevant Cultural Vitality Objectives.

Targeted engagement with staff was conducted with the following functional areas:

- Arts, Culture & Community Connections (Youth, Cultural Heritage, Arts, Events, Community Facilities and Norwood Concert Hall);
- Libraries (Lifelong Learning, Children's & Youth Services & Coordinator Norwood Library & Community Facilities);
- Economic Development;
- Urban Planning & Sustainability; and
- Community Care Services.

- **Other Agencies**

As outlined in Table 2 above, arts and cultural organisations and businesses, were invited to participate in the survey, as well as the ideas café workshop. Participation included representation from twenty (26) arts and cultural practitioners, including but not limited to Guildhouse, Urban Mind Studio, Red Legs Museum, Gallery Lenuancier and Mezzanine 55.

DISCUSSION

The draft *2024-2027 Arts and Culture Plan* provides a framework to support arts and cultural activity in the City. The Plan articulates both short to medium term priorities and initiatives to realise the cultural vitality objectives contained within the *CityPlan:2030* and will assist the Council in fostering innovation, imagination and expression across all areas of arts and culture to engage and challenge new and existing audiences.

Given the significance of this project in contributing to Outcomes and Objectives as set out in the Council's Strategic Management Plan ***City Plan 2030: Shaping Our Future***, a two-stage community engagement approach was adopted in order to meaningfully engage with the community and arts and cultural practitioners.

Stage 1: Developing the Arts and Culture Plan

The key objective of Stage 1, was to research current arts and culture initiatives delivered by the Council, relevant State and Federal Government policies and to understand arts and cultural ideas and aspirations of our community.

In accordance with the Council's *Consultation Policy*, Stage 1 community engagement commenced on 8 May 2023 and concluded on 6 June 2023, a period of 28 days, as summarised in Table 2 above.

A review of Local, State and Federal Government policies and plans during Stage 1 of the project identified the following recurring themes:

- Recognition of the vital role art and creativity play in social, economic, cultural, health and wellbeing outcomes.
- Essential to position First Nations and Kurna communities and creators at the centre of the decision-making process for any Indigenous-focused initiatives.
- Arts, culture and the creative industries are significant contributors to the City's economy and attract domestic and international visitors.
- Art can improve the liveability of communities, build a distinctive local identity and generate civic pride.
- Creativity is considered one of the priority skills needed for future employment.
- Convergence of arts and culture with other industries and sectors, can drive innovation, growth and provide solutions to global or local concerns.
- Importance of Intergovernmental collaborations.
- Expectation that artists are paid for their work, receive fair remuneration and earn income from copyright and royalties.
- The arts and culture sector significantly enhances inclusion and equity by providing access to digitised arts and culture resources and access to physical spaces which support diversity.

Guiding Principles

To assist the Council to operationalise its shared concept of arts, culture and cultural vitality, as well as shape and prioritise decisions and actions, the Plan is guided by the following principles:

- **Access & Participation**
We believe everyone has the right to access cultural participation opportunities. We will seek to engage people of all abilities and ages in creative experiences and will support equitable access, active participation and contribution to cultural life.
- **Activation**
We will foster innovation, imagination and creative expression across all areas of arts and culture to engage and challenge new and existing audiences. We will provide deliberate, diverse and high-quality program of events, activations and exhibitions.
- **Development**
We recognise the essential role that our community plays in achieving our shared Cultural Vitality vision and will seek to understand, proactively engage with, and celebrate our local creative community. We will adopt best practice contemporary arts and culture governance and encourage innovation and excellence. We will ensure an equitable approach in supporting and partnering with arts and cultural practitioners and provide arts and cultural development opportunities, such as, funding programs, artist led initiatives and networking opportunities.

- Identity

We recognise and respect the crucial place of First Nations people and through genuine partnerships we endeavour to bridge gaps and cultivate richer and more authentic cultural experiences, shared stories and understanding. We will commit to actions that reflect our City's cultural diversity and that make the most meaningful contribution to our City's cultural identity. We will seek to protect and conserve our local cultural heritage for posterity. We will seek to promote arts & cultural assets, locally made cultural products, and the diverse range of arts & Cultural participation and visitation opportunities within our City.

- Collaboration

We appreciate that the work of many organisations, cultural practitioners, government departments, business, education providers, as well as diverse sectors, can overlap or help to inform arts and culture programs and initiatives. Taking a broad view of these interconnections we will identify partnership opportunities to work as a coherent system to achieve our shared goals.

Stage 2: Public Consultation on draft Plan

Stage 2 will make publicly available the Stage 1 *Community Engagement Report* and draft actions contained within the Plan. It is proposed that community consultation on the draft Plan will commence on 29 August 2023 and will extend for a period of 21 days.

Final 2024-2027 Arts and Culture Plan

The development of the final version of the *Arts and Culture Plan 2024-2027* will take into consideration the comments that are received from the community during Stage 2 of the public consultation.

OPTIONS

Taking into consideration that the Council has identified Cultural Vitality as a fundamental Pillar of the *CityPlan 2030*, the Council has two (2) options available in relation to the draft *2024-2027 Arts and Culture Plan*.

1. Endorse the *draft 2024-2027 Arts and Culture Plan* for Community Consultation

With this option, the Council can resolve to endorse the draft *2024-2027 Arts and Culture Plan* contained in Attachment A, for community consultation as described in the Discussion Section of this report.

2. Amend and endorse the draft *2024-2027 Arts and Culture Plan* for Community Consultation

With this option, the Council would make amendments to the draft *Arts and Culture Plan* prior to releasing it for community consultation. Noting that the development of the draft plan has been informed by community engagement, robust research, consideration of resource priorities and achievable actions within a three-year timeframe to support the delivery of Cultural Vitality Objectives contained within the *City Plan 2030: Shaping Our Future*.

CONCLUSION

Whilst the Council has previously initiated projects to support outcomes contained in the *CityPlan 2030: Shaping Our Future*, the draft *2024-2027 Arts and Culture Plan* will now consolidate and further build upon these efforts to create a clear shared path forward. Providing a roadmap for sequential actions to ensure maximisation of resources, increased efficiency, collaboration, transparency and accountability.

Community engagement is an essential component for the Council to create a dynamic and relevant Arts and Culture Plan to achieve the Council's Cultural Vitality strategic direction and objectives. Seeking community feedback on the draft Plan in a timely manner and continuing the dialogue with our citizens on how we have translated their input into the *what, when and how* of the plan can foster deeper levels of community understanding, engagement and ownership.

COMMENTS

The Arts and Culture Plan 2024-2027 will guide the direction and priorities of the newly formed Arts, Culture & Community Connections Unit and assist the Council in realising its Cultural Vitality Objectives.

RECOMMENDATION

1. That the draft *2024-2027 Arts and Culture Plan*, as contained in Attachment A, be endorsed for release for community consultation for a period of twenty-one (21) days.
2. That the Chief Executive Officer be authorised to make any minor amendments to the draft *2024-2027 Arts and Culture Plan* resulting from consideration of this report and as necessary to finalise the document in a form suitable for release for community consultation.
3. That the Council notes that the results of the community consultation and engagement, together with the final draft *2024-2027 Arts and Culture Plan*, will be presented to the Council for consideration at its October 2023 meeting.

Attachment A

Draft 2024-2027 Arts and Culture Plan

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City of
**Norwood
Payneham
& St Peters**

Arts and Culture Plan 2024 to 2027
City of Norwood, Payneham & St Peters

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 - Objective 2.3: A City which values and promotes its rich cultural and built heritage
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Mayor's Message

Welcome to the City of Norwood Payneham & St Peters' Arts and Culture Plan 2024-2027, a formal expression of our commitment to art and cultural development in Adelaide's East.

Our City has a very strong connection to arts and culture, from the celebration of creativity and sharing of cultural stories, to the vital role arts and creativity play in social, economic and cultural outcomes. In addition to the often understated, but vital role, arts and cultural engagement has in enhancing health and community wellbeing, through boosting confidence, increasing social inclusion or treating other health issues.

The arts provide a vital channel to observe, explore and express our values, aspirations, notions of identity, quality of life and sense of place. The range of creative activities, initiatives and diverse expression form a larger cultural vitality picture of our City.

The Plan was developed by the Council's recently established Arts, Culture & Community Connections Unit and I would like to thank all of the Council's staff who worked so hard to make it a reality.

I would like to thank the wider community – local citizens, as well as the arts & culture sector - who took the time to provide their insights in order to help shape this significant framework for our City.

Through translating our Cultural Vitality objectives and strategies into achievable short to medium term actions we endeavour to move closer to achieving our 2030 vision: *"A culturally rich and diverse City, with a strong identity, history and sense of place."*

The Arts and Culture Plan will be dynamic and unifying as we continue to build on and develop the Cultural Vitality of our City.

Robert Bria
Mayor

How to Use this Document

The City of Norwood, Payneham & St Peters Arts and Culture Plan is a methodical approach to identifying, prioritising and sequencing initiatives and actions that will move us toward achieving our 2030 Cultural Vitality vision. The Plan will guide our arts and culture service development, service delivery, budget priorities as well as collaborative partnerships over the next three years.

The document is laid out as detailed below:

Section 1: Context

Considers Local, State and Federal Government environments in which the actions will be taking place and summarises the strategic context that underpins effective integration and synergy of the Plan with relevant policies, strategies and operations.

Section 2: The Arts & Culture Plan

Plots actions against the relevant Cultural Vitality objectives and strategies from the Council's Strategic Management Plan *CityPlan 2030: Shaping Our Future*. Providing a three-year road map of clearly defined arts and culture priorities and sequential actions.

Relevant Cultural Vitality objectives:

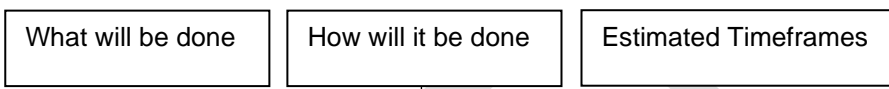
- Objective 2.1: An artistic, creative, cultural & visually interesting City
- Objective 2.2: A community embracing and celebrating its social and cultural diversity.
- Objective 2.3: A City which values and promotes its rich cultural and built heritage
- Objective 2.5: Dynamic community life in public spaces & precincts

Section 3: Foundation Projects

Actions labelled as a 'foundation project' throughout the Plan are multi-year projects that will guide future decisions and the development of related sub-projects and actions as we review our progress and move toward our 2030 Cultural Vitality objectives. The 'Foundation Projects' section provides an overview of foundation project development stages and outcomes.

Arts & Culture Plan 2024-2027
3 Year Lifecycle

Provides an outline for achieving Cultural Vitality objectives of the Council's *CityPlan 2030: Shaping our Future*.



Annual Department Business Plan
1 Year Lifecycle

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

Annual Budget
1 Year Lifecycle

Allocation for actual projects & initiatives for the financial year, including external funding, required to deliver outcomes of the Plan.



What Do We Mean by Arts and Culture?

Arts

Our interpretation of arts incorporates a broad range of creative disciplines as part of a larger cultural vitality lens. Through this lens, creative activities such as performances at the Norwood Concert Hall, concerts in the park, visual art exhibitions, live music performances, creative writing workshops, and the creation of street art all contribute to form our arts and culture picture.

Commonly recognised forms of artistic expression include:

Visual Art	Painting, drawing, sculpture, ceramics, photography & printmaking
Performing Art	Dance, theatre & live music
Literary Art	Creative writing, poetry & prose
Public Art	Temporary and permanent art in public places, including sculptures, ephemeral artworks, murals, art integrated in streetscape design & functional art
Moving Image	Video, film & digital images
Digital Art	Broad term applied to art that utilises digital tools across multiple mediums, examples include 3D Art, Artificial Intelligence (AI), digital paintings and Augmented Reality (AR)

Culture

'Local government recognises that 'culture' encompasses our diverse heritage and avenues of expression through arts, architecture, history, language, education, the built and natural environment, leisure, work and daily life. People use culture to express their fundamental character and aspirations'
Australian Local Government Association – Arts and Culture Policy Position 2020.

Section 1: Context

DRAFT

Strategic Context

Recent progress has been made at Federal and State Government levels in strategically forming policies and priorities within arts and culture domains. Creating an opportunity for further advances in integrating arts and culture into the concepts of quality of life, thriving communities, as well as liveable neighbourhoods and cities.

A review of Local, State and Federal Government policies and plans identified the following recurring themes:

- Recognition of the vital role art and creativity play in social, economic, cultural, health and wellbeing outcomes.
- Art can improve the liveability of communities, build a distinctive local identity and generate civic pride.
- Convergence of arts and culture with other industries and sectors can drive innovation, growth and provide solutions to global or local concerns.
- Importance of Intergovernmental collaborations.
- Arts, culture and the creative industries are significant contributors to our economy and attract domestic and international visitors.
- Essential to position First Nations and Kurna communities and creators at the centre of the decision-making process for any Indigenous-focused initiatives.
- Creativity is considered one of the priority skills needed for future employment.
- Expectation that artists are paid for their work, receive fair remuneration and earn income from copyright and royalties.
- The arts and culture sector significantly enhances inclusion and equity by providing access to digitised arts and culture resources and access to physical spaces which support diversity.

Relevant Government and Arts & Culture Sector plans, policies and guidelines to contextualise our Arts and Culture Plan

Federal Government

National Cultural Policy, *Revive: A place for every story, a story for every place.*

Australia Council for the Arts, *Protocols for using First Nations Cultural and Intellectual Property in the Arts*

State Government

Arts & Culture Plan South Australia 2019-2024

South Australian Arts & Cultural Tourism Strategy 2025

Growing our Heritage Future 2030, A 10-year strategy for heritage tourism in South Australia

Creative Industries Strategy 2030

Arts & Culture Sector

The Australian Museums and Galleries Association, *First Peoples: A Roadmap for Enhancing Indigenous Engagement in Museums and Galleries.*

National Association for the Visual Arts, *Code of Practice for Visual Arts, Craft and Design*

Alignment of the Arts and Culture Plan with the City of Norwood, Payneham & St Peters Strategic Plans and Strategies

Strategy	Purpose	Objective/ Action Alignment
<i>CityPlan 2030: Shaping Our Future</i>	Long term visioning and strategic direction for the Council	Cultural Vitality Objectives: 2.1. An Artistic, creative, cultural and visually interesting City. 2.2 A community embracing and celebrating its social and cultural diversity. 2.3 A City which values and promotes its rich cultural and built heritage. 2.5 Dynamic community life in public spaces and precincts.
Access & Inclusion Strategy 2018 -2022	Sets out the Council's approach to planning and service delivery for an accessible and inclusive City	1.1 Ensure, where possible, that all services, programs, events and activities which are delivered by the Council are accessible to citizens of all abilities and backgrounds.
Economic Development Strategy 2021 -2026	Provides a framework to guide Economic Development actions	Strategy 1.1.5 Promote Kent Town as a Cultural & Creative Industries Hub. 1.16 Facilitate opportunities and encourage collaboration between property owners and creatives to deliver creative initiatives. 1.17 Identify funding and/or promotional opportunities for local artists. 2.3 Facilitate the activation of key spaces and precincts in the City. 2.3.2 Maintain an exciting event offering that contributes to the City's brand and continues to grow and enhance social and economic well-being. 2.3.3 Assist business to leverage the City of Norwood Payneham & St Peters, City of Adelaide and State Government event calendars. 2.3.5 Support live music by promoting local venues and local artists as well as engaging emerging musicians for Council organised events. 2.3.6 Continue to maintain the Artist Register on the Council's website.

<p>Built Heritage Strategy 2022 -2027</p>	<p>Provides a framework to guide built heritage actions, resources and budget</p>	<p>Objective 1.2 Celebrate and promote the value of heritage conservation: 1.2.1 SA History Festival</p>
<p>Kent Town Economic Growth Strategy 2020-2025</p>	<p>Actions that encourage a connected neighbourhood that offers unique lifestyle and diverse built form that supports local investment and creates prosperity.</p>	<p>Strategy 3.1 Build a '<i>sense of place</i>': 3.1.2 Explore opportunities to leverage Adelaide's designation as a 'UNESCO City of Music', to support the growth of live music in Kent Town and increase local foot traffic. 3.1.3 Explore opportunities to introduce light, art and colour into the public realm that supports the cultural and creative identity of Kent Town.</p>

Where Are We Now?

How Arts & Culture is currently supported by the City of Norwood, Payneham & St Peters

While this Plan focuses on new actions to improve opportunities for our citizens and local creatives to meaningfully participate in as well as contribute to arts and culture, alongside these actions we will continue to resource, within financial parameters set by the Council, and deliver our current complement of programs and facilities as outlined below.

With an understanding that arts and culture is integral to bringing richness and meaning to individuals' lives and in strengthening social, cultural, economic and health outcomes, the Council currently delivers and resources the following:

Cultural Facilities

- Cultural Heritage Centre
- Gallery at St Peters Town Hall Complex
- Norwood Concert Hall
- 3 Libraries (Norwood Library, Payneham Library and St Peters Library)
- Payneham Community Centre

Arts & Culture Initiatives

- Annual community events program.
- Major Public Art Commissions (Quadrennial Public Artwork).
- Public Art Grants.
- Arts & Culture programs at our libraries that support the development of new skills.
- Exhibitions, such as Art on Parade and Cultural Heritage exhibitions.
- Projects that reflect the people, history and culture of NPSP delivered through our Cultural Heritage Centre.
- Financial subsidies to support our community to participate in open access festivals, such as Adelaide Fringe Festival and South Australian Living Artists Festival (SALA).
- Online Artist Register on the Council's website.

To date, the Council has adopted several policies and initiatives to support arts and culture activities including:

Public Art Policy	https://www.npsp.sa.gov.au/directory_documents/95_public_art_policy
Live Music Policy	https://www.npsp.sa.gov.au/directory_documents/195_live_music_policy
Busking Permit	https://www.npsp.sa.gov.au/directory_documents/11_busking_permit
Reconciliation Policy	https://www.npsp.sa.gov.au/directory_documents/99_reconciliation_policy
Community Consultation Policy	https://www.npsp.sa.gov.au/directory_documents/78_community_consultation_policy
Community Funding Program Grants	https://www.npsp.sa.gov.au/our_community/awards-and-grants/community_funding_program_grants
External Event Guidelines	https://www.npsp.sa.gov.au/our_community/how-to-plan-a-large-community-event
Calendar of Events	https://www.npsp.sa.gov.au/culture_and_lifestyle/events_and_festivals
Artist Register	https://www.npsp.sa.gov.au/culture_and_lifestyle/the_arts/artist_register_sign_up

Local Arts & Culture Sector Challenges

During engagement with our arts and culture sector our local creative community identified the following top three (3) challenges. It is worth noting that many of these challenges are not unique to our local context but representative of wider trends across the arts and culture sector.

Financial

Financial barriers were a recurring theme, these included limited access to arts funding, viability of art as a stable source of income and the subsequent financial stress, as well as, a lack of affordable studio, performance and exhibition spaces.

Arts & Culture Ecosystem

Another key theme to emerge from the survey emphasised the importance of the arts and culture eco-system and interdependence of individual artists, arts & cultural organisations, community networks, cultural policy, marketing and promotion. With a focus on a desire to build stronger networks and collaborations; equitable access to information and paid opportunities; improving visibility of local artist's work and valuing their talents and contribution.

Recognition & Value

Our arts and culture sector emphasised that as a community we must afford far greater recognition to the value of arts and culture to our wellbeing, our economy, our daily lives and cultural vitality, along with recognition and support for non-traditional and emerging artforms, such as digital art.

Highlighting the Council's vital role as a promoter and connector between artists, community, businesses, place and creative opportunities to ensure artists are valued and have meaningful opportunities to contribute to the cultural life of our City.

Our Role in Arts & Culture

We all have a role to play in advancing reconciliation and in creating stronger relationships with First Nations people. Arts and culture can be a provocative avenue into this conversation and utilised as a tool to help to restore the visibility of our First Nations and Kaurna communities, creating a greater sense of understanding, belonging and a shared path forward.

As the governing body of public spaces and community facilities, along with our intimate local knowledge, connection and collaborative partnerships with our citizens, the City of Norwood, Payneham & St Peters is well placed to act as:

- Advocate:** Active role in planning across our City. Advocate for equitable and accessible community participation and contribution to cultural life. Protect, conserve, and promote our local cultural heritage.
- Facilitator:** Facilitate arts and cultural development activities, programs and events that promote and grow social cohesion, health and wellbeing and our cultural vitality.
- Activator of Space:** Plan and deliver integrated, temporary and permanent creative responses to places. Support utilisation of traditional and non-traditional spaces to bring arts and culture to where it is most needed.
- Provider:** Provide a clear plan to co-deliver our 'Cultural Vitality' objectives. Provide deliberate, high-quality services, activities and projects. Monitor and share success.
- Promoter & Sponsor:** Promote current and future arts and culture opportunities. Provide funding and in-kind support to assist community led and co- led projects that facilitate art and cultural outcomes.
- Co-deliverer:** Work in partnership with our community, all levels of Government and form cross sector collaborations to maximise creative opportunities and act in a deliberate and collaborative way.

Guiding Principles

To assist the Council to operationalise our shared concept of arts, culture and cultural vitality, as well as shape and prioritise decisions and actions, this Plan will be guided by the following principles:

Access & Participation

We believe everyone has the right to access cultural participation opportunities. We will seek to engage people of all abilities and ages in creative experiences and will support equitable access, active participation and contribution to cultural life.

Activation

We will foster innovation, imagination and creative expression across all areas of arts and culture to engage and challenge new and existing audiences. We will provide deliberate, diverse and high-quality program of events, activations and exhibitions.

Development

We recognise the essential role our community plays in achieving our shared Cultural Vitality vision and will seek to understand, proactively engage with, and celebrate our local creative community. We will adopt best practice contemporary arts and culture governance and encourage innovation and excellence. We will ensure an equitable approach in supporting and partnering with arts and cultural practitioners and provide arts and cultural development opportunities, such as, funding programs, artist led initiatives and networking opportunities.

Identity

We will commit to actions that reflect our City's cultural diversity and meaningfully contribute to our City's cultural identity. We recognise and respect the crucial place of First Nations people and through genuine partnerships we endeavour to bridge gaps and cultivate richer and more authentic cultural experiences, shared stories and understanding. We will seek to protect and conserve our local cultural heritage for posterity. We will seek to promote arts and cultural assets, locally made cultural products, and the diverse range of arts & cultural participation and visitation opportunities within our City.

Collaboration

We appreciate that the work of many organisations, cultural practitioners, government departments, businesses, education providers, as well as diverse sectors, can overlap or help to inform arts and culture programs and initiatives. Taking a broad view of these interconnections we will identify partnership opportunities to work as a coherent system to achieve our shared goals.

Principles of Local Government involvement in the Arts

Local government involvement in the arts and cultural sector is based upon the following principles:

Culture and its role Local government recognises that 'culture' encompasses our diverse heritage and avenues of expression through arts, architecture, history, language, education, the built and natural environment, leisure, work and daily life. People use culture to express their fundamental character and aspirations;

Breadth of 'the arts' Local government recognises that arts activities encompass:

- the visual, performing and literary arts,
- social events and activities,
- educational activities leading to the development of professional skills and knowledge,
- festivals, celebrations, commemorative events,
- community and urban planning and design, public art and cultural planning;

Breadth of 'cultural services' Local government recognises cultural services include:

- provision of libraries, museums, art galleries and performing arts centres,
- employment and provision of assistance to professional cultural workers,
- encouragement and promotion or development and implementation of cultural activities, and preservation of unique cultural activities;

Art, culture and integrated planning frameworks Local government acknowledges that quality of life in communities can be improved through integrated planning frameworks and arts and culture planning and development, a key function of Local governments that contribute to the wellbeing and connectedness of place.

Art, culture and liveability Local government understands that improving connectedness inspires innovation, increases economic viability by making a place more liveable and therefore attractive to visitors and businesses alike, improves health and wellbeing, is an essential component of Placemaking, and is responsive to contemporary digital communications;

Strategic cultural planning Local government recognises strategic cultural planning is a key initiative enabling local communities and councils to respond to changing social, recreational, leisure and economic needs, and to address the increasing demand for cultural resources;

Multiculturalism & cultural diversity Local government recognises and respects cultural diversity by developing and promoting a range of multicultural activities to include CaLD community groups;

Cultural identity Local government recognises the rights of individuals and communities to determine their own cultural identity by promoting consultation and encouraging participation;

Cultural conservation Local government supports conservation of cultural heritage and promotes innovation and creativity, recognising that the maintenance of a dynamic balance between the preservation of the old and the evolution of the new is the hallmark of a rich and productive culture; and

Museum facilities Local government aims to increase its involvement in the support of local, regional and community museums and to achieve better communication with its state and Commonwealth funding partners, in order to ensure communities receive the best museum facilities and services available.

Australian Local Government Association – Arts and Culture Policy Position 2020.

Section 2: The Arts & Culture Plan

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Developing the Arts & Culture Plan

Direct contributions from several sources have been considered in the development of this Plan. To ensure a holistic and integrated approach an arts and culture project team, consisting of the Manager, Arts, Culture and Community Connections; the Arts Officer and the Cultural Heritage Coordinator, conducted face to face and survey engagement with our community and arts and culture sector, as well as internal engagement across Council Departments.

The project team reviewed the feedback and examined current State and Federal Government policies and plans, sector trends and other local government arts and culture plans, to inform the development of this Plan.

The Council reviewed the draft plan and the community were invited to provide feedback prior to preparing the final document.

This Plan is best considered in conjunction with the Arts and Culture Plan 2024-2027 Community Engagement Report and the *CityPlan 2030: Shaping Our Future* (Outcome 2- Cultural Vitality) accessible via the Council's website.

Timeline of how we developed the Plan

May-June 2023	Discovery	Community engagement to develop the Plan
June – July 2023	Development	Draft Arts & Culture Plan
July 2023	Review stage 1	Staff feedback on draft Plan
August 2023	Review stage 2	Council review & feedback on draft Plan
September 2023	Review stage 3	Community feedback on draft Plan
October – December 2023	Finalisation	Final Plan designed
December 2023	Launch	Plan available on the Council website
Jan 2024 to Jan 2027	Implementation	Over the next 3 years we will implement our actions & introduce annual reporting

Review Process

The Arts and Culture Plan 2024-2027 has been developed and will be delivered through close working relationships with our creative community. To continue this two-way dialogue key outcomes and progress updates will be reported on annually and shared via the Council's website.

As this is a dynamic document to move us toward our 2030 Cultural Vitality objectives, the annual update will include a list of the next year's priority actions as we progressively monitor, evaluate, define, incorporate emerging information and opportunities, adapt and map future actions.

The first annual progress report is due in December 2025 with the final three (3) year review delivered early 2027.

The Plan 2024 to 2027

While each Cultural Vitality objective stands alone, many strategies and actions overlap, both within this Plan, as well as across other Council strategic management plans.

To achieve the best outcomes for our community, we will adopt a whole of Council approach to align planning, resources and delivery.

Each financial year throughout the life of this Plan, a detailed budget plan will be created that outlines that year's activities and resources, including cost projections; technical, material and human resources requirements; as well as potential external funding sources and partners to co-deliver the projects.

Every effort will be made to deliver actions within annual operational budget and resource allocations. It is anticipated that the larger scale foundation projects outlined in the 'Foundation Projects' section of this Plan, will require external contractors to deliver components of the project, additional volunteers, as well as, external funding support.

The following pages set out the Cultural Vitality objectives and strategies we will pursue over the next three years.

An artistic, creative, cultural & visually interesting City

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CityPlan 2030 Objective 2.1: An artistic, creative, cultural & visually interesting City

Strategy 2.1.1 Use the arts to enliven public spaces and create 'a sense of place.'

How will we achieve this?	Description / components	When will we achieve this?	Art form
Develop a Public Art Masterplan (Foundation Project)	<p>The Public Art Masterplan will supersede the 10-year public art plan 'Thinking through the City' 2009-2019.</p> <p>The public art masterplan will assist us to identify where public art thrives and where opportunities exist.</p> <p>For additional information, refer to section 3 of this plan.</p>	2024- 2027	Public Art
Utilise smart technology and digital tools to promote public art places	<p>Explore applications of an online Public Art GIS and/or Story map that contains public artwork locations and integration of online maps with artwork information, photos & videos. Creating data that can be used for public art tours, to manage public art works and assist in the identification of new public art locations.</p> <p>Contents of the online map will be catalogued as part of the foundation project: Public Art Masterplan.</p> <p>This initiative will provide an opportunity to trial GIS tools prior to creating a more complex online Cultural Map (refer to section 3) and will explore integration with other GIS projects initiated by the Council.</p>	2025-2027	Public Art
Arts & Culture Exhibitions at St Peters Town Hall Complex	<p>Curate an annual arts & culture exhibition program at the Gallery, St Peters Town Hall Complex, to showcase contemporary artists across a range of art media; activate the space and creatively exhibit cultural heritage artefacts and history.</p> <p>Trial four (up to 6-weeks) open calls for contemporary artists to exhibit in the 2024 exhibition season. Include artist talks and artist led activations and workshops.</p> <p>Develop a gallery page on the Council website to promote upcoming exhibitions, workshops, artists talks and exhibition program expressions of interest.</p>	2023-ongoing	All

Program of interactive arts & culture activities to complement & activate the Gallery	Alongside the exhibition program, facilitate and co-deliver, in partnership with artists and cultural practitioners, complementary interactive activities within the gallery, libraries and Cultural Heritage Centre to encourage active participation and to broaden and deepen cultural engagement with new and diverse audiences.	2024-ongoing	Cultural Development
Curate Eastern Health Authority (EHA) Gallery Wall	In partnership with EHA develop an annual exhibition program for the site, complementing the exhibition season at St Peters Town Hall Complex and arts and culture activations and events across our City. Where appropriate utilise the gallery wall to display community outcomes of the 'program of interactive arts & culture activities' (outlined above).	2024-ongoing	Visual Art
Support the growth of live music across our City	Stage 1: Identify potential locations, partners and live music activation ideas. Including potential partnerships with open access and music festivals & other providers, such as Umbrella Festival and Music SA. Stage 2: Plan and co-deliver live music activation(s).	2024-2025	Performing Art
Develop Creative Hoardings Guidelines	Provide clear guidance for the use of art and creative images on hoardings on construction sites within the City, for both council led projects and private developments.	2026-2027	Visual Art
St Peters Fair market stalls for young emerging artists	Following the trial of market stalls for young artists and makers at St Peters Fair in 2023, provide market stalls for young people, via an expression of interest process, at the 2024 fair. In collaboration with participating artists, review the 2023 to 2024 initiative to assist in identifying ways in which we can further support young emerging artists from 2025 to 2027.	2024	Visual Art
Support accessibility best practice	To support improved accessibility of arts & culture exhibitions, create an exhibition style guide for the Gallery at St Peters, including font size, type and colours. Investigate an accessible exhibition in conjunction with the History Trust, Access2Arts and/or Arts SA. Install stage extensions at either side of the Norwood Concert Hall Stage to cover the stairs and enable an access ramp to be temporarily installed to the stage.	2024-ongoing	Cultural Development

Implement equitable application processes	<p>Provide options for flexible application formats, on request, for community funding, Artist commissions & exhibition program expressions of interest.</p> <p>Advertise opportunities through diverse networks and include equity, diversity and inclusion statements on application information.</p> <p>Ensure assessment criteria are transparent and available to applicants.</p> <p>Conduct an annual evaluation of the funding application process to track progress towards increased diversity of successful applicants.</p>	2024-ongoing	Cultural Development
Review and update the Council's Public Art Policy	<p>Scheduled for review in 2023</p> <p>Update the policy to ensure it encapsulates and supports the effective delivery of actions contained within this plan.</p>	2023-2024	Public Art
Review and update the Council's Live Music Policy	<p>Scheduled for review in 2023.</p> <p>Update the policy to ensure it encapsulates and supports the effective delivery of actions contained within this plan.</p>	2023-2024	Performance Art
Review and update the Council's Busking Policy and process	<p>Provide clear guidelines to encourage busking activation and expand identified busking locations beyond The Parade, Norwood.</p>	2024-2025	Performance Art
Develop a visual and sculptural art acquisition, lease and bequest policy and procedure	<p>Develop artwork acquisition, lease and bequest policy and procedure.</p> <p>Consider a contemporary artwork lease or acquisition program for Council owned facilities.</p>	2026-2027	Visual Art Public Art
Develop stobie pole art guidelines	<p>Develop guidelines to assist our community to easily understand the artwork approval process, installation, material as well as community consultation requirements.</p>	2025-2026	Public Art
Explore creative wayfinding and signage options for Council owned buildings	<p>Creative wayfinding and signage at key Council owned facilities to reflect the Council's commitment to and expression of our Cultural Vitality.</p> <p>Explore creative uses of digital signage technology to display wayfinding and venue information and to create interactive and engaging experiences.</p>	2026-2027	Public Art Digital Art

Strategy 2.1.3 Attract and support cultural and creative organisations, businesses and individuals.

How will we achieve this?	Description / components	When will we achieve this?	Art form
Develop a Cultural Map of our City (Foundation Project)	<p>Inventory of cultural assets within our City. Evidence based research to inform investment in promotion, networking, collaboration and program development to promote and build upon the interrelations between local arts and cultural assets, public art locations, cultural heritage and events.</p> <p>For additional information, refer to section 3 of this plan.</p>	2026- 2027	All
Develop a digital marketing & promotion plan (Foundation Project)	<p>Develop a Council wide digital marketing plan that includes effective digital communication across various platforms to promote Council services, projects and programs. Together with local arts and cultural assets to enhance our identity as an artistic, creative, cultural & visually interesting City and attract creatives to our City.</p> <p>Work collaboratively with our local arts and cultural community to facilitate the development of packages, including online/smart tools, that promote our City's unique arts and cultural experiences and services, including the Norwood Concert Hall.</p> <p>For additional information, refer to section 3 of this plan.</p>	2026- 2027	Cultural Development
Review and update the artist register on the Council's website	<p>Review the Council's online artist register to find out how Artists would like to use this tool to ensure it is relevant and of value.</p> <p>Ensure all artforms are represented on the artist register.</p> <p>Investigate and consider business or resident seeking artist initiatives to help match artists with local public art locations.</p>	2025-ongoing	All
Investigate Artists in residence program	<p>Explore viability and need of an Artist in Residence program, across all artforms.</p> <p>Identify collaborative partnerships with arts & culture organisations and businesses to co-deliver a trial program.</p>	2025-2027	All

<p>Collaborations and partnerships with artists, historians and arts & cultural practitioners</p>	<p>Where appropriate, convene topic specific focus groups with our arts and cultural community to inform and support project planning and implementation of actions contained within this Plan.</p> <p>Seek partnership opportunities to source external funding to co-deliver arts and culture initiatives in our City.</p> <p>Explore strengthening collaborations with existing arts and culture partners, such as Three D Radio. Currently the Council partners with Three D Radio to deliver the New Vibes program to mentor young people to broadcast their own radio show.</p>	<p>2024-Ongoing</p>	<p>All</p>
<p>Ensure Council provides fair remuneration to artists and cultural practitioners</p>	<p>Informed by the National Association for the Visual Arts (NAVA) code of practice payment rates, ensure artists and cultural practitioners are fairly remunerated for the delivery of arts and cultural services, commissions and initiatives in partnership with the Council.</p>	<p>2024-ongoing</p>	<p>Cultural Development</p>
<p>Seek opportunities to attract live music performances to the City</p>	<p>Explore Open Access Festival, such as Umbrella Festival, registration fee subsidy and promotion to increase visibility and participation of local musicians and venues.</p> <p>Review the Council's busking guidelines to encourage and better support music activation (as per strategy 2.3.1 above).</p> <p>Expand the public art funding program to include original live music performances in non-traditional spaces to bring music experiences to a broader audience and activate spaces.</p>	<p>2024-ongoing</p>	<p>Performance Art</p>
<p>Curate live music event(s) to fill gaps in live music experiences across our City</p>	<p>Explore gaps in live music experiences within our City and identify potential collaborative partnerships to conceptualise and curate live music event(s) to fill these gaps.</p>	<p>2025-2026</p>	<p>Performance Art</p>
<p>Encourage local music in businesses and at Council funded events</p>	<p>Encourage businesses and Council funded events, as appropriate, to offer live and local music experiences and/or play local music within their premises, for example, Support your local_ music SA Spotify Playlist.</p>	<p>2026-ongoing</p>	<p>Performance art</p>
<p>Identify opportunities for artists to be commissioned to create original artwork for Council marketing campaigns and projects</p>	<p>Creation of original artwork for marketing campaigns, such as events, community consultation promotion and strategic documents.</p>	<p>2025-ongoing</p>	<p>Visual Art</p>

	Council projects such as artwork integrated with streetscape designs and interactive art installations in playgrounds.		
Facilitate and promote networking events for local creatives	<p>Stage 1: Investigate current networking opportunities. Identify and engage potential partners.</p> <p>Stage 2: Informal consultation with our creative community to identify networking needs and gaps.</p> <p>Stage 3: Promote existing networking opportunities on our website and directly to our creative community database. Including promotion of the two (2) annual business networking events facilitated by the Council's Economic Development Unit.</p> <p>Stage 4: In partnership with our creative community, and if a need exists, coordinate networking events for local creatives.</p>	2024-ongoing	All
Identify and support participatory literary arts opportunities	<p>Include poetry and spoken word as a permitted activity within the revised busking policy.</p> <p>Expand the public art funding program to include literary arts to facilitate more people experiencing and participating in this artform.</p> <p>Explore collaborative community participatory projects with Kensington and Norwood Writer's Group and other literary organisations.</p> <p>Explore expanding the current Writer's week program of activations within our City.</p>	2024	Literary Arts
Identify opportunities to support and showcase emerging artforms	<p>As part of the Public Art Masterplan (refer to section 3 of this plan) identify places of potential for digital, immersive and/or interactive artworks (including sound art).</p> <p>Encourage artists to explore novel and unconventional approaches to art within the gallery and proposed artist in residence program.</p> <p>Explore collaborative partnerships to develop and showcase emerging artforms.</p>	2024-2027	Moving Image Digital Art
Provision of rehearsal spaces for hire to develop new theatre productions	To nurture the development of local creative talent, identify spaces within the Council's community facilities that are suitable as rehearsal spaces for hire. Create a targeted promotion of rehearsal spaces and consider additional discounts during non-peak hire periods.	2025-2027	Performance Art

	Following the development of the Cultural Map, identify areas with limited or no access to rehearsal spaces and explore collaborations to support the use of non-council spaces for performance art within areas of need.		
Identify opportunities for cross sector collaboration to respond to the challenges ahead of us	Identify and build relationships with the Arts & Culture Sector, external funding bodies, businesses and non-arts sectors to co-design initiatives that respond to the challenges ahead of us, for instance arts and the environment.	2026-ongoing	All
Council staff representation on and /or membership of arts and culture peak bodies and associations	To ensure the Council is actively engaged in the creative eco system, membership may include, but not limited to, National Association for the Visual Arts (NAVA); Australian Museums and Galleries Association Inc (AMaGA); Arts SA; Guildhouse; Creative Australia - Australia Council for the Arts; Music SA; OneMusic Australia; Writers SA; Creative Partnerships Australia & The Australia Cultural Fund	2024-ongoing	Cultural Development
Continue the Council's OneMusic licence annual subscription	Supports playing music at Council events and community facilities.	2024-ongoing	Performance Art

A community embracing and celebrating its social and cultural diversity

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CityPlan 2030 Objective 2.2: A community embracing and celebrating its social and cultural diversity.

Strategy 2.2.1 Acknowledge and recognise local Aboriginal heritage and history

How will we achieve this?	Description / components	When will we achieve this?	Art form
Map sites of First Nations significance	Component of the Public Art Masterplan, (refer to section 3 of this plan). Partner with Aboriginal Elders to identify and map sites of Indigenous significance to guide locations for First Nations artwork, dual naming, signs of respect & storytelling. Building upon knowledge of known sites along Karrawirra Parri & local creeks.	2025 - 2026	Cultural Development
Collaborative cultural heritage programming in partnership with First Nations cultural workers and artists	<p>In partnership with First Nations cultural workers and artists, identify opportunities for collaborative planning of initiatives that connect our community to First Nations art, culture and storytelling and embed this into the Cultural Heritage program.</p> <p>In partnership, identify opportunities for First Nations curators and artists to deliver exhibitions, programs and insights into our collective history as part of the exhibition and cultural heritage programs, including, where appropriate, bilingual exhibitions (eg. Kurna & English labels).</p>	2025 - ongoing	Cultural Development
Showcase contemporary First Nations artists	Connect with and identify collaborative projects with contemporary First Nations Artists. Include contemporary First Nations music and visual art as part of the Council's annual arts and culture exhibition program to present First Nations culture as a continuous living culture.	2025-ongoing	All
Heritage Collections management: two-way caretaking of First Nations cultural material	Ensure the way we collect, handle, store, represent & interpret First Nations cultural material is in consultation with First Nations Elders and community and, as appropriate, that we embed First Nations values within our collection practices.	2025-ongoing	Cultural Development

Strategy 2.2.2 Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups

How will we achieve this?	Description / components	When will we achieve this?	Art form
Review the Council's community grants program	Ensure the Council's community grants program supports all artforms, as contained in the 'what do we mean by arts & culture' section of the Plan. Support Cultural groups and organisations, who are seeking Council funding for cultural celebrations, to deliver events that are welcoming and open to all to attend.	2024	Cultural Development
Build connections with established and emerging cultural organisations	Identify collaborative projects and programs to encourage interaction between different cultural and demographic groups.	2025-ongoing	Cultural Development
Investigate and devise solutions to enhance participation outcomes for multicultural arts	Through improved marketing and promotion maximise awareness and usage of Council owned facilities to ensure a diverse program of multi-cultural workshops and participatory experiences. Following the creation of the Cultural Map (refer to Section 3 of this plan) identify places of potential for multicultural arts and culture activations.	2024 2027	Cultural Development
Bring cultural activities to where they are needed most	Through the Cultural Map project (refer to section 3 of this plan) identify potential utilisation and activation of traditional and non-traditional spaces to bring cultural participation opportunities to where they are most needed.	2027	Cultural Development

Strategy 2.2.3 Promote understanding of and respect for our cultures and heritage

How will we achieve this?	Description / components	When will we achieve this?	Art form
Heritage Collection Digitisation Project (Foundation Project)	Digitise the Council's heritage collection to improve community access via a searchable online catalogue.	2024-ongoing	Cultural Development

	<p>A project plan will be developed in 2023/2024. Due to the scale of the project, digitisation of the collection will extend beyond the three years of this arts and culture plan.</p> <p>Potential Partners include: National Library of Australia / Trove; State Library of South Australia & Libraries SA; History Trust of SA; State Records of South Australia; National Archives of Australia; Volunteers & Local Historians.</p> <p>For additional information, refer to section 3 of this Plan.</p>		
Citywide Cultural Heritage Initiatives and activations	Develop an annual Cultural Heritage program, utilising resources and information developed through the Cultural Map project (refer to section 3 of this Plan), to bring initiatives to where they are needed most.	2024-ongoing	Cultural Development
Research and develop a First Nations register on our website	In partnership with and approval from Elders, explore viability and appropriateness to develop a First Nations register on our website that includes biographies, contact details and specialised cultural services local First Nations community can provide. Increasing visibility and community access to engage First Nations to deliver cultural consultancy, education, services and experiences.	2025-2027	Cultural Development

A City which values and promotes its rich cultural and built heritage

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CityPlan 2030 Objective 2.3: A City which values and promotes its rich cultural and built heritage

Strategy 2.3.2 Reflect our City's history through cultural heritage programs and initiatives

How will we achieve this?	Description / components	When will we achieve this?	Art form
Develop an annual program of cultural heritage initiatives	Cultural heritage annual program of exhibitions, workshops, projects and events across a broad range of topics. Top 5 topics identified by our community during the Arts and Culture Plan 2024-2027 community consultation are: <ol style="list-style-type: none"> 1. Art, Music & Literature 2. Local Stories (past and present written and oral histories) 3. Natural Environment 4. First Nations Culture & Stories 5. Local Landmarks & Buildings 	2024-ongoing	Cultural Development
Review and update local heritage interpretive signage across our City	Update and refresh heritage signs to catch the eye and imagination, encourage visitors and interest in cultural heritage. Explore options to link physical signs to online information, GIS and/or smart city applications to create an interactive and engaging experience.	2025-2027	Cultural Development

Dynamic community life in public spaces & precincts

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CityPlan 2030 Objective 2.5: Dynamic community life in public spaces & precincts

Strategy 2.5.3 Host and facilitate community events and activities

How will we achieve this?	Description / components	When will we achieve this?	Art form
Conduct an annual review of the Council's events program	<p>Develop an event assessment approach to ensure events continue to contribute to dynamic community life in public spaces and precincts.</p> <p>Assessment of whether benefits and outcomes of Council led events have warranted event costs and resources.</p> <p>Identify potential collaborative partners and trial new event concepts.</p>	2024-2025	Cultural Development
Annual program of cultural activations and events in areas with limited cultural participation opportunities	Following the development of the cultural map (refer to section 3 of this Plan), proactively plan and deliver a program of events and arts and cultural activities in areas with limited cultural participation opportunities.	2026-onwards	Cultural Development
Support our community to deliver and participate within open access festival events	Potential collaborations and promotions include Adelaide Fringe Festival; Umbrella Festival and South Australian Living Artist Festival (SALA).	2024-ongoing	All
Support local artists to deliver activations, workshops and events	<p>Continue programming local live music at events.</p> <p>Continue engaging artists to deliver workshops within our libraries and community facilities.</p> <p>Fund artist led initiatives, across all artforms, through the Council's community funding program.</p> <p>Explore viability of Artist in Residence program, including, collaborative partnerships with arts and culture organisations and businesses to co-deliver the program.</p> <p>Create employment and/or training opportunities for Artists to co-deliver Council coordinated events and activities.</p>	2024-ongoing	All

Explore being part of Play Streets	<p>Develop a process to support neighbourhood led temporary road closures for play activities. Enabling residents to reclaim and close quiet residential streets, for up to 3 hours, as safe open spaces to connect and play.</p> <p>Create an online map of streets that can host a play streets activation.</p> <p>Potential Partners: Play Australia</p>	2024-2025	Cultural Development
Council staff creative think tank	<p>Quarterly sessions bringing together staff from across the organisation to support interdepartmental information sharing and brainstorming to generate mid to long term collaborative ideas for events, programs, exhibitions and creative initiatives across our City.</p>	2023-ongoing	Cultural Development

Section 3: Summary of Foundation Projects

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Summary of Foundation Projects

The below projects are multi-year foundation projects that will guide future decisions and the development of related sub-projects and actions as we review our progress and move toward our 2030 Cultural Vitality objectives.

Projects commencing in 2024

Public Art Masterplan

The public art masterplan will consider:

- Art Placement

Opportunities for art to be located. Taking into account, proximity and spread of existing artworks; contribution to the visual and general public amenity of the neighbourhood; significance of the location to the community; potential for high frequency engagement & place activation.

- Art Typologies

What kind of art could feature, for instance, mural, sculpture, site specific installation, First Nations led, ephemeral, permanent, temporary, destination/iconic, interactive, digital, sound based, art trail or functional artwork.

- Art Integration

Opportunities for art to integrate with the building, streetscape or place.

- Scale

Suitable scale for the surrounding environment, small, human scale to significant iconic piece.

Project stages:

- | | |
|-----------------------|---|
| Stage 1 Discovery: | Map current public art locations (council and privately funded) to identify where creativity thrives and where opportunities exist.
Map sites of Indigenous significance to guide locations for First Nations artworks & storytelling. |
| Stage 2 Foundation: | Develop place assessment criteria/tool to aid the selection of places of potential |
| Stage 3 Analysis: | Precinct specific analysis and prioritise places of potential especially suitable for public art. |
| Stage 4 Development: | Create Public Art GIS map for public viewing
Details of each potential location (typology/ scope/ opportunities/ artwork objectives/ rationale)
Group potential artwork locations into price brackets that can be prioritised to suit available budget and external funding opportunities.
Create Public Art Masterplan document |
| Stage 5 Consultation: | Community feedback on draft masterplan |

- Stage 6 Final Plan: Develop final masterplan and Council endorsement.
 Stage 7 Launch: Promote masterplan and community led public art location opportunities
 Stage 8 Funding: Apply for external funding opportunities (as necessary)

Heritage Collection Digitisation Project

Create a searchable online catalogue to improve community access to the Council's heritage collection via personal or public devices.

Project Stages:

- Stage 1 Discovery: Digital management best practice, platforms and case studies. Identify interoperability opportunities.
 Stage 2 Prioritise: Prioritise collection for digitisation based on community requests & enquiries.
 Stage 3 Systems: Confirm Software Systems
 Stage 4 Funding: Apply for grant funding
 Stage 5 Delivery: Commence digitisation of collection
 Stage 6 Promotion: Promote available online resources to our community.

Digital Marketing Strategy

Develop a Digital Marketing Plan that includes effective digital communication and promotion of local arts & cultural assets to enhance our identity as an artistic, creative, cultural & visually interesting City & attract creatives to our City.

Project Stages:

- Stage 1 Research: Capture how other LGA's are utilising their digital media and identify strengths and weaknesses. Clarify what each digital platform could communicate.
 Stage 2 Consultation: Create a consultation survey for internal and external stakeholders as to content they would want communicated on our digital media platforms.
 Stage 3 Objective: Identify the objectives of all digital platforms and what will be deemed as success.
 Stage 4 Creation: Create a Digital Marketing Plan. Within this will be a three-year plan with reports after each year on the direction taken and the results of engagement. An Internal Style Guide will be created.
 Stage 5 Reporting: After the three years of the Plan a report will be presented to Council with a review of the objectives.

Projects commencing in 2026

Cultural Map of our City

Inventory of cultural assets within our City, including, theatres, galleries, studios, live music venues, museums, local heritage places, public art locations identified during public art masterplan project and locations of regular events and activations (eg. markets, art on parade, jazz in the park).

Project Stages:

- Stage 1 Discovery: Expand upon cultural mapping activities of the proposed People, Place and Activity Strategy, identify & map local arts & cultural assets.
- Stage 2 Interaction: Create and promote an online publicly accessible cultural map (eg. GIS).
- Stage 3 Research: Use map to identify where creativity thrives or an activation opportunity exists. Includes integration with the public art map and masterplan.
- Stage 4 Activation: Develop activation initiatives for locations where arts & culture are needed most across our City. Including locations suitable for community funded activities to encourage various forms of cultural engagement. Where appropriate, advocate for creative use of bookable, vacant or non-traditional spaces.
Identify and promote the network of existing creative spaces, halls, rehearsal and performance spaces for sharing arts and culture.

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DRAFT

Back page – contact us & logo

Photo credits

DRAFT

Attachment B

Draft 2024-2027 Arts and Culture Plan

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City of
**Norwood
Payneham
& St Peters**



Arts & Culture Plan 2024–2027

2023 Community Engagement Report (Phase 1)



City of
Norwood
Payneham
& St Peters



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Introduction

A culturally rich and diverse City, with a strong identity, history and sense of place.
CityPlan 2030, Cultural Vitality Aspiration.

In 2022, the City of Norwood Payneham & St Peters established the new Arts, Culture & Community Connections Unit to support the delivery of Cultural Vitality outcomes and objectives contained in the *CityPlan 2030: Shaping our Future*.

To move us toward realising this vision, the Arts & Culture Plan 2024-2027 will provide an arts and culture roadmap to clearly define and guide our short to medium term actions, partnerships and resources for the next three years, to strengthen Arts & Culture activation, development, identity and collaboration across our City.

The community engagement process consisted of two stages:

Phase 1: Creating the draft Arts & Culture Plan

The community was invited to share their ideas for short to medium term actions to improve the cultural vitality of our City via a face to face ideas café session as well as an online survey. Community ideas and aspirations were then mapped against the *CityPlan 2030: Shaping our Future* Cultural Vitality objectives and strategies. Allowing the draft Arts & Culture Plan to be developed in response to the ideas of local citizens, our arts and cultural sector, as well as Council staff.

A total of 71 citizens participated in stage 1 of the community engagement process (57 survey respondents and 14 people attended the community engagement workshop).

Phase 2: Public Consultation on draft Plan

In August 2023 the community will be invited to provide feedback on the draft Arts & Culture Plan.

This report summaries phase 1 community engagement undertaken by the Council to assist in shaping the draft Arts & Culture Plan 2024–2027.

Thank you!

The City of Norwood Payneham & St Peters would like to acknowledge and thank all of the citizens who participated in the community engagement process by attending the Ideas Café and completing a survey. Your knowledge and input have been integral to the development of the draft Arts & Culture Plan 2024-2027.

Community Engagement Report

What is the Purpose of this Report?

The purpose of the Arts & Culture Plan 2023 Community Engagement Report, is to present to the Elected Members, the citizens of the City of Norwood Payneham & St Peters and the wider arts & cultural community, a summary of ideas and comments which have been received during stage 1 of the community engagement process, creating the draft Arts & Culture Plan.

The community engagement process included a face-to-face ideas café session as well as online or hard copy surveys. Our community participation goal was to work directly with our citizens throughout the process to ensure their ideas and aspirations are consistently understood, considered and directly reflected in the actions and priorities of the Arts & Culture Plan.

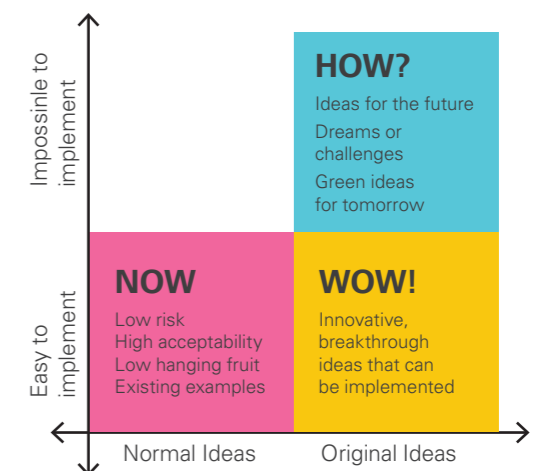
The outcomes of the stage 1 community engagement process resulted in the development of the draft Arts & Culture Plan 2024–2027.

How did we engage with our community?

Phase 1: Creating the draft Arts & Culture Plan

Phase 1 of the community engagement process commenced on 8 May 2023 and concluded on 6 June 2023.

The Council facilitated an ideas café held at St Peters Town Hall Complex on Saturday 27 May 2023. The purpose of the ideas café was to generate innovative ideas for actions to move us closer to achieving our *CityPlan 2030* Cultural Vitality goals. The relaxed style event enabled participants to share and explore ideas in small table groups. The venue was setup with five tables, each table focussed on a particular Cultural Vitality strategy (Appendix A). Participants were invited to join one of the tables and generate ideas for ten minutes in response to the theme on that table, each member of the group then moved to the next table until they visited all five. Table hosts were stationed at each table to help facilitate conversation, to welcome the next group and briefly overview the ideas from the previous round. Table hosts recorded the ideas on wall pad paper, sorting them under the headings how, now and wow.





Complementing the face-to-face ideas café session, a survey was prepared for citizens to complete which was available online through the Council website and hard copy format upon request (Appendix B). Citizens who required assistance to participate in the project were invited to contact the Council’s Arts Officer and a face to face or phone meeting was arranged.

1500 Postcard promotion sent to 13 local cafes

8 May 2023

Council website project page and survey opened.

A Latest News item on the Council’s website home page, “Have your say on our City’s three-year Arts & Culture Plan.”

9 May 2023

A media release from Mayor Robert Bria titled: ‘Arts and Culture Plan now open for consultation.’

11 May 2023

InDaily Article: Arts vision for the inner-east

12 May 2023

An email delivered to 707 local arts & cultural sector businesses, sole traders, groups and organisations advising of the community engagement and ways in which the sector can contribute.

Staff were invited to contribute ideas to a physical ‘idea board’ installation at the Norwood Town Hall. The idea boards provided a visual collection of thoughts curated by NPSP staff. Ideas were organised under the relevant Cultural Vitality Goals and were gathered from 12 May to 6 June 2023.

19 May 2023

5mbs Arts Diary Promotion

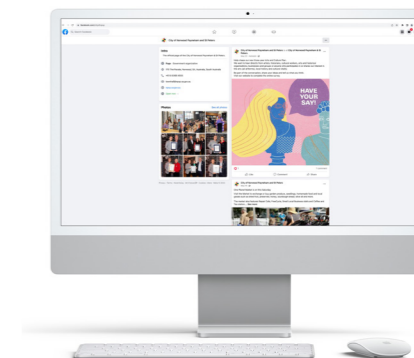
27 May 2023

Community engagement event, Ideas Café.

August 2023

Stage 2: Public Consultation on the draft Plan is scheduled to open in August 2023.

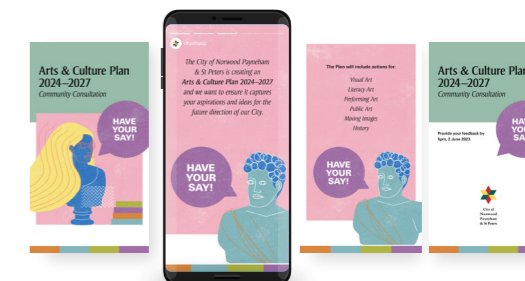
Social Media Engagement



4 announcements were posted to the Council’s Facebook page

Post Reach: 16,197(paid ad) + 312 + 363 + 262 = 17,134

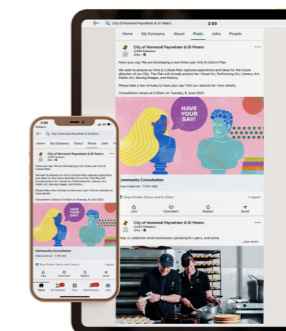
Post Engagement: 20 + 1 + 1 + 3 = 25



2 announcements were posted to the Council’s Instagram page

Post Reach: 101 (reel) + 183 = 284

Post Engagement: 1 + 4 = 5



1 announcements were posted to the Council’s LinkedIn page

Post Reach: 553

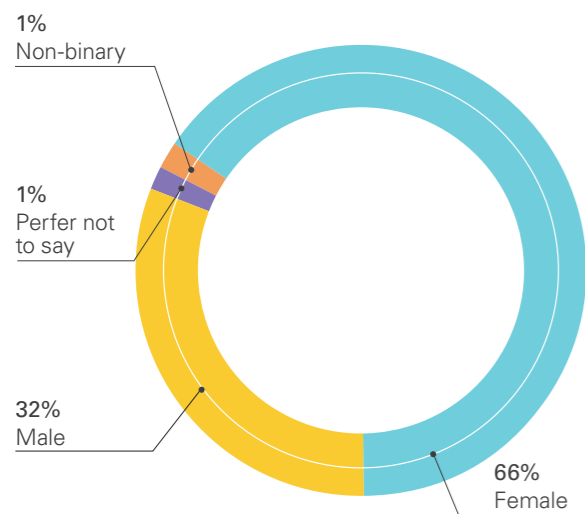
Post Engagement: 9

Community Engagement Summary (Phase 1)

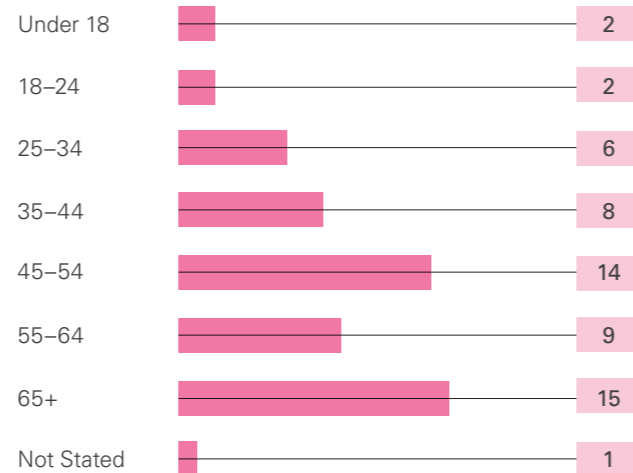
The following summary provides an overview of the Council survey results conducted during the consultation for the Arts & Culture Plan 2024–2027. Survey sample size: 56 online and 1 hardcopy surveys, total of fifty-seven (57) surveys received. Face to face community feedback: 14 participants. Total sample size 71.

Demographics

Gender



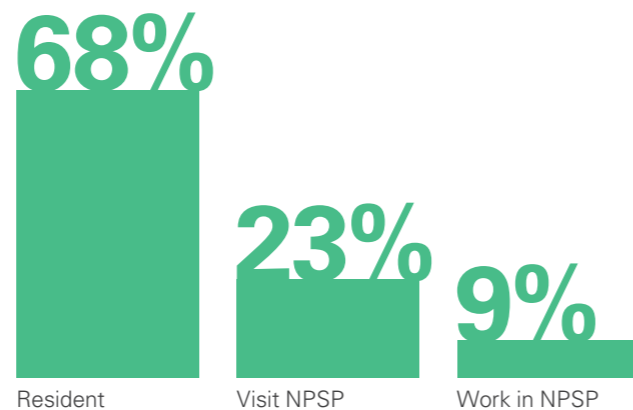
Age



Identity

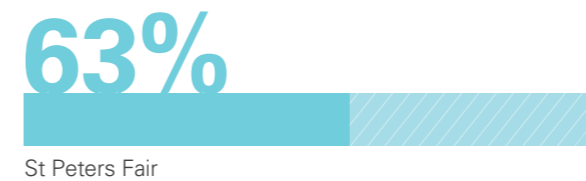
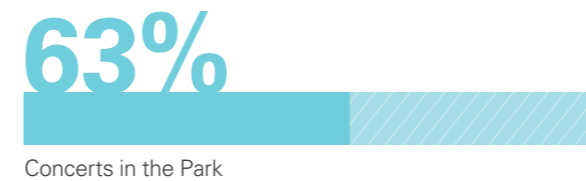
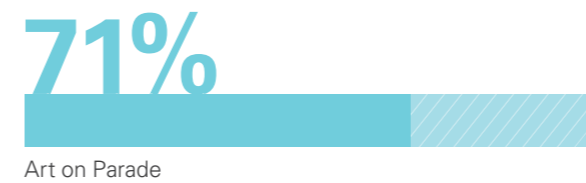


Connection to NPSP

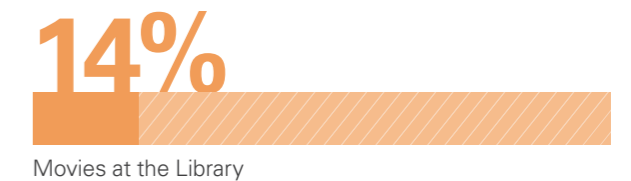
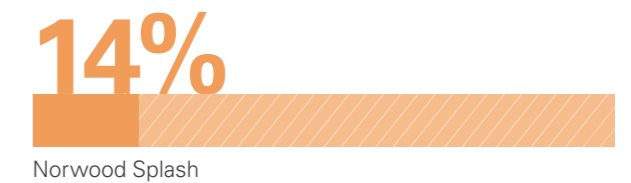


Engaging with Arts & Culture

Top 3 events respondents are likely to attend in the future



Events respondents are least likely to attend in the future



What other events would you like offered in our City?

Key themes included a desire for interactive, participatory and accessible events.

Such as artist led workshops, artist talks, exhibitions and events that showcase diverse artforms, including theatre, live music and digital art.

A reoccurring theme also included the importance of marketing events, as well as, providing street art or sculpture trail information on our website.

History topics that are of interest to our community

50% or more survey respondents are interested in the following topics;

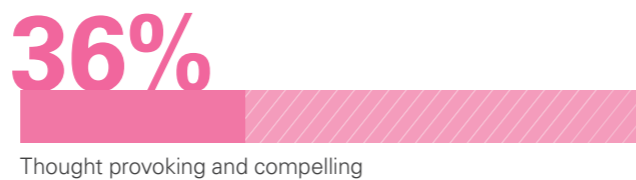
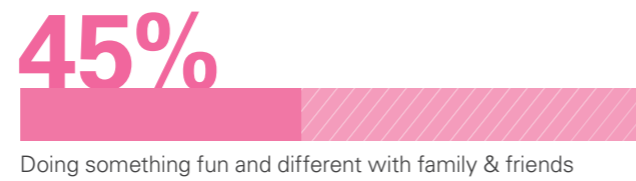


Our community also suggested the following cultural heritage topic ideas

- Use art mediums to interpret the cultural heritage collection, places & stories.
- Outstanding contributors to the Arts who have lived in our city over the past 100 years.
- Photos & pictorial histories (including history of infrastructure development).

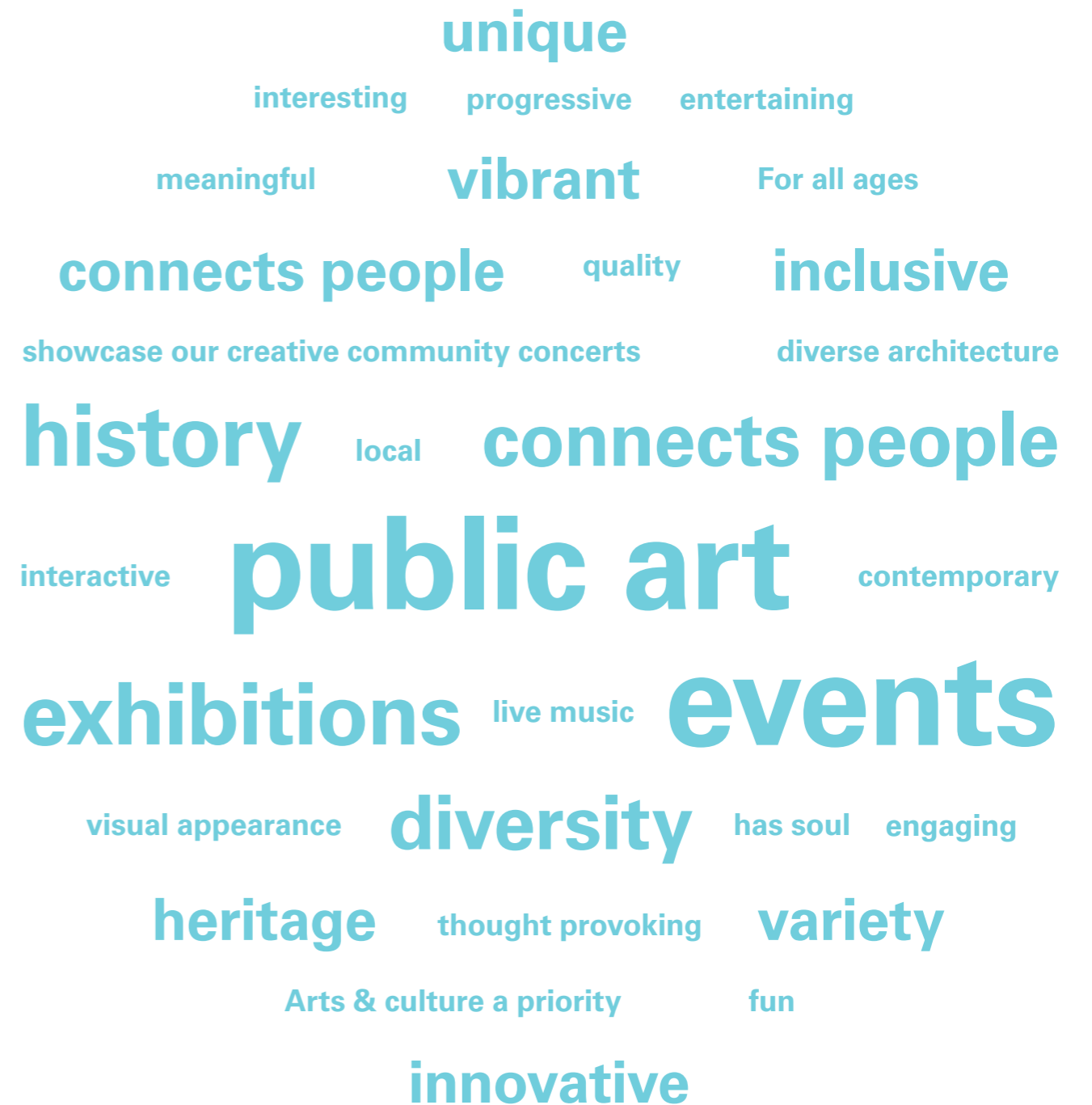
What our community enjoys about participating in arts & cultural experiences

Top 5 responses



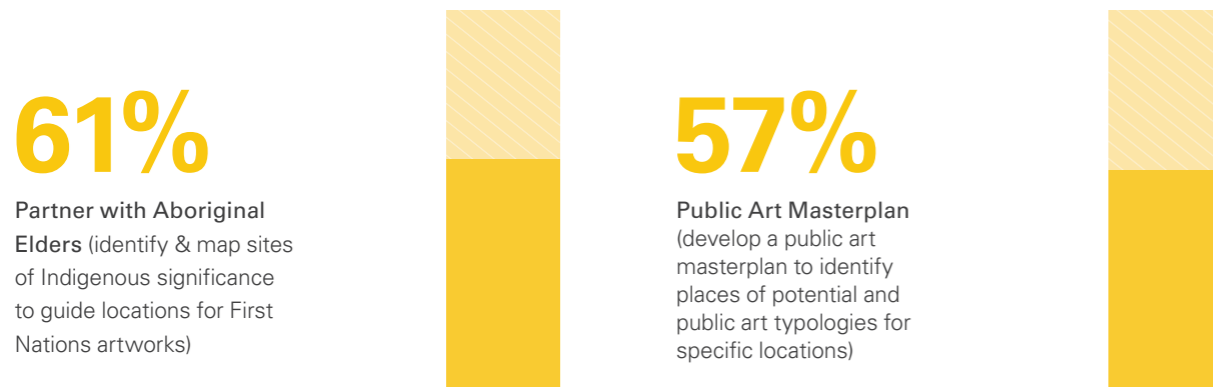
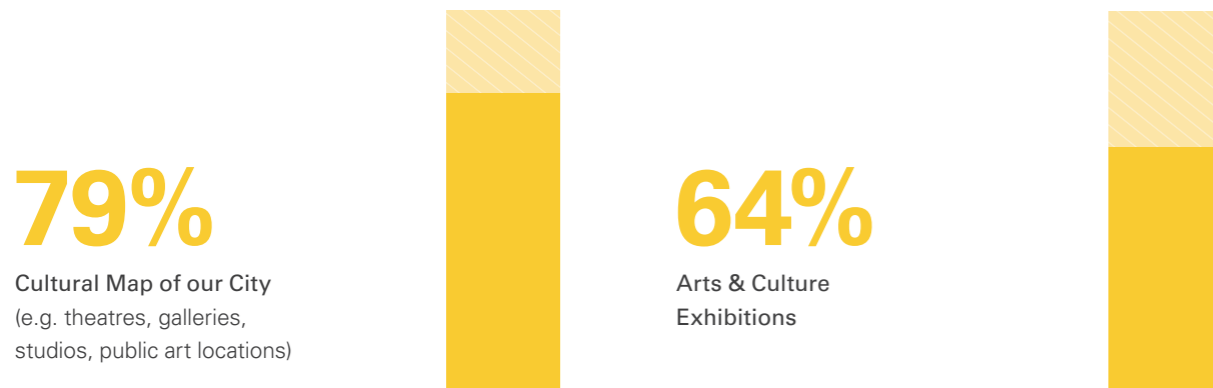
Arts & Culture Aspirations & Ideas

What our community values most about arts & culture in our City.



Proposed actions identified during internal staff engagement that our community would like included in the Arts & Culture Plan

Actions with more than 50% community support



Words our Community used to describe how they would like arts & culture in our City to be in the future

ACCESSIBLE & INCLUSIVE
 EVERYWHERE LOCAL RESPECT MEANINGFUL
 TOGETHERNESS ACCEPTING INDIGENOUS SHARED
 CONNECTION GENDER BALANCED CELEBRATION

DIVERSE & ENGAGING
 ENTERTAINING VARIED AMAZED FUN EVERYDAY
 CHALLENGING CREATIVE BALANCED STIMULATING

INFORMATIVE & INTERACTIVE
 THOUGHT PROVOKING UNDERSTANDABLE THOUGHTFUL
 ELEVATING EXPERIENTIAL HISTORICAL INTERESTING
 ENRICHING INTEGRATED INSPIRING EXPLORING INSIGHTFUL

INNOVATIVE & VIBRANT
 PROGRESSIVE UNIQUE FUTURISTIC NEW
 ADVENTUROUS VISIBLE COLOURFUL DEMOCRATISED
 UNEXPECTED EXPERIMENTAL FREEDOM

QUALITY & RELEVANT
 PROFESSIONAL COMMUNITY-FOCUSSED CONTEMPORARY
 EMERGING BEAUTIFUL STUNNING USEFUL AESTHETIC

Additional ideas our community would like us to consider for inclusion within the Arts & Culture Plan.

Artists

Support emerging or mid-career artists to connect with local businesses and opportunities.

Opportunities for artists to network

Artist talks and free artist led 'come and try' workshops (accessible to the public, for instance in a local café).

Feature local artist of the month on the Council website and magazine.

Funding support for poets to produce poetry books.

Annual visual arts market (open only to local artists).

Increase opportunities for artists to exhibit their work, not only for Art on Parade and SALA.

Opportunities for local artists to be creative in the area where they live. Find out what our residents are capable of and what they can contribute.

Artist in residence program (paid opportunity).

Quality control of musicians performing at Council events.

Advocacy & Inclusion

Work with other SA Councils to promote community participation and raise the profile of the Arts.

Be more inclusive of LGBTIQ+

Accessible opportunities to hands on creative activities for our aging community.

Inter-generational and cross-cultural projects to bring people together from all walks of life.

Affordable, welcoming to all and free workshops to increase participation and accessibility.

Businesses

Develop 'how to guides' for businesses to commission a mural

Encourage local galleries and businesses to host local artworks and arts & cultural events.

Identify businesses who are interested in supporting local artists by displaying their work and encouraging sales.

Community Art

Create stobie pole art guidelines and approval process

Not just create thematic artworks, allow for playful expression of individuals.

Cultural Heritage

Oral history program to record the life experiences of residents.

Liaise with the State Library of South Australia to guide cultural heritage best practice.

Historical exhibitions in the Cultural Heritage Centre changed at least every 6 months to maintain community interest.

Local community submit historical photos for scanning and saving for the future.

Projects that help bring local stories to life.

Local heritage signage on buildings, update existing signs as they are faded & create an online map of locations.

Kaurna & First Nations collaborative projects

Dual naming of places (Kaurna and English)

Signs of respect on public buildings and businesses

Places

Additional public artwork in Little Rundle Street, as it is on the National map for street art

Activate underutilised or vacant sites with artist run Initiatives, independent theatres & artist studios to create affordable options for creative production and expression.

Grants for pubs to host live bands

Visual and performing art in our shopping precincts

Place art in unexpected places and where it is needed the most

Create an exhibition program for the Norwood Town Hall Foyer (change exhibition at least every 3 months)

Visual and artistic enhancements of neighbourhoods

Potential locations for major public art commissions, corner of Stephen Terrace & Tennyson Bridge; Lower Portrush Road & OG Road; North Terrace; Rundle Street or Flinders Street Kent Town.

Make better creative use of the St Peters Town Hall Complex.

Quality control of musicians performing at Council events.

Variety of Cultural Expression

Support live music & poetry

More public art

Interactive art

Include digital and immersive art at Council events & at particular locations and times of year.

Professionally curated contemporary art exhibitions

Engage more with artists who work in less traditional mediums

Explore ways for our community to participate in Open access festivals (such as SALA, Adelaide Fringe & Umbrella Festival) as well as major festivals across our city.

Acoustic busking program with local musicians in each mainstreet.

Incentivise regular and consistent busking

Purchase or lease visual art to display in Council owned buildings

Puppetry, textile arts & literary art workshops.

Moving images and digital art competitions and funding.

Young People

Opportunities for young people to pitch creative projects (beyond grants)

Programs to encourage participation and showcase young artists.

Art group for young people & display created artworks

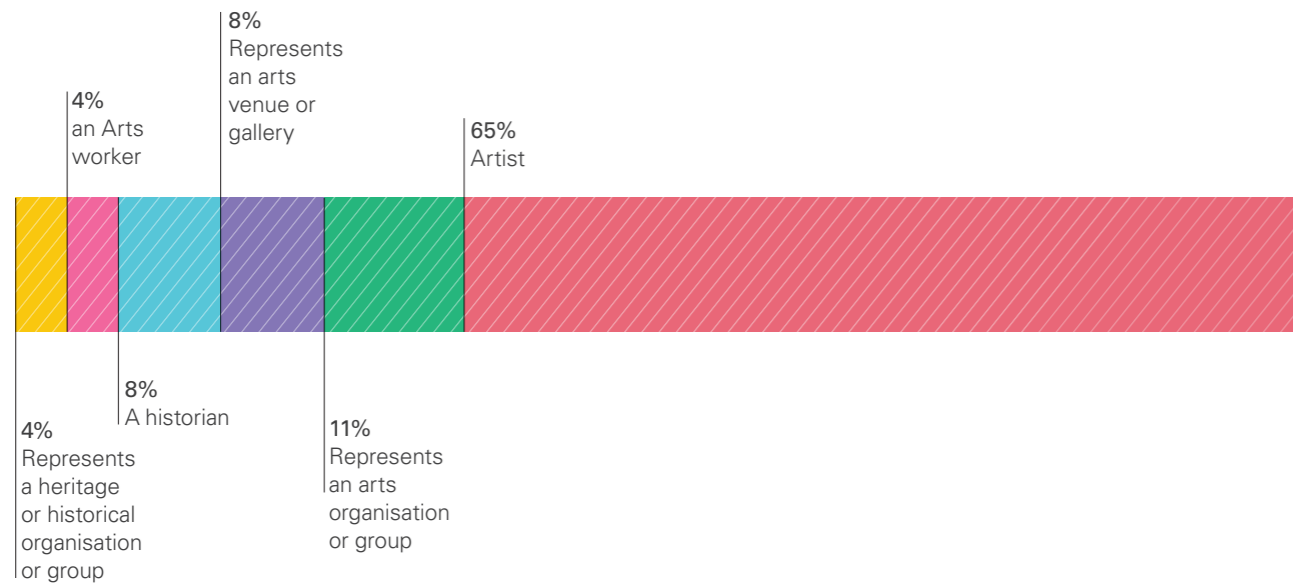
Competition for young artists

Involve local schools in the arts and history programs.

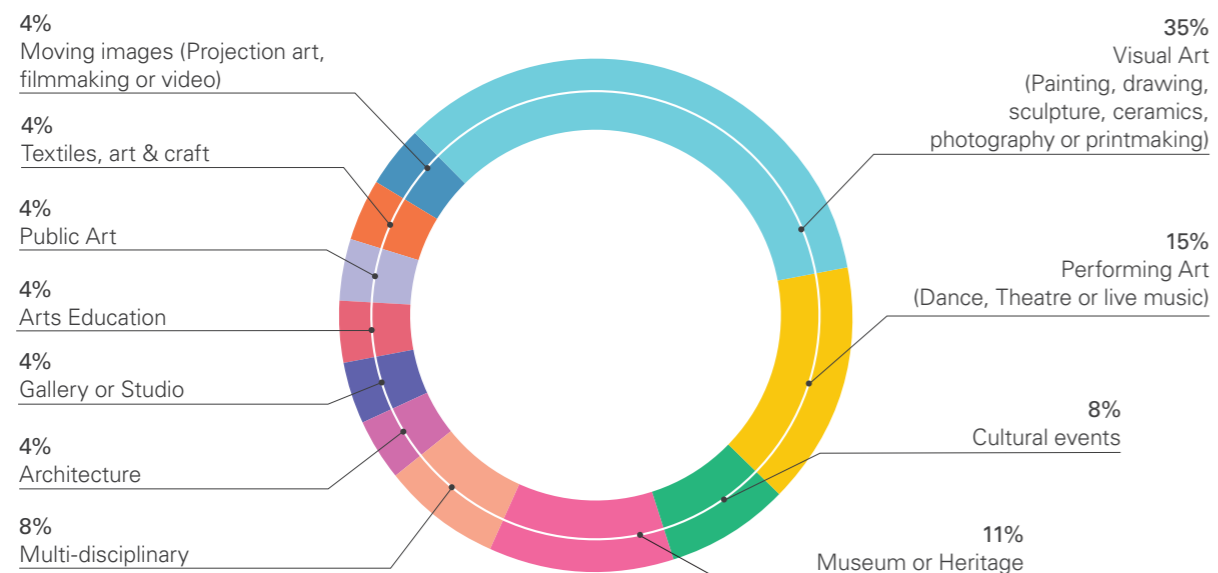
Arts & Culture Sector

Twenty-six (46.3%) online survey respondents identified as either artists or working within the arts and culture sector. To further understand our creative community the following survey questions were proposed to this group.

What best describes you?



What is the main focus of your work?



In your own words, what are the top 3 challenges you are currently facing as an arts & culture professional, organisation, business or group?

Arts & Culture Ecosystem

A key theme to emerge from the survey emphasised the importance of the arts and culture eco-system and its interdependence of individual artists, arts & cultural organisations, community networks, cultural policy, marketing and promotion. This was expressed in barriers to accessing information regarding paid opportunities, identification and access to potential public art locations, establishing and access to artist networks, as well as, limited visibility and showcasing of local artist's work and talents.

Stressing the important role of the Council as a promoter and connector between artists, community, businesses, place and creative opportunities to ensure artists feel part of, connected to and participate in the cultural life of our City.

"Marketing and promotions"
Respondent #11

"Access as an emerging artist into public art (sculpture)"
Respondent #32

"Lack of communication and interaction with other artists"
Respondent #33

"No local connections to get any opportunity. Learning of new local systems to fit in."
Respondent #36

Financial

Financial barriers were a reoccurring theme across survey respondents (73% of arts & culture sector respondents). Sub-themes including limited access to arts funding, viability of art as a stable source of income and the subsequent financial stress, as well as, a lack of affordable studio, performance and exhibition spaces.

"There are very limited number of funded opportunities for artists and arts projects. How might we attract more grant funding from outside of council budgets as well as leverage councils non arts budgets (infrastructure, social services, marketing etc) to create better outcomes in those areas while generating opportunities for artists?"
Respondent #55

Recognition & Value

27% of arts & culture sector respondents highlighted that as a community we must afford far greater recognition to the value of arts and culture to our wellbeing, our economy, our daily lives and cultural vitality, along with recognition and support for non-traditional and emerging artforms, such as digital art.

"Lack of understanding about art and its value on a social, economic and cultural level."
Respondent #25

"Lack of understanding of the importance of the arts and culture to a healthy, vibrant community."
Respondent #49

Other barriers

- Increased competition for commissions and funding opportunities
- Accessing volunteers with particular skill sets (within cultural heritage sector)
- Challenge of digitising historical collections.



How do you think Council can best work with, partner or support local arts & culture professionals, organisations, businesses or groups over the next three years to help overcome these challenges?

Arts & Culture Ecosystem

- Build relationships with the sector and engage with as many local people as possible.
- Assist local business to contribute to cultural life of precincts
- Extend invitations to be involved in community events to share knowledge
- Capacity building programs that involve partnerships, collaborations & skill development
- Mini buses for moving people through communities for workshops and exhibitions
- Support, mentor or patrons to help build creative business
- Advocated for the local cinema to host and attract regular nature-based film screenings
- Promote local musicians and arts event
- Identify vacant and underused sites for artist residencies.
- Educate Council's non arts staff to consider and understand the role that arts and culture might play in the delivery of non-arts outcomes.

Financial

- Convene topic specific small focus groups to genuinely involve the arts sector in particular challenges
- Grant funding & funding provision of affordable spaces, artist led workshops, artist talks, artists awards & equipment
- Community access to technology resources, for instance, high quality scanners for digitisation
- Collaborations to maximise funding opportunities
- Offer co-working hubs, studio spaces and a contemporary art venue
- Trial opening the Norwood library 2 nights a week as a community hub for creative writers in partnership with Dillions (eg. creative writing classes, book clubs, literary talks & events)
- Organise a place where artists can regularly meet.
- Pay for childcare so that single parents can participate in art classes

Recognition & Value

- Create a strategic exhibition program
- Explore, in partnership with Dillions, hosting a Writers Festival
- Create an artist in residence program
- Engage with multi-cultural communities to design and host cultural events open to all
- Help attract more diverse and younger audiences

What actions or projects could Council and our arts & culture community work together on to increase arts & culture activation, development, experiences and participation in our City?

- Create or subsidise a maker space/ studio (many artists do not have access to space or facilities, especially young people).
- Curate a regular exhibition program (within council venues as well as local businesses)
- Increase arts & culture outreach programs across our City
- Partner with neighbouring Councils and arts organisations to pool resources and marketing
- Marketing initiatives that incentivise divers and young audiences to participate in the arts
- Art and Live music within local businesses across the year

What do you see is your role in the new Arts and Culture Plan and how could you be involved?

Local collaborative projects & workshops

Eleven (7%) of the arts & cultural sector respondents registered their interest in exploring collaborative projects and workshops with the Council and our local Arts & Culture Sector

Arts & culture consultation services and focus group

Six (1.56%) of the arts & cultural sector respondents would be interested in being part of a focus group to assist with the planning of arts & culture initiatives.

Participate in exhibitions

Four (1.04%) of the arts & cultural sector respondents expressed an interest to exhibit artwork in Council curated exhibitions.

Community Insights

Below is a high-level summary of community insights and themes that were captured at the face-to-face community ideas cafe, as well as conversations with our creative community, that provided valuable considerations when developing the plan:

Insights & Themes

A need for more effective promotion of existing arts and cultural initiatives.

Action Options

Develop a NPSP Digital Marketing Plan

Create a gallery/ exhibition page on the Council's website.

Importance of co-led projects with our creative community and avoid duplication of existing projects & initiatives, go to the source.

Action Options

Reflected in the guiding principle, 'arts & culture collaboration' within the arts & culture plan, we will take a broad view of interconnections and we will identify partnership opportunities to work as a coherent system to achieve our shared goals.

During the planning stage of new initiatives, research who is currently working within this space or who can assist us within our community; connect with them to identify collaborative or complementary ways in which we can work together, identify what is working well and what opportunities exist and narrow in on Council's role (refer to section, 'our role in arts & culture' within the Arts & Culture Plan).

Strengthening relationships with the Traditional Owners.
First Nations leading the planning and implementation of Indigenous projects.

Action Options

Develop guiding principles for the Arts and Culture Plan to further strengthen the CityPlan 2030 strategy 2.2.1 Acknowledge and recognise local Aboriginal heritage and history.

Draft guiding principles:

- Arts & Culture Identity
We recognise and respect the crucial place of First Nations peoples and through genuine partnerships we endeavour to bridge gaps and cultivate richer and more authentic Indigenous cultural experiences, shared stories, truth telling and understanding.
- Arts & Culture Collaboration
We will position First Nations and Kurna communities and creators at the centre of the decision- making process for any Indigenous-focused projects.

Insights & Themes

Resource sharing and networking across our arts & cultural community.

Action Options

Map our cultural assets and resources to assist in identifying resource sharing opportunities.

Explore and create informal networking initiatives.

The importance of maintaining a focus on local History and Heritage

Action Options

Cultural heritage and history are key themes throughout our CityPlan 2030 Cultural Vitality objectives and strategies. We will continue to provide a program of Cultural Heritage exhibitions, events, initiatives and research services. As well as plan and implement a digitisation project and Cultural Heritage Centre service improvements to increase awareness, access to and preservation of our physical collection.

Appendix A

Ideas Cafe

Table themes and questions

Table 1

Theme: A creative & engaging City

Table host: Chris Iasiello, Venue Manager, Norwood Concert Hall

Discussion starter question: How can we use the arts to improve locations in our City (temporary & permanent activations) and bring arts & culture to where it is needed most?

CityPlan2030: Shaping our Future

Objective 2.1

An artistic, creative & cultural and visually interesting City

Strategy 2.1.1

Use the arts to enliven public spaces and create a sense of place

Strategy 2.1.2

Provide opportunities & places for creative expression of all people

Table 2

Theme: Our Creative Community

Table host: Emma Comley, Arts Officer

Discussion starter question: How can we showcase and support our creative community (across all artforms)?

CityPlan2030: Shaping our Future

Objective 2.1

An artistic, creative & cultural and visually interesting City

Strategy 2.1.3

Attract & support cultural & creative organisations, businesses & individuals

Table 3

Theme: Embrace & celebrate cultural diversity

Table host: Simone Wise, Team Leader, Lifelong Learning

Discussion starter question: How can we embrace and celebrate cultural diversity? How can we support the telling of First Nations history and stories?

CityPlan2030: Shaping our Future

Objective 2.2 A community embracing & celebrating its social & cultural diversity

Strategy 2.2.1

Acknowledge & recognise local Aboriginal heritage and history.

Strategy 2.2.2

Facilitate opportunities for cultural expression, celebration and interaction between different cultural & demographic groups

Strategy 2.2.3

Promote understanding of and respect for our cultures and heritage

Table 4

Theme: Reflect our City's history

Table Host: Jacquelyne Ladner, Cultural Heritage Coordinator

Discussion starter question: What local history topics, projects or initiatives are of interest to you?

CityPlan2030: Shaping our Future

Objective 2.3

City which values and promotes its rich cultural and built heritage

Strategy 2.3.2

Reflect our City's history through cultural heritage programs and initiatives

Table 5

Theme: Community events & activities

Table Host: Anna Wilson, Events Coordinator

Discussion starter question: What new events would you like offered in our City?

CityPlan2030: Shaping our Future

Objective 2.5

Dynamic community life in public spaces and precincts

Strategy 2.5.3

Host and facilitate community events and activities

Appendix B

Survey

Demographics

Please tell us a little about yourself, this helps us ensure that we have a range of responses from all sectors of our community

Name (optional)

Gender Male Female Non-binary Prefer not to say
 Prefer to self-describe Gender self-describe

Do you identify as any of the following?

Aboriginal or Torres Strait Islander A person with a disability
 LGBTIQ+ English is not my first language
 None of the above Prefer not to answer

Age Under 18 18–24 25–34 35–44
 45–54 55–64 65+

My connection with NPSP*

I live here I work here I Visit the City of Norwood, Payneham & St Peters

Engaging with Arts & Culture

The following questions help us to understand arts & culture initiatives and events that are of interest to you.

1. Are you likely to participate in one of our events in the future?* *Tick all events you are interested in attending. For more information visit https://www.npsp.sa.gov.au/culture_and_lifestyle/events_and_festivals*

- Movie Nights at the Pool (Norwood Swimming Pool)
- Santos Tour Down Under Stage 3 (Parade, Norwood)
- Concerts in the Park (Jazz, melodies & symphony)
- Norwood Splash (inflatable floating obstacle course at Norwood Swimming Centre)
- St Peters Fair (market stalls, live music & free children's entertainment)
- Art on Parade (art exhibition of sculptures, paintings, drawings and photographic works on display in retail and commercial businesses along The Parade, Norwood for the entire month of April).
- SA history Festival events and guided history walks
- Raising the Bar (expert speakers on a range of topics in local pubs in August)
- Zest for Life (range of workshops and experiences to encourage active ageing).
- Norwood Christmas Pageant
- Twilight Carols
- Adelaide Writers week – live streaming at St Peters and Payneham libraries
- Movies at the library
- Food secrets + Eastside Wine & Ale trail Bus tours

2. What other events would you like offered in our City?

3. What local heritage or history topics are of interest to you?* *Select all that apply*

- Local stories (written and oral histories, past & present)
- Aboriginal & First Nations Culture & stories
- Local landmarks & buildings
- Natural environment
- Migration experience and stories
- Documents and photos of our community
- Residential property history
- World wars & military history
- Art, music and literature
- The way people lived
- Events and social activities of the past
- History of food
- History of Sporting Clubs
- History of Fashion
- Changing technology and science
- Toys and other everyday artefacts
- History of public health & medicine
- History of Local businesses and employment
- Notable individuals from our City
- Family history
- None of the above
- Other
- If Other, please specify

4. Think about one of the most memorable arts and cultural experiences you have participated in, why was the experience so memorable? *Select up to 3 responses*

- Experiencing something new and unexpected
- The way it affected the senses
- Learning about history and culture
- Being amazed by the incredible skill of the artist
- The visual appeal or beauty
- Experiencing my imagination being totally captured
- Thought provoking and compelling
- Connecting with people who have similar interests
- Interactive experience
- Doing something fun and different with family or friends
- Trying or developing a new creative skill
- Other
- If Other, please specify

Your Arts & Culture Aspirations and Ideas

The following section helps us ensure our Arts & Culture Plan captures your aspirations and ideas for the future of Arts & Culture in our City.

5. What do you value most about arts and culture in the City of Norwood, Payneham & St Peters?*

6. Below is a list of ideas generated during internal consultation with City of Norwood, Payneham & St Peters staff to further strengthen the Cultural Vitality of our City, what proposed actions would you like included in the Arts & Culture Plan?* *Select all that apply*

- Public Art Masterplan:** develop a public art masterplan to identify places of potential and public art typologies for specific locations, for instance, places suitable for sculptures, murals, integrated and place specific artwork, projections and light-based artworks, functional or play-friendly art.
- Cultural Map of our City:** use the map to promote local arts & cultural assets (eg theatres, galleries, studios), public art locations (council and privately funded), locations of regular events (eg. markets, jazz in the park) and identify where creativity thrives or an opportunity exists.
- Partner with Aboriginal Elders:** identify and map sites of Indigenous significance to guide locations for First Nations artworks.
- Kaurna and First Nations Art & Culture:** identify opportunities for our community to connect with Kaurna and First Nations art, culture and storytelling.
- Arts & Culture Exhibitions:** activate the Gallery at the St Peters Town Hall Complex to showcase local Artists across a range of art media, historical artefacts and storytelling.

- Interactive experiences:** develop a program of interactive experiences led by Artists, working across various mediums, at the Cultural Heritage Centre.
- Arts & Culture Grants:** review Council’s grants program to ensure the program encourages & supports innovation and is open to all arts media (visual art, performing art, literary art, public art, moving images and community art).
- Online Artist Register:** review Council’s online artist register to find out how Artists would like to use this tool to ensure it is relevant and of value.
- Business or resident seeking artist:** consider business or resident seeking artist listings on the Council website to help match artists with local locations.
- Artist in Residence:** consider opportunities for artist in residence initiatives.
- Creative Hoardings:** develop guidelines to place artwork on hoardings surrounding construction sites.
- Increase access to arts & culture:** support creative programming in non-traditional spaces to bring arts & cultural experiences to neighbourhoods with limited access.
- Diversity of Artists:** ensure our City supports a balanced range of opportunities for and representation of Artists at all levels, from amateur, early career, mid- career, established to world class artists.
- Cross Sector Collaboration:** explore opportunities for cross sector collaboration (eg. arts & technology, the environment & science) to respond to challenges ahead of us.
- Digitise Council’s Cultural Heritage Collection:** develop a Digitisation Strategy to outline priorities for creating and making accessible digital copies of physical collection materials to preserve and improve access to materials that provide public benefit.

7. What additional projects or actions would you like us to consider for inclusion in the Arts & Culture Plan that we can easily implement within the next 3 years and will contribute to the cultural vitality and uniqueness of our City? *Please note, new infrastructure, such as buildings, and upgrades to existing Council facilities are not included within the scope of this project.*

8. What are 3 words that come to mind when you think about how you would like arts & culture in our City to be in the future?*

9. Do you have any suggestions regarding arts and culture activation in our City within the areas of:

- Visual Art
- Performing Art
- Literary Art
- Public Art
- Community Art
- Heritage & History
- Moving Images & Digital Art

10. Do you have any other comments or suggestions relating to Arts & Culture in our City that you would like us to consider for the Arts & Culture Plan?

Additional Section for Arts & Cultural Sector

I am an Artist, Historian, arts worker, or represent an arts & culture organisation, venue, business or group?

- Yes (if yes please complete the additional questions below)
- No (if no, please scroll down to the Thankyou section at the bottom of this page)

Local artists and arts & cultural spaces make our City an artistic, creative, cultural and visually interesting place to live, work or visit. We would like to understand your arts & cultural practice and/or business, the challenges you are facing and ways in which we can collaborate to move us toward our shared Cultural Vitality goal.

What best describes you?

- I am an artist
- I am an historian
- I represent an arts organisation or group
- I represent a heritage or historical organisation or group
- Other
- If Other, please specify

What is the main focus of your work? (please select up to two answers)

- Visual Art (Painting, drawing, sculpture, ceramics, photography or printmaking)
- Performing Art (Dance, Theatre or live music)
- Literary Art (Creative writing, poetry & prose)
- Public Art
- Moving images (Projection art, filmmaking or video)
- Arts education
- Gallery or studio
- Museum or Heritage
- Cultural events
- Other
- If Other, please specify

What is the main focus of your work? (please select up to two answers)

In your own words, what are the top 3 challenges you are currently facing as an arts & culture professional, organisation, business or group?

How do you think Council can best work with, partner or support local arts & culture professionals, organisations, businesses or groups over the next three years to help overcome these challenges?

What actions or projects could Council and our arts & culture community work together on to increase arts & cultural activation, development, experiences and participation in our City?

What do you see is your role in the new Arts and Culture Plan and how could you be involved?

Are you interested in exploring collaborative initiatives with Council and our local Arts & Culture Sector?

Yes No

If yes, please register your interest by providing your name and email below.

Thank You

Thankyou for completing this survey. We appreciate your time, ideas and contribution.

If you would like to keep up to date with this project or other arts & culture opportunities, please provide your name and email address below.

You can also use this email address to sign up to our bi-monthly eNewsletter, Your NPS, to stay up to date about the Council's programs, services, events and initiatives.

I would like to receive the Council's eNewsletter Yes No

Please contact Emma Comley, Arts Officer, ecomley@npsp.sa.gov.au if you have any questions about this survey or project.

Further information

For information on the Arts and Culture Plan 2024_2027, please visit www.npsp.sa.gov.au or phone 8366 4555.

You can also visit the Council's Customer Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.



Additional copies

The Arts and Culture Plan 2024–2027 Community Engagement Report can be viewed online at www.npsp.sa.gov.au

Copies may also be obtained by:

- visiting Norwood Town Hall
- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials  /cityofnpsp  @cityofnpsp



City of
**Norwood
Payneham
& St Peters**

3. ADOPTION OF COMMITTEE MINUTES

3.1 Special Meeting of the Norwood Parade Precinct Committee – 11 July 2023

A copy of the Minutes of the Special Meeting of the Norwood Parade Precinct Committee is contained within **Attachment A**.

Adoption of Committee Minutes

That the minutes of the Special Meeting of the Norwood Parade Precinct Committee held on 11 July 2023, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

Attachment A

Adoption of Committee Minutes

Special Meeting of the Norwood Parade Precinct Committee

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

Special Meeting of the Norwood Parade Precinct Committee **Minutes**

11 July 2023

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

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City of
**Norwood
Payneham
& St Peters**

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VENUE Mayors Parlour, Norwood Town Hall

HOUR 6.31pm

PRESENT

Committee Members Mayor Robert Bria (Presiding Member)
 Cr Sue Whittington
 Cr John Callisto
 Cr Victoria McFarlane (entered the meeting at 6.44pm)
 Ms Brigitte Zonta
 Mr Joshua Baldwin
 Mr Mario Boscaini
 Mr Michael Zito
 Mr Rik Fisher
 Mr Tom McClure
 Mr William Swale

Staff Keke Michalos (Manager, Economic Development & Strategy)
 Stacey Evreniadis (Economic Development Co-ordinator)

APOLOGIES Cr Josh Robinson, Ms Hannah Waterson

ABSENT Nil

TERMS OF REFERENCE:

The Norwood Parade Precinct Committee is established to fulfil the following functions:

- *To develop and have oversight of the Annual Business Plan and Budget based on the Separate Rate for The Parade Precinct.*
- *The Budget developed by the Norwood Parade Precinct Committee must be considered in conjunction with the Annual Business Plan and the amount recommended to the Council for approval by the Council, is required to meet the objectives set out in the Annual Business Plan.*
- *To have oversight of the implementation of the Annual Business Plan as approved by the Council.*
- *Through the initiatives as set out in the Annual Business Plan ensure the development and promotion of The Parade as a vibrant shopping, leisure and cultural destination for businesses, residents and visitors.*
- *To initiate and encourage communication between businesses within the Precinct.*

1. CONFIRMATION OF MINUTES OF THE NORWOOD PARADE PRECINCT COMMITTEE MEETING HELD ON 16 MAY 2023

Mr Josh Baldwin moved that the Minutes of the Norwood Parade Precinct Committee meeting held on 16 May 2023 be taken as read and confirmed. Seconded by Cr Whittington and carried unanimously.

2. PRESIDING MEMBER'S COMMUNICATION
 Nil

Cr McFarlane entered the meeting at 6.44pm.

3. NORWOOD PARADE PRECINCT NEWS
 Nil

4. STAFF PRESENTATION
 Nil

5. STAFF REPORTS

5.1 CHRISTMAS DECORATIONS FOR THE PARADE 2023

REPORT AUTHOR: Economic Development Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4512
FILE REFERENCE: qA119911
ATTACHMENTS: A – F

PURPOSE OF REPORT

The purpose of this report is to present to the Norwood Parade Precinct Committee (NPPC) the outcome of the investigations which have been undertaken regarding the Christmas decorations for The Parade.

BACKGROUND

At its meeting held on Tuesday, 16 May 2023, the Norwood Parade Precinct Committee (NPPC) resolved the following:

1. *That the remaining 2022-2023 Norwood Parade Precinct budget be carried forward and allocated for Christmas events, decorations and activations and that a report outlining the options be prepared and presented to the Committee for its consideration at a Special Meeting to be held in June 2023.*

At that meeting, staff provided information on the existing Christmas decorations and the condition of the decorations (i.e. large illuminated Christmas trees and street pole banners) and whether additional Christmas decorations should be purchased. In respect to the three (3) large existing illuminated trees the following options were presented for the Committees consideration:

- refurbish and install the trees and associated infrastructure in an alternate location; or
- sell the trees and use the revenue to assist with the purchase of new decorations for The Parade Precinct.

Following consideration of the issues, the Committee determined that further research and investigations into other Christmas decoration concepts was required, to allow for an informed decision to be made as to whether the trees should be retained or sold.

FINANCIAL AND BUDGET IMPLICATIONS

The financial and budget implications for both the 2022-2023 and the 2023-2024 *Norwood Parade Precinct Annual Business Plan*, will depend on the decisions which are made by the Committee. Notwithstanding this, the Committee has identified approximately \$40,000 from the 2022-2023 *Norwood Parade Precinct Annual Business Plan* budget (the remaining 2022-2023 budget) for the purchase/upgrade/installation of Christmas decorations.

DISCUSSION

Following the meeting held on Tuesday, 16 May 2023, staff undertook investigations into this matter and estimated that the cost of selling the infrastructure associated with the three (3) large illuminated Christmas trees, as well as identifying the potential cost of purchasing new decorations.

Outlined below is a breakdown of what each concept involves and whether it is recommended or not.

Selling of the Three (3) large illuminated Christmas Trees

In order to obtain an understanding of the process required to sell the three (3) large illuminated Christmas Trees, staff approached Evans Clarke National, a business which includes valuers, auctioneers, asset management and logistics. Staff have met with a representative from Evans Clarke National. The original purchase price of the trees was \$17,250 per tree (excluding GST).

Set out below is the response that was received from Evans Clarke National:

Having attended the storage site for the assets it is clear that they are well packaged and stored. The information you have sent through and the photographs give a reasonable representation of the structure and features of the trees. So, I believe we have enough to present a plan to you for your consideration, without unpacking and setting up the trees.

The market for these items could be limited, however we normally do not judge these things and leave it to the market to determine. As mentioned, we have recently sold Christmas items for other Councils and we received good engagement from the public. In the case of your trees, whilst they are large, they may well align with the needs of businesses and organisations for example for future use in what is really a timeless nature of use. We also find that people with other applications or involvements often participate when we present a sale. It is an opportunity for them.

Given that, we would recommend that they remain packed, and left where they are, and we take advantage of our online sale platform where assets can be sold in situ and the buyer then collects them from their current location (or otherwise as you may require). This we find does not compromise the sale and keeps the costs down for you.

We would suggest no reserve or a low reserve price - however if you have an expectation/requirement we will work with that. If the items are not sold, we will not apply any fees.

The risk is with the buyer in relation to fitness for use, condition etc. and buyers would be reminded that they have the obligation to collect and reinstall with safety and electrical compliance their obligation under terms and conditions of sale.

Notwithstanding that an indicative sale price has not been given, it is recommended that the Committee endorse to proceed with listing the items on the Evans Clarke National website. Should the Committee wish to proceed on this basis, a reserve price will be set.

It is recommended that the three (3) trees be placed online for sale and that a minimum reserve price of \$12,000 be set for the purchase of all three (3) trees together.

Other Christmas Decoration Concepts

Concept 1: Christmas Baubles (new idea) – Visual Inspirations

In an effort to source ideas for new Christmas decorations, staff contacted Polar Displays & Print, who are the installers of the Council's regular Christmas decoration assets, in turn Polar Displays & Print contacted its preferred supplier, Visual Inspirations, to develop a concept, which has taken into account the constraints of the street and subsequently presented a concept centred around baubles located in the median.

The bauble option is similar to the Lygon Street Christmas cracker example (and therefore are likely to be similar in price per unit), which has previously been presented to the Committee. The display and arrangement of the baubles can vary, however all have a weighted base that ensures the decorations are able to meet the engineering standards. The costs associated with the baubles are based on the baubles being non-illuminated, however should a power source become available, Visual Inspirations could ensure illuminated options are available. Non-illuminated baubles should not be a concern, as the baubles will still be visible under the street lighting and also given their low-scale nature, headlights from passing vehicular traffic will help illuminate them.

The full suite of bauble offerings and their costs are contained in **Attachment A**.

However, in general, the costs associated with the following items are outlined in **Table 1** below.

TABLE 1: BAUBLE DECORATION STYLE AND COSTS

Bauble Size and Arrangement	Cost (excl. GST)
1 x 3D Fibreglass Red Gloss 1.5m Bauble on weighted base	\$9,240
1 x 3D Fibreglass Red Gloss 2m Bauble on weighted base	\$15,817
1 x 3D Fibreglass Red Gloss 1.5m Bauble Stack on weighted base (stack of 4)	\$38,961

It should be noted that these costs are not inclusive of installation and dismantling, freight or engineering (all these components will be an additional cost).

One of the advantages of this concept, is that the baubles could be spaced out along the median, allowing for the entire street to be decorated. However, the cost of the decorations could be excessive if the full impact (i.e. a lighting option) was applied. **For this reason, this concept is not recommended at this point in time.**

Concept 2: Giant Walk-Through Stars (new idea) – Visual Inspirations

The Council's Youth Coordinator has also been in discussions with Visual Inspirations regarding the purchase of other Christmas decorations and as part of these investigations, the Council's Youth Coordinator was provided with a concept by Visual Inspirations which is contained in **Attachment B**. This concept proposes giant walk-through stars, which is in line with the theme which was established through the 3-metre illuminated Star (placed at the front of the Norwood Town Hall). These walk-through stars provide unique photo opportunities and encourage child and family engagement.

The estimated cost for two (2) stars (excluding engineering) is between \$40,000 and \$50,000. These stars are not solar and the power source is hidden inside the information pillar located between them, which can be a customised design. With regards to the possible purchase of these Giant Walk-through Stars, it is important to note that a discount of 25% per star has been applied (in the costs stated above) as the product has been installed outdoors (but in an undercover area) for one (1) Christmas period previously. They were used by the City of Perth as part of their Christmas light trail and were installed for six (6) weeks during the 2021 Christmas period. Visual Inspirations have indicated that the stars present in very good condition and will be supplied working and tagged.

The size of the stars is 4.6 metres (height) x 4 metres (width) x 0.85 metres (depth).

These stars could potentially be installed in the Norwood Memorial Gardens (in front of Norwood Oval), activating the western end of The Parade whilst still connecting with the star theme along The Parade. One of the advantages of the Norwood Memorial Gardens is that it currently has a power supply and the walk-through stars could provide a photo destination in the Precinct and a significant feature west of Osmond Terrace.

These initial investigations were undertaken by the Council's Youth Coordinator as a potential replacement for the Festive Gallery on Osmond Terrace, which will not run in 2023. The Council's Youth Coordinator has advised that she does not have the funds for the walk-through stars and therefore will not be proceeding with the star decorations. Given the interactive nature of these decorations, this option is recommended for the Committee's consideration.

Concept 3: Refurbish the three (3) large illuminated Christmas Trees

As previously advised, the three (3) large illuminated Christmas trees need significant refurbishment to make the items operational. The refurbishment includes replacing decorations due to discolouration and replacing electrical fixings due to ageing and sun damage.

The total cost of refurbishing all three (3) illuminated trees is approximately \$45,000 or \$15,000 per tree. Aside from the cost, the other concern relates to where the trees should be placed. As a result of the changes to the intersection of The Parade and George Street, the three (3) trees have not been installed for the past two (2) years (2021 and 2022). Previous estimates prepared by the Council's City Assets Unit indicated that any relocation cost, irrespective of the location, would be a minimum of \$40,000, which would include footings, supplying power to the location and fixing points in the ground for engineering purposes. Therefore, the minimum cost to refurbish and relocate the three (3) trees is approximately \$85,000.

As part of the previous investigations, two (2) locations were identified as potential sites for the trees, the first in the median strip on The Parade between Dan Murphy's and the current ORTA development and the second on the Osmond Terrace median opposite the Norwood Hotel.

However, based on the advice from the Council's Urban Design Staff, it has been recommended that based on the size and scale of the trees, the median strip on The Parade would be the preferred location.

Both of these locations would require approval from DIT due to their proximity to signalised intersections. Based on the cost and the upcoming work scheduled for The Parade as part of The Parade Masterplan, **it is not recommended that the three (3) trees be retained and refurbished.**

Concept 4: Festoon lighting (discussed at previous meeting)

The installation of festoon lighting being along The Parade will be challenging and extremely expensive. The Council's Project Officer, City Projects, has indicated that what was achieved in Rundle Mall (image contained in **Attachment C**), cost the City of Adelaide in excess of \$500,000. The cost to achieve a similar impact along The Parade, would be significantly more, given the length of the street.

In addition, the method of attaching the lighting would also prove challenging. If the option of fixing to buildings is selected, the Council would need to seek permission from each building owner to fix cabling and infrastructure to their asset, as well as have agreements with each building owner in the event that something were to fail. To enable this to occur the Council would need to get individual engineering assessments done for every fixing point.

Another option which was discussed by the Committee, was fixing the festoon lighting to SAPN street light poles. This would require getting permission from SAPN, arranging for a contract to be in place and engineering assessments to be undertaken. In addition, there would not be any ability to utilise power from these poles.

The final option for the attachment of festoon lighting, is to install our own individual assets (i.e. large poles), however this would further increase the overall cost as each pole would need appropriate installation and it would impact on the amenity of The Parade.

This type of lighting would also require approval from the Department of Infrastructure and Transport given its likely proximity to traffic lights. **For these reasons, this concept is not recommended.**

Concept 5: Median tree uplighting (discussed at previous meeting)

Uplighting of various trees along The Parade will also prove to be challenging, as the light required to make it an effective undertaking, is enormous. The Council's Project Officer, City Projects, has provided the uplighting of trees at the entry to Hutt Street (from Greenhill Road) as an example, with an image of this contained in **Attachment D**. The lighting in the examples is powered by a power source (not solar).

The cost associated with installing power to multiple locations will be significant. There is no solar option available on the market that would provide the amount of light required, for the period of time needed, and if there were, the solar battery would be limited in its charging ability as the solar panel will be shaded for the majority of the day due to being located under the tree canopy cover.

In addition, as there is limited space in The Parade median, it will not be possible to light up the canopies in the same way as the example images. **For these reasons, this concept is not recommended.**

Concept 6: Bud lighting between median trees (discussed at previous meeting)

Off the shelf lighting does not have the impact needed to make this a viable option. Therefore, bespoke lighting would be needed to provide the light output to create an effect worthy of visiting The Parade. For example, the bud lighting of trees along North Terrace, an image of which is contained in **Attachment E**, cost in excess of \$250,000.

When lighting is attached to trees, the attachment needs to be non-intrusive and moved annually to allow for the free growing of the trees. This ensures the tree trunk or branches are not constricted in the same spot for more than one (1) year. Inspection and maintenance are required to adjust fittings so they don't 'strangle' the tree as well as some flexibility in the attachments to enable automatic adjustment as the trees grows. **For these reasons, this concept is not recommended.**

Concept 7: Christmas themed projections onto Norwood Town Hall (George Street) (discussed at previous meeting)

The infrastructure associated with projecting onto the George Street side of the Norwood Town Hall is being investigated and is likely to be installed by the Council as part of the George Street Upgrade Project. Therefore, at this point in time, there is no need for the Norwood Parade Precinct Committee (NPPC) to contribute to any of the associated costs.

As part of the George Street Upgrade Project, which forms part of the implementation of The Parade Masterplan, the provision for infrastructure associated with projections (standalone pole with GoBo projectors on it) is being designed into the construction drawings. The plans for what is being proposed and the extent of coverage along the George Street frontage of the Norwood Town Hall wall is contained in **Attachment F**.

As this project is already in motion, there is no role for the Committee to play.

Christmas on Parade Street Pole Banners

At its meeting held on Tuesday, 16 May 2023, the Committee was made aware of the need to replenish its Christmas on Parade Street Pole Banner stock with new banners due to the current stock being damaged and/or substantially faded. A budget of \$10,000 has been identified.

As part of this report it is proposed that the Committee will formally resolve to proceed with the delivery of the banners, using the carry forward allocation of \$10,000 as part of the 2022-2023 budget.

OPTIONS

The Committee has the following options available in respect to this matter:

- to retain the three (3) large illuminated Christmas trees and refurbish and reinstall on The Parade median outside of Dan Murphy's;
- to sell the three (3) large Christmas trees; and
- to purchase alternative Christmas decorations for the Precinct (including any of concepts presented as part of this report).

CONCLUSION

Installation of Christmas decorations along The Parade will enhance the visitor experience during the festive season, especially the night-time economy. The decorations currently scheduled to be installed this year include, the giant illuminated Star at the front of the Town Hall, lighting in the trees surrounding the Town Hall, the window decorations in the Norwood Town Hall (including the light up stars and window stickers) and light pole decorations (Christmas decorations and Christmas banners).

COMMENTS

Nil.

RECOMMENDATION

1. That the three (3) large illuminated Christmas Trees be placed online for sale via Evans Clarke National and that a reserve price for the sale of all three (3) trees be set at \$12,000 (i.e. \$4,000 per tree).
 2. That should the reserve price for the sale of the three (3) large illuminated Christmas trees be achieved or exceeded, that the financial return from the sale of these trees be used to assist with the purchase of additional Christmas decorations for installation in 2023.
 3. That the two (2) Giant Walk-Through Illuminated Stars as contained in **Attachment B**, be purchased and installed at the Memorial Gardens and the Christmas Art Installation (that was placed in Memorial Gardens in 2022) be relocated and installed on Osmond Terrace. That a budget of \$70,000 comprising of the remaining budget from the *2022 – 2023 Norwood Parade Annual Business Plan* and necessary funds from the 2023 – 2024 Budget as well as the funds from the sale of the three (3) Christmas trees be allocated for the purchase of the two (2) Giant Walk-Through Illuminated Stars.
 4. That \$10,000 be carried forward from the 2022-2023 budget for the design and purchase of new Christmas on Parade branded street pole banners.
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Mr Mario Boscaini moved:

1. *That the three (3) large illuminated Christmas trees be placed online for sale via Evans Clarke National and that a reserve price for the sale of all three (3) trees be set at \$12,000 (i.e. \$4,000 per tree).*
2. *That should the reserve price for the sale of the three (3) large illuminated Christmas trees be achieved or exceeded, that the financial return from the sale of these trees be used to assist with the purchase of additional Christmas decorations for installation in 2023.*
3. *That an additional report investigating event companies specialising in lighting and digital installations for Christmas on Parade be prepared and presented to the Committee for its consideration at its next meeting to be held on 1 August 2023.*
4. *That \$10,000 be carried forward from the 2022-2023 budget for the design and purchase of new Christmas on Parade branded street pole banners.*

Seconded by Cr McFarlane and carried unanimously.

6. OTHER BUSINESS
Nil

7. NEXT MEETING

Tuesday 1 August 2023

8. CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 7.30pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)

4. CLOSURE