

Council's area covers Adelaide's central business district, residential areas and the surrounding Park Lands. The Council has one of the smaller – yet the fastest growing – metropolitan residential populations in the State. The area includes the highest concentration of work places in the State attracting 20 per cent of the metropolitan workforce, extensive shopping and business resources, plus major hospitals, tertiary education institutions and many arts, tourism and cultural centres. It is the site for sporting events and the centre for festivals, civic celebrations and other major events. There are more than 800 Council staff.

The Adelaide City Council's involvement in arts and culture stretches back to the early days of municipal government in South Australia. From the beginning, arts and cultural programs and projects have contributed to civic pride, belonging, commemoration, celebration, sense of place, urban design, community development, sister city relationships and the social development of the city. Yet for much of this time there has been a lack of clear policy and strategy development in arts and culture.

In the past ten years this situation has changed dramatically. Arts and cultural policies and strategies are now integrated into Council's full suite of policies and strategies. Council has recently developed an innovative policy for public art, *Watch this Place*, and is currently developing a *Strategy for City Arts and Living Culture*.

This strategy will set a vision for the future living culture of the City of Adelaide. It will recognise the importance of the cultural landscape in achieving social and ecological sustainability, and in realising the future capacity of Adelaide to compete effectively with other cities.

Developing arts and cultural policy has become an imperative of the City in the past ten years as the Adelaide City Council has become increasingly aware of the important contribution that arts and culture can make to the living city. Council's growing role in event management, festivals, public art and community arts programs has made it necessary to develop far-reaching policies.

Arts and culture have developed links between many Council departments including community development (the facilitator of the arts and cultural policy), event management, urban design, capital works, parks and gardens, marketing and promotion, and corporate services – and all are essential for the integration of policy and projects. Strong links are maintained with elected members and community stakeholders through informal advisory groups, especially in the public art area.

The public art policy, *Watch this Place: The City of Adelaide Public Art Policy 2001-2006*, was adopted by Council in 2001. This recognises public art is an important part of the public realm. It can involve considered design and placement of basic street furniture, permanent works of art such as sculptures and ephemeral displays such as banners and light displays.

This policy includes a strategy that allocates a percentage of Council's capital works budget to public art; a citywide art forum of arts industry and public art stakeholders; and a public art committee to advise on artistic selection and concept development. The policy outlines a systematic process for identifying projects through an annual and five-year public art plan, and supports the development of an artist's register for speeding up artist selection, as well as operational guidelines for the implementation of public art commissions.

Council is currently in the process of reviewing and recasting its arts and cultural strategy – *A Strategy for City Arts and Living Culture*. Given that the previous strategy is over five years old, this review is timely. In developing the creative city of the future, key decisions will be considered in the context of the following guiding principles:

- *Imaginative* – tangible presence of creative expression
- *Engaging* – rich opportunity for human interaction
- *Dynamic* – encompassing people with diverse cultural and socio-economic lifestyles
- *Liveable* – safe, accessible, people-friendly environments
- *Connected* – to the cultural contributions of past peoples
- *Sustainability* – meeting the needs of the present without compromising the needs of future generations.

Arts and cultural consultation varies with each program, activity or policy. The word 'consult' implies an interactive, meaningful process of engaging communities and stakeholders. To consult effectively Council uses whatever tool is most suited to the engagement: community workshops, public meetings, stakeholders' sub-committees, surveys or formal committees.

So far, the development of this new Strategy has involved detailed and ongoing stakeholder workshops, both internal and external, and the development of a Discussion Paper identifying issues, challenges and strategies, and inviting stakeholders to comment further. A first draft of *A Strategy for the City Arts and Living Culture* has been completed (August 2002) and is undergoing further consultation.

Policy is extremely important. Once endorsed by Council, it sets the vision for the arts and cultural program and the blueprint for its implementation. Far-sighted, inclusive, up-to-date policies that inform strategies that match resources to implementation plans can bring strong outcomes to communities.

The new *Strategy for the City Arts and Living Culture* will require an overarching policy to elevate arts and cultural policy to its rightful place alongside economic development, environmental sustainability and social development – the quadruple bottom line.

RURAL CITY OF MURRAY BRIDGE

ARTS AND CULTURAL POLICY

Murray Bridge is located about 45 minutes from Adelaide and is an historic centre for rail, river and road transport. The City has a population of around 16,500 people with significant Turkish, Italian, Maori and Indigenous populations. Before Council's cultural advisory committee was established and the Cultural Plan developed, its involvement in arts and culture consisted of providing community facilities, some of which happened to be used by groups for arts and cultural activities.

An active cultural advisory committee and a Cultural Plan for the Rural City of Murray Bridge, endorsed by the community and integrated into Council planning, have recently attracted and developed new arts and cultural facilities for the city.

In 1997, a couple of residents approached a senior Council staff member about the need for an art gallery in Murray Bridge. The Community Cultural Development Advisory Committee was subsequently formed to ensure it happened and that Council involvement would be more than 'ad hoc'.

The committee is a formal advisory committee of Council established under the Local Government Act. It functions as the chief advocate for arts and culture, and as the formal link between the community's arts and cultural interests and Council's decision-making responsibilities and Council staff.

It is made up of an elected member and interested members of the community who have connections with local groups in the broad areas of performing and visual arts, history and heritage.

The committee's first action was to produce two key documents – a Cultural Audit and a Cultural Plan, endorsed in 1999. These documents, based on extensive community consultations, are central to Council's arts and cultural development planning and actions. The Cultural Audit is the expression of how the community feels about arts and culture, and what people want to see happen, while the Cultural Plan brings these concerns together into a structured document.

The Committee is the driving force behind Council's involvement in arts and culture – identifying the gaps, suggesting projects, seeking and advocating for funding, and undertaking consultation with the community. Their efforts were rewarded when the Murray Bridge Regional Art Gallery (Stage I) opened in 2001. Stage II has been approved for completion in the 2002-2003 financial year.

Through the Committee, Council has become much more active in arts and culture, following the rationale enshrined in the Cultural Audit and Cultural Plan.

Both documents are called on frequently to substantiate the need for Council involvement in arts and culture. They also spell out the importance of cultural development, as part of an integrated approach to the economic and social development of Murray Bridge.

The Cultural Plan provides a focus for any arts and cultural activity that the Council might choose to undertake or support in some way. However, it is not a guarantee that Council will engage in such activity, given pressures for resources to be directed to other areas of Council operation.

The plan has not been formally evaluated but progress on a couple of key projects and positive reaction from the community indicate it is on the right track.

It is now due for review and the committee is presently (beginning August 2002) deciding what method to use to ensure it continues to be relevant to the community and a source of 'authority' for Council involvement in arts and culture. Because there is a formal committee, and because the nature of the policy fundamentally requires community knowledge and understanding, the review process is more complex than for most other Council policies.

The Committee consults with the community on all of its projects. The level of consultation and the target group vary between projects. The whole community was involved in the Murray Bridge Regional Art Gallery project, while in the case of smaller scale projects, the committee might meet with the executive of a community group that already hosts a special event, to help enhance the cultural content of their event.

The key link between the committee and Council administration is the Community Development Officer, who also maintains links with other staff, particularly with the works area and customer service staff. Council enjoys a very strong and productive link with Country Arts SA, which is invaluable for Council's arts and cultural projects and activities.

The Cultural Plan and the active Community Cultural Development Advisory Committee have maintained the profile of arts and culture as a means of community expression and community development.

The need to identify and preserve heritage items, to consult with the Indigenous community to identify their concerns and cultural needs, to establish and manage a regional art gallery, and to monitor and promote community development opportunities, are now recognised in Council's Strategic Plan. This is a direct result of community concern, channeled through and advocated by the Community Cultural Development Advisory Committee.

The City of Onkaparinga is a large metropolitan Council on the southern fringe of Adelaide, encompassing residential, agricultural and manufacturing industries and extensive coastal areas. It is South Australia's largest Council with a population of 151,400, which represents 10% of the State's population.

The comprehensive Arts and Cultural Development Policy of the City of Onkaparinga is well integrated across Council. It gives direction and strategic focus to Council's support for numerous arts and cultural facilities, programs, events, festivals and activities.

When the former councils of Happy Valley, Noarlunga and Willunga amalgamated in 1997 to form the City of Onkaparinga, each brought its own set of arts and cultural resources, staff and policies. Initially the policies of the three former Councils were carried across to provide direction. However, it was imperative to develop a new policy to guide the new Council's approach and management of long established arts and cultural resources, activities and programs.

A general policy framework for Council was developed in 1998 with main policy themes derived from key strategic issues, including social development. Following the establishment of Council's policy framework, successive layers of more specific and detailed policies were developed under each of the lead policies. The Arts and Cultural Development Policy is one of several policies that sit under the Social Development Lead Policy. Council's policy framework is reviewed annually to address linkages with strategic documents and reflect changes to relevant legislation. The policy statements are reviewed every three years following Council elections or as required to incorporate amendments to legislation, major shifts in community expectations or other significant changes.

The policy is an essential document. It supports the process of budget allocations, acts as a guideline for program development and functions as a handy reference for all to consult. It defines Council's role and approach, provides a statement of intent and has three main objectives:

- *To encourage a strategic planning approach to arts and cultural development*
- *To promote community involvement in the development and management of arts and cultural development opportunities*
- *To create an awareness of Council's role in supporting the development of a range of quality arts and cultural development facilities, activities and programs, which contribute to the well being of the local community.*

The extensive range of arts and cultural events and festivals supported by the City of Onkaparinga includes: public art projects; the 2002 Youth Arts Festival; the Willunga Almond Blossom Festival; the Fleurieu Biennale and the South Australian Writers' Festival.

The City of Onkaparinga also provides support in the form of staff, building maintenance and programs for the Arts Centre, Port Noarlunga. These programs include free art classes for children and community initiatives such as Woolgathering, Paper Purchase and the annual Surf Art Exhibition. The Arts Centre is also home to two theatre companies. Currently (2002) Council spends approximately \$400,000 on arts and cultural development, including funds for festivals, ongoing programs and grants.

The resources for developing the new policy included previous cultural plans, a survey of specific arts facilities and community consultations. The City of Noarlunga Cultural Plan (1994) proved a key resource for developing the new policy, with a subsequent Draft Cultural Plan being produced and reviewed in 1999. At the same time, a Theatre and Conference Needs Analysis Survey was undertaken.

Council's Arts and Cultural Development Policy states that: *Community involvement and consultation is essential for the development and management of community arts and cultural development opportunities.* Extensive consultation with both councillors and staff also forms an integral component of policy development and the review process.

Council regularly holds general community forums where a wide range of issues can be raised. Within the area of arts and cultural development, the Arts Centre at Port Noarlunga has had an Advisory Group since its inception in 1993. Artists in the community are consulted on a project basis.

The Arts and Cultural Development Officer works with various Council officers and departments to encourage a lateral and creative approach to arts and cultural development. As a tool, the Arts and Cultural Development policy specifically addresses economic development and public infrastructure, and can be referenced by any officer in Council when proposing developments or activities in these areas.

This process has ensured that artists and designers are contracted to provide services in street scaping, building design, gateway and entrance statements, public facility design and embellishment, and strategic planning in designating sites for public art in master plans. Arts and cultural development at the City of Onkaparinga is also linked to sponsorship, festivals and other major events.

Council support for arts and cultural development is highlighted in Council's Strategic Directions document, *Creating our Future*, which specifically discusses Council's role in and commitment to festivals and events, cultural diversity and public art. As a matter of procedure, all Council reports and proposals must refer to *Creating our Future* as a reporting mechanism. This ensures that the City of Onkaparinga's activities reflect its policies and strategic directions.

The City of Prospect, just north of the City of Adelaide, is one of Adelaide's smaller Councils with a predominantly residential base.

The City of Prospect has a long association with community arts. It has been committed to, and involved in, arts and culture since the early 1970s, and in 1980 was one of the first Councils to appoint a Community Arts Officer. Its well developed arts and cultural program has dedicated staff and many years of experience.

The Community Arts Policy and Council's commitment to cultural development continue to enhance the quality of life of the residents and play a major role in community building and participation. The policy is linked to Council's strategic plan and drives the Community Arts Program. The heading on the website and the forthcoming new community magazine now express these values as: *City of Prospect – the Creative Community*.

The trigger for Council's involvement was a grass roots group called the Prospect Mural Group headed by a local artist, Anne Newmarch, who became the Council's first artist in residence. The first community arts exhibition was held in the Prospect Library in 1982. Council has retained an emphasis on community art and holds biennial community art exhibitions, continuing to provide opportunities for the artistic expression of local residents from diverse cultural backgrounds.

The extensive, and growing, structural links within Council develop and maintain arts and culture. Community Arts functions as a team within the Community and Recreational Services Development Teams, and there is considerable cross-functional teamwork across all Council areas. Cultural planning has been incorporated into all aspects of physical, economic and social planning.

The integration across Council is made through the City of Prospect's Strategic Plan. The current plan for 2002-2007 has a ten-year horizon with five and one year action plans. Council reviews and evaluates the plan every three years and the plan is presented to the community for consultation and comment. The Community Arts Policy is addressed using the same process as all other Council policies and strategies.

Visual arts has remained a central focus with the Community Arts Policy leading to the establishment of the first art gallery in a South Australian Local Government Authority. The gallery and its resources (including a studio) remain a key resource for arts and culture. The Gallery Advisory Group, which has a membership of councillors, staff, practising artists and community representatives, assesses all applications and programs all the gallery's exhibitions.

The community arts program works in partnership with many community groups and organisations, several of which use the studio as their base. The City of Prospect now has an extensive art collection, started in 1960, with works exhibited throughout the Council offices. Staff and councillors attend the monthly openings at the Prospect Art Gallery. A local business sponsors the biennial Prospect Portrait Prize.

Feedback is often received on the Council's website indicating community satisfaction with Council policies on community arts and cultural development. The programs and services provided by Council also play a role in attracting new residents. The community is consulted through many forums including responses to Council's Strategic Plan, published in the Community Newspaper and on the website; the Community Newspaper; the Art Gallery Advisory Group; various art forums and community events, and general website feedback.

A range of events, activities, displays and residencies are part of the local arts and cultural expression and are managed under the Community Arts Program:

- Annual Prospect Fair (since 1980)
- Arts workshops for all age groups (since 1980)
- Prospect Art Collection
- Prospect Textile Show (since 1980)
- Prospect Community Newspaper (since 1986)
- Arts Path (since 1987)
- Monthly exhibition program at the Prospect Gallery (since 1988)
- Twilight Concerts (annually since 1995)
- Artist in Residence program (since 1996)
- Prospect Portrait Prize (biannually since 1999)
- Prospect Up-Market Street Fair (2002).

The last two Youth Week programs involved local youth in creative ventures at the Skate Park and local Cycle Fun Track. The recent extension of the Arts Path Program involved the local Rotary Sunrise service clubs, local schools, local artists and many community groups, plus councillors and staff.

The community arts and cultural development components of Council functions have been consistently and fully funded by Council since 1982 and have been an integral part of the City of Prospect Strategic Plan since 1987. Council has also been successful in securing grants from both the SA and Commonwealth Governments for arts and cultural projects.

The recent appointment of a Community Programs Coordinator as a member of the Community Arts Team demonstrates further Council commitment to the cultural development of the city.