

LATROBE

LATROBE CITY COUNCIL | ARTS STRATEGY | 2016-2021  
AND ACTION PLAN

IN 2026,  
Latrobe Valley



...CELEBRATES THE DIVERSITY OF HERITAGE AND CULTURES THAT SHAPE OUR COMMUNITY, WITH **ACTIVITIES AND FACILITIES THAT SUPPORT THE CULTURAL VITALITY OF THE REGION.**

**LATROBE VALLEY ENJOYS A STRONG REPUTATION AS A CULTURALLY VIBRANT REGION,** ENRICHED BY THE DIVERSITY OF OUR ABORIGINAL AND TORRES STRAIT ISLANDER AND MULTICULTURAL HERITAGE, AND SUPPORTED BY WELL-ESTABLISHED INTERNATIONAL RELATIONSHIPS.

*Cultural Strategic Objective*  
—Latrobe 2026: The community vision for Latrobe Valley





## Mayor's Message

- ▶ It is with great pleasure that I introduce Latrobe City's first Arts Strategy – an important step for our community in formalising our recognition of and support for the role that the Arts have and will play in Latrobe City into the future.
- ▶ Our community has strongly and consistently advocated for increased focus on and support for arts, culture and creative industries. It is no accident that the launch of this strategy aligns with Council naming the Latrobe Creative Precinct as its number one priority project.
- ▶ Council recognises the transformative power that arts and culture can have on driving positive change. When strategically aligned, appropriately supported and warmly welcomed, arts and culture can help create a stronger, more prosperous region; a more resilient and cohesive community; and enrich a region as an attractive place to live, work and visit.
- ▶ This strategy demonstrates Council's dedication to taking action and realising the potential of Arts in Latrobe City. It builds on the community expectation expressed in Latrobe 2026 by outlining Council's commitment to increased investment in arts facilities and programming, active partnerships with those who share and contribute to our vision and a stronger focus on building arts and culture into our identity and reputation.
- ▶ The strategy sets out our vision for Latrobe City to be recognised and celebrated as a major regional creative city. It provides Council and our community with a roadmap for supporting and growing arts and culture within our region and beyond.
- ▶ We are looking forward to Latrobe City being recognised and visited because it is a unique and shining destination within the larger arts trail that is Victoria and Australia. Come on the journey with us.

Cr Michael Rossiter  
Latrobe City Mayor

This document was adopted in June 2016 by Latrobe City Council. To obtain this information in languages other than English, or in other formats, please contact Latrobe City Council on 1300 367 700.

**THE LATROBE CREATIVE PRECINCT...**  
**Council's number one priority project**



LATROBE  
CITY COUNCIL  
HAS A FOCUS ON  
building arts  
and culture  
into our  
region's  
identity and  
reputation.



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## ARTS AND CULTURE: The Wider Perspective

### Arts, culture and creative industries enrich communities by:

- enhancing the quality of people's lives through personal enjoyment and providing intellectual stimulation;
- increasing community engagement and connection;
- contributing to a strong sense of place and community pride;
- contributing to community health and wellbeing;
- providing employment;
- increasing tourism, retail sales and other indirect economic activity;
- providing people with a sense of their own history and innovative vision for the future;
- contributing to building vibrant, engaged and socially active communities;
- contributing to community and economic development;
- providing opportunities for lifelong learning;
- helping to develop higher level skills such as critical thinking and problem solving;
- forming a critical component of city revitalisation programs; and
- regenerating undervalued/under-utilised spaces and transforming the urban landscape.

**In summary, arts, culture and creative industries contribute to people having rich, meaningful and engaged lives.**

**They are an essential part of our community fabric – past, present and future.**

**85% OF AUSTRALIANS AGREE:  
"The arts make for a richer and more meaningful life"**



# ARTS AND CULTURE: Latrobe in 2016

Latrobe is a city in transformation. It is seeking to further diversify its economy, create new avenues for social connectedness, improve its standard of health (including mental health), establish new pathways in education, training and employment and establish Latrobe as a prosperous, livable and sustainable city.

The arts and cultural industries play a vital role in the fabric of Latrobe's community.

## VISUAL ARTS

- ▶ Latrobe Regional Gallery attracts over 22,000 people each year and is part of the Public Art Galleries Association of Victoria.
- ▶ Since its inception the Latrobe Regional Gallery has closely identified with home-grown artists as well as hosting national and international exhibitions of note. The Gallery is also custodian to a number of specialist collections.
- ▶ Latrobe Regional Gallery provides comprehensive education and public programs including artist talks, specialist workshops and bespoke gallery tours.

## PERFORMING ARTS

- ▶ Latrobe Performing Arts delivers a stimulating annual performance season. In addition, an education and community engagement program is offered and the venue features a dedicated education exhibition space.
- ▶ An average of 27,000 people per year have attended the Latrobe Performing Arts Centre for the past three years.
- ▶ Latrobe Performing Arts Centre is a member of the Victorian Association of Performing Arts Centres and the Australian Performing Arts Centres Association.

## FESTIVALS AND EVENTS

- ▶ Latrobe City has a large number of festivals and events initiated both by Council and community groups. It is estimated that close to 50,000 people attend an arts and cultural festival or event in Latrobe every year.

- ▶ Festivals include (but are not limited to): The Sister Cities Festival, Multicultural festivals, Moe Music Festival, Boolarra Folk Festival, The Latrobe Valley Eisteddfod, Moe Dance Eisteddfod; Morwell Festival of Dance, Tyers Arts Festival and the Fiddlehead Festival.

## COMMUNITY CULTURAL DEVELOPMENT

- ▶ Council provides a range of community cultural development services that aim to support and grow community arts and cultural activity.
- ▶ Council administers an annual Community Grants program with grants up to \$5,000 for festivals and events.
- ▶ A Community Use Grant is available for performing arts venues. Groups can apply for a reduced rate/free use of some venues.
- ▶ Council's Public and Urban Art Policy provides guidelines for the encouragement, creation and maintenance of public artworks in Latrobe City.
- ▶ Council participates in the Creative Gippsland collaboration through which Council provides free arts development information sessions and workshops; and Creative Gippsland supports the marketing of local events through its website and local advertising.

# OUR VISION: Creative, Brave and Beautiful

**Our Arts Vision for Latrobe City is to be recognised and celebrated as a major regional creative city. This vision comes from our community, for our place and will be realised in partnership.**

Latrobe City is envisioned to be a place:

- ▶ That recognises and enables the transformative power of arts and culture in driving positive change - for our economy, for our social fabric, for our reputation and for our identity
- ▶ That is proud to claim and be inspired by its industrial past and also seeks to move beyond it
- ▶ In which people choose to live, work and visit because of its arts and cultural vibrancy
- ▶ That is recognised and celebrated for its arts, artists and creative economy
- ▶ Where arts and artists are encouraged, valued and supported as important contributors to the local economy
- ▶ Where artworks and creative ideas beautify and give greater meaning to our public space; our community places
- ▶ That fosters collaborative, mutually beneficial relationships and partnerships with providers and supporters of arts, culture and education in our region and beyond
- ▶ That embraces the creative, brave and beautiful, and a culture of the innovative, sustainable and empowered.





# OUR FRAMEWORK:

**Our Arts Strategy is a roadmap to achieving our vision for the Arts in Latrobe City. It is a bold statement of our intention to reach beyond our industrial legacy, to celebrate and support the arts as a catalyst for renewal and to promote our place - to ourselves and others - as a thriving, interesting, optimistic and beautiful place to live, work and visit.**

**The Arts are a core component of community and cultural life in Latrobe City. Their presence and importance to the community are long standing and for many locals, they are at the hub of what people love and value about the area. They also represent a reason for people outside of the region to visit – and fall in love with – Latrobe City.**

**The Arts Strategy 2016 – 2021 is Council's recognition of the importance of the Arts and role that we see them playing in strengthening our Regional City's image and vitality into the future. It is a plan to capitalise on, resource and strengthen its professional and community-based arts and cultural activities, industries, facilities, art collections, festivals and events.**

**It will guide Latrobe City's planning, provision and commitments for Latrobe's arts and cultural services into the future.**

**It is the outcome from community discussion and feedback paired with research about arts in Latrobe and further abroad, undertaken in 2015 and 2016. These findings have been broken down into Principles and Themes.**

## THE PRINCIPLES THAT UNDERPIN OUR STRATEGY

This strategy reflects a new way of thinking about who we are, what we do and how and why we do it.

Our principles are:

- ▶ Everyone should have access to participate in or experience the Arts
- ▶ Investment in the Arts will improve Latrobe's economy, build community participation, pride of place and social cohesion
- ▶ Our local artists, arts workers and the Arts should be recognised as an important part of how we project Latrobe onto the national and international stage
- ▶ The Arts will be at the forefront of promoting who and what Latrobe City is
- ▶ The Arts are an important part of Latrobe's history and should be nurtured to be part of its ongoing evolution
- ▶ Council has a leadership and advocacy role to play in supporting local arts and cultural industry, access and participation
- ▶ Often, the most effective role that Council can play in enabling local arts and cultural industry, and encouraging access and participation, is to collaborate with or support and enable community to take creative control
- ▶ We have a vast range of existing arts and cultural activities that have been developed by the community and these are to be supported and celebrated



# OUR THEMES

What drives our actions



## PLACE

**To be - and be recognised as - a creative city.**

### WE COMMIT TO:

- ▶ Positioning Latrobe City as a hub for education and training in arts, cultural and creative industries
- ▶ Innovatively programming Council-led creative programs to deliver unique, progressive, stimulating content that attracts the attention and participation of both local and extended audiences
- ▶ Recognising the unique heritage, environment and characteristics and of Latrobe City and using arts, culture and creative industries to capitalise on inherent strengths, realise opportunities and address barriers to participation in our region
- ▶ Incorporating arts, culture and creative pursuits into Council policies, events and tourism attraction strategies, economic development positioning and regional marketing campaigns
- ▶ Widely marketing the Latrobe City as an arts, culture and creative industries destination
- ▶ Supporting arts businesses and activities and to build Latrobe City's reputation as an artistic, creative place
- ▶ Honouring our Aboriginal and Torres Strait Islander past and celebrating its culture into the future

## SPACE

**To provide and/or facilitate a range of buildings and outdoor areas that house, support and/or facilitate the arts, arts activity and enterprise**

### WE COMMIT TO:

- ▶ Advocating strongly and consistently for State, Federal, partnership and philanthropic investment in new and existing facilities to enable the full potential of our community and Council's arts and culture aspirations to be achieved; in particular, the development of the Latrobe Creative Precinct.
- ▶ Improving access to and quality of facilities for arts, culture and creative industry activity and innovation
- ▶ Providing flexible and scalable spaces to meet the dynamic and evolving needs of our community's creative practice and experience
- ▶ Investing in and maintaining our existing facilities to ensure that they achieve maximum value for our community and remain fit for professional purpose
- ▶ Supporting and facilitating the use of public open space for creative pursuits
- ▶ Including arts in strategies for developing, activating and beautifying community, urban and vacant spaces
- ▶ Celebrating and supporting artist-run spaces within our community

## LEADERSHIP

**To advocate for the inclusion of arts and culture across all areas of Council's operation, strategic planning reach and partnerships.**

### WE COMMIT TO:

- ▶ Demonstrating leadership by ensuring Arts and Culture is a core strategy in continuing to grow Latrobe as a strong, well governed, unique and visionary place.
- ▶ Establishing and building recognition of the value of arts, culture and creative industries within Council to enable arts to be effectively incorporated into the policies, practices, services and initiatives of Council into the future
- ▶ Reviewing and identifying opportunities for arts and cultural resource provision and making recommendations for future needs
- ▶ Providing ideas to build on existing strengths and developing them in line with community needs, aspirations and resources
- ▶ Encouraging and, where possible, implementing creative ideas, innovations and approaches from our community to enhance the realisation of arts, culture and creative industries in Latrobe City
- ▶ Working to attract events of significant artistic impact to drive economic growth, enrich the local community and inspire and challenge local audiences

## CONNECTED -NESS

To improve Latrobe City arts networks and partnerships, building support for, information about and access to arts, artists, arts activities and events in Latrobe City.

### WE COMMIT TO:

- ▶ Fostering mutually beneficial relationships and partnerships with providers and supporters of arts and culture presentation, participation and education in our region and beyond
- ▶ Proactively identifying strategic and operational opportunities for collaboration and combining resources to achieve greater artistic standards
- ▶ Partnering with surrounding galleries and performing arts centres as well as national and international institutions, to better enable effective touring routes and increase access to high quality arts presentation
- ▶ Taking a leadership role within the broader region in promoting the value of investment in the arts, cultural and creative industries
- ▶ Facilitating clear and accessible connections between the arts community and Council services
- ▶ Active participation in arts and culture networks at a regional, state and national level to pursue alignment in activity and investment

## CREATIVE ECONOMY

To encourage and promote creative industries as key drivers of Latrobe City's economy

### WE COMMIT TO:

- ▶ Supporting and enabling the arts to further develop as an integral component of our regional economy
- ▶ Proactively attracting and fostering arts investment by growing arts awareness or activity in Latrobe City, through new and established programs and in-kind support
- ▶ Including arts, culture and creative industries at the heart of tourism and events, in particular, showcasing activity that attracts new spending in the region (including, but not limited to, meetings, exhibitions, shows, markets, festivals and tours)

## PARTICIPATION

To support and enable opportunities for everyone who lives, works, visits or learns in Latrobe City to have access to experience and participate in arts, culture and creative industries

### WE COMMIT TO:

- ▶ Enhancing our understanding of drivers for and barriers to people experiencing and participating in arts, culture and creative industries in Latrobe City
- ▶ Advocating for, creating opportunities for and facilitating the involvement of people with disability or disadvantage so that they might participate in, contribute to and enjoy the full spectrum of arts and cultural activity
- ▶ Supporting and enabling the expertise and energy that exists in the Latrobe community in providing, developing, growing, promoting local arts, culture and creative industries
- ▶ Providing support to facilitate artists, arts workers and arts administrators in identifying and building the talents and artistic capacities of their community's human resources
- ▶ Offering innovative and memorable experiences for local audiences by encouraging the development of unique local content and attracting high quality programming to the region

# HOW WE PREPARED the Latrobe Arts Strategy

## RESEARCH

- National & International research about Arts, Culture, Creative Economies, Galleries and Performing Arts Centres
- Review of State and Federal Arts and Culture Policies, including, but not limited to;
  - Creative Australia
  - National Cultural Policy
  - National Arts and Disability Policy
  - Arts Victoria Priority Actions
- Review of Council documents
- Latrobe demographic review
- Latrobe service & resources review
- Community Leaders discussion paper
- Research & consultation report

## CONSULTATION

- Face to face consultations
- Councillors workshop
- 4 discussion points across Latrobe, 38 discussions
- 11 Community leaders – 2 workshops
- Community leader community conversations
- Key stakeholder interviews
- Peak association interviews
- Important group meetings and workshops – 6

## SURVEYS

- Community survey (47)
- Artists and Arts Workers survey (26)

## ART AND CULTURAL STRATEGY – DISCUSSION DRAFT

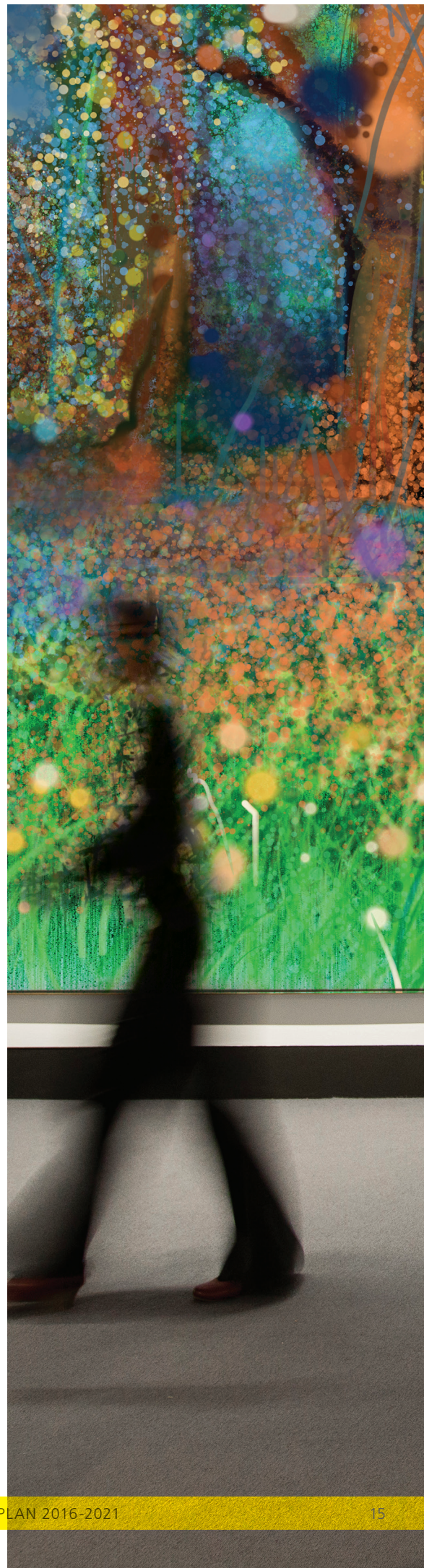
- Key Themes
- Principles
- Goals
- Proposed Strategies

## COUNCIL REVIEW AND COMMUNITY DISCUSSION (PUBLIC CONSULTATION) FEEDBACK FROM STATE BODIES

## FINAL ARTS STRATEGY AND ACTION PLAN 2016 - 2021

## Research and Consultation

THE ARTS STRATEGY HAS EVOLVED FROM RESEARCH AND CONSULTATION WITH AND BETWEEN PEOPLE WHO LIVE, WORK AND VISIT IN LATROBE CITY. OVER 171 COMMUNITY MEMBERS AND STAKEHOLDERS WERE DIRECTLY CONSULTED OVER THE COURSE OF THE STRATEGY DEVELOPMENT.



# ACTION PLAN



## PLACE

ACTION	TIMEFRAME	ADDITIONAL RESOURCES / COST IMPLICATIONS
1.1 Scope and establish an Audience Development Plan for LCC Arts Facilities to inform best practice programming, hiring, promotion and identity building	Year One to Three	\$5,000
1.2 Collaborate with national and international institutions to enable the delivery of a diverse range of arts and cultural experiences, programs and activities in the region	Ongoing	Nil
1.3 Seek opportunities to import new arts experiences into the region and export local art works and performances to a broader audience	Ongoing	Nil (use of regular programming funds)
1.4 Establish and further develop relationships with recognised education and training organisations to enable lifelong learning and engagement in the arts	Ongoing	Nil
1.5 Facilitate the delivery of a broad range of education and training programs from LCC venues, in particular the education hub of the Latrobe Creative Precinct	Year Three	Nil
1.6 Ensure that arts and culture feature strongly in promotion of the Latrobe City region as a place to live, work, learn, visit and play	Ongoing	Nil (use of regular marketing budgets)
1.7 Update and review Council's Public and Urban Art Policy	Year One	Nil



## SPACE

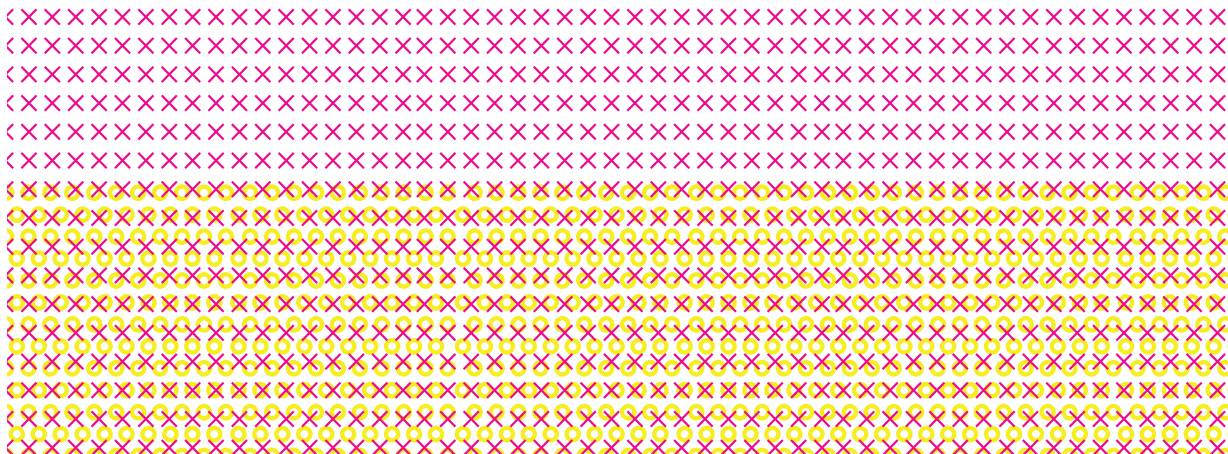
ACTION	TIMEFRAME	ADDITIONAL RESOURCES / COST IMPLICATIONS
2.1 Secure a staff resource to pursue funding opportunities to realise the development of the new Latrobe Creative Precinct in Traralgon and support other existing LCC arts facilities	Year One	Nil (redesign of existing Arts & Events staff structure)
2.2 Develop a Business Case and Functional Concept Design for the potential Conference Centre redevelopment of Kernot Hall and precinct	Year One to Year Two	\$125,000
2.3 Undertake a review of fees and charges for Council facilities that are used for arts purposes, considering affordability, accessibility, quality and location	Ongoing	Nil
2.4 Develop an Asset Management Plan for all Council-owned arts and culture facilities and resources	Year One	\$50,000
2.5 Secure adequate ongoing budget allocations for maintaining and developing LCC arts assets, including facilities and resources	Ongoing	Nil
2.6 Develop policies and work with Council, community groups and artists to encourage the utilisation of public open space for arts, cultural activities and events	Year Three	Nil
2.7 Provide advice to community-led initiatives to establish and develop arts and culture spaces, activities and experiences	Ongoing	Nil
2.8 In association with local arts organisations and practitioners, identify potential new arts spaces and provide advice to Council as to how these may be accessed, activated and used	Year Four	Nil

## LEADERSHIP

ACTION	TIMEFRAME	ADDITIONAL RESOURCES / COST IMPLICATIONS
3. In collaboration with relevant Council Divisions/Departments, encourage arts representation in Council project development and decision making processes, including strategy and policy development, project reference groups and community engagement activities	Ongoing	Nil
3.2 Adopt a cross-Council approach when researching and developing arts initiatives to ensure their success and sustainability	Ongoing	Nil
3.3 Encourage innovation and creativity considerations into Council decision making processes	Ongoing	Nil
3.4 Annually review Arts Strategy and Action Plan	Ongoing	Nil
3.5 Review Council's arts and culture service provision with a focus on adding value by being an enabler of community driven art initiatives, projects and programs rather than the sole provider	Year One to Three	Nil
3.6 Research the potential establishment of a Latrobe Corporate Partners Program to harness corporate support for Council's arts and cultural initiatives	Year Two	\$5,000
3.7 Update and review Council's Visual Arts and Performing Arts Policies	Year Three	Nil

# CONNECTEDNESS

ACTION	TIMEFRAME	ADDITIONAL RESOURCES / COST IMPLICATIONS
4.1 Engage a dedicated arts marketing officer to: <ul style="list-style-type: none"> <li>✦ Promote Council-led opportunities to participate in arts and culture</li> <li>✦ Provide advice and support to small towns to effectively promote their arts initiatives</li> <li>✦ Provide marketing advice and support to local arts networks, groups and collectives to help ensure their sustainability and growth</li> <li>✦ Provide systems for promoting arts and culture sites and activities in Latrobe</li> </ul>	Year three	\$100,000
4.2 Build a strong, connected and interactive online presence to support the growth of arts and culture in Latrobe through effective information sharing and engagement with a diverse range of audiences	Year three to five	\$15,000
4.3 Research and develop opportunities for partnering with local, state, national and international arts and culture organisations to improve local access to and participation in high quality arts and culture experience	Ongoing	Nil
4.4 Build, maintain and expand relationships with funding bodies to ensure opportunities are recognised early, well understood and effectively responded to	Ongoing	Nil
4.5 Continue to invest in arts and culture networks and initiatives in the region and beyond and leverage these partnerships to achieve Strategy goals and mutually beneficial outcomes	Ongoing	Nil
4.6 When the Latrobe Creative Precinct is realised, redevelop the existing Performing Arts Centre building to provide a place for community members, artists and creative businesses to connect, collectively create art, share skills, rehearse and enhance their practices	Year three to five	\$2.855 million (as part of LCP budget)
4.7 Position Council's arts facilities as community 'meeting places' where people come together for a range of community, arts and cultural purposes	Ongoing	Nil



## CREATIVE ECONOMY

ACTION	TIMEFRAME	ADDITIONAL RESOURCES / COST IMPLICATIONS
5.1 Implement the actions of the Audience Development Plan (refer action 1.1)	Year Three to Five	\$50,000 (new CRM software)
5.2 Develop a Cultural Events and Tourism Strategy	Year Three	\$10,000
5.3 Continue to provide in-kind support and advice to the OTR Re:Activate Latrobe initiative	Ongoing	Nil
5.4 Establish an Artist/Company in Residence Program with a trial in Year Two of the Strategy implementation	Ongoing	\$25,000 per annum
5.5 Provide professional development opportunities to support local artists, arts groups, companies and initiatives	Ongoing	Nil
5.6 Investigate the potential of holding a biennial arts festival in Latrobe City	Year 2	\$10,000

## PARTICIPATION

ACTION	TIMEFRAME	ADDITIONAL RESOURCES / COST IMPLICATIONS
6.1 Provide arts and culture participation opportunities for all our communities, including all-abilities access to arts and culture facilities, programs, events and information (including websites)	Ongoing	Nil
6.2 Ensure that there are no-cost and low-cost options for residents and visitors to access and participate in a range of arts and culture activities and seek to increase access and participation from diverse communities	Ongoing	Nil (revenue forgone as part of normal programming budget)
6.3 Ensure Council promotional strategies for arts and culture meet best practice communication standards	Ongoing	Nil
6.4 Provide regular opportunities for feedback to position Council to better understand and respond to issues in participating in arts and culture facilities, programs and events	Ongoing	Nil
6.5 Provide personal creative development opportunities through formal and informal learning opportunities, with a focus on broad engagement and access for all	Ongoing	Nil (achieved through normal training budget)
6.6 Scope and evaluate the establishment of a Latrobe City Cultural Festival that will engage participation and attract visitation	Ongoing	\$60,000



