Barossa Arts & Culture Think Tank

REPORT

July 2013
OVERVIEW

This report is a summary of ideas and actions discussed at the Barossa Arts & Culture Think Tank, which was conducted on Thursday 18 July at Seppeltsfield Winery. There are several recommendations detailed at the conclusion of the report with several priority areas or initiatives identified for follow up by the organizing committee.

BACKGROUND AND PURPOSE

The Barossa is currently the focus region for the South Australian Tourism Commission national marketing campaign. Launched in June 2013, the campaign focuses on the Barossa a place where people will enjoy many ‘flavours’ and ‘experience’ something that is quite unique and special – we are a renowned place for wonderful wine but you can also experience fabulous food and heritage! It is expected to attract greater visitor numbers to the region in the coming months and years and when the commercial was released locally in May, there was a sense of urgency in the community to ensure that the community, tourism stakeholders and local businesses were ready to provide a high quality and unique tourism experience and indeed live up to the expectation of the television commercial.

The campaign has inspired a great deal of energy from the community, with many wanting to contribute to the region’s sustainability as a premiere destination and believe the Barossa has a great deal to offer visitors but that there are also many opportunities that are still to be realized – particularly in the area of arts, culture and heritage.

The Think Tank was designed to bring this conversation to the floor and provide an opportunity for community members, tourism stakeholders, artists and other organisations to come together, discuss and examine the possibilities and determine some possible actions that can develop further the arts, culture and heritage potential of the region.

Wine and food are clearly identified as key tourism strengths for the Barossa – they are articulated in the campaign as “flavours”. It is now time for us to expand our palette and see what arts, culture and heritage can bring to the table.

THINK TANK CONTENT

The Barossa Arts and Culture Think Tank consisted of several speakers followed by small table discussions. Please see Appendix 1 for details of the speaker presentations.

- Lyn Leader-Elliott - Cultural Tourism Consultant and Flinders University Lecturer
  Principles of Cultural Tourism
- Nicole Hodgson – Events Manager, Seppeltsfield and
  Brian Parkes – CEO, the Jam Factory
  Overview of Jam Factory development at Seppeltsfield
- Cathy Wills – Regional Tourism Manager, Tourism Barossa
  Commissionable Products
- Maz McGann – Manager Community & Culture, The Barossa Council
  Cultural Tourism Regional Examples

ORGANISING COMMITTEE

Maz McGann          Jan Angas
Felicity Hage       Charlotte Williams
Cathy Wills          Anne Moroney
Melanie Keynes       Vicki Rochau
Key themes identified from Think Tank discussions;

- Capitalise on existing strengths – heritage, culture and creative experiences.
- Improve communication and capacity to spread the word both for locals and visitors
- Using technology better in cultural tourism opportunities
- Increase activity with diverse array of experiences including events and workshops
- Need to develop arts, culture and tourism strategy which enables prioritising of actions to improve capacity

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<thead>
<tr>
<th>Discussion Points / Ideas</th>
<th>Possible Actions / Partners</th>
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<tbody>
<tr>
<td>Engagement with young people</td>
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<tr>
<td>Relate Barossa Stories in a way that young people can understand and appreciate</td>
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<td>Huge amount of activities around but not well communicated</td>
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<td>Existing arts opportunities dominated by passive experiences – more visual arts than anything else</td>
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<td>Things need to involve and not be imposed upon people</td>
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<td>Catalyst – JamFactory presence will galvanize coordinated artistic action</td>
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<td>Use Unley as a model with SALA bringing town to life</td>
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<td>Development of arts from childhood - adulthood</td>
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<td>Need for better connectivity for locals</td>
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<td>Under-utilisation of existing venues.</td>
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<td>Focus on Individual Town’s Heritage</td>
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<td>Barossa.com – not user friendly and needs to be easier to navigate around</td>
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<tr>
<td>Work on language – e.g. ‘experience’ rather than ‘trail’ or ‘walk’</td>
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<td>Need to make history modern</td>
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## COMMUNICATION / NETWORKING / MARKETING

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<th>Discussion Points / Ideas</th>
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<tbody>
<tr>
<td>Increase marketing for the trails, places and stories already on offer</td>
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<tr>
<td>Consistent promotion of arts and culture through Barossa.com</td>
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<td>Updated monthly newsletter of what’s on and other strategies to disseminate information to locals and visitors.</td>
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| Communication strategy around arts and culture to highlight existing activities  
  - Better digital strategy |  |
| Develop Arts Calendar |  |

## COMMUNITY STRENGTHENING & STRATEGY

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<tr>
<th>Discussion Points / Ideas</th>
<th>Possible Actions / Partners</th>
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<tr>
<td>Engage and develop historical societies so they can better provide content which is useful for the local community and of interest to visitors</td>
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<tr>
<td>Embrace the heritage assets and stories of surrounds including Gawler, Kapunda and other rural properties etc. Enrich the offer and provide a reason to stay for longer</td>
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<tr>
<td>Need for ongoing community support for all music – not just the big events</td>
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<tr>
<td>Broaden existing food and wine positioning so that arts has an equal recognition and renown</td>
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</table>
| Financed Arts, Culture and Heritage Body  
  - Map the assets, coordinate activities and disseminate information  
  - To Manage arts space |  |
| Attract outside knowledge and experience with the aim to be leading |  |
| Architecture and art - distinctive design and an appropriate design code immersed in planning and policy. Apply a place making approach |  |
| Barossa Artist’s Space that can nurture arts and heritage development for the region  
  - a place for artists to congregate and share  
  - a place for artist residential  
  - studio spaces |  |
| A coordinator to make connections for artist / groups to access info and networks |  |
| Funds to support arts development |  |
| Development opportunities for artists to improve skills |  |
| Articulate the “Barossa Story” and make it easier for people to find |  |
## ARTS / CULTURE / HERITAGE EXPERIENCE/ACTIVITY DEVELOPMENT

<table>
<thead>
<tr>
<th>Discussion Points / Ideas</th>
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<tr>
<td>Youth based projects that engage young people with the history and culture of the region – themed around the idea of “who we are”</td>
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<td>Workshop program for adults and kids to enjoy when visiting the region</td>
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<td>Activities based Programs with visitors invited to, cut a CD, write a song, establish a band, create a piece of art, build a stone wall or perform on stage</td>
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<td>Music Festival with ‘Fringe’</td>
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<td>- Organ festival</td>
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<td>Develop history and heritage tours</td>
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<td>Bike trail with exhibitions along the path</td>
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<td>Arts and Culture Festival with the theme of history</td>
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<td>- Annual arts masterclass with combination of local and renowned artists</td>
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<td>- Arts symposium with artists from all over the world</td>
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<td>Film on Mary Shippen – unsolved local mystery</td>
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<td>Pop up exhibition spaces / program</td>
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<td>Festival that appeals to families and children</td>
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<td>Arts Market/ Expo – higher end with quality craftsmanship</td>
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<td>Artist in residence to help develop / support historical societies</td>
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## ARTS / CULTURE / HERITAGE PRODUCT/ASSET DEVELOPMENT

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<th>Discussion Points / Ideas</th>
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<tr>
<td>Develop Artist crawl / Artist Activity trail</td>
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<tr>
<td>- Artist in residence</td>
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<td>- More than just visual arts – authors, sculpture, music</td>
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<tr>
<td>- Include visual, audio and text into trail</td>
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<td>Develop more public art</td>
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<td>Create podcast with tour information with local actors to do voice overs and collect feedback from tourists.</td>
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<td>Map the artistic assets of the region on interactive GIS Map and make available to the public with QR codes based technology</td>
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<td>Develop a register of artists so people can marry up / develop partnerships – Arts for Hire database and match artists with venues</td>
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<td>Discussion Points / Ideas</td>
<td>Possible Actions / Partners</td>
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<td>4 – 5 Music venues on a rotation basis and promoted</td>
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<td>An iconic Barossa Walk</td>
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<tr>
<td>Smart app development for arts and heritage</td>
<td>Make it interactive and use drop down menus and include audio, moving and still images to tell the story</td>
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<td>Improve existing infrastructure development</td>
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<tr>
<td>Use technology better to tell Barossa stories and preserve heritage</td>
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This plan gives a basic view of the existing building and the type of space that could be added to the venue to increase capacity and provide a range of new resources.

The development is consistent with the current activity and use of the hall with a range of cultural groups including the Barossa Regional Gallery, the Liedertafel Men’s Choir, the Barossa Photography Club and the Barossa Arts Council all using the facility for their activities.

OTHER EXAMPLES

Whilst the Barossa Regional Cultural Hub is quite unique in its aims to combine arts and heritage there are a number of other facilities in Australia that have co-located a range of cultural facilities which have been extremely successful for the community and the region.

- Western Plains Cultural Centre Dubbo
  www.wpccdubbo.org.au
- Blue Mountains Cultural Centre
- Wallarobba Arts and Cultural Centre – Hornsby

FURTHER INFORMATION

If you would like further information regarding this proposal or would like to offer some feedback or ideas in relation to the development of the Barossa Regional Cultural Hub please feel free to contact The Barossa Council

Maz McGann
Manager Community & Culture
T: 08 8563 8415 or 0438 807 973
E: mmcgann@barossa.sa.gov.au
The Barossa Council is considering a project which involves the redevelopment and upgrade of the Tanunda Soldiers Memorial Hall. The project would involve an upgrade to existing facilities at the Hall and the construction of additional space to accommodate a range of activities and services. Council’s aim is to develop the venue into a Regional Cultural Hub which combines heritage, art and music development. The project will transform the current facility from a passive space to an active space and provide a range of opportunities for local residents and visitors to the region to enjoy an authentic cultural experience. The venue could include a range of resources, services and experiences including some of the following:

- Interactive interpretive displays which convey the Barossa Story including wine, food, industry, ancestry and culture.
- An arts incubator which provides studio and workshop facilities for the development of arts skills and industry.
- A contemporary Storytelling and Heritage facility which allows members of the public, artists, heritage professionals, school groups and visitors to interact with their own Barossa Story. The facility will see the re-location of the Local History Rooms from Nuriootpa to Tanunda and provide opportunities to conduct formal research, discover the rich history of the region and create a digital reflection / artwork added to the Barossa digital Heritage Story Bank.
- An Artist / Thinker in Residence facility with the potential for short and long term residencies in design, music, art and heritage – supporting the development of internal content for the Cultural Hub but also the broader region. An expectation to create work and to consult with the community in relation to the Barossa Story would be a priority.
- A range of gallery spaces for heritage and visual art displays some of which would be semi-permanent and others temporary. These would have various focus areas and include a formal memorial space acknowledging the soldiers memorial.
- A flexible live music venue providing a small – medium space for live music performance from local and touring musicians and the Hill and Son Grand Organ.
- A civic space for meetings, events and forums.
- A Café / Restaurant facility which showcases local food and wine.

**KEY THEMES / OBJECTIVES**

The key theme of the new facility would be to combine heritage with the arts and encourage the development of professional and community art, music and design that is inspired by the diverse heritage of the region. The Barossa Story would be a key idea that is translated throughout not only the physical spaces in the facility but also in the programming of activities and installations throughout. Key Objectives would include the following:

- Transforming the existing space from a passive to an activity place, where people go to enjoy an experience that is authentic, unique and interactive – and unlike anything else in Australia.
- To provide a Cultural Hub for the region that celebrates, acknowledges and preserves local history and encourages development of cultural products and content which is innovative and unique.
- To provide visitors to the region with a high quality cultural experience that complements their interaction with other tourism experiences and products.
- To engage a range of community and business groups to showcase the region and support their goal to promote Barossa culture and heritage.

**PROJECT OVERVIEW**

The Barossa Council is considering a project which involves the redevelopment and upgrade of the Tanunda Soldiers Memorial Hall. The project would involve an upgrade to existing facilities at the Hall and the construction of additional space to accommodate a range of activities and services. Council’s aim is to develop the venue into a Regional Cultural Hub which combines heritage, art and music development. The project will transform the current facility from a passive space to an active space and provide a range of opportunities for local residents and visitors to the region to enjoy an authentic cultural experience. The venue could include a range of resources, services and experiences including some of the following:

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**STRATEGIC LINKS**

It is important that a development of this sort is in line with strategic planning for the region and that it will have the support of a variety of sectors in the region. The following is an example of how it fits in with current local regional strategies and plans.

- **Regional Road Map:** Events & Creative Industries – Thinkers in Residence programme, Rejuvenated community facilities & development of a Creative Industries Precinct.
- **Tourism Product Gap Audit:** Medium Term (5 - 10 Years) opportunity identified in report published by the AEC Group in 2011 for the development of an “Artisan and Craft Knowledge Centre.”
- **Barossa Council Strategic Plan:** 1.5 Committed to the protection and promotion of our local heritage, and the fostering and promotion of art and culture in our region. 2.1 Support and Advocacy for Tourism Events and Attractions.

**PHYSICAL RAMIFICATIONS**

The project would see an upgrade of existing facilities at the Tanunda Soldiers Memorial Hall along with an extension to the facilities along the Eastern side of the building. The extension would be on existing Council Land that is currently car-park.

There is potential for the facility to link into the main street through the Tanunda Urban Design Framework currently being undertaken and if further urban cycling paths are developed in Tanunda there is a possibility the path will emerge adjacent to the venue – along the rail corridor. The Tanunda Soldiers Memorial Hall currently requires Council Funds to undertake a number of vital repairs and upgrades to ensure the building does not fall into a considerable state of disrepair. This maintenance involves both structural and aesthetic improvements.

**FINANCIAL RAMIFICATIONS**

The development of the Barossa Regional Cultural Hub at the Tanunda Soldier’s Memorial is a medium to long term project and depending on the resources included in the facility, the project is estimated to cost between five and six million dollars.

Council has put forward an Expression of Interest in the Regional Development Australia Fund (Round 4) for up to two thirds of the cost. If this bid is unsuccessful, The Barossa Council may look at other funding alternatives and/or continue to develop the concept in readiness for the next round of Regional Development Funding. The Federal Minister Hon Mr Simon Crean has determined that $40 million has been set aside in this round of funding for arts and cultural projects.

It is anticipated that the project will have a positive economic impact on the region, diversifying our economic base, developing a tourist attraction and creating short and long term jobs.

**SCHEDULE**

The Regional Development Fund (Round Four) is a two stage application process with full applications in the second stage due in April 2013. If funding is awarded to The Barossa Council the project would commence at the beginning of 2014 and be completed by the end of 2016.
Arts Hub Proposal for Angaston from the Barossa Arts Council in 2008. This would feed into further community consultation in relation to the Barossa Regional Cultural Hub.

Contents

Part 1: Introduction
Part 2: Overview of Concept
Part 3: Outline of Stages
Part 4: Financial Projections
Part 5: Concluding Comments

Introduction

The purpose of this consultancy is to prepare a 3-5 year business plan for the establishment, development and operation of the Barossa Arts Hub enterprise. The resultant plan will be used as the basis for the continued discussions with key stakeholders including the Barossa Council.

The concept of the Arts Hub results from the significant interest expressed by the community to:
- further build the arts community in the Barossa by creating a dedicated space,
- retain the Barossa Council’s offices in Angaston as a community asset, and
- link the arts to key regional strategic drivers including: social, well-being, economic, tourism, wine etc.

In this document the term the ‘arts’ refers to a broad cross section of creative activity and enterprise and can include but is not limited to the following: dance, music, opera and theatre; museums and galleries; Indigenous and diverse cultures; visual arts and crafts; writing; design; digital media; community arts; libraries; public art; film, television and multi-media, production and built heritage; and the arts are for everyone.

Although the focus of the consultancy is the utilisation of the Barossa Council offices at Angaston, we are mindful of the need for sustainability. In order for the Arts Hub to achieve its long term aspiration of a building in which artists can express and share their craft there needs, we are of the opinion that the realisation of the Barossa Arts Hub must be a staged implementation.
Arts Hub Proposal for Angaston from the Barossa Arts Council in 2008. This would feed into further community consultation in relation to the Barossa Regional Cultural Hub

Introduction

Creating a connected Arts community in the Barossa and linking with regional agendas (social, well-being, cultural, wine, tourism, stakeholders and service providers) is a critical starting point. The 'pillars of sustainability' that make up the formative stage involves:
- Creative Community Connections / Community Participation
- Communication & Promotion
- Capacity building
- Revenue Generation
- Regional Collaboration / Integration
- Regional Governance & Arts Facilitation

With the pillars of sustainability addressed, the Arts Community will be in a solid position in which to secure funding / develop and manage a physical space for artists.

The Barossa Arts Hub Indicative Financial Plan covers the first 6 stages and 3 years of development of the Hub. It should be noted that the financial figures are indicative only and will require further investigation and qualification. The Financial Plan recognizes the need to secure significant grant funds to underpin the operations. A number of funding sources that are relevant to this venture have been identified.

Jan Andrew & Peter Graves
Consultants

Overview of Concept

Part 2:

Mission

The Barossa Arts Hub will be a community based business co-coordinating and delivering a range of services which enable development of the arts and creative enterprise in the Barossa.

The Hub will provide facilities to the region’s residents and a cultural/arts tourism experience for visitors.

It will offer opportunities to learn and practice wide-ranging arts-associated disciplines, including but not limited to: painting, ceramics, sculpture, photography, performance, drama, recycled art workshops.

The Barossa Arts Hub will not be limited to one central venue, although the home base of the business will be the core for activity.
Background

The Barossa Arts Hub enterprise has been proposed to provide a way to consolidate and entrench the arts and culture in the region. The hub will provide a place for creative production and delivery and coordination of arts events for the region.

The Barossa Arts Hub is not intended as simply another performance or exhibition space. The intention of the hub is to foster the sustained and sustainable development of a living hub for a wide range of arts disciplines, support services to the creative community, with the view that it will be accessible across the community including existing Barossa arts stakeholders.

Barossa Arts Hub Complimenting Local Government policy

The development of options and recommendations for the Barossa Arts Hub proposal have taken into account the recommendations and models proposed by the Local Government Association of South Australia’s Creative Communities - Guidelines for developing and maintaining an arts and cultural policy. These guidelines were developed during the Creative Communities Project, a 12-month project undertaken in 2001-02 to develop an arts and cultural policy for the Local Government Association of SA (LGA).

‘An arts and cultural policy gains strength from being integrated with other Council policies, particularly through Council’s strategic management plans. Through its benefits for social wellbeing and for the local economy, it can underpin core Council business.’

(2002, Creative Communities - Guidelines for developing and maintaining an arts and cultural policy LGA p20)

Barossa Arts Hub Complimenting Council policy (Well-Being Plan)

The Barossa Arts Hub will assist the Barossa Council in responding to goals contained within its Community Well-Being Plan

COMMUNITY PARTICIPATION AND VOLUNTEERING (p47)
Goal: Increase the community participation of young people and new residents, in particular

COMMUNITY SERVICES AND FACILITIES (p53)
Goal: Strengthen libraries as community hubs and points of outreach for community services.

EDUCATION AND LEARNING (p71)
Goal: Develop training facilities within libraries and other public locations

BUSINESS (p78)
Goal: Developing tourism

The ‘Pillars of Sustainability’

The ‘pillars of sustainability’ that make up the formative stages of realising the Barossa Arts Council’s vision involves:

- Creative Community Connections / Community Participation
- Communication & Promotion
- Capacity building
- Revenue Generation
- Regional Collaboration / Integration
- Regional Governance & Arts Facilitation

Creating a connected Arts community in the Barossa and linking with regional agendas including social / well-being, youth, cultural, wine and tourism stakeholders and service providers is a critical starting point for the integration of the Barossa Arts Hub into Council’s strategic agenda across all portfolios.
Arts Hub Proposal for Angaston from the Barossa Arts Council in 2008. This would feed into further community consultation in relation to the Barossa Regional Cultural Hub.

Realising the goals of the Barossa Arts Council

The following diagram illustrates the relationship between the pillars of sustainability identified by the consultants, and the objectives articulated by the Barossa Arts Council in their vision for the Barossa Arts Hub.

A Phased approach to realising the vision

A phased development approach to realizing this vision through clear articulation of goals and a systematic approach to developing the means to deliver them will set the foundations for a sustainable Arts Hub for the Barossa and wider community to enjoy.

Each phase is broken into stages. The stages are based on information gained from documents produced by the working party, previously held community consultations, meetings with the proponents, desk research, and meetings with primary stakeholders.

A Phased approach to realising the vision

Phase 1 (Stage 1)
governance, core administration & operations

Phase 2 (Stage 2, 3 & 4)
creating and promoting places, community building, developing revenue generation opportunities

Phase 3 (Stage 5 & 6)
fostering skills development and capacity building in the arts and creative businesses
Arts Hub Proposal for Angaston from the Barossa Arts Council in 2008. This would feed into further community consultation in relation to the Barossa Regional Cultural Hub

**A Phased approach to realising the vision**

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<th>Phase 1</th>
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<td>Year 1</td>
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**What will the Hub look like?**

The Hub will operate as a community arts centre. The working party’s vision is a starting point.

- The Arts hub will offer the community and visitors to the region an arts/cultural experience and a place to work, create or visit.
- The Hub will house the Angaston Branch of the Barossa Library.
- There will be a number of studios within the main building.
- An artist in residence program is seen as an important element of the vision.
- Over time an Information Communication Technology centre will be part of these services and when fully established may house an IT hub or incubator and may operate a homework desk and advanced research facilities.

**What will the Hub look like?**

As the Barossa Council acknowledges in the local history section of their web site:

*The Barossa is recognised throughout Australia as a vital part of the nation’s heritage and is an important tourist attraction.*

The proposed Barossa History Archive section of the Arts hub is intended to provide a dedicated space for a specialist council community library focusing on making accessible the wealth of archival material that currently resides in peoples homes and would willingly be shared should there be a safe and controlled environment for them to be stored and displayed.

These archival materials range from longest documented history of “Food Culture” in Australia, to family archives of those who first settled the region, to diverse history of industry and agriculture most well know of which are the wineries with some the oldest household names in Australia.
Arts Hub Proposal for Angaston from the Barossa Arts Council in 2008. This would feed into further community consultation in relation to the Barossa Regional Cultural Hub

Who will use the Barossa Arts Hub?

- The areas and communities to be served by the Barossa Arts Hub are initially the Barossa and Light council districts and adjacent areas of Gawler and Mid Murray
- Residents and visitors to the Barossa and surrounds with potential for external workshops for other states and countries as the reputation builds
- The groups and individuals who are intended users of the Barossa Arts Hub are members of the general community, established and emerging local artists (encompassing all art forms and creative media), youth, existing arts & cultural organisations, visitors and tourists, schools, elderly, disadvantaged, students of arts and related disciplines, arts businesses (local and elsewhere) and other tourism products, e.g. potential for food/arts trails, wine and art, history and culture, support services to local business (eg around innovation and creativity) etc.

Who will benefit from the Barossa Arts Hub?

A recent report on the Barossa shows the Arts and Recreations Services [contributes] to GDP at about $28M – this equates to the generation of $1.7 for every $1 of investment in the Arts in this region takes into account the economic prospects for the region

Barossa Light Development RISE Economic Indicators

Adding to Councils economic and social strategies

Add references to well-being plan + brand Barossa & linkages to other key regional industries and initiatives

Complimenting existing arts and cultural sites in the region, the Arts Hub will draw together and demonstrate a critical mass of arts and cultural activities in the region which will increase the appeal of visiting or living in the Barossa.

The Arts Hub will provide focal point for learning, arts and cultural activity in the community. In providing an array of activities that can engage elements of the entire community including participants and visitors, it will become a recognised place to visit and assist to the community, demonstrating the benefit that participating and engaging with arts and culture can have on individuals and the community.

As the Arts Hub’s redeveloped progresses it will increase the traffic of local residents and tourists into the area. The activities and businesses housed in the Arts Hub will create a collective draw, further increasing resident and tourist visits to it as well as on related expenditures within the community

There are four sources of foot traffic generated from the implementation of a cultural and small business incubator model: business owners and their employees, vendors, local clients/customers, and tourists and out-of-market customers. Foot traffic benefits local economies as its sources generate transactions and interactions amongst each other.

Barossa Arts Hub - adding to the regions distinctive 'brand' and economic development

The key advantages of the proposed Barossa Arts Hub are that it will provide a coordinated service delivery for the whole region, and will introduce and develop the arts as an economic driver for the region.

The distinctive elements that will set the proposed Barossa Arts Hub apart from other arts centres will include presence and visibility, strong awareness in the community, the quality and qualifications of management, the calibre of its volunteers (a component already inherent in the region), the community benefits, marketing methods, [...] above all, the huge advantage the Barossa presents in terms of its brand.


What (the RISE indicator) tells us is that investment in the Arts is recognised as an economic stimulus and not as money "thrown away". In addition to the many lifestyle benefits, there is a clear case for an economically rational focus on this sector.

Barossa Light Development: RISE Economic Impact Model

Prepared by Peter Gravas, Jane Andrew & Andrew Grant
Who will be tenants in the Barossa Arts Hub?

The Arts Hub Working Party has received over 100 responses — through both a Public Meeting held on 1 February and direct feedback to Working Party Members. Responses have been overwhelmingly supportive and have outlined a wide range of beneficiaries (both for individuals and organisations) for such an enterprise.

Creative enterprises:
- jewellery, photographer, boot maker, upholsterer, graphic designer, educators
- library
- historical society
- workshop participants
- local allied small business

INFO FROM SURVEY HERE

Who will be tenants in the Barossa Arts Hub?

Library
It is proposed that the Angaston library be relocated to the Arts Hub + historical societies.

Artists in Residence
With the intention of fostering Community Cultural development opportunities a dedicated artists in residence studio will provide opportunities for artists at all stages in their careers. Visiting artists will ideally cover a range of art/creative forms with project proposals invited from schools, TAFE, universities, community groups, Carclew etc.

Barossa Arts Collective
The Barossa Arts Collective will provide a central showcase/retail space providing local artists with the opportunity to exhibit and sell their work. This space will also provide the general public and students an opportunity to see the finished products that are being made in the Arts Hub studios.

Incubator tenants
The Barossa Arts Hub incubator studios and associated services are designed to nurture and support emerging artists, groups, and arts business. It is proposed that the barossa Art Hub facilitates the provision of a comprehensive business assistance program targeted to start-up and early stage firms with the goal of improving their chances to grow into healthy, sustainable creative enterprises.

Prepared by Peter Groves, Jane Andrews & Andrew Grant

What will the internal layout look like?

Internal refit of the Angaston Council Chambers building will be staged in order to enable funds to be sourced for each stage including funding from: federal, state, local government and community sponsorship.

Stage 1: Arts Hub Project Manager's office and reception area
Stage 2: Relocate the Angaston Branch library, Fit out of IT centre & Barossa History archive centre
Stage 3: Refit the Artists in residence studio
Stage 4: Refit Barossa Arts Collective space
Stage 5: Refit incubator studios
Stage 6: Fit out of basement machine shop, pottery, spray booth facilities etc.

Prepared by Peter Groves, Jane Andrews & Andrew Grant
Arts Hub Proposal for Angaston from the Barossa Arts Council in 2008. This would feed into further community consultation in relation to the Barossa Regional Cultural Hub.

Stage 1
Setting the Foundations

Connecting community

The Hub can be a vehicle for information collection and dissemination about arts/culture related events and learning opportunities that occur in the region. In time it may be able to offer to Council the service of coordination of information gathering and dissemination regarding general events and opportunities related to community and learning.

This will be a core element of creating community
1-6 months
- Revenue raising
- Establish Arts Hub entity and business/operations structures and processes
- Establish Communication infrastructure and networks
- Negotiate moving library to Hub
- Establish committee to develop archive/history entity
Arts Hub Proposal for Angaston from the Barossa Arts Council in 2008. This would feed into further community consultation in relation to the Barossa Regional Cultural Hub.

Stage 1
Setting the Foundations

Governance
The Barossa Arts Council has agreed to auspice the project with the “Arts Hub” sitting as a sub-committee within that organisation’s structure.

The Arts Hub will be an operating arm of the Barossa Arts Council which is an Incorporated Association. This is critical in order to apply for and administer grant money and claim tax free status as well as accept Sponsorship monies and philanthropic donations (Registered Charitable Organisation, RCO).

Consideration needs to be given to the form of committee structures that will be needed to support and engage the community in the various operating arms of the Barossa Arts Hub.

In particular the Barossa Arts Council will need to consider the form of legal entity that the Barossa Arts Collective will need to establish for their commercial enterprise. For example will the collective be a company and share profits amongst the direct collective members or will be the profits be returned to Arts Hub revenue.

Prepared by Peter Gravis, Jane Andrew & Andrew Grant

Stage 1
Setting the Foundations

Stakeholders, partnerships and collaboration

In order for the Arts Hub to establish and maintain its presence and relevance to the local community and broader arts community, it is critical that it actively seeks out and develops partnerships and collaborative projects with a variety of organisations in the local region but also further afield.

It is recommended that the Barossa Arts Hub investigates ABAF’s Arts Connection Communities Program. Through the Arts Connecting Communities program, ABAF helps local councils to foster relationships between business and the arts.

Prepared by Peter Gravis, Jane Andrew & Andrew Grant
Stage 1
Setting the Foundations

Operational Implications
- Legal set up for hub entity - constitution, membership structure of organisation including committees and volunteer recruitment and programs
- Apply for ABN and registered Charitable organisation Status
- Office & administrative systems set up
- Hub Project Manager’s wages and on costs
- Building operational costs
- Website design and development
- Marketing and promotion
- Establish membership program to further the reach of the Arts Hub into the local community and broader arts community. Members would pay a small fee which would entitle them to regular e-bulletins, enable access to workshops, art classes, discounts to performances and programs run by the Arts Hub, and could receive a discount on gallery sales. There could be differing levels of membership which would receive a scaled benefit according to their membership fee paid.

Stage 2
Angaston Branch of Library relocated

Connecting community
'Libraries are more that just collections of books and other materials. Libraries are dynamic forces in their communities with the power to improve lives and help build more cohesive and inclusive communities'.

'Home for existing collections and historical archival material'
- It is proposed that the Angaston branch of the Library is relocated to the former Angaston Council Chambers building
- A storage archive section will be housed directly under the library in the basement
- The library would continue to provide community services such as accepting payment to council by ratepayers etc.

It is proposed that the library provides training and online resources to enable community groups to establish a website, publish online, network with members and communicate with other communities of interest. This will be provided on a fee for service by the Barossa Arts Hub.
Stage 2
Angaston Branch of Library relocated

Operational Implications

- Agreement by Council to relocate the Angaston branch of the Library
- Agreement between Council and Arts Hub regarding spatial requirements, staffing and costs associated with running the library facility once it has relocated.
- Review of current and future role and services to be provided by the Angaston branch library
- Develop strategy for developing the IT/homework centre
- Develop strategy for developing the Barossa history archive and associated project activity including hosting visiting historians/researchers to work with the local community.

Prepared by Peter Gravett, Jane Andrew & Andrew Grant

Stage 3
Artist in residence studio

In order to create interest in the building by the arts community, library users and the general public it is recommended that the artists in residence studio is established.

- This studio will be used by visiting artists to the region as part of an ongoing residency scheme.
- Visiting artists will ideally cover a range of art/creative forms with project proposals invited from schools, TAFE, universities, community groups, Carclew etc.
- Additionally this space may be used by those wishing to teach small groups at a casual hourly rental fee including on costs.
- This space will be equipped with work benches, shelving, office desk & computer
- Artists in residence will have access to the machine shop and kiln rooms etc. at a fee for service rate as part of the project budget

Prepared by Peter Gravett, Jane Andrew & Andrew Grant
Arts Hub Proposal for Angaston from the Barossa Arts Council in 2008. This would feed into further community consultation in relation to the Barossa Regional Cultural Hub.

**Stage 3**

**Artist in residence studio**

**Operational implications**

**Recruiting artists**

Expressions of interest will be called via arts organisations, training bodies and public notification. Expressions of interest are judged by a committee nominated by the Barossa Arts Council Board/Arts Hub Management committee. The proposal should outline what project(s) may be undertaken, and how this is to be achieved including a draft schedule. The proposal should also detail how engagement may occur with the Barossa community including Schools.

**Project partners**

Will be determined by the focus of residency art form and the scope of activities. It would be desirable for project partners to be a mix of arts, community groups and business.

**Hosting Public Workshops**

Depending on the duration of the residency, it will be a requirement of the residency contract that the resident artist will conduct a number of public workshops.

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**Stage 4**

**Barossa Arts Collective Showcase / Retail space**

- A central Showcase / retail space will provide local artists with the opportunity to exhibit and sell their work.
- This space will also provide the general public and students to see the products that are being made in the Arts Hub studios.
- It is recommended that the Barossa Arts collective is run in a similar manner to the T’Arts Collective in Gays Arcade, Adelaide. T’Arts is an incorporated company with its members being shareholders.
- Directors of the Barossa Arts Collective are responsible for signing the rental agreement with the Arts Hub and are financially liable for the business (6-8 Directors). Aspects of the business including finance, display and exhibition coordination, marketing and promotions are run by committees made up of the membership.
- Members pay a $400 joining fee (T’Arts has 32 members currently).

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**Stage 4**

**Barossa Arts Collective Showcase / Retail space**

- Members must commit contractually for 1 year minimum.
- Each member pays $110/month each to cover rent.
- 20% commission is taken from sales to cover operating costs of the retail space (T’Arts annual turn over is $120,000 - $140,000).
- Each collective member is placed on a roster to working in the retail space.

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Prepared by Peter Grints, Jane Andrew & Andrew Grant.
Arts Hub Proposal for Angaston from the Barossa Arts Council in 2008. This would feed into further community consultation in relation to the Barossa Regional Cultural Hub.

Stage 4
Barossa Arts Collective
Showcase / Retail space

Operational implications & Financial projections
Board and committee structure
Shareholders in the enterprise
Selection of artists/exhibitors
Refer to TArts Collective documents [attachments .......]

Staffing
Each collective member will be placed on a roster to work in the exhibition/retail space.

Management of finances will be overseen by the management committee and accounting services will be outsourced to a finance professional.

Displays will be coordinated and carried out by a display committee.

Prepared by Peter Graves, Jane Andrew & Andrew Grant

Stage 5
Incubator Studio spaces

Arts Incubators provide three basic classes of service to their residents:
- Inexpensive space and shared facilities
- Technical programs and business building assistance
- Opportunities for collaboration and networking (between residents, residents and support services, and residents and the community).

Within this framework, any incubator can tailor its facilities and programs to meet the needs of its likely audience.

Arts Incubator have these general characteristics:
- Arts Incubators are place-based.
- Residents gain skills necessary to be successful as artists, arts groups, or arts-related businesses.
- Residents 'graduate' out of incubation.
- Arts Incubators are designed to strengthen local economies.

Incubators often limit their residents to tenures of three to five years helping them reach their specific business-related goals along the way.

Prepared by Peter Graves, Jane Andrew & Andrew Grant

Stage 5
Incubator Studio spaces

The barossa Arts Hub incubator studios and associated services are designed to nurture and support emerging artists, groups, and arts business.

It is proposed that the barossa Arts Hub incubates the provision of a comprehensive business assistance program targeted to start-up and early stage firms with the goal of improving their chances to grow into healthy, sustainable creative enterprises.

Benefits/services
- Provides access to customers
- Business consultation and mentoring
- Group marketing for visual artists
- Access to shared meeting space
- Free access to master classes/workshops as part of the Artists in residence program
- Artist registry

Prepared by Peter Graves, Jane Andrew & Andrew Grant
Arts Hub Proposal for Angaston from the Barossa Arts Council in 2008. This would feed into further community consultation in relation to the Barossa Regional Cultural Hub.

Stage 5
Incubator Studio spaces

The lay out of the building which houses public access to a gallery/retail area and library facilities will also offer visitors to the region a destination in which they can see artists at work.

- Weekly rental fee for studio 1 = $100 + on costs at tenants expense
- All tenants need to have public liability cover for their studios
- Telephone hand sets will be provided by the facility at a fee of approx $15/ monthly Access to ADSL will be at the tenants expense
- Studio tenancies will be a one-year lease (with bond) renewable for a total of three years

In light of the fact that there is a diverse array of arts practitioners who have expressed national interest in studio space in an arts hub incubator studio, a simple refurbishment of spaces is recommended.

Stage 5
Incubator Studio spaces

In order to keep initial refurbishment costs to a minimum it is recommended that studio spaces to be rented to artists have supplied to them as part of the rental cost.

- single phase electricity that ideally would be metered on each studio
- A standard phone line
- A laundry size sink and cold water
- Existing air conditioners in the studios would ideally be metered per studio
- Additional fluorescent lighting will be fitted to each studio

Stage 5
Incubator Studio spaces

Additional considerations for rent of studios:

- Water and sinks to each studio (laundry size)
- Visitor viewing windows, each studio will be fitted with a viewing window with a Venetian blind
- Lighting upgrade
- Air-conditioning maintenance/replace
- Fire extinguishers
- Exhaust fans
- Suitable power outlets
- Removal of carpet if required

Stage 5
Incubator Studio spaces

Operational implications & Financial projections

AusIndustry Grants:

Training and Mentoring Projects is one of the four initiatives of the Building Entrepreneurship in Small Business (BEST) Program. The initiative aims to deliver entrepreneurial focused business skills development provided by training and mentoring services for small business owners and/or managers. Applicants interested in providing business training and development in specific, individual areas of business administration (e.g. marketing, business plans, e-business, export strategies, etc.) are encouraged to apply for a Training and Mentoring Projects funding.
Arts Hub Proposal for Angaston from the Barossa Arts Council in 2008. This would feed into further community consultation in relation to the Barossa Regional Cultural Hub

Stage 5: Incubator Studio spaces

Operational implications & Financial projections

AusIndustry Grants (cont.):

Incubators is one of the four initiatives of the Building Entrepreneurship in Small Business Program. It provides incubation services to small businesses through the establishment and running of small business incubators or the enhancement of existing successful small business incubators.

a) Incubator Establishment Funded:
Applicants interested in establishing a new small business incubator are encouraged to apply for an Incubator Establishment Funding.

b) Incubator Post Establishment Growth Funding:
Applicants interested in assisting an established incubator to develop and grow are encouraged to apply for an Incubator Post Establishment Growth Funding.

Stage 5: Incubator Studio spaces

Operational & Financial implications (cont.)

Services to tenants

It is proposed that the Barossa Art Hub facilitates the provision of “a comprehensive business assistance program targeted to start-up and early stage firms with the goal of improving their chances to grow into healthy, sustainable creative enterprises.

In order to increase opportunities for the Arts Hub to generate revenue from services, it is recommended that some incubator services and programs are provided through a “virtual” network of services and joint marketing efforts. This will enable the provision of an array of services that can be offered to a broader geographic area and to more potential businesses than the Arts Hub incubator studios.
Arts Hub Proposal for Angaston from the Barossa Arts Council in 2008. This would feed into further community consultation in relation to the Barossa Regional Cultural Hub.

### Stage 6

**Basement Facilities**

This facility will be utilised on a fee for service basis by incubator tenant as well as students of classes and workshops hosted by the Arts Hub.

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### Barossa Arts Hub Financial projections across All 6 Stages

The financial analysis is based upon knowledge of spatial and service requirements of the arts and cultural enterprises. Additionally income from grants is based on published reports of previous grant rounds in which similar proposals have been successful in securing funding.

The management structure and costs are based on information gained from the successful Todd St Incubator in Pt Adelaide.

Refurbishment costs estimates in lieu of more detailed costings from an architect or building designer.

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### Barossa Arts Hub Financial projections across All 6 Stages

Income and expenditure for each phase, stage and year of the Hub development is summarised below.

The detailed financial plan accompanies this report.