



ARTS AND CULTURE STRATEGY 2016 - 2021

The Arts Mountain
Respect for Environment,
Respect for Culture



CONTENTS

PART 1. INTRODUCTION	4
1.1 Message from the Board and CEO	5
1.2 Vision	7
PART 2. FRAMEWORK	8
2.1 Consultation	10
2.2 Values	11
- Community	13
- Environment	13
- Economy	15
PART 3. STRATEGIC DIRECTION	19
3.1 Aboriginal Culture - Recognition and Celebration	21
3.2 History & Heritage - Recognition and Celebration	23
3.3 A Vibrant Village - Activating Spaces	23
3.4 Sustainable Future - Resources / Networks / Hubs	25
PART 4. THE PLAN	26
4.1 Key Items	28
4.2 Index of Acronyms	29
4.3 Identified Action Plan	30
PART 5. REFERENCES & CREDITS	34

Acknowledgements

This strategy was prepared by Small Creative for Falls Creek Resort Management.

A number of people and organisations assisted in the research and preparation of this strategy. Thanks to: Falls Creek Resort Management staff, Falls Creek community, Falls Creek business owners, Aboriginal community members, Falls Creek Historical Society, Kiewa Valley Historical Society, Falls Creek Ski Lifts and artist groups.



INTRODUCTION

Falls Creek has established itself as one of Australia's leading alpine resorts, with snow related activities during winter and a number of outdoor activities during summer. Over 500,000 people pass through the resort over the course of the four seasons.

Tourism is a driving force behind Falls Creek's core business. There is a strong and passionate community involved in supporting the tourism industry, whilst enjoying the unique lifestyle Falls Creek has to offer.

Falls Creek's community includes; permanent year round residents, seasonal community members, business owners, stakeholders, organisational staff and people from the broader region who call Falls Creek 'their mountain', and who show a sense of ownership and loyalty which goes beyond the geographic area.

The formation of an arts and culture strategy aims to connect key points identified in the Falls Creek Master Plan, as well as provide a clear framework for development of arts and culture within the Resort.

The adoption of this strategy strengthens the following objectives attributed to the Alpine Resorts Management Act of 1997¹:

- Enhancing the visitor experience and developing resorts
- Building partnerships
- Respecting the alpine environment
- Broadening access opportunities

Victoria's alpine resorts will be vibrant, growing and sustainable places, delivering alpine recreational and tourism experiences that are available to all.

Alpine Resorts Strategic Plan, 2012

¹Alpine Resorts Management Act, 1997

"A vibrant and distinctive village offering Australia's most memorable alpine experiences."

A Pathway to the Future, 2013



MESSAGE FROM THE CEO / BOARD

The creation of an Arts and Culture Strategy is intended to assist in planning creative spaces, public art and cultural opportunities in the resort and in the gateway to Victoria's alps and high country landscapes.

The establishment of a strong Arts and Culture Strategy has the potential to bring vibrancy and excitement to the village, connect our community, forge new partnerships and strengthen old ones. Falls Creek provides a unique gateway to Victoria's alpine environment, by which our local, national and international creative community can be inspired by and contribute.

Falls Creek Resort has committed to developing an arts and cultural landscape in the village. To effectively develop this Strategy we must take in Falls Creek's unique assets, capabilities, culture, history and sheer breadth of activities, from traditional downhill and cross country skiing, to year round activities directed at wellness, lifestyle and recreation. This vision requires us to seize opportunities, draw on established strengths and address specific challenges.

All great communities, destinations or experiences have at their core a uniqueness, something that is tangible, memorable and engaging. This Strategy will enable Falls Creek Board and Management to implement the vision for a unique and vibrant destination.

Our vision is to provide Australia's most enjoyable and environmentally sustainable alpine resort. Our mission to enhance the experience of all guests visiting Falls Creek, preserve the natural environment and heritage for future generations, facilitate investment in sustainable all season recreation opportunities, deliver long term sustainable social and economic benefits to the local and regional community and to the people of Victoria, proactive support for the career development and opportunities for women including to respect the diverse backgrounds of our visitors and to protect the interests and rights of Aboriginal Australians.



Mark Anderson
CHAIR OF THE BOARD
Falls Creek
Resort Management



Stuart Smythe
CEO
Falls Creek
Resort Management

VISION

Falls Creek's vision for a vibrant village and year round tourist destination is both ambitious and exciting, and supported by a strong and creative resident and seasonal community.

Arts and culture encompasses all forms of creative practice, artistic activity and cultural expression for which Falls Creek is opportunely positioned within a culturally rich region and state. Working together in improving and enhancing the beauty of the areas and places we live in and enjoy is essential to a healthy and vibrant community and destination².

This plan outlines strategies that support economic development, tourism, infrastructure improvement, place making, community development and recreation objectives.

Falls Creek's unique assets include:

- Unique alpine environment.
- High level of built infrastructure (buildings, assets, accommodation facilities, amenities, built attractions), which can support up to 4,000 people at any given time.
- Current cultural initiatives (museum collection, established artist camps, strong music scene).
- A community who highly values arts and creativity.



“Culture and creativity have always been intrinsic parts of society, creating and reinforcing identity, and providing pleasure, new ideas, challenges, diversity and aspirations. Creativity has long been the basis for innovation and progress, disrupting settled practices and driving development.”

State of Victoria, Creative Industries Taskforce Report, 2015

²The Role of Arts and Culture in Liveability and Competitiveness, 2007



2. FRAMEWORK



“Arts and culture contributes directly to that *sense of place* which attracts both residents and business. Vibrant and diverse activities are an important contribution to the liveliness and vitality of an urban environment. Arts and cultural events and celebrations form part of a diverse mix of commercial, hospitality and community activity creating an active street life and generally making a place feel *alive*.”
 The Role of Arts and Culture in Liveability and Competitiveness, 2008

CONSULTATION

This strategy was developed through broad consultation and research with community and stakeholders, and encompassed three main stages:

- Community consultation (meetings/in person/via phone/via email)
- Consultation survey
- Research

Community members, business operators, resort staff and artists provided verbal or written submissions to the strategy.

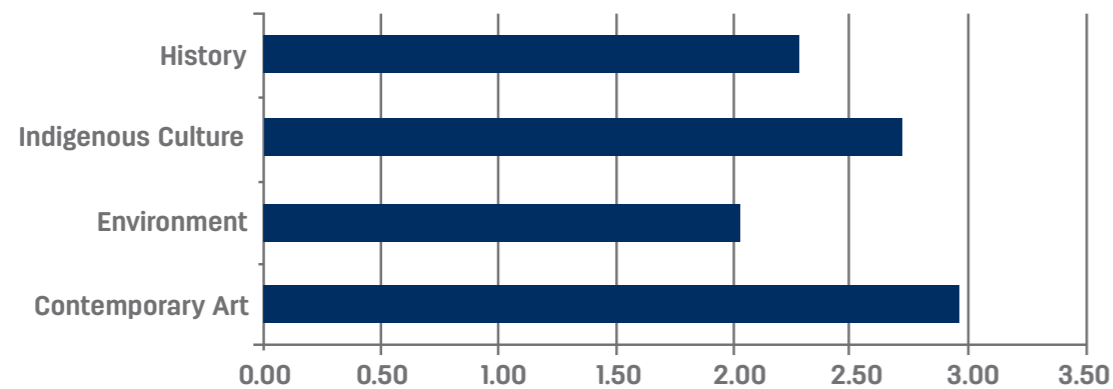
As well as face-to-face consultation, an art and culture survey

was emailed to over 1,000 recipients with a keen interest in Falls Creek, with over 120 people providing direct input.

Substantial research was undertaken into the history of previous arts and cultural initiatives in Falls Creek and across the State.

The outcomes of the community engagement process set out clear priorities for strengthening creative endeavours in our community, and identified the public’s interest in initiatives that generate sustainable outcomes.

When asked what themes are most important, respondents highlighted the four themes below in order of preference:



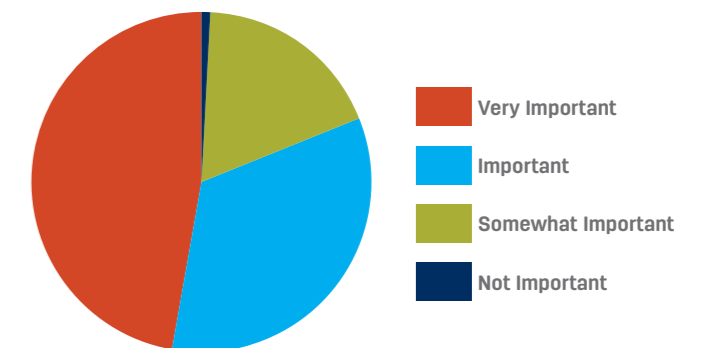
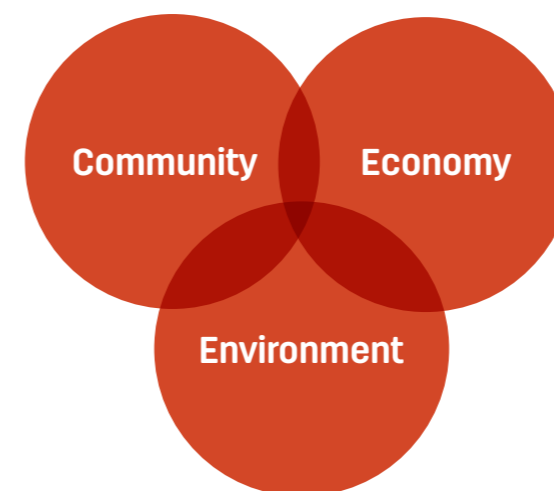
VALUES

From the extensive community consultation the following values are apparent:

- Community
- Environment
- Economy

People responded to the question of how important is arts and culture as follows:

- Very Important - 47%
- Important - 34%
- Somewhat Important - 18%
- Not Important - 1%



“Culture is not created by government, but enabled by it. Culture is created by community.”

Creative Australia,
National Culture Policy 2013

COMMUNITY

Falls Creek’s year round and seasonal community is diverse, remote, strong, and underpins the viability of the resort.

Falls Creek’s community is expanded by its strong national and international connections, with a diverse range of seasonal staff and visitors residing short-term within the resort for work, training, competitions and tourism.

Falls Creek Resort has a strong history of engagement with the arts, and has previously supported many arts and cultural events, exhibitions, programs and festivals including, but not limited to:

- Artist camps
- Art exhibitions
- Cultural festivals including; Big Fella Festival, Comedy Festivals, Film Festivals
- Falls Creek Museum

ARTS AND CULTURE IMPACTS

Resilience

Access to arts and cultural initiatives increases social connectedness, health and wellbeing and in turn the resilience of individuals and communities.

Connectedness

The arts foster connection and belonging by bringing people together and encouraging participation, gives expression to new ideas, and provides new ways to see our unique environment.

Participation

Engagement with the local community in the development and design of cultural projects, programs and events, creates active public spaces where people want to meet and distinctly brands a region as a destination for new residents, tourists and business.³

The outcomes of this Arts and Culture Strategy aim to recognise and nurture this community.

ENVIRONMENT

Though the expression of people and place, arts and cultural activities have the unique ability to convey experiences and emotions from another’s perspective. Many artists are currently attracted to Falls Creek through the rich and unique landscape, and its capacity to deliver unique forms of inspiration.

Environmental considerations of climate change, and especially how alpine environments will be impacted, must be recognised and responded to. Increasingly all Australian alpine resorts will come under pressure from the effects of climate change. Engaging artists to respond to environmental challenges, to create work that reflects the environment and engages audience with the environment is not just desirable, but imperative.

As Falls Creek resort is built on tenanted and non-tenanted crown land, due acknowledgement of environmental impact and responsibility must be taken into the development of all aspects of the resort, including arts and cultural initiatives.

Any development within the resort must meet strategic objectives and respond to environmental, climatic, cultural heritage, ecological, economic, social, aesthetic and safety considerations.⁴

Falls Creek respects its role as the heartland of the High Plains offering a base for a wide range of leisure, sporting and adventure experiences within its boundaries and into the Alpine National Park.⁵

“Falls Creek will collectively strive to exceed the expectations of the community in promoting visitation, by using, managing and developing the village and surrounds, as a vibrant sustainable alpine destination, whilst respecting our environment and cultural heritage”

‘A Pathway to the Future’, 2013

³The Role of Arts and Culture in Liveability and Competitiveness, 2007

⁴Alpine Resorts Strategic Plan, 2012

⁵Falls Creek Annual Report, 2015



ECONOMY

Arts and culture can re-invigorate our village, it can enrich the distinctiveness and significance of our landscape, including public spaces, streetscapes and infrastructure.

There is strong evidence that supports the presence of arts and culture as being a key economic driver for a region. A vibrant sense of place attracts both residents and investors.

Increased evidence of arts and cultural initiatives in the resort will create improved visitor experiences and will directly enhance many of the digital signage and arrival experience initiatives currently undertaken by Falls Creek Resort Management.

“Culturally rich regions are seen by individuals as offering them a better quality of life and are also seen by investors or businesses as offering them competitive advantage, which as a whole contributes to the growth of the region’s competitiveness.”

The Role of Arts and Culture in Liveability and Competitiveness, 2008



3. STRATEGIC DIRECTION



STRATEGIC DIRECTION

In addition to acknowledging the key values of community, environment and economy, respondents to the consultation identified key action areas:

ABORIGINAL CULTURE

Recognition and celebration of Aboriginal culture both past and present.

HISTORY & HERITAGE

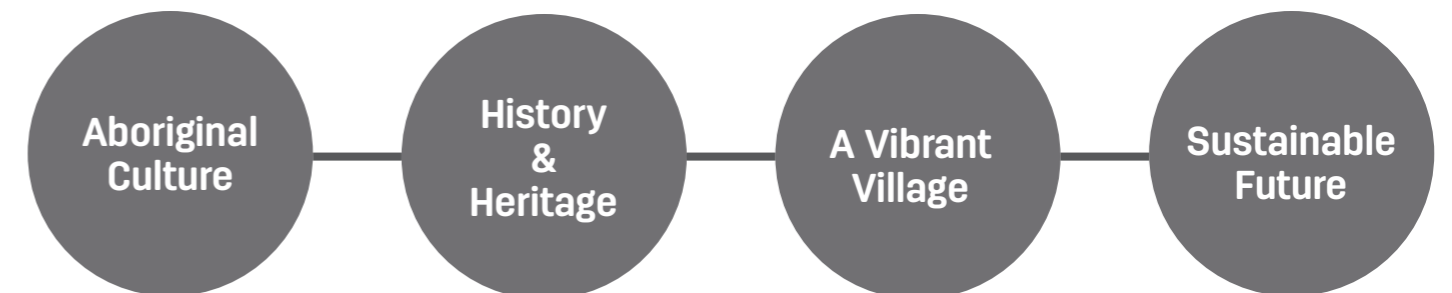
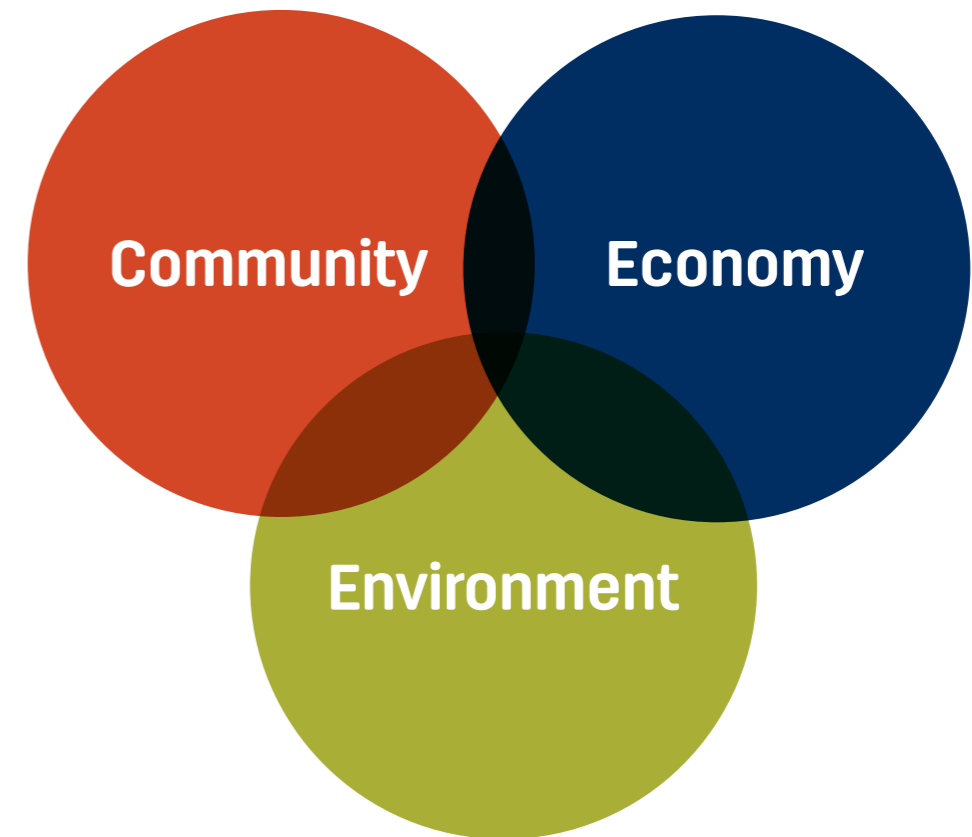
Recognition and retention of the current museum collection, and ongoing celebration of the unique history which underpins Falls Creek's identity.

A VIBRANT VILLAGE

Activating public spaces with a range of art and cultural activities.

SUSTAINABLE FUTURE

Utilising the available resources, networks and hubs to build sustainable arts and cultural engagement across the resort.



“Falls Creek acknowledges the strong connection that Aboriginal people have to our region and will seek to strengthen, encourage and support this relationship.”

A Pathway to the Future, 2013

ABORIGINAL CULTURE – RECOGNITION AND CELEBRATION

While interest in Aboriginal culture and history is growing, along with a widespread interest in authentic experiences and engagement, the Aboriginal tourism industry in Victoria remains small.

Falls Creek Resort Management is committed to working with regional Aboriginal organisations and artists with a view to developing mutually-beneficial activities and projects. This Strategy proposes a range of actions to support the sustainable growth of a rich and robust Aboriginal cultural presence on the mountain in the future.

STRATEGIC DIRECTION

- Continue to identify and protect sacred sites within the resort and national park boundary
- Continue consultation with Aboriginal cultural organisations to the west and east of Falls Creek
- Develop relationships with contemporary Aboriginal artists
- Work collaboratively to develop programs which support an increased presence of Aboriginal culture in and around Falls Creek



HISTORY & HERITAGE

Falls Creek has a history and diverse cultural heritage, which is unique and irreplaceable. Cultural heritage tells our stories, and reinforces our sense of place and identity.

Falls Creek's history includes:

- Aboriginal heritage
- Cattlemen, cattle grazing and the built huts of the High Country
- Building of the Kiewa Hydro Scheme
- Falls Creek's early pioneers, and building of the ski resort

Falls Creek currently houses an extensive museum collection and has involved community members committed to retaining the heritage and knowledge of Falls Creek's history.

In addition to the extensive collection owned by the Falls Creek Historical Society, the Falls Creek Village Plan has identified significant European heritage buildings in need of retention, restoration and recording of the structures / features.

Preservation of history, supporting resources, and using new technology in an innovative manner will ensure that the region's history and heritage is preserved for future generations to use, learn from and be inspired by. Museums enrich public life by displaying, interpreting, making accessible and preserving the world's shared cultural, scientific and historic heritage. Preservation of a collection specific to Falls Creek increases our community's engagement, understanding and creation of history and culture.

STRATEGIC DIRECTION

- Catalogue and digitise the existing collection
- Support permanent display space/s for museum artifacts
- Create a Heritage Register for specific sites and buildings within the resort
- Integrate a self guided history walk into the Falls User Guide digital platform
- Retention and strengthening of partnerships with heritage and museum institutions
- Assisted marketing

A VIBRANT VILLAGE – ACTIVATING SPACES

Creative place making is central to revitalising space through cultural initiatives and can significantly improve an area's liveability.

There are a number of identified spaces, both indoor and outdoor within the resort, which could be utilised to support and showcase creative initiatives such as visual exhibitions, performance space, and street art (both permanent and ephemeral).

Enhancing the visual aesthetics of the visitor arrival experience, at both Gully Gateway precinct (winter and summer) and Lakeside (summer) is also an identified key focus area.

Vibrant public places create an atmosphere of vitality, energise streetscapes, invite participation and improve local business viability.

STRATEGIC DIRECTION

- Outdoor activation spaces
- Indoor activation spaces
- Artist in residence program
- Community art program
- Public art
- Art trails
- Artist camps



SUSTAINABLE FUTURE - RESOURCES/ NETWORKS/HUBS

Falls Creek has a strong record of exciting arts and cultural programs, and currently owns a significant collection of visual works.

In 2006 Falls Creek was described as the 'Arts Mountain' due to the cutting edge architectural developments and design evident in the village, exciting exhibitions, film festivals and local and national artists' impact on the resort.⁷ Unfortunately, knowledge of this substantial impact is restricted to word of mouth, pre lived experiences and a few newspaper articles of the past. Retention of corporate and community knowledge is easily lost, as Falls Creek's strength (in being a transient town) is also a weakness, therefore documentation, celebration through literature and capturing of events is imperative.

STRATEGIC DIRECTION

- FCRMB to establish Arts and Culture committee
- Strengthen regional, state, national and international partnerships
- Connecting experiences / culture programs
- Marketing campaigns
- Corporate knowledge

⁷Sydney Morning Herald, 'Culture on the rise at Falls Creek' 2006



4. THE PLAN



KEY ITEMS

2016

- FCRMB establishes an Arts and Culture Committee to include community, artist and Indigenous representation
- Committee affirms strategic actions for 2017-2021 for formal adoption by the Board
- Plan will reflect community aspirations reflected in consultation

2017-2020

- Implementation of action plan which may include:
- Permanent display spaces for museum artifacts
 - Community and public art programs
 - Support for existing artist camps
 - Self-guided cultural trails through village
 - Dedicated marketing strategy for arts and culture

2021

- Achievement of goals will be evidenced through:
- Art incorporated into landscape and village
 - Aboriginal heritage and culture supported and recognised
 - Embedded corporate and community knowledge
 - Strong sense of creative and cultural identity
 - Increased visitation year-round

INDEX OF ACRONYMS

Falls Creek Resort Management (FCRM)

Arts and Culture Committee (ACC)

Strategic Stakeholder Group (SSG)

Falls Creek Historical Society (FCHS)



IDENTIFIED ACTION PLAN

ABORIGINAL CULTURE - RECOGNITION AND CELEBRATION			
OBJECTIVE	ACTIONS	RESPONSIBILITY	TIMEFRAME
Identify and protect sacred sites within the resort and national park boundary	Maintain dialogue and consultation with Traditional Owners and Aboriginal organisations.	FCRM	2016 - 2021
Continue consultation with Aboriginal cultural organisations to the west and east of Falls Creek	Work collaboratively to develop mutually beneficial activities and projects Identify opportunities to connect with Victoria's Aboriginal Tourism Development Strategy	FCRM	2016 - 2021
Develop relationships with contemporary Aboriginal artists	Use known networks to build connections with artists east and west of the Great Divide	FCRM	2016 - 2021
Work collaboratively to develop programs which support an increased presence of Aboriginal culture in and around Falls Creek	Explore feasibility of a range of activities and programs including artists camps, artist-in-residence programs and new site-specific work	FCRM	2016 - 2021

HISTORY AND HERITAGE			
OBJECTIVE	ACTIONS	RESPONSIBILITY	TIMEFRAME
Facilitate and support the cataloguing and digitisation of the existing collection	<ul style="list-style-type: none"> Develop collection policy templates Adhere to national standards for Australian museums and galleries Support a digital space to showcase the collection 	ACC FCHS FCRM FCHS	2017
Permanent display space/s for museum artifacts	<ul style="list-style-type: none"> Develop permanent display spaces within existing buildings Seek funding for ongoing preservation and presentation 	FCRM FCHS	2017
Heritage register	<ul style="list-style-type: none"> Create a heritage register for specific sites and buildings within the resort 	FCRM FCHS	2019
Self guided trails	<ul style="list-style-type: none"> Integrate a self guided history and heritage trail into the Falls User Guide digital platform 	FCRM	2018
Retention and strengthening of partnerships with heritage and museum institutions	<ul style="list-style-type: none"> Develop Friends of the Museum Support connections with Museums Victoria Australia Support connections with Alpine Shire Heritage Network 	FCHS	2016 - 2021 ongoing
Assisted marketing	<ul style="list-style-type: none"> Support branding of Australian Alpine Heritage Support merchandising Support online portals for promotion 	FCRM FCHS	2016 - 2021

A VIBRANT VILLAGE - ACTIVATING PUBLIC SPACES			
OBJECTIVE	ACTIONS	RESPONSIBILITY	TIMEFRAME
Outdoor activation spaces	<ul style="list-style-type: none"> Outdoor natural spaces - develop site specific creative briefs: <ul style="list-style-type: none"> - Gully Gateway - The Village Bowl - Slalom Plaza - Lakeside Entry and exit points Water tanks Storage Containers Rooftops - from all views Aqueduct trail 	FCRM ACC SSG	2016 - 2021 ongoing Target of 1 creative development per annum, doubling annually.
Indoor activation spaces	<ul style="list-style-type: none"> Indoor spaces - mapped for creative development Seek building owners and businesses willing to develop/make available creative studio space for artists to develop or show work Annual exhibition program, to coincide with opening weekend Film festival programming 	FCRM SSG ACC	2016 - 2021 ongoing Target of 4 creative developments per annum
Artist in residence program	<ul style="list-style-type: none"> Develop program Negotiate public outcome (permanent or ephemeral) Seek accommodation and artist support Include a four season program 	FCRM SSG ACC	2016 - 2021 ongoing seasonal program
Community art program	<ul style="list-style-type: none"> Site specific creative briefs developed and supported by the Arts Advisory Group Projects developed that encourage participation Presentation of arts within the village that promotes public engagement Children's program: film festival, sculpture, creative activities Secure funding from government and philanthropic sources Map designated space within the Village for public presentation of art Connect with Falls Creek Primary School Connect with Falls Creek Daycare Centre 	SSG FCRM ACC	2016 - 2021 ongoing Target of 4 creative developments per annum
Public art	<ul style="list-style-type: none"> Sculptural installations in defined public spaces - Develop a design brief for five locations Street art program including; projection, contemporary murals, vinyl wrapping etc. Sponsored public art prize Secure funding from government and philanthropic sources Environmental commission 	FCRM ACC External funding	2016 - 2021 ongoing 4 permanent public art pieces installed
Art trail	<ul style="list-style-type: none"> Utilise the Falls Creek User Guide digital platform to create self guided arts trails Install creative lighting of significant features, to accentuate a public trail and bring to life each evening 	FCRM ACC	2016 2021
Artist camps	<ul style="list-style-type: none"> Support and celebrate current initiatives through online presence on established website Promote artist camp workshops available to wider community 	FCRM External artists ACC	2016 - 2021 ongoing

SUSTAINABLE FUTURE - RESOURCES / NETWORKS / HUBS			
OBJECTIVE	ACTIONS	RESPONSIBILITY	TIMEFRAME
Establish Arts and Culture Committee	<ul style="list-style-type: none"> FCRMB develop Terms of Reference including membership FCRMB call for expressions of interest to join committee 	FCRM SSG	2016
Strengthen regional, state, national and international partnerships	<ul style="list-style-type: none"> Universities Galleries Reconciliation Australia Aboriginal Affairs Victoria Creative Victoria Regional Arts Victoria International exchange / residency program 	FCRM ACC	2016 - 2021 ongoing
Connecting experiences / culture programs	<ul style="list-style-type: none"> Exhibitions with specific focus: sports / adventure / environment Adventure film festivals Adventure exhibitions Australian Antarctic Fellowship and ANARE (Australian National Antarctic Research Expedition) partnership development. 	FCRM ACC	2016 - 2021 ongoing
Develop a marketing campaign focusing on creative brand	<ul style="list-style-type: none"> The Arts Mountain / to be further developed Australian Alpine Cultural Heritage 	FCRM	2016 - 2021 ongoing
Embed corporate knowledge	<ul style="list-style-type: none"> Evaluate and survey outcomes of arts and culture initiatives Publish outcomes Review and revise strategies for ongoing engagement 	FCRM External partnerships	2021



5. REFERENCES

2015, *State of Victoria*, Creative Industry Taskforce Report.

2014, *Falls Creek Resort Management*, Falls Creek Village Master Plan.

2013, *Australian Government*, Creative Australia, National Cultural Policy.

2013, *Falls Creek Resort Management*, A Pathway to the Future.

2013, *Tourism Victoria*, Victoria's Aboriginal Tourism Development Strategy 2013 - 2023.

2012, *Alpine Resorts Coordinating Council*, Alpine Resorts Strategic Plan.

2010, *Falls Creek Resort Management*, Design and Siting Guidelines: For Development in Falls Creek Alpine Resort.

2008, *Arts Victoria*, The Role of Arts and Culture in Liveability and Competitiveness.

2006, *Sydney Morning Herald*, Culture on the Rise at Falls Creek.

1997, *Victorian Government*, Alpine Resorts Management Act.

IMAGE CREDITS

Cover: **Village Under Snow** (image by Charlie Brown) courtesy FCRM

Falls Creek Night Show (image by Charlie Brown) courtesy FCRM

Page 4: **Kasey Chambers** (image by Chris Hocking) courtesy FCRM

Page 5: **Rocky Valley Light** / 2009 (Peter Bennetts)

Page 6: **Mountainside Photography Workshop** (image by Charlie Brown) courtesy FCRM

Page 7: **Road to Pretty Valley** / 2005 (Peter Walsh) image courtesy Peter Bennetts

Page 8: **Falls Creek Artist Camp Exhibition**, Latrobe Regional Gallery / 2006, (Peter Bennetts)

Page 10: Detail **Ruined Castle Triptych** / 2005 (Peter Bennetts)

Page 11: **Artwork** (Jacqui Stockdale), image courtesy Peter Bennetts

Page 12: **Big River** / 2004 (David Hugh Thomas) image courtesy Peter Bennetts

Artist Jacqui Stockdale / 2005, image courtesy Peter Bennetts

Page 14: **Dining in Falls Creek**, image courtesy FCRM

Page 16: **The Raft of the Medusa** (Peter Bennetts)

Page 18: **Wind Anomaly I** (Cameron Robbins), image courtesy Peter Bennetts

Page 20: **Bogong Treaty** (Wiran Ceremonial Dancers of the Wamba Wamba), image courtesy FCRM

Page 22: **Falls Creek Historical Images**, courtesy Falls Creek Historical Society

Page 24: **Falls Creek Terrain Park** (image by Chris Hocking), courtesy FCRM

Page 26: **Mountainside Photography Workshop** (image by James Wiltshire), courtesy FCRM

Page 28: Detail **Ruined Castle Triptych** / 2005 (Peter Bennetts)

Page 29: **Artwork** / 2005 (Anna Ephraim), image courtesy of Peter Bennetts

Page 30: **Mountainside Photography Workshop** (image by Mark Slater), courtesy FCRM

Page 31: **Falls Creek Artist Camp** / 2005 (Peter Walsh), image courtesy Peter Bennetts

Page 33: **Big Fella Festival** (image by Chris Hocking), courtesy FCRM

