

ARTS & CULTURE STRATEGY 2022 - 2027





Acknowledgement

We acknowledge the Traditional Owners as the original custodians of the land and waters and respect their deep spiritual connection to Country and their ability to care for Country. We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

We are committed to genuinely partner, and meaningfully engage, with the Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader aspirations in the 21st century and beyond.

Authors

This strategy was prepared for Falls Creek Resort Management by Narelle Vogel Consulting, with community consultation led by Mary-Anne Scully Consulting. The authors thank staff and community members who participated in the research and conversations that assisted in the preparation of this strategy.

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ARV	Alpine Resorts Victoria
FCARMB	Falls Creek Alpine Resort Management Board (till 30 Sep 2022)
FCRM	Falls Creek Resort Management (a business trading name of FCARMB)
FCHS	Falls Creek Historical Society
ACDC	Arts and Cultural Development Committee

1. Introduction

This strategy reaffirms FCARMB's commitment to maintaining a vibrant arts and culture program as implemented under the Arts and Culture Strategy 2016–2022 and refreshes the goals and delivery plan for the period 2022–2027.

In recent years, the resilience of the Falls Creek community has been significantly challenged. Catastrophic bushfires during the summer of 2019/2020 isolated the mountain community and reduced visitation. Extended lockdowns during the global pandemic compounded social isolation and caused economic devastation for many businesses in 2020 and 2021. Further adversity presented itself with the Bogong High Plains Road landslip cutting off access to the resort for the summer of 2022/23.

As this strategy is finalised, recovery efforts will continue to stimulate the resort's renewed optimism for the future. The resort experienced exceptionally high levels of visitation throughout the winters of 2022 and 2023 and the summer activation continues to grow. One of the most significant public art commissions in regional Victoria, *'Flower of the Alpine Sun'* by Australian artist Giovanni Veronesi, is scheduled for installation in Falls Creek in 2023. The renewal of the Falls Creek Arts and Culture strategy aligns with an existing momentum for

the statewide growth of the creative industries with the release of Creative State 2025 by Creative Victoria.

This new strategy signals the recognition of the enormous contribution arts and cultural activities make towards diversifying and strengthening the viability of Falls Creek across community, environmental and economic dimensions. In adopting this strategy at its final meeting in September 2022, prior to the establishment of Alpine Resorts Victoria (ARV) Falls Creek Alpine Resort Management Board (FCARMB) recognised the compelling benefits the Falls Creek arts program offers the community including:

- An enhanced sense of place and belonging
- Health and well being
- Social and cultural connection through story-telling and community gathering
- Economic benefits through enhanced tourism
- The positive influence of the arts program on the image of Falls Creek as a vibrant destination

Victoria's alpine resorts make an extraordinary contribution to our state and to our regional communities through their efforts to deliver long-term financial sustainability to the alpine sector.

– Minister for Environment and Climate Action Lily D'Ambrosio 2022



1.1 Message from Board, ACDC Chair and CEO

In 2016, FCARMB adopted a five-year Arts and Culture Strategy. The strategy aimed to connect key points identified in the Falls Creek Master Plan and provided a clear framework for development of arts and culture within the Resort. Importantly, the strategy provided a vehicle for FCARMB to address community engagement objectives within the Alpine Resorts Management Act 1997 including:

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

FCARMB established the Arts and Cultural Development Committee (ACDC), including key community members from the Falls Creek Historical Society and Chamber of Commerce, who were tasked with developing an annual program which would work with artists to engage residents and visitors in thinking more deeply about the alpine environment.

ACDC established an Artist-in-Residence (AiR) program in 2016 to provide an opportunity for artists to take time away from their usual obligations to develop their creative practice within Falls Creek's unique environment. Artists were supported via accommodation, connection to community, marketing assistance, and profiling on Falls Creek's website.

Over the summers from 2016 to 2021, 33 residencies took place with writers, visual artists, photographers, textile artists, sculptors, videographers, projection artists, virtual reality and sound artists, and academics. Artists were in resort for a total of 504 artist/days, an average of 15 days per artist per residency. The artists delivered:

- 21 community engagement workshops
- 20 exhibitions/presentations (8 at Falls Creek, 12 in galleries across VIC, NSW and the ACT)
- 12 new public artworks to Falls Creek collection (indoor and outdoor)

- 2 new publications, Kelly Gardiner's "The Adventures of the Bushranger Captain Lightning," and Sarah Allen's children's book "Jumping Joeys" about Australian marsupials

Aboriginal cultural engagement was strengthened through extended residencies, such as Dr Trehna Hamm's 2-week residency in 2019, through an annual supported residency award delivered in partnership with the Wilin Centre, the Indigenous Arts and Cultural Development Centre of the Victorian College of the Arts and through the engagement of Yorta Yorta, Dudaoroah and Barkindtji emerging artist Tamara Murray to design signage throughout the village for the Historical Society's Digital User Guide.

History and Heritage has been highlighted during the 2016–2022 strategy through activities such as 'Falls Fashion', a retrospective snow-outfits fashion parade in 2017; a weekend event marking the 70th anniversary of Falls Creek including the installation of the 'Skyline' sculpture by Albury artist Vicki Luke referencing the exact historical location of the original lodge; 'Trail, Tales and Tucker' walks which were hosted during the summers period and the publication of Skippy St Elmo's memoirs.

A key focus of the first strategy has been to commission a major public artwork to act as a 'destination' marker, an itinerary driver, with the capacity to draw people from the region, from Melbourne and further afield, to experience its beauty. With the support of life-long Falls Creek skier and Founding Director of the Melbourne Prize, Simon Warrender, an expression-of-interest process was undertaken in 2018 and Australian artist Giovanni Veronesi was awarded a commission for his outdoor sculpture '*Flower of the Alpine Sun*' which will be installed at the top of a rocky outcrop near Cloud 9.

Today, Falls Creek is the only Victorian mountain to present a broad annual program of arts activities which has inspired some of Australia's most well-known and respected artists to help us realise our boldest visions. Arts and culture is now embedded across the organisation through events such as 'Feastival', a food, wine and an art festival delivered for the first time in 2022 and the Winter Festival of Light, a new village wide light installation over winter. Our arts program more broadly allows the resort to capitalise on a growing cultural tourism market. As an example, recent research into the

impacts of the Silo Trail indicates an iconic look-out such as 'Flower of the Alpine Sun' has the capacity to draw 150,000 new visitors to the resort in the summer season.¹

As we embark on a new era of governance for alpine resorts, FCARMB demonstrates its commitment to the extraordinary momentum achieved under its arts program by adopting this new strategy to guide resort management through the next five years, 2022-2026.

We sincerely thank past and present Board members and ACDC committee members for their dedication, support and guidance in helping us all dream large, FCRM staff members under the direction of CEO Stuart Smythe for their collective commitment to the arts program and the community of Falls Creek for embracing our vision.

JO SHANNON

FCARMB Chair

LINDY ALLEN

FCARMB Deputy Chair and Chair, Arts and Cultural Development Committee

STUART SMYTHE

FCARMB CEO

Falls Creek has confidently positioned itself as 'the arts mountain', inspiring some of Australia's most well-known and respected artists to help us realise our boldest vision.

- Falls Creek Arts and Culture Strategy 5 Year Report, 2022

¹ Wimmera Silo Trails <https://blog.geografia.com.au/true-value-in-regional-investment-8ca0fd102755>





1.2 Vision and Values

Falls Creek's vision is for a vibrant and distinctive village offering Australia's most memorable alpine experiences. This plan builds on the strength, momentum and body of evidence gathered during the implementation of the 2016 – 2021 Arts and Culture Strategy.

Through these conversations and feedback, the values were reaffirmed for the future of Arts and Culture at Falls Creek:

- Community
- Economy
- Environment

1.3 Purpose of the Strategy

The purpose of this strategy is to provide a framework to develop targeted arts and cultural activities that align with our three core values of community, economy and environment with four key action areas.

FOUR KEY ACTION AREAS

- A vibrant village
- A sustainable future: connecting people to grow the creative economy
- Aboriginal Culture: creating meaningful collaboration with First Nations people
- History and Heritage: celebrating resort history through the museum collection, stories and architecture

The strategy also aims to make best use of Falls Creek's strong base of unique assets that include:

- the unique alpine environment

- infrastructure which can support an overnight visitor load of 5,600 (buildings, accommodation facilities, amenities and built attractions)

"Now is the time to innovate and create boundary-pushing creative product and experiences."

- Creative State 2025, Creative Victoria

- average daily visitation during the snow season of 4,300 per day
- ongoing growth of cultural initiatives including Artist-in-Residence program, significant museum collection with capacity for growth in presentation and access
- increased engagement with First Nations organisations and Traditional Owners
- the Falls Creek Public Art Policy and Framework, recently adopted by FCARMB, which provides a strategic approach to integrating public art into new infrastructure, both public and private



2. Strategy Framework

The refreshed strategy has aligned its strategic focus with the goals of Creative Victoria's 'Creative State 2025'. Within this context creative industries are defined as an evolving mix of sectors spanning arts, culture, screen, music, design and architecture, games development, fashion, publishing and more.

2.1 CONSULTATION PROCESS

Consultation was undertaken to test the ongoing validity of the values and framework, connect with the current operating environment post bushfires and pandemic and to build on the strengths and opportunities tested through the implementation. Feedback and input was sought via community consultation (meetings, phone, online), survey and research. A total of 230 community members, business operators and resort staff have had input into this updated strategy.

The mosaics installed around the village are beautiful subtle art pieces that encourage exploration and rewards those who take the time to observe. Using art as a play space such as the mountain pygmy-possum sculpture is a great cross-over between art and the creation of a meaningful space.

– Feedback from online survey 2022

2.2 PILLARS: COMMUNITY, ECONOMY, ENVIRONMENT

Community

The Falls Creek community is unique: a remote and small permanent village that swells in peak times to a large visitor community with strong national and international networks. What binds both groups is a deep connection to the alpine environment.

The Alpine environment gives people a different physical experience – it's part hedonism, part environmental worship.

– Community member – via interview 2022

The population fluctuates between seasons, with seasonal staff and visitors residing in short-term accommodation within the resort for work, training, competitions and tourism. Many strongly identify as being a part of this mountain's community.

The local Falls Creek community is strongly engaged in this strategy, supporting its implementation through actively sharing their stories about the resort's establishment and the people who made it possible, the early days of lift infrastructure and ski school and the social history of an isolated but independent group of year-round residents who would not trade their home-base for anywhere in the world.

Creative Industries bring a range of benefits to the community:

Economic: By generating jobs, boosting tourism, opening export opportunities, or enhancing livability

Cultural: Creative and cultural experiences enable Victorians to express cultural meaning by making new art and by engaging with cultural activity

Social: Creativity contributes to community wellbeing, social inclusion, and quality of life."

– Creative Impact Framework, Creative Victoria 2022

Economy

Arts and cultural activities enrich the alpine village experience for visitors and community. Through the growing reputation of Falls Creek's annual arts program, the visitor economy will continue to expand by offering unique, remarkable and engaging cultural experiences.

Building the economic resilience and diversity of the alpine sector is crucial to its ongoing viability, particularly in the wake of the bushfires, impacts from the global pandemic and the challenge of climate change. Contemporary market research validates the utilisation of arts and cultural offerings as a key economic driver.

48% of Snow Season and 46% of Green Season visitors want to engage with Arts Experiences.

Victorian Alpine Resorts – Primary Market Research

– Urban Enterprise 2021

Environment

The spectacular alpine environment attracts many creative practitioners who draw inspiration from the landscape, the people, and the stories. Creative expression has the ability to communicate experiences and alternative perspectives while also offering an opportunity to be engaged and entertained.

The impact of climate change on alpine environments offers many challenges. There are complex conversations that will continue to take place as we strive to adapt. The capacity of community-based arts

projects to help small regional communities to adapt to change and thereby become more resilient is well documented.

Engaging artists to consider and reflect environmental challenges through their creative practice can offer platforms for engagement and discussion across the community, generating a unified understanding and approach to addressing the challenges ahead.

At Falls Creek the mountains, clean air and pristine environment are our greatest asset. Resort Management is committed to protecting the alpine region's unique biodiversity and ensuring the natural environment is as beautiful as it is today for generations to come.

– Falls Creek Environmental Management Statement



3. Strategic Priorities 2022–2027

This section includes an overview of what we aim to achieve, followed by a high-level list of how we will achieve this.

3.1 A VIBRANT VILLAGE

Falls Creek's first Arts and Culture Strategy (2016–2022) enabled the resort to position itself as a year-round destination with a diverse range of experiences on offer. The arts program created vibrancy in the village through delivering workshops, exhibitions, artists' talks and events and public art. Falls Creek has confidently positioned itself as 'the arts mountain,' and this confidence has grown year on year, inspiring some of Australia's most well-known and respected artists to help us realise our boldest visions.

The local community has been able to actively participate in workshops via the childcare centre, the school and those presented for the public. These experiences enabled participants to reimagine the place they live in, to deepen their appreciation of what the village and the resort means to them and to create a stronger sense of unity and resilience. Falls Creek Alpine Resort Management Board firmly believe it's now time to lean into the ambitious vision to become Australia's Arts Mountain.

Now is the time to entwine arts and cultural events, programs, projects, and experiences throughout the village. This will draw visitors, inject funds into the economy and build a distinctive brand.

Strategic Direction

- Connect the community and creativity
- Create must-see and must-do cultural experiences that draw visitors to Falls Creek all year
- Continue to grow the successful Artist in Residence program
- Use arts and culture as the unique identifier that brings the total Falls Creek experience together
- Invest resources to build the Falls Creek Creative Economy
- Use the arts to find your way into Falls Creek Village
- Public Art

3.2 A SUSTAINABLE FUTURE: CONNECTING PEOPLE TO GROW THE CREATIVE ECONOMY

For Falls Creek resort, building visitation through the arts program is at the heart of this strategy. Delivery of the previous strategy has proved that arts programs have the capacity to attract new visitors to Falls Creek. Recent research by Tourism North-East underlines the importance of building partnerships within the region that can offer the cultural tourist a self-guided itinerary to explore and experience the region's gourmet and cultural offerings. All of this has a flow on effect for stakeholders within the village who are focussing on their own long-term visions and aspirations for their businesses and the strategic investment of resources. Overall, a strong brand aligned with Falls Creek's vibrant arts program will continue to build momentum, reward investments already made and to grow the resort's unique brand.

Strategic Direction

- Support community ownership and engagement
- Build arts projects into all new marketing initiatives
- Support the growth of the calendar of arts and cultural events
- Strengthen partnerships to support and grow projects, programs, and activities
- Gather the evidence of the impact of the creative economy
- Celebrate this unique alpine environment

3.3 ABORIGINAL CULTURE: CREATING MEANINGFUL COLLABORATION WITH FIRST NATIONS PEOPLE

Under the direction of Alpine Resorts Victoria, management at Falls Creek very much looks forward to active dialogue with Traditional Owners. This strategy prioritises self-determination of programs and activities.

Strategic Direction

- Continue consultation and engagement with First Nations organisations and Traditional Owner groups to the west and east of Falls Creek
- Enact a First Nations led practice that supports the presentation and sharing of First Nations culture as developed and delivered by Traditional Owners
- Support the delivery of cultural projects and events that develop income generation opportunities for First Nations organisations, Traditional Owner groups and individual artists.
- Ensure cultural heritage management plans are undertaken to protect sacred sites within the resort and national park boundaries.

3.4 HISTORY AND HERITAGE: CELEBRATING RESORT HISTORY THROUGH THE MUSEUM COLLECTION, STORIES AND ARCHITECTURE

Falls Creek has a rich story imbued with its diverse and unique environment and community. Visitors and

community can connect to this sense of place and identity through the sharing and celebrating of Falls Creek's cultural heritage. The Falls Creek story includes:

- First Nations and Traditional Owner cultural 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

The Falls Creek Historical Society, through the Falls Creek Museum, currently houses an extensive museum collection and has community members committed to retaining the heritage and knowledge of Falls Creek history. This is complemented by the significant European heritage buildings throughout the village.

As Falls Creek strives to diversify its cultural tourism offerings, the community and visitors can grow their engagement with and understanding of the Falls Creek story through the preservation and interpretation of its heritage.

Strategic Direction

- Tell the story of Falls Creek
- Make the historical collection accessible both physically and virtually
- Continually improve the permanent display space/s for museum artifacts
- Raise the profile of the Heritage collection
- Heritage Register



4. Recommended Implementation Plan

	LEAD	TIMEFRAME	COST
GOAL 1: A VIBRANT VILLAGE			
COMMUNITY			
Strategy 1: Connect the Community and Creativity			
Connect artists' visits and creative opportunities with FC Primary School and FC Daycare Centre	Falls Creek management	Annual	Low
ECONOMY			
Strategy 2: Create must-see and must-do cultural experiences that draw visitors to Falls Creek all year			
Complete and install the iconic public artwork 'Flower of the Alpine Sun'	Falls Creek management	2022/23 onwards	High Funded
Explore options to deliver a sculpture walk that connects the village to the Flower of the Alpine Sun sculpture e.g., annual acquisitive prize, securing of funds for direct commissions	Falls Creek management	2024	High
Ensure major new initiatives such as the Falls to Hotham crossing and the ANARE Shed development encompass Public Art opportunities from the earliest stages of planning and design	Falls Creek management	2022/23 onwards	Medium
Collaborate with and support the local creative industry to create an annual program of arts and cultural events that draws attendance over multiple days during the green season eg, writers' festival, Alpine Arts Camp	Falls Creek management	2023 onwards	Medium
Continue negotiations with UK artist Simon Beck to commission a snow-shoe artwork	Falls Creek management	2022/23 onwards	Medium
Strategy 3: Continue to grow the successful Artist in Residence (AiR) program			
Embed AiR program into ongoing operations of Falls Creek including scoping funded residencies	Falls Creek management	2022 onwards	Low
Negotiate public outcomes as a part of each residency	Falls Creek management	2022 onwards	Low
Grow the network of building owners and businesses willing to make studio spaces available for artists to develop or show work	Falls Creek management	2022 onwards	Low
Celebrate and highlight the work of each artist via marketing and promotional channels	Falls Creek management	Ongoing	Low

	LEAD	TIMEFRAME	COST
GOAL 2: SUSTAINABLE FUTURE			
COMMUNITY			
Strategy 1: Support community ownership and engagement of arts and cultural opportunities			
Convene a group of stakeholders interested in supporting the development of arts programs to support the delivery of this strategy	Falls Creek management	2022 onwards	Low
Support arts position on FC Stakeholder Consultative Committee to maintain awareness of Arts and Culture Strategy progress	Falls Creek management	2023 onwards	Low
ECONOMY			
Strategy 2: Falls Creek Arts Marketing			
Develop a campaign focusing on Falls Creek's arts program	Falls Creek management	2023 onwards	Low
Grow customer data of visitors for direct marketing	Falls Creek management	2023 onwards	Low
Strategy 3: Support the growth of the calendar of arts and cultural events			
Investigate the opportunity to create a versatile indoor space that is available all year to host a range of events (live music, exhibitions, immersive experiences, conferences)	Falls Creek management	2024	Medium
Strategic scheduling of events, projects and residencies to build an annual calendar	Falls Creek management	2023 onwards	Low
Identify government and philanthropic funding opportunities for the delivery of arts and culture events, projects, and residencies.	Falls Creek management	2023 onwards	Low
Strategy 4: Strengthen partnerships to support and grow projects, programs, and activities			
Identify and connect with regional, state, national and international partners that can collaborate, assist, and support the growth of Falls Creek's arts program eg Universities, galleries, Regional Arts Australia	Falls Creek management FCHS	Ongoing	Low
Strategy 5: Gather the evidence of the impact of the creative economy			
Evaluate and survey outcomes of arts and culture initiatives	Falls Creek management	Ongoing	Low
Publish outcomes within annual reports and across social media channels	Falls Creek management	Ongoing	Low
ENVIRONMENT			
Strategy 6: Celebrate this unique Alpine environment			
Commission artworks that celebrate the endemic flora and fauna	Falls Creek management	2025	Medium
Support scientist and artist collaboration	Falls Creek management	2024	Low
Commission artworks that explore climate change on the Alpine environment	Falls Creek management	2024	Medium
Establish dedicated exhibition and workshop space for artists within new developments i.e., commercial/retail/visitor arrival spaces/education and research spaces	Falls Creek management	2025	Medium

	LEAD	TIMEFRAME	COST
GOAL 3: TRADITIONAL OWNER ENGAGEMENT			
COMMUNITY			
Strategy 1: Support First Nations led practice			
Actively engage with ARV's Traditional Owner representatives to create new opportunities to celebrate First Nations culture	Falls Creek management	Ongoing	Low
Strategy 2: Continue engagement with First Nations organisations and Traditional Owner groups to the west and east of Falls Creek			
Consult and engage with all appropriate First Nations organisations and Traditional Owner groups	Falls Creek management	2023 - Ongoing	Medium
ECONOMY			
Strategy 3: Support the delivery of cultural projects and events that develop income generation opportunities for First Nations organisations and Traditional Owner groups and individual artists			
In collaboration with First Nations organisations and Traditional Owners explore the feasibility of programs and activities	Falls Creek management	2023 onwards	Low
Work in partnership with First Nations organisations and Traditional Owners to identify opportunities for First Nations people to be employed in culturally safe and meaningful roles across the operations of Falls Creek.	Falls Creek management	2023 - ongoing	Medium
ENVIRONMENT			
Strategy 4: Undertake cultural heritage studies and protect sacred sites within the resort and national park boundaries			
Maintain dialogue and consultation with Traditional Owners and Aboriginal organisations	Falls Creek management	Ongoing	Low
Ensure key staff undertake Cultural Awareness and Cultural Heritage management training	Falls Creek management	2022 Ongoing as required	Low



	LEAD	TIMEFRAME	COST
GOAL 4: HISTORY AND HERITAGE			
COMMUNITY			
Strategy 1: Tell the story of Falls Creek			
Commission film/digital storytelling of multiculturalism in the Australian Alps	FCHS	2023 onwards	Medium
Expand the self-guided history and heritage trail in the Falls Creek user guide digital platform	Falls Creek management FCHS	2024 onwards	Medium
Increase visibility and knowledge of online portals for promotion of the stories and the collection	Falls Creek management	Ongoing	Low
Investigate artistic means to tell the Falls Creek Stories	FCHS Falls Creek management	2023 onwards	Medium
Strategy 2: Make the historical collection accessible both physically and virtually			
Continue the digitisation of the existing collection	FCHS	Ongoing	Medium
Continue to ensure the digitisation adheres to national standards for Australian museums and galleries	FCHS	Ongoing	Low
Support a digital space to showcase the collection	Falls Creek management FCHS	Ongoing	Low
ECONOMY			
Strategy 4: Raise the profile of the Heritage collection			
Support opportunities for merchandising	Falls Creek management FCHS	2023 onwards	Low
Support connections with the Alpine Shire Heritage Network and Australian Alpine Snowsports Association and its networks	FCHS	Ongoing	Low
Support connections with state and national networks – Museums Victoria, Australian Museums and Galleries Association	FCHS	Ongoing	Low
ENVIRONMENT			
Strategy 3: Continually improve the permanent display space/s for museum artifacts			
Continue to establish permanent display spaces within existing buildings	Falls Creek management	2023 onwards	Medium
Secure funding for ongoing preservation and presentation	FCHS	Ongoing	Medium

5. Recommended Implementation Calendar

TIMEFRAME	ACTIVITY/INITIATIVE	
Ongoing priorities	<p>Traditional Owner Engagement</p> <ul style="list-style-type: none"> • Actively engage with ARV to create new opportunities to celebrate First Nations culture • Maintain dialogue and consultation with Traditional Owners and Aboriginal organisations • Ensure key staff undertake Cultural Awareness and Cultural Heritage management training 	Falls Creek management
	<p>Artists-in-Residence</p> <ul style="list-style-type: none"> • Connect artists' visits and creative opportunities with FC Primary School and FC Daycare Centre • Embed AiR program into ongoing operations of Falls Creek including scoping funded residencies • Negotiate public outcomes as a part of each residency • Grow the network of building owners and businesses willing to make studio spaces available for artists to develop or show work • Celebrate and highlight the work of each artist via marketing and promotional channels 	Falls Creek management
	<p>Annual Arts Program</p> <ul style="list-style-type: none"> • Collaborate with and support the local creative industry to create an annual program of arts and cultural events that draws attendance over multiple days during the green season eg, writers' festival, Alpine Arts Camp • Identify and connect with regional, state, national and international partners that can collaborate, assist, and support the growth of Falls Creek's arts program eg Universities, galleries, Regional Arts Australia • Evaluate and survey outcomes of arts and culture initiatives • Publish outcomes within annual reports and across social media channels 	Falls Creek management
	<p>Public Art</p> <ul style="list-style-type: none"> • Ensure major new initiatives such as the Falls to Hotham crossing and the ANARE Shed development encompass Public Art opportunities from the earliest stages of planning and design 	Falls Creek management
EVALUATION		
	<p>History and Heritage</p> <ul style="list-style-type: none"> • Increase visibility and knowledge of online portals for promotion of the stories and the collection • Continue the digitisation of the existing collection • Continue to ensure the digitisation adheres to national standards for Australian museums and galleries • Support a digital space to showcase the collection • Support connections with the Alpine Shire Heritage Network and Australian Alpine Snowsports Association and its networks • Support connections with state and national networks – Museums Victoria, Australian Museums and Galleries Association • Secure funding for ongoing preservation and presentation 	FCHS

<p>Summer 2022–2023 Onwards</p>	<ul style="list-style-type: none"> • Convene a group of stakeholders interested in supporting the development of arts programs to support the delivery of this strategy • Support arts position on FC Stakeholder Consultative Committee to maintain awareness of Arts and Culture Strategy progress • Complete installation of 'Flower of the Alpine Sun' • Continue negotiations with UK artist Simon Beck to commission a snow-shoe artwork • Develop a campaign focusing on Falls Creek's arts program • Annual report to include detailed evaluation of AiR program and Project/Public Art over previous 12 months 	<p>Falls Creek management</p>
<p>Winter 2023 Onwards</p>	<ul style="list-style-type: none"> • Complete artists' reports for each residency over previous summer • Grow customer data of visitors for direct marketing • Strategic scheduling of events, projects and residencies to build an annual calendar • Identify government and philanthropic funding opportunities for the delivery of arts and culture events, projects, and residencies. • Consult and engage with all appropriate First Nations organisations and Traditional Owner groups • In collaboration with First Nations organisations and Traditional Owners explore the feasibility of programs and activities • Work in partnership with First Nations organisations and Traditional Owners to identify opportunities for First Nations people to be employed in culturally safe and meaningful roles across the operations of Falls Creek. 	<p>Falls Creek management</p>
	<ul style="list-style-type: none"> • Investigate artistic means to tell the Falls Creek Stories • Continue to establish permanent display spaces within existing buildings 	<p>FCHS</p>
<p>Summer 2023–2024</p>	<ul style="list-style-type: none"> • Investigate the opportunity to create a versatile indoor space that is available all year to host a range of events (live music, exhibitions, immersive experiences, conferences) • Support scientist and artist collaboration • Annual report to include detailed evaluation of AiR program and Project/Public Art over previous 12 months 	<p>Falls Creek management</p>
	<ul style="list-style-type: none"> • Commission film/digital storytelling of multiculturalism in the Australian Alps 	<p>FCHS</p>
<p>Winter 2024</p>	<ul style="list-style-type: none"> • Complete artists' reports for each residency over previous summer • Explore options to deliver a sculpture walk that connects the village to the Flower of the Alpine Sun sculpture e.g., annual acquisitive prize, securing of funds for direct commissions 	
	<ul style="list-style-type: none"> • Support opportunities for merchandising 	<p>FCHS</p>
<p>Summer 2024–2025</p>	<ul style="list-style-type: none"> • Commission artworks that celebrate the endemic flora and fauna • Commission artworks that explore climate change on the Alpine environment • Establish dedicated exhibition and workshop space for artists within new developments i.e., commercial/retail/visitor arrival spaces/education and research spaces • Annual report to include detailed evaluation of AiR program and Project/Public Art over previous 12 months 	<p>Falls Creek management</p>
	<ul style="list-style-type: none"> • Expand the self-guided history and heritage trail in the Falls Creek user guide digital platform 	<p>FCHS</p>

Winter 2025	<ul style="list-style-type: none"> • Complete artists' reports for each residency over previous summer • Continue the digitisation of the existing collection • Continue to ensure the digitisation adheres to national standards for Australian museums and galleries 	Falls Creek management
Summer 2025-2026	<ul style="list-style-type: none"> • Continue AiR program • Annual report to include detailed evaluation of AiR program and Project/Public Art over previous 12 months 	
Winter 2026	<ul style="list-style-type: none"> • Complete artists' reports for each residency over previous summer 	
Summer 2026-2027	<ul style="list-style-type: none"> • Continue AiR program • Annual report to include detailed evaluation of AiR program and Project/Public Art over previous 12 months 	
Winter 2027	<ul style="list-style-type: none"> • Complete artists' reports for each residency over previous summer • Complete evaluation of entire AiR program • Complete evaluation of Projects/Public Art 	



6. Evaluation

The Arts and Culture Strategy will be evaluated using a range of quantitative and qualitative performance indicators. These will relate to both specific programs and the Strategy as a whole and include:

Projects/Public Art

- Number of visitors* attracted
- Length of stay (visitors)
- Estimated visitor expenditure
- Whether program/activity was primary reason for visiting
- Number of first-time visitors (and percentage of total)
- Number of first-time visitors for that season (i.e. white/green)
- For first-time visitor – likelihood of repeat visitation for different purpose (and in what season)
- Positive publicity generated broken down by self-generated (eg. program-organizer- initiated social media posts) vs external/independent publicity
- Positive publicity generated broken down by program-specific and general resort publicity
- Social media engagement levels (subscribers, likes etc)
- Social media comments
- Social media click-throughs (where applicable)
- Value of external publicity generated (i.e. not self-generated) broken down by program/general resort)

- Public dissemination of artwork (where resort is identifiable) by artist
- Number of non-Strategy-related persons associated with program delivery (i.e. artists/performers)
- Length of stay (artists/performers)
- Estimated expenditure (artists/performers)
- Visitor satisfaction (program/resort)
- Number of artworks created
- Value of artworks retained by Resort (either owned or permanent display)
- Number of workshops/presentations/exhibitions etc.
- Artist/performer satisfaction
- Revenue (retained by Resort)**
- Revenue retained by Strategy implementing body***
- Visitor and artist/performer expenditures + revenue + publicity value + retained works value /cost to Resort

Strategy implementers will conduct program specific evaluations immediately following the program's completion and prepare a consolidated evaluation report annually. The annual report will include estimated persons employed as a result of visitor and artist/performer expenditure.

*Visitors is used to refer to visitors/attendees/participants

** This would include any attendance fee percentages or cost of white season resort entry where the program was the main reason for visit

*** Flowing from attendance fee commissions (if applicable), donations, sponsorships.



