



City of Albany

ARTS, CULTURE AND HERITAGE PLAN

2022 - 2027

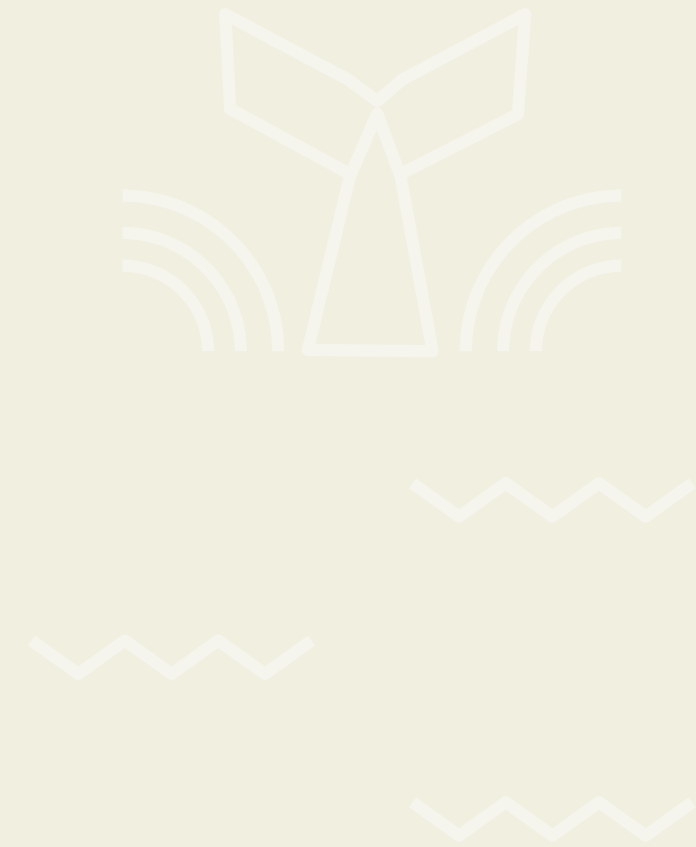


We acknowledge the traditional owners the Menang people of the Noongar nation and pay our respects to their deep ancestral knowledge, their elders past, present and emerging, their ongoing connection to country and contribution to Kinjarling / Albany and the Great Southern region.



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INTRODUCTION AND CONTEXT

Setting the scene

Arts, culture, heritage and the creative industries drive social cohesion, economic resilience and liveability. Local government is at the heart of this – supporting and growing creative experiences and economies – from developing infrastructure and managing venues, to attracting investment, building capacity and engaging community.

Benefits of a strong, vibrant creative community are many – a sense of pride, shared identity and cultural connection, overcoming social isolation and embracing diversity. When partnered with other sectors – education, recreation, public health, tourism and urban development – a ‘ripple effect’ extends its impact and reach, to improving social and economic pathways, enriching the urban environment and supporting individual and collective wellbeing.

Increasingly, the benefits of arts, culture and heritage (ACH) are well understood by Local Government Authorities (LGAs), however measuring impact and return on investment is complex. Often, ACH doesn’t feature in strategic planning frameworks and where it does, there can be a disconnect between strategic intent and adequacy of resourcing. Sustainable partnerships between government, industry, business and community are needed, supported by

government-led investment in infrastructure, programming, management and audience development.

In 2019, 98 percent of Australians engaged with the arts. Eighty-four percent acknowledge its positive impacts on child development, sense of wellbeing, dealing with stress, understanding others and supporting local businesses¹.

Getting the show back on the road

Few sectors have been more impacted by COVID-19.

From venues to producers and practitioners, supply chains have been significantly affected and the sector has had to innovate at a rapid pace, accelerating digitisation to create and broadcast content³.

Tourism limitations have compounded challenges, and COVID-related contingency planning is likely to continue to be a priority for at least the next 12 months.



In 2018-19, pre-COVID-19, WA's creative industries contributed an estimated \$3.3 billion in Industry Value Add to the State economy, and an estimated \$175.9 million in service exports.²

Kinjarling – the place of plenty

Albany, sometimes referred to as Kinjarling, has been home to the Menang Noongar people for more than 45,000 years. During the summer, life was enjoyed along the coastline, and abundant fish were caught in the naturally sheltered harbour. Winter brought communities inland to the riches of the forests and hinterland. Connection to country is at the heart of deep cultural heritage; there are over 40 known registered Aboriginal heritage sites and over 85 'other heritage places', including artefact scatters, mythological sites, engravings, food and ceremonial sites. These feature in stories of creation and mythology, and Aboriginal life after European settlement.

In 1826 Major Edmund Lockyer arrived aboard the Brig Amity to establish the first settlement in Western Australia and on 21 January 1827 a ceremony was held to celebrate its foundation. Albany was an important port for ships travelling east from Europe, and for those travelling west for the gold rush. The strategic importance of Mammang Koort / King George Sound was recognised in the mid 1880s, with a defensive position constructed by 1892. Albany is well known as the departure point for two troop convoys bound for the first world war in November 1914 and is among Australia's very first dawn services. Through to 1978, whaling was a key industry, in lieu of limited farming and mining prospects.

Today, Albany is nationally renowned as home of the National ANZAC Centre which opened in November 2014. It has an enviable reputation as lifestyle destination of choice and is known for its creative, down to earth community. It is increasingly attractive to those looking for the scale and networks of a regional City, but with abundant natural amenity and connection to the environment – a shared source of inspiration.

In 2026 Albany will commemorate its bicentenary – a once in a generation opportunity to further position it as an arts, culture and heritage capital, and realise flow-on community and economic benefits.

As a vibrant place for arts, culture and heritage, over the last decade, the City of Albany has invested significantly in cultural assets, activities and programs. Some of these include:

- Albany Heritage Park, including Princess Royal Fortress and National ANZAC Centre
- Albany Town Square, Town Hall, Gallery, Alison Hartman Gardens and Memorial Park Cemetery.
- Menang Noongar Dual Naming project
- Field of Light: Avenue of Honour, by Bruce Munro
- Albany Visitor Centre colocation with Albany Public Library
- Albany Public Library enhancements and programming; including purpose-built space for the Albany History Collection
- Vancouver Arts Centre programs
- The Mounts Masterplan
- A public art collection, including murals and sculptures
- Trails infrastructure including walking, hiking and mountain bike riding
- Planning for Albany Bicentenary 2026



A case study in the economic impact of arts, culture and heritage

Field of Light: Avenue of Honour, 2018

This immersive art installation by internationally renowned UK artist Bruce Munro was a contemporary interpretation of a momentous period in history, highlighting Albany's reputation as a central part of the ANZAC legend.

The installation at Corndarup / Mount Clarence honoured 100 years since the end of the First World War and celebrated Albany's unique biodiversity with 16,000 lights spheres shining in the whites, yellows and greens of the wattle and the kowhai. They marked the last sight of home for 41,000 troops who departed for the Great War, bringing a new perspective of this key moment for present-day audiences. The installation attracted 186,236 individual visits.

The initiative built on a range of strategies to enhance and activate Albany and Albany Heritage Park. It was commissioned by FORM with the City of Albany, made possible by funding from the Australian Government through the Building Better Regions Fund and the State Government through Tourism Western Australia, Lotterywest with the support from Christine & Kerry Stokes AC.

Source: Field of Light: Avenue of Honour Impact Report, FORM

Responses to Tourism WA's study revealed:

\$17,166,991

Injected into the local economy due to Field of Light: Avenue of Honour. The Return On Investment for the project was 42.9.

82,238

Visitor nights generated due to Field of Light: Avenue of Honour.

29,453

People travelled to the region (intrastate, interstate and international) for the primary purpose of visiting the installation, staying an average of 2.8 days and spending an average of \$209 per day.





Field of Light: Avenue of Honour, Albany

THE PLAN

A strong foundation for a cultural capital

This inaugural Arts, Culture and Heritage Plan (ACH, the Plan) defines the City of Albany's (the City) ambition as a cultural capital, together with six outcomes and associated strategies and actions that provide foundational direction for City-led initiatives over the coming five years.

In providing direction for ACH activities, it aims to enhance cultural identity, support creative industries and economies and create more opportunities for people to participate in the world-class experiences that reflect Albany's deep history, cultural significance and diverse communities.

The Plan focuses on delivering against six outcomes:

1. Albany is nationally recognised for its inspiring and diverse creative and cultural experiences and attractions
2. Albany has a reputation as a location of choice for creative talent and enterprise
3. ACH is central to Albany's identity, liveability and prosperity
4. The City is a leader in building ACH capacity and capability, with ACH stakeholders
5. People actively engage with Albany's diverse heritage, which is widely shared and boldly expressed
6. A strong, sustainable foundation for a renowned cultural capital.

The Plan is a cohesive document based on an assessment of where the community and sector is today, together with aspirations for the future.

It is intended to be responsive to opportunities as they arise over the next five years.



STRATEGIC PLANNING CONTEXT

- Albany 2030 – Community Strategic Plan
- 2026 Bicentenary of Albany
- Discover Kinjarling Business Case
- Communications and Engagement Strategy
- Community Development Strategy
- Youth Friendly Albany Plan
- Age Friendly Albany Plan
- The Mounts Masterplan

ALIGNED POLICY DOCUMENTS

- Aboriginal Accord Policy
- Art in the Public Domain Policy
- Artwork Collection Policy
- Community Funding Policy
- Community Sports & Recreation Facilities Small Grant Funding Policy
- Local Heritage Survey
- Albany Heritage List

Albany 2026

Albany's bicentenary is a once in a generation opportunity for the City and the Great Southern region to express its diverse cultural identity, shared experiences and stories through strong representation and acknowledgement of Aboriginal cultural heritage, its proud military heritage, vibrant, future-facing industries, enviable lifestyle and biodiversity.

A City-led Project Advisory Group has been established to guide bicentenary planning. The Group's role is to guide investment, planning and delivery and optimise strategic opportunities. This Plan aligns with preliminary concepts for bicentenary planning and identifies ACH opportunities to leverage.



GS Creative Exchange – a regional perspective

This Plan responds to and has been informed by the consecutive development of the Great Southern Region Arts, Culture and Heritage Strategy (Regional Strategy).

The Regional Strategy is an overarching framework that provides direction and identifies priorities across the Great Southern's 11 Local Government Areas (LGAs) to enhance cultural identity, experience and capacity.

Funded through Department of Local Government, Sport and Cultural Industries' (DGLSCI) Leveraged Cultural Planning Investment Fund, it has been developed in partnership between City of Albany (CoA), Great Southern Development Commission (GSDC), local government authorities and DGLSCI.



CULTURAL IDENTITY

Strengthening and evolving the Great Southern's unique qualities, characteristics and shared values.



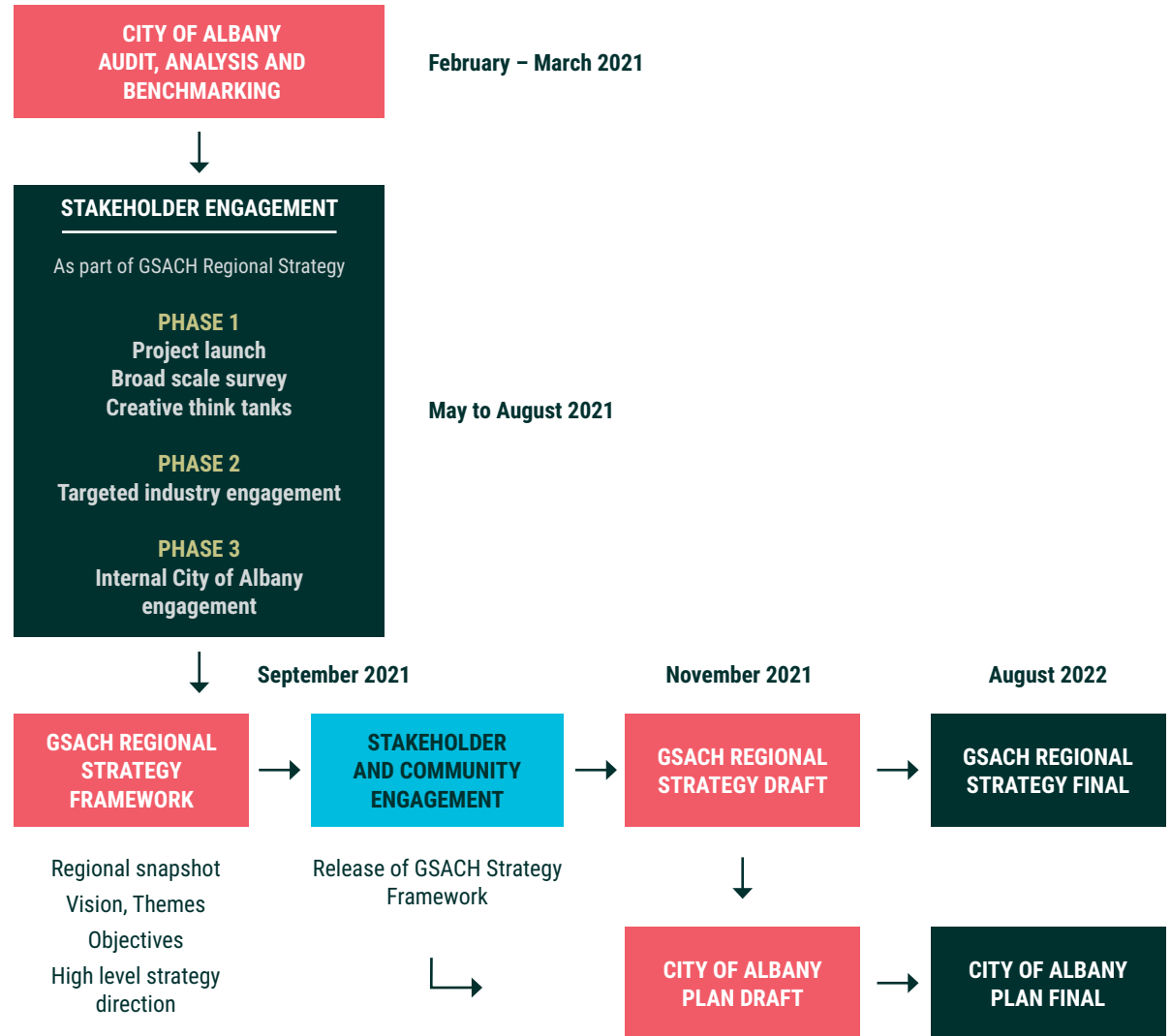
EXPERIENCE

Delivering engaging, accessible and diverse activities, programs, content and products for all ages and abilities.



INVESTMENT & CAPACITY

A strong, sustainable foundation to develop and network organisations, practitioners, programs and infrastructure.



CREATIVE KINJARLING

As Western Australia's southern-most city, Albany's breath-taking location on the northern edge of King George Sound and Princess Royal Harbour, framed by Corndarup / Mount Clarence, Irrerup / Mount Adelaide and Kardarup / Mount Melville and the distinct Porongurup Ranges, is a source of deep inspiration for its creative community.

Albany is known as a place that produces renowned literary and musical talent.

The depth and diversity of the City's creativity extends to visual art, performance, music, digital art, craft, heritage, archives, film and radio, live art and many other aspects of participation and practice.

Inspired by landscape and connection to place, its many creative associations, clubs and companies are an incubator for talent and creative expression.

INFRASTRUCTURE AND ASSETS



14 MUSEUMS AND GALLERIES



5 PERFORMANCE SPACES



3 LIBRARIES AND CRCS



6 MONUMENTS & MEMORIALS



29 NATURAL ATTRACTIONS



5+ HERITAGE TRAILS & WALKS

GROWING
FILM AND TV INDUSTRY



75 PIECES OF PUBLIC ART



300+
PLACES OF HERITAGE SIGNIFICANCE

216,569

BORROWINGS
ALBANY PUBLIC LIBRARY



SPECIALTY ARTS AND CULTURE RETAILERS

GROUPS AND ORGANISATIONS



15
VISUAL ARTS AND WRITING GROUPS

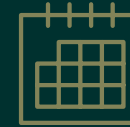


30 COMMUNITY, CULTURAL AND HISTORICAL GROUPS



25
PERFORMANCE ARTS GROUPS

EVENTS AND ACTIVITIES



117 APPROVALS
GRANTED FOR EVENTS

Farmers markets, art festivals, Cinefestoz, Great Southern Art Award, film festivals, Bloom Festival, Taste Great Southern, multicultural events, arts and crafts trails, youth festivals, ANZAC commemorations, NAIDOC week, workshops, classes, exhibitions, live music and performances



121,205
VISITORS TO ALBANY VISITOR CENTRE



32,488
VISITORS TO ALBANY HERITAGE PARK AND NATIONAL ANZAC CENTRE



7,354
PEOPLE ATTENDED A PROGRAM, WORKSHOP, SHOW OR EXHIBITION AT VANCOUVER ARTS CENTRE

Influences shaping cultural life

Albany is a proud, creative and resilient community, positioned to respond and change in evolving contexts.

Country, culture and community

Communities in Albany and across the Great Southern and the State recognise and are seeking greater connection to place; both natural and built.

The scope of Albany's environment and setting – from coast to agricultural hinterland – is intrinsically connected to identity and sense of belonging.

Appetite for a deeper understanding and participation in Aboriginal culture and heritage is further driving this connection.

The experience economy

Increasingly, consumption of creative experiences has become an important component of economic life; the nexus between audiences' desire to actively engage in novel and immersive activities, and the creative drive of artists, producers and performers to respond⁴.

Digital products, services, experiences

Cultural digitisation is changing how artists, curators, librarians and archivists work, while digitally savvy people use their mobile devices to access and experience a range of cultural and educational experiences to learn about their heritage⁵.

COVID-19 has accelerated digital transformations in the sector, but for regional communities, challenges including quality of digital infrastructure, digital literacy and investment can limit content creation and audience engagement.

VESPAs and the flight to local

During 2020, net migration away from Australia's capital cities increased from 19,000 to 43,000, a cohort demographer Bernard Salt has termed VESPAs – Virus Escapees Seeking Provincial Australia⁶.

This cohort seeks amenity and community and is ready to actively participate in local life. Lifestyle drivers behind a move to regional cities and places include the ability to access and participate in arts and cultural activities.

Creative communities and economies

Incorporating creative practitioners and processes into shaping and delivering urban planning, architecture and design outcomes can stimulate local economies, increase innovation, cultural diversity and civic engagement⁷.

Artists and cultural practitioners are poised to benefit from the rise of the 'creator economy' and the potential to monetise their work through user-pays digital connection and subscription; building capacity and breaking down geographic and traditional distribution channels⁸.

Digital disruption has enhanced the importance of public libraries and their multi-faceted role as places to access resources free of charge, learn and create, and access cultural resources and exhibitions.



Developing this Plan

The approach to develop this Plan included:

1. An Albany arts, culture and heritage sector audit – mapping cultural facilities and spaces; natural and built form heritage; creative and cultural industries, organisations; festivals, events and programs; tourism and hospitality infrastructure and experiences
2. Stakeholder and community engagement
3. Internal City of Albany engagement (staff and elected members)
4. Regional Great Southern Arts Culture and Heritage Strategy (Regional Strategy) analysis and integration
5. Defining the City of Albany's vision and key outcomes for arts, culture and heritage
6. Developing the draft and final Plan.

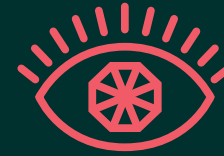


CULTURAL IDENTITY

Defining the City's qualities, characteristics and narratives and considering how this is expressed through arts, culture and heritage.

Considerations

- Qualities, characteristic, narratives and themes
- Audience and stakeholder engagement
- Visibility and value of arts, culture, heritage within the City
- Aboriginal cultural heritage
- Multicultural communities
- City branding - the resident, business and tourism proposition



EXPERIENCE

Broadening and deepening the cultural experiences within the City, and ensuring they are delivered strategically and equitably - for all people of all ages and interests.

Considerations

- Visitor / audience profile
- Depth and diversity of cultural activities and uses
- Events and attractions
- Artistic and cultural development - product and programs
- Public art
- Multi-sector, multi-use attractions
- Networking experiences across the City



INVESTMENT & CAPACITY

Defining the infrastructure, resources and skills needed to stimulate cultural and creative communities and economies and build capacity.

Considerations

- Cultural and heritage infrastructure
- Cultural hubs and spaces
- Skills and capacity
- Educational and vocational training
- Networks, resources and skills share
- Partnerships
- Grants and sustainable funding

Engaging with stakeholders and community

Stakeholder and community engagement ran concurrently with the Regional Strategy, delivered through a campaign-style approach including online tools, in-person Think Tank workshops and targeted stakeholder and industry roundtables along with internal engagement with City staff, Elected Members and member practitioners from Vancouver Arts Centre.

Engagement objectives:

1. Build interest and excitement through strategic communications and an engaging brand – positioning the Albany Plan as a key component of the regional framework
2. Provide all stakeholders, not only arts and cultural organisations, with equity in having their say
3. Broaden the narrative about arts and culture to include regional and city identity and vibrancy – ensuring cultural, economic and social flow on opportunities were considered
4. Explore and achieve internal alignment on the role and strategic importance of arts, culture and heritage to City of Albany
5. Clearly articulate project scope, objectives and process to manage expectations.

Phase 1: Broad community and stakeholder engagement

(May – June 2021)

The 'GS Creative Exchange' brand identity was used to position the project, raise awareness and visually unify engagement activities. The primary tools for Phase 1 were a Think Tank workshop held at Albany Town Hall on 14 May 2021 and a broad online survey:

- The survey achieved broad community reach with 4 in 5 identified as not a member of an arts organisation or group
- Geographic representation centred on the Lower Great Southern region, with over half of respondents based in Albany
- Women accounted for ~three quarters of respondents. Most were aged between 45 and 64 years of age.

Phase 2: Targeted stakeholder and industry engagement

(July 2021)

Informed by the findings from Phase 1, Phase 2 engagement consisted of virtual 'round tables' held with representatives from Federal, State and Local government, peak industry bodies, venues and attractions, event organisers, performing arts, business and tourism stakeholders, and natural, built and cultural heritage stakeholders. These explored issues and opportunities at both a regional and city level and were attended by over 25 Albany-based stakeholders.

Phase 3: Internal City of Albany engagement

(July – August 2021)

Three interactive workshops exploring challenges and opportunities, vision and strategic priorities were held with ~25 staff across Arts, Culture and Heritage, Visitor Servicing, Planning, Facilities, Major Projects and Recreation; including an Elected Member session attended by:

- Mayor Dennis Wellington
- Deputy Mayor Greg Stocks
- Cr Chris Thomson
- Cr John Shanhun
- Cr Paul Terry



The opportunities and challenges ahead

CULTURAL IDENTITY

Opportunities

- Positioning Albany as a cultural capital and home to a wide range of talented creatives
- Deeper recognition and understanding of Aboriginal cultural heritage and identity
- Broadening the heritage 'story' to include diverse community perspectives
- Strengthen emerging industries, such as film and television
- Elevating the profile of ACH within the City and wider community

Challenges

- ACH and its benefits and impacts, are not widely recognised or understood
- Aboriginal cultural heritage is underrepresented
- Broadening ACH content to represent diverse community perspectives and demographics
- Elevating heritage – content, information, management, experiences
- Lack of coordinated marketing and promotion
- Internally, ACH is not widely 'owned' and there are resourcing challenges

EXPERIENCE

Opportunities

- Leverage Albany Bicentenary – a once in a generation opportunity
- A permanent, world class public art attraction e.g. Field of Light
- Sustain internationally significant attractions i.e. National ANZAC Centre
- Albany Town Hall programming
- Delivering cultural infrastructure through capital projects – streetscapes, trails etc.
- Greater community engagement with heritage assets
- A strategic approach to special events

Challenges

- COVID-19 uncertainty and impact over the next two years
- Keeping programs accessible, affordable, and well attended
- Broadening content to reflect diverse communities
- Content/programs that engage young people
- Lack of strategic/ business plans to support growth of major attractions and assets

INVESTMENT & CAPACITY

Opportunities

- Albany to be a leader in building regional capacity
- Investing in aboriginal cultural heritage – capacity, product, enterprise
- The depth and breadth of local creative practitioners and organisations
- Transition from single use to multipurpose venues, including outdoor and digital infrastructure
- Diversify funding avenues and partnerships into related sectors – tourism, recreation corporate and philanthropic
- Improve access to secondary and tertiary ACH education

Challenges


- ACH benefits are not quantified; policy commitment and funding are limited
- Representative engagement with Aboriginal stakeholders, young people, multicultural groups
- Resource alignment – arts, culture and heritage, facilities, events and economic development
- Limited education and vocational pathways
- Balancing strategic and operations resourcing for large projects e.g. Field of Light

Stakeholder & community engagement

To inform the Plan, stakeholder and community engagement occurred between May and August 2021.


A key goal was to align community and stakeholders around the vision and future potential for Albany arts, culture and heritage considering the three pillars of Identity, Experience and Capacity and Investment.

ENGAGEMENT REACH – REGIONAL STRATEGY & CITY OF ALBANY PLAN




1000 Online

- 834 views
- 642 unique visitors




176 survey

- Majority 45-64
- 76% female
- 41% work in the sector
- 1 in 5 belong to sector organisation or group




> 80 think tank pax

88 people attended one of 5 creative think tanks held in Katanning, Denmark, Albany, Mount Barker and Jerramungup



25 City of Albany staff, 5 elected members

3 workshops were held with staff and elected members which covered a broad cross section of the organisation including Arts, Culture and Heritage, Visitor Servicing, Planning, Facilities, Major Projects and Recreation



> 60 industry stakeholders

14 virtual round tables held with representatives from Federal, State and Local government, peak industry bodies, venues and attractions, event organisers, performing arts, business and tourism stakeholders, and natural, built and cultural heritage stakeholders

Identity

Our cultural identity is best described as:

- A place of deep history and heritage
- Down to earth, community values
- Climate and the natural environment
- Creative, diverse local community
- Aboriginal cultural heritage

Some Unique Albany attractions reflecting our identity include:

- A cultural capital in the making
- Natural attractions – Albany Harbour Sea Scapes, Breaksea Island tour, Corma / Bald Head, Binalup / Middleton Beach Boardwalk
- Cultural facilities – National ANZAC Centre (NAC) & Princess Royal Fortress (PRF), Museum of Great Southern, Albany Town Hall, Vancouver Arts Centre, Albany Entertainment Centre, Discovery Bay – Albany’s Historic Whaling Station
- Programming initiatives – Albany Shantymen, Southern Art and Craft Trail, Albany Light Opera & Theatre Company (ALOTCO)
- Creative communities and artisans – world-renowned writers, artists, musicians
- An thriving ecosystem of grass roots arts, culture and heritage groups

Experience

- On average, people are engaging in arts and cultural experiences monthly, for happiness and wellbeing and community connectedness.
- Barriers to engaging more frequently include lack of information, short notice for upcoming events, inconvenient timing and price point.
- Major experience gaps in the City of Albany are:
 - Aboriginal cultural heritage
 - Multi-faceted activities which bring together food, wine, culture and heritage
 - Accessing / engaging with built form heritage
 - Youth and 'contemporary' activities that are inclusive

Capacity

Top five priorities to build capacity over the next five years were:

- Cross city and regional communication
- Cross-regional partnerships
- Audience development / participation – youth, families, people living with a disability
- Centralised portal for events and artists
- Skills development, secondary and tertiary education and training
- Funding and grants – capacity building for stronger applications

In last 12 months, people have mostly engaged in:

- *Art galleries*
- *Museums*
- *Performing arts*
- *Interpretive trails/walks*

77% of people agreed arts, culture and heritage are important economic drivers for the region

Great Southern Festival Launch, Albany



ALBANY 2026

An ambitious, expressive, inclusive creative capital.

With culture at the heart of our community, Albany is renowned for immersive, memorable experiences that challenge, inspire and delight. Grounded in our rich shared heritage, it is a place for collaboration and enterprise, discovery and learning; where anything is possible and everyone is welcome.



PRINCIPLES ENABLING OUR VISION

Distinctive:

ACH is high quality, memorable and authentically reflects our identity

Inclusive:

ACH embodies community diversity, for example Indigenous, cultural, all abilities, socio-economic status, age, gender and sexual orientation

Accessible:

ACH provides and encourages everyone with an opportunity to participate or engage

Collaborative:

ACH stakeholders work together to build partnerships and capacity across sectors, resulting in strong, resilient communities

Sustainable:

ACH is supported by a strong, well-resourced foundation to achieve its vision

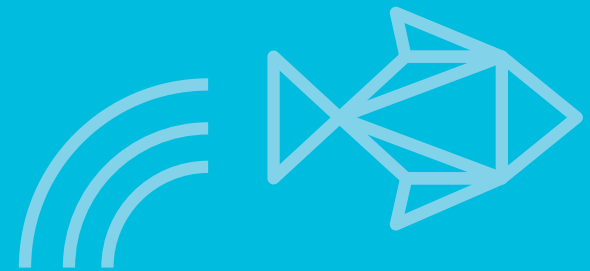
KEY OUTCOMES

1. *Albany is nationally recognised for its inspiring and diverse creative and cultural experiences and attractions*
2. *Albany has a reputation as a location of choice for creative talent and enterprise*
3. *ACH is central to Albany's identity, liveability and prosperity*
4. *The City is a leader in building ACH capacity and capability, with its ACH stakeholders*
5. *People actively engage with Albany's diverse heritage, which is widely shared and boldly expressed*
6. *A strong, sustainable foundation for a renowned cultural capital*





gARment Gala Showcase, Albany Town Hall, Albany PHOTO: NIC DUNCAN



SECTION 2

Arts, Culture and Heritage Objectives

Implementation of these objectives will be influenced by factors such as funding and/or budget availability, Council priorities and capacity, and levels of stakeholder and/or community support.

OBJECTIVES

Outcome One

Albany is nationally recognised for its inspiring and diverse creative and cultural experiences and attractions

How will we know if we're successful?

- Programs, events and attractions reflect a broad spectrum of the City's heritage and cultural diversity
- A range of ACH experiences are available across Albany's venues and attractions – high quality, accessible, affordable
- Venues and attractions are integrated / multi-purpose and enhance the City's positioning as a cultural capital
- Albany attracts visitors from around Australia, to experience ACH

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
1. A 'world class' permanent, in-situ public art attraction as part of Bicentenary 2026	1.1 Building from the experience and outcomes from Field of Light: Avenue of Honour, explore options to locate a permanent public art attraction in Albany Town Centre or Waterfront (to strengthen existing cultural attractions, for example Albany Town Hall or Albany Entertainment Centre)	Arts and Culture, Community Relations, Major Projects					✓	
	1.2 Establish a steering group and project manager and conduct a scoping process to determine suitable narratives, concept directions, mediums, locations, talent and budget							
2. Growth and diversification of Albany Heritage Park (AHP) as a world class, multi-purpose destination	2.1 Develop a business plan and supporting precinct plan, in context of the draft Mounts Masterplan, for the Mounts Precinct as a multi-purpose, 'whole of site' destination experience: product positioning and development, audience development, site programming and events, asset management, internal resourcing, revenue generation opportunities, marketing, business and funding partnerships	Facilities, Major Projects		✓				
	2.2 Where appropriate, evolve Mounts Precinct content and narrative and curate dedicated material to represent: <ul style="list-style-type: none"> • Aboriginal perspectives • Post-settlement influences • Multicultural communities • Other relevant aspects of Australian culture and lifestyle 	Facilities, Major Projects		✓				

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
	<p>2.3 Continue to lead delivery of the NAC and PRF experience as a flagship cultural attraction:</p> <ul style="list-style-type: none"> • Build internal capacity and resourcing to facilitate active delivery of integrated, whole-of-site experiences and a recurring, annual place activation program • Develop a focus on partnering, to diversify resourcing and enhance or deliver on-site activities throughout the Mounts Precinct including NAC and PRF • Advocate and strengthen awareness of the national and international significance of the PRF and its collection 	Facilities	✓	✓	✓	✓	✓	✓
	<p>2.4 Partner with local artists, curators and historians in on-site exhibitions, performance and product, to connect / cross promote arts, culture and heritage experiences</p>	Arts and Culture, Facilities	✓	✓	✓	✓	✓	✓
3. Through Albany 2026 Bicentenary planning, advocate for a Noongar Cultural Centre at Albany Waterfront	<p>3.1 Contribute to scoping and delivery of a Menang Noongar Cultural Centre at Albany Waterfront, with traditional owners, Menang Noongar artists and cultural advisors within the project team:</p> <ul style="list-style-type: none"> • Design as a multipurpose facility, complementing the Museum of the Great Southern's broader precinct and Master planning, and the Albany Entertainment Centre • Integrate public art, indoor / outdoor venues and facilities with digital technology and the ability to support Aboriginal cultural content and programming from multiple arts sectors • Include potential for tourism enterprise – cultural tours, food and beverage and education 	Major Projects, Arts and Culture	✓	✓	✓	✓	✓	
4. Iconic, memorable events and festivals	<p>4.1 Develop an Events Program aligned with the City's ambition as a 'cultural capital.'</p> <ul style="list-style-type: none"> • Formalise a centralised calendar of events, including: <ul style="list-style-type: none"> - Signature events – designed to strengthen Albany's 'creative capital' positioning and attract flagship talent and inbound audiences (state / national / international) - Major events – designed to reflect unique local identity, accessible for people of all ages and interests; may attract state / regional inbound audience - Local events – a sustained program of neighbourhood-level events and activities targeted at local audiences - Regular programs – frequent initiatives delivered jointly by the City, stakeholders and community groups • Ensure the calendar has diverse and seasonal representation for example: <ul style="list-style-type: none"> - Delivery of a new, signature winter event in conjunction with the State Government - Focus on showcasing heritage buildings and places - Programmed in shoulder seasons and to build the City's evening economy - Delivery of events in local neighbourhoods – for example, Harmony Week festival 	Community Relations, Arts and Culture	✓					✓

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
5. Strengthen public art as an important pillar of the City's cultural capital identity	<p>5.1 Develop a Public Art Strategy and Masterplan to guide public art planning and delivery, including themes / narratives, concept development, siting, procurement process, criteria and commissioning:</p> <ul style="list-style-type: none"> Define vision, principles, preferred thematic directions and international best practice benchmarks Define a public art collection 'hierarchy' - from flagship / signature artworks through to neighbourhood-level local works Implement a precinct-led vs discrete site approach, to achieve greater impact and return on investment Review the City's Public Art guidelines in context of State Percent for Art Policy, to: <ul style="list-style-type: none"> Provide direction to private developers on location and type of public art, quality benchmarks and other requirements to achieve the vision Enable the City to hold and 'pool' percent for art contributions to facilitate larger, more impactful public art outcomes Provide public art direction to State Government agencies delivering development within the City – for example Binalup / Middleton Beach Facilitate a cross-organisation approach to identifying and facilitating public art opportunities and further engage local artisans 	Arts and Culture, Major Projects, Development Services		✓				
6. Position Vancouver Arts Centre as a renowned arts hub and talent incubator within an heritage-protected place of State significance	6.1 Promote the importance of the VAC as an heritage asset to the City and the State, and continue to undertake best practice measures for the conservation and protection of the heritage-protected place	Arts and Culture, Finance, Major Projects				✓		
	6.2 Formalise the vision, purpose and metrics for VAC as a vital part of the City's ACH remit, positioning it for funding and investment partnerships							
	6.3 Develop a business case to enable additional resourcing and program funding							
	6.4 Continue to strengthen and service current VAC membership base while aiming to diversify member demographics and practice profile							
	6.5 Develop a VAC Masterplan to guide heritage conservation and future opportunities, considering: <ul style="list-style-type: none"> Its cultural heritage significance Its role and function as a regional 'hub' and talent 'incubator' Additional studio and maker spaces, artist in residence and other practitioner facilities that attract new users and sectors Multi-purpose facilities such as training / conference and event spaces, available for third party hire / use Retail, product and program development opportunities 	Arts and Culture, Major Projects			✓			

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
7. Bringing the revitalised Albany Town Hall to life	7.1 Prioritise completion of the Town Hall Programming Strategy to deliver a robust program of events, exhibitions and installations that showcase local and regional talent, Albany's cultural and heritage diversity, environment and lifestyle	Arts and Culture	✓					
	7.2 Consider appointing a dedicated Town Hall Venue Manager and additional resourcing to support separation of front and back of house functions	Arts and Culture	✓					
	7.3 Deliver City-led integrated programming across the Town Hall, Gallery, Alison Hartman Gardens and Albany Public Library and Archive as a central ACH hub <ul style="list-style-type: none"> Investigate feasibility of installing shade and shelter over the amphitheatre and performance space at Alison Hartman Gardens Integrate programming with other venues such as Albany Entertainment Centre, Albany Light Opera and Theatre Company, Museum of the Great Southern etc. 	Arts and Culture, Community Relations, Reserves, Major Projects, Development Services	✓	✓	✓	✓	✓	✓
	7.4 Continue to proactively market and advocate the Town Hall for use by commercial, community and cultural groups, in line with Venue Hire Policy							
	7.5 Set target metrics to measure venue use for example: % occupancy vs dark days, hirer profiles, revenue from venue hire and event profile / mix							
	7.6 Promote the importance of the Town Hall as an heritage asset continue to undertake best practice measures for the conservation and protection of the heritage-protected place							
8. Promoting Albany as the Great Southern's cultural tourism hub	8.1 Promote the diversity of the City's built, natural and cultural heritage, and its pre and post-settlement significance	Albany Visitor Centre, Arts and Culture, Community Relations	✓	✓	✓	✓	✓	✓
	8.2 Collaborate with regional tourism stakeholders to position Albany as a cultural tourism base from which to explore the GS region	Albany Visitor Centre, Arts and Culture, Community Relations	✓	✓				
	8.3 Develop a consumer-facing brand for Albany's ACH cultural tourism destination offer	Albany Visitor Centre, Arts and Culture, Community Relations			✓			
	8.4 Raise the national profile of Albany ACH as part of the GS region's cultural tourism offer	Albany Visitor Centre, Arts and Culture, Community Relations				✓	✓	✓
	8.5 Facilitate business and tourism providers to develop products and experiences that connect food, wine, art and culture that can be packaged with cultural events and attractions	Albany Visitor Centre, Arts and Culture, Community Relations			✓			

Objectives	Actions	Responsible Team	Recommended Timing						
			1	2	3	4	5	5+	
9. National Heritage Listing for Albany	9.1 Consider nomination for inclusion on the National Heritage List. Successful nomination would: <ul style="list-style-type: none"> • Further raise Albany's profile at a national and state level • Attract attention from state and national government and industry bodies (ie Tourism WA, Federal Government education programs), leading to increased grant and funding opportunities • Marketing, promotional and branding opportunities • Tourism and economic development benefits 	Development Services, Arts and Culture, Albany Visitor Centre		✓					



Maritime Festival, Songs of the Sea, Port Theatre, Albany

OBJECTIVES

Outcome Two

Albany has a reputation as a location of choice for creative talent and enterprise

How will we know if we're successful?

- Creative and cultural industries continue to grow and diversify
- Albany's profile as a creative city is well established and understood
- Increased demand for creative product, services and talent, unique to Albany
- Albany is recognised as a preferred production location for film and television

Objectives	Actions	Responsible Team	Recommended Timing						
			1	2	3	4	5	5+	
1. Expanded and diversified investment to support emerging industries	1.1 In line with the Regional Strategy consider establishing a creative incubator fund for programs targeted at emerging creative practitioners and organisations including film and television, digital technologies, music, youth development, and multicultural communities	Arts and Culture, Albany Visitor Centre, Community Relations		✓					
	1.2 Capitalise on the City's film and television credentials and abundant talent, together with its Film Friendly status: <ul style="list-style-type: none"> • Support regional filmmakers to showcase talent through short films highlighting local stories, characters and heritage • Continue to play a key role in supporting and growing events such as CinefestOz and TEDxKinjarling in partnership with the local screen industry and event organisers • Develop and implement a campaign and prospectus to market Albany's film credentials, capability and locations to industry 	Community Relations Arts and Culture, Albany Visitor Centre	✓	✓					

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
2. Growing Albany's creative industries	2.1 Consider providing greater support to promoting and growing the City's creative industries: <ul style="list-style-type: none"> • Create a centralised e-hub or website that brands and promotes specialist creative services and practitioners available within the City. The GS Creative Exchange brand could be utilised for this. • In line with the Regional Strategy, develop and maintain creative industries skills register for Albany and the broader region • Profile the City's creative practitioners and their work to strengthen Albany's 'brand' as a creative enterprise destination; profile well known writers, musicians and creatives; develop a range of materials – e-brochure, video etc. to support promotion and awareness • In conjunction with local stakeholders, develop a series of quarterly innovation workshops, think tanks and hack-a-thons tailored towards creative industries • Establish an MOU with existing creative industries groups (i.e. Creative Albany) to expand their role and capacity in growing and networking the City's creative industries 	Arts and Culture, Albany Visitor Centre Community Relations		✓				
	2.2 Support industry growth through long term planning and infrastructure investment: <ul style="list-style-type: none"> • Investigate the feasibility of a creative enterprise cluster or innovation precinct in a strategic location within the City • Longer term, develop a creative industries skills strategy, or contribute to a regional level strategy which identifies industry needs and priorities for the City and the Great Southern region 	Arts and Culture, Albany Visitor Centre Community Relations			✓	✓	✓	

OBJECTIVES

Outcome Three

ACH is central to Albany's identity, liveability and prosperity

How will we know if we're successful?

- ACH is recognised and valued cross-functionally, within the City
- ACH infrastructure is incorporated into all relevant major projects and infrastructure
- Stakeholders understand and advocate a consistent, clear narrative on Albany's ACH offer and benefits
- Increased opportunities for incidental use of underutilised assets, for ACH purpose

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
1. ACH as a contemporary, accessible, diverse offering for people of all ages and interests	1.1 Develop a new, contemporary 'narrative' that engages new audiences and is easy to understand: <ul style="list-style-type: none"> • Showcase the City's diverse history, character and identity, local stories and their contemporary interpretation • Reflect Albany's community character and values • Highlight the benefit and impacts of ACH on community and economic development and wellbeing • Integrate this narrative into relevant and stakeholder communications such as residents, business, community groups and funding bodies 	Community Relations, Arts and Culture, Major Projects, Reserves			✓			
	1.2 Invest in programs that make ACH an appealing part of everyday life: <ul style="list-style-type: none"> • Deliver strong baseline of accessible, affordable programming to overcome any perceived 'barriers' to entry • Enable broad community representation including Aboriginal cultural heritage, multicultural communities, young people, 25-40yo, LGBTQI, people with disabilities • Take a neighbourhood-based approach to deliver ACH programs, events and experiences, reflecting localised community priorities 	Arts and Culture, Community Relations	✓	✓	✓	✓	✓	✓
	1.3 Consult and collaborate with the disability sector to guide the implementation of programs, projects, resources and opportunities arising from this Plan		✓	✓	✓	✓	✓	✓

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
2. Creative facilities, places and spaces to deliver incidental experiences	2.1 Integrate ACH into infrastructure and asset projects such as parks, recreation spaces, trails, streetscapes, buildings and precincts	Major Projects, Reserves, Arts and Culture, Facilities, Development Services	✓	✓	✓	✓	✓	✓
	2.2 Use ACH to enliven the urban environment and public spaces – for example, public art commissions, laneway improvements. Advocate for stakeholders such as Southern Ports to adopt this approach	Major Projects, Reserves, Arts and Culture	✓	✓	✓	✓	✓	✓
	2.3 Explore alternative uses for underutilised spaces, as venues for arts, culture or heritage exhibitions, programs, events or other temporary uses, for example the Agricultural Society Sheds	Facilities, Arts and Culture	✓	✓	✓	✓	✓	✓
	2.4 Through events, festivals and programs, encourage interaction with key public spaces, natural and cultural heritage and intangible heritage, including storytelling and cultural traditions	Community Relations, Arts and Culture	✓	✓	✓	✓	✓	✓
3. Cultural infrastructure integrated into precinct plans and capital projects	3.1 Where appropriate, incorporate cultural infrastructure into precinct and project planning for capital projects, such as outdoor recreation trails, streetscapes, public spaces, community and recreation buildings and facilities etc.: <ul style="list-style-type: none"> Determine opportunities and scope in early project feasibility and planning phases (as done in the draft Mounts Masterplan) Incorporate requirements into project budgets and grant / funding applications Appoint cultural advisors on multidisciplinary project teams to 1) Define opportunities, 2) Advise on scoping and artist procurement, 3) Project manage the outcome, 4) Oversee commissioning of works / projects Opportunities to incorporate cultural infrastructure may include: <ul style="list-style-type: none"> Public art and natural and cultural heritage interpretation in recreation trails Outdoor amphitheatres and performance spaces in parks and public spaces (with shelter – for example, Alison Hartman Gardens) Digital infrastructure such as lighting projection on buildings and streetscapes Play spaces – sensory experiences, including sound 	Major Projects, Reserves, Community Relations, Arts and Culture, Development Services	✓	✓	✓	✓	✓	✓
	3.2 Make provision for ongoing investment in digital infrastructure, to support content broadcast and distribution, audience development and engagement	Major Projects, Arts and Culture, Community Relations			✓	✓	✓	✓
	3.3 Adopt a strategic proactive approach for City managed buildings and encourage private landowners in the adaptive reuse of built heritage places, contribution to revitalisation of public spaces and embedding sustainable development practices within the Albany region.	Arts and Culture , Development Services, Major Projects	✓	✓	✓	✓	✓	✓

OBJECTIVES

Outcome Four

The City is a leader in building ACH capacity and capability, with ACH stakeholders

How will we know if we're successful?

- Information and networking opportunities are easily accessible for ACH stakeholders and practitioners
- Professional development and learning opportunities are available to ACH stakeholders and practitioners
- Collaborative programs are in place with other arts organisations
- Capacity building initiatives are in place to specifically target young people, people with disabilities and Aboriginal people

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
1. Leading ACH capacity building for the City	1.1 In line with the Regional Strategy: <ul style="list-style-type: none"> • Participate in the region-wide LGA coordination network to improve cross-region communication, programming and resourcing • Develop a regional database and skills register for ACH practitioners, stakeholders and community organisations • Establish the City within the region and the State as an organisation recognised for its engagement and collaboration with its community and stakeholders in acknowledging shared histories and stories, and that embraces and celebrates its cultural heritage 	Arts and Culture, Community Relations, Development Services, Assets, Major Projects	✓	✓	✓	✓	✓	✓
	1.2 Formalise an annual program for capacity building to provide practical tools, training and education to grass roots organisations and community groups. Opportunities include: <ul style="list-style-type: none"> • Festival and event-specific boot camps for organisers of community events • Business training seminars/ workshops including record keeping, marketing, grant writing • Digital literacy and skills • Skill share workshops delivered by regional practitioners • Heritage trades skills training and opportunities • Training in managing and conserving cultural collections 	Arts and Culture, Community Relations, Development Services		✓	✓	✓	✓	✓

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
	1.3 Work collaboratively with and support DLGSC / Regional Arts WA's Regional Arts Hub Model to support opportunities for arts organisations and practitioners	Arts and Culture	✓	✓	✓	✓	✓	✓
	1.4 In line with the Regional Strategy, consider delivering more sustainable, and diverse funding pathways: <ul style="list-style-type: none"> Investigate multi-year ACH grants and sponsorships for eligible and established ACH organisations, programs and practitioners: <ul style="list-style-type: none"> In the short term, consider establishing an ACH Fast Grants program >\$5,000 to support community-led, emerging and youth arts and culture programs, events and initiatives. Longer term, review the City's annual Sponsorship and Grants program to include events and festivals, arts and culture sponsorship and grants and community wellbeing grants 	Arts and Culture, Community Relations		✓	✓	✓	✓	✓
2. Partnering to strengthen education and training pathways across the City	2.1 Consider funding or in-kind support for community groups establishing or expanding existing initiatives or programs that foster talent and capacity growth within the sector	Arts and Culture, Community Relations		✓				
	2.2 Establish a City of Albany Youth Art Scholarship Program – scoped in conjunction with the City's Youth Advisory Council and industry and community stakeholders	Arts and Culture, Community Relations, People & Culture		✓				
	2.3 Partner with Albany Senior High School and Department of Education to deliver skill share, mentoring and programming – capitalising on planned delivery of its new \$6.3M Performing Arts Centre and recent upgrades to Albany Town Hall	Arts and Culture, Major Projects		✓				
	2.4 Foster partnerships with South Regional TAFE to develop integrated work-learning opportunities including programming, promotion and community engagement for its Creative Art, Music, Drawing, Fashion Design and Technology and conservation (both built heritage and cultural collections) courses	Arts and Culture	✓	✓	✓	✓	✓	✓

OBJECTIVES

Outcome Five

People actively engage with Albany’s diverse heritage, which is widely shared and boldly expressed

How will we know if we’re successful?

- Albany’s framework and narrative to articulate and express Aboriginal cultural heritage is utilised
- Increased accessibility and use of heritage buildings, places and stories
- Increase heritage experiences are available to stakeholders and community

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
1. Authentic representation of Aboriginal cultural heritage	1.1 In partnership with stakeholders, establish a framework to engage with Traditional Custodians for Albany	Community Relations	✓	✓				
	1.2 Through Bicentenary 2026, work with stakeholders to develop a sensitive, authentic narrative that connects pre and post-settlement and present-day experiences: <ul style="list-style-type: none"> • Reflect diverse perspectives and experiences of first contact • Sensitively and meaningfully reflect all histories 	Arts and Culture, Community Relations		✓	✓			
	1.3 Ensure authentic, appropriate representation of local Aboriginal cultural heritage in relevant infrastructure projects; opportunities and concepts to be identified and implemented by Aboriginal representatives with cultural authority, appointed to project teams	Major Projects, Arts and Culture, Community Relations, Reserves		✓	✓	✓	✓	✓
	1.4 Continue to resource delivery of the City’s dual naming project and associated interpretation opportunities and promote the project’s learnings and success	Community Relations	✓	✓	✓	✓	✓	✓
	1.5 Working with relevant stakeholders, position Albany as the hub of quality Noongar art in southern WA	Arts and Culture, Community Relations		✓	✓	✓	✓	✓

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
2. Heritage places and spaces are valued and preserved by the community	2.1 Engage with owners and the broader community in the importance of proactive management of heritage places across the City, including: <ul style="list-style-type: none"> • Education and promotion of the conservation and maintenance of places and landowner responsibilities • Provide a robust local heritage policy framework to guide the assessment of applications • Encourage landowners in the conservation and maintenance of their heritage places 	Development Services, Arts and Culture (Albany History Collection), Community Relations, Facilities	✓	✓	✓	✓	✓	✓
	2.2 Facilitate increased community participation, awareness and appreciation of places of cultural heritage significance across the Albany region – with input from Council, relevant government representatives and local and regional community members and groups	Development Services, Arts and Culture (Albany History Collection), Community Relations, Facilities	✓	✓	✓	✓	✓	✓
	2.3 Facilitate and maintain collaborative relationships with key stakeholders (government and agencies, local and regional community and cultural groups) ensuring understanding of roles, responsibilities and functions across various legislation, and the identification of further opportunities for greater cross-cultural collaboration and engagement in the conservation and management of heritage places and other aspects of cultural heritage	Development Services, Arts and Culture (Albany History Collection), Community Relations, Facilities	✓	✓	✓	✓	✓	✓
3. Heritage places and stories are accessible to community and stakeholders	3.1 In collaboration with owners and/or managers, continue to recognise and celebrate the contribution of important heritage assets such as the VAC, Stirling Terrace Precinct, Princess Royal Fortress / The Mounts Precinct, Albany Town Hall, Oyster Harbour Fishtraps / Wattierup, Strawberry Hill Farm / Barmup and other relevant places as best practice examples of heritage conservation, management, interpretation, community access and programming; leverage these to demonstrate the City's track record and support Albany's positioning as a creative capital and cultural heritage hub	Major Projects, Arts and Culture, Facilities, Community Relations, Development Services	✓	✓	✓	✓	✓	✓
	3.2 Maintain Albany's ANZAC and post-settlement story, while broadening perspectives to include Aboriginal Cultural heritage and multicultural communities, maritime and shanty, young people and women	Community Relations, Arts and Culture (Albany History Collection), Facilities		✓	✓	✓	✓	✓
	3.3 Partner with the Museum of the Great Southern on oral history and other relevant projects, including education, training, exhibitions and other activities that document diverse perspectives (as above)	Arts and Culture (Albany History Collection), Major Projects		✓	✓	✓	✓	✓

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
4. Natural and cultural heritage brought to life through events, programs and experiences.	4.1 Develop and 'package' Albany's heritage places, tours and programs an interactive, consumer friendly way <ul style="list-style-type: none"> Support this with communications to support local and visitor engagement – in partnership with regional tourism providers 	Community Relations, Arts and Culture, Albany Visitor Centre, Facilities, Development Services (Heritage)		✓	✓	✓	✓	✓
	4.2 Expand the City's current Arts and Culture website to encompass Arts, Culture and Heritage – elevating the City's Heritage offer and positioning it as a vital component of ACH	Arts and Culture, Community Relations	✓					
	4.3 Develop Albany Heritage Weekend / Open House to showcase heritage buildings, places and stories	Arts and Culture, Community Relations, Facilities, Reserves			✓			
	4.4 Adopt a proactive approach for City managed buildings and encourage private landowners in the adaptive reuse of built heritage places and sustainable development within the Albany region	Arts and Culture (Albany History Collection), Development Services (Heritage), Major Projects	✓	✓	✓	✓	✓	✓



OBJECTIVES

Outcome Six

A strong, sustainable foundation for a renowned cultural capital

How will we know if we're successful?

- A robust ACH policy framework is established and implemented
- ACH Business Case is guiding future investment, resourcing and infrastructure decision making
- Heritage is elevated and recognised as a key component of the City's ACH offer

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
1. A business case for ACH to support investment attraction.	1.1. As part of the Regional Strategy: <ul style="list-style-type: none"> • Play a leadership role in advocating for a stronger ACH presence across the Region, supported by an investment attraction strategy, targeted at corporate / commercial, regional enterprise and philanthropic sectors • Undertake industry and private sector engagement to understand cultural sector needs in accessing private sector funds, and private sector objectives • Identify strategic regional and local area projects (infrastructure / programs), matched to potential investors / sponsors • Position and advocate for ACH as a vital component of corporate social responsibility 	Revenue Development, Arts and Culture, Major Projects, Community Relations		✓				
	1.2. Map the current level and distribution of City-funded ACH activities; identify gaps and opportunities to diversify funding and review annually. This should seek to support more balanced investment from current skew of programming and events, to encompass broader ACH initiatives.	Finance Arts and Culture, Major Projects, Community Relations	✓					
	1.3. Quantify the economic and community wellbeing benefits and impacts of ACH for the City: <ul style="list-style-type: none"> • Consider feasibility of updating and publishing the 2015 Great Southern Region Economic Snapshot (Creative Albany) 	Finance, Arts and Culture		✓				

Objectives	Actions	Responsible Team	Recommended Timing						
			1	2	3	4	5	5+	
	1.4. Incorporate formal assessment mechanisms for ACH activities into project budgets and planning to establish data and metrics for ongoing evaluation	Community Relations Arts and Culture, Albany Visitor Centre, Facilities, Recreation Services		✓					
	1.5 Strengthen cross sector partnerships with recreation, tourism, agriculture, history and heritage food and wine sectors to capitalise on product development, promotion and funding opportunities.	Community Relations Arts and Culture, Albany Visitor Centre, Facilities, Recreation Services, Development Services (Heritage)		✓					
2. Elevating the visibility and value of ACH to the City	2.1. Include ACH as a core component of the City's existing strategic planning framework: <ul style="list-style-type: none"> Further define and communicate what each pillar of ACH involves and how they contribute to the City as an organisation, to create greater awareness and understanding and embed organisation-wide support Include ACH as a regional strategic initiative in the City's Economic Development Strategy to support economic diversification Elevate ACH as a key outcome in the upcoming review of the Strategic Community Plan and develop metrics to be incorporated into future strategic planning and reporting Ensure that heritage outcomes under the Plan encompass all aspects of local heritage, including Menang Noongar cultural heritage, historic heritage and natural heritage Ensure ACH programs are a key focus for delivery of the City's Youth Friendly plan 	Governance and Risk, People and Culture, Community Relations, Development Services (Heritage)		✓					
	2.2. Leverage this Plan to strengthen internal communications, engagement and advocacy: <ul style="list-style-type: none"> Develop and implement an internal communications strategy, including internal launch and briefings to highlight areas of cross-functional responsibility Regular Council briefings to report on progress and achievements; barriers and opportunities Celebrate and acknowledge successes within the organisation 	Community Relations, Development Services, Arts and Culture, Governance and Risk		✓	✓	✓	✓	✓	

Objectives	Actions	Responsible Team	Recommended Timing							
			1	2	3	4	5	5+		
	<p>2.3. Strengthen cross functional planning and delivery of ACH programs and initiatives:</p> <ul style="list-style-type: none"> Review and evaluate current process to identify opportunities for improvement including: <ul style="list-style-type: none"> Events planning and delivery Cultural development Funding, grants and sponsorship Attractions and venues ACH stakeholder engagement Ongoing, prioritise cross-functional planning and evaluation of ACH activities and initiatives 	EMT		✓						
	<p>2.4. Establish a governance model to support Plan implementation:</p> <ul style="list-style-type: none"> An ACH Council sub-committee or cross functional working group to support oversight and delivery of ACH as a strategic priority An ACH advisory group consisting of an Elected Member, City staff, industry representatives and community as advocates and champions and as a mechanism for monitoring, review and continuous improvement. 	Governance and Risk	✓							
3. Promote proactive management of heritage-protected places and engagement with heritage more broadly	<p>3.1. Continue to:</p> <ul style="list-style-type: none"> Manage the City's Heritage List, the Local Heritage Survey and ensure local planning policies and supporting design guidelines and heritage advice remain contemporary and align with aims and objectives of the local planning framework and best practice Foster capacity building and community appreciation of the City's shared histories and stories, embracing and celebrating our cultural heritage Engage with the community, owners of heritage-protected places, community groups and stakeholders in proactive management of heritage places Apply best practice management and conservation practice to City's managed heritage-protected places and assets (in line with Australia ICOMOS Burra Charter) 	Development Services, Arts and Culture, Major Projects, Assets	✓	✓	✓	✓	✓	✓	✓	
	<p>3.2. Promote proactive management of privately owned heritage places across the City of Albany through: to:</p> <ul style="list-style-type: none"> Educating and informing landowners on the responsibilities in appropriate conservation and maintenance practices Facilitating education and training opportunities and upskilling in heritage trade skills 	Development Services	✓	✓	✓	✓	✓	✓	✓	

Objectives	Actions	Responsible Team	Recommended Timing					
			1	2	3	4	5	5+
	3.3. Initiate a cross-organisation implementation team to elevate importance, improve profile and determine shared responsibilities for significant conservation projects of City managed places, and investigate opportunities for the City's involvement in significant history and heritage based projects List	EMT		✓				
	3.4. Explore the feasibility of delivering a regular program to landowners in the proactive management, conservation, maintenance and identifying opportunities for interpretation of their heritage places	Finance, Development Services, Art and Culture (Albany Historic Collection)		✓				



SECTION 3

Appendices



References and footnotes

1. Australia Council 2020, Creating Our Future: Results of the National Arts Participation Survey.
2. WA Creative Industries An Economic Snapshot, BYP Group Sept 2019
3. <https://www.oecd.org/coronavirus/policy-responses/culture-shock-covid-19-and-the-cultural-and-creative-sectors-08da9e0e/>
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