



CLARE & GILBERT  
VALLEYS COUNCIL

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# CULTURAL TOURISM STRATEGY

2020 – 2025





The Australian Jesuits  
acknowledge  
the Ngadjuri elders  
who have passed  
and Ngadjuri  
future generations  
who are the  
Traditional Custodians

Ngadjuri have walked  
and cared for  
this Sevenhill land  
for thousands of years

We acknowledge  
the continued  
deep spiritual attachment  
and relationship  
of Aboriginal and  
Torres Strait Island peoples  
to this country  
and commit ourselves to  
the ongoing journey  
of Reconciliation.

## First Nations Acknowledgement

*We acknowledge the Ngadjuri as the traditional custodians of the Clare and Gilbert Valleys. We value and respect their stories and traditions and their continuing connection to land, waters and culture.*

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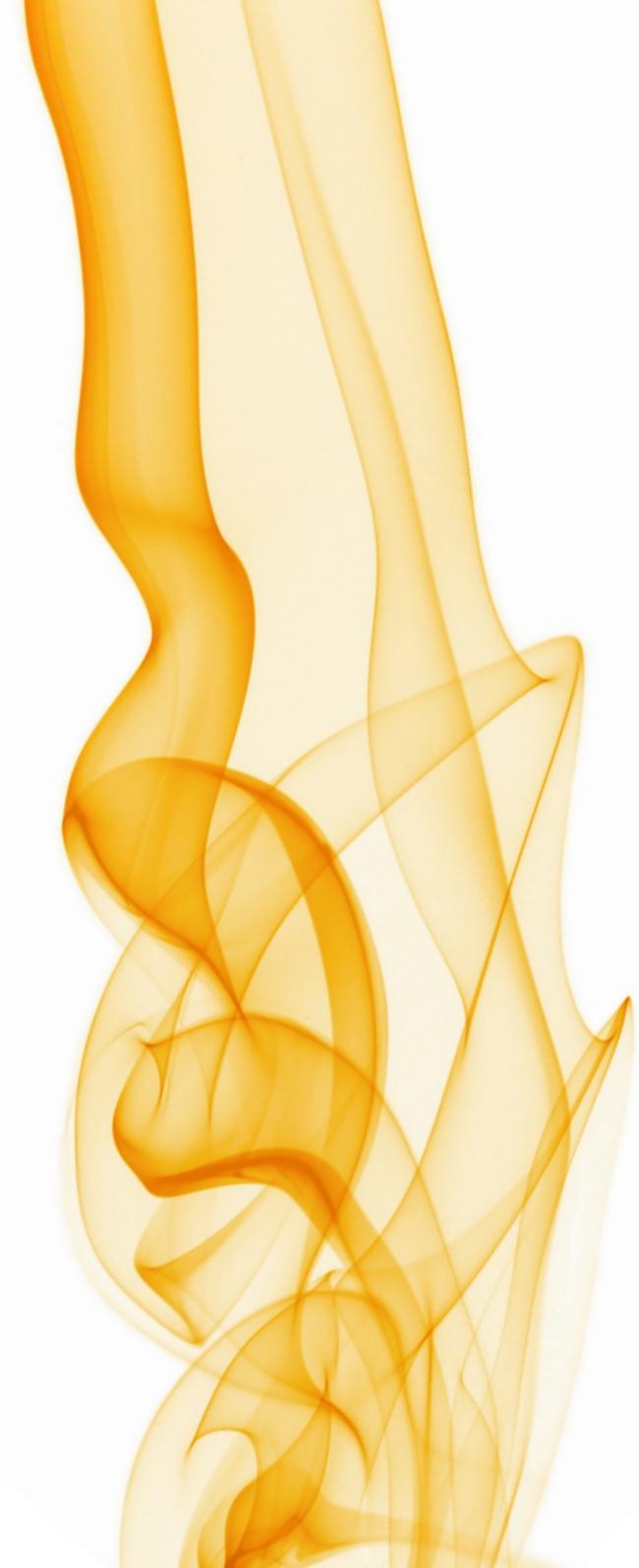
# 1. INTRODUCTION + OVERVIEW

## 1.1 Document Purpose

The Clare and Gilbert Valleys Cultural Tourism Strategy provides a framework for Council and the community to increase the cultural vitality of the region and bolster the region's position as a cultural tourism destination. It articulates a vision that encourages individuals, community and business collectives to work together, capitalise on current strengths and build capacity. It presents a range of opportunities to test innovative cultural tourism approaches. It will foster an evolution in the region's cultural credentials in a way that attracts investment, encourages growth in tourism and creative industries and ultimately attracts an increased number of visitors to the region who stay longer and spend more.

### **This document:**

- Presents a vision for cultural tourism in the region and articulates how growth provides both cultural and economic benefit.
- Identifies areas of cultural strength in the region and articulates how these can be enhanced to create further opportunities in the creative industries and increase visitation.
- Encourages buy-in and better informs the community about the opportunities presented through cultural tourism in the Clare and Gilbert Valleys Council area.
- Outlines strategic actions including pilot projects that build the local capacity to create and present cultural tourism experiences and demonstrate value on a community and industry level.





## 1.2 What is Cultural Tourism

Broadly, cultural tourism is defined as:

- Stand-alone arts, cultural or heritage activities, places and/or assets developed, managed and promoted to attract visitors and add value to the tourism industry.
- Tourism services / products that include an arts, cultural or heritage component, which enhance visitor experiences.

Cultural tourism activities can include concerts, cultural festivals, exhibitions, performances, heritage tours, digital storytelling, film, public art etc - presented independently or as part of an existing tourism asset or activity.

The United Nations World Tourism Organisation (UNWTO) defines cultural tourism as:

*“Trips with the main or concomitant goal of visiting sites and events with cultural and historical value”*

## 1.3 Value of Arts and Culture in Tourism

There is considerable evidence suggesting that arts and cultural places and experience add value to tourism industries, particularly in a regional context. The following provides a sample of evidence relating to arts / cultural tourism.

\*In 2018, Australians took 12.3 million daytrips and 13.4 million overnight trips within Australia that included arts activities. Since 2014, there have been increases in the total numbers of tourists engaging with arts activities on both daytrips (+14%) and overnight trips (+20%).

\*Arts tourists are high value tourists – they are more likely to stay longer and spend more when travelling than domestic tourists overall.

\*In 2018, the average length of stay for an arts overnight trip was five nights. In comparison, the average number of nights spent away from home on any overnight trip was three and a half nights. The average amount spent on an overnight arts trip was \$1,068, nearly \$400 more than the overall average overnight spend (\$685).

\*\*In terms of overnight stays, cultural tourism is growing more quickly than tourism overall increasing in 2015 by 15% for international visitors and 11% for domestic visitors, compared to 8% and 7% respectively for overall tourism.

\*\*Across Australia international cultural tourists spend 24% more and stay 24% longer than internationally tourists generally.

The average amount spent per trip on an arts daytrip in 2018 was \$138, almost \$30 more than the average daytrip. Australians on arts daytrips contributed \$1.7 billion, or 8%, of the total daytrip expenditure in 2018.

\*From: Domestic Arts Tourism Report prepared by the Australia Council for the Arts 2020 <https://www.australiacouncil.gov.au/research/domestic-arts-tourism-connecting-the-country/>

\*\*From Transport and Tourism Forum's Cultural and Heritage Tourism in Australia April 2016 <https://www.ttf.org.au/wp-content/uploads/2016/06/TTF-Cultural-Tourism-2016.pdf>

## 2. OUR STARTING POINT

### 2.1 Clare + Gilbert Valleys Heritage

Ngadjuri are the traditional custodians of the Clare and Gilbert Valleys region with history dating back many thousands of years. Their territory extends from Gawler in the south to Orroroo, in the Flinders Ranges to the North, which coincides largely with the presence of the Peppermint Gum.

Clare township is the largest community within the Council region and the key commercial centre, boasting a population of just over 3000 people. It is situated in the northern part of the council area approximately 140kms from Adelaide. The region now, is characterised as a collection of small villages and hamlets – each with its own assortment of stories to tell, about the landscape and the richness it offers, settler history, the Ngadjuri and the people who live

and work here now and have done so in the past. On a multicultural level, the region's early European settlers were reasonably diverse with German, Polish and Celtic settlements situated in the district.

Following the breakup of their society after European settlement in the 19th century, Ngadjuri people in the generations to follow did what they could to keep their cultural heritage and knowledge alive. People like Kudnarto, Tankaira, Caroline, Barney Warrior and others passed on as much of their culture as they could to the next generations. Barney Warrior in particular left a rich legacy with anthropologists in the 1930s and 40s.





Europeans settled in the area in the 1840's, initially by John Horrocks with the Clare township originally named Inchiquin by fellow settler, after Edmund Gleeson's property. It was later renamed Clare after Gleeson's home town, County Clare in Ireland. Gilbert Valley is named after Thomas Gilbert, who arrived in the South Australia in 1836 to help establish the British colony. The Gilbert Valley was a key transport route, first for bullocks and then rail between Adelaide and Burra which became an important mining town in South Australia in the late 1800s.

Current generations of Ngadjuri people are continuing the work of reviving and revitalising their rich cultural heritage and adapting it to contemporary times. Many Ngadjuri and other traditional custodians from the wider region are doing this in collaboration with non-Indigenous people. Among them are academics from the fields of archaeology, anthropology, history and linguistics, and scientists from specialities such as biology, botany, and water and environmental management.

In the contemporary landscape, the region, particularly in the Clare Valley is known for its food and wine. It has gained a reputation particularly for producing high quality Riesling with the establishment of the Riesling and Rattler Trails on a disused rail corridor between Clare and Riverton, celebrating this renown. Many of the towns and villages boast much loved colonial architecture from the late 1800's and early 20<sup>th</sup> century, with a range of significant European based heritage properties including Martindale Hall, St Aloysius Church in Sevenhill, and Bungaree Station situated in the region. Petroglyphs (rock art) conveying of the culture and beliefs of the Ngadjuri are present within select locations in the region.

***“The Ngadjuri, literally meaning ‘we people’ and known by neighbouring Aboriginal peoples as the ‘hills people’ or the ‘peppermint gum people’, lived and thrived in this region for many thousands of years. They were distinguished for their high quality nets, basketry and possum skin coats. They occupied an important link in the trading and communications network across the country.”***

Written by Robert Hannaford in consultation with the Ngadjuri people for the *Aboriginal Woman and Child Sculpture* situated in Riverton)

## 2.2 Existing Assets + Resources

The region's dominant tourism product is food and wine, with over 30 cellar doors and breweries situated across the Clare and Gilbert Valleys and numerous eateries offering everything from family friendly take-away to locally produced fine dining. Beyond food and wine, heritage and recreation are also key attractions although heritage is generally considered complementary – in other words people come for the food, wine and recreation and happen to enjoy the heritage whilst they are here – making their experience more enjoyable and/or memorable. From a recreation perspective the Mawson and the Heysen Trails travel through the region and the Riesling and Rattler Trails are very popular, with many visitors traveling great distances to walk or ride them. The Marrabel Rodeo is also a well-known and iconic event in the region, hosted annually in Marrabel and capable of attracting large crowds each year.

The following is not a definitive list of current cultural tourism assets and programs but it provides some context of key sites and activities currently on offer within the Clare and Gilbert Valleys Council. Many of these could be further enhanced through arts-based activities, better promoted and connected as part of packages.



- Martindale Hall
- Bungaree Station
- Riesling Trail – sculptures
- Rattler Trail
- Various town heritage walks
- Various Heritage Buildings currently utilised in the food and wine industry e.g. Sevenhill
- Sevenhill Heritage Tours – Guided and Self-Guided
- Clare Art House
- Arts Collective Clare Valley
- Clare Valley Art Gallery
- Visitor Information Centre Art exhibitions
- Various art exhibitions at cellar doors
- Jen McDonald Art Gallery
- Mawson and Heysen Trails
- John Horrocks Cottage
- Ngadjuri cultural heritage
- Riverton Light Gallery
- Polish Hill River Museum
- Clare Old Police Station + Courthouse Museum
- Clare Regional History Group
- Courthouse Arts Centre, Auburn
- HATS – Heritage / Arts Group
- SALA
- Blenheim Music Festival (currently in recess)
- Murals throughout the region
- Private Tours
- Community Halls / Institutes
- Scholz Park Museum
- Various Pubs/Hotels and private residences
- Various Churches and associated buildings
- Live music – in pubs and cellar doors.
- Spring Art and Garden Fair
- Clare Agricultural and Horticultural Society + the Clare Show
- CJ Dennis Festival
- Clare Valley Festival of the Lamb (new in September 2020)
- Shakespeare in the Vines
- Country Arts SA “Shows On The Road”
- Performing Arts Touring



*“Travelling – it leaves  
you speechless, then  
turns you into a  
storyteller”*

Ibn Battuta



## 2.3 Current Environment

This document has been developed in the first half of 2020, in the midst of the Covid-19 Pandemic and on the back of one of the worst bushfire seasons in Australia’s history. It is important to note that the majority of the data included here has been gathered prior to the pandemic, which has disrupted, among other things the development and presentation of arts and cultural activity, access to venues and tourism in general. Clare and Gilbert Valleys were subject to a twelve week lock down that saw travel across Australia restricted and the closing of all public facilities with the exception of essential services such as supermarkets and food suppliers etc. Compared to other states in Australia and other countries, South Australia has fared reasonably well to date on a health, social and economic level, although there is currently no international tourism and very limited interstate Tourism. Intrastate tourism however has been reasonably strong, with some areas enjoying larger than usual winter visitation numbers – particularly in the regions. This of course is considered tenuous with a looming fear that a second wave of the Coronavirus is still yet to emerge in South Australia.

Whilst the expectation is that work, life and travel will return to normal at some stage over the next two years, pending the development of a vaccine, it has irrevocably changed the way people live and think – all of which will continue to impact on culture, arts and tourism for many years. Commentators are calling for a global re-think and calling for people to be innovative, creative and to think outside the box, which is true for regional South Australia as much as it is anywhere.



\*SATC Regional Profile, which includes the Burra region \*\*Australia Council for the Arts Electorate Profiles

## 2.4 Industry Focus

### 2.4.1 Regional Focus

A number of tourism focused strategies have been developed recently for Council and Regional Development Australia Yorke and Mid-North (RDAYMN) in conjunction with local stakeholder groups. Each one focuses on a range of topics and details recommendations that are relevant to this strategy. The following provides an overview.

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- **Clare Valley and Burra Tourism Project (Feb 2016) prepared for RDA Yorke and Mid-North and the Clare Working Group.**

The purpose of this document is to understand the nature and expectations of both existing and potential audience types. The region currently attracts an “Explorer” visitor type that tends to be older and travel as part of a couple who enjoy nature, wildlife and more rustic experiences. The report loosely proposes the potential to develop further experiences and attractions to encourage increased visitation, particularly from international visitors.

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- **Clare Valley Tourism New Experiences and Opportunity Road Map (October 2019) prepared for Clare and Gilbert Valleys Council on behalf of Clare Valley Tourism**

This document identified a roadmap for 4 – 6 priority projects to target the indulgent and active market segments. The two priority areas that have been identified are:

- Trails and their connection with commercial products
- Events



Other gaps and barriers identified that are relevant to Cultural Tourism include:

- Coordinated and packaged offerings
- Engaging and immersive experiences, both short and ‘drawcard’ experiences attracting potential visitors to the area
- Evening activities and bustling night life
- Things to do on Mondays and Tuesdays when many operators close

“It was also noted that the majority of experiences are passive, educational oriented and not focused on major travel motivators around the fun and social element of holidaying.”

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- **Clare Valley Destination Marketing + Management Plan 2019 – 2024 prepared RDA Yorke and Mid-North**

This document outlines priorities that will boost the visitor economy in the Region over the next five years. Key gaps and opportunities identified in the document relevant to this strategy include:

- History + Heritage – Enhancing current experiences using digital technologies, activating aboriginal heritage and storytelling across the Region’s experiences, and develop outback experiences.
- Arts + Culture + Retail – Address opening hours, activate current experiences with interpretation, activate Burra Art Precinct and conduct game changer feasibility projects e.g. Art Gallery.
- Events – Develop and market events to combat seasonality, attract new major tourism events and participatory sporting events.
- Tours – Attract new tour companies to host Regional Day Trips / Overnight Trips on the way to Flinders Ranges, attract new high end tour companies via Clare Aerodrome.



Aboriginal Woman and Child

The sculpture represents the continuity of Ngadjeri people and culture. The Ngadjeri, broadly meaning 'the people' and known by neighbouring Aboriginal and British as the 'Salt people' or the 'upstream' area people, lived in this region for many thousands of years. They were distinguished by their high quality ochre, basketry and musical instruments. They were recognised as a significant part of the Ngadjeri cultural network across the country. The knowledge of their society after European colonisation in the 18th century is an invaluable source of information. It is hoped that this sculpture will act as an incentive for understanding and restoring Ngadjeri culture into the future.

This Plan also identified seven strategic priority areas including the following, which are relevant to cultural tourism development.

- 1. Governance + Collaboration
- 2. Marketing
- 4. Events
- 5. Experience Development + Infrastructure

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- **Clare Valley Tourism Region New Trail Experience Project (2020)**

As a key area of opportunity the Trails Experience Project involves an audit of existing trails and the identification of trails that offer the most potential in terms of activation. A range of walks and heritage / history trails were identified to focus on moving forward. Relevant key objectives for the project include:

- Activate the existing trails the region has which currently provide passive recreational pursuits with limited information for tourists to engage with.
- Create a variety of new “must-do” experiences for tourists that potentially lengthens stay or brings people to the region.
- Identify walking trails that have unique selling points and regional stories attached to them.

## 2.4.2 State Focus

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- **State Heritage Tourism Strategy**

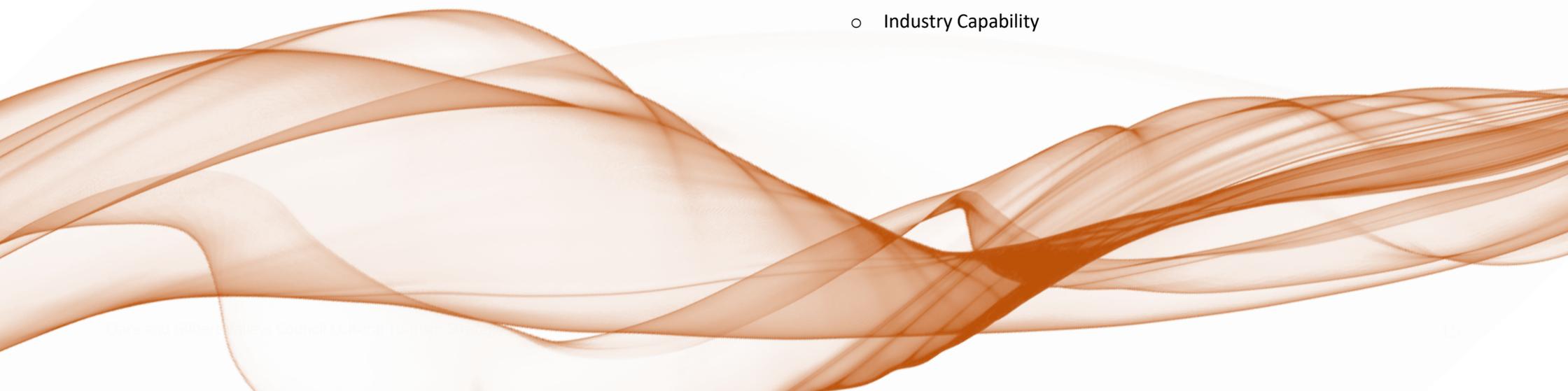
The state government is currently developing a Heritage Tourism Strategy, which is due to be released in the second half of 2020. It is anticipated that it will focus on the following areas:

- Heritage that deepens visitor experiences
- Leveraging heritage to advance other project areas
- Using tourism as a catalyst for preservation
- Building the capacity of the industry

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- **The Regional Visitor Strategy released by SATC in 2018**

This document focuses on realising the potential of the regional visitor economy. The strategic pillars included in this strategy that are relevant to cultural tourism are:

- Marketing
  - Collaboration
  - Experience Development
  - Events
  - Industry Capability
- 

# 3. OUR STRATEGY

## 3.1 Vision

*Clare and Gilbert Valleys Council is a culturally vibrant place. Community, business, the arts and government collaborate to create immersive arts and heritage experiences that celebrate local character and attract visitors to the region.*

## 3.2 Key Principles

The following key principles provide a sense of how the objectives and strategic actions detailed in this document will be achieved. They provide the foundation for both decision making and implementation – ensuring the best possible outcomes can be achieved.

### Show Don't Tell

Be demonstrative wherever possible with opportunities to test ideas through design thinking and practical implementation. Telling people something will never have the same impact as demonstrating something in a tangible way.

### Collaboration

Working with others to offer opportunities for cross industry relationships and increase the likelihood of success and long-term sustainability. Spread the load and build capacity more broadly within community and business networks.

### Cultural Sensitivity

When working in the Cultural Tourism realm it is very easy to focus on the financial impact over the value of the asset or experience. It is imperative that art and heritage are used in ways that respect cultural and social values of relevant stakeholders and ensure preservation.

### Follow the Energy

Identify and reward momentum – increasing the likelihood of success for initiatives and helping to create strong partnerships. Working with stakeholders on things that they value and prioritise to build energy and buy-in for initiatives.

### Creative/Economic Balance

There is a common misconception that art and cultural development the context of economic benefit compromises the creative outcomes. Key to this strategy is developing activities that achieve both – creative excellence and economic benefit.

### 3.3 Strategic Themes + Objectives

#### THEME ONE

### CONNECT + BUILD CAPACITY

#### Key Objectives

Build skills, knowledge and confidence for groups, individuals and businesses across arts, heritage, tourism and community.

Create stronger networks across arts, tourism and heritage and encourage collaboration.

Develop regional partnerships that improve marketing reach, attract investment and enhanced visitor experiences.

#### THEME TWO

### CONSOLIDATE + PROMOTE

#### Key Objectives

Improve awareness and access to the region's arts and heritage assets and their stories.

Create collateral and packages that promote the region's existing cultural strengths and assets.

Continue to build on existing activities, strategies and resources that contribute to the cultural authenticity of the region.

#### THEME THREE

### CREATE + INNOVATE

#### Key Objectives

Demonstrate the value of key assets through strategic pilot projects that offer cultural, economic and social outcomes for the region.

Support creative industry development through cultural tourism incubation and product development.

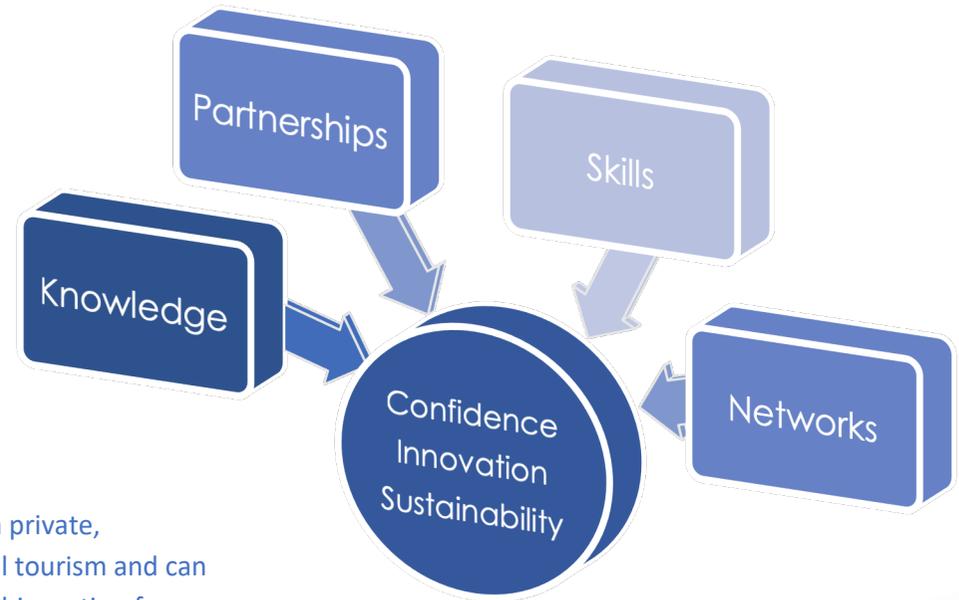
Evaluate and assess the impact of cultural tourism in collaboration with stakeholders and leverage for increased public and private investment.

## 3.4 Objectives and Strategies

### Strategic Theme One: Connect + Build Capacity

To realise the vision, the region needs a pro-active, confident and connected cohort of stakeholders that will work collaboratively to achieve outcomes across community, cultural and commercial interests. This Theme focuses on building human capital within the region – ensuring people operating in a private, commercial or community capacity understand the principles and benefits of cultural tourism and can actively support, invest, develop and implement initiatives. The strategic actions in this section focus on programs that will build confidence, encourage partnerships and strengthen networks to support cross pollination of arts, culture, food, wine and community.

This strategic theme is a critical foundation for Strategic Themes Two and Three and whilst all three are inter-connected, improved capacity is the starting point. With greater knowledge, support and confidence stakeholders are more inclined to buy-in and enjoy a sense of ownership. Collaboration and partnerships are more likely to attract investment, result in sustainable outcomes and make better use of both soft and hard resources.



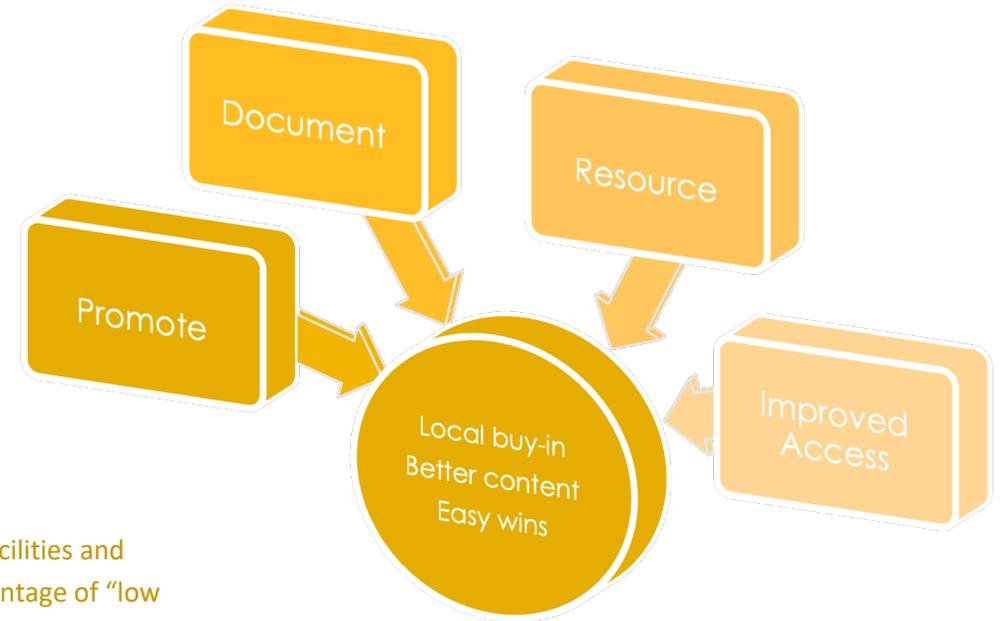
Objective	Strategic Action
<b>1.1 Build skills, knowledge and confidence for groups, individuals and businesses across arts, heritage, tourism and community.</b>	1.1.1 Develop a cultural tourism ready reference guide suitable for local community groups and tourism operators.
	1.1.2 Develop a quarterly professional development program that supports artists, tourism operators and community groups that focuses on a range of topics relevant to Cultural Tourism including sourcing and developing funding.
	1.1.3 Provide support and advice to artists, businesses and community groups wanting to develop cultural tourism activities.
	1.1.4 Evaluate, celebrate and distribute case studies relating to local cultural tourism projects and assets.
	1.1.5 Increase the capacity of local groups and businesses to utilise their own stories and embed these and regional stories into their tourism activities. This includes contemporary, non-indigenous and Ngadjuri heritage stories – used respectfully.
<b>1.2 Create stronger networks across arts, tourism and heritage and encourage collaboration.</b>	1.2.1 Link funding opportunities to partnerships between artists, business and community groups collaborating on cultural tourism activities.
	1.2.2 Establish an arts/heritage and business exchange program that increases knowledge of local stories and encourages more creative interpretation within a range of settings including community and commercial.
	1.2.3 Create a network of representatives from the various community progress and development groups – possibly meeting 2 – 3 times per year encouraging collaboration that focuses on regional and village / township strengths.
<b>1.3 Develop regional partnerships that improve marketing reach, attract investment and enhanced visitor experiences.</b>	1.3.1 Seek out regional and state government partners to develop and implement cultural tourism activities, particularly in the context of state and regional strategies such as the State Heritage Tourism Strategy.
	1.3.2 Support and develop partnerships with state based cultural initiatives that result in local presentations of content e.g. SALA, Guitar, Cabaret and Fringe Festivals and Tarnanthi.
	1.3.3 Continue to foster a relationship with Country Arts SA (CASA) and work collaboratively with the newly developed Cultural Facilitator employed by Goyder Council with CASA funding.

## Strategic Theme Two: Consolidate + Promote

In conjunction with developing and testing new ideas, it is vital to familiarise with what already exists in terms of assets, programs, plans and momentum. Nothing creates discontent more than taking existing strengths and opportunities for granted. With this in mind, this strategic theme focuses on understanding and capitalising on programs and assets both as they currently stand and in the context of their potential.

Reflecting on what people are already doing, identifying the capacity of existing facilities and resources and documenting current programs provides opportunities to take advantage of “low hanging fruit”. The implementation of inexpensive and subtle interventions that build on existing strengths can provide benefit for local residents and visitors to the region quickly with fewer resources.

Focusing on what is familiar and authentic is also more likely to attract support from locals and recognises expertise and investment to date. As indicated in the strategic actions detailed below, sometimes it is as simple as better promotion, branding and packaging of existing assets to frame them in more captivating and interesting ways.



The final key component of this Strategic Theme is about uncovering and sharing stories, not only to strengthen cultural tourism offerings but to also build social connectedness, foster community pride and create a sense of place, for locals and visitors. Stories are often unique and if presented in captivating ways they can be both memorable and powerful.

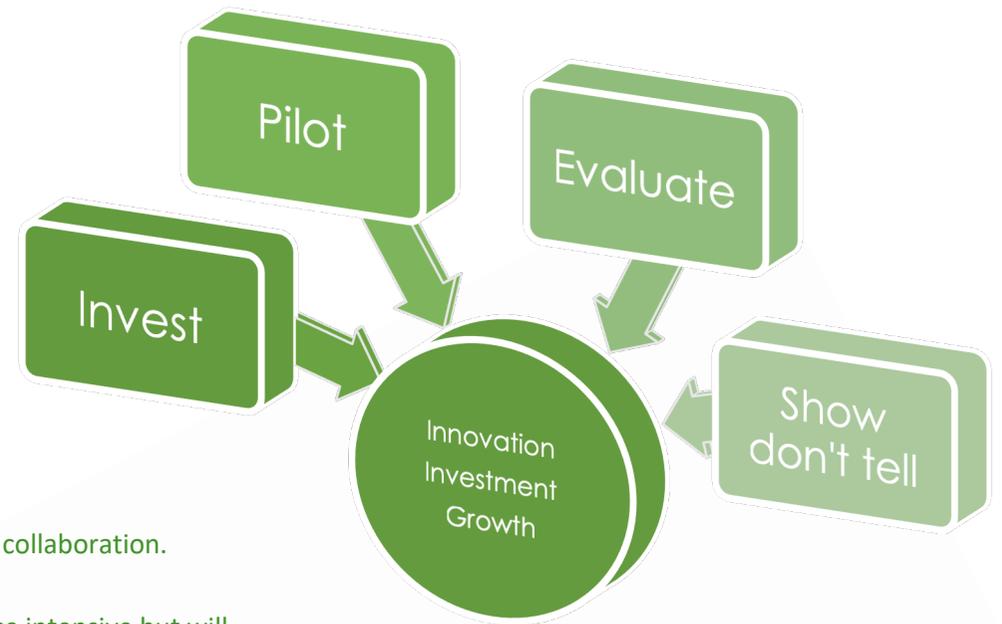
Objectives	Strategic Actions
<b>2.1 Improve awareness and access to the region’s arts and heritage assets and their stories.</b>	2.1.1 Work with existing stakeholder groups to develop a series of familiarisation sessions across a range of sites, using local knowledge and resources.
	2.1.2 Work collaboratively with caretakers and managers of assets to improve access of key sites and resources.
	2.1.3 Undertake and audit of heritage sites and resources, identifying key resourcing gaps and opportunities.
	2.1.4 Establish a cultural resources, expertise and stories database that is open-source and regularly updated.
<b>2.2 Create collateral and packages that promote the region’s existing cultural strengths and assets.</b>	2.2.1 Develop collateral that directly responds to local icons and stories – celebrating unique characteristics of the region.
	2.2.2 Work with regional partners including neighbouring Councils, RDA Yorke + Mid North and commercial organisations to support the development of cultural trails and programs that result in the development of packaging.
	2.2.3 Develop digital collateral that enhances the region’s trails with stories using geo-locations technology.
	2.2.4 Develop a digital platform that offers a “Choose your own adventure” facility that enables visitors to develop their own schedule of activities including workshops, tours and bespoke experiences.
<b>2.3 Continue to build on existing activities, strategies and resources that contribute to the cultural authenticity of the region.</b>	2.3.1 Partner with neighbouring Councils and undertake a review of events to identify gaps and opportunities across the region, implementing a more regional approach that bolsters existing investment and effort.
	2.3.2 Develop a public art collection and interpretation along highlighted trails.
	2.3.3 Continue to support existing arts activities including live music and performing and visual arts touring shows.
	2.3.4 Scope the development of group of local tour guides that can operate in a variety of contexts and are capable of offering a captivating experience telling indigenous and non-indigenous stories – where they can be used respectfully.
	2.3.5 Work with local groups on community level cultural planning that supports township beautification and incorporates place making principles.

## Strategic Theme Three: Create + Innovate

The final Strategic Theme focuses on creating new and innovative programs and activities that will set the region apart and position it as both a cultural tourism destination and leader in the field. It builds on the previous two Strategic Themes providing a testing ground for stakeholders both local and regional to use their knowledge and skills in practical ways, to be creative and enjoy cultural and economic benefit. It is critical in terms of realising the “show, don’t tell” principle where Council works with a range of stakeholders to demonstrate what’s possible and foster an environment of strategic risk-taking and collaboration.

Objective 3.1 details a series of key pilot projects that are both complex and resource intensive but will ultimately see the development of unique and immersive cultural experiences. It presents opportunities for locals to create and celebrate and invite visitors in to share in the stories and experience the region’s heritage and hospitality in authentic ways.

This theme calls for Council to be bold and position Clare and Gilbert Valleys as a place to visit all year round – not just for food and wine, but for culture, heritage and entertainment. Through creation and innovation, the value of the region’s cultural assets will be demonstrated in practical and innovative ways, creating a foundation for further development, ongoing sustainability and momentum. This Strategic Theme will reveal the positive impact of cultural tourism for the local community on a social and economic level, validating the investment of stakeholders and encouraging further investment both direct and indirect investment.



Objectives	Strategic Actions
<b>3.1 Demonstrate the value of key assets through strategic pilot projects that offer cultural, economic and social outcomes for the region.</b>	<b>3.1.1 Martindale Hall Residency Program</b> Develop and implement a residency program at Martindale Hall that brings together community stakeholders to work collaboratively with artists and digital technicians. The residency will focus on enhancing visitor experiences both in the short and long term and be transferable to other locations.
	<b>3.1.2 Aboriginal Landscape Project</b> Bring together key First Nations stakeholders to scope and design a project that celebrates and promotes the region’s Aboriginal Heritage for locals and visitors to enjoy in an ongoing way. This initiative could incorporate a number of different artforms. For example, a landscape interpretation tours with Aboriginal guides or the development of interpretation stations at a range of sites that incorporate digital technology.
	<b>3.1.3 Small Halls Festival</b> Develop a festival in collaboration with each community presenting an activity within their local hall / institute, rec park or similar venue. Each of the activities will relate to the local community with support for curation and program design provided. There is a preference for the activities to include a range of different artforms including film, visual arts, theatre, comedy, projections and music.
	<b>3.1.4 Ephemeral Art Event</b> Develop an ephemeral art event that sees the creation of temporary artworks throughout the region in a variety of rural and town settings. The event may include a range of complementary activities and will encourage visitors to move around the region and explore.
	<b>3.1.5 Augmented Reality (AR) Trails Enhancement Project</b> This pilot builds on strategic actions detailed in early themes. It sees the development of a small number of AR interventions on a regional and a town-based trail. The AR component will be developed in conjunction with the local community, artists and technicians. Digital interpretation that provides insights into the landscape along the trail, key heritage sites and stories that illuminate the trail and provide a connection to place.
<b>3.2 Support creative industry development through cultural tourism incubation and product development.</b>	<b>3.2.1</b> Provide funding for artists and arts groups to develop cultural tourism products including those involving Ngadjuri stakeholders in collaboration with local businesses.
	<b>3.2.2</b> Develop an annual creative industries incubation and mentoring program that provides support for existing and emerging artists to refine their practice in the context of business development that complements the tourism industry.
<b>3.3 Assess the impact of cultural tourism in collaboration with stakeholders and leverage for increased public and private investment.</b>	<b>3.3.1</b> Identify key indicators for cultural tourism for the region and work with stakeholders on collection methodologies.
	<b>3.3.2</b> Document and evaluate each of the pilot projects and create case studies that can be distributed broadly.
	<b>3.3.3</b> Include information about successful cultural tourism initiatives within economic investment proposals.

# 4. OUR APPROACH

## 4.1 Council's Role

Local Government's role in developing arts and cultural activity and tourism has grown and evolved over the last two decades. Of the three tiers of government Councils are the most closely connected to the community and able to support and influence development at a grass roots level. A recent report by academic think tank "A New Approach" revealed that Local Government was responsible for 26% of expenditure on arts and culture, and that its investment in culture per capita had increased by 11% (State government increase - 3.9% and federal government, 18.9% decrease).

A report prepared in 2017 about local government's investment in Tourism indicated that nine out of ten Councils agreed that tourism offers future economic development opportunities for their local area and Councils in Australia spent an estimated \$373 million on the operation of Visitor Centres, events, festivals, promotion and tourism development. <https://regionaltourism.com.au/tecset/wp-content/uploads/2018/07/ARTN-Local-Government-Spend-on-Tourism-Report.pdf>

Clare and Gilbert Valleys Council takes on a variety of roles within its investment for arts and cultural and tourism development including:



## 4.2 Resourcing Strategies

The following resourcing strategies support the implementation of this strategy and ensures that Council can best leverage its investment in Arts and Culture.

### **Appoint a Cultural Tourism Coordinator**

A Cultural Tourism Facilitator provides a central point for information sharing and support and will be the key driver for the strategic actions detailed in this document. Without the appropriate human resource it will be very difficult to realise the vision in this strategy. The role would have strong coordination and administrative skills but also be confident in project development, funding and production.

### **Leveraging Funding**

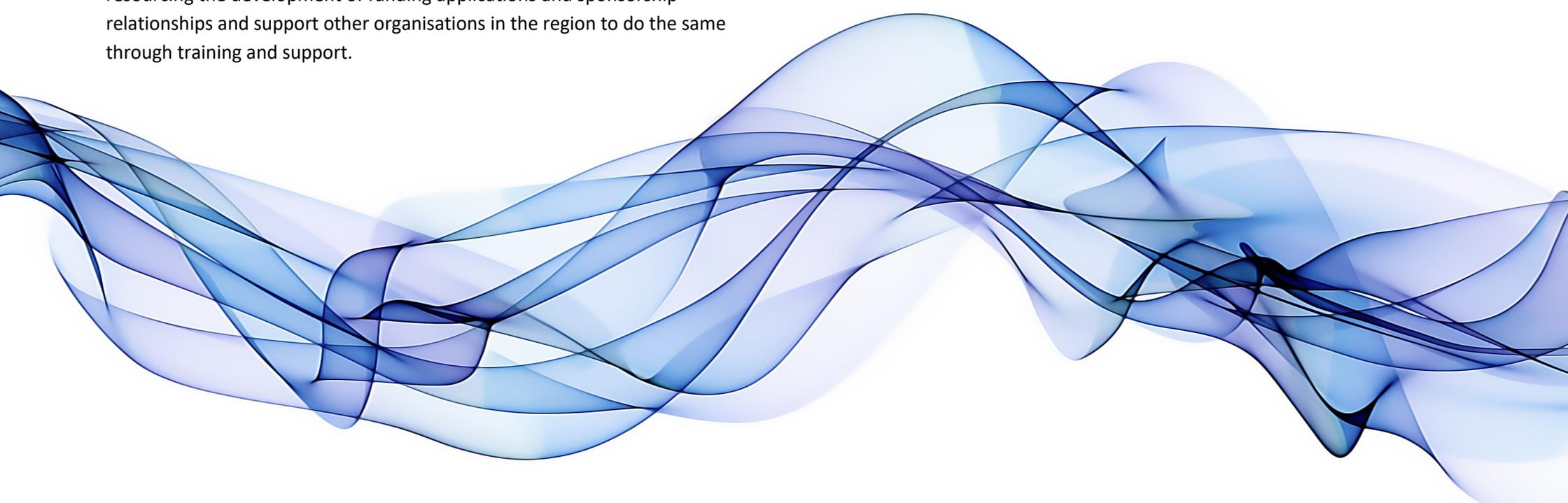
Council utilises its investment to secure funding and support. This includes resourcing the development of funding applications and sponsorship relationships and support other organisations in the region to do the same through training and support.

### **Partnerships and Collaboration**

Council seeks to work with others to share responsibilities, risk and benefit. The identification of potential partner's strategic goals will help to design initiatives that offer mutual benefit.

### **Supporting Others to Lead**

Providing support through skills development and fostering leadership strengthens other individuals and organisations and improves their capacity to take the lead and drive development in the long term.





## IMAGE CREDITS

### Page 1

Indigenous tribute sculpture  
created by Sevenhill Jesuits  
Image taken by Maz McGann

### Page 5

Riesling Trail – Couple Cycling  
Image taken by Ian Routledge  
and supplied by SATC  
Gleeson Street Mural  
Image taken by Charmaine  
Jansen van Vuuren and  
supplied by Regional  
Development York +  
Mid North (RDAYMN)  
Music on Gourmet  
Image taken by Josie

Withers and supplied by SATC

### Page 7

Drovers + his Sheep  
Image supplied by RDAYMN

### Page 8

Art @ Auburn  
Image supplied by RDAYMN

### Page 9

Ness Street Mural  
Image taken and supplied  
by Maz McGann

Crypt at St Aloysius Church,  
Seven Hill Winery

Image taken and supplied by  
Maz McGann

Slate Restaurant – Live Music

Image taken by John Krueger  
and supplied by RDAYMN

Watervale General Store Knick Knacks

Image taken by Heidi Who  
and supplied by RDAYMN

### Page 10

Waterloo Screen Imprints

Image take by Charmaine  
Jansen van Vuuren and  
supplied by RDAYMN

### Page 11

Riesling Trail Sculpture

Image taken by Heidi Who and  
supplied by RDAYMN

### Page 13

Richardson Park Playground

Image taken by Charmaine  
Jansen van Vuuren and  
supplied by RDAYMN

### Page 14

Ngadjuri Woman and Child Sculpture

Image taken by Charmaine  
Jansen van Vuuren and  
supplied by RDAYMN

### Page 26

Martindale Hall

Image taken and supplied  
by Maz McGann

This plan has been developed by Maz McGann,  
Principal Consultant from Play Your Part, in collaboration with  
the Clare and Gilbert Valleys Council staff and  
the broader community in 2020.