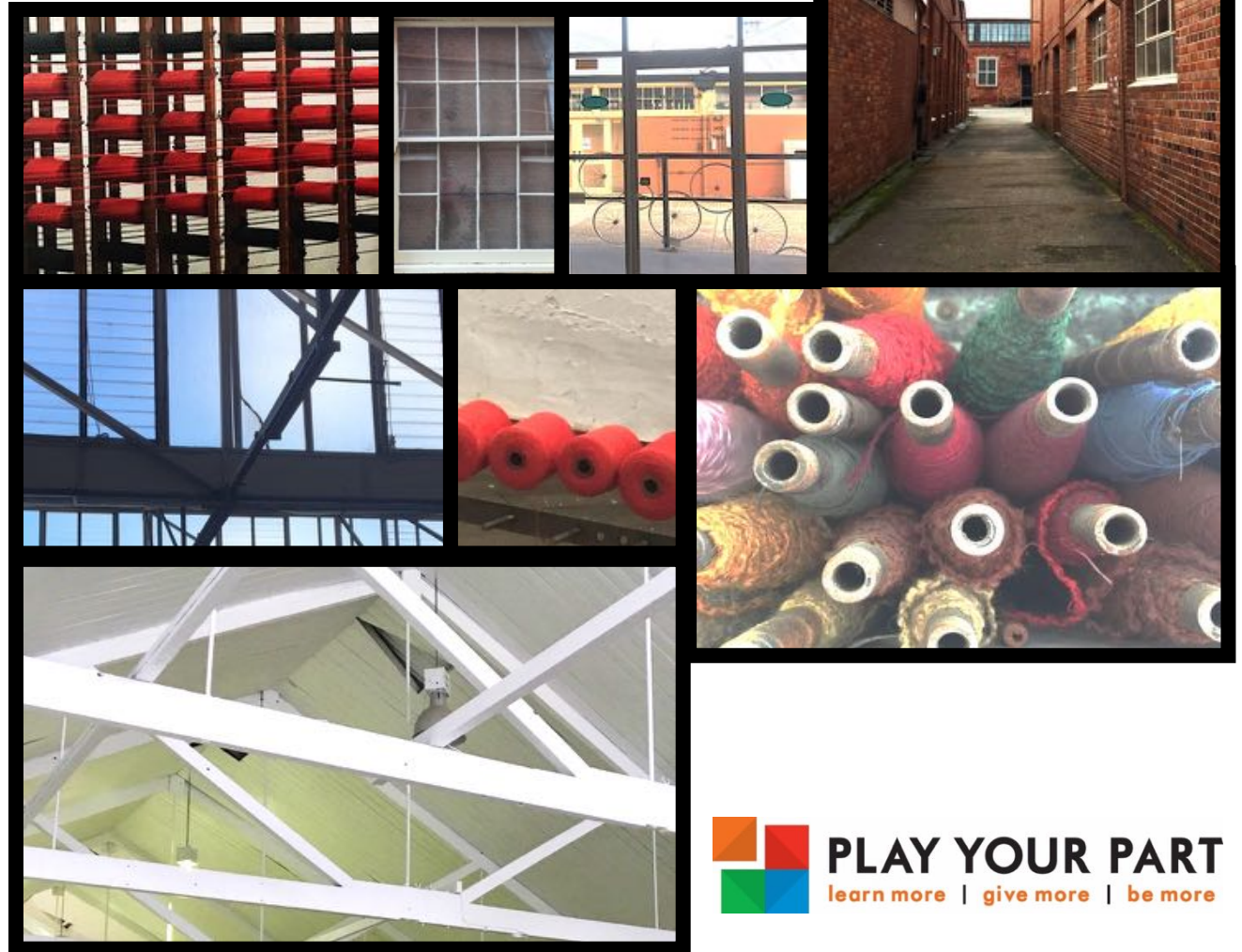


Adelaide Hills Arts and Heritage Hub – Lobethal

Business Development Framework

2018 – 2023



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Disclaimer:

The details provided in this document are based on information available at the time of preparation. All estimates and statements made are given in good faith and in the belief that such statements are not false or misleading. All sources of information are detailed in the business development framework. Readers are recommended to make appropriate enquiries and/or take appropriate advice before acting on information supplied in this document. Play Your Part and Leonie Boothby & Associates Pty Ltd are not liable to any person for loss or damage incurred or suffered as a result of acting on any information contained in this report.

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1. EXECUTIVE SUMMARY

The Onkaparinga Woollen Mill site has a remarkable presence and it is literally bursting with potential. Its classic industrial architecture, proximity to the Lobethal main street position and its eclectic mix of spaces both large and small make it ideal for a community cultural facility. The site has proven itself as an incubator for innovation and new ideas and the development of a Heritage Hub brings new opportunities to showcase the heritage and creativity inherent in the Adelaide Hills region.

The buildings allocated to the Hub development provide a diverse array of both small and large spaces – many with outstanding natural light and classic industrial architectural features. This enables the inclusion of a range of facilities within the site, which will be suitable for tourism, community development, business innovation and arts and culture activities. The framework recommends an integrated approach, with the experience of the visitor at the forefront of development and facilities, programming and staffing aligning to achieve the best outcomes and the strategic goals of Adelaide Hills Council. Accommodating both Council's capacity to invest over time and the need for the facility to grow organically, the Framework includes three 2-year stages that include a focus on leveraging current activity and strengths in Stage 1 and developing infrastructure and programming fully in Stages 2 and 3.

The Arts and Heritage Hub includes both a formal and informal gallery space which attracts professional visual arts touring content as well as providing a space to showcase locally produced art and crafts. There will be 8 – 12 studio spaces available for artists and creatives to lease and interact with the public and a range of multipurpose spaces that can be used for meetings, boutique performances, forums and workshops. Textile has been identified as a key artistic theme, which sees a focus on textile arts, crafts and heritage alongside other art forms including digital, literary, performing and visual arts. This not only responds to a gap in South Australia's cultural landscape, it provides a point of difference which will position the facility nationally and boost its visitor attraction potential. A heritage installation that celebrates the captivating elements of the Onkaparinga Woollen Mill Collection has been included and the resourcing required to realise the benefits both culturally and economically.

The benefits of the facility will be broad and far reaching, with anticipated growth in visitation to the Adelaide Hills and more specifically Lobethal, which will provide a number of positive economic and social outcomes. Conservatively, the Hub will offer a multiplier effect of 2.0, which will see at least \$2 injected into the local economy for every dollar invested in the facility. Fostering creative industries will increase the number of cultural jobs within the region, not only providing specific economic benefits but this will also influence the physical landscape and encourage community cultural activity that celebrates identity and preserves heritage. On a community level, the creative and cultural opportunities will foster a greater sense of community pride and provide health and wellbeing outcomes. Like all facilities of this nature however, it will require ongoing financial commitment from Adelaide Hills Council. Public funding for local, state and national cultural institutions is essential within the Australian arts industry and whilst this is sometimes seen as a financial burden for government, the benefits not only realise the strategic goals of organisations like the Adelaide Hills Council, they also fulfil a number of key local government service areas including economic development and community engagement.

2. INTRODUCTION

2.1 About the Project

Recognising the cultural and economic value of arts and heritage activity, The Adelaide Hills Council has allocated several buildings at the former Onkaparinga Woollen Mill site to be transformed into an Arts and Heritage Hub. Situated in the main street of Lobethal the Hub will be a physical place for arts and heritage experiences for locals and visitors and nurture cultural interaction across the Adelaide Hills. Celebrating the heritage and identity of the region, the facility will be a catalyst for cultural and economic growth, community interaction and innovation.

Aligning with the site's current purpose as a business incubator, the Hub will provide physical space for creative industries and supporting programs that drive employment. Locally produced visual, performing and digital art, artisan wares and produce will be created and showcased within the Hub. Skills development and cultural interaction will be critical and collaboration with creative, tourism and other industry partners on a regional, national and international level will be encouraged. It will be a culturally meaningful place for Adelaide Hills residents and provide a unique and attractive destination for visitors.

2.2 Business Development Framework

Given the scale and complexity of developing a facility of this sort we have developed a Business Development Framework that provides guidance to Adelaide Hills Council to implement the project. This document provides insight into the anticipated impact of the Arts and Heritage Hub and provides recommendations for development of the facility over the next six years. It is a hybrid document providing the relevant components of a strategy, business plan, business case and action plan. It details the following:

- Vision, Mission and Goals
- An overview of proposed facilities / services
- Principles for Development and Staged Action Plan
- Impact and Investment including indicative financials
- Programming Principles
- Governance and Staffing Structure

3. THE HUB PROJECT

3.1 The Experience

hub | *noun* | the effective centre of an activity, region or network.

When you arrive at the Arts and Heritage Hub in Lobethal in 2023 you are immediately captivated by the historic nature of the building. Even with the many improvements to the site, the Hub's industrial past is unmistakable – **it is a building with a story to tell and offers an edge of cultural sophistication**. On the way to the main entry, you position yourself within the history of the place with one of the many interpretive nodes conveying the site's significance as a Woollen Mill and an historic brewery and its importance to the Peramangk people as the traditional owners.

You will browse the quarterly program, and **relish the diversity of activities on offer** for the day in the gallery, museum and studio spaces and realise you will have to return for a performance next week and the for the International Textile Symposium that happens each July. The kids will be drawn to the studios, where they can hear the noises of artistic toiling. **Talking to artists both experienced and emerging**, the whole family sits down with an artist for a short time and work on the community artwork that everyone can participate in as they tour the studios.

Meandering through the **main gallery will be a highlight** as you discover a retrospective of one of Australia's great artists on show. The Community Gallery features work by local high-school students who have participated in a series of workshops with the Hub's **artist in residence**. You quietly sneak past the multi-purpose room – it looks like there is a literary

luncheon and a panel of authors are talking about their new books. You make a mental note to check the program next time.

The Old Mill Heritage Experience will offer you a multi-faceted experience with an opportunity to touch, hear and see the Mill Story. Tactile displays will allow you to touch Mill artefacts and textile exhibits. There are interesting textile facts and figures to read and **you remember the Onkaparinga blanket** that you have in the linen closet at home – it was your Mum's. You sit down and watch short films presented by Mill Workers that convey the social history of the Mill and its significance to the fabric of Lobethal, the Adelaide Hills and South Australia. A highlight is the **sound scape studio** where you are immersed in the sounds of the Mill and you feel like you could be on the floor of a busy factory. Before you go you chat with the artist and the machinery engineer who are creating contemporary weavings using Mill machinery, which you are keen to buy in the Store on the way out.

You feel inspired but hungry! The **local produce tastings** in the retail space are just enough to whet your appetite for more Lobethal and the Adelaide Hills hospitality. You pick up a gorgeous necklace and a hand-made scarf, both made on site. You book the kids in for a school holiday workshop and pick up a flier for the **Friday Twilight Concerts** in Mill Square over the Summer. As you go, the staff mention the **other Hills attractions**; the sculpture trail; Lutheran historic sites; bushwalking and cycling routes; retail, food and wine experience. Great "there's an App" you say as you walk out the door and start thinking about where you will head to next!

3.2 Vision

The Adelaide Hills Arts and Heritage Hub will be a sustainable and distinctive facility, that offers exceptional cultural experiences and provides valuable social, educational and economic outcomes for the region.

3.3 Mission

To develop an Arts and Heritage Hub that will:

- Provide a place for locals and visitors to enjoy high quality professional and community based arts experiences including workshops, exhibitions, performances, screenings and events.
- Be a place for the community to share stories and celebrate local history including indigenous culture and the heritage of the site as a Woollen Mill and as an historic brewery.
- Attract visitors to the Adelaide Hills and encourage them to explore the cultural, historic, culinary and retail attractions and spend money in the region.
- Offer emerging and establishing artists a place to create work, grow their creative business and collaborate with others.

3.4 Aims

- Increase visitation and spend in the region
- Increase the number of creative industry businesses in the region
- Preserve history and heritage of the site and conserve the mill site physical assets and infrastructure
- Increase participation in arts and cultural activities in the Adelaide Hills Region and improve the health and wellbeing of residents through creative initiatives
- Optimise use of the physical space, activation of that space and overall direct and indirect economic and social outcomes from the site

3.5 Goals & Strategies

Goal 1: Develop a facility that provides unique experience, fosters active participation in and interaction with arts and heritage, celebrates the identity of the region and provides social, cultural and economic benefit for individuals & the community

Strategies

- Establish Textile as a key theme for the facility that crosses the spectrum of the art form from craft and hobby activities to cutting edge contemporary textile practice and positions the Hub as the home for Textile art in South Australia.
- Develop an activation program that encourages participation in and interaction with the arts by people of all ages and demographics.
- Provide support for artists to develop viable creative businesses, including the provision of spaces to work, opportunities to collaborate, facility to retail product; training, mentorships and incentives.
- Develop interpretive exhibitions that celebrate the stories of the site as a Mill, an historic brewery and the Indigenous culture of the region.
- Develop an Artist in Residence program that focuses on “place based” artistic outcomes including exhibitions and workshops.
- Capitalise on existing activity and strengthen relationships with community groups and schools from across the Adelaide Hills region to support the Hub’s activities.
- Provide spaces for hire that the community can use for cultural activity.

Goal 2: Establish the Hub as a unique cultural tourism destination that attracts visitors to Lobethal and encourages them to explore the Adelaide Hills Region.

Strategies

- Develop key branding elements for the Hub including name, logo and key messaging.

- Develop and implement a marketing plan that effectively engages local, intrastate and interstate markets, uses a range of digital platforms and is aligned with Adelaide Hills Tourism and South Australian Tourism Commission plans and strategies.
- Develop a high-quality exhibition and performance / installation / screening program that celebrates the key artistic theme of Textile and offers visitors access to content and programs that cannot be found elsewhere.
- Establish a biennial Textile Award, Exhibition and National Textile Symposium.
- Develop physical, digital and printed collateral that links in with other artistic, heritage and tourism sites and resources including cycling, motor bike and bushwalking routes, the Adelaide Hills Sculpture trails, food, wine and retail attractions, other galleries, studios and community museums.
- Work with local community groups to develop projects that enhance existing activities and momentum such as the Lights of Lobethal Event.

Goal 3: Implement an effective Management Model for the Hub and evaluate its progress financially, culturally and socially.

Strategies

- Foster partnerships with other organisations that can bring reputation and expertise.
- Develop relationships with Mill site tenants outside of the Hub precinct and identify opportunities for collaboration.
- Strengthen relationships with current arts and cultural user groups and support their growth and development.
- Establish a strong volunteering program to support the Hub activities.
- Recruit an Advisory Group that includes industry experts, community members and Adelaide Hills Council representatives and develop a Terms of Reference.
- Develop a consistent evaluation framework to assess the impact of the facility over time; in line with the mission, vision and goals.

3.6 Overview of Facilities

Development of the Adelaide Hills Arts and Heritage Hub will involve an integrated approach that positions “people” at the centre of the design process. This methodology looks at end users and considers the development of facilities and programs synergistically. The details below provide an overview of the facilities that will be developed over the next six years, with the Governance and Staffing Section (Page 24) and the Action Plan (Page 30) providing insight into the resources and actions required.

3.6.1 Principles for Development

The following principles will shape the development process for the Arts and Heritage Hub. Each principle encompasses questions which can be used to help guide decision making

FINANCIALLY RESPONSIBLE

- Is the expenditure aligned with the strategic management plans of the Adelaide Hills Council?
- Are financial estimates in line with industry trends?
- What are the direct and indirect financial benefits?
- What is the community benefit?

HERITAGE PRESERVATION

- How will it impact on the heritage of the site?
- Are there opportunities to showcase the site’s history?
- Is there a unique legacy opportunity?

FLEXIBILITY

- Can it provide for multiple groups / users?
- What can be included to ensure flexibility is maintained i.e. after-hours access, lighting, storage, entry points etc.
- How will people access it and move around easily within the context of use and program?

COLLABORATION & LINKS

- Is there anyone out there doing this and can we complement / compete / partner with?
- What is the relevance in terms of other arts, heritage, tourism assets, routes in the Adelaide Hills Region?
- Who has the expertise, brand or reach that will help us?

ARTISTIC CREDIBILITY

- Is it best practice and of high-quality both in process and results?
- Does it foster innovation and experimentation?
- Is it respectful of the artistic spectrum from amateur / hobbyists to emerging and professional artists?
- Is it authentic to the nature of the facility?

PERSEVERANCE & CONSISTENCY

- Is it aligned with the brand and will it contribute to the reputation of the facility?
- Has it been given the time it needs to develop organically with the appropriate support? – i.e. Activities don’t always achieve desired aims straight off.
- Is it consistent with the values, needs and expectations of the community / users?

3.6.2 Facilities Details

The facilities detailed below are recommended based on the research and consultation undertaken to this point. The Action Plan (Section 4) recommends the development of a facilities design plan that will provide architectural specifications for reconfigurations, upgrades, repairs and access requirements. These specifications will inform the development of detailed implementation plan including engineering, infrastructure (utilities, lighting, internal roadworks, drainage, stormwater management), building works required, internal fitout (including furniture, fittings, equipment) costing and staging for delivery for consideration by Council.

An architectural brief will be developed including the requirement for industrial characteristics of the building to be maintained and how these features can be showcased to ensure a unique edge to the Hub. It is anticipated that the facilities design plan would be implemented over the first and second stage of the project (subject to funding being secured).

FACILITIES	DETAILS	LOCATION
Main Gallery	<ul style="list-style-type: none"> Professional multi art-form exhibition space that has a curated program, which includes high quality artwork produced by local and visiting artists and touring content Multi-purpose space that can be used for boutique performances, events, receptions and forums. 	1 st Floor Building 20
Gallery 2	<ul style="list-style-type: none"> Multi-art form gallery space designed to showcase community content – produced by emerging artists, students, community groups etc. 	Ground Floor Building 20
Indigenous Interpretation Centre	<ul style="list-style-type: none"> Office and exhibition space suitable for administration, meetings, exhibitions 	Ground Floor Building 20
Digital Studios	<ul style="list-style-type: none"> 2 Digital studios suitable for digital art making and image and sound recording These will be offered for lease either short or long term for digital start ups 	Ground Floor Building 14
Multipurpose Spaces (MP1 – MP4)	<ul style="list-style-type: none"> A range of multi-purpose spaces would be installed across the facility – these will be designed to offer space for programmed activities as well as being a space for hire They will accommodate activities including performances, rehearsals, meetings, forums and workshops 	1 st Floor Building 20

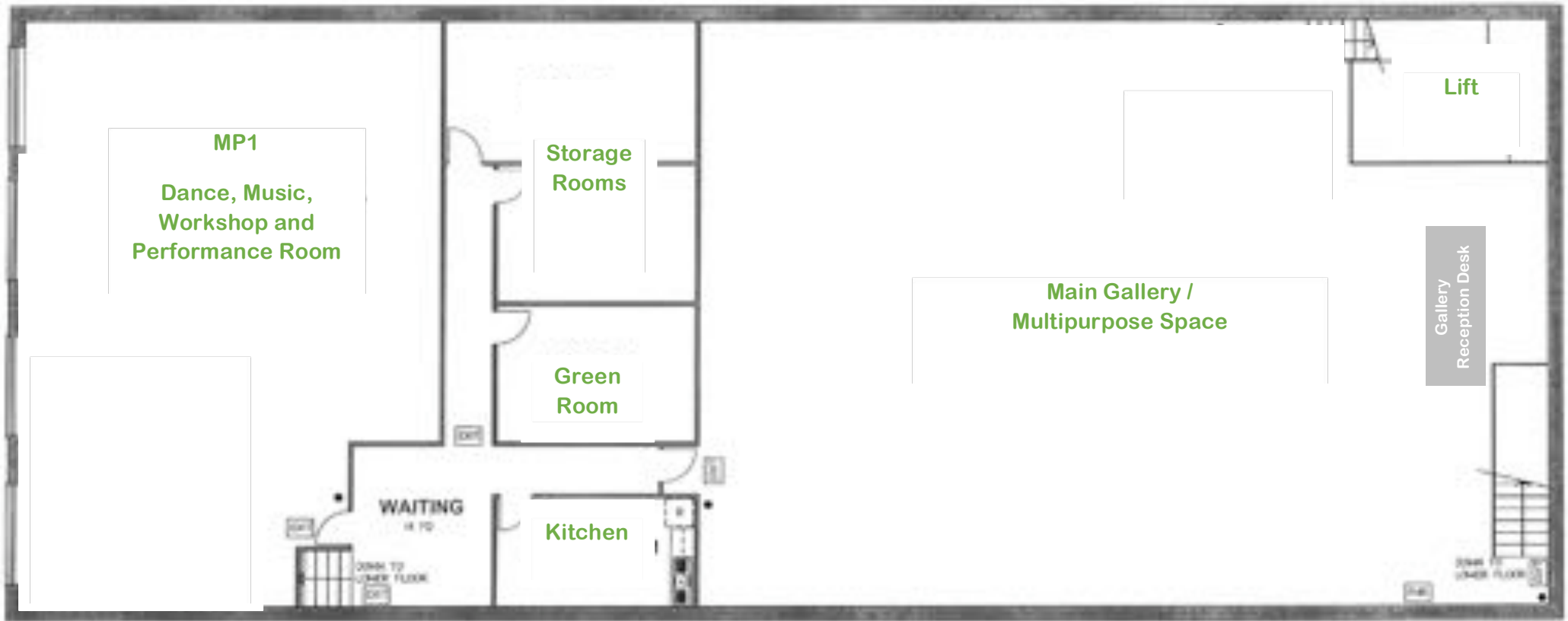
MP1	<ul style="list-style-type: none"> • Medium to large room with hard floor and access to small reception / waiting area. • Will have disability access through Main Gallery. • Particularly good for dance due to hard floor. 	1 st Floor Building 20
MP2	<ul style="list-style-type: none"> • Medium to large room with carpeted floor and kitchen area. • No disability access 	1 st Floor Building 14
MP3	<ul style="list-style-type: none"> • Small room suitable for meetings, one-on-one consulting or intimate workshops. 	Ground Floor Building 14
MP4	<ul style="list-style-type: none"> • Medium sized space adjacent to the Studios. • Used for community based participatory art workshops • Priority given to Studio Artists, that would like to deliver workshops or need a space to collaborate with others. 	Ground Floor Building 20
Artist Studios	<ul style="list-style-type: none"> • Studio Spaces for artists to lease for short, medium and long-term leases 	Ground Floor Building 20
Green Room / Meeting Room	<ul style="list-style-type: none"> • Situated between the Main Gallery and MP1, this will provide a green room space for performers • Suitable for use as a consulting or meeting room outside of performance times 	1 st Floor Building 20
Offices / Administration Spaces	<ul style="list-style-type: none"> • Situated throughout the facility to provide workspaces for permanent staff and volunteers • Initially, during the first stage some of these spaces will be available for hire and used for hot desking by Community Development or Youth Staff who will rotate their days at the facility to ensure there is an adequate staff presence. 	Various Locations
Reception Area	<ul style="list-style-type: none"> • Located with the front of the retail area in Building 12A that provides a “landing space” for visitors. • Visitors will access information, purchase tickets and items from the retail space. • Access will be provided from this area directly into Building 20. • It will act as Satellite Tourism Information Hub / Visitor Information Outlet. 	Ground Floor Building 12A
Old Mill Heritage Experience	<ul style="list-style-type: none"> • Core space for interaction with items from the Mill Collection • Incorporates a range of interactive interpretation experiences but not the display of the whole collection. • Whilst it is significant on a range of levels, the Collection does not have the capacity to generate significant visitation in its own right and it should be viewed as a complementary experience in conjunction with other things on offer at the Hub. The success of the Heritage Centre depends on the innovative approach to interpretation, the capacity to 	Ground Floor Building 21

be selective in relation to items on display – changing items around from time to time and the capacity to present the collection within the context of a range of ideas i.e. manufacturing, social history, engineering, personal stories and textile as product that is both artistic and practical in nature.

- The use of Virtual Reality in this space would also be of benefit, giving people an opportunity to step back into the Mill as it was 30, 80 and 120 years ago.
- This space will be designed to link in with other elements of the Hub and rather than being the key focus of the site, it is part of a big picture.

Textile Studio & Gallery	<ul style="list-style-type: none"> • A studio and gallery space specifically dedicated to the showcase of textile art 	Ground Floor Building 21
Artist in Residence (AIR) Facilities	<ul style="list-style-type: none"> • This space is for an artist to reside physically on the site for short periods of time. • The facilities would include a furnished studio apartment with a bathroom and access to a shared kitchen • Having a studio apartment provides a unique opportunity to offer artists who can live on site, produce work on site and present workshops. 	Ground Floor Building 12B
Retail Space	<ul style="list-style-type: none"> • Designed to showcase hand-crafted goods including artworks, crafts, artisan products as well as local food. • Provide high-quality artist developed souvenirs e.g. tea-towels with original designs. 	Ground Floor Building 12A
Produce Showcase Space	<ul style="list-style-type: none"> • A space for produce “pop ups” and tasting that is provided for a small fee to Adelaide Hills providers who would like to showcase their produce, food and beverage. • Priority would be given to the producers on site and those who do not have a Hills retail presence. 	Ground Floor Building 12A
Outdoor Function Space	<ul style="list-style-type: none"> • Providing plug and play facilities for outdoor functions, concerts, civic events, festivals, markets etc. • Seating and landscaping as well as a small stage area would be installed to accommodate for a range of activities. 	Mill Square
Kitchen Facilities	<ul style="list-style-type: none"> • 3 Medium sized kitchens suitable for simple catering and to provide access for staff and Artist in Residence to use: <ul style="list-style-type: none"> ○ Ground Floor Building 12B – for use by Staff, AIR and Tenants. ○ 1st Floor Building 20 – for use during functions and events up-stairs including exhibition openings. ○ Ground Floor Building 21 – Small kitchenette with coffee and tea making facilities. 	Multiple Locations

Storage Facilities	<ul style="list-style-type: none"> • Storage facilities located throughout the facility including: <ul style="list-style-type: none"> ○ Gallery Store adjacent to the Main Gallery on the 1st Floor of Building 20 ○ Studio Storage Space adjacent to the Artist Studios on Ground Floor Building 20 ○ Textile and Museum Collection Store on the Ground Floor of Building 21 ○ Retail Store Room – specifically for stock located at the rear of Building 12B 	Multiple Locations
Access Points	<ul style="list-style-type: none"> • A lift needs to be installed to provide access to the 1st Floor of Building 20. • Freight access points for the delivery of crates and equipment need to be provided in both Building 20 and 21. • There will be multiple entry points but the landing site will be through Building 12a, which provides access through to Building 20. 	
Lobethal Centennial Hall	<ul style="list-style-type: none"> • Whilst this facility is currently being managed by a community advisory group there is scope in the long term to include it within the management and development of the Hub. <ul style="list-style-type: none"> ○ It will complement Hub activities and provide a dedicated performing arts space, which is currently not on offer at the Hub. ○ It will provide some long-term certainty regarding the management of the Hall in the future as the capacity of current custodians is reduced. ○ It will encourage foot traffic up the main street, which is of benefit to Lobethal businesses. 	

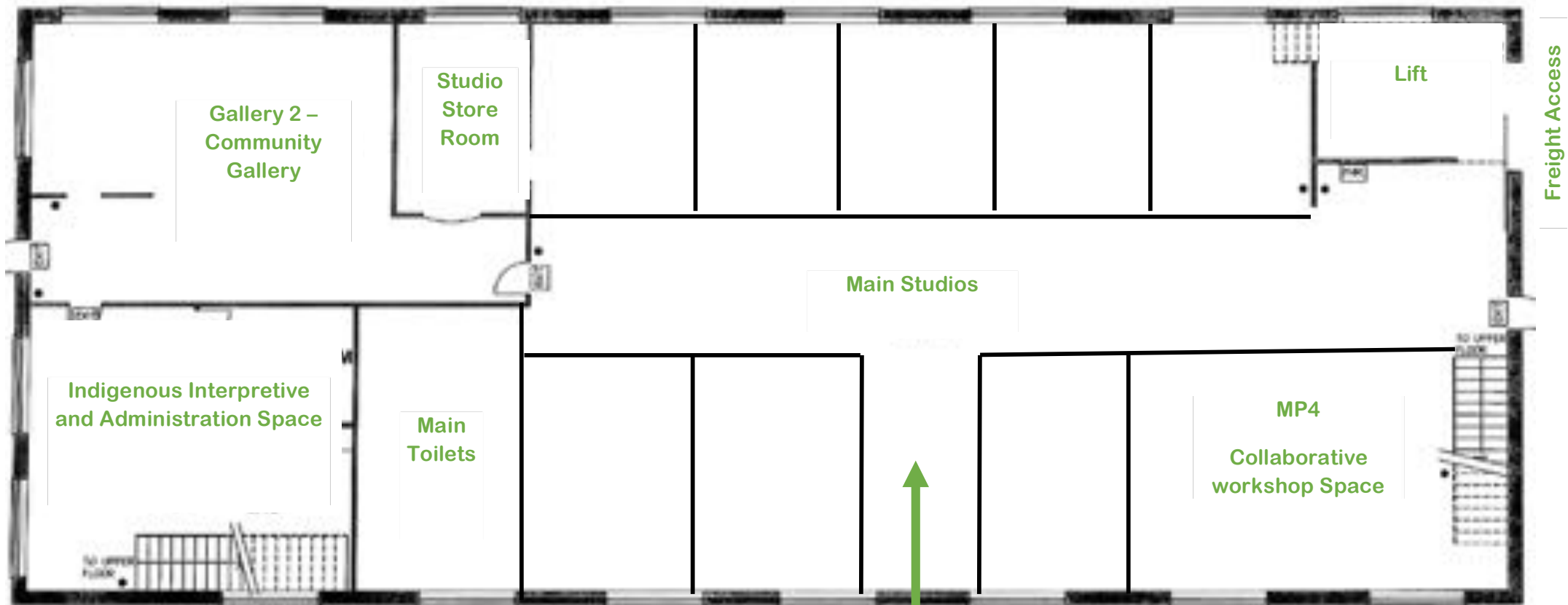


UPPER FLOOR PLAN - 1:100
BUILDING 20

NOTES

- The Main Gallery is a formal gallery space for higher quality exhibitions. It could also be used for forums, meetings, functions and performances depending on the type of work being exhibited. It will require a hanging system, heating and cooling and a gallery quality lighting system. This space was prioritised as the Main Gallery due to the limited natural light, which is a preference for formal gallery spaces.
- The Main Gallery space is currently occupied by the Dojo Studio, which will need to be relocated elsewhere. The relocation is not urgent and can happen during the latter part of Stage 1.

- The Storage Rooms will primarily be for the Gallery activities and also provide storage for chairs, staging etc. with an opening created that links directly to the Main Gallery.
- The Lift has been placed in this position to ensure freight access to the north of the building and disability access to the first floor.
- The polished floorboards in MP1 lend itself to dance and small boutique performances but it could be used for meetings and other events also. It has good natural light also.
- The Green Room will be prioritised as prep space for performers when required but can be used as a small meeting room or rehearsal space at other times.
- The Reception area will primarily be manned by a volunteer, which is common practice for public gallery spaces.



GROUND FLOOR PLAN - 1:100
BUILDING 20

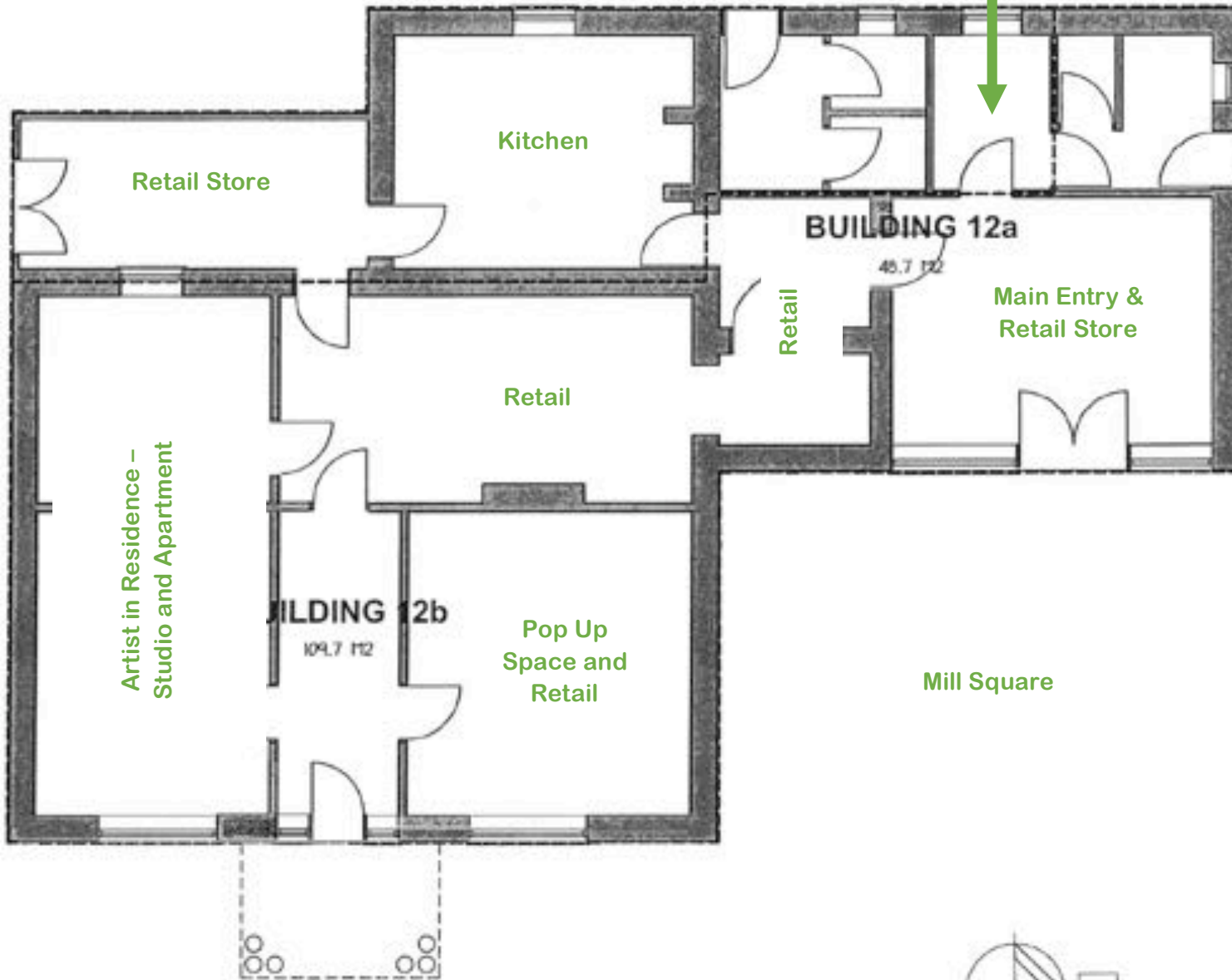
NOTES

- Entry to this part of the Hub will be via a corridor / annexe from Building 12a
- The Studio Spaces will be various sizes and the majority of them will have “stable” style walls built to about 1.2m high. The others will be full walled but with suitable glass/ windows to allow easy viewing. This enables maximum interaction with each other and the public.
- MP4 will be a shared space that the studio artists can offer Fee for Service (FFS) programs to the public and also for collaborative community art projects.

Entry through to
Building 12a

- The Indigenous space will be designed primarily to provide a home for the Peramangk group that has recently moved into the site. It will include some administrative space and an interpretive space. The group will be able to use other meeting and multi-purpose spaces for larger meetings and gatherings as required.
- Gallery 2 is more aligned with community artworks or emerging artists that do not have the capacity to fill a larger gallery space. It could be rented out to groups as well as used to present work curated internally.

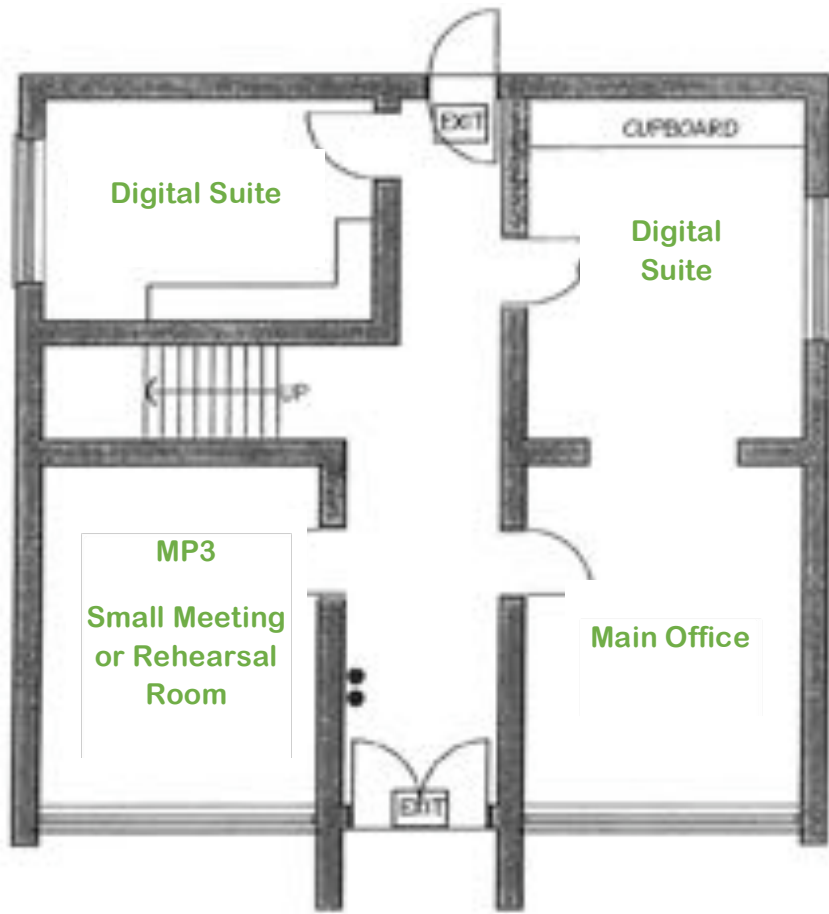
Entry through to Building 20



FLOOR PLAN - 1:100
BUILDING 12

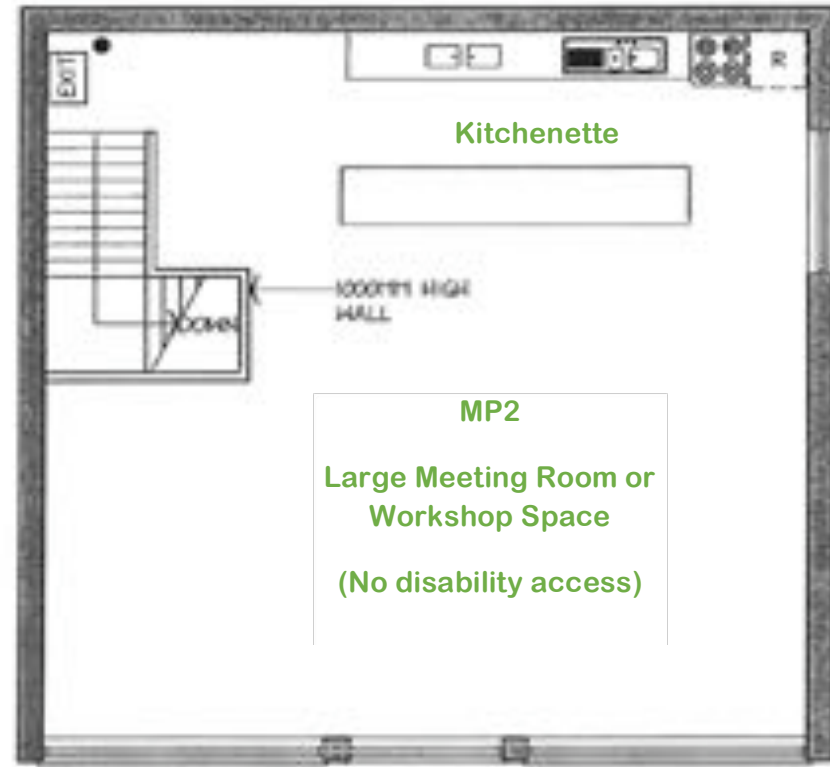
NOTES

- With this building facing onto Mill Square it will be the main entry point for the Hub. People will enter via the front door into a retail / reception / ticketing desk and can then enter directly through to the ground level of building 20.
- The Artist in Residence Space will provide a small “live-in” apartment for artists to reside on the site for a short time with access to a studio space and to the kitchen.
- The Main Entry will also provide a place for Tourism Information.
- This supervision of this entry space will primarily be managed by the Marketing / Program Coordinator and the Retail Coordinator with support from volunteers. The Hub Director will also provide back-up as required.
- The Retail Space will have a focus on locally produced artisan goods made within the Adelaide Hills and South Australia.
- The Pop-Up Retail Space will be hired out to local producers including those on-site at the Mill who do not have a retail or cellar door. They will be encouraged to use the space for pop-up tastings, product promotion and texting new lines.
- The Mill Square will be fitted out with Plug and Play facilities for food vans, live music, markets and other outdoor activities. It will be a space for hire as well as a programmed space with activities generated by Council



BUILDING 14

GROUND FLOOR PLAN - 1:100



BUILDING 14

FIRST FLOOR PLAN - 1:100

NOTES

- The two digital suites have been selected for their size and low light. The aim will be for these to be leased out to emerging digital art companies on medium to long-term basis. Film makers, photographers, designers, sound engineers, animators, game producers etc. will be targeted with an initial lease at a reduced rate to attract tenancy from more Urban environments.
- The Main Office will be the Hub Director's space with the option of having a "hot desk" for other Council staff to work from.

- MP3 is a small rehearsal or meeting room – it has good natural light and could attract a visual artist also.
- The 1st Floor will be a Multi-purpose space for workshops, meetings and rehearsals but it is important to note that it does not currently have disable access. There is an option to install some moveable walls so that it can be divided into smaller spaces for hire also.



NOTES

Given its size, nature and access to the street, Mill Square should be treated as a separate space that is available for programs and to be hired by the community for events and functions. Activity within the square space will add to the vitality and exposure of the site with a range of opportunities including outdoor performances, markets and pop up events. It will also provide an attractive front for the Arts and Heritage Hub.

The space should remain reasonably open but to make it functional and accessible, some upgrades will be required with the following interventions / additions recommended.

- Plug and Play facilities for food vans, live music, markets and other outdoor activities – providing access to appropriate electricity supplies.
- Shade – either natural or man-made to provide some protection from the elements without detracting from the overall aesthetic of the surrounding buildings.
- Lighting – for safety and for decoration.
- Seating – the Hub will build up a supply of seats that can be used outside for functions and events or these can be hired – in addition some more permanent seating that can be used by visitors.
- Signage – required across the site to better direct visitors as to the attractions but also for safety – keeping in mind that there are still working manufacturers on site.
- Entry statement – to reflect the nature and heritage of the site and direct people to the front entry.

3.6.3 Facility Repairs and Upgrades

As proven by existing users, including the hART Group, the Onkaparinga Woollen Mill Museum Inc., the Mill Textile Group and other tenants, the site is currently accessible and suitable for activity. To accommodate the services and programs outlined in this document and to realise the long-term vision, repairs and upgrades will be required. The exact detail for the repairs and upgrades will be outlined in the Facilities Design Plan, which will be developed during Stage 1. As preliminary guidance, the consultants have identified key repairs and upgrades anticipated to be required. In terms of prioritising, these have been included in the action plan to ensure the building is both safe and accessible and also maximises functionality. Further in this document, the consultants have suggested an indicative estimate of the financial investment required to deliver the project. This is a best estimate only, with the Facilities Design Plan informing detailed costings for Council consideration and sourcing of potential grant funds

The following is a summary of these priorities:

Upgrade / Maintenance	Priority Rationale
<ul style="list-style-type: none"> A goods and persons lift to provide access for people and freight to the 1st Floor of Building 20. 	<p>Work Health Safety (WHS) risk and disability access to ensure the building is more useable. Freight access for major artworks and other deliveries.</p>
<ul style="list-style-type: none"> Rising Damp, mold and mildew stains in a number of locations. 	<p>Prevent further damage and improve aesthetic and amenity of the facilities.</p>
<ul style="list-style-type: none"> Upgrade to stairs in Building 20 – particularly those at the northern end of the building. 	<p>WHS and public safety risk that needs to be addressed and continuing to ensure flow around the building.</p>
<ul style="list-style-type: none"> Wall divisions for studio spaces on the Ground Floor of Building 20. 	<p>Improves the capacity of the building to attract income and fosters activity within the site.</p>
<ul style="list-style-type: none"> Developing Main Entry off Building 12A including corridor from this area into Building 20 at the rear. 	<p>Provides focal point from the Mill Square that will improve access to Building 20 from the front.</p>

- Upgrade Directional and Branding Signage Current signage is out of date and confusing and need to attract people from other key points in Lobethal and the Adelaide Hills Region. Develop new signage in line with branding and install at key focal points on site; and as wayfinding / directional signage at key points leading to the site.
- Lighting and Hanging facilities including movable walls. Professional Gallery standard lighting and hanging facilities in the Main Gallery, Gallery 2 and the Textile Studio and Gallery.
- Wall divisions in Building 21 Improve functionality of large open space and provide opportunities for multiple uses whilst Museum Collection is Developed.
- Heating and Cooling The comfort of tenants and visitors is important in extreme weather and makes for a better experience and more attractive proposition for tenants. Temperature control is also crucial when attracting touring visual arts content.

3.7 Programming and Artistic Themes

Adopting the following programming and artistic themes will position the Hub with a unique value proposition and to realise its vision.

3.7.1 Key Artistic Theme: TEXTILE

Whilst the practice and exhibition of all art-forms will be encouraged at the Arts and Heritage Hub, it will adopt Textile as the key artistic theme. The purpose of the theme will be to tie the artistic and heritage elements together and provide a focal point for major activities at the site. The long-term strategy is to position the Hub as the home of Textile Art in South Australia and attract artists and enthusiasts to visit and interact with the activities and programs.

Textile art encompasses a broad spectrum of artistic practice from craft activities such as knitting and quilting undertaken as a hobby or past time to the contemporary practice, which sees a range of diverse natural and man-made fibres utilised to create cutting edge 2D and 3D art works. The rationale for developing Textile as the key theme includes the following:

- There is a gap in the market with no other key cultural institutions working primarily in this space in South Australia.

- Textile art crosses the spectrum of art from amateur to professional and encompasses a broad range of styles, skills and approaches.
- Textile is deeply rooted in cultural heritage that is relevant to the Adelaide Hills region including Indigenous weaving techniques that are tens of thousands of years old and German weaving processes that came to South Australia with early migrants.
- The Mill site has played a significant role in textile manufacturing nationally and it provides a practical, tactile and meaningful connection to the museum collection, its people and stories.
- High-quality textile programs have the capacity to attract visitors on a state and national level.
- Reputation of Textile on a positive trajectory within the arts industry on a national and international level and in the media. E.G.
 - *“Textile – the Sleeping giant of contemporary art”* by Gina Farley on Arts Hub (Australia’s Leading arts industry media site. Detailing Turner Prize winner Keith Tyson’s collaboration with the Australian Tapestry Workshop (November 2017) <http://visual.artshub.com.au/news-article/news/visual-arts/gina-fairley/textiles-the-sleeping-giant-of-contemporary-art-254778>
 - *“Textile Time Capsule wins \$100,000 Ramsay Art Prize”* by Suzie Keen via InDaily. Detailing Sydney Artist Sarah Contos’ win in the inaugural Ramsay Art prize with a colossal 21st century quilt. (May 2017) <https://indaily.com.au/arts-and-culture/2017/05/26/textile-time-capsule-wins-100000-ramsay-art-prize/>

This Textile theme would not be at the expense of other art-forms with residencies, studio artists and other cultural practitioners including writers, musicians and film makers all welcomed and encourage to work and collaborate at the Hub.

3.7.2 Programming Themes

Programs will be developed based on a range of circumstances including availability of expertise and content, budgets, local needs, industry trends, partnerships and opportunities that emerge over time but the below programming themes will position programs to be more memorable.

Active Participation

Active participation, as opposed to passive participation, provides a more experiential offering where people can enjoy more interactive roles such as maker, performer, story-teller. This improves the capacity for people to enjoy the benefits of activities for longer and ultimately have a more memorable experience and fosters stronger relationships between visitors and the Hub.

Passive experiences will play a role with the Hub with people visiting to view exhibitions and watch performances but complementary programs that build on these passive experiences will be imperative.

Local people / Universal stories

The Local people / Universal stories theme relates to the heritage side of programming and encourages the sharing of local stories through a lens of universality. How do the stories from Lobethal and the Adelaide Hills relate to the values, beliefs and history of South Australia, Australia and other parts of the world? Whilst it is important and valuable for local residents to share and celebrate their stories, in order for these to have relevance to visitors they need to be framed within the context of universal characteristics. People are more inclined to be interested in heritage if they can develop a personal link to the stories.

For example, stories that have both local and universal qualities include:

- A story that links a personal story from a former Mill worker to the making and distribution of Onkaparinga blankets, which everyone has in their cupboards.
- A story that relays weaving techniques with the production of uniforms for armed service men during World War I.

This theme would also provide a focus on Indigenous interpretation and the telling of stories associated with local Aboriginal culture. It will be vital for the overall programming of and management of the facility to involve Indigenous consultation.

3.8 Governance and Staffing

3.8.1 Overview

The ownership and management of the Arts and Heritage Hub will remain the responsibility of the Adelaide Hills Council – at least in the first instance. Staff and volunteers will be recruited to manage and support the facility in collaboration with key stakeholder groups and develop a regional network to work with and draw from. Whilst the site is based in Lobethal the staff will also be expected to foster a regional arts, culture and heritage presence. A Hub Director will lead the development and management of the facilities and programs and will work closely with internal and external stakeholders from across the region to ensure it achieves Council's and the community's vision and is a highly regarded cultural destination. The Hub Staff will be part of the Adelaide Hills Council Community Development Team but will also work closely with Facilities Management and Economic Development Staff. Existing Adelaide Hills Staff would be encouraged to develop programs and content at the Hub in collaboration with the staff on site and spend time at the facility and hot-desk at the site on a regular basis. There will also be an Advisory Group established to provide advice and support to the Director and Council in relation to the cultural and economic outcomes and act as Ambassadors.

3.8.2 A Specialist Industry – Embedded within Council

The Hub will be a clearly defined and promoted service of Council. It will contribute to a number of Council's Strategic Goals, which are articulated in *Section 5: Investment and Impact Analysis* of this document but it is important for Council to recognise the nature of the industries that the Hub resides within, including Tourism, Arts and Culture and Creative Industries. Council business crosses a range of industries and in the context of the Hub development, it is important to appreciate the trends, priorities and value of both the Arts and Culture and Tourism sectors and work collaboratively with relevant industry partners. To accommodate this principle the Staffing Structure below includes staff that are part of Council and report within existing structures and an Advisory Group that provides appropriate industry expertise and access to networks – ensuring industry credibility and authenticity. Standard operational responsibilities and property management including IT, formal leasing aspects, finance, payroll and building maintenance will remain within Council. This is to the benefit of the facility and increases its long-term viability enabling it to draw on the expertise across a range of sectors.

3.8.2.1 Advisory Group

As detailed above and later in the Section 4: Hub Action Plan of this document, the Advisory Group will be critical to the overall success and credibility of the Facility. It is recommended that this group be made up of both local representation as well as respected members of the industry – of a certain calibre. An Elected Member would act as a key connection between this group and Council and representatives from other stakeholders such as hART,

OWMM Inc. and the Aboriginal community could also be included within the membership. The key role of this group will be to support the Hub's development in terms of programming and facilities development – providing advice, connecting the Hub with the broader industry landscape and acting as ambassadors whenever appropriate. To attract the appropriate representation including leading arts and tourism professionals it is recommended that a sitting fee is paid to representatives. The Hub Director would manage this group and it is anticipated that it would meet quarterly depending on needs.

3.8.3 Potential for Governance Transition

There is potential for the Management of the site to be transitioned to a Consortium of Users and Stakeholder after the delivery of the first three stages and it has been recommended in the Action Plan that a full scope of this possibility be developed during Stage 3. This transition would depend on the viability and the capacity for the facility to have a proven value proposition and interested parties that have the capacity to fulfil the vision of the Hub on behalf of the Adelaide Hills Community. It is expected that the Advisory Group, which would be made up of industry and user representatives will be a key stakeholder in this transition. Council would still need to contribute funds to the facility but this contribution would change from an internal operational allocation to a “fee for service” contract whereby Council pays a fee to occupy certain parts of the Hub and benefit from Hub services in order to fulfil its commitment to the Lobethal and broader Adelaide Hills Community. Any transfer of management of the Hub would need to be considered in light of Council's commitment to retain part of the Mill for community use and its responsibilities in caring for and making available the Woollen Mill collection. Interestingly, if it is hugely successful, and therefore a viable and attractive proposition for an external consortium to take over, Council may prefer to retain the management of the facility as it provides strategic benefit and kudos for the organisation. It is also important to note that regardless of the Governance model, the facility will always rely on external funding and/ or in-kind support from Council and other stakeholders and funding agencies.

3.8.4 Heritage Management

The Hub provides a unique opportunity to showcase the Onkaparinga Woollen Mill collection, aligning with the vision for the Onkaparinga Woollen Mill Museum Group Inc. (OWMMI) and realising the original intention to have the collection available to the community. Up until now OWMMI have acted as the caretakers of what is largely a community collection of diverse artefacts from the Mill, representing the industrial, cultural and social nature of the facility throughout its decades of operation. To best honour the collection, an area in Building 21 has been allocated within the Hub to showcase the most captivating elements and develop the Mill Heritage Experience. In order to develop this component of the Hub, the management and custodianship of the collection will need to be resolved. OWMMI's knowledge and passion is highly regarded but with current member levels and available resources, they have limited capacity to realise the potential of the Collection within the vision for the Hub, which involves a unique interactive heritage experience open to the public 5 – 7 days per week. Council will work with OWMMI in the first six months and ensure the collection is showcased and more available to the community and visitors. Resources have been allocated during the first stage of the Hub development to resolve any management issues, ensure opportunities to showcase the

collection are identified and engage with new community members and volunteers. It is recommended that the agreement see custodianship of the collection be granted to Council to ensure it is preserved, showcased and insured appropriately but that OWMMI act as key advisers and supporters for the collection, collaborating with Adelaide Hills Council and the Heritage Project worker.

Space has been allocated beside the Heritage space for a Textile Gallery and Studios, these will further enhance the Heritage Experience, adding contemporary artistic and cultural context. This may also provide an area for the collection to be showcased or the presentation of complementary displays and workshops that further promote the collection and align with OWMMI's vision.

This approach to Heritage Management at the site resolves a number of issues including community and visitor access to the collection, which is currently limited. OWMMI do not currently have a suitable volunteer base to have the collection on display on a daily basis, nor do they have the curatorial expertise to develop and interpret the collection in a way that preserves the local stories and incorporates multimedia components. Under this arrangement Council can willingly invest in the collection and know that it will be preserved, made available to the community and evolve into a local attraction for Lobethal. It will also provide opportunities for further heritage volunteers to be engaged and pave the way for a collaborative relationship between Council, OWMMI, History SA and the community. It is important to note that no other space within the Hub is being offered to a group for independent management and that whilst many other stakeholders will collaborate with Council to develop and deliver activities and displays, management will be the responsibility of Adelaide Hills Council.

3.8.5 Volunteer Support Base

Like all cultural facilities the Hub will rely on a strong skilled volunteer base. The volunteers will undertake a range of roles including exhibition installation and supervision, retail, ticketing, administration and event support. The aim is to draw on existing volunteer groups including the hART and OWMMI to work collaboratively and utilise their passion and knowledge. Physically they will help supervise the many spaces within the Hub with administration desks in the Main Gallery, the Old Mill Heritage Experience, in Building 14 and at the Main entry situated in Building 12B.

3.8.6 Relationships – Internal and External

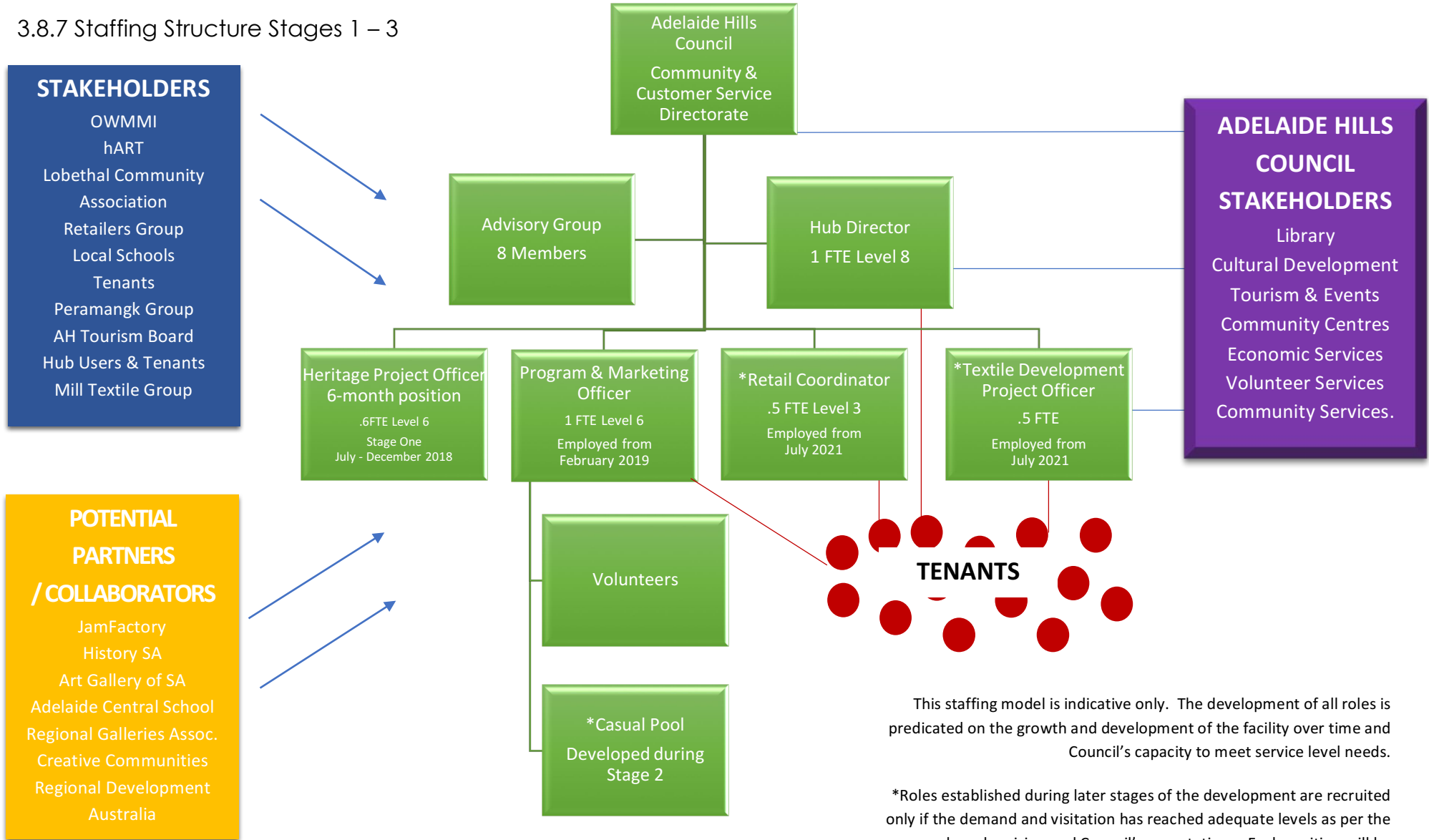
Critical to the success of the facility is its capacity to link with others in meaningful ways both within Council and externally. The arts, community and tourism sectors all rely heavily on partnerships and fostering the linkages/partnerships outlined in the table below will be important to the Hub's success. The development of these will primarily be the responsibility of the Hub Director but the Advisory Group and other Council Staff and Elected Members may also be involved depending on the nature of the relationships. These partnerships will manifest in different ways including project delivery partners, funders and in-kind support and it is important that they increase visitation, improve the capacity and promote the Hub in practical ways.

Links

Partners

<p>Visitor Attractions and Touring Routes & Events</p> <ul style="list-style-type: none"> • Sculpture Trail • Lutheran History • Cycle Tourism • Eco-Tourism • Gallery / Studio Trail • Stirling Laneways • Crush Wine Festival 	<ul style="list-style-type: none"> • Adjacent Councils including Mount Barker, The Barossa and City of Tea Tree Gully, Burnside, Campbelltown, Mitcham and Onkaparinga • Adelaide Hills Tourism and the Regional Strategic Plan 2015 – 2020 http://www.adelaidehills.org.au/images/Documents/AdelaideHillsRegionalStrategicTourismPlan_2015-2020_30-November-2015.pdf • SA Tourism Commission aligning with a number of key strategies including: <ul style="list-style-type: none"> ○ SA Tourism Commission <ul style="list-style-type: none"> ▪ South Australian Tourism Plan 2020 http://tourism.sa.gov.au/research-and-statistics/strategies/tourism-plan-2020 ▪ Nature Like Nowhere Else – SA’s Nature Based Tourism Strategy https://www.ecotourism.org.au/assets/Resources-Hub-Ecotourism-Plans/nature-based-tourism-strategy-gen-1.pdf • Bike SA https://www.bikesa.asn.au • History SA http://sahistoryhub.com.au/organisations/lutheran-church • Birdwood National Motoring Museum • Handorf Academy and other private and commercial galleries located within the Adelaide Hills
<p>Economic Development</p>	<ul style="list-style-type: none"> • Regional Development Adelaide Hills, Fleurieu and Kangaroo Island • Business SA https://business.sa.gov.au • AHC Economic Development Team • Adjacent Lease Holders at the Woolen Mill site – promotion and event partners – the Action Plan recommends a Communications Plan that details how these relationships will be managed long-term. • Lobethal Retailers Group (developing)
<p>Arts and Heritage The facility is designed to be a regional Arts and Heritage Hub for the Adelaide Hills Region with local, regional and state level links reflecting this.</p>	<ul style="list-style-type: none"> • Onkaparinga Woolen Mill Museum Inc. – who will be key advisers and involved in the development and management of the Heritage component of the site – potentially supporting through volunteering and offering advice. • hART – potentially provide support and advice in relation to the development and delivery of Visual Arts Programs and acting as key volunteers involved with the development, installation and supervision of exhibitions and other visual arts programs. • History SA – advisor • Country Arts, the Australia Council for the Arts and Arts SA – as funding sources and cultural advice • Carclew Youth Arts – as a project partner • The JamFactory • Adelaide Central School of Art • SA Film Commission • Regional Galleries Association SA – State based peak body for regional galleries • Museums and Galleries Australia – National peak body for museums and galleries. • Guild House – State peak body for craft in South Australia – great links with textile artist • TAFE – primary textile arts education provider in South Australia • Art Gallery of South Australia – to provide access to the state collection • Council of Textile and Fashion • Ink-pot Arts • Stirling Community Theatre • Top of the Torrens Gallery
<p>Community</p>	<ul style="list-style-type: none"> • AHC Libraries & Community Centres – project and promotion partners • AHC Community and Youth Development – project delivery and content development partners • AHC Volunteer Resource – advice and support • Lobethal Community Association – mutual support of activities, events and initiatives • Lights of Lobethal – complementing and enhancing current offer • Lobethal Centennial Hall – potential for partner particularly relating to Performing Arts Presentation.

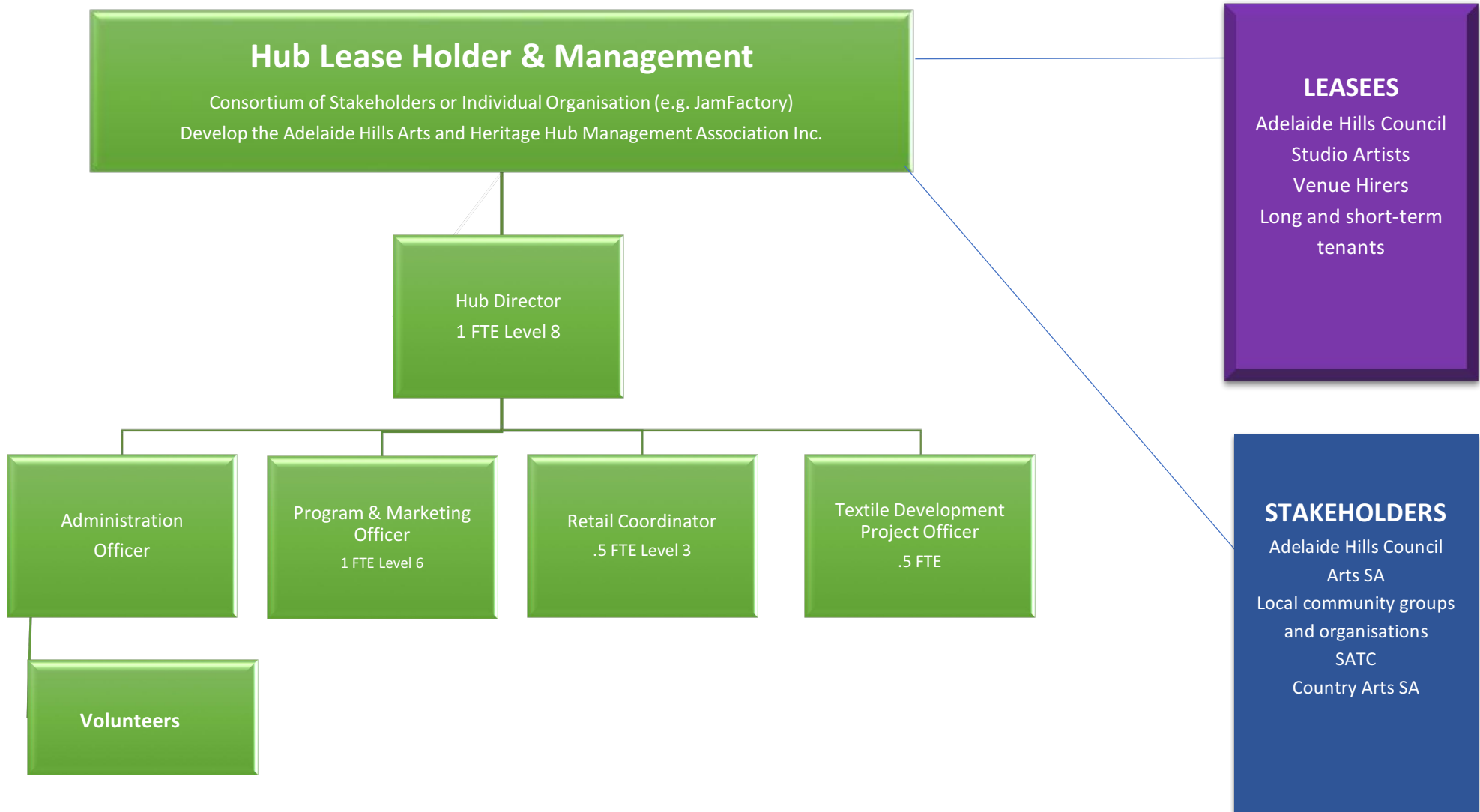
3.8.7 Staffing Structure Stages 1 – 3



This staffing model is indicative only. The development of all roles is predicated on the growth and development of the facility over time and Council’s capacity to meet service level needs.

*Roles established during later stages of the development are recruited only if the demand and visitation has reached adequate levels as per the broader vision and Council’s expectations. Each position will be reviewed within the context of the Hub’s overall success prior to recruitment and at regular intervals.

3.8.8 Potential Governance Structure after Transition



4. THE HUB ACTION PLAN

4.1 Overview

The Action Plan comprises three 2-year stages that see the development of activity grow concurrently with infrastructure improvements. The Action Plan provides a pathway for achieving the aspirations outlined within this document and allows for activity to drive investment. Users and partners will shape the development of the Hub and its programs naturally based on demand. It stages development to enable Council to grow the facility over time and provides an adequate timeframe for the Hub to establish itself organically and strategically. It also allows Council the time to nurture relationships that support financial investment and programming partnerships. Achieving the aspiration of developing an iconic and significant cultural facility in the Adelaide Hills needs to be supported with the understanding that the reputation of the facility needs time to develop. Allowing that time also enables Council to adequately evaluate the impact throughout the three stages and respond with appropriate investment.

Detailed actions have been developed to support implementation of Stage One as the key foundational stage of implementation. Detail in the action plan for Stage Two is less substantial on the basis that evaluation of actions from Stage One will impact on priorities and flow on actions. Detail in Stage Three is reduced to key objectives only with an Action Plan recommended to be developed by the staff in the lead up to the delivery of that stage.

4.1.1 Stage One: 2018 and 2019

Stage One focuses on creating a presence for the Hub, getting some “easy wins” on the board in terms of activity, basic building improvements and establishing strategic resources and projects. The resources and projects to be developed and implemented, will support long-term capital improvement and sustainable and innovative programming.

Key Objectives

- Fostering activity with existing and new stakeholders that nurtures relationships and generates “buy-in” in relation to participation, investment and appeal.
- Setting the stage for the facility to develop foundational resources that support its strategic development in the long term; and to support initial use and development of the site.

Action	Details	Timeframe	Milestones
1. Employ Hub Director	<ul style="list-style-type: none"> The Hub Director will lead the development of the facility through the 3 stages and beyond. The position will be both strategic and operational in nature. The position will be classified at Level 7 or 8 (\$90k - \$110k Remuneration). The suitable candidate will need to have considerable cultural industry experience and demonstrate the capacity to lead, develop and implement strategy. The Hub Director will be responsible for achieving the Milestones outlined within the Hub Action Plan. The Hub Director will have an ongoing responsibility to attract both short and long term external funding to support projects, events and programs developed at the Hub. The Hub Director will be based in Building 14 of the Mill Site with provision made for hot-desking with the Community Development Team and at Council’s main office as required. 	Employed by June 2018	Suitable candidate engaged with a 2 – 3 year contract in place
2. Development of Hub Facilities Design Plan	<ul style="list-style-type: none"> This document will include two components: <ul style="list-style-type: none"> Part A will identify immediate improvements that will improve the functionality of the Hub in the short term. Part B will articulate the long-term vision for the building upgrade and development and provide detail costings. This document will position the long-term development as “shovel ready” and provide adequate detail for capital works funding submissions. 	Completed by September 2018	Facilities Design Plan endorsed by Council
3. Employ Heritage Project Officer	<ul style="list-style-type: none"> The Heritage Project Officer will strengthen the relationship with OWMMI, review the condition of the Mill collection and develop a Heritage Action Plan (see below). The position will be a short-term project officer role employed part-time 0.6FTE. The position will be at classified at Level 6 and report to the Hub Directors and work closely with other relevant Council Staff and History SA Advisors. Option to extend position based on priorities identified in Heritage Interpretation Action Plan. The Heritage Officer will work onsite at the Hub for the duration of their contract. A provisional office space could be developed in Building 21 where it is easiest to access the collection and spread out. 	Employed by August 2018	Suitable candidate engaged on a 6-month contract

Action	Details	Timeframe	Milestones
	<ul style="list-style-type: none"> This role demonstrates Councils support of the work undertaken by OWMMI to date and will help realise a vision for the collection that will see its most important elements preserved and showcased. 		
4. Develop Evaluation Framework	<ul style="list-style-type: none"> The evaluation framework will provide a mechanism for Council to understand the value of the facility on an economic, social and cultural level and help drive decision making for each stage and progress. The framework could draw on the Cultural Impact Framework available through the Creative Communities Network and the LGASA to guide the collection and analysis of data as well as others including the Cultural Development Network's Cultural Indicators work and Culture Counts (FFS Model) https://culturecounts.cc The KPIs in this document are indicative of the types of KPIs that should be included within the evaluation framework. It does not need to be too complicated but these should be identified and agreed upon from the outset. 	Dec 2018	Evaluation Framework developed with KPIs and Implemented at the end of each stage
5. Develop Heritage Action Plan	<ul style="list-style-type: none"> Heritage Action Plan will form the basis of heritage interpretation throughout the site. It will outline / resolve the following: <ul style="list-style-type: none"> A vision for heritage interpretation at the Hub. Key elements / features / attractors of the Mill Collection and how they can be used in a primary installation and throughout other parts of the Hub. Actions to ensure the collection, preservation and interpretation of Mill stories Links to broader heritage themes such as textile manufacturing nationally; migration, bio-diversity, brewing, settlement etc. Funding to support implementation of key actions identified in the plan. Ownership and long-term care of the collection. 	Completed by November 2018	Action Plan endorsed by Council

Action	Details	Timeframe	Milestones
6. Establish Hub Advisory Group	<ul style="list-style-type: none"> The Advisory Group will feature creative, heritage and business professionals and also include local, Council and Indigenous representation. The role of the Group will be essentially strategic in nature and provide support and advice for the Director and Council in relation to strategy, management, programming and overall development. It will foster partnerships and help lay the ground work for building and maintaining a strong stakeholder network. Members will be ambassadors for the facility and be provided with suitable information and collateral to promote the facility and its brand. In order to attract appropriate members with the necessary expertise and professional networks, the Group Members should be paid sitting fees. An interim group may be appointed on a temporary basis, prior to this date to support the recruitment of a suitable Director 	*Appointed by August 2018	<ul style="list-style-type: none"> Terms of Reference prepared Members and Terms of Reference endorsed by Council 2018 – 2020 Meeting Schedule confirmed
7. Development of a Volunteer Program	<ul style="list-style-type: none"> Volunteers will be critical to the ongoing operations of the Hub with volunteers undertaking tasks including: <ul style="list-style-type: none"> Installation and pack up of exhibitions Supervision of exhibitions Retail Point of Sale (POS) support Event support The plan program will encompass recruitment and retention strategies as well as the induction, training and ongoing support of volunteers 	November 2018	<ul style="list-style-type: none"> Recruitment of 12 Volunteers by March 2018
8. Development of Communications and Engagement Plan	<ul style="list-style-type: none"> The engagement plan will outline the strategies to keep the community informed about the project, how they can get involved and what opportunities and benefits it will bring. It will also identify other key engagement targets including potential sponsors, partners and funders. This document will also guide engagement with existing Tenants at the Mill site including those within the Hub precinct and external to it. The Hub Director will be responsible for the development of this Plan in conjunction with Council Marketing and Communications Staff and Property Services Staff who have relationships with current tenants. 	June 2018	<ul style="list-style-type: none"> Completion of Plan Presentation of Community Forum(s) about the Hub Development

Action	Details	Timeframe	Milestones
9. Development of Program	<ul style="list-style-type: none"> • Program would build on existing high-quality activities and include exhibitions, workshops, performances and events. • The programs would be developed around the upgrades of the facility and flexibility will be required to achieve outcomes. • The program should be developed to encourage movement around the site and incorporate external parties hiring the facilities for activities as well as programs being offered on site. 	Program Developed by October 2018	<ul style="list-style-type: none"> • Exhibition Program with 8 exhibitions • Visitation numbers of 4000 visitors annually by end of Stage One.
10. Implementation of Part A of Facilities Design Plan	<ul style="list-style-type: none"> • It is anticipated that these are improvements that need to be implemented to ensure short-term functionality and enable programs to commence including the leasing of studio spaces, development of the front entry and retail space, workshops, exhibitions, performances etc. • Negotiation with existing tenants in terms of the impacts of these developments will need to be managed prior to the improvements starting. For example, the Dojo facility in Building 21 currently occupies the Main Gallery space but exhibitions can be undertaken elsewhere in the building in the first instance to provide them with further time to re-locate if necessary. Udder Delights office relocation would not be required until Stage 2 but all of the existing lease holders should be kept in the loop regarding developments. 	Completed by June 2019	<ul style="list-style-type: none"> • 6 Studio Artists move in by February 2019 • Full time exhibition and workshop program scheduled for Stage 2 • 3 Spaces available for public hire by June 2019
11. Installation of Temporary Signage	<ul style="list-style-type: none"> • Current signage is inaccurate and confusing and whilst the branding and marketing strategy won't be completed straight away, temporary signage should be installed that represents the Hub accurately. • Precinct signage should be installed to direct people from the Main street of Lobethal to the site. 	July 2018 December 2019	<ul style="list-style-type: none"> • Temporary Signage Installed. • Branded Signage Installed
12. Development of Marketing Strategy	<ul style="list-style-type: none"> • Development of a brand that exudes quality and is contemporary; and marketing strategies that achieve cut through and inform audiences of the Hub offer. • The development and distribution of digital and printed marketing collateral. • Considerations for the Marketing Strategy would include the official name of the Hub. • 	December 2018	<ul style="list-style-type: none"> • Launch of Hub Website • Distribution of collateral

Action	Details	Timeframe	Milestones
13. Employ Hub Program and Marketing Officer	<ul style="list-style-type: none"> This position would support program development and delivery, be responsible for the implementation of the Marketing Strategy and help to develop the retail space. The position would also provide general administration support The position would be full time and classified at Level 4 – 5 	February 2019	<ul style="list-style-type: none"> Suitable Candidate employed with a 2 – 3 year contract.
14. Development of Retail Space	<ul style="list-style-type: none"> Development of a retail space to showcase locally produced artisan wares. The final location of the retail space is in Building 12B but other locations could be utilised on a temporary basis depending on the roll out of building upgrades. The development of POS site will provide income for the Hub and increase the value proposition for tenants and visitors. It will also provide the facilities for ticket sales etc. 	March 2019	<ul style="list-style-type: none"> Development of Retail Space
15. Establishment of Studio Space	<ul style="list-style-type: none"> It is anticipated that the studio space will be installed on the ground floor of building 20. The establishment of the Studio Space is an important element of the Hub and will generate ongoing income. It will provide an attraction for visitors and add to the vitality of the site. The Studio Spaces will provide a work space, power and internet access for tenants. There will be a shared workshop space that can be utilised by tenants for collaborative activities, community art workshops and other programs. Consideration should be given to at least 2 emerging and Indigenous artists per year for subsidised lease payments as incentive to develop their creative business. One of the studios would be allocated to the Artist in Residence. The studio spaces will be suitable for a range of art-forms with two digital suites developed in Building 14. The spaces will be developed in a way that encourages interaction with the public but consideration will need to be given to safety and access of the studio spaces. With this in mind, the majority of the studios will be built in a stable arrangement with half-walls / doors with 2 – 3 built with full walls but adequate glass / doorways to enable visitors to see what is happening. Leases would be offered for 3, 6 and 12 month terms. Given the volume of the space it is anticipated that there would be between 12 to 16 studio spaces comprising of: 	October 2018	<ul style="list-style-type: none"> 6 Studio Artists move in by February 2019 1 Activity per week delivered in collaborative workshop space.

Action	Details	Timeframe	Milestones
	<ul style="list-style-type: none"> ○ 4 medium sized studios and 4 – 5 large studios ○ 1 Collaborative workshop space ○ 2 - 3 Textile studios ○ 2 Digital suites 		
16. Develop Artist in Residence Program	<ul style="list-style-type: none"> ● Having an artist on site adds to the vitality of the Hub, generates artistic content (for performances / exhibitions) and supports community engagement and workshop programming. ● The long-term vision for the Artist in Residence Program is for it to be a “live-in” residency with a focus on generating “place based” artworks. A small studio apartment would be established in Building 12a to accommodate this but in the short-term “external” residencies could be established with the supply of a studio space, an exhibition / performance space and relevant support. ● The benefits of having a “live-in” residency provides an opportunity to develop a unique and attractive artistic residency that will attract national and international interest. This will contribute significantly to reputation of the Hub. ● The residencies should incorporate all art forms including visual arts, music, digital, literature and performance. The length of the residencies may vary but it is anticipated they will be 1 – 4 months in duration. ● In the short-term however residencies could commence earlier in Stage 1 but on an external basis. 	<p>November 2018</p> <p>November 2019</p>	<ul style="list-style-type: none"> ● 3 External residencies granted ● Selection of first 4 “in-house” residencies for Stage Two completed.
17. Scope the Indigenous Interpretation Space	<ul style="list-style-type: none"> ● The Indigenous Interpretation space will build on the existing presence of the Peramangk group who will be the key stakeholder in developing and managing the Space. ● The space will provide office and display facilities for the group to use and they will have access to other areas in the Hub. ● The nature of this space will depend largely on the needs of the Peramangk group working on site but consultation and research should be undertaken with other Indigenous groups situated in the region. ● The Indigenous Group should be provided with a space during the development of the facility with a long-term place located on the ground floor of Building 20. 	July 2018	<ul style="list-style-type: none"> ● Consultation undertaken with needs of the space articulated within the brief for the Facilities Design Plan

4.1.2 Stage Two: 2020 and 2021

Stage Two focuses on completing the infrastructure upgrades of the facility with substantial external funding secured to support this. The Hub will capitalise on the strategic foundational work undertaken during Stage One and deliver a more substantial program that leverages off established creative and industry partnerships. Increased visibility and brand awareness will also be a priority for the Hub with the aim of building a reputation capable of attracting visitors, participants, tenants and investors.

Key Objectives

- Complete the Hub infrastructure upgrades, which see the development of high-quality cultural facilities that celebrate the industrial heritage of the building whilst also being architecturally striking.
- Position the Hub as a leading contemporary cultural facility that provides diverse experiences capable of attracting visitors to the Adelaide Hills Region.
- Scope the potential to transition to a fully cost recovered model for the Tourism and Business Development components of the facility at the conclusion of Stage 3.

Action	Details	Timeframe	Milestones
1. Implementation of Facilities Design Plan Part B	<ul style="list-style-type: none"> • The implementation of this component of the plan will be dependent on sourcing major infrastructure funding from the State and/or Federal Government. E.g. Building Better Regions Funding. • It will see significant improvements made to the buildings to improve the amenity and capacity of the buildings and see the permanent positioning and equipping of spaces such as the Main Gallery, Indigenous Interpretation Space, the Artist in Residence Program, the Heritage Interpretation Space, Events / Town Square and the Textile Studio. • This project would also include the installation of interpretive and directional signage throughout the site. 	December 2020	<ul style="list-style-type: none"> • Funding achieved by January 2020 • Appointment of Construction and Design Group by March 2020 • Completion of Works by 2021
2. Major Event Program Development	<ul style="list-style-type: none"> • This would see the development of a major events program that would showcase activities already on offer and leverage these to create new and more innovative events. 	December 2021	<ul style="list-style-type: none"> • Event Strategy Developed by April 2020

Action	Details	Timeframe	Milestones
	<ul style="list-style-type: none"> The plan for the events would also identify possible income sources including sponsorship, Festivals Australia funding and ticket sales. The events would be delivered across a range of art forms. The types of events that could be developed include: <ul style="list-style-type: none"> A major textile symposium that attracts national artists and visitors and celebrates indigenous textile art, contemporary textile art and traditional textile arts and crafts Outdoor Summer Concert Program in the Hub Square with food trucks and live entertainment. A book fair and literary luncheon Digital Heritage Forum that brings contemporary artists and historians together to discuss the contemporary interpretation of heritage Short film festival 		<ul style="list-style-type: none"> 4 – 6 Major events presented per year by end of 2021 Major event attendance of 10000 people per year by 2021 30% External funding received to support events by 2021 50% External funding to support events by 2023
3. Program Expansion	<ul style="list-style-type: none"> This would see the expansion of programs developed during Stage One including exhibitions, workshops, performances residencies, community arts projects, heritage public programs, studio program and innovation projects that facilitate the development of new work. The program expansion would be dependent on the facilities upgrade timing. Introduction of “live-in” Artist in residencies 	December 2021	<ul style="list-style-type: none"> Visitation of 25,000 per year 80% occupancy of studio facilities 3 Funded short-term projects per year Major sponsor secured for Artist residency valued at \$20k.
4. Retail Expansion	<ul style="list-style-type: none"> Expansion of retail space to include increased marketing, larger and more diverse stock supply Introduction of “Retail Artist of the Month” Employment of Retail Space Coordinator – depending on sales and expansion capacity – most likely Part time (.5 FTE), classified at Level 3 – 4. 	December 2021	<ul style="list-style-type: none"> Weekly Sales of \$4000 per week. Eight produce pop-ups per year

Action	Details	Timeframe	Milestones
	<ul style="list-style-type: none"> Introduction of Local Produce Pop Up events where local food producers and artisans can hire a pop up space for short-term showcasing of their wares, test new products and conduct tastings etc. Incorporation of Visitor Information Services within the site. 		<ul style="list-style-type: none"> Appointment of Suitable Retail Coordinator
5. Implementation & Continuation of Key Plans	<ul style="list-style-type: none"> Plans and strategies developed during Stage One would be implemented during Stage Two. This would include the Marketing Strategy and Engagement Plan. 	December 2021	<ul style="list-style-type: none"> Milestones achieved as per individual documents.
6. Textile Strategy Development	<ul style="list-style-type: none"> This would increase the emphasis on Textile as a key artistic Theme for the Hub and improve the facility's reputation as key home for Textile from heritage, art and craft perspectives. E.G the use of Mill machinery to create new contemporary fabrics designed by emerging textile designers. Scoping of the potential and capacity to develop a Textile Art Collection The Strategy would outline key activities to establish the Textile Studio including residencies, exhibitions and partnerships with primary and secondary schools and tertiary institutions. The majority of this strategy would be implemented during Stage Three. Establishment of the Biennial South Australia Textile Awards including the engagement of sponsors to support program. The Strategy would also look at key attractors to increase textile visitors – identifying what motivates textile artists, students, hobbyists and enthusiasts. 	October 2021	<ul style="list-style-type: none"> Completion of the Strategy Announcement of the Award 50% increase in "Textile Motivated" visitors by the end of 2023.
7. Employ Textile Development Project Officer	<ul style="list-style-type: none"> The Textile Development Project Officer would most likely be a practicing textile artist that can work part time to implement the Textile Strategy. The position would be a part time (.5FTE) and classified as Level 4 – 5. 	December 2021	<ul style="list-style-type: none"> Suitable Candidate employed with a 1 year contract.
8. Establish Casual Staff Pool & Increase Volunteer Base	<ul style="list-style-type: none"> The increase in activities will require the development of a pool of casual staff with expertise in event support, staging, exhibition installation and customer service. Continue to recruit and train volunteers 	December 2021	<ul style="list-style-type: none"> Casual pool of 5 – 8 Staff established Increase Volunteer numbers to 30.

Action	Details	Timeframe	Milestones
9. Conduct Stage Two Evaluation	<ul style="list-style-type: none"> • Conduct Evaluation as per evaluation framework developed during Stage One. • Analyse and compare data to Stage One information and milestones. 	February 2022	<ul style="list-style-type: none"> • Complete Evaluation and Report to Council
10. Scope the Transition to alternative Governance Model	<ul style="list-style-type: none"> • If successful the site could be transition to an independent Governance Model – where the facility is managed fully by external parties. Council would then lease back components of the facility to deliver on Community Development and Cultural programs. • This would be based on operational strengths and weaknesses and the financial trajectory identified at the conclusion of Stage 2. • Challenges for this include: <ul style="list-style-type: none"> ○ identifying a suitable body to take over the management that is aligned with Council and the Community’s expectations. ○ Separation of services – the model offered within this document suggests integration with Creative Industries and Tourism aligned with community development outcomes and that each one leverages off each other. It is possible under different governance models but difficult to find a strong balance. 	February 2022	<ul style="list-style-type: none"> • Complete Scoping based on Operations during s

4.1.3 Stage Three: 2022 and 2023

Stage Three will see the “levelling out” of investment on infrastructure works and will focus on capitalising the investment of Stages One and Two. Ensuring the outputs, including visitation, occupancy, ticket sales and participation levels are maximised, will be a priority during this stage. High quality programming will continue to grow but this will be dependent on attracting external project funding. Initiatives to grow visitor numbers, maintain strong relationships with stakeholders and evaluate progress will be key.

Key Objectives

- Maintain and develop high-quality programs that add to the reputation of the facility.
- Ensure demand is maintained with the aim of achieving maximum occupancy, visitation and participation levels.
- Introduce opportunities for further experimentation in programming through external funding opportunities.

5. INVESTMENT & IMPACT ANALYSIS

5.1 Financial Model

- Operations:** Like all civic cultural venues, the Arts and Heritage Hub will rely on government subsidy to sustain it operationally. The funding model recommended to cover the expenditure, relies on a substantial contribution from Council, funding and sponsorship from external sources and income generated through a range of activities at the Hub including workshop fees, ticket sales and leasing arrangements etc. A key role of the Director will be to source funds and support from external parties including the preparation and submission of grant applications, with support from Council staff.
- Capital Works:** Paying for general capital works will be the responsibility of Council with an expectation that funding will be sought from state and federal government for the major upgrade recommended within this Framework. The Action Plan within this Framework details how council can best position itself to access this type of funding and develop the appropriate documentation to ensure it is “shovel ready” when the funding becomes available. Proposing the major capital works during the second stage of development also provides Council with an opportunity to shape the upgrade around the needs of end users and to gather information about achievements of the facility, usage and demand.
- External Funding:** It is important to note that the cost of developing and operating the Hub in general will rely on the capacity of Adelaide Hills Staff to attract funding from a range of sources. Projects and events will rely heavily on the receipt of funding and activities such as the Artist in Residence Program and the Textile Award have the potential to attract significant sponsorship. The requirement to attract funding should be included with the Position Descriptions of both the Hub Director and the Program and Marketing Coordinator.
- DGR Status:** In order to attract funding from philanthropic and private benefactors Deductible Gift Recipient (DGR) Status is vital. If Adelaide Hills Council does not currently have DGR Status through any of its organisations it should consider setting up a Foundation or the like in order to access this. The Arts and Heritage Hub may be eligible to be included on the Register of Cultural Organisations (ROCO), which grants DGR Status. The process to be accepted on the register takes a reasonable amount of time but if the Hub joins the Regional Galleries Association of SA, it may be able to partner with them to access its DGR Status.

5.2 Impact Analysis Summary

INVESTMENT

These figures are conservative in relation to potential income

Operation Expenditure

- **\$263,995**

average annual deficit per year over six years.

Capital Expenditure

- **\$3,077,000**

Total over six years

- \$1,750,000 External Funding
- \$1,327,000 Council Funding

Investment is "regional" in nature with the benefits expected to be enjoyed by the whole of the region – not just within the township of Lobethal.

SOCIAL CAPITAL

Residents feel an increased sense of belonging and community pride.

Increased levels of volunteering.

The community looks better and feels safer.

Property prices increase, providing an increased sense of financial stability for the community.

Members of the community enjoy greater opportunities to deal with mental and physical health through creative expression.

CREATIVE INDUSTRIES

New employment opportunities within the creative sector.

More creative, efficient innovative approaches to product and service development for local creative businesses.

An estimated 15 – 20 new creative industry businesses will develop within the Adelaide Hills Region.

Creative professionals living and working in the Adelaide Hills Region, adding to the vitality and sustainability of the region.

Hobby and emerging artists are more inclined to develop commercial products and services.

STRATEGIC BENEFIT

The Hub will contribute to several of Councils Strategic Goals

Goal 1: People and business prosper

Goal 2: Activities and opportunities to connect

Goal 3: Place for people and nature

Goal 4: Explore ideas and work with others

VISITATION

Increased private investment in tourism and other commercial assets.

Increase in visitation and tourism spend; including flow on impact to economy with an estimated multiplier of 2.0

New employment opportunities within the tourism, retail and hospitality industries.

5.3 Investment

5.3.1 Indicative Financials

The tables detailed over the next two pages provide a summary of the financial estimates that have been formulated for the Arts and Heritage Hub Development. It is important to note that the figures provided are indicative only with Adelaide Hills Staff able to provide further rigor around some of the figures including utilities costings and Council internal charges.

ANNUAL CAPITAL EXPENDITURE

	Stage One		Stage Two		Stage Three		
CAPITAL FUNDING REQUIRED	2018	2019	2020	2021	2022	2023	TOTAL
Federal / State Government Grant Funding	\$0	\$0	\$1,500,000	\$250,000	\$0	\$0	\$1,750,000
Council funding	\$80,000	\$221,000	\$590,000	\$400,000	\$18,000	\$18,000	\$1,327,000
TOTAL CAPITAL FUNDING	\$80,000	\$221,000	\$2,090,000	\$650,000	\$18,000	\$18,000	\$3,077,000

CAPITAL EXPENDITURE	2018	2019	2020	2021	2022	2023	TOTAL
Temporary Signage	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Furniture and Equipment	\$25,000	\$5,000	\$5,000	\$60,000	\$6,000	\$6,000	\$107,000
Heritage Interpretation - External	\$0	\$0	\$15,000	\$10,000	\$2,000	\$2,000	\$29,000
Heritage Interpretation - Internal	\$0	\$0	\$70,000	\$70,000	\$10,000	\$10,000	\$160,000
Directional Signage	\$5,000	\$0	\$0	\$10,000	\$0	\$0	\$15,000
Retail Fit Out	\$0	\$6,000	\$0	\$0	\$0	\$0	\$6,000
Implementation of Facilities Masterplan Part A	\$50,000	\$200,000	\$0	\$0	\$0	\$0	\$250,000
Implementation of Facilities Masterplan Part B	\$0	\$0	\$2,000,000	\$500,000	\$0	\$0	\$2,500,000
TOTAL CAPITAL EXPENDITURE	\$80,000	\$221,000	\$2,090,000	\$650,000	\$18,000	\$18,000	\$3,077,000

Annual Operating Budget
– Indicative Income

	Stage One		Stage Two		Stage Three	
INCOME	2018	2019	2020	2021	2022	2023
Lease / hire fees:						
Indigenous Space		\$10,712	\$11,033	\$13,000	\$13,390	\$13,791
Studio Spaces	\$0	\$31,200	\$41,600	\$62,400	\$64,272	\$65,236
Venue Hire	\$2,000	\$3,000	\$3,000	\$5,000	\$6,000	\$6,000
Temporary site hire fees (e.g. Produce Pop Ups /Market Stalls at Events)	\$0	\$2,000	\$2,000	\$4,000	\$4,000	\$6,000
Total lease / hire fees	\$2,000	\$46,912	\$57,633	\$84,400	\$87,662	\$91,027
Grant funding:						
Festivals Australia	\$0	\$0	\$0	\$20,000	\$25,000	\$25,000
Country Arts SA	\$0	\$3,000	\$3,000	\$5,000	\$0	\$0
Arts SA	\$0	\$0	\$0	\$20,000	\$25,000	\$30,000
History SA	\$0	\$2,000	\$2,000	\$2,000	\$0	\$0
Total grant funding	\$0	\$5,000	\$5,000	\$47,000	\$50,000	\$55,000
Donations & Sponsorship:						
Door Donations	\$0	\$3,000	\$3,500	\$12,000	\$14,000	\$16,000
General Sponsorship	\$0	\$0	\$5,000	\$10,000	\$10,000	\$10,000
Artist In Residence Sponsorship	\$0	\$0	\$0	\$10,000	\$10,000	\$10,000
Textile Award Sponsorship	\$0	\$0	\$0	\$25,000	\$0	\$25,000
Total donations & sponsorship	\$0	\$3,000	\$8,500	\$57,000	\$34,000	\$61,000
Program income:						
Ticket Sales - Performances & Events	\$0	\$0	\$12,000	\$20,000	\$30,000	\$30,000
Workshop Fees	\$4,000	\$6,500	\$12,000	\$18,000	\$18,000	\$18,000
Textile Award Entry Fees	\$0	\$0	\$0	\$2,000	\$0	\$2,000
Forums & Training Fees	\$0	\$2,000	\$2,000	\$4,500	\$4,500	\$4,500
Total program income	\$4,000	\$8,500	\$26,000	\$44,500	\$52,500	\$54,500
Sales income:						
Commission on Sales - Exhibitions	\$1,500	\$1,500	\$1,500	\$2,500	\$2,500	\$2,500
Commission on Sales - Retail	\$0	\$10,000	\$12,000	\$30,000	\$40,000	\$40,000
Retail Income General	\$0	\$20,000	\$20,000	\$30,000	\$38,000	\$38,000
Total sales income	\$1,500	\$31,500	\$33,500	\$62,500	\$80,500	\$80,500
TOTAL INCOME	\$7,500	\$94,912	\$130,633	\$295,400	\$304,662	\$342,027

Annual Operating Budget
– Indicative Expenditure

EXPENDITURE	2018	2019	2020	2021	2022	2023
Salaries & Wages (figures incl. 18% on-costs):						
Salary - Hub Director	88,500	120,950	123,973	127,023	130,250	133,506
Salary - Program & Marketing Coordinator	0	67,112	78,617	80,582	82,597	84,662
Salary - Heritage Project Officer	60,180	0	0	0	0	0
Salary - Retail Coordinator	0	0	0	9,833	30,237	30,993
Salary - Textile Project	0	0	0	11,800	35,401	36,286
Casual Pool Staff	2500	2500	5000	15,000	15,000	15,000
Total salaries & wages	151,180	190,562	207,590	244,238	293,485	300,447
Consultants Fees:						
Facilities Masterplan	30,000	0	0	0	0	0
Branding & Marketing Strategy	15,000	0	0	0	0	0
Total consultants fees	45,000	0	0	0	0	0
Marketing & promotions:						
Marketing	5,000	5,000	10,000	25,000	30,000	30,000
Website Development & Maintenance	0	10,000	1,500	1,500	1,500	1,500
Total marketing & promotions	5,000	15,000	11,500	26,500	31,500	31,500
Program expenses:						
Artist In Residence	5,000	5,000	5,000	12,000	12,000	12,000
Exhibitions	10,000	10,000	12,000	15,000	20,000	20,000
Public Programs - Forums, Training Etc.	0	2,500	2,500	5,000	5,000	5,000
Community Arts Projects	0	5,000	5,000	8,000	10,000	10,000
Workshops Program	5,000	8,000	15,000	20,000	20,000	20,000
Events Program	0	0	10,000	12,000	20,000	20,000
Performing Arts Program	0	0	5,000	10,000	10,000	10,000
Textile Award	0	0	0	25,000	0	25,000
Total program expenses	20,000	30,500	54,500	107,000	97,000	122,000
Operating expenses:						
Printing and Stationery	1,500	1,500	2,500	3,000	3,000	3,000
Travel and Accommodation	2,500	2,500	5,000	5,000	6,000	6,000
Utilities (high level est.)	15,000	15,000	17,000	20,000	22,000	22,000
Retail Stock	0	10,000	10,000	12,000	20,000	20,000
Council IT & Administrative Charges	10,000	10,000	12,000	12,000	15,000	15,000
Phone	1,500	1,500	2,000	2,000	2,500	2,500
Advisory Board Sitting Fees	10,000	15,000	15,000	15,000	15,000	15,000
Volunteer Program	1,500	2,000	2,000	3,000	3,000	3,000
Total operating expenses	42,000	57,500	65,500	72,000	86,500	86,500
Property Expenses:						
Cleaning	15,000	15,000	20,000	25,000	25,000	25,000
Building Maintenance	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	\$50,000
Security, gardening, fire monitoring etc. (est.)	15,000	15,000	20,000	20,000	20,000	20,000
Total property expenses	40,000	40,000	50,000	55,000	95,000	95,000
TOTAL EXPENSES	303,180	333,562	389,090	504,738	603,485	635,447
OPERATING SURPLUS (DEFICIT)	\$(295,680)	\$(238,650)	\$(258,457)	\$(209,338)	\$(298,823)	\$(293,420)

5.4 Impacts

5.4.1 Overview of Economic impacts

When measuring the economic impact of the Hub it is important to consider both the direct and indirect impact of the Hub.

Direct impact: Income generated through the charging of fees for services and products made available through the facility, which is collected directly by Council, E.G. Venue hire, lease income, ticket sales, commissions, entry fees, retail etc. As indicated above, the Hub will generate direct income for Council in the form of fees, charges and retail of product. The Hub will look to employ local people and wherever possible use local suppliers for products and services; having a direct impact on the local economy.

The Hub will act as a catalyst for creative industry economic growth by providing an incubator space and access to business development assistance; with the aim of transitioning current and emerging ‘hobbyist’ artists into creative industry businesses.

Indirect impact: The Hub will act as a beacon for visitors from around Australia and increase the Adelaide Hills’ appeal as a visitor destination. This will have a flow on ‘multiplier’ effect on the local economy by increasing visitation and spend in the region; positively impacting tourism, hospitality, product and service businesses in the region.

Income will be generated within the community as a result of the activities undertaken within the facility with money flowing through the economy as a result and translating into jobs. For example:

- People eating in cafes and bars, buying their fuel or shopping in stores near the facility,
- Participants purchasing art / tech supplies to participate in workshops
- Emerging artists developing business opportunities i.e. a writer choosing to self-publish and sell their book.
- People visiting other nearby venues and facilities

5.4.2 Strategic Impact

The Arts and Heritage Hub will contribute to the achievement of a number of Adelaide Hills Strategic Goals including:

Goal 1: People and business prosper

- 1.3 We will work towards making the Adelaide Hills the favoured tourism destination in the state
- 1.5 We recognise that small and micro business is the backbone of our regional economy and will work with stakeholders to make it easier to do business in the Hills
- 1.12 We will seek opportunities to increase the wellbeing and resilience of our community to withstand, recover and grow in the face of challenges

Goal 2: Activities and opportunities to connect

- 2.1 We recognise and respect Aboriginal culture and the descendants of our first people.
- 2.4 We will implement the Adelaide Hills Business and Tourism Centre Masterplan to stimulate local job creation boost tourism and create a vibrant cultural hub.
- 2.5 We will support opportunities for learning in our community to increase the confidence, wellbeing and health of our citizens.
- 2.6 We will seek to bring events to our district that have social, cultural, environmental and economic benefits.
- 2.8 We will improve the engagement and participation of younger people in our district.

Goal 3: Place for people and nature

- 3.5 We will take a proactive approach and long-term view, to infrastructure maintenance and renewal.
- 3.9 We encourage community-led place making approaches to enhance townships and public spaces.

Goal 4 Explore ideas and work with others

- 4.2 We will explore the opportunities that emerging technologies present to people living, working, visiting or doing business in our district.
- 4.4 We will foster creativity in the community and embrace it as an organisation.
- 4.6 We will actively pursue opportunities to share resources and partner with others for better community outcomes.

5.4.3 Economic Impact

The tables included on the next few pages detail the anticipated impact of the Hub on an economic level. The two major areas of impact are:

- VISITATION

There will be an increase in new and repeat visitation by intrastate and interstate tourists to Lobethal and the broader Adelaide Hills region.

- CREATIVE INDUSTRY GROWTH

There will be an increase in the number of creative industry participants within Lobethal and the Adelaide Hills Region.

VISITATION

There will be an increase in new and repeat visitation by intrastate and interstate tourists to Lobethal and the broader Adelaide Hills region.

RATIONALE

Visitors will come because

- The Hub will offer a unique and multi-faceted cultural experience.
- They can interact with artists, purchase distinctive, hand-made goods, attend exhibitions and performances, appreciate history, share stories and participate in workshops and forums.
- It will offer something that cannot be found elsewhere in South Australia.
- It is accessible and part of a broader network of Adelaide Hills offerings.
- It will have a strong and attractive brand that achieves artistic credibility and encapsulates the unique nature of the experience

OUTCOME

- Increase in visitation and tourism spend; including flow on impact to economy with an estimated multiplier of 2.0
- New employment opportunities within the tourism, retail and hospitality industries (flow on effect).
- Increased private investment in tourism and other commercial assets (flow on effect).

EVIDENCE

Economic investment of the Wangaratta Performing Arts Centre 2013

Creative Victoria

- Since opening in 2009, the Wangaratta Performing Arts Centre has fostered and increase in regional visitation by 5200 persons per year that are associated with arts performances, conferences and events. Regional visitor spending has increased by around \$1.6 million per year, benefiting a wide range of regional businesses.

Demonstrating Impact – Public Art Museums 2013

Public Galleries Association of Victoria

- Of the 124,715 out-of-region attendees at the Grace Kelly exhibition, more than 99,840 (80.0%) were primarily visiting Bendigo because of the exhibition whilst a further 2,041 (1.6%) extended their planned length of stay.
- The economic impact of the Grace Kelly exhibition on the Bendigo economy is estimated as being more than \$16.31 million. (estimated 1.82 multiplier effect)
- Visitation for the Bendigo Gallery has grown from 14,000 in 1996 to 300,000 in 2015.

Value Added – the economic and social contribution of cultural facilities and activities in Central NSW 2010.

Museums & Galleries NSW

- A study of 12 regional performing arts venues, public art galleries and museums indicate that collectively these facilities:
 - create an additional 8.5 jobs outside the cultural sector for every 10 full time positions within the cultural sector
 - add over \$14 million to the local economy in 07/08 FY
- create almost \$9 million in household income per annum

Newcastle Gateshead Cultural Venues Economic Impact 2013 – 2014

- For every 10 direct FTE jobs at Newcastle Gateshead Cultural Venues an additional 5 indirect and induced FTE jobs were created in the regional economy.

CREATIVE INDUSTRY GROWTH

There will be an increase in the number of creative industry participants within Lobethal and the Adelaide Hills Region.

RATIONALE

Creative Industries will grow because

- The Hub will provide affordable workspace for artists and creative professionals to experiment and create better quality cultural goods and services.
- There will be increased opportunities to collaborate with and be part of a professional creative network.
- Artists in the region will have increased access to business development support and mentorships
- Artists will be exposed to more exhibition / performance, facilitation and retail opportunities through Hub programming

OUTCOME

- An estimated 15 – 20 new creative industry businesses will develop within the Adelaide Hills Region.
- Creative professionals living and working in the Adelaide Hills Region, adding to the vitality and sustainability of the region.
- More creative, efficient innovative approaches to product and service development for local creative businesses.
- New employment opportunities within the creative sector.
- Hobby and emerging artists are more inclined to develop commercial products and services.

EVIDENCE

Valuing Australia's Creative Industries 2013 The Creative Industries Innovation Centre

- “The United Nations Conference on Trade and Development (UNCTAD) now recognises *creative industries as a new dynamic sector in world trade. While creative industries are often micro businesses or small to medium sized enterprises that focus on local markets, they can develop into powerful economic clusters, helping to drive economic growth.”
- Every dollar in turnover generated by creative industries (i.e. initial revenue stimulus) results in 3.76 times the total revenue for all other industries in the Australian economy.
- The creative sector adds almost \$46billion in GDP for the Australian economy.

*Creative Industries includes a diverse range of sectors including music, performing arts, design and visual arts, television, radio and film, marketing, social media, software development and interactive content, animation, print, writing and publishing.

5.4.4 Social Impact

Intangible benefits – Community Value

The benefits enjoyed by the public who enjoy a greater sense of wellbeing after participating in cultural activities. This translates into better physical and mental health as a result of lifelong learning, social inclusion and the valuing of community identity and expression e.g. Young people staying in school, older people feeling less isolated, improved rates of volunteerism etc.

VITALITY AND SOCIAL CAPITAL

The community will look and feel more vibrant, community members will connect more socially and enjoy a greater sense of belonging.

RATIONALE

The Hub will foster a range of activities that contribute to the vitality, health and connectedness of the community including:

- Performances, functions and events that provide opportunities for people to socialise and connect.
- Opportunities to celebrate and share local stories that connects people to place.
- Celebration of the history and heritage of Lobethal
- Workshops that foster creative expression and interaction that has therapeutic outcomes.
- Artists living and working in the region adding aesthetic value to the local landscape.

EVIDENCE

Value Added – the economic and social contribution of cultural facilities and activities in Central NSW 2010.
Museums & Galleries NSW

A study of 12 regional performing arts venues, public art galleries and museums indicate that collectively these facilities contribute positively to social capital by helping people to think differently, enhance their connections, build trust between people and develop a “sense of place”

The Art of Being Health Framework
University of Western Australia. Christina Davies, Matthew Knuiman, Peter Wright and Michael Rosenberg.

- People with 100 or more hours per year of 2 or more hours per week had significantly better mental wellbeing than those with none or lower levels of arts engagement.

Creative Health: The Arts for Health and Wellbeing July 2017

OUTCOME

- Residents feel an increased sense of belonging and community pride.
- Levels of volunteering increase.
- The community looks better and feels safer.
- Members of the community have greater opportunities to deal with mental and physical health through creative expression.
- Property prices increase, providing an increased sense of financial stability for the community.

All Parliamentary Group on Arts Health and Wellbeing UK

- After engaging with the arts
 - 79% of people in deprived community in London ate more healthily
 - 77% engaged in more physical activity
 - 82% enjoyed greater wellbeing.
- 85% of people in England agree that the quality of the built environment influences the way they feel.
- An arts-on-prescription program has shown a 37% drop in GP consultation rates and 27% reduction in hospital admissions.