



# **Connected Culture**

## **Banyule City Council**

### **Cultural Strategy**

#### **2007-2011**



**Connected Culture: Produced by Banyule City Council 2006**

**Images:**

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“If you can walk you can dance. If you can talk you can sing”  
(Zimbabwe Proverb)

Prepared by Banyule City Council’s Leisure & Cultural Services Unit and Community Planning Unit in conjunction with the Banyule community.



# 1

## the cultural development prism



### **Connected Culture is Banyule City Council's Cultural Development Strategy 2006 – 2010.**

Art and culture can nourish us, confront, politicise and play with us. Art and culture fire our imagination and passions, reflect our aspirations, record our sorrows, and reveal our common humanity. The intrinsic value of the arts and culture is in the way that they inspire, thrill and challenge us emotionally and intellectually. Art and culture are 'food for the soul'.

As well, arts and culture are valuable because of the economic benefits they create and/or the positive outcomes they achieve in areas like education, health, community building, and engagement of marginalised people.

Council believes that art and culture include all forms of creative expression, from individual to collective, from grassroots to professional and institutional. These forms of expression frequently draw inspiration from the existing natural and artificial landforms, built environments, belief systems and values which shape who we are - our local, regional and national identities. By building on these foundations, arts and culture evolve, develop and enhance our cultural identities.

Council's involvement in the arts and culture recognises that the way in which we make sense of the world and perpetuate our sense of identity within the world – as individuals and as a community – is through cultural processes and practices. Council recognises the role that art and culture play in determining values and aspirations – in giving meaning to peoples lives. Feelings of well-being and 'connectedness' – to a place or a community – can be fostered through involvement in arts and cultural activities.

**Connected Culture** follows on from the achievements of both Council's Cultural Strategy 1997-2000 and revised Cultural Strategy 2000-2002. **Connected Culture 2006 -2010** reaffirms the importance of Banyule City Council working strategically to advance the value and importance of the arts and culture in our society; and supporting the cultural sector within a framework of national cooperation in arts and culture. **Connected Culture** is, therefore, clearly and carefully aligned with state and federal strategies.

**Connected Culture** initiates a focus on a whole-of-Council approach to cultural development and encourages the integration of a cultural development agenda into

the operations of those sections of Council responsible for infrastructure, land use and human services.

**Connected Culture** re-conceptualises objectives for sustainable economic, environmental and social development through the prism of cultural development.

This approach to cultural development implies more than simply “organising a program of arts related events delivered to the community” – important as this activity may be. **Connected Culture** describes a framework for cultural development which has the capacity to intersect planning for cultural *resources, policies and actions* with other Council planning processes.

The logic inherent in **Connected Culture** is that the *values* of interdependency, tolerance and respect underpin community building and the creation of social capital. The making and maintenance of these values is a *cultural process*; and this cultural process is the ‘*glue*’ that welds the community together.

And so art making and creative endeavour (*cultural process*) are means by which the community can acquire the skills, language and connectedness (*the glue*) that generates community interdependence and fosters strong communities (*the values*).

**Connected Culture** is part of Council’s integrated planning approach. If broad objectives of sustainability, regional distinctiveness, place management and capacity building are to be achieved they must uncover cultural resonance and meaning and engage the community in these processes.

As a catalyst agent for implementation of **Connected Culture**, Council’s Cultural Services Unit has broad organisational responsibility for:

- Articulating Council’s role and responsibilities in maintaining and developing arts & cultural services in partnership with the community and relevant organisations;
- Determining scope for cultural development, including industry skills, cultural facilities, supporting local artists and promoting diversity, cultural tourism, arts festivals, markets and events.
- Adopting inclusive processes for consulting the community around cultural development planning, and working with Council Business Units to ensure that **Connected Culture** informs Council’s integrated planning.
- Recognising the legacies of Banyule’s cultural heritage, acknowledging current strengths and building cultural capital into the future.
- Initiating, identifying and responding to cultural development opportunities and challenges across the community.



# 2

## policy context for cultural development



**Connected Culture supports, and is supported by Banyule City Council's City Plan for 2006 – 2010, and is deliberately aligned with Federal and State cultural development policy imperatives.**

*The 2006-2010 City Plan.... reconfirms Council's commitment to using a community strengthening approach in its work with individuals, the community and other levels of government. Community strengthening recognises the value of building linkages and **connections** between people, among groups and organisations and between Council and the community.*

Cr. Wayne Phillips  
Mayor

*"In a challenging environment, where resources are under increasing pressure, Council has developed strong partnerships with other levels of government, key community agencies and the community to ensure that Council continues to meet the needs and priorities of all residents.*

*Strategies exist for key service areas that contribute to the everyday wellbeing of the community. These include asset management, community safety, public health, environment, recreation and culture."*

Doug Owens  
Chief Executive Officer

The vision and values contained in the City Plan are embedded within, and provide an underpinning rationale for **Connected Culture**. As well, the objectives, strategies and key priorities described in the City Plan provide a platform for the delivery of **Connected Culture** across the organisation.

### **Community Strengthening & Support**

Foster the community spirit, social health and well-being within Banyule through:

- Understanding our community
- Developing a strong, connected & culturally rich community
- Working in partnership with our community
- Community service planning and delivery

- Promoting an active & healthy community

Consulting with the community across age groups and abilities, celebrating the richness of Banyule's heritage and arts, facilitating events that respond to community needs and expectations and working with community groups and volunteers are inherent components of **Connected Culture**.

### **Environmental Sustainability**

Conduct all Council activities in a sustainable manner and manage the natural environment to ensure its diversity and well-being for present and future generations.

- Natural environment
- Parks & reserves
- Environmental education & community participation

**Connected Culture** articulates how cultural development can constructively be linked to a growing recognition of the need to live sustainably and the importance of the natural environment to the community.

### **Local Amenity & Built Environment Management**

Manage our built environment to achieve sustainable places, transport and infrastructure while protecting and enhancing Banyule's valued characteristics.

- Place making & management
- Strategic land use & development

Creating vibrant public spaces integrated with built and natural amenities results in improved urban quality of life, an expanded business and revenue base and a positive regional and community image. An integrated, local approach to enhanced amenity and community connectedness is a central intent of **Connected Culture**. Structure plans for Ivanhoe and Heidelberg activity centres, the unfolding of Neighbourhood Renewal in West Heidelberg and the developments planned for a revitalised Greensborough will have greater resonance with their communities when cultural and creative processes are built in.

### **Economic Development**

Support the development of a thriving and sustainable local economy that will contribute to prosperity for Banyule and its people.

- Business activity & support
- Shopping strips
- Education & employment
- Business Attraction

**Connected Culture** nominates partnerships between local business, education and training bodies and community groups – the fruits of which can help to address the changing dynamics of growing creative industries and ensure their long-term viability. It identifies opportunities to leverage human capital and cultural resources to generate economic vitality through tourism and cultural attractions and presents a creative way to foster a genuine sense of community pride and local identity.

### **Leadership & Management**

Provide responsive and accountable leadership, representation and management on behalf of the community.

- Leadership & advocacy



- Integrated forward planning

**Connected Culture** provides opportunity to pro-actively represent the best interests of the Banyule community by taking an active part in issues of local, regional and wider concern. As well, it initiates a focus on a whole-of-Council approach to cultural development and encourages integrated planning to ensure the sustainability of the Banyule community.

The State Government of Victoria has published its arts policy, titled **Creative Capacity +**, which identifies three major goals and four ways of achieving them.

<b>Arts for all Victorians:</b> <i>a culture of participation</i>	<b>On the threshold:</b> <i>an economy based on innovation</i>	<b>Creative place:</b> <i>a dynamic arts sector</i>
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Developing artists, ideas & knowledge	Engaging creative communities	Building creative industries	Creating place & space
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The imperatives of **Connected Culture** are entirely consistent with the various priorities and actions identified within **Creative Capacity +**.

*“The arts play a pivotal role in reflecting and articulating community ideals, aspirations and identity... By engaging whole communities in creative life, we will broaden access to the arts and increase active participation in a diverse range of cultural experiences...”* and

*“A society rich in creativity is stronger economically, better able to think flexibly, to adapt to changing circumstances and to meet the challenges of the future...”*

Steve Bracks

Premier, Victoria

The Australia Council for the Arts is the means through which the Federal Government is able to communicate its arts and culture policies to the broader community. The Australia Council’s **Creative Innovation Strategy** is a co-ordinated approach to supporting creativity as one of Australia’s most valuable assets, and it identifies and clarifies initiatives that enhance creativity and build pathways to successful innovation, spanning creative skills, enterprise and leadership. Again, **Connected Culture** consistently echoes the broad themes of the **Creative Innovation Strategy**.

The Federal Department of Communications, Information Technology and the Arts (DCITA) have a role in developing and administering legislation relating to the communications, information technology and the arts portfolio. Through DCITA consultative mechanisms, Banyule can advocate and demonstrate leadership in the area of cultural development; through DCITA action plans and strategies Banyule can be certain of alignment between Federal policy objectives and **Connected Culture**.



# 3

## cultural planning principles



**In consultation with the community, Council has identified the following principles to foster Banyule's creativity.**

### **VALUING OUR CULTURAL LEGACY**

The artistic and cultural contribution made by the Wurundjeri Willam is important to both the history and the future of our region and adds to an ongoing understanding of our rich cultural heritage. Council recognises and respects habitation of this land by local Indigenous people.

The heritage and cultural expression of Banyule's many migrant groups is important for the continued development of the city's distinctiveness and sense of identity.

Our community has been shaped by a rich legacy of artistic and cultural influences and our sense of place evolves as creative and cultural activity within Banyule continues.

### **BUILDING OUR CULTURAL CAPITAL**

Council recognises the role that art and culture play in determining values and aspirations – in giving meaning to peoples lives. Art and culture are important socially, economically and as a means for the community to express its identity. Council believes that everyone in the municipality should have the opportunity to participate in and help shape Banyule's cultural life.

### **INCLUDING EVERYONE**

Council is committed to providing diverse, accessible cultural facilities and activities across Banyule. Meeting the needs of young people, seniors, people with disabilities and people who speak a first language other than English is a priority.

### **INVESTING IN OUTCOMES**

Council believes it is important to break down the distinction between commercial and subsidised arts activities and open the way for a new approach to economic sustainability. **Connected Culture** considers strategies for supporting the whole process of making art, including training artists, manufacture, marketing and distribution of the products of creativity.

## **SHARING THE VISION**

Council understands the nexus between **Connected Culture** and infrastructure development, industry development, urban consolidation, the provision of human services, land use and community development. Council believes it is important to make strategic connections between **Connected Culture** and Council's Environment Plan, its Municipal Health Plan and its Municipal Strategic Statement.

## **MAXIMISING CREATIVE POTENTIAL**

Cultural development planning is an integrated and strategic approach to cultural issues and encompasses the ways we live, create and interact with our immediate environment and society at large. Robust communities with shared values and with a strong sense of 'place and belonging' can be fostered through creating opportunities for art making and creative endeavour. Sound cultural development planning ensures these elements are sustainable into the future.

Further, Council recognises that it is only one catalyst for maximising creative potential amongst many. Other tiers of government, education facilities, community and commercial organisations and agencies can be important elements for stimulating new growth opportunities for arts and culture, and as such, we work in an integrated form to maximise creative potential.

# 4

## outcome themes & priorities



**Connected Culture's outcome themes and priorities have been determined through community consultation. They are a reflection of Banyule's character & the aspirations of the community.**

The 'Achievement Indicators' included are deliberately broad; they seek to describe general outcomes only, which will be achieved by Council's delivery on the identified 'Priorities'. Also included are a series of 'Project Ideas' which serve to stimulate thinking and imagination, and may be the means through which achievement of the Priorities comes to life.

<b>theme 1</b>	<b>people &amp; place</b>	<ul style="list-style-type: none"><li>▪ <b>vibrant places</b></li><li>▪ <b>heritage &amp; environment</b></li></ul>
<b>theme 2</b>	<b>people involved</b>	<ul style="list-style-type: none"><li>▪ <b>diversity valued</b></li><li>▪ <b>opportunity to engage</b></li></ul>
<b>theme 3</b>	<b>people innovating</b>	<ul style="list-style-type: none"><li>▪ <b>creative industries</b></li><li>▪ <b>leadership &amp; energy</b></li></ul>



**Banyule residents have a strong sense of what is important & unique about their municipality. They identify with local cultural activities & value a strong sense of ‘neighbourhood’. Community consultation shows a high level of satisfaction with & support for festivals, events & activities that celebrate diversity & foster a sense of community pride.**

## **Achievements and current activity**

### **Major Festivals**

Banyule is home to a number of interesting and creative cultural events, like Twilight Sounds, Kids Artyfarty Fest, Winter in Banyule, Manna Gum Festival, Carols by Candlelight and Reconciliation Week Celebrations, which continue to engage people and foster a strong sense of place.

### **Banyule Art Collection**

The vision for the Banyule Art Collection is to develop and maintain a visual arts collection of national significance for the Banyule community that stimulates discussion and debate about current social and cultural issues. This is achieved through:

- Curating exhibitions and accompanying public education programs
- Encouraging and arranging displays of community art
- Conducting a schools education program
- Displaying approximately 80% of the collection in public buildings throughout the municipality
- As custodians, professionally maintaining and caring for the collection
- With an emphasis on ‘cutting-edge’ artists from across the country, growing the collection through the acquisition of new artworks

### **Art Projects**

Public art installations in Mount Street, Heidelberg, at the Watsonia Library, throughout the Greensborough Shopping Precinct, at Nets Stadium and sculptures at the Greensborough War Memorial all resonate with the community, enrich daily experience and enhance a sense of place and belonging.

### **Cultural Development Projects**

The design and implementation of cultural development projects have proactively engaged young people, seniors, people from multicultural communities, Indigenous people, and people with barriers to community participation. Successful projects



include 'ThrewtheRoof' Youth Circus, Adopt a Spot, Adopt a Park, Prayer Flag Project, Colourful Footsteps Arts Project, Traffix Graffiti and the Cultural Hands installation.

### **Heritage Places Study**

The study identifies and describes significant characteristics of local built and natural environments, which may include dwellings and other buildings, whole streets and streetscapes, views and sightlines, neighbourhood precincts, housing estates, and significant trees and landscaping. This information helps to inform both Council and the community where and how changes to the landscape may be made without undue impact and without undermining the intrinsic values of place. The study recognises that heritage values are an important part of our shared cultural capital, which helps reinforce a neighbourhood sense of 'place and belonging'.

### **Aboriginal Heritage Study**

The study provides information about local Indigenous people and their heritage and culture in the area now known as Banyule and describes many of the significant and sacred sites within the municipality and the location of canoe trees and scar trees.

### **Activity Centre Structure Planning**

Activity Centre structure planning provides the strategic framework for future cultural development and expression within a community hub and enables a focus on the creation of sustainable 'people places'. Structure planning also provides opportunities for urban design and use of public spaces that facilitate cultural expression within a changing built environment.

### **Yarra Plenty Regional Library (Ivanhoe, Rosanna, Watsonia branches)**

Yarra Plenty Regional Library Service provides community centres with a strong community focus. The aim is to build a library service around a connected, inclusive, informed community where libraries are highly valued and well used.

YPRL has developed several community objectives that reflect the organisation's values of informing, educating, inspiring and connecting. Library programs, collections, services and events are tailored to meet specific strategies that achieve the objective of creating connected, inclusive, informed communities.

## **vibrant places**

People and communities with a strong sense of cultural identity and the skills to express themselves and interpret their experience are better able to manage and shape the places where they live, work and play. **Connected Culture** will build on popular culture and peoples' creativity and will focus on homes, streets and local neighbourhoods. Council's cultural program will reflect its community base, with events accessible to people of all ages, abilities and cultural backgrounds.

Much of Council's contribution to Banyule's cultural life has been through managing and staging major events. Festivals and events are a means for the community to celebrate their diversity and creativity and to demonstrate their sense of place and community pride. These activities are underpinned by strong community

involvement – a clear demonstration of a community willing and able to create, develop and enjoy arts and cultural experiences.

Council understands that broad objectives of regional distinctiveness, place management and capacity building can be better achieved when the community is engaged with the process. Cultural and creative experience can resonate through the imperatives of infrastructure development, industry development, urban consolidation and the provision of human services.

### **Achievement Indicator**

- The local community is aware of, participates in and is satisfied with Council's cultural program.
- Neighbourhood and Activity Centre structure plans include the integration of arts and cultural spaces, facilities and projects.

### **Priorities 2007-2011**

1. Finalise, adopt and implement Banyule's Public Art Strategy
2. Undertake a feasibility study into the development of an Art Gallery within Banyule.
3. Enrich the existing collection by maintaining its growth and development through an ongoing program of acquisitions.
4. Investigate the expansion of storage facilities for the Banyule Art Collection.
5. The development of a sustainable Art Market in Ivanhoe.
6. Investigate opportunities to increase the use of traditional and non traditional performance spaces within Banyule
7. Review existing festivals and events and develop three year plans for each event to ensure they continue to be high quality, innovative events for the Banyule and wider community.
8. Improve Banyule's activity centres as cultural hubs
9. Engage the community in locally based projects that will create and sustain vibrant places including:
  - a. Expanding the Neighbourhood Street Parties Kit.
  - b. Update the Cultural facilities Audit to expand the range and use of facilities such as local halls, libraries, shopping centres, commercial and retail premises as venues for cultural activity and expression.
10. Expand our relationship with the Yarra Plenty Regional Library Services to develop creative cultural programs and celebrate Banyule's diverse communities.

11. Further develop the Banyule Art Space as an innovative and accessible gallery.
12. Ensure cross-Council involvement in the development of arts & cultural projects and facilities as an element of the Neighbourhood Renewal Project in West Heidelberg and other activity centre projects.

### **Project Ideas**

- Engage design professionals, artists, residents and community groups to generate design ideas for streetscapes, local park design, and major building infrastructure (*Our Place...*)
- Further expansion of the Kids Artyfarty fest Kids Club program into Yarra Plenty Regional Library Banyule Branches
- Work with local performing arts groups to enhance local capacity for participation and performance (*Performance Anxiety/Performance Peace...*)
- Develop creative programs in libraries (*touring exhibitions, Local author & artist talks, Story time, Pyjama-Rama, book clubs and reminiscence programs...*)
- Invite residents to create photographic images expressing why they love living in their suburb and exhibit these in YPRL venues (*Wish You Were Here...*)
- Develop ways of expanding the use of facilities such as local halls, libraries, shopping centres, commercial and retail premises and public infrastructure (*Big Pictures, Signal Box Canvas...*)
- Deliver the grants and awards program and showcase the work of candidates (*Artistic Impulse...*)
- Build involvement from schools, community groups and residents in the design and delivery of festivals and events in Banyule (*Creative Communities...*)

### **heritage & environment**

The people of Banyule continue to place high value on the natural environment and community consultation consistently affirms that the 'greenness' of the municipality is one of its most loved characteristics. Banyule has a high level of ecological diversity and its residents are blessed to have access to rivers, creeks, wetlands, extensive parklands, neighbourhood 'pocket parks', walking and cycling tracks and highly amenable streetscapes.

Similarly, Banyule's rich history is much valued. People of the Wurundjeri Willam clan were present in the area for many thousands of years prior to white settlement and many places within the municipality contain signs of their traditional presence. Formal European settlement began when land was surveyed and cleared. Townships gradually evolved and post-war housing booms combined with large-scale land subdivisions gradually created our suburbs. Much evidence of these earlier times

remains – heritage gardens, pioneer cemeteries, abandoned gold mines and houses both grand and modest, can all still be found in Banyule.

Central to the richness of this history is a focus on people and the places they inhabited; how they lived and worked and celebrated; how they shaped their environment and developed their own sense of place.

Insight into our heritage and environment provides an emphasis for the way that our cultural and historical identity contributes to the contemporary experience of urban life. Culture can play a role in helping to develop a more profound awareness of Banyule's ecological and heritage character and the need to sustain it – this provides a potential platform for interesting projects exploring the connections between artistic and cultural life, our heritage and the natural environment.

### **Achievement Indicator**

- The local community is ecologically aware and there is community support for sustainable development.
- The local community is aware of Banyule's heritage and supports the preservation, maintenance and promotion of sites of historical significance.
- Ivanhoe Library has a dedicated and well used Local History room.

### **Priorities 2007-2011**

1. Review, update and implement the Arts Precinct Development Plan for Banyule/Manningham.
2. Review the historic Boulevard Lights and develop a five year plan for the event.
3. Develop environmental impact plans for internally managed festivals and events to ensure their sustainability.
4. Develop a Public Art Register of all public art works in Banyule and develop a maintenance schedule for these works.
5. Creatively document places of social and cultural meaning to the people of Banyule, such as public art, character buildings, trees and recreational spaces.
6. Promote and encourage artists to partake in environmentally sustainable arts practice.
7. Further develop and promote the Discovering Banyule Heritage Tours.
8. Explore the opportunity to expand the Heidelberg Artists Trail along the Main Yarra Trail.
9. Introduce programs at festivals and events to educate the community and provide incentives to act in environmentally sustainable ways including use of 'Green Transport' to and from the venue.

10. Include in all event program information historical information and environmental history about the location (e.g. history and care of Sills Bend) to increase people's awareness of the fragility and significance of sites.

### **Project Ideas**

- Explore opportunities for cultural activity that enhances the use of public transport in Banyule and expresses community diversity through storytelling, performing and the visual arts (*Travel Art...*)
- Develop, promote and deliver heritage walking/cycling tours within the municipality (*Visible Link...*)
- Develop a series of artwork installations at the entrances to the Banyule municipality and Banyule's major cycle and walking trails (*Greenway Markers...*)
- Develop residencies for artists to work with Council and external partners, such as developers, to promote urban policy issues such as environmental sustainability, using a wide range of creative media (*Urban Dreaming...*)

## theme 2

## people involved



**Like most municipalities, Banyule is made up of a patchwork of diverse neighbourhoods & overlapping communities of interest. Along with its majority Anglo-Celtic and European population, & a continuous presence of Indigenous people, Banyule is home to people from an increasingly wide range of cultural backgrounds, including people from South East Asia, Africa & the Middle East. There are great opportunities to draw on Banyule's cultural mix by encouraging arts, social heritage & environmental projects that cultivate & celebrate a diverse & imaginative municipality.**

### Achievements and current activity

#### **Community Support**

Council has worked hard to support local cultural development through

- Online Arts Directory
- Banyule Cultural Network
- Providing access to display spaces
- The Winter in Banyule Arts Festival
- Festival & Events (Banyule Festival, Manna Gum Festival)

Material support is provided to a number of organisations including

- Heidelberg Theatre Company
- Diamond Valley Arts Society
- Yarra Plenty Regional Library Service
- Gallery and exhibition space for local artists and art exhibitions
- Neighbourhood Houses and Learning Centres

#### **Provision of Awards and Grants**

Council continues a successful program of encouragement and support

- Banyule Festival Sculpture Award
- Banyule Works-on-Paper Art Award
- Community Development Grants
- Facility Access Fund grants
- Volunteer Awards



## **Value Added**

Community cultural development includes the mechanism of engaging local communities in the planning and development process – and uses the arts as a tool for engagement. Council has a deliberate approach of encouraging community engagement in the development of its cultural program and gives people the opportunity to tell their stories, build their creative skills and be active participants in the development of their culture. Council recognises that this is a great way to build community identity and pride, develop an exciting, inclusive and creative community and promote community diversity. To that end, schools, organisations, artists and other individuals are helped to identify communities' cultural and creative strengths and facilitate local events and projects in Banyule.

## **diversity valued**

Community debate is triggered by issues such as reconciliation with Indigenous people, or by the arrival to an area of a new migrant group, for instance. How well the community understands the often difficult circumstances for these groups, and how these matters are resolved, will be central to Banyule's collective cultural identity.

For some migrants, artistic and cultural expression may be informed by personal experiences of journeys, loss, assimilation and identity in a new country.

Most contemporary Indigenous artists express their heritage and experiences in innovative ways which reflect both Indigenous and non-Indigenous influences.

There is scope for cultural groups such as the Indigenous community and multicultural communities to become more visible in Banyule's cultural and civic events and **Connected Culture** places significant emphasis on progressing reconciliation and building cross-cultural understanding within the community.

## **Achievement Indicator**

- A range of cultural groups receive funding through Council's Awards and Grants program.
- A range of people from Indigenous and multicultural backgrounds engage in planning and delivering Council's cultural program.

## **Priorities 2007-2011**

1. Promote and celebrate Banyule's culturally diverse community in a range of innovative ways with the Banyule Community including celebrating Cultural Diversity week
2. Develop new priorities for the 2007/2008, 2008/2009 Community Development Grants to include the support of CALD special events and celebrations.

3. Promote Community Development Grants to CALD communities and assist them write funding submission for cultural events and celebrations to encourage their involvement in key cultural events such as Banyule Festival, refugee week.
4. Promote Community Development Grants to target activities that improve senior, youth and people with disabilities participation in physical and arts & cultural activities.
5. Develop an information source on the location and contact details of all CALD Community Groups operating within Banyule.
6. Consult with Banyule's diverse communities to develop arts & cultural programs.
7. Develop and implement Council's Inclusion Policy, focussing on Indigenous Australians, people with disabilities and people from culturally and linguistically diverse backgrounds.
8. Improve awareness and understanding among Council staff of the differing CALD Communities within Banyule. (ie: *Cultural Awareness Training*)
9. Develop and implement Cultural Awareness Seminars for the community to promote, celebrate and educate the community on diverse cultures
10. Develop a CALD Communications Strategy to increase CALD groups overall awareness of Council's role and service provision and deliver opportunities for CALD communities' involvement/engagement with the Banyule community.
11. Introduce targeted Events that celebrate the culture of particular CALD communities.
12. In partnership with the YPRL Service, support CALD communities through the development and delivery of bilingual story times and collections in languages other than English
13. Enhance Customer Service Out and About CALD Program
14. Introduce new forms of presenting and distributing Council information to CALD communities including information on arts & cultural events.

## **Project Ideas**

- Develop collaborations between refugee communities, local artists and Council to create a poetry and music project that captures personal stories and reflections (*Scattered People: Poetry and Songs...*)
- Develop a program that focuses on food to be incorporated into elements of Council's cultural program (*Scones, Jam & Gorraasa be Semna ...*)

- Gather information about important days and times of the year that hold cultural or religious significance or that celebrate a particular event and ensure inclusion in the Banyule Community Calendar (*Days of Our Lives Culture Calendar...*)
- Develop cultural programs in partnership with YPRC Service (*Figurescape, Cultural hands, Multicultural Craft Expo, celebration of key dates for cultural communities such as Ramadan, Chinese New Year...*)

## **opportunity to engage**

Inspiring a creative Banyule is a key notion in **Connected Culture** as it introduces the idea of integration of creativity and culture across Council programs. Opportunities to enliven the municipality, facilitate creative thinking, foster social inclusion, build the local economy and strengthen local identity are all essential in a rapidly changing world. Community engagement facilitates new ways of thinking and solving problems – not only in the arts and cultural fields but in urban development and renewal, in ensuring ecological balance and sustainability, and in the creation of wealth and social cohesion.

### **Achievement Indicator**

- Council's cultural program is varied and aspects of it will appeal especially to various ages, gender, abilities and cultural background
- There is wide reach of creative activity across the Banyule municipality

### **Priorities 2007-2011**

1. Develop a Cultural Reference Group to assist council in its strategic direction for arts & cultural development within Banyule.
2. Review and further develop the Cultural Network to ensure it's reflective of Banyule's arts & cultural communities' needs.
3. Develop alternative programs at Council's leisure facilities to encourage CALD communities to access these programs and facilities
4. Actively participate in activity centre projects to enable and improve the development of cultural hubs.
5. Encourage amateur musicians to participate in and join bands, orchestras, choirs within Banyule.
6. Engage artists in the development of the Art Market in Ivanhoe.
7. Development of creative ways of engaging Banyule's diverse community in the creation and development of festivals and events across Banyule.

8. Increase support for existing or potential CALD groups to increase their participation in arts & cultural activities.
9. Continue to work with and support local libraries to continue to respond to the needs of CALD communities.
10. Embed consultation with CALD groups into Council's community consultation policy and practice.
11. Finalise and implement Council's internal Volunteer Guidelines, Volunteer Policy and Strategy to increase volunteer opportunities throughout Banyule.
12. Undertake a review of Council's support to Senior Citizens Groups to maximise use of community space for activities and support new groups especially CALD communities.
13. Develop cultural development projects with CALD communities to involve them in existing festivals and events.
14. Resource Banyule's network of Neighbourhood Houses & Learning Centres to increase their capacity to work collaboratively with Council to develop a range of creative programs.

### **Project Ideas**

- Council will investigate how its culture program can be applied to extend the reach and diversity of contemporary art and culture into the mainstream of Banyule's community and cultural life (*Creative Democracy...*)
- In partnership with local TAFE, Secondary Colleges and Libraries develop a travelling exhibition showcasing the art work of Banyule's senior students (*Ready to Fly...*)
- The development of new one off or annual events to celebrate the diversity of Banyule's community, environment and cultures. (*Bat Day...*)
- The development of innovative projects involving Banyule's younger and older populations (*Sharing the Craft Older- adults mentoring the younger generation in traditional arts and crafts*)
- In partnership with the YPRL develop and run monthly special story time and song sessions exploring Banyule's diverse *community* (*Somali story time, Aboriginal dream time sessions, Chinese story time, Indian fairytales...*)

## theme 3

## people innovating



**As a modern municipality, Banyule has the capacity to foster strong cultural identity, to develop local and regional partnerships & to invest in a dynamic cultural life.**

**Maximising creative potential requires certain conditions – the presence of ambition, will, resources, energy & leadership. Creativity requires the ability to think through problems afresh, to discover common threads amongst seemingly disparate influences, to take risks and experiment, to rewrite rules, to visualise new futures & to have the courage to act upon those visions.**

### Achievements and current activity

#### **Community Partnerships**

Council works collaboratively and in partnership with schools and universities, community agencies, local artists, local libraries and art networks and a multitude of local clubs and associations to develop and deliver Banyule's culture program, festivals, events and the Awards and Grants program. A range of working groups and community forums support the acquisition of new skills and the development of innovative and interesting projects.

#### **Funding Opportunities**

Council proactively works with local artists, arts organisations and cultural groups to ensure they are aware of relevant funding opportunities. Support is given to maximise the chances of success.

#### **Community Marketplace**

Council recognises that community markets contribute to vibrant and interesting neighbourhoods, and are working to support their growth. New ideas, partnerships and resources are expanding the scope of community markets enabling them to enhance their capacity for economic activity.

#### **Industry Employment**

Council has employed a number of young people who have completed Traineeships in Event Management, Music Industry Skills and Sound Engineering. As well as supporting individuals to achieve their goals and find sustainable employment in the arts industry, this adds to the general skill base and resilience of arts related industries overall.

## creative industries

Creative industries range from fashion, crafts, interior and landscape design to multimedia writing and music. Council is committed to retaining and developing the talent that exists in Banyule and will continue to support the writers, performers, musicians, visual and multimedia artists who create the stories that shape the way people feel about the municipality.

### Achievement Indicator

- There are creative cultural partnerships within and external to Council.
- The GreenEdge development contains provision for art and culture based collaborations at each stage of project development.

### Priorities 2007-2011

1. Conduct mapping and promotion of Banyule's cultural tourism sites including interesting locations that often remain hidden.
2. To recognise, encourage and support Banyule's Neighbourhood Houses & Learning Centres as creative industry hubs through their provision of employment to artists as trainers and education to aspiring arts practitioners.
3. Encourage architects, developers and planners to engage artists to work collaboratively to deliver exemplary urban design for the new Council and community facilities and other building projects.
4. Enable opportunities for creative industries to participate in the design of public places in activity centres.
5. Increase our profile with Arts Victoria, Multimedia Victoria, Australia Council for the Arts and other relevant organisations to coordinate current policy on festivals and events, creative business development, cultural heritage, community cultural planning and public art.
6. Continue to provide members of the Banyule Cultural Network with training opportunities to assist artists and arts organisations to develop cultural industries.
7. Develop a range of network opportunities for Libraries, Neighbourhood Houses and Learning centres, Community Information Centres, traders groups to increase community information sites.
8. In partnership with YPRL, TAFE Colleges and community groups encourage artists to run events and demonstrate their art in local spaces ie Library,



## Project Ideas

- In partnership with local TAFE and Secondary Colleges develop a travelling exhibition showcasing the fashion design work of Banyule's senior students (*Stripes, Spots & Style...*)
- Work with local TAFE colleges and universities to host creative industry forums that build the capacity of local industries (*Critical Mass...*)
- Create training opportunities for people involved in creative industries to help them build their knowledge base and develop creative thinking (*Tools for Cultural Literacy...*)
- In partnership with YPRL and local TAFE Colleges and Community Groups, encourage artists to run workshops and demonstrate their art in local spaces such as libraries and community halls.

## leadership & energy

Council will take a lead in demonstrating and supporting innovation and creativity, in setting standards for high quality design and in encouraging culturally adventurous projects throughout the municipality. The aims of **Connected Culture** can only be achieved through shared vision and strong public and private partnerships between a dynamic and committed Council, other parts of government, the private sector, the broader community and creative practitioners of all kinds. Council's task is to provide leadership and nurture a creative environment that attracts innovative thinkers and risk takers interested in contributing to the quality of life in Banyule.

## Achievement Indicator

- Council facilitates events that create opportunities for connection, collaboration and innovation.
- Council and the state government work together to ensure state policies and Council policies do not duplicate or work at odds with one another, especially in support services such as business development, networking and marketing.

## Priorities 2007-2011

1. Continue subsidised use of Council facilities for arts & cultural activities as per the Facility & resource Subsidy Grants Guidelines
2. Support the creation of a new sustainable arts market in Ivanhoe that supports local artists and craft-makers.
3. Provide cross organisational leadership and support to ensure creative content in planning, development and management of projects.

4. Continue to provide leadership and support to festival event organisers across Banyule through the Banyule Event Guide and the Event Management Team.
5. Deliver the Sustainable Homes Program to residents and staff to facilitate the uptake of sustainable living
6. Deliver the Environmental Representatives Program to staff to facilitate the uptake of sustainable work practises at Banyule Council

### **Project Ideas**

- A summit where young people talk to civic leaders about their ideas and issues on public space planning and design (*Banyooligans...*)
- Facilitate regular meetings between Council's Economic Development Unit, Cultural Services Unit and local traders' associations to support small business development in the creative industries (*Step Up...*)
- Develop a mentoring program between established and emerging artists to share and develop skills (*Aspiring Arts Future...*)

# 5

## conclusion



**Connected Culture** is a clear statement from Banyule City Council articulating aspirations for how, when and why 'culture' is delivered within the municipality. It reflects views from the community and has been formulated with social, economic and environmental sustainability imperatives firmly in mind. It places an emphasis on community involvement and highlights the contributions that local Indigenous people and people from multicultural backgrounds can make to the vibrancy of Banyule's cultural scene.

**Connected Culture** initiates a focus on a whole-of-Council approach to cultural development and encourages the integration of a cultural development agenda into the operations of those sections of Council responsible for infrastructure, land use and human services.

It affirms the importance of Banyule City Council working strategically to advance the value and importance of the arts and culture in our society; and supporting the cultural sector within a framework of national cooperation in arts and culture.

**Connected Culture** is clearly and carefully aligned with state and federal strategies.

**Connected Culture** identifies a series of workable cultural planning principles and embeds the rationale for their adoption as an inherent element of organisational planning.

Key themes in **Connected Culture** are expanded to reflect thinking around 'people and place', 'people involved' and 'people innovating'. Achievements and current activities are described and deliberately broad achievement indicators are included. In the context of this document, these indicators seek to describe general outcomes only, which will be achieved by Council's delivery on identified priorities. Also included are project ideas, which serve to stimulate thinking and imagination, and may be the means through which achievement of the priorities comes to life.

Banyule City Council trusts that **Connected Culture** will be a document that excites the community, generates demonstrable interest from Council staff for its delivery, and satisfies the demands of Councillors who aim to achieve the best for the community they represent.



# 5

## action plan



### theme one - people & place

Priority	Action	Responsible Unit & Partners	Timelines
<b>vibrant places</b>			
1. Finalise, adopt and implement Banyule's Public Art Strategy	a) Consult with the Art Working Group, external organisations (ie.NMIT) and arts organisations to review and finalise the Public Art Strategy b) Place the Public Art Strategy out for community comment c) Submit the Public Art Strategy to Council for adoption	<ul style="list-style-type: none"> <li>▪ Leisure, Recreation &amp; Cultural Services</li> <li>▪ Strategic Planning</li> <li>▪ Economic Development</li> </ul>	a) 2007 b) 2008 c) 2008
2. Undertake a feasibility study into the development of an Art Gallery within Banyule.	a) Seek internal and external funding to conduct a feasibility study b) Consult the community regarding the development of an art gallery within Banyule before developing a brief for a feasibility study	<ul style="list-style-type: none"> <li>▪ Strategic Planning</li> <li>▪ Economic Development</li> <li>▪ Leisure , Recreation &amp; Cultural Services</li> </ul>	a) 2007/2008 b) 2008 c) Ongoing

<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
	c) Work with Strategic Planning to ensure the development of art/cultural facilities is a consideration in the development of key activity centre plans, in particular GPAC Project, Heidelberg and Ivanhoe.		
3. Enrich the existing collection by maintaining its growth and development through an ongoing program of acquisitions.	a) Monitor opportunities to develop the collection in accordance with the acquisition guidelines and advice from industry professionals. b) Develop proposal for acquisition and present to the Art Collection Working Group for consideration. c) Based upon the advice of the Curator in conjunction with the Internal Working Group and recommendations of the Art Collection Working Group, make final decision on acquisitions. d) The purchasing process will be undertaken by the Curator and appropriate Council officers in accordance with Council purchasing policies and procedures.	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> </ul>	a) Ongoing b) Annually c) Annually d) Ongoing
4. Investigate the expansion of storage facilities for the Banyule Art Collection.	a) Benchmark against other Councils b) Investigate alternative venues for storage including Banyule Art Space, GPAC and other venues	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> </ul>	a) 2008 b) 2008/2009
5. The development of an Art Market in Ivanhoe	a) Develop a Art Market Steering Group b) Develop a Viewing Committee c) Support local artists to participate in the	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Art Market Steering</li> </ul>	a) 2007 b) 2007 c) Ongoing

<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
	market d) Develop a Business Plan e) Develop a Marketing Plan	Group	d) 2007/2008 e) 2007/2008
6. Investigate opportunities to increase the use of traditional and non traditional performance spaces within Banyule	a) Seek funding to review the Facilities Access Audit 2002 b) Look at alternative venues for performance spaces within Banyule and include them as part of the review of the Facilities Access Audit	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Functions</li> <li>▪ Banyule Leisure Facility Management</li> </ul>	a) 2007/2008 b) 2008
7. Review existing festivals and events and develop three year plans for each event to ensure they continue to be high quality, innovative events for the Banyule and wider community.	a) Review the Banyule Festival and develop a three year plan b) Review the Boulevard Lights and develop a three year plan c) Review the manna Gum Festival and develop a three year plan d) Review the Carols by Candlelight and develop a three year plan	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Parks</li> <li>▪ City laws</li> <li>▪ Health</li> <li>▪ Economic Development</li> <li>▪ Youth &amp; Community Partnerships</li> </ul>	a) 2007 b) 2007/2008 c) 2008 d) 2008/2009
8. Improve Banyule's activity centres as cultural hubs	a) Facilitate activity centre projects for Greensborough, Heidelberg, Ivanhoe and The Mall to improve cultural outcomes for these centres.	<ul style="list-style-type: none"> <li>▪ Strategic Planning</li> <li>▪ Leisure and Cultural Services</li> </ul>	a) Ongoing
9. Engage the community in locally based projects that will create and sustain vibrant places including: <ul style="list-style-type: none"> <li>▪ Expanding the Neighbourhood Street Parties Kit.</li> <li>▪ Update the Cultural facilities Audit to expand the range and use of facilities such as local halls, libraries, shopping centres, commercial and retail premises as venues for cultural activity and</li> </ul>	a) Create guidelines to direct a revised Cultural facilities audit b) Expand the Neighbourhood Street Parties Kit to encourage more residents to celebrate together by further developing the kit to include ideas for street parties. c) Update the Cultural facilities Audit to expand the range and use of facilities such as local halls, libraries, shopping centres, commercial and retail premises	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ City Laws</li> <li>▪ Functions</li> <li>▪ BLFM</li> <li>▪ Youth &amp; Community Partnerships</li> </ul>	a) 2007 b) 2007/2008 c) 2008/2009



<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
expression	as venues for cultural activity and expression		
10. Expand our relationship with the Yarra Plenty Regional Library Services to develop creative cultural programs and celebrate Banyule's diverse communities.	<ul style="list-style-type: none"> <li>a) Attend bimonthly meeting with YPRL Service to plan and develop joint programs and services</li> <li>b) Include libraries in cultural facilities audit</li> <li>c) Meet on a regular basis with YPRL Outreach Manager to plan and run the Kids Artyfarty Fest Kid's Club</li> <li>d) In partnership with YPRL run Kids Artyfarty Fest Kid's Club activities each month in libraries</li> <li>e) Include YPRL activities in the regular Kids Artyfarty Fest Kid's Club newsletters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ YPRL</li> <li>▪ Youth &amp; Community Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>a) Ongoing</li> <li>b) 2008/2009</li> <li>c) Ongoing</li> <li>d) Ongoing</li> <li>e) Ongoing</li> </ul>
11. Further develop the Banyule Art Space as an innovative and accessible gallery.	<ul style="list-style-type: none"> <li>a) Create a user guide for Banyule Arts Space</li> <li>b) Create an annual program of arts events and activities for the space</li> <li>c) Include the planning of this in the Arts/Cultural Facilities Feasibility Study (refer Action 2)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Functions</li> <li>▪ Youth &amp; Community Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>a) 2007</li> <li>b) 2008/2009</li> <li>c) 2008/2009</li> </ul>
12. Ensure cross-Council involvement in the development of arts & cultural projects and facilities as an element of the Neighbourhood Renewal Project in West Heidelberg and other activity centre projects.	<ul style="list-style-type: none"> <li>a) Attend regular cross council meetings on neighbourhood renewal</li> <li>b) Maintain cultural services presence on neighbourhood renewal cultural working group</li> </ul>	<ul style="list-style-type: none"> <li>▪ All Council Departments</li> <li>▪ Neighbourhood renewal (West Heidelberg)</li> </ul>	<ul style="list-style-type: none"> <li>a) 2007-2011</li> <li>b) 2007-2011</li> </ul>

Priority	Action	Responsible Unit & Partners	Timelines
<b>heritage &amp; environment</b>			
13. Review and update and implement the Arts Precinct Development Plan for Banyule/Manningham.	a) Identify resources (staff/funding) to enable this to occur b) Review and update the Arts Precinct Plan c) Implement recommendations of the updated Arts Precinct Development Plan	<ul style="list-style-type: none"> <li>▪ Strategic Planning</li> <li>▪ Economic Development</li> <li>▪ Leisure, Recreation &amp; Cultural Services</li> <li>▪ Parks Victoria</li> <li>▪ Manningham C. C.</li> </ul>	a) 2007/2008 b) 2008/2009 c/ 2009/2010
14. Review the historic Boulevard Lights and develop a three year plan for the event.	a) Survey the residents of The Boulevard & surrounding streets regarding the 2006 event b) Create a cross Council Boulevard Lights review consultation group top look at internal resources and issues surrounding the Boulevard Lights c) Design a framework for the review. d) Seek funding/resources to undertake the review e) Consult the residents and the community as part of the review f) Develop a three year plan for The Boulevard Lights	<ul style="list-style-type: none"> <li>▪ City Works</li> <li>▪ City Laws</li> <li>▪ Leisure and Cultural Services</li> <li>▪ Communications Unit</li> <li>▪ Economic Development</li> </ul>	a) 2007 b) 2007 c) 2007 d) 2007 e) 2007/2008 f) 2008
15. Develop environmental impact plans for internally managed festivals and events to ensure their sustainability.	a) Work in collaboration with the Environmental Planning Unit to review the program of events and festivals to develop sustainable actions for reducing the impact of events and festivals on the environment b) Include a comprehensive Environmental Impact Review to be part of the Banyule Event Permit	<ul style="list-style-type: none"> <li>▪ Environmental Planning</li> <li>▪ Leisure &amp; Cultural Services</li> </ul>	a) 2008 b) 2008

<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
16. Develop a Public Art Register of all public art works in Banyule and develop a maintenance schedule for these works.	a) Research existing public artworks and develop a Catalogue of these works and promote these works through Council's website b) Develop an internal working group to work with artists to develop a maintenance schedule for existing and new works	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Parks</li> <li>▪ Operations</li> </ul>	a) 2007 b) 2007/2008
17. Creatively document elements of Banyule which have social and cultural meaning for local people , such as public art, significant buildings, trees, recreational spaces and traditional events, such as The Ivanhoe Boulevard Lights	a) Develop a working group with representatives from internal and external groups to develop a process for determining places of significance in Banyule b) Work with the newly created Working Group to determine places of social and cultural significance c) Produce information in a range of formats; flyers, web page, recordings etc to promote these places d) Revise of the Municipal Strategic Statement (MSS) and facilitate structure planning for activity centres to ensure places of social and cultural meaning to people if Banyule are recognised.	<ul style="list-style-type: none"> <li>▪ Strategic Planning</li> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Parks</li> <li>▪ Environment Planning</li> </ul>	a) 2008 b) 2008 c) 2008/2009 d) Ongoing
18. Promote and encourage artists to partake in environmentally sustainable arts practice.	a) Include in the Cultural Network Workshops Series a workshop on sustainable arts practice b) Develop fact/information sheets of sustainable arts practice for artists and make them available on Council's website.	<ul style="list-style-type: none"> <li>▪ Environmental Planning</li> <li>▪ Leisure &amp; Cultural Services</li> </ul>	a) 2008 b) 2007/2008 c) 2008 b) 2008

<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
	c) Include the requirement of an Environment Impact Analysis / Statement in stall applications for all festivals and events. d) Include the requirement of an Environment Impact Analysis / Statement in performance and workshop letters of agreements.		
19. Further develop and promote the Discovering Banyule Heritage Tours.	a) Identify resources (staff /funding) to enable this to occur. b) Identify ways to offer these tours to ensure a cost neutral program c) Develop new tours to celebrate significant areas of Banyule (ie. Boulevard Lights Tours) d) Develop a regular series of tours	<ul style="list-style-type: none"> <li>▪ Strategic Planning</li> <li>▪ Economic Development</li> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Communications</li> </ul>	a) 2008 b) 2008 c) 2008/2009 d) 2008/2009
20. Explore the opportunity to expand the Heidelberg Artists Trail along the Main Yarra Trail	a) Consult the community, Parks Victoria and other internal & external organisations to look at the feasibility of expanding the Heidelberg Artists Trail b) Identify resources (staff/ funding) to enable this to occur c) Introduce new HAT signs along the Main Yarra Trail d) Promote the new extension of the HAT	<ul style="list-style-type: none"> <li>▪ Economic Development</li> <li>▪ Leisure Services</li> <li>▪ Parks Victoria</li> <li>▪ Cultural Services</li> </ul>	a) 2008 b) 2008 c) 2009/2010 d) 2009/2010
21. Introduce programs at festivals and events to educate the community and provide incentives to act in environmentally sustainable ways including use of 'Green Transport' to and from the venue.	a) Work in collaboration with the Environmental Planning Unit to design and promote Green Transport incentive programs b) Work in collaboration with the Rethink Centre to educate the community on the environment and how to reduce, reuse, recycle	<ul style="list-style-type: none"> <li>▪ Environment Planning</li> <li>▪ City Services (Rethink)</li> <li>▪ Leisure &amp; Cultural Services</li> </ul>	a) 2007/2008/2009 b) Ongoing

<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
22. Include in all event program information historical information and environmental history about the location (e.g. history and care of Sills Bend) to increase people's awareness of the fragility and significance of sites.	a) Work with planning and park management to develop programming that will educate about environmental and historical aspects of event sites; e.g. nature walks at Sills Bend. b) Work with planning and park management to develop informative hand outs / promotional material about environmental and historical aspects of event sites; e.g. History of Sills Bend and the Sills family.	<ul style="list-style-type: none"> <li>▪ Parks</li> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Environmental Planning</li> </ul>	a) 2008-2011 b) 2008-2011

## theme two - people involved

Priority	Action	Responsible Unit & Partners	Timelines
<b>diversity valued</b>			
23. Promote and celebrate Banyule's culturally diverse community including celebrating Cultural Diversity week	<ul style="list-style-type: none"> <li>a) Consult with a range of community groups within Banyule to research participation within festivals / events</li> <li>b) YPRL to develop a Cultural Diversity week festival</li> <li>c) Explore the potential of working with the Multicultural Resource Centre to access and liaise with different groups within Banyule</li> <li>d) Encourage artists from CALD communities to participate in the 9" x 5" Quality Makers Market</li> </ul>	<ul style="list-style-type: none"> <li>▪ Youth &amp; Community partnerships</li> <li>▪ Environmental Planning</li> <li>▪ Community Planning</li> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Communications</li> </ul>	<ul style="list-style-type: none"> <li>a) Ongoing</li> <li>b) 2008-2011</li> <li>c) 2007/2008</li> <li>d) 2007/2008/2009/2010</li> </ul>
24. Develop new priorities for the 2007/2008 Community Development Grants to include the support of CALD special events and celebrations.	<ul style="list-style-type: none"> <li>a) Include CALD community celebrations and events as a priority in the 2008 grant round</li> </ul>	<ul style="list-style-type: none"> <li>▪ Youth &amp; Community Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>a) 2008</li> </ul>
25. Promote Community Development Grants to CALD communities and assist them write funding submission for cultural events and celebrations to encourage their involvement in key cultural events such as Banyule Festival, refugee week.	<ul style="list-style-type: none"> <li>a) Develop a brief for staff involved in the community development grants process to encouraging them to engage CALD communities in the related events.</li> <li>b) Continually promote the CDG to CALD Communities</li> <li>c) Organise an information session for CALD Groups with appropriate interpreters on the Community Development Grants and how to apply</li> </ul>	<ul style="list-style-type: none"> <li>▪ Youth &amp; Community Partnerships</li> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Communications</li> </ul>	<ul style="list-style-type: none"> <li>a) 2007</li> <li>b) Ongoing</li> <li>c) 2008 and ongoing</li> </ul>

<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
26. Promote Community Development Grants to target activities that improve senior, youth and people with disabilities participation in physical and arts & cultural activities.	a) Promote the Community Development Grants to Senior Citizens groups within Banyule and encourage them to apply for funding. b) Organise an information session for Senior Citizens Groups and other organisations that service older people on the Community Development Grants and how to apply	<ul style="list-style-type: none"> <li>▪ Youth &amp; Community Partnerships</li> <li>▪ Health &amp; Aged Services</li> <li>▪ Leisure &amp; Cultural Services</li> </ul>	a) Ongoing b) 2008 and ongoing c) 2008 and ongoing
27. Develop an information source on the location and contact details of all CALD Community Groups operating within Banyule.	a) Develop a cross council working group to collate and contact all CALD groups operating within Banyule b) Develop a data base of all CALD groups c) Update data on community profiles on website and Banyule Central	<ul style="list-style-type: none"> <li>▪ Community Planning</li> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Spectrum Migrant Resource centre</li> <li>▪ Home &amp; Aged care</li> </ul>	a) 2008 b) 2008 c) Ongoing
28. Consult with Banyule's diverse communities to develop arts & cultural programs.	a) Encourage people from CALD and diverse communities to become involved in Council's diverse arts & cultural programs b) Encourage people from CALD and diverse communities to join an event working group to assist and shape arts & cultural events c) Consultation with multicultural groups within Banyule to be included in event program planning through the Special Populations Officer	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Community Planning</li> <li>▪ Youth &amp; Community partnerships</li> </ul>	a) Ongoing b) Ongoing c) Ongoing
29. Develop and implement Council's Inclusion Policy, focussing on Indigenous Australians, people with disabilities and people from culturally and linguistically diverse backgrounds	a) Ensure that people of all abilities, indigenous Australians and CALD communities are consulted in the development of this policy b) Develop reference groups as appropriate c) Finalise consultation for Inclusion Policy	<ul style="list-style-type: none"> <li>▪ Community Planning</li> </ul>	a) 2007/2008 b) Ongoing



<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
	d) Present Policy to Council for adoption		
30. Improve awareness and understanding among Council staff of the differing CALD Communities within Banyule. (ie: <i>Cultural Awareness Training</i> )	a) Develop and implement Cultural Awareness Training for all Banyule Council Staff.	<ul style="list-style-type: none"> <li>▪ Community Planning</li> <li>▪ Human Resources</li> <li>▪ Leisure &amp; Cultural Services</li> </ul>	
31. Develop and implement Cultural Awareness Seminars for the community to promote, celebrate and educate the community on diverse cultures	a) Work with Spectrum Migrant resource centre to deliver three programs on 1: Islam, 2: Somali, 3: Indian b) Continue to work in association with Spectrum Migrant Resource Centre, develop and implement Cultural Awareness Seminars for service providers and community	<ul style="list-style-type: none"> <li>▪ Community Planning</li> <li>▪ Human Resources</li> <li>▪ Leisure &amp; Cultural Services</li> </ul>	a) 2007 b) Ongoing
32. Develop a CALD Communications Strategy to increase CALD groups overall awareness of Council's role and service provision and deliver opportunities for CALD communities' involvement/engagement with the Banyule community.	a) The new CALD Communication Strategy will focus on new communication opportunities for the CALD community e.g. How to recognise significant culture days b) Consult with CALD groups and, or organisations that represent CALD groups to improve their knowledge and involvement in festivals and events.	<ul style="list-style-type: none"> <li>▪ Communications</li> <li>▪ Business Development</li> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Community Planning</li> </ul>	
33. Introduce targeted Events that celebrate the culture of particular CALD communities.	a) Develop opportunities for targeted events for CALD Communities. E.g. Bollywood Film Night, Council supported lunches, BBQ, Bingo night etc.	<ul style="list-style-type: none"> <li>▪ Communication</li> <li>▪ Leisure and Cultural Services</li> <li>▪ Customer Service</li> </ul>	
34. In partnership with the YPRL Service, support CALD communities through the development and delivery of bilingual story times and collections in languages other than English	a) Continue to provide story times in languages other than English at libraries with Banyule	<ul style="list-style-type: none"> <li>▪ YPRL</li> </ul>	a) Ongoing

<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
35. Enhance Customer Service Out and About CALD Program	a) Work with the Community Leaders to develop a program of Out and About visits to explain Council Services to the communities. b) Develop a DVD and/or a Powerpoint presentation to support Out and About visits with explaining key Council services c) Look at opportunities for the current tools to address needs, e.g. the Banner, website, calendar, brochures etc.	<ul style="list-style-type: none"> <li>▪ Customer Service</li> <li>▪ Communications, Customer Service and Community Planning</li> </ul>	
36. Introduce new forms of presenting and distributing Council information to CALD communities.	a) Develop in key languages new 4 page Information Sheets with 3 pages of Important Council info and one changing page of Council events and Programs b) Work with relevant schools to look at opportunities to target information to children of CALD families with relevant talks and information. c) Examine the feasibility of introducing a multi lingual telephone service to assist NESB people obtain information about Council services. d) Investigate placing a statement in the main community languages on the rear of Council letterhead advising the recipient to contact Council if they do not understand the contents of the letter.	<ul style="list-style-type: none"> <li>▪ Communications</li> <li>▪ Customer Service</li> <li>▪ Youth &amp; Community Partnerships</li> </ul>	
<b>opportunity to engage</b>			
37. Develop a Cultural Reference Group to assist council in its strategic direction for arts & cultural development within Banyule.	a) Develop guidelines including purpose for the Cultural Reference Group b) Advertise for expression of interest for members of the Cultural reference Group		

<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
38. Review and further develop the Cultural Network to ensure it's reflective of Banyule's arts & cultural communities' needs.	<ul style="list-style-type: none"> <li>a) Act upon results of Cultural Network Survey</li> <li>b) Consult with cultural network and cultural reference group to continuously improve opportunities on offer for cultural network</li> </ul>		<ul style="list-style-type: none"> <li>a) 2007</li> <li>b) Ongoing</li> </ul>
39. Develop alternative programs at Council's leisure facilities to encourage CALD communities to access these programs and facilities	<ul style="list-style-type: none"> <li>a) Research alternative programs (Circus) that can introduce CALD groups to existing leisure facilities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> </ul>	<ul style="list-style-type: none"> <li>a) 2008</li> </ul>
40. Actively participate in activity centre projects to enable and improve the development of cultural hubs.	<ul style="list-style-type: none"> <li>a) Participate in working groups and reference groups for activity centre planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> </ul>	<ul style="list-style-type: none"> <li>a) Ongoing</li> </ul>
41. Encourage amateur musicians to participate in and join bands, orchestras, choirs within Banyule.	<ul style="list-style-type: none"> <li>a) Assist existing music and performance groups within Banyule promote themselves and encourage new members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local Music &amp; Performance groups</li> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Communications</li> </ul>	<ul style="list-style-type: none"> <li>a) Ongoing</li> </ul>
42. Engage artists in the development of the Art Market in Ivanhoe.	<ul style="list-style-type: none"> <li>a) Stallholder Expressions of Interest to Banyule Arts Register and Cultural Network</li> <li>b) Development of Market Newsletter</li> <li>c) Appointment of local artists to Steering Committee and Viewing Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>a) 2007</li> <li>b) 2007</li> <li>c) 2007/2008</li> </ul>
43. Development of creative ways of engaging Banyule's diverse community in the creation and development of festivals and events across Banyule.	<ul style="list-style-type: none"> <li>a) Consult with a range of community groups within Banyule to research participation within festivals and events</li> <li>b) Explore the potential of working with the Multicultural Resource Centre to access and liaise with different groups within Banyule</li> <li>c) Consultation with multicultural groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Environmental Planning</li> </ul>	<ul style="list-style-type: none"> <li>a) 2008/2009</li> <li>b) 2007/2008</li> <li>c) Ongoing</li> </ul>

<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
	within Banyule to be included in event program planning through the Special Populations Officer		
44. Increase support for existing or potential CALD groups to increase their participation in arts & cultural activities.	<ul style="list-style-type: none"> <li>a) Increase community development projects with CALD groups to support them in engaging with arts &amp; cultural activities</li> <li>b) Work with a CALD group as part of the annual Banyule Festival to develop a cultural program for the Kids Artyfarty fest</li> <li>c) Utilise the YPRL venues to run workshops to consult with groups on programs needed in the community.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> </ul>	a) 2008-2011
45. Continue to work with and support local libraries to continue to respond to the needs of CALD communities.	<ul style="list-style-type: none"> <li>a) Refer to action 59</li> </ul>	<ul style="list-style-type: none"> <li>▪ YPRL</li> <li>▪ Banyule Council</li> </ul>	a) Ongoing
46. Embed consultation with CALD groups into Council's community consultation policy and practice.	<ul style="list-style-type: none"> <li>a) Refer actions in Community Consultation Policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communications</li> <li>▪ Community Planning</li> </ul>	
47. Finalise and implement Council's internal Volunteer Guidelines, Volunteer Policy and Strategy to increase volunteer opportunities throughout Banyule.	<ul style="list-style-type: none"> <li>a) Finalise and implement Banyule Council Volunteer Guidelines</li> <li>b) Review Council's Volunteer Policy</li> <li>c) Develop and implement a Volunteer Strategy for Banyule</li> <li>d) Adopt and implement the Volunteer Guidelines as part of the Banyule Management Manual</li> <li>e) Ensure business units using volunteers are trained and meet required practice standards</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aged &amp; Home Care</li> <li>▪ Community Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>a) September 2007</li> <li>b) September 2007</li> <li>c) December 2007</li> <li>d) 2008</li> <li>e) 2008</li> </ul>
48. Undertake a review of Council's support	<ul style="list-style-type: none"> <li>a) Review the current service model of</li> </ul>	<ul style="list-style-type: none"> <li>▪ Health &amp; Aged</li> </ul>	a) September 2007

<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
to Senior Citizens Groups to maximise use of community space for activities and support new groups especially CALD communities.	<p>support to Senior's and Older Persons groups</p> <p>b) Use the review process and consultation to identify suitable venues for groups to use as meeting places</p> <p>c) Undertake consultation and good practice reviews to develop an integrated policy framework to ensure forward planning, co-ordination, adequate resourcing and equity</p> <p>d) Prepare report with recommendations for further consultation and action</p> <p>e) Complete consultation and finalise review</p> <p>f) Develop Council Policy to ensure there is equitable support to Senior's groups and emerging groups such as CALD older persons' groups and new forms of older persons groups focusing on social connection.</p>	<p>Care</p> <ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> </ul>	<p>b) October-December 2008</p> <p>c) January 2008</p> <p>d) January 2008</p> <p>e) 2008</p> <p>f) 2008</p>
49. Develop cultural development projects with CALD communities to involve them in existing festivals and events.	<p>a) Celebrate a CALD community at each Banyule Festival Kids Artyfarty Fest working with the community to develop activities, information and resources.</p>	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> </ul>	<p>a) Annually</p>
50. Resource Banyule's network of Neighbourhood Houses & Learning Centres to increase their capacity to work collaboratively with Council to develop a range of creative programs.	<p>a) Involve Cultural Development Officer in cross Council working group to identify creative outcomes as part of joint strategic plan between Banyule Council and Neighbourhood Houses &amp; Learning Centres</p> <p>b) Explore ways forward to increase operational funding via New Works &amp; Services process to enable Neighbourhood Houses &amp; Learning</p>	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Neighbourhood Houses &amp; Learning Centre Network</li> </ul>	<p>a) June 2008</p> <p>b) June 2008</p>

Priority	Action	Responsible Unit & Partners	Timelines
	Centres Work with Banyule Council on creative programs		

## theme three- people innovating

Priority	Action	Responsible Unit & Partners	Timelines
<b>creative industries</b>			
51. Conduct mapping and promotion of Banyule's cultural tourism sites including interesting locations that often remain hidden.	a) Update the Banyule's Aboriginal Heritage brochure b) Include Banyule Arts Space and Arts Market in tourism information	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Strategic &amp; Economic Development</li> <li>▪ Parks</li> </ul>	a) 2008
52. To recognise, encourage and support Banyule's Neighbourhood Houses & Learning Centres as creative industry hubs through their provision of employment to artists as trainers and education to aspiring arts practitioners.	a) Create a pathway from Neighbourhood houses arts programs to Arts Market stallholder participation	<ul style="list-style-type: none"> <li>▪ Neighbourhood Houses &amp; Learning centres</li> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Economic Development</li> </ul>	a) 2007/2008
53. Encourage architects, developers and planners to engage artists to work collaboratively to deliver exemplary urban design for the new Council and community facilities and other building projects.	a) Consult with developers, council's planning department and other key stakeholders to discuss and agree on appropriate ways to engage on this issue b) Investigate creation of a guideline or other document to achieve this outcome	<ul style="list-style-type: none"> <li>▪ Strategic &amp; Economic Development</li> <li>▪ Planning</li> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Parks</li> </ul>	a) Ongoing b) Ongoing
54. Enable opportunities for creative industries to participate in the design of	a) Invite artists to actively participate in projects to design public places.	<ul style="list-style-type: none"> <li>▪ Strategic Planning</li> <li>▪ Leisure and</li> </ul>	a) Ongoing

<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
public places in activity centres.		Cultural Services	
55. Increase our profile with Arts Victoria, Multimedia Victoria, Australia Council for the Arts and other relevant organisations to coordinate current policy on festivals and events, creative business development, cultural heritage, community cultural planning and public art.	<ul style="list-style-type: none"> <li>a) Liaise with Arts Victoria re Arts Market Development</li> <li>b) Attend information session held by Arts Victoria, Australia Council and other arts organisations to ensure we are aware of funding and policy developments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> </ul>	<ul style="list-style-type: none"> <li>a) 2007/2008</li> <li>b) Ongoing</li> </ul>
56. Continue to provide members of the Banyule Cultural Network with training opportunities to assist artists and arts organisations to develop cultural industries.	<ul style="list-style-type: none"> <li>a) Develop a series of training workshops for the Cultural Network to assist cultural industries flourish in Banyule.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> </ul>	<ul style="list-style-type: none"> <li>a) Annually</li> </ul>
57. Develop a range of network opportunities for Libraries, Neighbourhood Houses and Learning centres, Community Information Centres, traders groups to increase community information sites.	<ul style="list-style-type: none"> <li>a) Undertake consultation and research to develop proposals to increase opportunities for venues to operate as community information sites to maximise community access to relevant information</li> <li>b) Develop a project to review current methods used by these organisations and consult re community need for information provision to identify potential ways of increasing access to information</li> <li>c) Implement a pilot which includes a range of targeted approaches and evaluate outcomes</li> <li>d) Implement findings of the pilot project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Health &amp; Aged Services</li> </ul>	<ul style="list-style-type: none"> <li>a) August 2007-June 2008</li> <li>b) 2007/2008</li> <li>c) 2008</li> <li>d) 2008/2009</li> </ul>
58. In partnership with YPRL, TAFE Colleges and community groups encourage artists to run events and demonstrate their art	<ul style="list-style-type: none"> <li>a) YPRL to encourage local artists to utilise spaces at Watsonia, Ivanhoe &amp; Rosanna Libraries to promote and demonstrate</li> </ul>	<ul style="list-style-type: none"> <li>▪ YPRL</li> <li>▪ Leisure &amp; Cultural Services</li> </ul>	<ul style="list-style-type: none"> <li>a) Ongoing</li> <li>b) 2008</li> <li>c) 2008 onwards</li> </ul>



Priority	Action	Responsible Unit & Partners	Timelines
in local spaces ie Library	their work b) Ensure that libraries are included in Council's Cultural Facilities Audit c) Council to promote and advertise spaces at local libraries as part of the promotion of alternative cultural spaces d)		
<b>leadership &amp; energy</b>			
59. Continue to subsidised use of Council facilities for arts & cultural activities as per the Facility & Resource Subsidy Grants Guidelines	a) Review Facility Access Grants Guidelines on an annual basis to ensure the grants are meeting the needs of the Banyule Community b) Advertise the Community Access Grants widely including to CALD community groups to ensure a wide range of groups are aware of these grants to ensure equitable distribution of grants	<ul style="list-style-type: none"> <li>▪ Functions</li> </ul>	a) Ongoing b) Ongoing
60. Support the creation of a new sustainable arts market in Ivanhoe that supports local artists and craft-makers.	a) In conjunction with the community based steering committee resource the development of the Arts Market in Ivanhoe	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> <li>▪ Functions</li> <li>▪ Economic Development</li> </ul>	a) 2007/2008
61. Provide cross organisational leadership and support to ensure creative content in planning, development and management of projects.	a) Create an 'Artist File' and enquiry system that is accessible across council departments to assist them engage artists	<ul style="list-style-type: none"> <li>▪ Leisure &amp; Cultural Services</li> </ul>	a) 2008
62. Continue to provide leadership and support to festival event organisers across Banyule through the Banyule Event Guide and the Event Management Team.	a) Review the Banyule Event Guide annually to ensure it is up to date with legislative and Banyule Council requirements.	<ul style="list-style-type: none"> <li>▪ Internal Event Management Team</li> </ul>	a) Ongoing
63. Deliver the Sustainable Homes Program to residents and staff to facilitate the	a) Deliver 8 workshops and one sustainability tour covering the areas:	<ul style="list-style-type: none"> <li>▪ Environmental Planning</li> </ul>	a) 2007-2009

<b>Priority</b>	<b>Action</b>	<b>Responsible Unit &amp; Partners</b>	<b>Timelines</b>
uptake of sustainable living	water, energy, travel, gardening and waste		
64. Deliver the Environmental Representatives Program to staff to facilitate the uptake of sustainable work practises at Banyule Council	a) Meetings, tours and training throughout the year.	<ul style="list-style-type: none"> <li>▪ Environmental Planning</li> </ul>	(a) 2007 ongoing

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