



knox arts & cultural plan

2012-22



Foreword

Knox Arts and Cultural Plan 2012-22

We take pride in our city of Knox – its people, its culture, its creativity. In fact, our arts and culture help define **who** we are, and **where** we are headed.



So it's with great pride that we present the new ***Knox Arts and Cultural Plan 2012-22***.

Inside this document, you'll read about the special legacy — and proud history — of community and public art in Knox. You'll see and discover the places and features that demonstrate the unique identity and strong sense of place that comes with living in this vibrant part of Melbourne.

Most importantly, you'll see a plan that draws on the positives of the ***past***, nurtures the richness of the ***present*** and delivers the aspirations of our shared ***future***.

Kerry Stubbings

Director Community Services

EXECUTIVE SUMMARY

Introduction

The Knox Arts and Culture Plan 2012- 22 identifies key outcomes for the Arts and Cultural wellbeing of Knox, focused on:

- increasing community participation in the arts,
- creating vibrant and interesting public spaces,
- improving relationships with the local arts and cultural community,
- improving Council's arts and cultural amenity, and
- raising the visibility of the range of arts and cultural activity in the city.

The aim of the plan is to support Council and the community to work together to improve and enhance the cultural vitality of the City.

Executive Summary

The arts are vital to creating a healthy, vibrant and innovative city.

The arts contribute to the wellbeing of a city by supporting and promoting interesting and inspiring cultural and artistic initiatives, creating opportunities for the community to connect with and engage in their environments, and by increasing the capacity of the arts community to develop new skills. A vibrant city is a healthy and liveable city, as it challenges and stimulates its communities in a range of ways; creating interesting

destinations, exciting events and developing the social capital of its communities.

The Knox Arts and Cultural Plan 2012-22 is the result of a process of reviewing the previous Knox City Council Arts Plan (2003-2008) and engaging with a wide range of local stakeholders about their interests and ideas and other research.

The previous plan, the Knox City Council Arts Plan, 2003-2008, saw some key outcomes progressed including the growth of the City's Major Festivals and Events program, a Master Plan for Ambleside Homestead, and the installation of two significant public art format platforms at Boronia and Gilbert Park, Ferntree Gully. However, a review of the document identified that many of the issues informing the earlier plan were still unresolved and remain pertinent to the current environment. These issues were considered alongside local, regional, national and international sector-based research, and informed the preparation of the current document. Together with the recent consultation with sector stakeholders, the process has seen the creation of a well-supported, innovative and inclusive Arts and Cultural Plan for Knox City Council.

The Knox Arts and Cultural Plan sets the vision and framework for the provision and direction of Council-supported arts initiatives across the city, from improving the city's dedicated arts facilities and events, through to working with third party providers in order to support a shared vision for the growth and development of the creative sector across the city. In this respect, it seeks to identify key opportunities to work in partnership with

local providers to inform and support in their aspirations, and the planning for future developments.

The Arts and Cultural Plan 2012-22 is driven by the community stakeholder consultation undertaken in 2011-12 and the consultation that resulted in Vision 2025 and its key themes, and the Council Plan 2009-2013 (updated 2010). The themes captured the community's hopes and aspirations for the future of the city, and the proposed Arts and Cultural Plan responds directly to them.

In addition, the Arts and Cultural Plan acknowledges and builds on the levels of service already provided to the community through a wide range of initiatives, some community-driven and some Council-managed; Community Arts facilities, Community Houses, the six local community newspapers, Events, Libraries, the Placemakers program, local theatres and theatrical companies, and various other urban development and community projects that occur across the city such as the Victorian Jazz Archives.

As well as the creative and cultural aspirations of the community identified in the Council Plan, the Arts and Cultural Plan is also a response to some of the evolving trends in society which have led to significant changes in the growth patterns of the city. New centres are being created and there is a gradual move away from urban expansion towards the redevelopment and intensification of occupancy around existing centres. These changes are accompanied by the increased desire for more attractive public open spaces with greater flexibility of use, an increase in demand on existing facilities, a growing interest in local and city-wide cultural events that brand the city as innovative and inclusive, and

improved access to arts and cultural amenities across the city.

In response to these drivers, the Knox Arts and Cultural Plan identifies some key outcomes for the support and development of the arts and cultural community and the wellbeing of Knox. These are focused around improving community participation levels, creating attractive public spaces, provision of leadership and advocacy by the Council to facilitate better networking and partnerships in the arts community and improving Council's owned and managed infrastructure, capacity and performance in cultural services to the city.

The Knox Arts and Cultural Plan sets out four key objectives to meet these outcomes:

- **Community Participation** – to encourage and promote a wide range of opportunities for the enjoyment of and participation in the arts by all sectors of the community including encouraging greater engagement with our culturally and linguistically diverse and multicultural communities, and breaking down existing access and inclusion constraints.
- **Creative and Vibrant Public places** – to identify and support opportunities to integrate the arts and a range of creative initiatives into the planning and delivery of public open spaces, improve access to the City's existing Cultural Heritage infrastructure, and contribute to the promotion of a vibrant and distinctive city identity.
- **Partnership and Leadership** – to foster and develop a leadership role for Council in the arts and cultural sector, identify and support opportunities for Partnerships, and advocate for the benefits of creativity

and innovation in a range of opportunities, both internally and in the community.

• **Increase Capacity and Performance** – to acknowledge and advance opportunities for the Arts to contribute to the well-being of the City, identifying opportunities to improve and increase arts-focused amenity and infrastructure, and improve capacity and performance of Council to increase the cultural vitality, health and wellbeing of the City.

A number of actions or implementation mechanisms for achieving each objective are identified. Some of these actions include:

- Supporting and promoting opportunities to improve equity of access to community arts and other creative activities;
- Optimising opportunities for both sector and community engagement with a proposed events calendar/ arts portal for the city;
- Identifying and consolidating a stable of significant arts Venues and Events to match the city's strategic aims and promote the city as innovative, and as a developing cultural destination, somewhere outstanding and distinctive to take our visitors;
- Working with the multicultural communities of the city to identify ways to celebrate the creative contributions their cultures give to the city;
- Improving the delivery of public arts initiatives within the city's public open space by developing a Public Arts Policy;
- Advocating for improved arts and cultural infrastructure in the city;
- Improving public access to existing heritage facilities.

The Knox Arts and Cultural Plan 2012 – 22 will be implemented through a series of actions and initiatives, and an annual review of progress will be undertaken to consider the current status of the Plan's implementation program, celebrate successes and report on any issues or concerns that have arisen during the year. In addition, a review of the Plan will be undertaken in 2015 to identify and address any emerging issues that may have been highlighted during the implementation and to address any issues identified through Council's service planning process. Further, a detailed review of the Plan, considering the social and economic environment and the Plan's ongoing relevance to community and Council objectives, will be undertaken in 2017. At this stage, a review cycle for the final five years of the current Plan will be identified and implemented along with the annual reports.

The Knox Arts and Cultural Development Advisory Committee will continue to have role in overseeing the delivery of the Plan and the effectiveness of its outcomes.

The Arts and Cultural Plan 2012 – 22 will operate alongside other Council Plans, such as the Library Services Plan, Major Festivals and Events Plan, Youth Plan Open Spaces Plan, Access and Inclusion Plan, Healthy Ageing Plan, and the organisations key Strategies; the Municipal Strategic Plan, Community Health and Wellbeing Strategy, the Economic Development Strategy and the Sustainable Environment Strategy.

Knox Arts Plan

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SECTION ONE: BACKGROUND TO THE ARTS PLAN

Aims of the Plan

The Plan is directed at the further development and enrichment of the city's arts and cultural identity. It focuses on the expansion of key arts and heritage infrastructure and initiatives as well as the enhancement of significant arts-focused events and the public realm. It will support and promote strategic initiatives developed in the community by community-based organisations, and, internally, support the development of a program to encourage a consistently high standard of delivery by Council teams working on arts-related projects in and around the city.

The Plan will guide the following actions:

- Provide a strategic framework for the provision and direction of Council supported Arts and Cultural initiatives across the city;
- Encourage continuing community and stakeholder involvement and partnership in the development and enrichment of the Arts and Cultural identity of the city;
- Identify the linkages and opportunities that exist between Council's plans and strategies (both inside and outside the council) to increase the range of arts and cultural opportunities available within the city;
- Advocate for the recognition and acknowledgement of the contribution made by the creative and cultural sector to health and wellbeing of the city; and
- Deliver a clear sense of direction for the future development of the Arts, and a focus for resource allocation and action across the city over the following ten years.

Background

The current draft Arts and Cultural Plan has evolved from a review of the previous Arts Plan (2003-08) and earlier moves to support and promote the interest in community arts activity in the early days of city in the 1980s and 1990s. Knox City Council has a long history of working with local communities to provide access to the arts. The Placemakers Community Art program, established in the early days, provided local artists and communities with the opportunity to engage in art making and place making, and in the creation of unique local or community spaces. The Placemakers program continues, but has changed over the past year and is currently a project - based program delivering community arts projects which promote a message of social, economic and environmental sustainability.

Continuing this strong early commitment to the arts, the city's first community arts centre was built in Bayswater in 1975. It provided a performance space with seating for 170 people, and a variety of meeting spaces for use by a cross-section of community groups and other local organisations. The Knox Community Arts Centre received its first significant upgrade in 2010, with capital funding from the Council and the assistance of a federal government grant. This work improved the access to the facility for those with disabilities, upgraded the box office, bio-box and staff offices and installed a sprung floor in the stage. Work also commenced on a program to connect the interior of the facility to the gardens to improve its usability.

The city's second art centre, which focuses on the visual arts and craft, and wellbeing activities, was opened in Ferntree Gully in March 1980. Sharing space with a branch library, the arts centre

has provided a regular program of creative, health and wellbeing programming, and is especially known for its wet studio and strong ceramic program. The ceramics program has been running for over 30 years and continues to be well supported by the community. The Centre has limitations and is in need of an upgrade. It continues to provide a vibrant program of activities; however it has not been able to fully respond to growing community needs for visual arts space due to its open plan design. This tends to preclude activities that cannot return it back to its original state at the end of each session. This has become a deterrent for a number of arts education programs as well as tutors and aspiring artists.

Since the establishment of these two key Council facilities, community enthusiasm and support the arts has continued, and Council recognises the wide range of external organisations that support community arts in the city, including Council's library service, the Knox chapter of the University of the Third Age (U3A) and the Community House Network. In addition, for many years the local arts and photographic societies and community theatre organisations have provided a range of creative opportunities for members of the Knox community to engage in the arts.

This grass roots interest in community arts and arts education is growing and is indicative of a strong awareness of, and interest in, the contribution the arts make to the city's health and wellbeing. This interest reaches beyond the provision of community arts opportunities to include a desire to see arts integrated in to the City's programs in a variety of ways. These include celebrating the city's cultural diversity, coming together to enjoy our vibrant festivals and events program, creating good urban design and vibrant town centres, enhancing the City's identity through creativity and innovation in public spaces, and by actively celebrating our young people and our cultural heritage.

Most recently, the development of the city's Major Festivals and Events program, including the Knox Festival, Knox Carols by Candlelight, and the long running Stringybark Suburban Sustainability Festival, has focused on celebrating local arts and creativity. With local artist performances at Knox Festival and Carols and the provision of a wide range of free art-making opportunities, the events attract growing numbers each year. In 2011 it was estimated that over 80,000 visitors attended, suggesting that collectively they are the city's highest profile community initiative. Each year the community provides excellent feedback to the Council about these events, and seeks ever greater improvement to their programs and delivery. Knox City Council is rightfully proud of this level of engagement with its community, and actively promotes these events in the community as part of its development program.

The creation of a strategic planning document to collate the information and interest generated by this local and historical activity is an effective way to ensure that the diverse needs of a growing and changing community are acknowledged and addressed. In addition, it will enhance the potential for the arts to contribute to the city's vision, thereby becoming an integrated part of planning for the future of our communities and ensure this activity continues to be well supported.

The current Plan seeks to identify the key guiding principles for future developments and associated prioritisation of resources, as well as key objectives and outcomes that will encapsulate Council's commitment for the following 5 -10 years.

Context

For the purpose of this plan, 'the arts' refers to creative and interpretive expressions of individual and collective culture, identity and ideas that add value to our communities and environment. The addition of 'cultural' programming in the plan refers to the inclusion of specific cultural heritage initiatives and the multi-cultural community's unique contribution to the city's identity through events and other creative initiatives. * (Further definition of terms is included in the Glossary of this document, Section Three).

Art can include an element of social comment and is acknowledged as an effective way of contributing to the city's social capital and building social cohesion. The use of creative arts programs allows for the exploration of ideas and experiences that build connections, develop empathy and expand our sense of what is possible. In Knox, the successful festivals and events program with their commitment to arts participation are acknowledged as the most significant opportunities available to the organisation to engage with the community on a number of levels.

The plan recognises that the arts happen in a wide variety of places and in a great variety of ways. The arts happen in homes, schools, parks, urban spaces, libraries, community houses and dedicated art facilities, through community events and private tutoring and businesses, and in civic centres and public open spaces such as walkways and parks. Arts activities include many forms; music, literature, dance, drama, painting, drawing, printing, sculpting, photography, crafts, film and increasingly through a growing range of new multi-media techniques which combine various forms of audio-visual technologies. In addition, the city's expanding creative industries, the social- or community-based activities such as the local community newspapers, as well as those businesses that have their basis in individual creativity, skill and talent, and especially those home-based creative businesses actively contribute to the city's economic wellbeing. These activities all have at their core a commitment to a variety of creative educational opportunities and benefit from a dynamic arts and cultural environment.

Support for the arts in the city occurs in a variety of ways; through the investment provided with the rates-based funds of Council and in-kind support for local artists, projects and groups. It may also come from state and federal government funding programs, and through a variety of other sources including the Victoria Government's Multicultural Commission, VicHealth, and through the sponsorship of commercial businesses and private donation. The arts are also supported by a range of societies and trusts subscriptions and contributions and, most importantly, through the dedication and hard work of a large number committed volunteers.

The Knox Arts and Cultural Plan seeks to give direction to the way Council invests in the development of the arts and cultural identity of the city. It also aims to promote an awareness and appreciation of the social, cultural and economic potential associated with an innovative and vibrant arts program for the community.

A number of the ideas and initiatives proposed in the plan are of strategic interest to the development of the arts community and will only be progressed through the formation of strong and active partnerships with a range of external stakeholders. The plan aims to give some sense of where and how these strategic collaborations might occur, and to provide appropriate information and support to progress future plans and aspirations of these independent third party arts organisations for the benefit of the wider community.

The Arts Plan has proposed a 10 year planning horizon with two five-year implementation time frames. A review is recommended at three years and five years, to ensure that the community's aspirations continue to be reflected in the document and the Plan is aligned with the anticipated Service Plans being developed for Council services. An annual review of the status of the Action Plan (Section Three of the Plan) is recommended.

Current funding levels and resourcing (2011-12)

Council funding to the Arts and Cultural Sector is currently provided through general rates, and access by local groups and organisations to the community focused funding schemes, including Council's Community Development Grant Scheme and the newly adopted Arts and Cultural Grants Scheme (2011).

Current levels of Council investment in the Arts, includes funding for the Major Festivals and Events program which include three significant city events, a theatre touring program fund, operational costs for the two Arts Centres, and a small public arts and community arts initiatives allocation. The total amount provided for the Cultural Services of the city is \$1, 309,737, which includes a specific allocation for the Placemakers Community Art Program for approximately five community arts projects with a sustainability focus each year.

The amount of annual funding allocated to the Cultural Services programs and the cultural health and wellbeing of the city is in the order of 1.06% of Council's total expenditure. However, a range of Council services have also traditionally included arts activity in the delivery of their programs. These include Library Services, Early Years, Youth Services, Community Safety and the Open Space and Landscape Design teams. These activities are separate from the arts and cultural services program, and are therefore not included in this budget.

Seeking external support through state and federal government grant opportunities is an important part of Council's arts and cultural development program. Council also provides opportunities for Knox's business community to support the high quality entertainment programs our community has come to expect. However, it must be noted that the inherent uncertainty of this private contribution means it cannot be relied upon as an ongoing source of funding and while beneficial for project based initiatives, is less so for planning programs of an ongoing nature. The context of using future discussions around developing a program to encourage business contributions to local community development (or Corporate Social Responsibility) may be helpful in securing additional resources for arts and improving the cultural health and wellbeing of the city in the future.

The arts community and Council have access to funding schemes provided by the State and Federal Governments, including Arts Victoria, community development funds associated with the Department of Planning and Community Development (DPCD), and relevant federal funding schemes, such as the Regional and Local Community Investment Program (RLCIP).

It is anticipated that by providing a clear and supported program of development for the city's cultural wellbeing, that these opportunities can be accessed with increasing effectiveness.



Pottery totem poles, Ferntree Gully Library.

STRATEGIC FRAMEWORK

The Plan is a direction setting document that provides a context for a wide range of other plans, projects and documents that together support the growth of the city's cultural vitality through arts and culture. These include the Urban Design Framework, various Structure Plans, activity based Plans, such as the Open Space Plan, the Youth Plan and the Major Festivals and Events Plan, and the specific policies and procedural documents associated with them. It also includes a small number of significant strategic developments currently under consideration. The framework identifies where future activity plans, policies and procedures may be needed in order to progress the aspirations of the community, such as the proposed Public Art Policy.

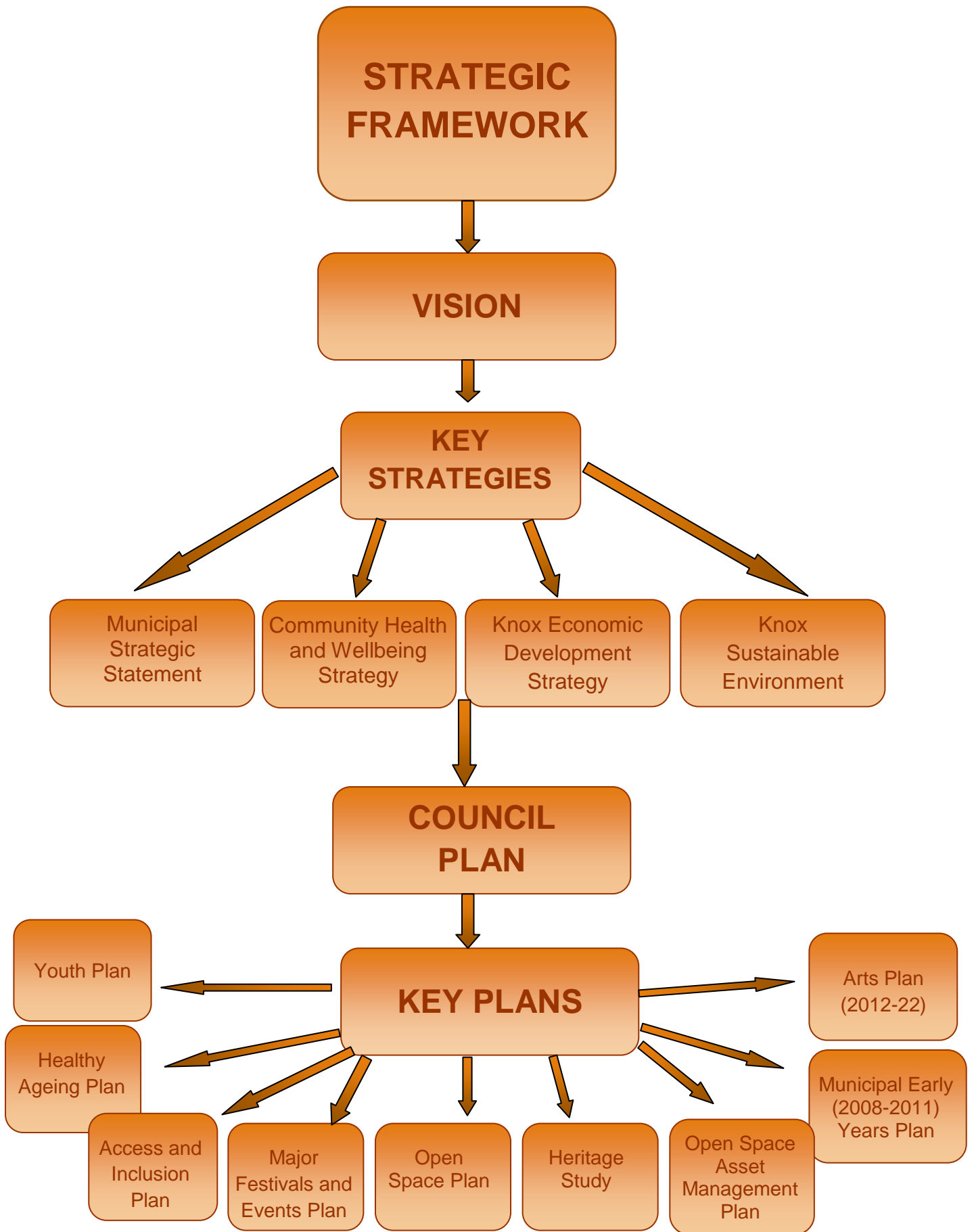
The plan also seeks to ensure that there is sufficient collaboration and integration across the many Council teams and associated activity plans that are currently or potentially connected to realising our arts and cultural objectives. Aligning the Arts and Cultural Plan with the direction and outcomes of these others plans and programs will enable a responsive improvement to arts and cultural programs in the community and some significant new initiatives across the city.

The Arts and Culture Plan is guided by the themes and related community outcomes for the city as identified in Vision 2025 (listed in the following section). The Objectives, by way of the strategies and actions identified in this document, will contribute to the delivery of the Council Plan outcomes in a number of ways; at both policy and operational levels.

The plan also supports Council's Community Health and Wellbeing Strategy and the commitment to improved partnering and advocacy within the community. The plan will actively contribute to the Strategy's outcomes, supporting healthy living, lifelong learning and safer communities. Key areas of contribution include; improving Citizen Participation through the growth and support of volunteerism, community participation and engagement on key issues, and in the area of Leisure and Culture with improved cultural infrastructure and access to local arts and cultural activity, and continuing to secure good attendance levels at festivals, events and arts programs.



Billboard at Knox Regional Skate and BMX park.



SETTING THE SCENE

Knox has a healthy arts community that strongly enhances the city's identity through its contribution to social, cultural, economic and environmental wellbeing.

The city currently has two community arts facilities, a small number of independent theatres or performance spaces, an active Arts Society with a small gallery and workshop area, and a number of leisure facilities. One of these, in particular, may be available for occasional arts and cultural events in the future. There are also a number of local schools that provide significant arts programs. Many have associated facilities, such as theatres, technology and equipment, that are also available for community hire.

While the two dedicated Council managed arts spaces are well used and increasingly over-subscribed, there is the potential for a range of non-traditional spaces and locations to be used to greater effect for arts and/or cultural events. These are not yet part of a regular circuit of creative productions, but could be with increased focus. In addition, there is the potential to see arts and cultural activity be developed in through a commitment to the adaptive re-use of one or more of Council's heritage sites. Both of the community arts facilities are located in the eastern side of the city, and it is timely to consider how best to service other areas by providing more access to these types of leisure facilities.

The strengths of the creative sectors in the city lie in the following areas:

• Local Artists

The City continues to be home to a number of working artists whose cultural interests and activities often become drivers for new creative activities in the area. The ability for the Council to engage with and advocate for these individuals and their ideas will ensure that opportunities for local artists to contribute their expertise and skills to the ongoing development of a healthy, active and culturally vibrant environment are identified and enabled, where possible.

• Events

The Council is proud of its commitment to providing a high quality and dynamic festivals and event program each year. The season includes Knox Carols by Candlelight, the Knox Festival, running for over 40 years, and the Stringybark Suburban Sustainability Festival, Australia's longest running community sustainability festival. Council also supports a range of smaller festivals and events, such as the community-run Basin Music Festival, Seniors Festival, and the youth focused Green Foot Flick Film Festival, National Tree Day and others.

The community embraces the vibrancy created by these events and acknowledges their contribution to the city's unique brand and collective identity. Knox also benefits from the regional and national interest they attract.

• Local Community Theatre

The area that now comprises the City of Knox has a long history of local theatre, beginning with the 1812 Theatre in the 1940's and acknowledged as one of the longest running theatre groups in Melbourne. The Basin Theatre has also been active for over 55 years, while the Knox Theatre Company was established more recently in 1980. The Knox Community Arts Centre built in 1975,

has provided dedicated performance space to local schools, dance and drama academies over the years. In 2007 the visionary 6PAC program was developed by Council to bring professional acts to the theatre as part of a unique touring program for smaller and regional community theatres.

There continues to be a strong interest in the performing arts in the city, with new academies, teachers and companies seeking access to the theatre on a regular basis. The need for rehearsal and development space, and local musical theatre is expanding. Theatre performances and dance in particular, continues to attract local audiences, as there are many local dance and drama schools providing a range of extra-curricular activity to young people in the city.

• **Local Arts Society**

Established towards the end of the Second World War in 1944, the Ferntree Gully Arts Society is one of Melbourne's oldest and most active arts societies. A membership based organisation providing exhibition and workshop space for members and for the wider community, the society started out life in an old Army Hut. The society now has a dedicated arts facility with an established gallery (known as The Hut), a significant art collection of local and regional artists work spanning sixty years, and a range of specialist production equipment such as printing presses. The Ferntree Gully Arts Society provides a full program of artist working groups and classes with professional tutors, as well as a very popular Poetry Event held every two months. It is also home to the Ferntree Gully Film Society, established in 1956.

• **Music**

Knox is home to many young and aspiring musicians and a great deal of music-based activity. Council hopes to be able to identify new ways of supporting this expanding industry by developing a range of future opportunities across the city. An annual celebration of local music in The Basin has been a feature of the summer months for a number of years providing opportunities for local musicians to perform in a local environment. Similarly, the former Eisteddfod program, now known as the Knox Piano Awards, holds a local music competition for young pianists biannually. In addition, a number of local bars and clubs also provide a regular program of live music by local and nationally known artists. Knox is also home to the Victorian Jazz Archives which has the potential to provide enriching educational and musical opportunities for the wider community with the development of closer working relationship to support this unique and valued initiative.

• **Community Arts Facilities**

Knox City has two Community Arts Centres, and is rightfully proud of the growth, energy and opportunity delivered by these facilities. Activity includes the delivery of high quality and professional performances and tutors, arts education, professional mentoring. Council's commitment to building strong and engaged local communities and contributing to the social and cultural well-being of the city is strongly supported through these and other services.

The Knox Community Arts Centre is a theatre based facility, and the Ferntree Gully Community Arts Centre offers a range of fine art, craft and wellbeing initiatives, the most well known being the ceramic program which run for over 30 years. While the Council does not currently have a dedicated exhibition display space or gallery available for community use, there are number of

spaces that have the potential to be developed in the future (including at the Ferntree Gully site) as part of the implementation of Arts and Cultural Plan.

In addition, the Council has for many years pursued the idea of developing a significant cultural venue in the heart of the city, to be integrated into the development of the Knox Central precinct. It is proposed that this facility become a signature building that symbolises community engagement with arts and civic pride. It would contain a number of high quality arts spaces including a 650 seat AA rated theatre, a smaller flexible performance space, exhibition space and a large foyer capable of holding a range of civic functions.

• **Creative Cultural Activities**

For many years the Council has played a role in facilitating a range of additional creative cultural activities in the community. The earlier Placemaker program saw a large number of community arts initiatives developed and installed in our public spaces, while the new program has a different focus, it will continue the commitment to working with community to creatively enhance and engage with their local spaces.

The installation of two high profile visual arts formats, the light boxes in Boronia and the billboard at the Gilbert Park site, similarly provide an ongoing opportunity for the city to support creative expression and to acknowledge the way in which the arts, and in particular, community art, contributes to the city's character and style. These large format platforms are hugely popular with the community, and it is hoped future sites can be identified and a program of installations be expanded.

It is anticipated that the expansion of the city's the arts and cultural identity will continue, with opportunities for creative participation, cultural inclusion and artistic engagement. This increase can be achieved through improving access to future urban design planning processes, landscape design-based opportunities and partnerships in the community. An increase in the range, visibility and accessibility of creative arts activities to all in the community, will enable the arts' unique contribution to the health and wellbeing of the city to be fully appreciated and enjoyed by both residents and visitors alike.

• **Cultural Heritage**

The city's cultural heritage makes a valuable contribution to the sense of Knox's local identity. The Knox Historic Society's museum and archive, located at Ambleside Homestead, provides a valuable resource to the community and a Master Plan has been prepared in preparation for future development. Millers Homestead and Stamford Park, the Homestead and Gardens and wider park environment, also provide substantial opportunity to grow the City's cultural assets within existing holdings.

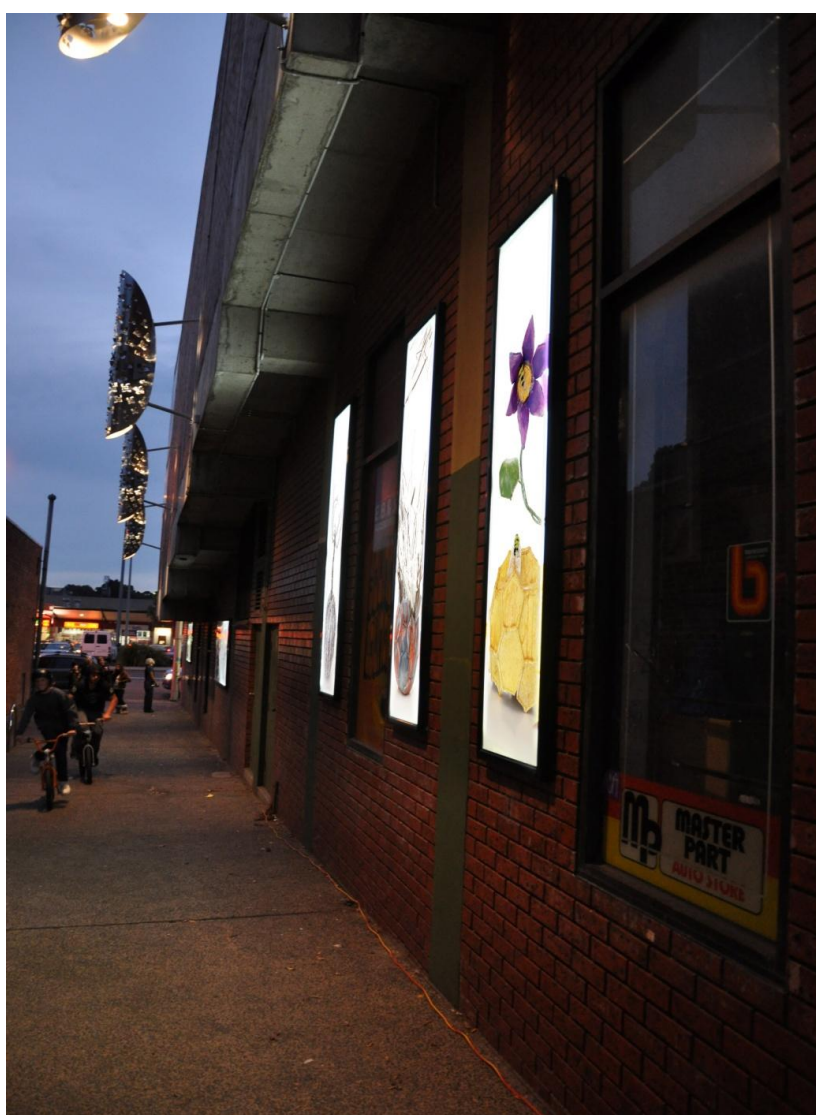
In addition to celebrating the area's European/settler past, it is proposed that a new facility be developed in Stamford Park, which will interpret and commemorate the region's aboriginal heritage. There is also the opportunity to form and locate gathering spaces and landforms symbolic to both prior indigenous culture and post European occupation.

A commitment to celebrating the city's past and providing inspiration for the future will contribute to a sense of pride in the city, as supporting the development of culturally appropriate

adaptive re-use options at these locations . This combination will significantly add to the range of cultural experiences available to the community and their visitors.

A gap in our City's arts scene

The City of Knox is a culturally active community with many fresh, innovative and creative initiatives underway. However, there is a gap identified in our City that has been remarked on by many in the community over the years, and raised again in the latest round of consultation. Despite the many artists, arts organisations and the creativity evident in our public open spaces, the City does not have a community gallery or public exhibition space in which to support our artists in their professional development and bring their work to the community to enjoy. The Plan will identify ways to address this gap and the enable the community to be better served as a result.



Light boxes in Cinema Lane, Boronia

BENEFITS OF THE ARTS

The arts contribute to health of wellbeing in many ways. Access to the Arts, to actively participate in or simply enjoy in a more passive manner, is a valued aspect of life for many in the City of Knox.

Arts and cultural activities also contribute to a range of functions in the community and contribute significantly to the liveability of the city through a wide array of interconnected benefits.

The Plan seeks to recognise and advocate for these benefits and to identify strategies and actions that will optimise the advantages for the benefit of the wider community. The main benefits are set out in the tables below.

Cultural	Social	Environmental	Economic
<p>The Arts:</p> <p>Provide opportunities for artistic and cultural expression;</p> <p>Provide a mechanism to showcase, communicate and preserve cultural knowledge;</p> <p>Provide connection to our heritage and to the heritage of others;</p> <p>Provide linkages between community, facilities and open public spaces;</p> <p>Promote empathy and understanding between different cultures;</p> <p>Create a supportive environment to explore creative ideas, innovation and debate.</p>	<p>The Arts:</p> <p>Provide an opportunity for social interaction;</p> <p>Offer health benefits associated with regular physical activity;</p> <p>Support lifelong learning with a range of educational opportunities for all ages and abilities;</p> <p>Support intergenerational education and skill development;</p> <p>Provide greater amenity in locations used for community events;</p> <p>Enhance the mental and social wellbeing of people;</p> <p>Develop social capital and build volunteerism;</p> <p>Provide opportunities for people of different ethnicities to interact and celebrate together.</p>	<p>The Arts:</p> <p>Create interesting and enjoyable public spaces;</p> <p>Contribute to the delivery of high quality Crime Prevention Through Environmental Design (CPTED) outcomes when developing public open spaces;</p> <p>Increase amenity value in built environments;</p> <p>Enhance a sense of ownership or guardianship of public places;</p> <p>Provide an increase in awareness of and engagement with a range of environmental issues.</p>	<p>The Arts:</p> <p>Contribute to local economies;</p> <p>Contribute to the development of more vibrant town centres;</p> <p>Contribute to attracting visitors to the city;</p> <p>Contribute to a creative industries sector which, in turn, contributes to the economic diversity and sustainability of the city;</p> <p>Improve the skills standards of the workforce through increased educational outcomes;</p> <p>Develop innovative and creative entrepreneurs;</p> <p>Support for the clustering of arts initiatives has recognised spin offs for other small businesses, such cafes and other boutique businesses.</p>

LOCAL POLICY CONTEXT

This section sets out the policy framework for the development of an Arts and Cultural Plan in the City of Knox.

The Arts and Cultural Plan relates to Knox City Council's vision and outcomes as expressed in Vision 2025, Knox Council Plan 2009-2013 (2010 Update), Municipal Strategic Statement, and the Community Health and Wellbeing Strategy. Council publishes a full length Council Plan every four years, provides an Annual Plan each year, and reviews the Vision document with a community consultation process every four years. A review of Vision 2025 commenced in early 2012 and is anticipated to be finalised in 2013. The new Vision document will consider the community's future expectations and aspirations, and Council's indicative policies and programs, to 2030. Through this process it is not anticipated that underlying support for arts and cultural activity will have changed in any significant manner.

The Arts and Cultural Plan will also contribute to the Knox Economic Development Strategy (2008-2018) aims, by encouraging a creative environment that supports diversity within the local economy, and the Knox Sustainable Environmental Strategy (2008 – 2018), by contributing to the enhancement of and community education about the local environment.

The Municipal Strategic Statement (MSS) is a statement of the key strategic planning, land use and development objectives for the City of Knox, consistent with the Council Plan. As the city grows and changes it will need to improve the urban landscape and upgrade the city's cultural, leisure and recreational assets. The current program aims to encourage public art, city happenings and events in town centres, parks and reserves, and highlighting the cultural heritage of the city as found in its buildings and is reflected within the plan.

In addition, the Community Health and Wellbeing Strategy (2009-13) identifies and monitors the health and wellbeing of the community using a structure of nine pillars. The Strategy identifies a series of desirable health and wellbeing outcomes, records the city's health and wellbeing status as regards its strengths and weaknesses, and monitors issues, activities and initiatives annually. The Arts and Cultural Plan will contribute to these strategic outcomes in a number of areas, including; the provision and support of a range of lifelong learning initiatives, promoting social networks and a sense of belonging, and some community safety initiatives. It will also help enable the Strategy to meet some key objectives around delivering diversity, valuing and preserving local heritage, and providing a range of active and passive social and cultural opportunities.

These key strategic documents provide decision makers with a 15 - 20 year plan. They describe current council activities and explain how these will achieve the Vision 2025 themes and outcomes, and how the organisation is responding to those things the community told us they thought were important for the City's future wellbeing.

Council and the community's shared Vision for the future of Knox is:

Knox City Council and the community: a partnership in progress; creating a safe, healthy and connected community with high quality services, transport options, facilities and culturally rich experiences; committed to protecting our green, leafy neighbourhoods and natural environment,

and enhancing economic sustainability for future generations.

Vision 2025 describes Council and the Community's vision for the future of Knox under the following themes:

- healthy connected communities
- culturally rich and active communities
- dynamic services and facilities
- accessible transport choices
- sustainable natural environment
- attractive and vibrant places
- a prosperous, modern economy.

A healthy vibrant arts sector and a strong arts and cultural identity will contribute to this vision for the future of the city in a number of ways:

- connecting communities and building social capital
- supporting and promoting a culturally rich and active community
- providing dynamic arts and cultural facilities and services to the community
- contributing to the delivery of attractive and vibrant places, and
- contributing to a diverse and flexible economy.

In addition to Vision 2025, the Council Plan and other strategic documents, the Council has, or is in the process of developing, a range of activity based plans that may influence future arts and cultural developments. These plans have identified opportunities that support arts and cultural activities and may provide a range of collaborative opportunities in the future, for example, the enthusiasm to enhance public places with artworks contained in the Open Space Plan.

Important activities, services, policies and plans that impact on the delivery of arts and cultural outcomes include the following:

• Major Festivals and Events

Arts and cultural activities are seen as a valued part of the City's annual festival and events program, and contribute much to City's image and lifestyle. Appropriate opportunities to showcase local artists will be supported through developing a range of significant regular arts-inclusive events across the city.

• **Libraries**

The Eastern Regional Library Corporation provides an exceptional library service to the residents of the City of Knox of behalf of Council. Council aspires to provide the community with access to knowledge, experience and ideas, and to be the “third” place for the community, a significant place, outside of home, work or school, to connect and engage with people and ideas.

• **Community Facilities**

The local Community Houses reflect the distinctive character of the communities they serve. People of all ages and interests are invited to drop in and enjoy a variety of activities, classes and programs, many of which are arts and craft focused. These facilities support local migrant communities by providing life skills and language development and offer new residents a point of easy connection to their new communities. In addition, the local Progress Halls in The Basin and Boronia are regularly used for cultural activities, with each year The Basin Progress Hall playing host to The Basin Music Festival, a celebration of local musical talent.

• **Heritage**

The City’s local cultural heritage contributes to the development of a distinctive identity. Looking at how we might sensitively adapt these sites for future will create unique and vital cultural opportunities for residents and visitors.

• **Economic Development**

The City’s Economic Development Strategy seeks to encourage diversity in the economic activity within Knox, and notes the number of home-based businesses as a factor of interest. The arts sector contributes to these areas, through education and training, infrastructure, quality of place and by its contribution to the development of a modern diverse economy and the City’s identity.

• **Early Years**

The plan will contribute to the Municipal Early Years Plan outcomes by supporting initiatives that promote the health and wellbeing of children. This occurs through valuing and championing children, supporting access to creative opportunities, services and activities that enhance their learning and development, and ensuring equitable access for children and families to opportunities to participate in the community life of the city.

• **Youth**

The plan contributes to the Youth Plan and Charter, by supporting actions to meet the expressed interests of young people to explore their creativity, meet and share ideas, have their ideas heard and their contributions to the community acknowledged. It considers their preferred locations, and their desire to be able to access a range of creative, leisure and educational activities and services across the city.

• **Healthy Ageing**

The plan will contribute to key areas of the Healthy Ageing Plan by identifying opportunities to optimise the health and wellbeing of our ageing community. It will identify opportunities to promote social engagement at our major festivals and events, create safe and vibrant public spaces, and support community partnerships that provide lifelong learning opportunities to the community, a program of support for our older residents.

• **Access and Inclusion**

Arts and cultural activities contribute to the aspiration to create a community that is accessible, welcoming and inclusive, by reducing barriers to people with a disability accessing arts services and facilities. It seeks to promote inclusion and participation in the community and help to change attitudes and practices that overtly or unintentionally discriminate against persons with a disability.

• **Multicultural**

The Arts and Cultural Plan has a key role to play in the implementation of Council's Multicultural Strategic Plan (2012-2017). Key area two has a focus on celebrating multiculturalism through creating opportunities that build and support social cohesion in Knox.

• **Open Space**

The Arts and Cultural Plan has a key role to play in the delivery of the Open Space Plan (2011-2015). Culture is one of the nine lenses that inform the delivery of the proposed Open Space Plan. Arts and cultural activities will play a significant part in helping to create healthy creek corridors that people love, activating community hubs, empowering the community to become stewards of open spaces and engendering a network of sustainable spaces.

• **Asset Management**

Infrastructure assets support and enable the provision of many Council services to the community. Council has an asset management planning framework comprising a Strategic Asset Management Plan and individual Asset Management Plans for the various asset classes. As part of this framework, Council also has an overarching Asset Management Policy which "articulates Council's commitment to asset management and establishes a framework to ensure asset management is undertaken in a structured, coordinated, cost effective and financially sustainable manner across the whole of the organisation".

In terms of arts and culture, buildings and open space are two key asset classes that support this service. The Building Asset Management Plan (BAMP) is concerned with the protection, care and maintenance of community buildings and associated infrastructure and assets. This plan will inform the manner in which any future arts based infrastructure (in the form of Council owned buildings or facilities) is created or developed for the support of the arts, artists, arts groups and any other sorts of cultural activities, as supported and promoted in the Arts and Cultural Plan.

The Open Space Asset Management Plan (OSAMP) is concerned with the protection, care and maintenance of assets in public open space. This plan will inform the manner in which any future creative infrastructure (in the form of sculptural artworks or the like) are added to the public realm, as supported and promoted in the Arts and Cultural Plan.

Sound asset management practices underpin Council's approach to the delivery of services to the community. The Arts and Cultural Plan recognises this by attempting to document the basic asset needs to support arts and culture into the future. This plan will therefore assist in future reviews of the BAMP and OSAMP, and in better aligning service planning and asset management in the long term.

DRIVERS TO A CHANGING CITY

Today's cities are changing rapidly. We are growing, producing and consuming at an unprecedented rate, and although Melbourne is considered one of the most liveable cities in the world it is not immune to the global drivers of change. The City of Knox is no exception and needs to respond to both local and global issues: climate change, peak oil dependence, declining available land, loss of biodiversity, urbanisation and demographic shifts.

Council has a central role in managing this change in their communities. The provision of creative initiatives that enable the community to participate in activities that promote their cultural values and aspirations is a powerful and positive tool. Arts activities can unlock potential and advance opportunities that link local liveability ideas and aspirations for the health and wellbeing of the City.

• A Changing City

The City of Knox is in a state of transition, moving from a collection of suburbs into a city in its own right. Employment is growing, along with more local services and activities. Centres like Rowville and Boronia are increasingly built up and the greenfields areas of the city are rapidly being developed. While much thought has gone into the infrastructure and shape of this growth, creating a distinctive local identity has not been a priority.

Over the next 20 years, residential growth patterns will continue to shift from urban expansion towards concentration in and around existing centres. This will see increased density and a move from large family homes to a growth in single person households. This is signalled in research underpinning the work on housing in the City, but is being further driven by the community through changes to regional and local growth planning policy. Using a creative approach to the arts and urban design can make an important contribution to the vibrancy of the city's future.

Over the next 15 to 20 years, it is expected that around one third of growth will occur in previously greenfield areas like Lysterfield. However, the majority of growth will occur in existing urban areas with a significant degree of redevelopment, and particularly an intensification of housing, happening in some areas across the City. This growth will place increasing pressure on land reserves and have a significant impact on availability of space, especially for community facilities and events, and for the passive enjoyment of public open space. The implications of this pattern on open spaces, urban centres and community facilities and amenities are immense. Not only will there be more people seeking to use the city's resources, but the range of activities needing to be accommodated will also continue to grow. The City is already experiencing this in the southern areas, as indicated by the Facilities Map on Page 28. Rowville is an example of an area which currently has limited cultural amenity despite rapid population growth, and this will be relevant when considering the opportunities opening up within the Stamford Homestead precinct.

• Diversity

Diversity of culture is recognised as a valuable asset to the City, making our communities more interesting and varied. The population of Knox is predominantly English speaking although there are increasing numbers of people from other ethnicities living in the city, particularly from India,

Malaysia and China and smaller numbers from Germany, Italy and the Netherlands. In 2006, 25.2% of the Knox population was born overseas, and 16.7% were from a non-English speaking background. Council must work with the community to nurture the benefits that flow from the rich and varied multicultural mix, now and into the future.

• **Sustainability**

As a city we have come a long way in our understanding of the significance and urgent environmental issues facing our municipality. For example, there has been a significant shift in the community's understanding of a changing climate, and globally, the changing climate has become a situation we need to collectively manage. The ability of the community to understand and respond to environmental issues can be seen in the many green projects around Melbourne and the City of Knox. Arts initiatives have been, and continue to act as a key educational and engagement tool in developing the ongoing awareness of this situation.

• **A Changing Population**

The make-up of the population is changing, too. Between 2006 and 2026, the biggest change in the City's demographics will be an increase in people in the 65+ age group, with less growth in younger adults and children's statistics than in the past, although these will remain high. In terms of households, the biggest growth will be of one person households and households of couples without children. The number of two parent families will only increase slightly. Similarly, a shift in household size will be reflected in a reduction of private social space which will see an increase of people seeking activity outside of the home for their social and cultural interaction.

These changes have big implications for the city's community facilities and public open spaces. An example of this is the increasing number of over 65 year olds seeking to remain active, physically, intellectually and, increasingly, creatively, which will impact on the range of cultural activity providers in our communities. Similarly, the expectation of ready access to libraries, leisure centres and other formal and informal learning environments, such as arts education activities provided by community art centres, will continue to increase.

• **A Changing Lifestyle**

As the City of Knox develops it is changing from a series of discrete centres into a city of connected neighbourhoods and vibrant suburban centres. Access to quality diverse activity is very important to residents. The ageing population and the increase in single person households risk increasing social isolation and withdrawal. This makes the importance of inclusive, safe and accessible community space critical.

Recent national statistics from the Australia Council show that an increasing number of people are seeking to engage with or actively participate in the arts as a way of contributing to their communities and adding enjoyment to their lives. A review of the city's arts centres indicates a steady increase art class attendees and bookings of studio and performance space. Similarly, there is a growing interest in the passive enjoyment of cultural activity, such as music, festivals and other cultural events, especially in local parks. However, opportunities for low cost expansion of arts and cultural facilities or affordable new initiatives for the creative not-for-profit sector are restricted due to the growing pressure on existing spaces and facilities and the prohibitive cost of developing new ones. The need to work collaboratively with the wider

community, to encourage multi-use arrangements and to partner with existing providers will be essential.

The research also indicates that as well as improved resources and access to information about arts activities, communities want a range of opportunities to be made available to them, including assistance to engage, support and achieve sustainability by growing membership and audiences for their activities.

As the social pressure of growing numbers, reduced living space and an ageing population increase the need for access to quality community facilities, the creation of accessible and engaging public open spaces and the development of a stronger city identity, it is anticipated that the social and cultural needs of the community will become a key driver to future developments of the city. The changing environment has implications for Council's asset base, with greater community pressure on resources, and increased expectations and demand. The ability to respond as regards available infrastructure creates a risk for the city, as the pressure to move towards providing multi-purpose spaces may reduce the opportunity for specific fit-for-purpose developments and impact on the future cultural development of the community.

Infrastructure drivers, such as changing land use, and the need to improve public transport and reduce the use of private cars, will also affect future decision making. The call for an increase in local social and cultural activities, and the added pressure to achieve a level of equity of access to community facilities across the city, will be a critical factor. This will need to be balanced against the pressure to make the most of existing resources and planning for future developments in high profile locations. The future location of facilities will be increasingly dictated by public transport. Given the city's commitment to supporting improved access for youth and the aged, this is likely to become a key driver of change in the future.

The growth in internet connectivity is also a key driver for the city, with recent statistics indicating a growing number of Knox households with internet connection. Reliable and accessible information remains a valuable tool the community at large and the arts community specifically. Creative small businesses benefit greatly from the creation of a highly visible shared virtual environment. Recognising and responding to the community's growing commitment to a high level technological literacy will be a reflection of the City's changing lifestyles.



Aerial view of Knox

Map of Arts Facilities in Knox

arts facilities in knox

Key statistics:

- 156,000+ residents (June 2009 estimate)
- 37,000+ residents born overseas
- 17% of residents from non-English speaking backgrounds
- 16,500+ families with children under 15 years old
- Nearly 30,000 children under 15 years old
- 10%+ of residents aged 65 years and older
- 31% of the resident workforce working in Knox
- 114 square kilometres of area



Neighbourhood Houses:

1. Orana Neighbourhood House
2. The Basin Community House
3. Mountain District Learning Centre
4. Rowville & District Neighbourhood House
5. Coonara Community House

Historic Homesteads:

6. Millers Homestead
7. Ambleside Homestead
8. Stamford Park Homestead

Arts Facilities:

9. Knox Performing Arts Centre
9. S.L.A.M.S. Music Theatre Company
10. Ferntree Gully Community Arts Centre
11. Ferntree Gully Arts Society (Hut Gallery)
12. University of the 3rd Age
13. 1812 Theatre
14. The Basin Theatre Company
15. Victorian Jazz Archive
21. The Basin Progress Hall
22. Boronia Progress Hall

Annual festival/event locations:

4. Stringybark Sustainability Festival
10. Knox Festival
10. Carols by Candlelight
16. The Basin Music Festival
19. Green Foot Flicks Film Festival

Libraries:

10. Ferntree Gully Library
20. Rowville Library
17. Knox Library
18. Boronia Library

SECTION TWO: THE PLAN



Knox Community Arts Centre, Bayswater

The Arts and Cultural Plan

Principles: the values that sustain the Knox Arts and Cultural Plan

A strong and vibrant city is a city with a strong sense of itself and a high liveability factor. This is achieved in a number of ways; through the creation of programs and projects to reflect these values, and by ensuring that our work, with the community and across the organisation, is guided by a series of underlying values.

Knox City Council believes that art is a benefit to the community, and that:

- Raising the profile of arts and cultural activity in our city contributes greater opportunities for social connection, re-connects the community with its cultural heritage, instills a sense of local ownership and pride, creates stronger healthier neighbourhoods and provides a distinct and positive city identity or brand.
- Providing and supporting opportunities for our community to participate in and enjoy the arts and other cultural activities, and ensuring that access to the arts is available to all, provides a vehicle for personal and professional growth, and a new and challenging dynamic to the way we understand ourselves and our community.
- Strengthening the cultural vitality of the city contributes to the health and wellbeing of our community, and to the economic strength and diversity of our city.
- Empowering our community to live sustainably using innovative and engaging ways enables our city to understand and respond to the needs of the present without comprising the ability of future generations to meet their own needs.

Key Outcomes

The Plan is directed at the further development and enrichment of the city's arts and cultural identity through:

- the expansion of key arts and heritage infrastructure and initiatives,
- the enhancement of significant arts-focused events and the public realm,
- support for and promotion of strategic initiatives developed in the community by community-based organisations, and
- a program to encourage a consistently high standard of engagement and delivery by Council teams working with the Arts in the city.

The Outcomes will contribute to **Vision 2025** in the following ways:

Theme 1: Healthy and Connected Communities – to contribute to the health and wellbeing of the community

- ❖ Build community skills, leadership and connections
 - Build partnerships with the community and provide diversity of opportunity in the city
- ❖ Support the nurturing of families and children
- ❖ Support older adults to have a choice, be valued and enjoy healthy independent lives
- ❖ Create an accessible Knox for all members of the community.

Theme 2: Culturally Rich and Active Communities – to provide and support opportunities for community members to participate in a vibrant community life

- ❖ Encourage and support opportunities for artistic and cultural expression and experience
 - Addressing identified gaps in cultural opportunities, including opportunities for passive recreational activities
 - Facilitate provision of opportunities for the Knox community to engage in artistic and cultural expression
 - Provide opportunities for Knox's diverse community to be recognised and celebrated
 - Foster the availability of a wide range of education and training options for the Knox community to enable them to follow their own interests and realise their future potential
 - Create opportunities for neighbourhood activities that assist and encourage people to connect at a neighbourhood level
 - Facilitate good accessibility for all to Council and community facilities

- Enrich community facilities, open space and neighbourhoods through the use of contemporary public art that reflects and promotes cultural heritage and diversity
- Continue planning for a regional performing arts facility in Knox Central.
- ❖ Ensure a wide range of leisure opportunities are readily available for all members of the community
 - Respect and value our heritage, background, traditions as expressed through cultural and built form.

Theme 3: Dynamic Services and Facilities – to continuously improve the capacity of Council’s services and infrastructure to best meet the community’s needs.

- ❖ Continually reviewing and improving the quality and effectiveness of Council’s service provision
- ❖ Plan, manage and maintain appropriate facilities and infrastructure to meet communities needs into the future
 - Progress the development of Stamford Park as a major regional cultural precinct
 - Review how are facilities are managed to ensure use of facilities by a range of community groups and organisations is optimised
- ❖ Build partnerships and advocate for services and facilities to meeting identified community needs.

Theme 6: Attractive and Vibrant Places – To improve the quality and sustainability of the built environment and ensure it enhances the city’s leafy character and cultural heritage.

- ❖ Support provision of quality built form that is suitable for and respectful of our local environments
- ❖ Encourage and facilitate environmentally sustainable development.
 - Establish mechanisms to conserve and celebrate places of cultural heritage
 - To work in collaboration with the community and business to build village life through initiatives such as community arts, markets, festivals and street performances, as well as community and business development initiatives.

The Plan will also contribute to the following themes:

Theme 5: Sustainable, Natural Environments – to become a leader in environmentally sustainable management, producing healthier local environments, a green and leafy municipality, and sustainable living for all.

- Engage the community in lifelong learning to increase understanding, awareness and participation in an environmentally sustainable future for Knox.

Theme 8: A Well Governed and Leading Organisation – To promote Council’s role and commitment to partnering with our community to make our Vision a reality.

- Partner and engage with and on behalf of the community is a key plank of the Plan.

Objectives – definition

Objective 1.

Increasing Community Participation in Arts and Culture

Identify and support opportunities to increase community awareness of and ability to engage in creative and arts-based activities by:

- Ensuring that all our cultural spaces are accessible and inclusive of all members of our community, and
- Identifying opportunities to celebrate creativity, diversity and excellence.

Objective 2.

Creating Vibrant Public Places

Identify opportunities to contribute to the enrichment of the City's cultural identity, and integrate the arts into the planning, design and implementation of council initiatives in the public realm, by:

- Developing a strong and well supported internal process to connect the relevant strategies and plans to promote the use of Arts in the creation of vibrant public spaces
- Connecting the community to local and regional Cultural Heritage.

Objective 3.

Leadership and Advocacy for Arts and Culture

Facilitate and promote opportunities to grow the arts and cultural identity of the City, by:

- Providing leadership within the community in relation to future opportunities for development and growth, across the City and within the organisation, and
- Partnering with community groups to support building the community's capacity to increase access to activities, facilities and space for the arts in the City.

Objective 4.

Increasing Capacity in Knox City Council to support Arts and Culture

Develop and grow internal capacity to scope and deliver arts-based projects and programs within the organisation, by:

- Conducting internal advocacy raising awareness of the arts contribution to the delivery of Council's strategic outcomes and ability to engage with the community, and
- Increasing the capacity of the organisation to deliver a strong arts and cultural program for the City, including improvements to the infrastructure available for arts and cultural activities.

OBJECTIVE ONE:

• Increasing Community Participation

GOAL - To encourage and promote a wide range of creative opportunities for the participation in and enjoyment of the arts by all sectors of the community.

WHY/EXPLANATION: The arts have an important role to play in the social and cultural wellbeing of our communities. The aim of this objective is to improve access to and increase opportunities for creative activity and community involvement in arts activities across the City. Knox is committed to promoting arts opportunities to the community, by supporting opportunities that provide increased access to the arts for, and promoting active participation in and enjoyment of the arts across the community.

• **Key Actions:**

Action	Activities
Arts Program Development	1.1 Work with and support Council teams and units to identify and promote social wellbeing and community development opportunities through arts-based programs and projects 1.2 Work with and support external groups and the wider community to identify and develop new and additional arts based programs for the community 1.3 Support the development of arts-based Access and Inclusion services and programs for persons with a disability and Culturally and Linguistically Diverse communities 1.4 Create an excellence or recognition awards program for local artists, to include a wide variety of mediums.
Promotions and Communication	2.1 Identify opportunities to improve the collation and promotion of information about arts activities to the community.
Youth Arts	3.1 Identify opportunities for the City’s young people to use arts-based activities to deliver on their aspirations – to be part of the community, contribute to the community and be heard by the community.
Intergenerational Activities	4.1 Identify and support opportunities to develop spaces and projects that enable activities to promote the sharing of skills and information and cross-generational engagement.

Active Ageing	<p>5.1 Identify and support efforts to address issues for older residents around attendance at events and enjoyment of public open spaces.</p> <p>5.2 Support and promote lifelong learning and arts-based opportunities for Active Ageing.</p>
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OBJECTIVE TWO:

• **Creating Vibrant Public Places**

GOAL - To enable and promote the inclusion of a wide range of creative initiatives to be developed and performed or installed in the public realm, for the enjoyment of the community and to support the creation of healthy strong communities.

WHY/EXPLANATION: The Arts have an important role to play in the development of our city's unique identity, connecting neighbourhoods and growing communities. Establishing processes for working with artists and the local community will enable a range of initiatives to occur; integrating the creative arts with other design professionals' work on civic developments, infrastructure upgrades and engaging the community in the development of parks and other public spaces. These activities build ownership of public places, connect neighbourhoods and contribute to the creation of a vibrant and liveable city. An integrated approach to all art acquisition will assist the city to manage the implementation of creative design in public spaces and ensure all public arts initiatives reflect the energy and diversity of the city and its unique environments.

• **Key Actions:**

Action	Activities
Enhance Public Places	<p>1.1 Develop and adopt a strong and effective Public Arts Policy that establishes an integrated and sustainable process for the delivery of Art in the parks and other public places.</p> <p>1.2 Investigate the inclusion of a 1% for Public Art, a Council contribution from new capital works projects, in the Public Art Policy.</p> <p>1.3 Include a review of the Council's current Acquisition and maintenance process to include the civic art collection, in order to better manage this Council asset.</p> <p>1.4 Create a collaborative tool for use in identifying opportunities for the integration of arts in the development of civic amenity across the City; to be aligned with Urban Design protocols and the Open Space Plan, and to include the walk and bike ways network and other open spaces, and all programs working to enhance open space.</p> <p>1.5 Create more opportunities to experience local music and other performance based</p>

	activities in parks and other places.
Cultural Heritage Strategic Development	<p>2.1 Ensure that the city's cultural heritage assets and stories are accessible to the community.</p> <p>2.2 Develop a Cultural Heritage Plan for the City, to promote a consistent and shared vision for the improvement of community access to the city's cultural heritage assets.</p> <p>2.3 Introduce more interpretive signage and displays with both indigenous and post-Contact stories for the community to share at sites of significance.</p>
Stamford Park	<p>3.1 Continue to progress concepts for the adaptive re-use of the Stamford Park homestead and gardens to include a strong arts and cultural focus and for the Community Precinct (including the Park lands) to maximise a range of identified opportunities for creative and cultural initiatives.</p> <p>3.2 To actively participate in the development of a business model and plan for the Community Precinct.</p>
Ambleside Homestead	4.1 Continue to work with the Knox Historical Society to progress the delivery of the Ambleside Master Plan and the establishment of a Heritage Resource Centre for the community.
Millers Homestead	<p>5.1 Continue to progress towards the completion of a Conservation Management Plan for Millers Homestead.</p> <p>5.2 Investigate the opportunity to improve community access to and use of the Homestead by identifying and delivering a series of small and intimate arts initiatives at the site.</p>

OBJECTIVE THREE:

• Leadership and Advocacy

GOAL – To provide leadership to support community and organisational capacity building to expand and improve the arts and cultural vitality of the City.

WHY/EXPLANATION: The Arts have an important role in the community. However Council has limited capacity and it aspires to work with the community to identify and facilitate opportunities to work in partnership with the community to improve access to arts and cultural activities. In addition, Council will provide leadership across the organisation, by way of advocacy for the benefits that arts and cultural activity bring to the community, and develop relationships with external funders and development agencies to support an increase in capacity of local artists and arts providers within the wider community.

• **Key Actions:**

Action	Activities
Networks Development and Support	<p>1.1 Develop and grow arts and cultural networks in the city, by building on existing networks and facilitating regular opportunities to meet and share.</p> <p>1.2 Identify opportunities to build community partnerships that will increase access to and visibility of creative arts and cultural activities</p> <p>1.3 Assist community arts organisations to grow their internal capacity to deliver arts programs.</p> <p>1.4 Continue to assist external arts and cultural providers and talented individuals to professionally develop and improve proficiency to expand the City’s creative skills base.</p> <p>1.5 Identify ways to support smaller groups to deliver programs and grow capacity.</p> <p>1.6 Work with local organisations to explore the possibility of developing cross-organisational links and affiliations across the arts and cultural sector.</p> <p>1.7 Investigate working with local service organisations and businesses to support community health and wellbeing through arts and cultural initiatives.</p>
Promotional Opportunities	2.1 Investigate the establishment of an Arts

	<p>Portal with an Events Calendar to promote arts activities to the wider community.</p> <p>2.2 Identify opportunities to assist the local arts community with the promotion of initiatives, events calendar, blogging and other social media.</p>
Internal Advocacy and Support	<p>3.1 Explore ways to raise the visibility of arts within Council and contribute to the range of participatory arts and cultural activity in the community.</p> <p>3.2 Work with Council teams to develop creative arts programs to share ideas, promote public health and safety messages and grow social connectivity across the city, especially in high risk, high need areas.</p> <p>3.3 Consider the development of a Cultural Vitality measure to be included in monitoring the health and wellbeing of the City.</p>
Sharing Resources	<p>4.1 Identify and support innovative opportunities to share resources and promote opportunities with arts providers and groups.</p> <p>4.2 Investigate opportunities to share databases, information, display spaces and other promotional platforms for Audience Development activities with Eastern Regional Library Service in Knox.</p> <p>4.3 Investigate opportunities to support and promote minor arts and cultural events across sites.</p>

OBJECTIVE FOUR:

• Increasing Capacity at Knox City Council

GOAL – To ensure that the promotion and development of Knox’s arts and cultural identity is well understood and supported across the organisation.

WHY/EXPLANATION: With limited resources available, the growth and expansion of the city’s arts and cultural identity relies on a commitment to streamlining services and programs, improving understanding of the benefits gained through a strong arts and cultural profile, and raising the visibility of the portfolio across the organisation. A strong arts and cultural identity will be developed with a collaborative approach by Council to delivering creative and innovative services, programs and assets in our community.

• **Key Actions:**

Action	Activities
<p>Council Partnering Opportunities: Become champions of arts services to ensure arts are more prominent in Council planning, activities and services.</p>	<p>1.1 Work with units and teams across Council to identify opportunities for internal partnering in the delivery of programs and services.</p> <p>1.2 Encourage collaboration with the community to develop and grow community connectivity and enhance neighbourhood spaces.</p> <p>1.3 Encourage the inclusion of artistic elements in the design of Council-owned facilities.</p> <p>1.4 Develop a streamlined integrated approach to working with local artists and the arts and cultural community.</p>
<p>Council’s Cultural Services Team Program</p>	<p>2.1 Develop strong and effective processes to support the provision of advice and assistance to Council teams when arts projects are being developed for delivery to the community.</p> <p>2.2 Increase capacity to include a Heritage Support Officer, and a Community Events Support Officer.</p> <p>2.3 Increase capacity within the Cultural Services team to provide ongoing support to the arts community through an active engagement process and the provision of</p>

	<p>support and advice where possible.</p> <p>2.4 Continue to develop and promote the artists register, Arts Link.</p> <p>2.5 Investigate the development of an Events Calendar to support the new Art Link program.</p> <p>2.6 Create a development plan for the 6PAC Touring Arts program to effectively support and manage the growth and development of this innovative program.</p> <p>2.7 Continue to support the professional development of the arts community by introducing a program of seminars and workshops and promoting the grants program in an ongoing way.</p>
Media Engagement	<p>3.1 Identify and promote opportunities for increased Media coverage of Arts and Cultural activity in the City.</p> <p>3.2 Provide improved dedicated communications about issues, ideas, projects and outcomes to the community.</p>
Facilities Development	<p>4.1 Complete the staged upgrade of Knox Community Arts Centre in Bayswater.</p> <p>4.2 Consider the upgrade of the Ferntree Gully Community Arts Centre to better meet the needs of the community.</p> <p>4.3 Investigate opportunities to develop a future community gallery.</p> <p>4.4 Consider the development needs of the arts community during asset and infrastructure reviews such as at the former Placemaker site in Ferntree Gully.</p> <p>4.5 Progress the Ambleside Master Plan to deliver a Heritage Resource Centre for the City.</p> <p>4.6 Continue to support the development of a significant Cultural Facility at the Knox</p>

	<p>Central Precinct.</p> <p>4.7 Investigate opportunities to grow the infrastructure available for delivering Cultural Services and the arts community's programs.</p> <p>4.8 Investigate all opportunities to grow the infrastructure available for arts and cultural activities through the more efficient use of existing space.</p> <p>4.9 Investigate options for creating a dedicated Youth Arts space, possibly as part of the proposed cultural centre at Knox Central.</p> <p>4.10 Create more opportunities to experience local music and identify places to share and enjoy music in Knox's public realm.</p>
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SECTION THREE: DELIVERING THE PLAN

Actions – delivering the Knox Arts and Cultural Plan 2012-22



Pottery classes, Ferntree Gully Community Arts Centre.

Action Planning

The Action planning process explained

The following pages advise the proposed Action Plan for the roll out of the Arts and Cultural Plan, 2012-22. The focus of the Action Plan is the first three years immediately following the adoption of the Plan in 2012, a second Action Plan will be developed in 2015-16 to capture progress to date and identify where additional effort needs to be made, prior to the Five year review of the Plan and its Objectives in 2017 – 18. It is probable that new priorities will have been identified during these review processes, and a renewed Action Plan will be required for the period 2017 - 22.

The activities identified in the Action Plan are made up of a range of programs, projects and service development initiatives that will form a key part of the Business Planning process for Council's Cultural Services Team and may also be included in other Council business plans, or other strategic documents. They also involve a high degree of consultation and engagement with key stakeholders in the community. A number of proposed actions involving work with other providers in the community will be identified as partnering projects and located within the roll out of the Leadership and Advocacy Objectives of the Plan.

As much of the proposed activity identified as important to the delivery of the Arts and Cultural Plan will be responsive to prior things occurring. This might include the timely completion of Policies, project plans or mapping processes, or dependent on securing sufficient funding or other resources. As a result, the Action Plan must be seen as a live document, one that can be amended at anytime in response to changing circumstances. This will keep the Plan reflective of the actual environment at any given time, but will also enable the Plan to stay relevant to the dynamics of the City and Council environment. However, at anytime, the Vision of the document should remain the key driver of the intent of any change, and the Objectives identified during the stakeholder engagement process, the key outcomes or goals of any change. As noted prior, a full review will be undertaken of the Plan and its Objectives in 2017-18.

The Resource planning process explained

The capacity of Council to fully implement the following Action Plan will be dependent on the availability of resources over time. Many of the actions contained in the following section for the next three years will be initially scoped developed and implemented within existing resources. Some, however, will be required to be referred to future budgets for consideration by Council. Council will also proactively seek external funding opportunities using the Plan to support such submissions.

Significantly, the first three years are strongly focused on working more closely with a range of partners, better engagement with our community and a review of current activities and processes within Council with a view to identifying new and existing opportunities currently available. This will enable the Plan to deliver on the communities aspirations to enhance the cultural vitality of the city mindful of the current challenges for Council resources.

A review of the Plan and the environment is proposed for the following year, Year four/five to identify progress made, any new emerging issues and opportunities and to assist future Council budget deliberations.

Future Organisational Service Planning

Council is beginning the process of developing detailed Service Plans for each service area. The process will focus on current and future service levels and resource requirements. It is intended that within the Plan's three year review period this whole-of-organisation analysis of service needs and any identified changes to resource requirements will become a core driver of any future amendments to the Plan.

Actions for Years One – Five

Objective	Time frame	Action
Objective 1 Increasing Community Participation	2012-13	<p>Arts Program Development</p> <p>Progress a Street Art project with Council’s Community Safety team.</p> <p>Develop a database to identify and collate information of community arts activities developed by teams in Council.</p> <p>Create a document for use by Council to identify ways in which the Cultural Services Team can support and assist other teams to raise aware of and manage arts - based community development and or engagement projects.</p> <p>Investigate funding opportunities to support Multicultural event(s) in the City of Knox.</p>
		<p>Promotions and Communication</p> <p>Work with the arts community to develop a way to capture and promote information about arts and cultural activity in the City to the wider community.</p> <p>Investigate opportunities to introduce new social media tools to promote Arts and Cultural opportunities across the community.</p> <p>Continue to promote the Council’s Arts Link artists database.</p> <p>Continue to promote the Knox Arts and Cultural Grant scheme.</p>
		<p>Youth Arts</p> <p>Investigate opportunities to increase Arts engagement and Programs for young people in the City</p>
		<p>Active Ageing</p> <p>Assist to develop and promote arts opportunities currently available for older persons</p> <p>Investigate opportunities to support and promote healthy active ageing through the arts for inclusion in the City’s Seniors Festival program.</p>
	2013-14	<p>Arts Program Development</p> <p>Continue to work with the community to identify opportunities to</p>

		<p>increase arts activity in the City.</p> <p>Work with Community Houses to identify opportunities to grow arts programs and support the development of the arts community in the City.</p> <p>Review options to deliver a multicultural event(s) within the City.</p> <p>Promotions and Communication</p> <p>Review Communications options with community.</p> <p>Review Arts Link artist database and current uses of information.</p> <p>Youth Arts</p> <p>Work with young people to identify preferred initial project to develop an arts skills development program in the City.</p> <p>Active Ageing</p> <p>Continue to work with the community to identify opportunities to grow new arts activities for seniors.</p> <p>Continue to investigate opportunities to support and promote healthy active ageing for inclusion in the City's Seniors Festival program.</p>
	2014-15	<p>Arts Program Development</p> <p>Investigate creating an Excellence Award for art practitioners in the City of Knox</p> <p>Investigate opportunities to develop an arts workshop/ program for the Disability community in the City.</p> <p>Promotions and Communication</p> <p>Review information communication technology available and investigate opportunities for improved services to the community; e.g. use of Facebook, blogging and Twitter.</p> <p>Continue to improve the Arts Link database, artist database and effective use of contacts.</p> <p>Youth Arts</p> <p>Investigate Music in Parks concepts or suitable alternatives to support young talent in the community.</p> <p>Continue to progress youth arts initiatives across the City.</p> <p>Active Ageing</p>

		Continue to support Healthy Active Ageing through arts and cultural engagement and creative activity for the City.
	2015-16	Subject to the Review Program, the Action Plan will be refreshed based on the progress of the first three years.
	2016-17	
Objective 2 Creating Vibrant Public Places	2012-13	Enhance Public Places Research and prepare for Council’s consideration a Public Arts Policy that is inclusive of and responsive to the needs of all areas of Council that impact on this outcome. To include a review of the management of the Civic Art Collection and the associated acquisition process.
		Cultural Heritage Strategic Development Scope the opportunities to create a strategic planning process to support the improved access to information and opportunities relating to the City’s cultural heritage; assets, sites and stories about the local history.
		Stamford Park Deliver a Business Model and Management Plan for Stamford Park to include Arts and Cultural activities in the future program for the site.
		Ambleside Homestead Review the current Ambleside Master Plan and investigate a program to deliver its aspirations
		Millers Homestead Council to consider the development of a Conservation Management Plan for the site. Investigate constraints and opportunities impacting on the development of a simple arts and cultural development program to occur at the site and increase community access to the homestead on a limited basis.
	2013-14	Enhance Public Places Review Council’s Public Arts Policy and procedure to ensure it is effective in supporting the delivery of public art initiatives to the community. Scope the establishment of a City-wide mapping project to support the effective delivery of Public Arts projects across the City.

		<p>Cultural Heritage Strategic Development</p> <p>Consider the development of a Heritage Study to replace the previous Study (1996) and review key heritage assets across the City.</p> <p>Seek support to develop a Heritage Plan to incorporate the Heritage Study and identify and prioritise opportunities to raise the profile of the City’s Cultural Heritage assets sites and stories relating to local history.</p> <hr/> <p>Stamford Park</p> <p>Progress and support the development of the Stamford Park Community Precinct.</p> <p>Actively work to achieve the inclusion a significant amount of cultural heritage and arts and events activity for the community</p> <hr/> <p>Ambleside Homestead</p> <p>Continue to develop program to advance delivery of the Ambleside Master Plan.</p> <hr/> <p>Millers Homestead</p> <p>Consider progress on the Conservation Management Plan and proposed community access plan for the site.</p>
	2014-15	<p>Enhance Public Places</p> <p>Investigate opportunities to include improved interpretation signage to inform the community as to significant aspects of a site or project, including unique or innovative materials or processes, history, and local stories.</p> <hr/> <p>Cultural Heritage Strategic Development</p> <p>Consider progress on a proposed Heritage Plan and identify and scope ongoing actions.</p> <hr/> <p>Stamford Park</p> <p>Continue support a strong arts and cultural program at the Homestead and included in the ongoing development of the Community Precinct.</p> <hr/> <p>Ambleside Homestead</p> <p>Continue to develop a program to secure delivery of the Ambleside Master Plan.</p>

		<p>Millers Homestead</p> <p>Clarify future role for arts and cultural programs to be delivered from Millers Homestead.</p>
	2015-16	Subject to the Review Program, the Action Plan will be refreshed based on the progress of the first three years.
	2016-17	
<p>Objective 3</p> <p>Leadership and Advocacy</p>	2012-13	<p>Networks Development and Support</p> <p>Provide a networking event annually for local artists, arts organisations and other interested members of the arts community, to empower the community, share ideas and concerns with Council and each other and raise the profile of the arts in Knox.</p> <p>Advocate on behalf of the Knox arts community about key issues or concerns that are identified by the community in regional, state, or federal forums, where required.</p> <p>Review the terms of, and provide support for, the Knox Arts and Cultural Development Advisory Committee community membership.</p> <p>Respond to the issues and concerns identified by the arts community, and empower the arts community to advocate for themselves.</p> <p>Promote the development of the arts sector through Council's Arts and Cultural Grant scheme.</p> <p>Raise awareness with the arts community of the Council's Community Development Fund and encourage groups to access this program where possible.</p> <p>Undertake a review of possible options to support the needs of the arts community in the City, in particular in reference to: storage, rehearsal and set-building space for performance groups, and studio or a collective or shared use space for Visual Artists.</p> <p>Build a profile of local arts organisations and other providers interested in working more closely with Council to improve and/or expand arts services to the community.</p> <p>Promotional Opportunities</p> <p>Investigate ways to assist local artists and arts organisations to promote initiatives and events.</p> <p>Investigate ways to share information with the arts community</p>

		<p>about social media opportunities as they arise.</p>
		<p>Internal Advocacy and Support</p> <p>Explore ways to support and promote partnership opportunities between the arts community and teams and units across Council.</p> <p>Explore opportunities to progress the use of the arts community's skills, facilities and programs to share ideas, and promote public health messages to the wider community through creative and innovative initiatives, and to use these forums to grow social connectivity across the city, particularly in high risk /high need communities.</p> <p>Continue to investigate the development and introduction of a measure of cultural vitality, as part of the monitoring of the health and wellbeing of the City.</p>
		<p>Resource Sharing Opportunities</p> <p>Work with the arts community and other providers of arts education to identify opportunities for resource sharing; to include access to facilities, equipment and promotional materials.</p> <p>Continue to work with the arts community to access regional, state and commonwealth funding opportunities more effectively.</p> <p>Work with Knox Library Services team to identify new opportunities to grow audiences for arts and cultural activities, both in the libraries and at other Council-managed arts facilities.</p> <p>Explore the opportunity to share databases, information sharing technology and promotional platforms such as display boards.</p>
	<p>2013-14</p>	<p>Networks Development and Support</p> <p>Review and improve the networking event for local artists, arts organisations and other interested members of the Arts community.</p> <p>Continue to advocate on behalf of the Knox arts community about key issues or concerns that are identified by the community in regional, state, or commonwealth forums, where required.</p> <p>Progress relationship building with artists, arts organisations and other providers to the cultural health and wellbeing of the City and continue to promote the Arts and Cultural Grant scheme to the community.</p> <p>Explore opportunities to encourage community groups with shared arts and cultural interests to establish an affiliation program</p>

		<p>to enable shared membership, resources and programs.</p> <p>Assist the arts community to access local regional, state and federal funding opportunities more effectively. Continue to promote the Council’s Community Development Fund to local arts community groups.</p> <p>Establish a process to engage on a more formal level with arts providers, such as developing Memorandum of Understanding and possible service type agreements.</p> <hr/> <p>Promotional Opportunities</p> <p>Review the sponsorship provided by Council for the development of community-based Arts blog and events calendar.</p> <p>Review current communications and marketing processes used by Council and consider how best to improve and expand the arts community’s profile in this area.</p> <hr/> <p>Internal Advocacy and Support</p> <p>Continue to progress integrated and non-traditional relationships to be established between Council teams and units and the arts community to promote health and well being of the city.</p> <hr/> <p>Resource Sharing Opportunities</p> <p>Continue to work with the arts community and other local providers of arts services and education to identify opportunities for resource sharing to include access to facilities, equipment and promotional materials.</p>
	2014-15	<p>Networks Development and Support</p> <p>Provide networking event for local artists, arts organisations and other interested members of the Arts community and introduce any new recommendations from Review process of previous year.</p> <p>Review issues and opportunities raised by the arts community and Knox Arts and Cultural Development Advisory Committee and consider how best to promote and support the continued vibrancy of the arts community.</p> <p>Investigate a professional development/capacity building program of seminars and similar for arts volunteers to support the future health of the arts and cultural community of Knox, and continue to promote access to the Council’s Community Development Fund and the Council’s Arts and Cultural Grant scheme.</p> <hr/> <p>Promotional Opportunities</p>

		<p>Continue provide support for promotional activities by local arts providers which will raise the profile of the arts to the community.</p>
		<p>Internal Advocacy and Support</p> <p>Continue to progress integrated and non-traditional relationships to be established between Council teams and units and the arts community to promote health and well being of the City.</p>
		<p>Resource Sharing Opportunities</p> <p>Continue to work with the community to identify opportunities to share resources, in order to further develop and expand the arts community and improve awareness of and community access to arts services in the City.</p>
	2015-16	<p>Subject to the Review Program, the Action Plan will be refreshed based on the progress of the first three years.</p>
	2016-17	
<p>Objective 4</p> <p>Increasing Capacity at Knox City Council</p>	2012-13	<p>Internal Partnering Opportunities</p> <p>Identify internal partnering opportunities to pursue innovative and effective delivery of arts-based activities across the city.</p> <p>Continue to promote the use of arts opportunities to increase community engagement in Council’s Major Events program and local Council- led arts-based programs or activities.</p> <p>Make available for use the current Public Art Platforms at Gilbert Park and Boronia to Council’s community art projects, to assist in raising the profile of community arts initiatives and the value of engagement with the community through arts and cultural activities.</p> <p>Champion the benefits of arts engagement to increase capacity in Council and participation in the community.</p> <p>Implement programs to increase the visibility of the arts in Council activities and services.</p>
		<p>Cultural Services Team Program</p> <p>Develop strong and effective processes to support the provision arts programs and projects being developed by Council for delivery to the community.</p> <p>Establish a development plan for 6PAC Touring Arts Program</p> <p>Establish a system to manage and monitor an increased arts-focus in programs across Council.</p>

		<p>Investigate ways to alert Council teams and services to external opportunities to promote service or key messages to the community.</p> <p>Continue to investigate securing additional resources to support Community Events with compliance, health and safety risks.</p> <p>Consider ways to increase Council's capacity to progress the Heritage program.</p> <hr/> <p>Media Engagement</p> <p>Investigate ways to increase the visibility of arts in our community through internally generated media coverage, new promotional tools and by being prepared to take advantage of any other opportunities as they arise.</p> <p>Promote Arts Link, the artists register, and encourage use of the register across Council to deliver arts based activities in the City and acknowledge use of the register in any media activity associated with these projects.</p> <hr/> <p>Facilities Development</p> <p>Complete the staged upgrade of the Knox Community Arts Centre.</p> <p>Continue to progress a review and upgrade of the Ferntree Gully Arts Centre to achieve improved use of the facility.</p> <p>Investigate opportunities for exhibition space to be developed or for temporary short-term exhibition space, possibly in sympathetic multi-use spaces, for use by local visual artists.</p> <p>Contribute to the review of the former Placemaker site at Ferntree Gully as an opportunity to support arts sector development program with the community.</p> <p>Investigate opportunities to present and to enjoy local music in the community.</p> <p>Investigate opportunities to grow the infrastructure available to arts and cultural activities by more effective use of existing assets, including Millers Homestead.</p> <p>Continue to promote the adaptive use of Stamford Park Homestead and gardens as a community precinct with a strong arts and cultural focus.</p> <p>Continue to support efforts to progress a significant cultural facility/arts centre in the Knox Central Precinct.</p>
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	2013-14	<p>Internal Partnering Opportunities</p> <p>Continue to promote the benefits of arts-based community engagement processes and support new initiatives being developed by Council.</p> <p>Continue to identify activities that can be developed in to more formal or regular arts-based programs for access by the community.</p> <hr/> <p>Cultural Services Team Program</p> <p>Continue to develop the 6PAC touring program and manage any new resourcing needs.</p> <p>Continue to be responsive to potential cross-divisional opportunities and programs that support and promote the benefits of the arts to the wider community.</p> <p>Advance commitments by being innovative and proactive in securing new and flexible resources for the support and development of a strong and capable Cultural Services service.</p> <p>Continue to progress securing additional resource capacity to support Community Events with compliance, health and safety risks.</p> <p>Consider ways to increase Council's capacity to progress the Heritage Program.</p> <hr/> <p>Media Engagement</p> <p>Monitor opportunities in any new media developments to promote arts and cultural activities in partnership with internal teams, services and programs.</p> <hr/> <p>Facilities Development</p> <p>Complete the staged upgrade of the Knox Community Arts Centre.</p> <p>Continue to advocate for opportunities to support arts sector development programs during Council asset review programs.</p> <p>Continue to support a review and upgrade of the Ferntree Gully Arts Centre to achieve improved use of the facility.</p> <p>Continue to investigate opportunities for development of temporary exhibition space and the development of a permanent community exhibition space for use by local visual artists.</p> <p>Continue to promote the adaptive use of Stamford Park Homestead and gardens as a community precinct with a strong</p>
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		<p>arts and cultural focus.</p> <p>Continue to support efforts to progress a significant cultural facility/arts centre in the Knox Central Precinct.</p> <p>Continue to investigate opportunities to present and to enjoy local music in community, and monitor support as to future action.</p>
	2014-15	<p>Internal Partnering Opportunities</p> <p>Identify opportunities to use non-traditional spaces, such as foyers and shop fronts, and other Council facilities to develop arts programs and raise the profile of arts in our community.</p>
		<p>Cultural Services Team Program</p> <p>Investigate the possibility of an Artist in Residence program to be established to further develop and enhance the city's relationship with local community artists.</p>
		<p>Media Engagement</p> <p>Continue to monitor opportunities in any new media developments to promote arts and cultural activities in partnership with internal teams, services and programs.</p>
		<p>Facilities Development</p> <p>Investigate interest in and opportunities for the development of a dedicated arts space for young people in the City of Knox, possibly within the proposed cultural facility at Knox Central.</p> <p>Continue to support consideration of an ongoing program to upgrade the City's community arts centres.</p> <p>Continue to advocate for opportunities to support arts sector development programs during Council asset review programs.</p> <p>Continue to investigate opportunities to present and to enjoy local music in the community, and monitor support as to future provision in possible shared facilities.</p> <p>Continue to investigate opportunities for development of a permanent community exhibition space for use by local visual artists.</p> <p>Investigate opportunities to develop a more complex arts community space, with artists' studios, market, café, theatre and music events programming, similar to other spaces across the state.</p> <p>Continue to support efforts to progress a significant cultural facility/arts centre in the Knox Central Precinct.</p>
	2015-16	<p>Subject to the Review Program, the Action Plan will be refreshed</p>

	2016-17	based on the progress of the first three years.
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Measuring the Success of the Arts and Culture Plan

Measures explained

Measuring the success of the actions or initiatives related to the delivery of the Arts and Cultural Plan will vary according to the project, program or service development identified.

All measures relating to arts and cultural development are relevant, however some are less easy to capture than others. It is intended that a process to recover information on less easy to capture measures, or qualitative data, is developed to review arts projects which includes some of the more difficult aspects of monitoring the value of arts and cultural activity. This will assist in Best Practice processes being developed and project-specific learning to be shared with parties beyond the immediate participants.

Quality – Quality is seen as a measure of creative process and product and includes a response to distinctive, innovative and significant elements of the creative experience. Quality is often subjective and may be assessed through a combination of self assessment, peer assessment, audience and public response; e.g. conducting face-to-face interviews with participants to ascertain satisfaction with quality, experience or professionalism of the provider, or measuring percentage of audience members satisfied with the quality of the product.

Reach – Reach is a measure of the opportunity to access and participate in arts and cultural activities. It measures the breadth and depth of the engagement, through attendance and participation data alongside audience and public satisfaction levels as ascertained through a qualitative or a quantitative process; e.g. attaining information about where attendees came from and how they heard about the initiative, and whether the experience met their expectations.

Impact – Impact is a measure of the social, cultural, environmental and economic impact of arts and cultural activities, and may also be measured through the quantitative and qualitative review of outcomes from engagement; e.g. social – new migrants report feeling better connected to the broader community through being involved as a participant in a community art project.

Value – Value is a measure of both the economic value of arts and culture and the appreciation of arts and culture in the local community. Value may be measured through both the return on investment and the value of culture and arts through community surveys; e.g. percentage of participants in an arts program who found the program informative and enjoyable, would return again and or recommend it to others.

All activities will be measured using a range of tools, some using empirical or data-based methods, others by more qualitative means, as part of a new project review process requiring community responses to project outcomes to be captured and reported. Others will be measured by the completion of a stated outcome.

These will inform regular reviews of the Plan, identifying successes, challenges, emerging issues and new priorities and opportunities over the life of the Plan.

Challenges for measuring Culture and Community Indicators Victoria

During 2012-13, the Council will complete a review of the Knox Community Health and Wellbeing Strategy and the Knox@50 visioning project, key documents supporting this Plan. The Council will be considering the Community Indicators Victoria (CIV) model as a future framework on which to guide the new Strategies and measure outcomes. The CIV model includes a more formal approach to measuring arts and cultural vitality and wellbeing, and will therefore enable the Council to engage with a statewide approach to identifying and monitoring a set of agreed indicators for cultural wellbeing to support the local program. This initiative will be of huge benefit to support the management and monitoring of cultural growth and vitality in Knox. It will assist with the often challenging task of measuring the outcomes of arts and cultural activities and will provide a new level of data to support the locally identified processes.

Measures for Years One – Three

Objective	Measure of Success	Measurement Tool
Objective 1 Increasing Community Participation:	Increase in participation levels in arts and cultural activities across the City of Knox, particularly through the creation of cross-divisional arts focused projects and improved communications to the community about opportunities, and improved capturing of project successes.	Current database measures – Seat Advisor Box Office, membership and attendance numbers monitored
		Number of community development arts-based projects across the organisation monitored.
		Trader and community satisfaction responses to Festival and Events arts programs.
		<i>KnoxArts</i> website hits – when developed.
		Number of young people engaged in Council and community Youth Art programs
Objective 2 Creating Vibrant Public Places	A streamlined process is developed and adopted by all teams which enable arts and creative activities to occur in an efficient and effective manner, in public places across the City, and access to the City's Cultural Heritage Assets is improved.	The number of creative initiatives in public places, including parks, walkways, playgrounds and urban centres is increased.
		A Business Model and Management Plan for Stamford Park with arts and cultural initiatives securing a role in the program adopted by Council.
		A Project Plan for the roll out of the Ambleside Resource Centre project is developed.
		Completion of a Conservation Management Plan and resolution of future of Millers Homestead.
Objective 3. Leadership and	The Council builds up and nurtures a healthy and sustainable relationship	An annual networking event is held every year with increased attendance and engagement.

<p>Advocacy</p>	<p>with community artists and arts service providers and the strengths of the local arts and cultural community is supported and developed, and issue, gaps or weaknesses are understood and options considered and supported, where possible.</p>	<p>Increased access to Council’s Community Development Fund and Art and Cultural funding programs by local artists and arts organisations.</p> <p>Increase Council’s capacity to measure Cultural health and wellbeing in Council’s service satisfaction monitoring processes. (Introduction of CIV).</p>
<p>Objective 4. Increasing Capacity at Knox City Council</p>	<p>The benefits of strong and healthy arts and cultural identity, and the contribution made by the arts and cultural activities to the wellbeing and inherent liveability of the City is recognised and supported by all Council services.</p>	<p>A high level of engagement in the Major Events program is maintained by Council teams and units using art- making or participation projects to promote their services.</p> <p>The potential use of and inclusion of arts and cultural activities in a wide range of Council programs is considered as a matter of best practice in the delivery of projects, programs and services, where possible.</p> <p>Council’s ongoing commitment to sustaining a healthy and vibrant cultural identity is visible to and acknowledged by the community.</p>

Glossary

Art	The arts are defined as all forms of creative and interpretive expression which add value to our lives and our communities.*
Artforms	<p>Art forms include activities such as the visual arts (painting, sculpture, drawing and craft), performing arts (music, theatre, dance, circus skills) and literature. In addition, traditional forms of cultural practice, when combined with the skills of artists, can develop into unique and innovative programs and art practice. Emerging art forms, such as those using new media and new technology, are recognised artforms, and provide further opportunities for engaging diverse communities. This Plan recognises a requirement for flexibility in its identification of arts and cultural practice and the need to support new and innovative arts and cultural practices to flourish within the City.</p> <p>In particular, to increase opportunities for residents—irrespective of their arts experience—to participative in arts activities, either by collaborating with artists who are skilled in working in community settings, or as part of a capacity building program.</p>
Culture	Culture is used to describe particular ways of life, whether for a group or a period of time. A way of life can be known as a culture if there are collectively understood representations of customs, traditions, beliefs or values shared by a group or prevailing during a period. Culture may be represented in various ways, including but not limited to arts forms.
Arts and Culture	For the purpose of this plan the phrase ‘arts and culture’ is employed to focus planning on the fundamental role the <i>arts</i> has in contributing to and progressing the ‘shared experiences’ we would define as our community’s culture.
Community Art	Community Art is the process whereby a creative facilitator or artist works with community members on varying levels to create, design, install and/or perform a work of art.
Creative Industries	Those industries that have their origin in individual creativity, skills and talent, and have a potential for wealth and job creation through generating and exploiting intellectual property.**
Cultural Heritage	The preservation of culture through the collection and management of objects and ideas that represent ways of life of particular groups of people. The sphere of cultural heritage activities includes activities generally associated with museums, art museums, libraries and archives, and the management of cultural heritage assets.

Literary Arts	All creative initiatives associated with the celebration of the written word, or literature. This includes workshop and development programs aimed at supporting authors, as well as readings and celebrations such as literary awards and presentations.
Performing Arts	Those forms of art which differ from the other forms insofar as the artist uses his or her own body, face, presence and voice with or without other forms of musical or theatrical equipment such as instruments, staging, sound and lighting, to share a creative concept or dramatise an idea.
Public Art	Public Art refers to an original work of art (performing or visual) designed specifically for a site, space or function, permanent or temporary, that engages the community in a relationship with that space.
Visual Art	Art forms that focus on the creation of works which are primarily visual in nature, such as painting, photography, printmaking and sculpture. Current usage of the term "visual arts" can include fine art as well as crafts such as textile arts and glass work, and multi-media creations such as film and other audio-visual works.
Arts Facilities	Arts and cultural facilities are technical spaces that enable communities to participate in, and experience, a range of visual and performing arts. They include wet/dry activity spaces, black box theatres, proscenium arch stages, gallery space. These facilities enable people to learn, practice and develop a range of artforms in a safe and appropriate environment. They also ensure audiences can experience quality performances and displays.
Leisure	Leisure and Recreation are terms that may be used interchangeably to refer to structured and unstructured social and recreational activity. This is commonly considered alongside a consideration of local structured and unstructured sporting activity but may also include a much wider range of social and leisure activities, including walking, cycling, reading or other forms of passive social engagement or enjoyment of the local environment.
Cultural identity	<p>Cultural identity is generally understood to be the shared identity of a group or community, defined by common interest, geography or cultural background.</p> <p>Strong communities have a distinct and vibrant cultural identity. Cultural identity is important for people's sense of self and how they relate to others. A strong cultural identity contributes to people's wellbeing. It makes people feel they belong and gives them a sense of security. It also provides access to social networks,</p>

	<p>which provide support and shared values and aspirations.</p> <p>A strong cultural identity is also linked to positive outcomes in areas such as health and education. A community where people participate in shared cultural activity has greater potential for connection, caring and social development. Communities that embrace diversity, creative expression and cultural activity are richer, stronger and more able to deal with social challenges.</p>
Heritage	<p>The word 'heritage' is commonly used to refer to our cultural inheritance from the past that is the evidence of human activity from Aboriginal peoples through successive periods of later migration, up to the present day. Heritage can be used to cover natural environment as well. In this plan, cultural heritage refers to Indigenous and non-Indigenous places and objects, and associated values, traditions, knowledge and cultures.</p>
Liveability	<p>Liveability is a broad concept which includes a combination of the social, cultural, economic and environmental attributes of a place. The liveability of a location is a powerful driver for investment and population growth, attracting both residents and business.</p> <p>Liveability similarly reflects the wellbeing of a community and represents the many characteristics that make a location a place where people want to live.</p> <p>Factors that contribute to liveability include:</p> <ul style="list-style-type: none"> > community infrastructure, > education and lifelong learning, > volunteering and civic participation, > community safety and wellbeing, > social connectedness and community celebrations, and > cosmopolitan and multicultural lifestyles. <p>Cultural activity and participation in the arts are component of all these factors. The notion of liveability underpins place based approaches to community building, and like place-making is a feature of the work of Council.</p> <p>The challenge for liveability is renewal—ensuring individual and cultural identity is able to evolve and accommodate change and growth. The arts, which can be used to explore complex issues and aspirations, is an effective tool in tackling this challenge.</p>

Sustainability	Sustainability reflects a commitment to a state where we are meeting the needs of the present, without compromising the ability of future generations to meet their own needs. Sustainability takes into account environmental, social and economic issues and values.
Public Realm	The public realm is used to define the parts of the City that have public access and use, regardless of ownership. It is a collective term to describe those areas within the municipality that are publicly accessible, including but not limited to roads, streets, parks, reserves, malls, bikeways, squares, plazas, creek corridors, infrastructure corridors, building forecourts adjacent to buildings. It is a broader term than public space, as it includes those areas that are not in public ownership but are accessible to the public, such as a shopping centre.

*** Art and 'the Arts' are defined in many different ways:**

– from the AUS Bureau of Statistics(BoS) IDP (2008) *The arts refers to a sphere of artistic activities e.g. literature, radio and television, film, performing arts, visual arts and craft, design and music). The output of these activities, such as stories, paintings, music, performances and films may be referred to as 'arts products'*

From the Public Value of the Arts debate, UK (2007)

Most people could agree that defining what was a work of art included 'an original, creative idea, effort and skill of the part of the artist, how the audience understands and responds to the people. Many people felt that art is about creative self-expression, of individual and personal, but also about shared experiences... however, The arts are considered by many to be a smaller set of more traditional activities, i.e. 'Art' is a part of everyday life, but 'the Arts' are something institutional, and separate from day-to-day experience of the world.'

From the 'Principles of Cultural Community Development' (2001)

Art is a subset of Culture, and refers to a set of creative practices and products that are judged to have expressive and/or aesthetic value. The relationship between Art and Culture can differ as social groups evolve from differing cultural value systems and some indigenous cultural groups have no separate category for Art. In the West, debates around Art usually focus on genre or style, rather than wider cultural contexts such as language, cuisine, fashion or sport. Art can become a term indicating hierarchies of taste, may be linked to lifestyle or social status etc.

NB: Cultural Community Development projects often operate at the edges between Art and Culture, highlighting expressive and aesthetic value of cultural elements not generally accorded the status of Art, by those not generally seen as experts on Art.

** United Kingdom Creative Industries Taskforce, Creative Industries Mapping Document. UK Dept. for Culture, Media and Sport, 2001

knox arts & cultural plan

2012-22

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