



HUME CITY COUNCIL

CREATIVE COMMUNITY STRATEGY

2020 - 2025

ACKNOWLEDGMENT OF TRADITIONAL OWNERS

Hume City Council recognises the rich Aboriginal heritage within the municipality and acknowledges the Wurundjeri Woi Wurrung, which includes the Gunung Willam Balluk clan, as the Traditional Custodians of this land.

Council embraces Aboriginal and Torres Strait Islander living cultures as a vital part of Australia's identity and recognises, celebrates and pays respect to the existing family members of the Wurundjeri Woi Wurrung and to Elders past, present and future.

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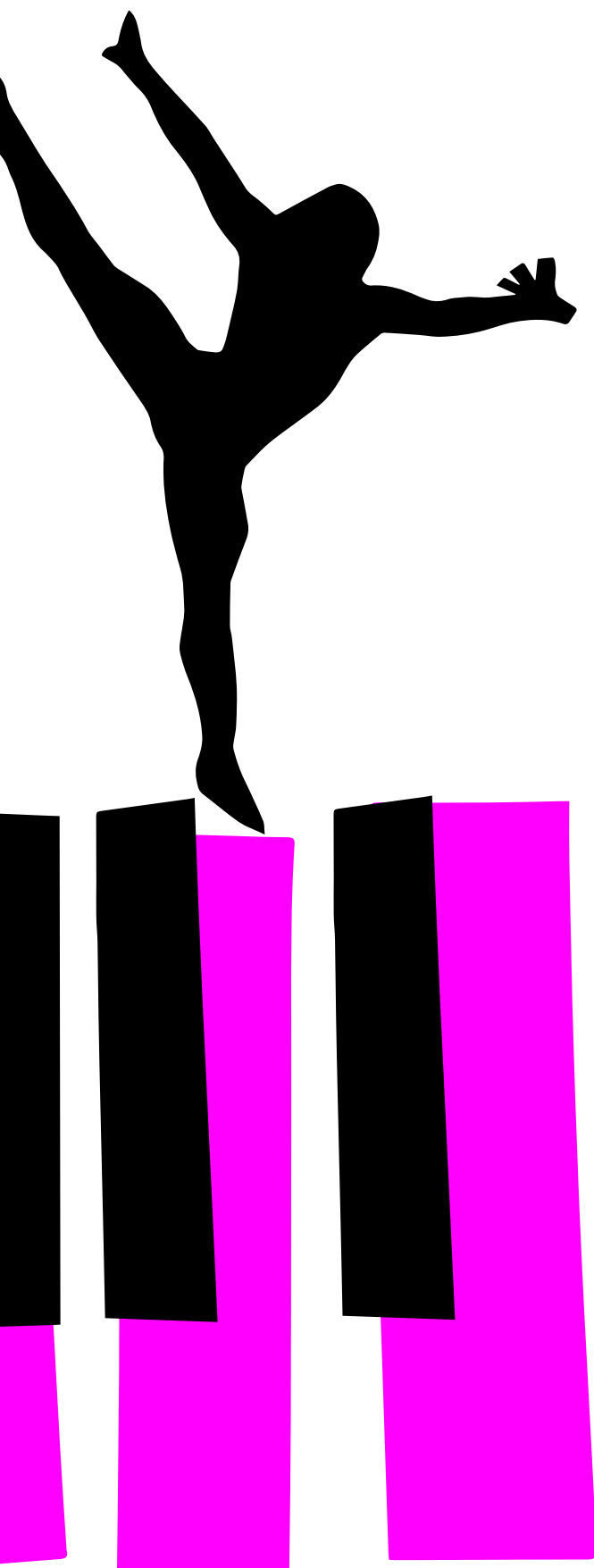
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I.

Executive Summary

Hume City Council proudly recognises the strength and potential of our creative community.

Within Hume it is estimated that:

80% of people attended at least one arts and cultural event in the past year.

1,800 people are employed in the creative industry sector.

\$440 million contributed to our local economy by the creative sector.

Creative expression contributes to local identity, social connection, and health and wellbeing. The creative sector enhances the local economy through employment in creative industries, skills and capability development, and attracting visitors through cultural tourism.

Council has a crucial role to play in delivering creative experiences, creating places and spaces, nurturing creative industries and fostering the ongoing engagement of our community in arts and culture. The importance of arts, culture and

creative expression is highlighted through the following five principles. These principles underpinned the development of this Strategy, they demonstrate the importance of a vibrant creative community in Hume:

- Creative expression is integral to people's identity and ability to connect with and celebrate their diverse community.
- Creative participation improves the health, wellbeing and safety of the community.
- Spaces and places should provide for the creative needs of the community.
- Creativity is a central element of learning, creating pathways to training, employment and thriving cultural industries.
- All people should be enabled to participate fully in their society.

In consideration of these principles, the vision for Hume's creative community over the next five years is that:

Creative expression will connect the people and communities of Hume, creating opportunity, building wellbeing, connection and belonging.

Council will pursue this vision through the following four goals:

Goal 1 Creative Community:

A welcoming and diverse creative community that supports wellbeing, connection and belonging.

Goal 2 Creative Places and Spaces:

An accessible creative environment where places and spaces respond to community need and build community resilience.

Goal 3 Creative Industries and Practitioners:

A natural home for creative industries and innovative practitioners.

Goal 4 Creative Engagement:

An engaged community where creative participation and partnerships thrive.





Turkish Cypriot Cultural Dance Group. Broadmeadows Street Festival, 2019.

2. Overview

PEOPLE OF HUME

Hume's rich and diverse history stretches back over 40,000 years. The Traditional Owners of this land, the Wurundjeri Woi Wurrung, which includes the Gunung Willam Balluk clan, are the first people of the region.

Hume is a rapidly growing municipality welcoming new arrivals from all around the world. In 2020, Hume City's approximate population is 241,000, growing 3.3 percent on the previous year. Hume City's population is expected to continue growing, reaching 372,600 by the year 2041. This growth will have a significant impact on how we deliver cultural programming, create accessible places and spaces, support creative industries and invite ongoing creative engagement that is meaningful to our communities.

Hume residents come from 156 different countries and speak over 150 languages. People born overseas make up 36 percent of residents, with Iraq, India, Turkey, United Kingdom and Lebanon being the main countries of origin. 45 percent of residents speak a language other than English.

This makes Hume City a unique cultural landscape. Here languages, cultural traditions, and innovative practices from all around the world come together alongside those of Australia's Aboriginal and Torres Strait Islander peoples.

Across Hume's community, our diversity is our strength.

PLACES OF HUME

Spanning a total area of 504 square kilometres, Hume City is built around the established suburbs of Broadmeadows, Tullamarine and Gladstone Park in the south, the growing suburbs of Roxburgh Park, Craigieburn, Greenvale, Mickleham, Kalkallo and Merrifield in the north-east and the township of Sunbury in the north-west.

The municipality is made up of a vibrant mix of new and established residential areas, major industrial and commercial precincts and expanses of rural areas, conservation assets and parkland. Melbourne International Airport accounts for 10 percent of the total area of Hume City.

Art and culture provide a feast for the ears and eyes, and who doesn't like a feast?¹

Established areas and growth areas provide different opportunities for cultural planning and creative development. These can be loosely characterised as the following:

Established areas have long-standing communities with varied historical attachment to the region. Opportunities to support and promote the work of these communities include building on existing engagement

and participation programs and ensuring our assets are fit for purpose and programmed to support creative outcomes.



We need more than ever to represent Hume voices²

Growth areas have fast-emerging communities of newer residents who need to create connection and means of participation. Opportunities to gather and meet are essential as these communities grow, making new facilities, and engagement programs focused on connection and capacity building essential.

WHY HUME'S CREATIVE COMMUNITY IS IMPORTANT

There is a great variety of scale in the creative sector in Hume City. Individual practitioners, micro businesses, cultural workers, artist cooperatives, service providers and not-for-profits all contribute.

As audience members, participants, creators, and professionals, Hume residents build connection, belonging and wellbeing by being part of a creative community.

For many new residents, visits to local cultural facilities and participation in cultural programs will be their first engagement with Hume City Council. These cultural experiences provide an opportunity to build a long-term relationship that can lead to stronger participation and involvement in the life of their municipality.³

The creative sector – including art, crafts, music, writing, fashion, photography, film, television and radio, publishing, gaming and software design – is also a major industry in Hume employing almost 1,800 people.⁴

In recent years community participation in various forms of arts practice in Hume has increased. Recent investment of Council resources into participation and engagement has led to increases in:

- Applications for Arts Awards (five times higher in 2020 than in 2016).
- Applications for the Biennial Hume Arts Awards (up 80% from 2016 to 2020).
- Expressions of interest to exhibit in Hume City Galleries for 2019 (up 60% from 2018).

However, in contrast to this growth, this Strategy is being developed at a time of great uncertainty.

The arts sector has been one of the most affected by COVID-19.⁵ The shutdown of cultural venues compounds the impact of long term under investment in the arts at all levels of government.⁶ This has pushed many established and emerging arts practitioners and organisations to the point of collapse and the impacts are likely to be felt for many years.⁷

There has perhaps never been a more important time for renewed and expanded investment in the cultural sector in Hume City.

3.

Strategic Context

COMMONWEALTH GOVERNMENT

The Australia Council's most recent National Arts Participation Survey found that Australians increasingly recognise that the arts are critical to social cohesion – the arts reflect Australia's diversity, shape and express identity, and create empathy, understanding and connection.⁸

Whilst the Australia Council for the Arts Strategy (2020-2024) is currently in development, key themes outlined in their recent Discussion Paper have been used to provide guidance to this Strategy. Their identified key themes are:

- Memorable arts experiences for everyone.
- Our arts reflect us.
- Aboriginal and Torres Strait Islander arts and cultures are cherished.
- Arts and creativity are thriving.
- Arts and creativity are valued.

An important message from this Discussion Paper is that the arts are not an elite pastime. Considering that engaging with the arts includes listening to music, reading, and going to festivals as well as attending formal institutions 98% percent of Australians engage with the arts. On this basis, the Australia Council commits to ensuring all Australians 'feel a point of connection to creative life in Australia'.⁹

STATE GOVERNMENT

Creative Victoria was due to launch a renewed five-year Creative State strategy in April 2020. However the launch of this has been delayed due to COVID-19.

Initial consultation on Creative State 2020 provided the following four guiding principles:

- First Peoples first.
- Whole of state.
- Whole of ecosystem.
- All voices welcome.

Creative Victoria indicated that increasing accessibility and participation (particularly for Aboriginal and Torres Strait Islander artists and community members) is likely to be a focus. As is planning infrastructure, resources, education and training needs, and providing the career and development pathways to build creative industries.¹⁰

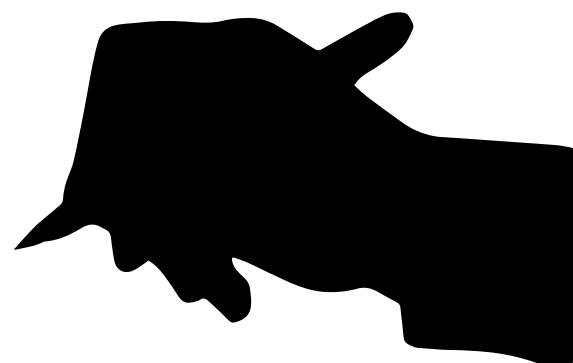
The Hume Creative Community Strategy acknowledges and aligns to the Federal and State directions. It builds a focus on supporting these creative practices, industries, and ensuring that arts and culture is accessible, both in terms of infrastructure, and fostering a broad-based appeal to maximise local participation.

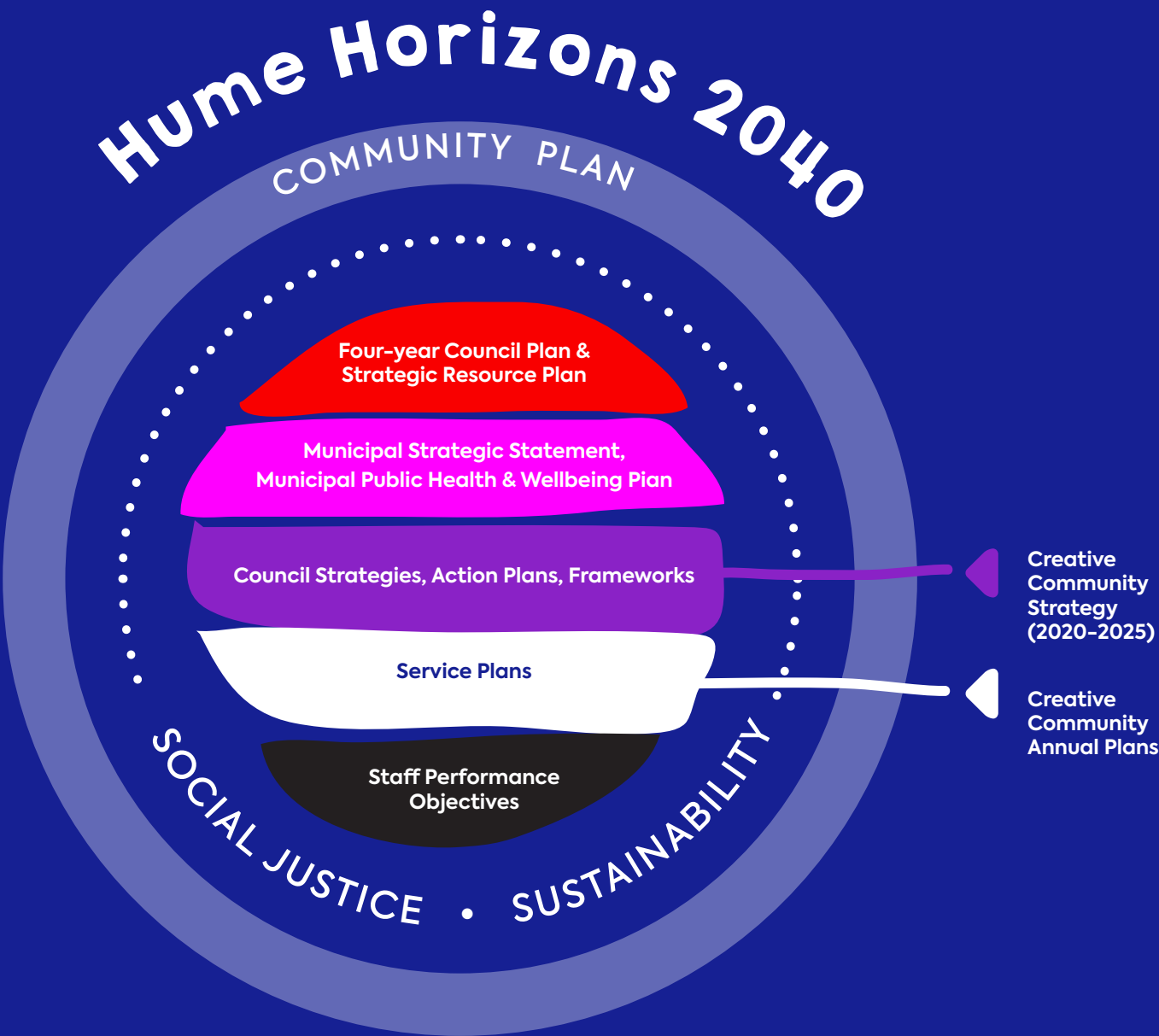
COUNCIL PLANS, POLICIES AND STRATEGIES

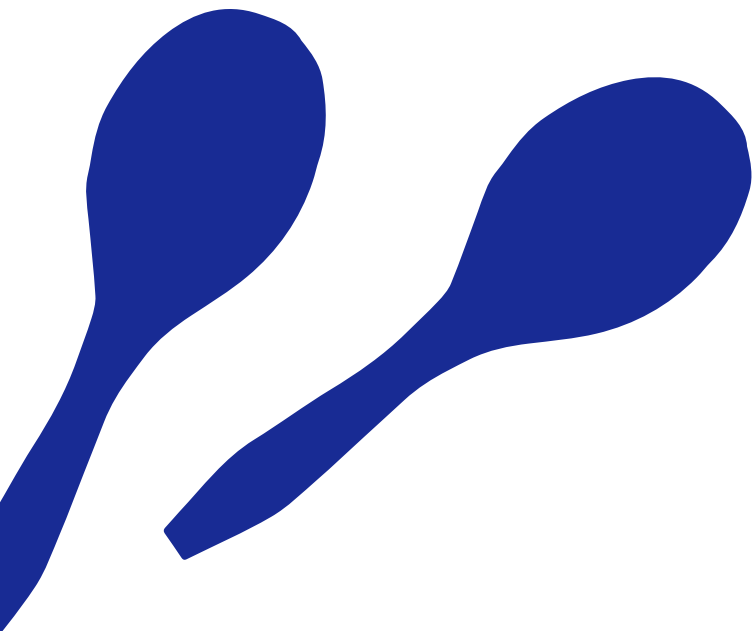
The Creative Community Strategy provides guidance as to how Council can prioritise the needs of Hume City communities, creative practitioners and creative professionals in the delivery of its broader strategic vision.

Council's approach to arts and culture was established in the Arts and Culture Development Strategy 2009-13. Since this time Council has seen significant increases in engagement and participation in the creative sector in Hume City.

The Creative Community Strategy (2020-2025) will build from past successes and take an integrated approach, aligning to the directions of numerous plans, strategies, policies and frameworks that are already in place to guide Council's work.







- The themes of the **Hume Horizons 2040 Community Plan** and the **Hume Council Plan 2017-2021** themes inform each Creative Community Strategy Goal.
- The **Citizen's Bill of Rights and Social Justice Charter (2014)** (which is underpinned by the **Reconciliation Action Plan 2018 - 2022**, **Multicultural Framework 2019** and **Disability Action Plan 2016-2020**) shapes the focus on fairness and addressing the specific barriers faced by marginalised and disadvantaged community members.
- The **Municipal Health and Wellbeing Plan (2017 -2021)** informs the focus on wellbeing, connection and belonging.
- The **0-24 Framework (2019 - 2029)** and **Positive Aging Strategy (2014 - 2024)** drive the focus on giving people of all ages an opportunity to be involved, connected and valued in the arts.
- The **Economic Development Strategy 2030** guides the focus on supporting local creative industries to prosper.
- The **Community Infrastructure Plan (draft)** guides the focus on investment in places and spaces.
- **Learning Together 2030** guides the focus on strengthening pathways to training, employment and shared prosperity.
- **Pathways to Sustainability 2015-2019** provides the basis of creative practice that builds respect for and celebrates the natural environment.
- The **Safe in Hume; Community Safety Action Plan 2020** guides the focus on the role of public art and creative initiatives to provide a positive sense of place and belonging.

Over the course of its life, the Creative Community Strategy will inform the review of many of these documents and the development of new plans and strategies. In this way the Creative Community Strategy will influence Council to apply creative approaches to future Council initiatives to foster enhanced outcomes.

COUNCIL'S ROLE

Council provides and coordinates a range of arts and culture services and infrastructure while actively advocating for increased participation opportunities for community and the sector.

Funder - Council funds local community groups and arts organisations to deliver a range of cultural events and programming through its Community Grants program.

Service provider - Council provides a range of programs and facilities for community members to participate in arts and culture. Service and infrastructure provision is often shared with other government agencies, not-for-profit, non-government organisations and private industry.

Facilitator - Council facilitates and partners with a range of stakeholders to deliver arts and culture programs and infrastructure. Where service provision is a shared responsibility between Council, government agencies, service providers or private industry, Council plays a civic leadership role in the facilitation and planning of services.

Advocate - Council plays an important role in advocating on behalf of community to other levels of government and service providers to enhance the opportunities for participation in arts and culture relevant to diverse communities.



4.

What We Know and What You Told Us

To support the development of this Strategy, we undertook in-depth research into the creative sector and conducted extensive community engagement. This included speaking to over 450 Hume community members through:

- community workshops.
- face-to-face conversations.
- telephone survey.
- online survey.

This process identified what we are doing well, what is important to people, where we have gaps, and how we can best support Hume's creative community over the coming five years

Among the most compelling results were the descriptors many online survey respondents used when asked to describe Hume's art and culture sector today:

- Lacking/limited (43.9%).
- Hidden/invisible (15.8%).
- Underfunded, unsupported, under-resourced (5.3%).
- Disjointed, disconnected, isolating (1.8%).¹¹



Without arts and culture many people would find it hard to have a place to feel safe, supported and accepted¹²

This feedback represents an opportunity for Council to reconsider how it provides for its creative community.

What we heard informed the development of the Strategy's four goals: creative community, creative places and spaces, creative industries and practitioners, and creative engagement. The results of our research and engagement are summarised on the page opposite.



Arts and culture are important in any community, not just Hume. They enrich life and personal development¹³

CREATIVE COMMUNITY

Current research supports the notion that participating in arts and culture is essential to an enriched and socially connected daily life.¹⁵ The National Arts and Health Framework shows that arts participation supports:

- Social engagement (supports, networks, empathy, belonging) assists in coping.
- Community building (engagement, motivation, cooperation, healthy environments).
- Social cohesion (group identity & pride, tolerance & understanding of difference).¹⁶

To pursue these outcomes community members suggested Council focus on a range of community-based initiatives including Aboriginal and Torres Strait Islander arts projects, festivals and community events, engagement with schools and multicultural arts.¹⁷



[Arts and culture] create a sense of belonging ... and provides a sense of pride also of our social history¹⁴

MOST OFTEN CHOSEN	Aboriginal Arts	Festivals and Community Events			Multicultural Arts	
OFTEN CHOSEN	Youth Arts Programs	Performing Arts (music, theatre, dance)	Providing Spaces for Exhibitions and Performances	Art in Public Places/Public Art	Visual Arts, Craft and Design	Cultural Heritage and Museums
CHOSEN LESS	Arts and Health Programs	Supporting Creative Business Development		Art Education	Film, Television, Screen and New Media	
LEAST OFTEN CHOSEN	Literature and Literary Arts		Cultural Tourism		Galleries	

Hume City Council, Arts and Culture Survey, Research Summary Report, March 2020

While Council currently invests in each of these areas, research and engagement indicates that Council's level of investment, or the visibility of these arts and cultural opportunities, is not aligned with community expectations.

A strong theme throughout the consultation was the need for more opportunities to participate and feel connected to the local community. Community members suggested Council should support 'inclusive and creative growth, from the grassroots' which 'provide(s) opportunities and inspiration for all ages and cultures'.¹⁸

By responding to this feedback in our goals and strategic priorities we have identified an opportunity for Council to:

- Build connection.
- Enhance community pride.
- Build respect and appreciation for Aboriginal and Torres Strait Islander cultures and for cultural difference.

CREATIVE SPACES AND PLACES

When Hume community members were asked about their involvement with the performing arts (including music, theatre, musicals, opera and dance):

- 90% attended performances.
- 16% created works.
- 18% taught in the sector.
- 13% volunteered.²²

Creative sector research and community feedback consistently identified the need for more performing arts venues, including places and spaces to support the rehearsal and performance of music, theatre and dance in the City.



We need a modern, state of art Performing Arts Venue where events can be held and advertised appropriately¹⁹

State Government planning advice supports this, identifying the contribution arts and cultural infrastructure makes to economic, social, and cultural participation.²³

Cultural facilities have unique characteristics. For example, dancers need large rooms, mirrors and sprung floors to rehearse, art studios need to be light filled and easily cleaned, and venues for performance need to have temporary or permanent raked seating and the capability for professional lighting and sound (see Appendix 1).²⁴ Some practitioners require space to work alone, others require space to collaborate. These facilities need to be accessible and affordable to use for community members.

The planned delivery of the Sunbury Community Arts and Cultural Precinct at Jacksons Hill (estimated late 2023) will improve the provision of performing arts facilities in Hume and will be the first large-scale dedicated space for arts, culture and creative development in the City.

Town Hall Broadmeadows, completed in 2019, also provides a purpose built gallery as well as a significant multipurpose space that can be used for large scale arts and cultural activity. Lighting, staging and seating infrastructure can be temporarily installed to transform the hall into a concert or performance space for up to 700 people.

However additional fit-for-purpose infrastructure will be required to ensure our growing community has access to arts and culture facilities and opportunities across the municipality.

Current and planned Council arts and culture facilities are shown on the map on page 17. The map shows a range of facilities including one planned venue (Sunbury Community Arts and Cultural Precinct), three purpose-built galleries, and the remaining multipurpose spaces with some capacity to support arts and cultural services.

It is evident that facilities are currently concentrated in Hume City's established communities, however as the population increases, gaps in provision may emerge in the northern growth area.



Hume is severely lacking in any performing or visual arts venues.

With better infrastructure comes better artists who are willing to use it²⁰



As a performing arts practitioner I am looking forward to having access to performance spaces at an affordable price²¹

A preliminary cultural facilities needs assessment was undertaken through the development of Council's Community Infrastructure Plan (in draft and this Strategy). It indicates that there are arts and culture infrastructure shortfalls in local, neighbourhood, district and regional level facilities across the municipality. This infrastructure gap, unless addressed, will be exacerbated as Hume's population continues to grow.

Planning for cultural facilities in Hume will progress in line with the development and delivery of the Community Infrastructure Plan for the municipality.

This process will include:

- Undertaking a detailed needs assessment to understand community needs and expectations, benchmarking, and priority areas of focus.
- Developing recommendations for the facilities, spaces and places needed across the municipality to advance the other goals in this strategy.



WARD	FACILITY	SUBURB	FACILITY HIERARCHY*
Jacksons Creek	Care Works	Sunbury	District
	Hume Global Learning Centre - Sunbury	Sunbury	District
	Sunbury Memorial Hall	Sunbury	District
	Sunbury Youth Centre	Sunbury	Neighbourhood
	Gooanawarra Community Centre	Sunbury	Neighbourhood
Meadow Valley	Town Hall Broadmeadows	Broadmeadows	Regional
	Broadmeadows Aquatic & Leisure Centre	Broadmeadows	District
	Broadmeadows Historical Museum	Broadmeadows	District
	Hume Global Learning Centre - Broadmeadows	Broadmeadows	District
	Gladstone Park Senior Citizens Centre	Gladstone Park	District
	Lynda Blundell Seniors Centre	Dallas	Neighbourhood
	Broadmeadows Community Hub	Broadmeadows	Neighbourhood
	Meadow Heights Community Centre	Meadow Heights	Local
	Broadmeadows Youth Central	Broadmeadows	Local
Aitken	Splash Aqua Park & Leisure Centre	Craigieburn	District
	Craigieburn Community Hall	Craigieburn	District
	Hume Global Learning Centre – Craigieburn (Gallery)	Craigieburn	District
	Aitken Hill Community Centre	Craigieburn	Neighbourhood
	Newbury Child & Community Centre	Craigieburn	Neighbourhood
	Homestead Community Centre	Roxburgh Park	Neighbourhood
	Roxburgh Park Youth & Recreation Centre	Roxburgh Park	Neighbourhood

FUTURE FACILITIES

Jacksons Creek	Sunbury Arts and Cultural Precinct (Jacksons Hill)	Sunbury	Regional
Aitken	Merrifield Community Centre	Mickleham	Neighbourhood
Aitken	Kalkallo Community Centre (Lockerbie)	Kalkallo	Neighbourhood
Aitken	Greenvale Community Hub	Greenvale	Neighbourhood

*Note: 'Facility hierarchy' refers to the scale and adaptability of multipurpose facilities. This does not necessarily indicate how appropriate a facility is for arts and cultural activity (see Appendix 1).

LOCATION OF COUNCIL ARTS AND CULTURE FACILITIES



CREATIVE SPACES AND PLACES (CONT.)

The current infrastructure of Cultural facilities in Hume City

WARD	POP. 2021	REGION	DISTRICT	NEIGHBOURHOOD / LOCAL
Jacksons Creek	51,000	1 (Sunbury Arts and Culture Precinct scheduled 2023)	3	3
Meadow Valley	76,000	1 (Town Hall Broadmeadows)	4	4
Aitken	121,000	0	3	7
Total	248,000	2	10	14

Based on current infrastructure and future population projections, over the next decade Hume City will require new facilities, spaces and places of varying scales across the city, particularly in the growth areas in Aitken Ward and Jacksons Creek Ward.

This includes the need for a regional scale facility that provides the specialised spaces for larger scale rehearsal and performance activities. Early work suggests such a facility would best located in the north of the city to serve the city and the growing areas in the north of Whittlesea and the south of Mitchell.

Hume's planning for its growth areas identifies proposed community facilities for Aitken and Jacksons Creek Ward over the next decade. Many of these projects can be planned to include specialised infrastructure and services to support arts and cultural activities at the district, neighbourhood and local level.

The upcoming Hume Community Infrastructure Plan will provide guidance for Council on the appropriate provision of creative assets across the municipality.

An essential element of this process will be the creation of a network of cultural precincts which support

diverse creative activities, rather than an array of services and facilities operating in isolation. This will include advocacy for spaces and places not delivered by Council.

Alongside the provision of infrastructure, community feedback suggested Council needs to strengthen its role as a facilitator and advocate for the development of local museums, gallery/exhibition space, and live music venues to support the breadth of creative pursuits across the City. Some of these initiatives may be possible in re-purposed facilities, rather than requiring purpose-built infrastructure, and all such investment would prioritise environmental sustainability.

Public art offers another means to nurture creative places and spaces in the City. The important role of public art is supported by the National Association for Visual Arts who suggest that public art can be 'intrinsically linked to a community's identity, enhancing the environment while expressing a community's culture and heritage'.²⁵ Hume's public art was generally supported by survey respondents with one noting that 'public art generates positive reactions from local members of the community, and also attracts art appreciators from other areas'.²⁶ Finally, as the response

to the COVID-19 pandemic has demonstrated, virtual spaces and digital technology will continue to play an important role in Hume's creative landscape.

Based on research and feedback Council has the opportunity to:

- facilitate increased development and presentation opportunities for creative practitioners in Hume.
- create a positive sense of place and community ownership through public art initiatives.
- celebrate culture, culturally significant places and the natural environment.



CREATIVE INDUSTRIES AND PRACTITIONERS

Hume's creative community is a strong contributor to the local economy. In 2018, almost 1,800 people were employed in the creative sector. Hume City accounts for ten percent of creative sector jobs in the Northern Metropolitan region of Melbourne²⁹ and the sector collectively contributes just under \$440 million to Hume's economy.³⁰

This includes people working in marketing and visual design, photography, software and games development. It also includes more traditional arts sectors such as drawing, writing, painting, music and dance.



Artists should be more visible in the community²⁷

Few sectors of the economy have the potential to transform communities like the creative industries. Creative Victoria suggests that 'investment in cultural infrastructure and events contributes to local economies by providing a focal point to attract tourist dollars and help promote a city's image as a cultural destination and by attracting highly skilled and educated workers'.³¹

However, stakeholders and community members consulted through this

Strategy noted the lack of support and visibility of creative activity in Hume:

15.8% described the sector as hidden or invisible;

42% advocated for increased promotion to increase the visibility of arts and culture in Hume.³²

While promotion is clearly important, the creative sector relies on creative practitioners to thrive. Supporting development pathways for all creative practitioners from the grassroots to professionals.³³

When asked how Council could better support creative practitioners and industries in Hume, focus group participants suggested Hume should prioritise the provision of:

- facilities and spaces.
- funding and support.
- information.
- workshops, professional development and networks.³⁴

Arts organisations, professional creative practitioners and community participants are all part of a shared creative ecosystem. Artists and arts organisations lead in the development of innovative creative work. Many engage in community activities. Professional practitioners engage in community activities such as gallery exhibitions, community workshops, professional development and funding opportunities. In projects like the Sunbury Cultural Commissions (see page 26), these activities create a pathway for community participants and emerging artists towards professional arts practice.

Creative businesses often operate as social enterprises, which contributes to skills development and employment pathways through internships, work experience and by creating opportunities for volunteers.³⁵

These opportunities are particularly important for people who face barriers to working in the creative sector. Leading organisations including Creative Victoria and The Equality Project highlight the need for a more diverse professional workforce in the arts.³⁶ This was supported by community members involved in focus groups who identified a more diverse creative community as a priority for Hume's cultural programming.³⁷

In alignment with the Principles of Hume's Social Justice Charter, there is an opportunity for Council to identify and address the barriers underrepresented cohorts face in building professional careers in the arts including young people, Aboriginal and Torres Strait Islander peoples, people living with disabilities, LGBTIQ people, new migrants and younger artists.

In response to this research and evaluation, the Strategy identifies the opportunity for Council to:

- improve local practitioners' practice capability and increase economic participation.
- build public recognition, audiences, participation and investment in creative industries.
- contribute to increasing diversity among professional arts workers.



Programs should provide significant opportunities for under-served groups to access mentoring and support from established artists and professionals²⁸

CREATIVE ENGAGEMENT

One of the ways we build inclusion is by ensuring community members can participate in the conduct of Council through engagement initiatives.⁴⁰ Creative engagement activities could include, for example, art-based project consultations or storytelling projects that support urban planning. These methods can encourage more diverse participation because art can transcend barriers of language, culture, ability and socio-economic status.⁴¹



Art speaks all languages and brings communities together sharing a common interest³⁸

Delivering inclusive and equitable creative engagement opportunities will improve all of Council's work, enabling community voice and agency.

Community members reflected that a 'lack of strategic direction and coordination' is a key barrier to building participation in the arts. While this Strategy provides direction, ongoing coordination is required to ensure the priorities of Hume's creative community are considered across a broader range of Council activities.

Another means of achieving this is by forging stronger partnerships. Addressing gaps in cultural services and facilities requires coordination with state planning authorities at the level of region, district, place,

neighbourhood, and facility.⁴² Creative Victoria and VicHealth highlight the benefits of working in partnership with local Councils in the delivery of arts-based initiatives.⁴³

While Council has been successful in securing state level investment in arts programming in recent years (Hume Studios Project (see page 22), our research indicates that working more closely with our partners in State and Commonwealth government will ensure a more consistent approach to planning for arts and cultural activity across the region.

By responding to this research and consultation, Council has the opportunity to:

- increase opportunities for diverse community members to feel heard and valued.
- address the barriers community members face to participating in Hume's creative life.
- increase inclusion and bridge social distance.
- respond to the needs of Hume's creative community across the range of our services.



The arts support a strong democracy, engaging citizens in civic discourse, dramatizing important issues and encouraging collective problem solving³⁹



5. Strategic Direction

VISION

Creative expression will connect the people and communities of Hume, creating opportunity, building wellbeing, connection and belonging.

PRINCIPLES	COUNCIL PLAN REFERENCE
Creative expression is integral to people's identity and ability to connect with and celebrate their diverse community.	Theme 3 - Strategy Goal 1
Creative participation improves the health, wellbeing and safety of the community.	Theme 2 - Strategy Goal 1
Spaces and places should provide for the creative needs of the community.	Theme 4 – Strategy Goal 2
Creativity is a central element of learning, creating pathways to training, employment and thriving cultural industries.	Theme 1 – Strategy Goal 3
All people should be enabled to participate fully in their society.	Theme 5 – Strategy Goal 4



Creative Community:

A welcoming and diverse creative community that supports wellbeing, connection and belonging.

.....

By 2025, Aboriginal and Torres Strait Islander cultures will be celebrated alongside the many diverse voices of our community, and opportunities for participation will be open to all.

Council’s arts and culture offer, including gallery exhibitions, civic collection, performing arts initiatives, and community projects, will continue to enrich residents’ lives, building stronger and more resilient communities.

STRATEGIC PRIORITIES

- 1.1 Dedicated creative projects – including exhibitions and events – developed in partnership with Aboriginal and Torres Strait Islander communities increase respect and appreciation for Aboriginal and Torres Strait Islander peoples and cultures in Hume.
- 1.2 Diverse voices in all creative programming build appreciation of cultural differences and foster innovation through collaboration.
- 1.3 Thriving and vibrant festival, events and performing arts programs build connection and wellbeing.
- 1.4 Hume’s Civic Collection is accessible and representative of the community and supports heritage exhibitions and storytelling initiatives that strengthen community pride, foster connection to the past and inspire contemporary creative practice.
- 1.5 Community cultural development initiatives and events are delivered in partnership with community members, schools and local organisations increasing social connection and community safety.

COUNCIL PLAN THEMES:	CONSULTATION THEMES:
A healthy and safe community	Diverse, visible, vibrant
A culturally vibrant and connected community	Activities, events and new ideas

CASE STUDY: Hume Studios 2018-19

Hume Studios was a two-year program of performing arts workshops in dance, music and spoken word, culminating in sold-out performances.

The program built connections between local young people and emerging and professional artists that enabled participants to share their identities and experiences. The extended period of mentorship also enabled skills development and experience in public presentation.

Participants reported feeling a greater sense of connection to their peers and creative community and noted how the program helped them identify career pathways in the creative sector. The project demonstrated how dedicated creative projects enrich the Hume community with greater social connections and opportunities to express and experience the multitude of identities that comprise it.

“
*Arts and culture create a sense of belonging ... and provides a sense of pride*⁴⁴



Gawurra, Broadmeadows Street Festival, 2019.



Creative Places and Spaces:

An accessible creative environment where places and spaces respond to community need and build community resilience.

.....

By 2025, Hume will have a roadmap to create an ecosystem of creative spaces across the City. Some of these facilities will already be open and available for the community to use, whilst others will be identified in our long-term plans.

We will plan for dedicated cultural facilities and multi-use facilities to support creative practice. These spaces will be distributed across the municipality, responding to community need and inspiring ongoing creative practice, expression and participation.

STRATEGIC PRIORITIES

- 2.1 A network of appropriately located, dedicated and affordable cultural facilities of varying scope and scale catering for different art forms, including performing arts, supports the development and presentation opportunities for creative practitioners across the municipality.
- 2.2 Planning at all levels (including region, precinct, place, neighbourhood, and facility) focuses on user experience and community need and creates spaces and places that inspire a sense of community ownership, cultural expression and a positive sense of place.
- 2.3 Public art initiatives engage local communities in the celebration of place and culture enhancing the cultural significance of the natural and built environment.
- 2.4 Creative industries are encouraged in urban and open space renewal, and underutilised spaces are repurposed to increase creative opportunities and support the local economy.

COUNCIL PLAN THEMES:	CONSULTATION THEMES:
A healthy and safe community	Diverse, visible, vibrant
A culturally vibrant and connected community	Valued, celebrated, supported. Places and Spaces
A sustainably built and well-maintained City with an environmentally engaged community	Activities Events New Ideas

CASE STUDY: Public Art for Broadmeadows Town Hall Redevelopment 2015-19

In 2015 Hume created a temporary public art project titled *Civic Heart* aimed at fostering community involvement in the redevelopment of the Broadmeadows Town Hall.

Art in Public Space students and staff from RMIT developed a series of site-specific installations and performances, responding to the architecture and cultural history of the Hall, presented to community in a popular one-night event. This project laid the foundations for a relationship with local community that flowed into two public art commissions, completed for the newly opened hall in 2019.

Robbie Rowlands’ sculptural work *Crossing the Floor* embraces the history of the Hall as a communal space, drawing specific attention to the timber floor that supported the community over time, absorbing traces of activities such as dances, concerts and political rallies. Utilising materials from the site, this iconic work pays homage to the atmosphere that permeated the building.

The social-documentary film titled *The Pink Elephant* by Singing Bowl Media punctuates personal testimonials from community members with archival photographs to share the spirit of the building, the layers of function and support it has provided for people to gather, celebrate, and live at all stages of life.



Karen Robertson, *When Words Are Hard to Find*, Gee Lee-Wik Doleen Gallery 2015.



Creative Industries and Practitioners:

A natural home for creative industries and innovative practitioners.
.....

By 2025, Hume’s creative industries and practitioners will have the support they need to thrive. They will have spaces to practice and to create their works, and the creative economy across the City will grow as a result of this. Their role in building a vibrant and resilient local creative economy will be recognised and supported.

Community members will have more opportunity to build a pathway towards professional creative practice, with information, professional development and mentoring support readily available.

STRATEGIC PRIORITIES

- 3.1 Creative practitioners, organisations and industries are supported through networks, procurement, grants, subsidised spaces, and professional development opportunities to improve practice capability and economic participation.
- 3.2 Clear and effective communications support Council’s creative programs building public recognition, audiences, participation and investment in creative practice across the community.
- 3.3 Professional development and mentoring programs link people from underrepresented cohorts (including Aboriginal and Torres Strait Islander peoples, young people, people of culturally and linguistically diverse backgrounds, LGBTIQ people and people living with disabilities) contributing to increased diversity among professional arts workers.

COUNCIL PLAN THEMES:	CONSULTATION THEMES:
A well-educated and employed community	Valued, celebrated, supported Places and Spaces
A sustainably built and well-maintained City with an environmentally engaged community	Activities, events and new ideas

CASE STUDY: Sunbury Cultural Commissions 2019-20

The 2019/20 Sunbury Cultural Commissions presented a unique opportunity to build the capacity of local artists to competitively tender for professional public art contracts.

A group of ten Hume creative practitioners were mentored over a 12-month period by RMIT’s Contemporary Art and Social Transformation centre.

The first stage engaged artists through a series of workshops, which culminated in the inaugural exhibition at the new Hume Global Learning Centre, Sunbury Gallery.

The second stage opened a competitively tendered Expression of Interest process for an artist to create a large-scale public artwork at the new Global Learning Centre. The success of the mentoring project was evident when one of the local artists who participated in Stage 1 was selected through a tender process as the successful artist to create the permanent commission.



Robbie Rowlands, *Subsurface*, Town Hall Broadmeadows Gallery 2019. Photo by Dan Preston.



Creative Engagement:

An engaged community where creative participation and partnerships thrive.

.....

By 2025, there will be plentiful opportunities for community members to creatively engage in Council and civic democracy.

Creative practice will be embedded across all of Council's work, stretching imaginations and building new ideas. The needs of Hume's creative community will be considered across everything we do.

Our partnerships with State and Commonwealth agencies will be thriving, resulting in coordinated and informed support for creative communities.

STRATEGIC PRIORITIES

- 4.1 Innovative engagement initiatives place creative expression and community voices at the centre of Council planning and governance so that diverse community members feel heard and valued.
- 4.2 Community-based research, evaluation and programming identifies and addresses the barriers community members face to participating in Hume's creative life increasing inclusion and bridging social distance.
- 4.3 Cultural impacts and opportunities are considered in all municipal plans and strategies ensuring service and asset planning and delivery is reflective of the needs of creative industries and community.
- 4.4 Partnering with State and Federal Government agencies ensures cultural investment, creative infrastructure, and service planning is coherent across the region responds to the needs of creative industries and the community.

COUNCIL PLAN THEMES:	CONSULTATION THEMES:
A healthy and safe community	Connection, engagement, participation
A well-governed and engaged community	

CASE STUDY: Heather Hesterman and Jo Russell Bush Tucker Walks 2018

In 2018 Hume commissioned Melbourne artist Heather Hesterman and local Bush Tucker specialist Jo Russell to guide community members on a special walk through Woodlands Historic Park in Greenvale.

Participants learnt about traditional uses of local native plant species and collaborated in the creation of an artwork for Heather's exhibition *Tree Project* at Gee Lee-Wik Doleen Gallery.

The project allowed community members to gain a deeper sense of the pre-colonial landscape of Hume, still remnant in Hume's conservation parklands, via the sharing of Aboriginal and Torres Strait Islander peoples' knowledge and the hands-on application of a creative practice.

6. Evaluation and Resourcing

Each Creative Community strategy has a measurable component as outlined in the key evaluation questions presented below. Evaluative measures and results will be published for all to consider, encouraging engagement with the monitoring of success and the identification of areas for further improvement.

Council will dedicate the resources required to achieve its goals and strategies. The table below indicates which elements of the Strategy can be delivered with existing resources (items generally included in Council's Annual Budget), and which require additional resources. Additional resources will be sought through the budgeting process.



Goal 1

Creative Communities

STRATEGIC PRIORITIES	RESOURCES	MEASURING IMPACT
<p>1.1 Dedicated creative projects – including exhibitions and events – developed in partnership with Aboriginal and Torres Strait Islander communities increase respect and appreciation for Aboriginal and Torres Strait Islander peoples and cultures in Hume.</p>	Additional resources	<p>Possible evaluation questions:</p> <ul style="list-style-type: none"> • To what extent do participants report an increase in cultural understanding? • To what degree does Hume provide opportunities for diverse voices in public events and activities? • To what degree is Hume's Civic Collection made accessible for all? • To what extent does Creative Community contribute to community pride and local community connections? • To what degree do Hume creatives report that programs provide increased creativity and inspiration? • How well does Hume collaborate in the development of cultural initiatives? • Additional data points • Participation numbers, collection and access data
<p>1.2 Diverse voices in all creative programming build appreciation of cultural differences and foster innovation through collaboration.</p>	Existing	
<p>1.3 Thriving and vibrant festival, events and performing arts programs build connection and wellbeing.</p>	Additional resources	
<p>1.4 Hume's Civic Collection is accessible and representative of the community and supports heritage exhibitions and storytelling initiatives that strengthen community pride, foster connection to the past and inspire contemporary creative practice.</p>	Additional resources	
<p>1.5 Community cultural development initiatives and events are delivered in partnership with community members, schools and local organisations increasing social connection and community safety.</p>	Additional resources	

Goal 2

Creative Places and Spaces

STRATEGIC PRIORITIES	RESOURCES	MEASURING IMPACT
2.1 A network of appropriately located, dedicated and affordable cultural facilities of varying scope and scale catering for different art forms, including performing arts, supports development and presentation opportunities for creative practitioners across the municipality.	Additional resources	Possible evaluation questions: <ul style="list-style-type: none"> To what extent are the cultural facilities of Hume suitable for a range of creative opportunities? To what degree do Hume residents rate satisfaction with Council facilities? To what degree does Hume engage local communities in the development of public art? To what extent has Hume improved creative industry? To what extent have underutilised spaces been repurposed for creative endeavours? To what degree do Hume residents report positive sense of place? Additional data points Number of practitioners engaged, participant and audience numbers. Participant and audience numbers, residents reporting positive sense of place Spaces utilized, practitioners engaged, audience and participant numbers.
2.2 Planning at all levels (including region, precinct, place, neighbourhood, and facility) focuses on user experience and community need, and creates spaces and places that inspire a positive sense of community ownership, cultural expression and a positive sense of place.	Existing and additional resources	
2.3 Public art initiatives engage local communities in the celebration of place and culture, and the natural environment enhancing the cultural significance of the natural and built environment.	Additional resources	
2.4 Creative industries are encouraged in urban and open space renewal and underutilised spaces are repurposed to increase creative opportunities and support the local economy.	Additional resources	

Goal 3

Creative Industries and Practitioners

STRATEGIC PRIORITIES	RESOURCES	MEASURING IMPACT
<p>3.1 Creative practitioners and industries are supported through networks, procurement, grants, subsidised spaces, and professional development opportunities to improve practice capability and economic participation.</p> <p>3.2 Clear and effective communications support Council's creative programs building public recognition, audiences, participation and investment in creative practice across the community.</p> <p>3.3 Professional development and mentoring programs link people from underrepresented cohorts (including Aboriginal and Torres Strait Islander peoples, young people, people of culturally and linguistically diverse backgrounds, and people living with disabilities) contributing to increased diversity among professional arts workers</p>	<p>Additional resources</p> <p>Existing</p> <p>Additional resources</p>	<p>Possible evaluation questions:</p> <ul style="list-style-type: none"> • To what degree has Council resourced local artists and creative industries? • To what degree are Hume residents familiar with Hume's commitments to Creative Community? • To what extent does Creative Community programs attract a diversity of participants? • To what degree does Hume attract funding and other resources to increase opportunities for Hume residents? • Additional data points • Economic participation data • Participant numbers, numbers of residents from identified cohorts identifying as arts workers in ABS Census Statistics.

Goal 4

Creative Engagement

STRATEGIC PRIORITIES	RESOURCES	MEASURING IMPACT
<p>4.1 Innovative engagement initiatives place creative expression and community voices at the centre of Council planning and governance so that diverse community members feel heard and valued.</p>	Existing	<p>Possible evaluation questions:</p> <ul style="list-style-type: none"> To what degree has Council resourced local artists and creative industries? Are the outcomes of Creative Community likely to be sufficiently sustainable and enduring? Will Creative Community leave a legacy? To what extent does the Creative Community Advisory Group strengthen networks? Additional data points Participant numbers
<p>4.2 Community-based research, evaluation and programming identifies and addresses the barriers community members face to participating in Hume's creative life increasing inclusion and bridging social distance.</p>	Existing	
<p>4.3 Cultural impacts and opportunities are considered in all municipal plans and strategies ensuring service and asset planning and delivery is reflective of the needs of creative industries and community.</p>	Existing	
<p>4.4 Partnering with State and Federal Government agencies ensures cultural investment, creative infrastructure, and service planning is coherent across the region responds to the needs of creative industries and the community.</p>	Existing	

7. Glossary

'Arts' embraces all forms of creative expression and enjoyment. This includes activities such as festivals and events, heritage programs, literature, multimedia, music, performance, visual arts and textiles/craft.

'Creative industries' refers to practices that are both creative and commercial in nature. For example, crafts, fashion, photography, film, television and radio, publishing, gaming and software design are the most common forms of creative industry. Museums, galleries, libraries are also considered as creative industries.

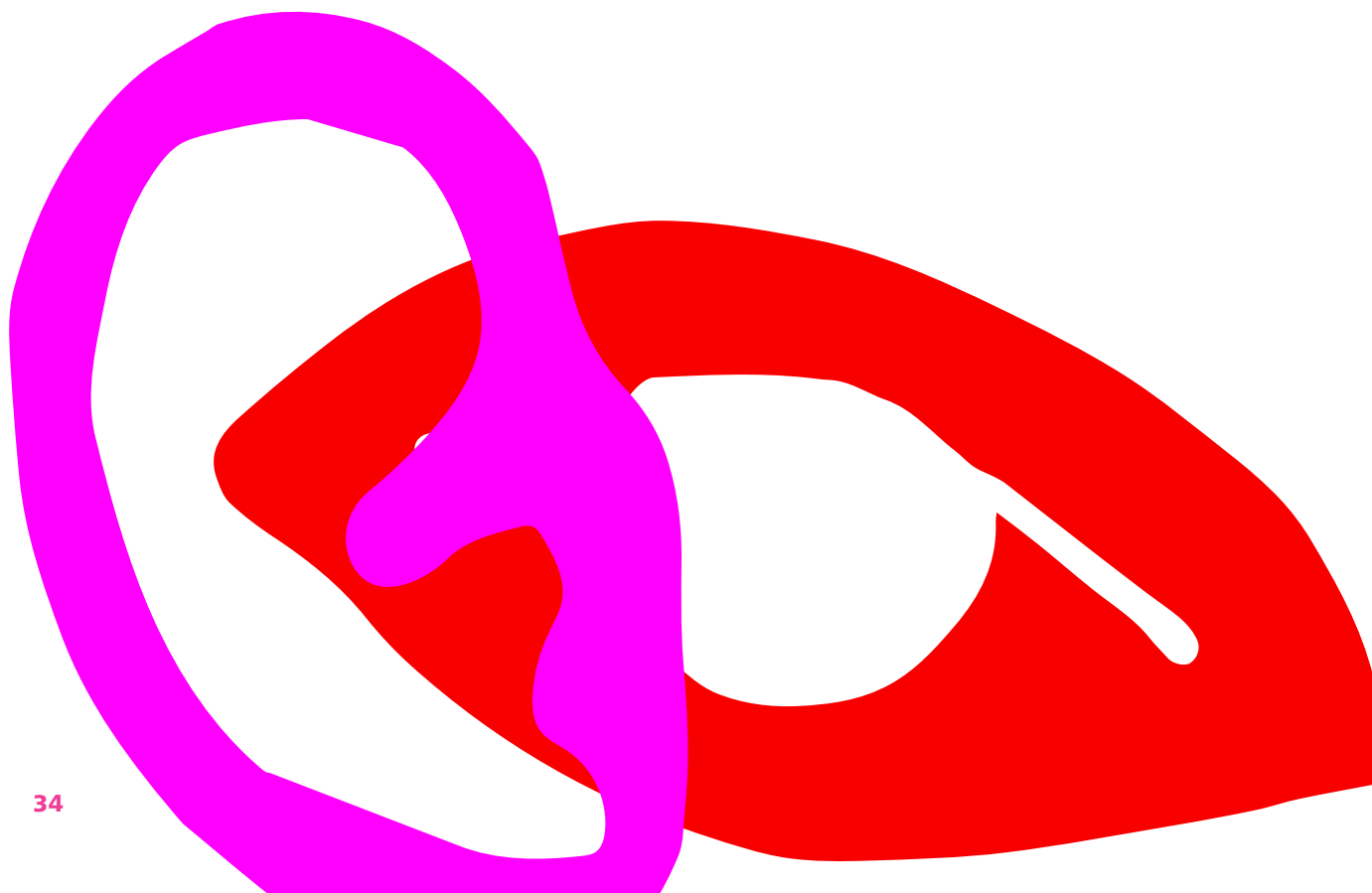
'Cultural assets' are things of value because of their contribution to a community's creativity, knowledge, traditions, culture, meaning, and vitality. They can be the places you visit to express cultural identity and/or the resources used to pursue a creative practice. They can be material, immaterial, emotional, or spiritual.

'Cultural development' addresses the relationship between culture and community development through the progression of the cultural sector, ensuring that culture is fostering connection through and participation in education, the economy, communication and environment.

'Culture' can be defined as human interaction that represents the shared values, beliefs and characteristics that define who we are as individuals and as a community, recognising multicultural and contemporary diversity.

'Heritage' refers to the legacy of a group or society that is inherited from past generations, maintained in the present and bestowed for the benefit of future generations. This includes Aboriginal and multicultural knowledge and artefacts.

'Public art' refers to art specifically created to be experienced in the public realm, outside of the gallery and museum context.





Hmong Australia Dance Group, Broadmeadows Street Festival 2019.

8.

Appendix 1 :

Assessing the Need for Cultural Facilities

The assessment of needs for Council facilities is guided by the Community Infrastructure Plan.

The plan is currently in development, however the draft Policy Framework provides guidance as to how Hume will identify need and plan infrastructure in coming years.

The Framework sets out a facility hierarchy through which Hume will consider the requirements for community infrastructure: regional, district, neighbourhood, local. These tiers designate project scale, service catchment, and other benchmarks including population ratio.

TIER	DESCRIPTION	CATCHMENT AND POPULATION RATIO
Regional	Large auditoriums/theatres (upwards of 300- 400 seats), exhibition spaces, function rooms, rehearsal areas, studio and administration spaces.	10-20km drive Performing Arts 1 facility per municipality Arts and culture facilities per 100,000 population
District	Multi-purpose community facilities and spaces incorporates a range of integrated spaces and services that is designed to be adaptable to respond to communities' changing needs.	50 km drive 1 per 30,000-40,000 population
Neighbourhood	Community centres that are flexible and multifunctional which provide a range of rooms and spaces for Council and non-council that serves the direct neighbourhood	10 minute walk 1 per 8,000-12,000 population
Local	Smaller facilities where local community activities, programs and sessional service are delivered	10 minute walk

The Victorian Planning Authority's planning tool for community infrastructure in growth areas gives additional advice on planning cultural facilities in growth area municipalities.⁴⁵

LEVEL	STRATEGIC PRIORITIES	RESOURCES
Level 1 Flexible multi-purpose shared community art space	Arts and cultural facilities incorporated into neighbourhood level community centres might include: wet/dry activity space, oratory stage with lighting bar and portable sound system, track hanging system with track lighting, activity space with sprung wooden floor, Specialist equipment such as pottery wheel, kiln, wood lathe.	1 per 8,000 to 10,000 people.
Level 2/3 Co-located, dedicated performing art and/or exhibition facilities.	Performing arts spaces should have the basic elements of a theatre including auditorium with appropriate seating (up to 300 seats), foyer space, reasonable stage area, back stage facilities such as scenery docks, storage, dressing rooms and toilets and basic technical systems such as sound and lighting. The fixed equipment should be of a standard that can be easily operated without qualified technical staff but with capacity (such as three phase power) to be augments for professional productions from time to time. Exhibition spaces should have basic gallery lighting such as track lights, capacity to control natural light (e.g. UV filters) and reasonable security. Visual art activity spaces should have reasonable capacity to accommodate several different art form types separately, and include practical workshops spaces and designated 'wet' areas.	1 per 40,000 to 60,000 people.
Level 3 Community Art Centre Facilities	'Provides active programs and dedicated management rather than the 'spaces for hire' approach at multiuse facility. It should offer community cultural development programs that engage with community participants, with the flexibility to present professional performing or visual arts from the touring circuit. Facility management should be housed within the complex. With appropriate management and technical operations staff, the equipment fit-out can be more complex and professional where required'.	1 per 40,000 to 60,000 people
Level 4/5 Regional Arts Centre	A Regional Arts Centre may comprise large and small auditoriums, functions rooms, exhibition space, studio space and administration spaces. Depending on technical fit out (particularly proscenium arch) performing arts space may conform to A or B benchmarks, identified in Victorian Association of Performing Arts Centre's (VAPAC) guidelines Oh! You Beautiful Stage. The architectural character of the facilities should be distinctive and reflective of the local community'.	1 per municipality. ⁴⁶

9.

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