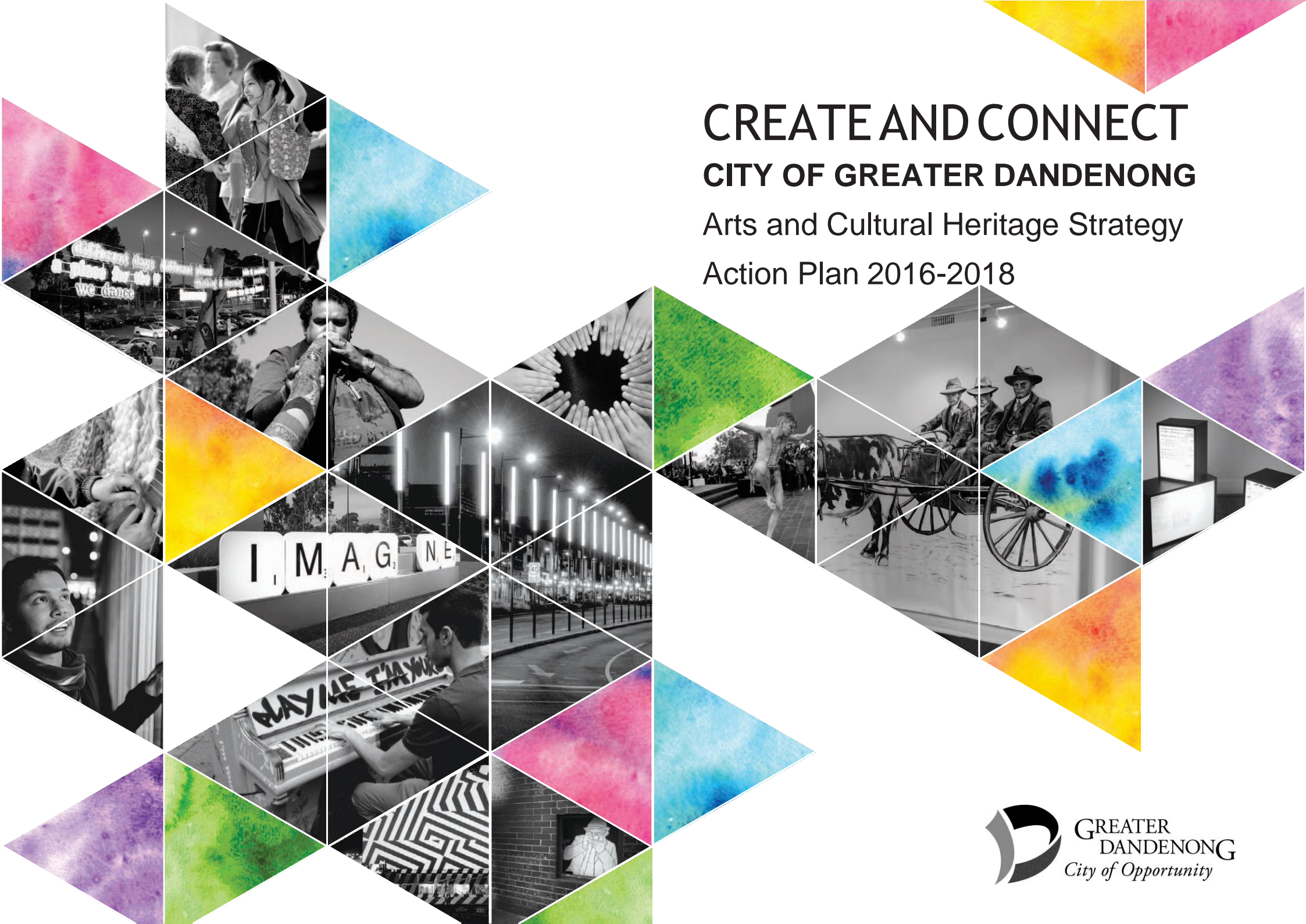


# CREATE AND CONNECT

## CITY OF GREATER DANDENONG

### Arts and Cultural Heritage Strategy

### Action Plan 2016-2018



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# INTRODUCTION

## STRATEGY STRUCTURE

The City of Greater Dandenong Arts and Cultural Heritage Strategy comprises two documents:

- A **Strategy** that outlines the longer term vision and strategic directions for arts and cultural heritage for the City of Greater Dandenong.
- An **Action Plan** with a set of specific and targeted initiatives that Council will implement over an initial three-year period 2016-2018.

This approach enables Council to retain flexibility and responsiveness to the changing environment and identify opportunities, funding and priorities each year to achieve the intent of the strategy.

The Strategy will inform the annual budget, Capital Works Plans and Business Plans for the City of Greater Dandenong. Implementation of the strategy will be reported through quarterly reporting and the Annual Report.

A desktop review will be undertaken after three years. A new action plan will be developed after three years (2019).

## ACTION PLAN

This document comprises the Arts and Cultural Heritage Strategy **Action Plan** which is deliverable over the three year period 2016 – 2018.

Actions are framed around the themes, objectives, key directions and strategic priorities outlined in the primary strategy document.

Timelines for delivery of actions are indicated as:

Short-term actions:	within 1-2 years
Medium-term actions:	within 3-5 years
Ongoing actions:	ongoing activity

## OTHER PLANS

The Arts and Cultural Heritage Strategy **Action Plan** links to a range of other City of Greater Dandenong strategies and plans, and will be implemented in conjunction with other relevant guiding documents, including:

- Council Plan 2013-2017
- Community Wellbeing Plan 2013-2017
- Children's Plan 2015-2019
- Libraries without Borders: Library Strategy 2012-2016
- Activate: Recreation Plan 2014
- Tourism Strategy and Action Plan 2014-2017
- Statement of Commitment to Aboriginal Australians 1995
- Indigenous Policy 2012
- Community Development Framework 2015
- Green Wedge Management Plan 2014
- Disability Action Plan 2010-2014
- Community Engagement Framework
- Plaques, Memorials and Interpretive Signage Policy and Guidelines 2015
- Drum Theatre Strategic Plan 2012 and (draft) 2015
- Community Hub Framework 2015

## ACTION PLAN MONITORING AND REVIEW

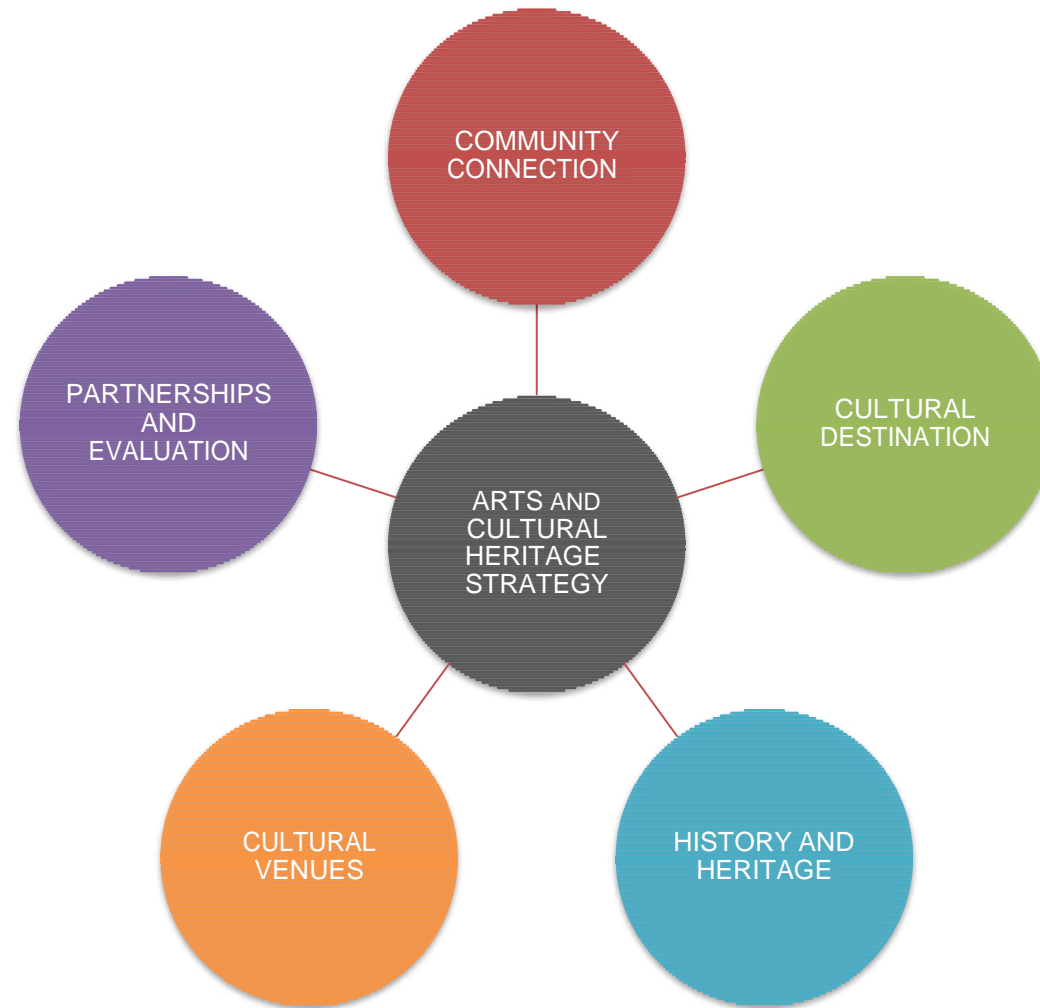
Achievement of actions within the indicated timeframes is dependent upon resourcing and priorities within Council's 2016-18 Long Term Financial Strategy and resources.

The **Action Plan** will be monitored annually by Arts and Cultural Development Unit in conjunction with key internal stakeholders.

Progress will be reported to Council annually.

## THEMES, OBJECTIVES AND KEY DIRECTIONS

The Arts and Cultural Heritage Strategy is framed around five themes. Each theme has a clear objective and multiple key directions. The themes, objectives and key directions have been established in response to needs and priorities identified through background research and the community engagement process.



## THEMES, OBJECTIVES AND KEY DIRECTIONS

THEME	Theme 1 COMMUNITY CONNECTION	Theme 2 CULTURAL DESTINATION	Theme 3 HISTORY AND HERITAGE	Theme 4 CULTURAL VENUES	Theme 5 PARTNERSHIPS AND EVALUATION
OBJECTIVE	To build community connection and strength through arts and cultural heritage	To establish the City of Greater Dandenong as a cultural destination where people want to live, work and visit	To record and preserve history and heritage and increase community connection to it	To support arts and cultural heritage through a hierarchy of high quality and fit for purpose cultural venues	To strengthen arts and cultural heritage in Greater Dandenong through partnerships, collaboration and relevant measures of success
KEY DIRECTIONS	<b>1.1 Festivals and events</b> Deliver and support vibrant festivals and events	<b>2.1 Public art and place activation</b> Activate public places and spaces through public art and other arts and cultural initiatives	<b>3.1 Recording history and heritage</b> Capture and preserve local history and cultural heritage in a sustainable and accessible format	<b>4.1 Community and artist development</b> Utilise cultural venues as a platform for supporting artist development, enabling community arts and increasing community engagement and participation	<b>5.1 Internal partnership and collaboration</b> Strengthen internal partnerships and improve cross-departmental collaboration
	<b>1.2 Opportunities through programming</b> Maximise opportunities for the community to engage and participate in arts and cultural heritage through performances, exhibitions and other activities	<b>2.2 Creative built environment</b> Incorporate creative elements into future building and infrastructure projects	<b>3.2 Community engagement</b> Increase opportunities for the community to engage and connect with Greater Dandenong's history and cultural heritage	<b>4.2 Opportunities for existing venues</b> Enhance existing cultural venues and opportunities	<b>5.2 External partnerships</b> Establish meaningful partnerships with external stakeholders to support a vibrant, healthy arts and cultural heritage environment
	<b>1.3 Community development through arts</b> Implement community development initiatives using arts and cultural heritage as a tool for engagement	<b>2.3 Cultural experience</b> Strengthen the City of Greater Dandenong's offer as a cultural destination and increase visitation numbers and experience	<b>3.3 Indigenous culture and heritage</b> Respect and celebrate local Indigenous culture and heritage	<b>4.3 Planning for future venues</b> Plan for future cultural venue upgrades and developments	<b>5.3 Sponsorship opportunities</b> Explore and identify opportunities to attract sponsorship and philanthropic investment in the creative arts and cultural heritage of our city
	<b>1.4 Diversity and participation</b> Build community cohesion and community connectedness, celebrate diversity of people of all backgrounds and abilities and remove barriers to participation				<b>5.4 Evaluation</b> Develop and implement a program of relevant and meaningful measures of success for arts and cultural heritage initiatives

# THEME 1: COMMUNITY CONNECTION

## KEY DIRECTION 1.1 FESTIVALS AND EVENTS

### Deliver and support vibrant festivals and events

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
1.1.1	Develop a program of festivals and events across the City that are accessible and inclusive, financially and environmentally sustainable and contribute to the creativity and vibrancy of Greater Dandenong.	Ongoing	Festivals and Events Activities Centres Revitalisation	Annual program of Council events.  Annual program of festivals.  Attendee Satisfaction survey conducted at key Council events.  Economic impact assessment conducted for key Council events.
		Short		Growth impact analysis conducted.
1.1.2	Provide support and guidance to community organised festivals and events, with additional support and service to high need groups, such as emerging communities.	Ongoing	Festivals and Events	Event Organisers Network meetings 4 times per year.
1.1.3	Support a range of significant community festivals and events through sponsorship and partnership.	Short	Festivals and Events	Review Council's Events Sponsorship guidelines.
1.1.4	Identify opportunities for investment / enhancement in suitable venues to cater for major events and anticipated growth.	Short	Festivals and Events Infrastructure Planning	Infrastructure improvement plan developed for Council's event venues that can cater for major festivals.
1.1.5	Broaden promotion of festivals and events across metropolitan Melbourne to attract visitors.	Medium	Festivals and Events Media and Communications	Advertising and marketing program developed.



## KEY DIRECTION 1.2 OPPORTUNITIES THROUGH PROGRAMMING

**Maximise opportunities for the community to engage and participate in arts and cultural heritage through performances, exhibitions and other activities**

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
1.2.1	Develop a program of arts and cultural heritage events, performances, exhibitions and other activities across the City that are accessible and inclusive, offer opportunities to actively art as well as view it, and contribute to the creativity and vibrancy of Greater Dandenong.	Ongoing	Arts and Cultural Development Drum Theatre	Annual program of arts and cultural heritage events across cultural venues, allowing for multiple access points for the community.
		Short	Arts and Cultural Development	Review undertaken to identify sites for incidental engagement. Targeted promotion of arts and cultural heritage activities aimed to increase engagement in communities that may not currently participate.
1.2.2	Direct resources into programming that is targeted at attracting new attendees and participants.	Ongoing	Arts and Cultural Development Drum Theatre	Attendance numbers monitored and evaluated.
1.2.3	Promote complete experience packages with information about directions, parking, where to eat and drink and complementary activities.	Medium	Arts and Cultural Development Economic Development Unit	Combined visitation packages explored, in collaboration with Economic Development Unit.
1.2.4	Explore opportunities to build long-term engagement and loyalty.	Medium	Arts and Cultural Development	Research and scope a cross-venue loyalty program.
1.2.5	Promote engagement in arts and cultural heritage through the popular and accessible mediums of literacy and online through Greater Dandenong Libraries, using online tools as well as programs and projects.	Short	Arts and Cultural Development Libraries	Quarterly meetings with Library Services to identify cross-promotional creative opportunities.
1.2.6	Recognise and support local community groups and organisations to continue to provide diverse opportunities to engage with and participate in the arts.	Short	Arts and Cultural Development Drum Theatre	Support for local community arts organisations through marketing and promotions, industry advice and other opportunities as they arise.

## KEY DIRECTION 1.3 COMMUNITY DEVELOPMENT THROUGH ARTS

### Implement community development initiatives using arts and cultural heritage as a tool for engagement

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
1.3.1	Promote awareness and understanding across Council departments of the potential for the use of arts as an effective community engagement tool.	Short	Arts and Cultural Development	Develop a community cultural development 'toolbox' to support Council staff when planning engagement with community.
1.3.2	Provide and support arts and cultural experiences that build community cohesion and community connectedness, delivered both by Council and community partners.	Short	Arts and Cultural Development	Plan and deliver a biennial interdepartmental collaboration with a focus on building social cohesion.
		Medium		Provide opportunity for key stakeholders to come together and evaluate Arts and Cultural Heritage programs to identify shared opportunities to build community cohesion.



## KEY DIRECTION 1.4 DIVERSITY AND PARTICIPATION

**Build community cohesion and community connectedness, celebrate diversity of people of all backgrounds and abilities and remove barriers to participation**

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
1.4.1	Increase awareness and understanding of diversity in the community through arts and cultural heritage initiatives.	Ongoing	Arts and Cultural Development	Annual program of arts and cultural heritage events across the municipality.
1.4.2	Promote Council as a leader and advocate at Regional and State forums for inclusiveness and the benefits to cohesive communities.	Ongoing	Arts and Cultural Development	Monitor opportunities taken to network and present examples of Council initiatives to a wider audience.
1.4.3	Provide affordable and engaging participatory activities for the community.	Ongoing	Across Council	Annual reporting includes reference to access and affordability.

# THEME 2: CULTURAL DESTINATION

## KEY DIRECTION 2.1 PUBLIC ART AND PLACE ACTIVATION

### Activate public places and spaces through public art and other arts and cultural initiatives

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
2.1.1	Support the role of multi-form public art in creating local identity and building a vibrant city.	Ongoing	Arts and Cultural Development Activities Centres Revitalisation Public Art Advisory Committee	Framework developed for the commissioning of new temporary and permanent art in the public domain.  Arts opportunities incorporated into place making initiatives in activity centres.
2.1.2	Increase community awareness, knowledge and engagement with public art.	Ongoing	Arts and Cultural Development Activities Centres Revitalisation	A range of new initiatives actively communicated through social media and range of other formats.
2.1.3	Develop a maintenance program for new and existing public art and other historical and heritage infrastructure such as plaques and monuments, covering maintenance, restoration and decommissioning.	Ongoing	Arts and Cultural Development	Register of public artworks is current.
2.1.4	Continue to celebrate local stories throughout the city.	Short	Arts and Cultural Development	Living Treasures interpretive signage project is complete.
2.1.5	Recognise and strengthen the role of Council's Public Art Advisory Committee to guide the processes for selection of public art.	Ongoing	Arts and Cultural Development Public Art Advisory Committee	Committee involvement at key stages in selection processes for public art.

## KEY DIRECTION 2.2 CREATIVE BUILT ENVIRONMENT

### Incorporate creative elements into future building and infrastructure projects

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
2.2.1	Identify opportunities to incorporate creative arts and cultural heritage elements into public buildings, master plans and infrastructure projects.	Ongoing	Arts and Cultural Development	Undertake annual review of capital improvements program for opportunities to engage with project sponsors.  Include lifecycle costings of creative elements to ensure adequate maintenance and renewal funding is provided.
2.2.2	Proactively pursue opportunities for local artists to contribute to the design and development of minor works and capital improvement projects.	Ongoing	Arts and Cultural Development	Undertake annual review of capital improvements program for appropriate opportunities.
2.2.3	Advocate for the inclusion of creative elements in all major State and Federal Government funded capital projects in Greater Dandenong.	Ongoing	Arts and Cultural Development Strategic Planning	Grant applicants identified for opportunities to include creative elements in project specifications.

## KEY DIRECTION 2.3 CULTURAL EXPERIENCE

**Strengthen the City of Greater Dandenong's offer as a cultural destination and increase visitation numbers and experience**

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
2.3.1	Develop and deliver major arts and cultural events to attract visitors into the city and maximise the visitor experience.	Short	Arts and Cultural Development Drum Theatre Economic Development Unit Media and Communications	Promotional activity of major festivals and cultural venues monitored for indication of audiences from outside of Greater Dandenong.
				Joint promotional activities delivered by Council with key internal and external stakeholders.
				Survey attendees for satisfaction of collaborative activities with key stakeholders such as Dandenong Market.
2.3.2	Support the further development and promotion of cultural precincts, such as Little India, the Springvale Asian precinct and the Afghan Bazaar, as key destinations for diverse cultural experiences.	Medium	Arts and Cultural Development Economic Development Unit	Afghan Bazaar completed and promoted.
2.3.3	Value and encourage the development of creative businesses and social enterprises.	Medium	Arts and Cultural Development	Business development information available via The Hive and Libraries.
				Explore collaborative or joint cultural and commercial / retail offers for visitors to the city.

# THEME 3: HISTORY AND HERITAGE

## KEY DIRECTION 3.1 RECORDING HISTORY AND HERITAGE

Capture and preserve local history and cultural heritage in a sustainable and accessible format

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
3.1.1	Proactively support the capture, preservation and presentation of local history and heritage in formats that are secure and protected.	Short / Ongoing	Arts and Cultural Development Planning and Design	<p>Establish shared archive facility.</p> <p>Establish policy and procedures to support management of the archive.</p> <p>Undertake a digitisation project to increase interest in and engagement with local heritage collections, images and stories.</p> <p>Progressively publish content through the electronic heritage portal.</p> <p>Ensure compliance with all protective heritage overlays.</p>
		Ongoing		<p>Provide exhibition opportunities for items from the Civic Collection and for Historical Societies.</p>
3.1.2	Ensure the efficient and effective storage of items relevant to the city's history in a shared archival facility in partnership with the Springvale and District Historical Society and the Dandenong and District Historical Society.	Short / Ongoing	Arts and Cultural Development	<p>Development of a shared archival facility with Springvale and District Historical Society and Dandenong and District Historical Society.</p>
				<p>Development of acquisition, management and disposal protocols.</p>
3.1.3	Value, support and recognise the work of organisations, schools, historical societies, volunteers and individuals in their role of capturing, preserving and presenting local history and heritage and engaging with the public.	Ongoing	Arts and Cultural Development	<p>Provide advice and support to parties working in the field as required.</p>

3.1.4	Work with the local historical societies to plan for sustainability so that they remain strong, viable and relevant organisations within the community.	Ongoing	Arts and Cultural Development	<p>Assist the Historical Societies with future directions planning.</p> <p>Assist the Historical Societies in the development of acquisitions and disposals policy.</p> <p>Identification of display and work space needs for inclusion, where possible, in the planning, design and development of future community hubs in Dandenong and Springvale</p>
3.1.5	Facilitate links between Council and the historical societies with community groups of diverse cultural backgrounds to capture, preserve, share and celebrate history and cultural heritage.	Medium / Ongoing	Community Development Arts and Cultural Development	Identify cultural leaders to facilitate links with relevant community groups.
3.1.6	Identify opportunities to expand, update, make accessible and promote the city's history and heritage.	Medium	Arts and Cultural Development Activities Centres Revitalisation	<p>Expand and update the oral history collection.</p> <p>Explore opportunities to include display of historical items in Council owned and other facilities.</p> <p>History and culture incorporated into place making initiatives in activity centres.</p>
		Ongoing		<p>Promote access to heritage collection and library resources for family history research.</p> <p>Implement Library Strategy initiatives.</p> <p>Support the identification and development of cultural markers to commemorate key historical events.</p>
3.1.7	Prioritise the development of policies and procedures to ensure digital capture of archival material is effectively supported and managed.	Short	Arts and Cultural Development	<p>Establish policy and procedures to support management of the civic collection.</p> <p>Recruit team of volunteers to assist in digitisation program.</p>

## KEY DIRECTION 3.2 COMMUNITY ENGAGEMENT

Increase opportunities for the community to engage and connect with Greater Dandenong's history and cultural heritage

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
3.2.1	Support local and community initiatives to celebrate and commemorate significant historical events and their relationship to Greater Dandenong.	Short	Arts and Cultural Development Festival and Events Working Group	Support community celebration through grants and sponsorship programs.
3.2.2	Support the community to practice, maintain and share their cultural heritage, traditions and languages.	Medium	Arts and Cultural Development Economic Development	Support the promotion of cultural precinct tours and community cultural festivals and events.
3.2.3	Increase community engagement with Council's heritage and cultural collection (the Civic Collection).	Short	Arts and Cultural Development Library Services	Launch and promote the digital heritage portal.
		Short	Arts and Cultural Development	Identify engagement and display opportunities for heritage interpretation and heritage items in design of Springvale Hub.
		Ongoing	Arts and Cultural Development Library Services	Celebrate local heritage through interpretive displays at Heritage Hill, Libraries and/or the Civic Offices.  Develop and install expanded and rotating exhibitions across Council facilities.  Explore opportunities to provide free access to local and family history resources.



## KEY DIRECTION 3.3 INDIGENOUS CULTURE AND HERITAGE

### Respect and celebrate local Indigenous culture and heritage

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
3.3.1	Strengthen community understanding and respect for Indigenous history and heritage.	Ongoing	Arts and Cultural Development Community Development	Increased engagement with local indigenous community.  Support the celebration of Aboriginal and Torres Strait Islanders during NAIDOC Week and Reconciliation week.
3.3.2	Improve community access to information about local and broader Indigenous history and heritage.	Medium	Arts and Cultural Development Community Development	Interpretive stories of local indigenous landmarks and historical relevance investigated and shared, where appropriate.

# THEME 4: CULTURAL VENUES

## KEY DIRECTION 4.1 COMMUNITY AND ARTIST DEVELOPMENT

Utilise cultural venues as a platform for supporting artist development, enabling community arts and increasing community engagement and participation

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
4.1.1	Support local and emerging artists and groups through professional development pathways including mentoring, networking, work experience, exhibition, performance and residency opportunities.	Ongoing	Arts and Cultural Development Youth Services Drum Theatre	<p>Opportunities regularly promoted through Hive Creative Network.</p> <p>Annual public call-out to select artists in residence.</p> <p>Annual collaboration supporting youth artist development.</p> <p>Artists who live and work in Greater Dandenong regularly promoted through Hive and other relevant communication platforms.</p>
		Short	Arts and Cultural Development	<p>Annual exhibition for Hive members.</p> <p>Support local arts and culture groups with spaces to meet and develop their programs.</p>
		Medium	Arts and Cultural Development	Investigate the establishment of small grants program supporting local emerging artists.
4.1.2	Promote and support The Hive Creative Network as a tool for creative development and community engagement.	Ongoing	Arts and Cultural Development Drum Theatre	Weekly Hive posts and quarterly seminars for Hive members.
4.1.3	Provide opportunities for artists and creative workers from under-represented communities to be supported and engaged through the arts.	Short	Arts and Cultural Development Drum Theatre	Annual Asylum Seeker and Refugee Art Prize established.
		Ongoing		Artist residencies prioritised within general selection process.

4.1.4	Identify ways to enable under-represented art-forms to grow.	Short	Arts and Cultural Development Community Development Drum Theatre	<p>Scope support for increased engagement in underrepresented art forms, such as dance, music, drama, literature and poetry.</p> <p>External funding opportunities explored.</p> <p>Opportunities explored to support preferred art-forms of under-represented communities.</p>
4.1.5	Increase participation in arts based activities across the venues.	Short	Arts and Cultural Development Drum Theatre	<p>Benchmarking processes established to measure and evaluate participation.</p> <p>Increased arts participation activities scheduled across multiple venues.</p>
4.1.6	Ensure Council provides activities that are affordable and accessible to the community.	Short	Arts and Cultural Development Drum Theatre	<p>Benchmarking processes established to measure and evaluate affordability and accessibility in the community.</p>

## KEY DIRECTION 4.2 OPPORTUNITIES FOR EXISTING VENUES

### Enhance existing cultural venues and opportunities

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
<b>DRUM THEATRE</b>				
4.2.1	Increase attendance rates for theatre and arts engagement activities through a diversity of programs and affordable opportunities to focus on enhanced community engagement.	Short	Drum Theatre Arts and Cultural Development	Program of arts participation activities established to target new attendees.
		Ongoing		Activities and shows promoted across the region.
4.2.2	Increase community awareness of the theatre through improved signage, marketing and promotion.	Short	Drum Theatre Media and Communications	Updated external signage and lighting planned and implemented for Drum Theatre.
		Short		Marketing Plan prepared.
		Short		Drum Theatre Strategic Plan adopted by Council.
4.2.3	Increase active utilisation of spaces and facilities within the theatre.	Ongoing	Drum Theatre	Room utilisation targets incorporated in the Drum Theatre Strategic Plan.
<b>HERITAGE HILL</b>				
4.2.4	Strengthen Heritage Hill's role as a cultural heritage and community arts venue and grow its offer to visitors.	Ongoing	Arts and Cultural Development	Annual heritage installation in partnership with local historical societies. Develop and deliver an annual education program for school tours.
4.2.5	Develop programs and grow engagement as a community arts venue to diversify and expand its visitor base.	Ongoing	Arts and Cultural Development	Annual calendar of active participation/workshops.
4.2.6	Increase community awareness and engagement with Heritage Hill through improved marketing and promotion.	Ongoing	Arts and Cultural Development	Establish a monthly arts e-news across cultural venues.

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
<b>THE GALLERY</b>				
4.2.7	Develop programs and grow engagement as a quality arts venue to diversify and expand its visitor base.	Ongoing	Arts and Cultural Development Economic Development Unit	Plan a high quality and innovative annual program of exhibitions.  Promote the venue across multiple art forms.  Attract professional artists and touring visual art exhibitions / shows.
<b>GREATER DANDENONG LIBRARIES</b>				
4.2.8	Increase engagement in the Libraries with arts and cultural heritage.	Ongoing	Arts and Cultural Development Libraries	Development of annual Library programs plan which includes the celebration of the performing arts, music, dance and theatre that exists in the community.
4.2.9	Strengthen opportunities for library users to engage in the practice of making digital art and skills development, particularly in such as computer gaming, animation, 3D printing, film making and other digital art forms.	Short	Arts and Cultural Development Libraries Youth Services	Development of annual Library programs plan which trials programs that include computer gaming, animation, film making, digital arts and other digital art forms.
		Medium	Arts and Cultural Development Libraries Youth Services	Development of Library 'Makerspace' area in the Dandenong Library and the new Springvale Library.
4.2.10	Expand artists and writers in residence opportunities to enable library users to engage with artists.	Medium	Arts and Cultural Development Libraries	Provide one annual 'in residence' activity in the Library which engages library users.
4.2.11	Incorporate suitable spaces and facilities into the design and construction of the new Springvale Library for exhibition, performances and arts creation.	Ongoing	Arts and Cultural Development Libraries	Identify the requirements for the inclusion of exhibitions, performance and arts creation spaces in the design of the new Springvale Library / Community Hub .

**HARMONY SQUARE AND SCREEN**

4.2.12	Increase activation of Harmony Square by developing a program of innovative arts and cultural activities in conjunction with key community groups.	Ongoing	Arts and Cultural Development Activities Centres Revitalisation	<p>Support key community celebrations in Harmony Square.</p> <p>Provide easy to understand guidelines for use by community groups.</p> <p>Work with stakeholders to establish a program of sustainable activities that is delivered in the Square.</p>
4.2.13	Increase use of the screen as a tool to enable and support digital art development and promote arts and cultural heritage activities.	Ongoing	Arts and Cultural Development Media and Communications	<p>Annual Short Film Festival delivered</p> <p>Exhibit digital artworks of local students.</p> <p>Protocols and processes for use of the screen made available to secondary and tertiary education establishments and key community agencies.</p> <p>Expand curated packages of screen content to enable sustainable ongoing program streams.</p> <p>Continue to produce engaging, relevant and entertaining screen content in house, at least two per year.</p>
		Short		<p>Continue live links with partner sites.</p> <p>Continue incidental screen interactive activities.</p> <p>Expand console gaming with the addition of WiiU license.</p> <p>Launch 'What's On' animated events calendar.</p>

<b>THE CASTLE</b>				
4.2.14	Increase use of The Castle as a multi-purpose venue for the delivery of performance based arts and cultural activities.	Ongoing	Arts and Cultural Development	Annual program of arts and culture activities.
		Short		The Castle represented in annual calendar of participatory programming.
		Medium		Develop plan to assess usage and hirer requests.  Develop plan to expand backstage area and dressing rooms if business case supports this.
<b>OTHER PUBLIC SPACES, INCLUDING PARKS AND GARDENS</b>				
4.2.15	Examine opportunities for arts and cultural heritage programming in diverse public spaces and venues throughout the city, including Council's Parks and Reserves.	Ongoing	Arts and Cultural Development	Include a range of diverse spaces in annual calendar of participatory programming.



## KEY DIRECTION 4.3 PLANNING FOR FUTURE VENUES

### Plan for future cultural venue upgrades and developments

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
4.3.1	Explore options and the feasibility of relocating the gallery and long term cultural tenants.	Short	Arts and Cultural Development	Identify standards required to ensure that any new gallery meets the future needs of a premium venue, capable of hosting exhibitions from Australia's leading artists and institutions and capable of attracting professional artists and touring visual art exhibitions / shows.  Consider provision for intimate scale, multipurpose theatre.
		Medium		Support for feasibility study and securing of appropriate site for new gallery within 2018-2022 Long Term Financial Strategy.  Identify opportunities for relocation of long term cultural tenants of Walker Street Gallery, in particular Fusion Theatre and Dandenong Band.
4.3.2	Identify opportunities to integrate space and facilities within new facilities for heritage exhibition, display and research and to accommodate creative arts performances, workshops, exhibitions and displays.	Short	Arts and Cultural Development	Undertake a feasibility study to identify requirements and specifications.  Assess opportunities for creative spaces to be incorporated into the Springvale Community Hub, Keysborough South Community Hub and other integrated multipurpose developments.
4.3.3	Explore the provision of cultural elements in the refurbishment and redevelopment of recreation centres with the aim of broadening opportunities for community engagement and participation in such venues.	Medium	Arts and Cultural Development	Undertake investigation of possible sites for inclusion in Council building upgrades.
4.3.4	Undertake a strategic review of The Castle to identify renovations and upgrades to enable increased usability and usage.	Medium	Arts and Cultural Development	Undertake review of opportunities and requirements as part of a Business case.

4.3.5	Explore opportunities and plan for the development of a future Dandenong Community Hub, including the provision of cultural elements and display spaces for arts and cultural heritage exhibitions.	Medium	Arts and Cultural Development	Undertake review of opportunities and requirements.
4.3.6	Develop an outdoor events venue plan to ensure outdoor spaces are adequately designed and equipped to host events.	Medium	Arts and Cultural Development Infrastructure Services	Work with Infrastructure Services to undertake review of requirements and develop a program of delivery.

# THEME 5: PARTNERSHIPS AND EVALUATION

## KEY DIRECTION 5.1 INTERNAL PARTNERSHIP AND COLLABORATION

### Strengthen internal partnerships and improve cross-departmental collaboration

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
5.1.1	Strengthen collaboration, skill sharing and resource efficiencies across Council departments, cultural programs and venues in the planning, programming and implementation of arts and cultural heritage initiatives.	Ongoing	Arts and Cultural Development Drum Theatre Other Council departments	Develop a diverse program of activation across multiple cultural venues including Drum Theatre, Castle, gallery, libraries and Heritage Hill.
5.1.2	Identify shared marketing opportunities across Council departments and cultural venues to better promote and cross promote arts and cultural heritage opportunities in Greater Dandenong and across the region.	Ongoing	Arts and Cultural Development Drum Theatre Economic Development Unit Media and Communications	Develop a monthly program of arts-related activities and events.  Explore opportunities for cross-promotion of arts-related activities and events, including print and digital communication.  Explore other collaborative promotional opportunities.

## KEY DIRECTION 5.2 EXTERNAL PARTNERSHIPS

**Establish meaningful partnerships with external stakeholders to support a vibrant, healthy arts and cultural heritage environment**

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
5.2.1	Develop partnerships with young people to support and encourage active engagement and involvement in arts and cultural activities across the city.	Medium	Arts and Cultural Development Youth Services	<p>Work with Youth Services to identify opportunities to strengthen community messaging through creative initiatives.</p> <p>Work with local School Hubs to enhance learning opportunities.</p> <p>Develop an annual program for tertiary student skills development in the arts through displays in the exhibition windows and other relevant opportunities.</p>
5.2.2	Strengthen program and support for attraction and retention of volunteers.	Short	Arts and Cultural Development Drum Theatre	Recruitment and training to build volunteer participation and retention.
5.2.3	Build partnerships with state and federal governments, peak bodies and other key external agencies to support projects that deliver on shared objectives.	Medium	Arts and Cultural Development Community Development Drum Theatre	Identify key stakeholders such as Multicultural Arts Victoria, Arts Access, VicHealth and others to AMES to strengthen community messaging through creative initiatives.
5.2.4	Identify and pursue opportunities to form strategic partnerships with the private sector and non-government organisations to support delivery of arts and cultural heritage projects.	Medium	Arts and Cultural Development Economic Development Unit Drum Theatre	Seek opportunities to partner with other agencies. Identify and pursue likely external funding sources.
5.2.5	Identify opportunities to work with Dandenong Market to continue bringing performances and visual arts to the site.	Medium	Arts and Cultural Development Dandenong Market	Collaborate with Dandenong Market to identify key messages regarding Dandenong's cultural offer and plan for joint promotion and delivery where possible to maximise community outcomes.
5.2.6	Engage with community groups, neighbourhood houses, organisations and key agencies to plan and deliver on significant arts and cultural projects in Greater Dandenong.	Medium	Arts and Cultural Development Community Development Drum Theatre	Work with Community Development to identify opportunities to strengthen community messaging through creative initiatives.

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
5.2.7	Foster strong partnerships with leaders of diverse cultural groups across Greater Dandenong.	Medium	Arts and Cultural Development Community Development Drum Theatre	Proactively seek connections with key community leaders to develop a useful network for communication and to strengthen community messaging through creative initiatives.
		Short	Arts and Cultural Development	Proactively seek connections with key community leaders to encourage and support the collection and exhibition of local cultural heritage, in collaboration and partnership with Historical Societies.

## KEY DIRECTION 5.3 SPONSORSHIP OPPORTUNITIES

Explore and identify opportunities to attract sponsorship and philanthropic investment in the creative arts and cultural heritage of our city

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
5.3.1	Implement processes to Identify and attract key sponsors.	Medium	Arts and Cultural Development Drum Theatre Economic Development Unit	<p>Identify opportunities with possible partners, both business and philanthropic, and develop contact database.</p> <p>Support community event organisers to seek and secure corporate sponsorship.</p> <p>Create a sponsor application template that can be easily adapted for use for a variety of events and activities.</p> <p>Review and update current impact study procedures to support sponsorship applications.</p>

## KEY DIRECTION 5.4 EVALUATION

### Develop and implement a program of relevant and meaningful measures of success for arts and cultural heritage initiatives

No.	Strategic Priorities	Timeframe	Responsibility	Indicator
5.4.1	Develop a standardised framework for the measurement and evaluation of all arts and cultural heritage programs, projects, events and venues.	Medium	Arts and Cultural Development Drum Theatre Community Development Economic Development Unit Media and Communications	<p>Undertake research to design and develop an evaluation process.</p> <p>Trial a new framework for evaluation, including successful capture of relevant data to provide meaningful measures including health and wellbeing.</p> <p>Develop a plan to share City of Greater Dandenong best practice with the arts sector.</p>