

**STRATEGY AND POLICY REVIEW COMMITTEE**  
**7 JULY 2008**

**POLICY AND PLANNING**

<b>A9</b>	<b>CITY OF PORT PHILLIP - CREATIVE FUTURES STRATEGY 2008</b>
<b>LOCATION/ADDRESS:</b>	
<b>RESPONSIBLE EXECUTIVE DIRECTOR:</b>	<b>GEOFF OULTON, EXECUTIVE DIRECTOR COMMUNITY DEVELOPMENT AND PLANNING</b>
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<b>FILE NO.:</b>	<b>16/01/239</b>
<b>ATTACHMENTS:</b>	<b>'DRAFT' CREATIVE FUTURES STRATEGY</b>

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**1. EXECUTIVE SUMMARY**

1.1. The City of Port Phillip is recognized as an 'Active and Creative City'. This is clearly acknowledged in the 2008/2009 Council Plan, that supports Port Phillip's development as a creative city where the arts, contemporary culture, creativity and innovation are explored, encouraged and valued.

1.2. The purpose of this report is to present the draft Creative Futures Strategy for consideration by Council.

1.3. The Creative Futures Strategy has been organised into three key themes:

1.3.1. Community Creating Content

This strategy recognizes the many ways in which community members can be active participants and creators contributing significantly to the cultural richness of the city and its communities. Participation in creative activities increases self-esteem and connectedness.

1.3.2. Attracting Arts and Culture

This strategy reinforces the importance of arts and cultural activities to the local economy, both directly and as an important part of what makes the city an attractive destination. It sets out actions to retain the cultural vitality of the city.

1.3.3. Creating Frameworks for Meaning

This strategy promotes a positive 'sense of place' and the experience of the City as a vibrant and enriching environment that has a positive influence on the whole community. The strategy underpins the ongoing cultural vitality of the city for both active cultural participants and observers.

1.4. The document is intended to act as both an aspirational and practical Strategy; including a statement of Council's commitment that provides a

‘policy’ basis for Council’s cultural decision-making, supported by tangible measures of success that implementation of the Strategy will strive to achieve. In this regard Creative Futures is a leading edge document in municipal cultural planning.

## **2. BACKGROUND AND CONTEXT**

- 2.1. The implementation of the previous Library and Arts Plans has continued to retain and enhance the community’s experience of arts and cultural services. Some significant achievements over the last number of years include (but are not limited to):
  - 2.1.1. redevelopment and/or refurbishment of Port Melbourne, Middle Park and Albert Park Libraries.
  - 2.1.2. redevelopment and improvements to Gasworks Arts Park;
  - 2.1.3. improvements in the relevance, age and community access to collections demonstrated by high levels of engagement and satisfaction with Council Arts and Cultural activities - with over 50% of the community utilizing public libraries, well over 1,000,000 people per annum participating in our arts and cultural activities and venues, with 88% of residents believing the service to be excellent, good or adequate.
- 2.2. The increases in utilization and access to cultural facilities and public spaces continues to increase, along with demands for access to all kinds of information, programs and activities that inspire learning for oneself and engagement with others in the community.
- 2.3. In addition to these increased service demands, the key strategic drivers for a new Creative Futures Strategy are the emergence of the digital age, the significant new ways and changes in how people are using cultural spaces; the innovations now available to further improve the customer experience; and a realignment of current Council strategy with other Government policy.
- 2.4. The Creative Futures Strategy has subsequently been developed to update and replace the Library Strategic Plan and the Arts Plan, while continuing to be consistent with the principles established in both the previous strategies..
- 2.5. The Creative Futures Strategy specifies priorities within Libraries, Arts and Festivals, while also functioning as a statement of Council’s continued commitment to Port Phillip as a significant cultural place, recognising its rich history and potential into the future.

## **3. RECOMMENDED OPTION**

The criterion for the Creative Futures Strategy is what difference adoption of the strategy will make in addressing the key drivers.

The criterion for adoption of the Creative Futures Strategy are:

- 100% CoPP managed cultural venues fit for purpose;
- Increased visitation at cultural venues;
- Increased membership in cultural organizations;

- Increased participation in cultural events;
- Increase in number of people engaging online;
- 85 % public awareness of the cultural offers within CoPP;
- 85% satisfaction with the experience of cultural events and programs;
- Increased economic activity and employment in cultural hubs;
- No net loss of cultural organisations located in Port Phillip;
- Increased access to the City's cultural (art, library and heritage) collection/s;
- Increased connectedness with arts and cultural pursuits, particularly with regard to younger people and the aged within the community.

The above criterion are aligned to the five year goals and outcomes articulated in the draft Creative Futures Strategy.

4. SUSTAINABILITY ASSESSMENT

Social Pillar	<p>The Creative Futures Strategy recognizes the role culture plays in creating strong, connected, resilient communities.</p> <p>The Strategy is structured to reinforce equity of access to quality cultural facilities and programs. It also places an emphasis on providing opportunities for all members of the community to participate both as audience members and as creative individuals.</p> <p>The Strategy is built around council operated events and facilities that are free, accessible and non-discriminatory.</p> <p>Capital works at major facilities will improve access to services for all residents including those with special needs.</p> <p>New initiatives target community connection and interaction with an emphasis on community members becoming active contributors to the cultural life of the city.</p> <p>The Creative Futures Strategy will have a significant impact on health and well-being. The connection between a rich cultural environment and wellbeing has been established in a range of reports including The Australia Council's '<i>Art and Wellbeing</i>' (Mills, D. &amp; Brown, P., 2004).</p> <p>The Strategy includes support for Community Cultural Development (CCD) projects where the key objectives are with regard to social development and engagement.</p>
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<p>Economic Pillar</p>	<p>The Creative Futures Strategy is underpinned by an implementation strategy that has looked at priorities over a five year time frame to ensure that all priorities are costed and can be met. The Strategy addresses major infrastructure renewal items that, if not addressed, would have created increased financial risk and cost to Council.</p> <p>According to the 2006 Census data 3% (1,455) of CoPP residents consider themselves to be working in an Arts and Recreational related service, while the wider Melbourne statistical division figure is almost half this at 1.7%.</p> <p>The Strategy includes initiatives to foster and promote a strong arts industry sector based in the City. Arts and cultural industries make a substantial contribution to the local economy. Cultural programs and facilities attract visitors to the City in ways that contribute to economic viability of our community.</p> <p>The Strategy aims to position Council to increase its ability to attract external funding to provide services in these areas, noting that Libraries and Festivals already receive substantial external contributions.</p> <p>The Strategy pursues a re-alignment of existing resources rather than significant new resources in order to achieve many of the changes in the strategy and as a consequence will have minimal requirement for new resources (\$140,000) in ongoing operating costs over the next 5 years.</p> <p>Co-location and development of services at the Urban Studies Centre and works at St Kilda Library will maximize the use of these facilities and much improves the return on investment from current operating expenditure levels.</p>
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<p>Environmental Pillar</p>	<p>This Strategy includes a commitment to reducing the environmental footprint of Arts and Festival services. It also includes works which will allow for more efficient use of facilities.</p> <p>The Strategy will have a positive impact on streetscape through the Urban Art Strategy and through cultural activation of sites throughout the City.</p> <p>The development of a cultural hubs model recognizes the value of locating clusters of cultural activities that are accessible by public transport, where a diversity of activities can be experienced within walking distance.</p> <p>The Strategy acknowledges the importance of culture in 'place-making' and the creation of vital, living environments.</p>
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<p>Cultural Pillar</p>	<p>The Creative Futures Strategy provides a blueprint for the delivery of cultural services and facilities across the City. It outlines key priorities and targets for Library Services and Arts and Festivals and defines the City’s commitment to a creative future.</p> <p>The Strategy supports the celebration of the diversity of the Port Phillip Community. Stakeholder engagement in the strategy has occurred at both industry and community levels.</p> <p>Improved community facilities delivering a greater mix of cultural activity and services will result from the implementation of the Strategy. The Strategy will also impact positively on public spaces throughout Port Phillip through cultural activation via events, performances and public artworks, engendering a sense of ownership and civic pride.</p> <p>This Strategy places significant emphasis on the heritage of Port Phillip as a creative place. It supports heritage initiatives including increased accessibility of heritage collections and a new facility that celebrates the City and its heritage.</p>
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**4.1. Policy and legislative implications**

- 4.1.1. The Creative Futures strategy has been developed in the context of existing Council policy, and updates both the Library Strategic Plan and the Arts Plan.
- 4.1.2. The Strategy also builds on the Community Plan and the Corporate Plan, and is aligned with policy agendas in the national context, including the creativity agendas outlined during the recent 2020 summit.

**4.2. Risk implications**

- 4.2.1. The risk of not endorsing the Creative Futures Strategy is to restrict Council’s capacity to achieve many of the outcomes and benefits (i.e. community participation and inclusion) outlined in the strategy.
- 4.2.2. An associated risk is to Council’s reputation, in terms of a perceived lack of commitment in supporting Port Phillip’s development as a creative city where the arts, contemporary culture, creativity and innovation are explored, encouraged and valued.

**4.3. Resource implications**

- 4.3.1. The proposed Creative Futures Strategy has resource and infrastructure implications spread strategically over the next five years.
- 4.3.2. An Implementation Plan has been developed as a tool to ensure that changes to service delivery are met wherever possible through strategic realignment of existing resources.
- 4.3.3. The key assumptions underpinning both the Strategy and the Implementation plan are consistent with Council's financial principles, and are as follows:
- Staff cost increases are calculated at 3.5% and increments at 1% pa, the only exception being an increase in \$140K required to fulfill the additional functions of the Urban Studies Centre (from Year 2);
  - Budget assumptions of CPI (assumed 3.5%) are applied to all other expenditure;
  - Assumes income/grants/sponsorship is stable (at 2008/09 levels) and increase of CPI applied (3.5%);
  - The Capital Works expenditure proposed is estimated at \$7M, which includes the Urban Studies Centre (\$3.4M), St Kilda library (\$2.0M), Gasworks (\$600K). These figures represents the total project costs and assumes no external funding from external agencies or Public Private Partnerships.
  - Capital works which are managed through budgets other than Arts and Festivals or Libraries are not included
  - Capital Expenditure for (library) collection purchases increasing by \$50K in Years 2 and 3 and then by CPI (3.5% pa) thereafter

**5. ALTERNATIVE OPTIONS**

- 5.1. The Creative Futures Strategy is presented as the only option. Both the existing Library Strategic Plan and the Arts Plan are out-dated documents.
- 5.2. The Creative Futures framework aims to clearly articulate the outcomes Council intends to achieve over the next 5 years, and outlines the resources and support required to achieve these outcomes.

**6. PARTICIPATION AND ENGAGEMENT**

**6.1. Internal**

The people who have been engaged with in relation to this issue are:

- Manager Culture and Recreation
- Library Service Coordinator
- Arts and Festivals Coordinator
- Library and Arts and Festivals Team Leaders and staff

- Executive Team
- A draft of the document has also been circulated internally to all service Managers and Coordinators for feedback.

**6.2. External**

The external people and/or organisations who have been engaged with in relation to this issue are:

- The Chair of the Arts Advisory Committee (Mr Paul Clarkson) and Councillor Karen Sait, have provided input and advice throughout the strategy’s inception and development
- Stakeholders from arts and cultural industry groups, that have been consulted and participated in forums, most recently in June 2008 are:

<b>Stakeholder:</b>	<b>Organisation / Expertise Represented</b>
Helen Light	Jewish Museum
Helen Herbertson	Choreographer/Moriarty Arts
Malcolm Blaylock	Festivals
Ros Porter	CCD/ Megafun
Neil Croker	Palais
Jim Holdsworth	Urban design
David Saunders	Urban art/architect
Gill Upton	Historian/ Library user
Judy Peppard	Libraries/ cultural planning
Crusader Hillis	Gasworks Arts Park Inc
Giacomena Pradolin	Linden Art Gallery
Jan Duffy	Curator
Klara MacMurray	Cabaret producer
Christopher Beaumont	Visual arts/ Library user
Sarah Cole	Visual Arts/ Martin Foley’s Office
David	Butterfly Club
Justin Yuritta	Festivals
Michael Crane	Poet/ Library user
Minerva	Phunckional Theatre
Rosemary Goad	Libraries
Daniel Truscott	Visual Arts
Kirsty Ellem	Artistic Merit
Meredith Martin	University of Melbourne

- An outline of the strategic direction has also been circulated to Community Summit participants through the Summit’s attendee distribution list.

Feedback from external commentators has been incorporated into the development of the Creative Futures Strategy.

**7. IMPLEMENTATION**

- 7.1. The Creative Futures Strategy will act as the central document that informs the development and provision of services in the Libraries and Arts and Festivals units over the next five years.
- 7.2. The Key requirements to ensure successful implementation of the Strategy are:
- 7.2.1. Adequate financial support (operating and capital);
  - 7.2.2. Ability to realign existing resources to match new strategic directions; and
  - 7.2.3. More targeted and aligned organisational collaboration as part of the corporate planning process, (e.g. alignment with the Information Services Department's Strategy and Budget, and with the City's Strategic Resource Plan).
- 7.3. A five-year Implementation Plan has been developed to support the delivery of the objectives and outcomes outlined in the Creative Futures Strategy. The plan incorporates both operating and capital expenditure, as well as one-off Capital Works initiatives.
- 7.4. The Implementation Plan will need to be referred for inclusion into the CoPP Strategic Resource Plan and be considered as part of Council's annual planning and budget cycle.

**8. COMMUNICATION**

- 8.1. The key messages arising from the recommendation contained in this report are:
- 8.1.1. Port Phillip is an Active and Creative city.
  - 8.1.2. The Creative Futures Strategy will consolidate Port Phillip as a creative location of local, metropolitan and national significance;
  - 8.1.3. The Strategy creates a sound platform for planning and managing cultural infrastructure and services ensuring high quality facilities to both inspire and delight;

**9. RECOMMENDATION**

That the Strategy and Policy Review Committee recommend that Council resolve to

- 9.1. Lay the Creative Futures Strategy on the table for a period of one (1) month and that during this time the draft Creative Futures Strategy be made publicly available for comment prior to being formally considered by Council in the August cycle.