

Melbourne Arts Strategy 2014–17

A creative city through the arts



Table of contents

Lord Mayor and Councillor Introduction & Welcome to Country

PART ONE: Introduction and strategic context

1.1 Introduction: Melbourne a city of the arts	4
1.2 Executive summary	7
1.3 Why a creative city?	8
1.4 Why an arts strategy?	9
1.5 Arts in a creative city	10
1.6 Governance	11

PART TWO: Goals and commitments

2.1 Connection	14
2.2 Activation	15
2.3 Spaces	16
2.4 Funding	17
2.5 Recognition	18
2.6 Heritage	19

PART THREE: Engagement and reporting

3.1 Community engagement process	22
3.2 Implementation and reporting	24



LORD MAYOR AND COUNCILLOR WELCOME



Part One: Arts Strategy 2014–17
Introduction and strategic context

1.1 INTRODUCTION

The document outlines the City of Melbourne's commitments in relation to the arts over the next three years. The commitments are intended to support the realisation of Council's vision for a bold, inspirational, sustainable and creative city

Strategic commitment to ongoing engagement with international artists, and advocacy of and contribution to environmental sustainability measures through the arts, places the Arts Strategy central within council's broader goals.

A city of the arts

Melbourne will be a place that inspires experimentation, innovation and creativity and fosters leaders of ideas and courage. It will build upon long-standing heritage and embrace Aboriginal and Torres Strait Islander history and culture.

Melbourne City Council Plan 2013–17

Melburnians' passion for the arts is imprinted on the cityscape in our grand Victorian theatres, our concert halls and public galleries; it drives everyday encounters with the creative spirit in laneways, in our living Aboriginal heritage, live music venues, and on city street corners. Melbourne arts reflect the distinctive life of our city, and also helps make it what it is: a confident cultural capital with a global reputation for its diversity, energy and creativity.

Supporting the arts is a priority for the City of Melbourne. For many decades we have played an important role in the arts, fostering creative experimentation by encouraging artists, promoting participation and bringing art and people together in the heart of the city. In 2014, the City of Melbourne will spend more than \$14 million supporting artists and art events in Melbourne to ensure that Melbourne's distinctive culture of art-making and community participation thrives into the future.

The *City of Melbourne 2014–17 Arts Strategy* is a blueprint for our investment in the arts. It provides a clear framework for the next three years, defining our goals and setting out our commitments.

Your Plan, Your Vision

This is your plan for achieving your vision of the arts in our city.

Unlike previous arts plans, this strategy is the product of a collaboration between the City of Melbourne and those it most directly affects: artists, arts sector stakeholders and the public.

When the City of Melbourne’s Arts Melbourne branch began work on a new strategy we decided to throw open the policy making process and invite Melburnians to talk to us about the future of the arts in our city. The aim was to broaden thinking about priorities and opportunities, and tap into the insights and ideas of the city’s arts networks and the broader public.

During November 2013, we embarked on an extensive community engagement process, asking people to think about three questions:

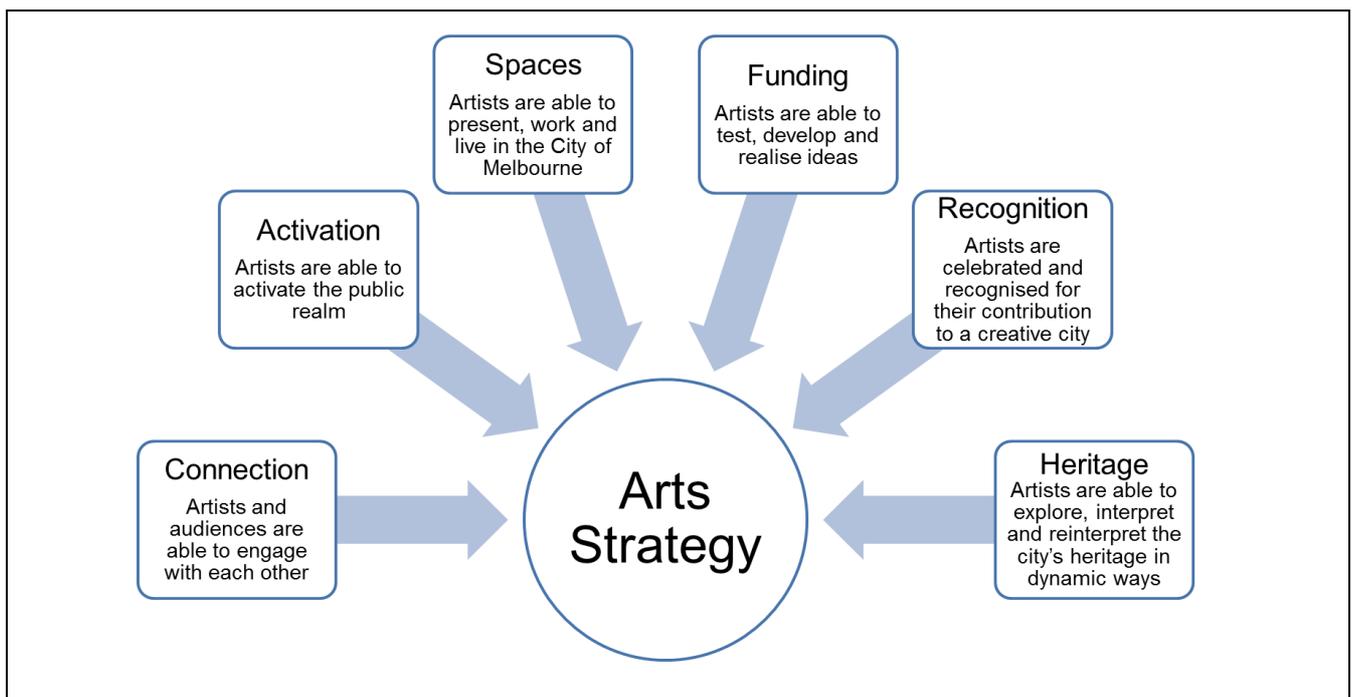
- *what do you love about the arts in Melbourne?*
- *what does a bold and inspirational creative city look like?*
- *how should the City of Melbourne encourage arts and creativity?*

Through polls, in online forums and discussions in public meetings, hundreds of Melburnians told us their ideas for building a sustainable and exciting arts culture in our city. The themes that emerged from that conversation form the backbone of this strategy, setting its direction and defining its strategic objectives.

1.2 EXECUTIVE SUMMARY

Organising the strategy: themes, goals and commitments.

The strategy is organized around six major themes that emerged from our conversations with the community. Each theme is linked to a clear policy goal and one or more specific commitments designed to realise that goal.



THEME: CONNECTION

Goal: Artists and audiences are able to engage and connect with each other.

Commitments:

1. We will broaden our reach to and work with a diverse range of artists.
2. We will encourage new and meaningful connections between artists, audiences and communities.

THEME: ACTIVATION

Goal: Artists are able to activate the public realm.

Commitments:

3. We will support artists to present work in the public realm.
4. We will lead and partner in the delivery of significant arts projects.

THEME: SPACES

Goal: Artists are able to present, work and live in the City of Melbourne.

Commitments:

5. We will support and enable affordable, secure and appropriate working spaces for artists.
6. We will support and promote affordable and appropriate presentation spaces.
7. We will facilitate and advocate for affordable living/work spaces for artists.

THEME: FUNDING

Goal: Artists are able to test, develop and realise ideas.

Commitments:

8. We will make funding accessible, flexible, and open to all artists and practices.
9. We will support both creative development and public presentation of work.
10. We will attract a broader funding mix to support new work.

THEME: RECOGNITION

Goal: Artists are celebrated and recognised for their contribution to a creative city.

Commitments:

11. We will highlight the critical contribution artists and the arts sector make to Melbourne's culture.
12. We will develop closer ties to artists and the arts sector.
13. We will foster cross-sector partnerships and collaborations that leverage benefits.

THEME: HERITAGE

Goal: Artists are able to explore, interpret and reinterpret the city's heritage in dynamic ways.

Commitment:

14. We will support projects that acknowledge, interpret and reinterpret Melbourne's heritage.

1.3 WHY A CREATIVE CITY?

Creative city goal

This strategy sits inside a broader policy framework. It has been designed to complement both the *Melbourne City Council Plan 2013-17* and *Future Melbourne*, the overarching 10-year plan for the city established by Council in 2008. The outcome of an extensive public consultation process, *Future Melbourne* laid out a path towards 'A bold, inspirational and sustainable city.' It set eight goals to support this vision and to focus policy. 'A creative city' is one of those goals.

The creative city describes an aspiration and a way of thinking rather than a set of concrete outcomes, and it is not the exclusive preserve of the arts sector or the City's Arts Melbourne branch. Science, research, education, design and invention all contribute to a civic culture of creativity, and a whole-of-Council approach is needed to achieve this goal.

Nonetheless, the arts are central. Art can't be made without creativity and the conditions that nurture it. Though it intersects with other goals set in the *Council Plan*, this strategy links most directly to the creative city goal.

Links to other Council strategies and frameworks

The Arts Strategy connects with multiple City of Melbourne strategies and frameworks including:

- Indigenous Heritage Action Plan
- Heritage Strategy
- Housing Strategy
- Melbourne For All People
- Melbourne Planning Scheme
- Music Strategy
- Reconciliation Action Plan
- Urban Renewal Structure Plans

What does a creative city look like?

Creative cities are great cities, and Melbourne is a great city.

Creative cities encourage risk-taking. They celebrate their diversity, prosper through creativity and build vibrant, creative communities. Boldness is rewarded in creative cities; new ideas, art forms and media are constantly emerging. A creative city values artists, arts and art-making: the place of the arts in civic life is not taken for granted. Strong links between creative communities and the commercial world fertilise innovation and boost economic growth. Creative cities have strong identities. They are surprising and energising places where everyone can experience the joy of creativity and the sense of wonder imagination can inspire.

The *Melbourne City Council Plan 2013–17* identifies specific outcomes under the creative city goal. They are:

- Artists are supported to present and work locally.
- Artistic enterprises choose to base themselves in the municipality.
- People participate in creative expression and attend arts and cultural activities.
- A growing reputation as the centre for vibrant artistic and cultural life.
- The municipality's cultural and natural heritage is protected for the appreciation of future generations.

The *City of Melbourne 2014–17 Arts Strategy* provides a blueprint for achieving these outcomes over the next three years and complements high level priorities and actions contained in the Council Plan.

1.4 WHY AN ARTS STRATEGY?

Why an arts strategy and not a 'cultural strategy'?

'Culture' is often used as a loose synonym for the arts. But it can be a very broad term. Sport, recreation, celebrations, gatherings, language, traditions and stories are all expressions of culture.

The City of Melbourne maintains a dedicated arts strategy because it recognises the crucial contribution the arts make to our city's livability, wellbeing and identity. The arts play a special role in the success of any city, and in ours more than most. The arts are a strategic priority for the City of Melbourne: though the arts are not the only driver of creativity, a vibrant and viable arts ecosystem is essential to a creative city, and a major contributor to quality of life.

The City of Melbourne's substantial operational investment in the arts sector (\$14 million in 2013–14) is specifically geared to achieving a creative city through the arts. This includes both supporting the essential contribution made by professional artists, and improving access and broader participation in the arts. Everything we do is guided by the recognition that a symbiotic relationship exists between artists and the people who experience and engage with the arts, and that both are central elements in realising the vision of a creative city.

A rich and inclusive arts culture also produces many flow-on community benefits. When the arts are thriving, life in a city is more connected, more interesting — more enjoyable. The arts are a powerful contributor to the health, prosperity and wellbeing of Melburnians.

Investment in the arts is an investment in:

social and cultural capital The arts are for everyone, and participating in the arts, as creator or participant, is good for people. The arts foster connection and belonging by gathering us together; through innovative and celebratory collective experiences they can imbue civic life with new meanings. They give expression to new ideas and new and diverse ways of seeing and experiencing our city.

built capital The arts can re-energise the bricks and mortar of the city with humour, colour, story and surprise; they can enrich the distinctiveness and significance of our landscapes, including public spaces, streetscapes, transport corridors and infrastructure.

economic capital The arts are deeply enmeshed in our city's economy. The arts industry is a major employer, not only of artists — though more than 14,000 artists are employed each year through City of Melbourne granting programs alone — but of cleaners, designers, promoters, producers, electricians and countless others.

Melbourne's celebrated and diverse arts scene generates an abundance of positive publicity and so is a vital part of Melbourne's 'brand'. The arts drive cultural tourism. Filling the streets with patrons and visitors, arts events boost economic activity throughout the city. A dynamic arts sector also inspires innovation more broadly, helping to foster an inventive and entrepreneurial culture that will underwrite Melbourne's economic resilience and prosperity into the future.

1.5 ARTS IN A CREATIVE CITY

The arts are a highly visible part of the City of Melbourne's leadership and public policy framework.

Artists and audiences in a creative city

Artists and audiences are interdependent groups: each needs and nourishes the other. While these are fluid categories, we aim to support and encourage participation in both.

We acknowledge that art can be created in a multiplicity of ways and that community members are often co-creators as well as audiences.

When we refer to 'audiences' in this strategy, we are not only talking about regular patrons of concerts, plays and exhibitions. Audiences means everyone engaging in any way with an arts experience – whether as onlooker, listener, curious passerby, spontaneous participant — and embraces every kind of interaction with the arts, however fleeting, immersive or unplanned.

Artists and the work they do have a special role in a creative city. The arts enrich the life of our community in ways nothing else can. They reimagine the possibilities and meanings of our environment; they reveal the miraculous in what we take for granted and the wonder and strangeness of our everyday lives. Ultimately, they challenge and expand our sense of what it is to be human.

The City of Melbourne recognises that experimentation, inclusivity and diversity are vital to a strong and exciting arts culture. That's why we aim to work with artists of all backgrounds across the full spectrum of practices and art forms.

We also want to attract artists to our city and to retain those already working here. That means fostering a creative culture in which artists and arts organisations can take risks and thrive. It

means finding ways to help Melbourne artists build financially sustainable careers and to provide support to realise challenging projects.

In a growing city, creative professionals and not-for-profit arts groups struggle to find affordable work and residential space close to the city centre. Numerous reports commissioned by the City of Melbourne and the Victorian Government have found that affordability is the key challenge facing artists, arts organisations and small-to-medium creative practices in Melbourne.

Artists thrive when they can live and work near the city centre. Creative professionals benefit from working near established cultural facilities and services where they can engage with curators, producers, audiences and colleagues. In many cases, too, they need to live near their work spaces because of 'round the clock' hours and the difficulty of transferring materials between home and studio.

This strategy recognises that we need a healthy creative ecology in the heart of Melbourne — not only to balance the city's retail, hospitality and commercial life, but to support a critical mass of creative activity essential to its character, economy and its reputation as an arts hub.

1.6 GOVERNANCE

As a capital city local government, the City of Melbourne has responsibility for many issues affecting the running, profile and brand of Australia's second largest city. It is also a local municipality — one of 79 in the state — with a primary responsibility to provide services and opportunities within its boundaries. Those boundaries take in the central business district and the surrounding suburbs of Southbank, East Melbourne, Carlton, Parkville, Docklands, Kensington and North and West Melbourne.

We are unable to fund activities outside these areas.

The City of Melbourne works in concert with Australian, state, territory and local governments in many policy areas. In the arts, we aim to leverage outcomes across all levels of government to produce the greatest possible benefits for Australia's artists, creators, cultural institutions and creative industries. We recognise that partnership and collaboration can yield exponential benefits.

But the City of Melbourne does not merely add a third tier of arts policy and funding to those provided by state and federal governments. Our role is quite specific and our vision for the arts in Melbourne is distinct. Through its Arts Melbourne branch the City of Melbourne

- manages, develops and interprets arts assets
- produces and presents arts projects, programs and experiences
- supports the creative sector through grants, subsidies, services and spaces
- takes a leadership role in the city's arts sector, producing policy, advocating for the arts, and engaging with arts networks to facilitate collaboration and the sharing of approaches and opportunities.

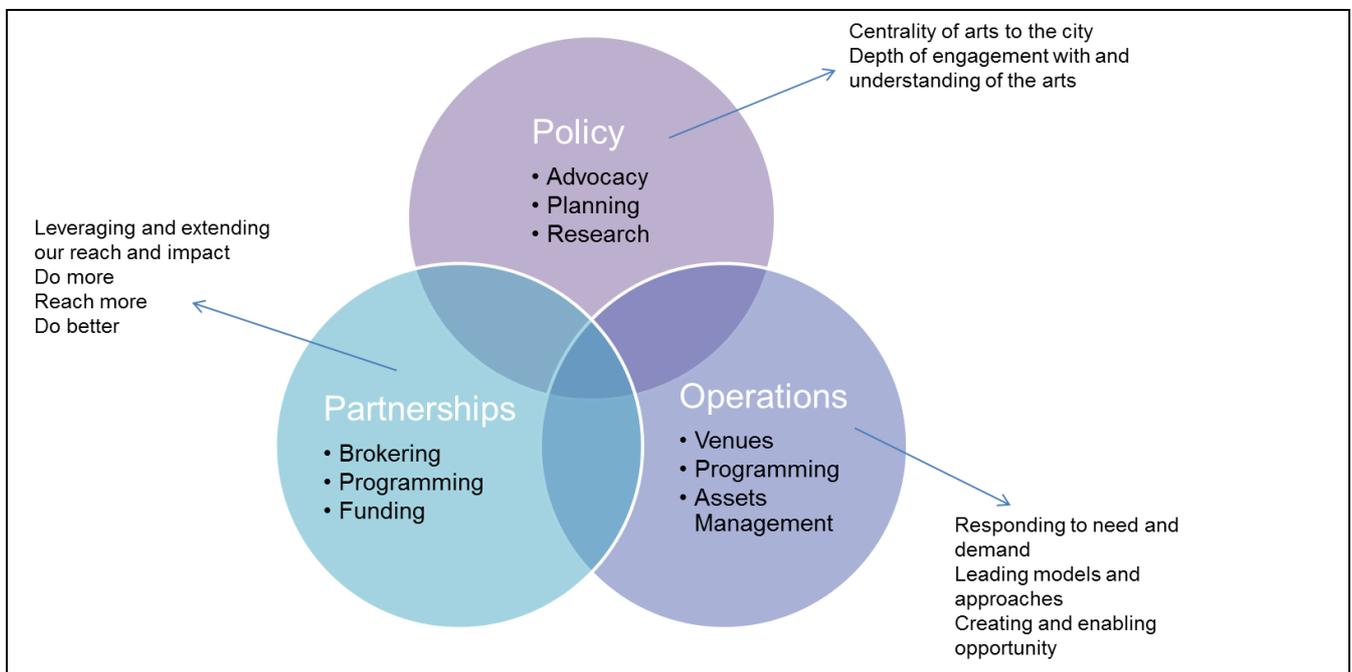
This active investment in the arts is designed to make Melbourne a healthier, more vital, accessible and exciting place.

As a local government authority, the City of Melbourne is uniquely placed to support a flourishing and diverse arts culture in our city's centre. We have a leadership role in advocating for the arts and setting frameworks for policy and action that can create a supportive, productive environment for artists of all backgrounds, working across all forms. Our Arts Melbourne branch can draw on networks and City of Melbourne resources to facilitate collaborations, produce and co-produce substantial new work, and provide spaces and services to artists and groups. Through grants we can directly support the vital work of professional artists.

Our remit is to

- activate the city through the arts and engage the public
- attract and retain artists and creative professionals working in all art forms and practices
- contribute to an environment in which artists and arts organisations can flourish
- communicate with the public and provide information about the arts
- foster and develop relationships between Melbourne's arts networks, tiers of government and the private and public sectors
- build the profile and reputation of Melbourne as a city of the arts nationally and internationally.

Our methodologies





Part Two: Arts Strategy 2014 – 17
Themes, goals and commitments

2.1 CONNECTION

Goal: Artists and audiences are able to engage and connect with each other

Why? *An engaged and inspired public contributes to the prosperity and vitality of a city. In a creative city everyone is encouraged to enjoy and participate in the arts regardless of age, background, affluence, knowledge and ability. Melbourne has a diverse community of artists who both reflect and are inspired by our city's unique mix of cultures. We want to encourage and support a wide range of arts experiences that can connect participants, audiences and communities.*

Commitment 1

We will broaden our reach to and work with a diverse range of artists

- Continue to identify and understand the barriers artists face in accessing opportunities and create practical strategies to address them.
- Build partnerships with a range of sectors, organisations and communities to reach a diversity of artists.
- Employ, program, commission and support a greater diversity of artists to reflect the city's rich multicultural character.
- Establish mechanisms that support a greater diversity of artists, with a particular focus on Aboriginal and Torres Strait Islander people, culturally and linguistically diverse people and people living with a disability.
- Scope and establish opportunities for mentorships, internships and work experience for Aboriginal and Torres Strait Islander people, culturally and linguistically diverse people and people living with a disability.
- Work closely with the tertiary and training sectors to support careers in the arts, and strengthen careers pathways in arts administration and local government.

Commitment 2

We will encourage new and meaningful connections between artists, audiences and communities.

- Build relationships and partnerships with community leaders, community organisations and community groups to gain a better understanding of the barriers that inhibit participation in the arts.
- Encourage artists to explore new ways of reaching out to audiences, particularly through active and interactive public participation.
- Encourage Melburnians to get involved in the arts by supporting and promoting public talks, forums and open-studio events.
- Facilitate connection to the arts by delivering projects that attract new collaborations and relationships between artists, audiences and participants.

- Develop engagement strategies across the suite of Council programming and facilities to enable the participation of under-represented communities.
- Enable affordability across a range of City of Melbourne programs, services and funded initiatives.
- Make it easier for new audiences to access information, particularly through targeted media and promotion.
- Ensure information and communication is available in a central location and promotes free, affordable and diverse opportunities across the municipality.

2.2 ACTIVATION

Goal: Artists are supported to activate the public realm.

Why? *An active and creative environment ensures the City of Melbourne retains its distinct identity as an arts city. Melburnians love things that are new, innovative and interactive; people want to experience art in the public realm and interact with artists in new and surprising ways. The public realm is defined as publicly owned streets, pathways, open spaces such as parks, gardens and squares and any public building or facility.*

Commitment 3

We will support artists to present work in the public realm

- Provide a coordination function between the range of Council departments related to arts activity.
- Work with our funded organisations to deliver programming in the public realm
- Encourage a spread of activity across the city on every day of the week and at all times of the day and night.
- Continue to fund development and presentation of work in the public realm.

Commitment 4

We will lead and partner in the delivery of significant arts projects

- Partner with external organisations, companies, city businesses and the Victorian and Australian Governments to deliver projects of a scale that artists are unable to deliver independently.
- Collaborate with key arts and cultural organisations, venues and the Victorian and Australian Governments around the delivery of special programming for Melbourne.
- Be proactive in developing and enabling cross-sector partnerships that bring together a multiplicity of skills and disciplines.
- Establish a public realm fellowships program that supports artists to explore and realise ideas.

2.3 SPACES

Goal: Artists are able to work, present and live in the City of Melbourne

Why? *A creative city needs to attract and retain artists. Artists need to be able to work in affordable, physically accessible and craft-appropriate studios and venues in the municipality. They need spaces where work and ideas can be researched, planned, developed, programmed, managed, made, rehearsed and presented. Arts administration, which is essential to a growing arts sector, also requires appropriate space. The City encourages a diversity of spaces in the municipality, including fully independent artist-run spaces, and privately and publicly owned and managed spaces.*

Commitment 5

We will support and enable affordable, secure and appropriate working spaces for artists

- Continue to identify and understand the barriers to finding and accessing work spaces and devise practical strategies to overcome them.
- Develop a portfolio of affordable, secure and appropriate working spaces for artists.
- Ensure that City of Melbourne owned working spaces for artists and arts organisations are affordable and accessible.
- Ensure the provision of working spaces suitable for a range of art forms, including those that require soundproofing and sizable floor space, such as music, physical performance and sculpture.
- Integrate the provision of working spaces for artists into appropriate City of Melbourne infrastructure projects.
- Work with the Victorian Government to create a strategic approach to the development and management of cultural infrastructure in the City of Melbourne.
- Consider the provision of working spaces for artists in proposed community centres in the City North, Arden-Macaulay and Fishermans Bend urban renewal areas.
- Advocate for vacant and privately owned properties to be repurposed to create affordable working spaces for artists in urban renewal areas.
- Scope the capacity of the City to broker access to under-utilised spaces in the municipality and develop strategies to secure more of these spaces for artists.

Commitment 6

We will support and promote affordable and appropriate presentation spaces

- Regularly review fees and charges for arts spaces owned and managed by the City of Melbourne to ensure affordability.
- Help artists to access buildings owned by the City of Melbourne.
- Consider the provision of creative presentation spaces in proposed community centres in the City North, Arden-Macaulay and Fishermans Bend urban renewal areas.
- Lead in the delivery of projects in vacant and/or under-utilised spaces to promote and facilitate future use by artists.

- Evaluate, document and share information about projects that generate knowledge and improve the capacity of artists and producers to present in under-utilised and non-traditional spaces.
- Scope the development of an independent arts precinct in the north of the municipality.

Commitment 7

We will facilitate and advocate for affordable living/work spaces for artists

- Investigate the possibility of establishing an independent, not-for-profit property development agency that aims to provide and advocate for affordable residential and living/work spaces for artists.
- Through Council's Housing Strategy, consider delivery of affordable housing in the City of Melbourne.
- Work with the Victorian Government to develop opportunities for the provision of affordable artist accommodation in the Southbank Arts Precinct.

2.4 FUNDING

Goal: Artists are able to test, develop and realise ideas

Why? *Public funding of the arts is critical to the development and success of artists, curators, producers and arts organisations. Funding should be available to artists at different career stages and provide for the development of ideas as well as the realisation of projects. Public funding also helps to ensure that artists and companies can offer audiences and participants continued access to free and low cost exhibitions, events and performances.*

Commitment 8

We will make funding accessible, flexible, and open to all artists and practices

- Continue to identify and understand the barriers and challenges artists face when seeking funding and devise strategies to address them.
- Dedicate time and resources to meeting new artists, and seeing new work and venues not currently receiving funding.
- Ensure funding is accessible to the range of artists and arts organisations of all practices and backgrounds.
- Continue to review and simplify funding models and application processes.
- Build the capacity of artists to write grant applications.

Commitment 9

We will support both creative development and public presentation of work.

- Establish a program of creative fellowships, including opportunities linked to the use of the City's collection programs.
- Establish a program of residencies linked to the provision of working space in the municipality.
- Continue to provide development opportunities to artists through Council's arts facilities.

Commitment 10

We will attract a broader funding mix to support new work.

- Pursue a broader funding mix via partnerships with the philanthropic, commercial and public sectors, in particular for major new work.
- Continue to work with a range of arts organisations to attract public and private sector funding.
- Build on our connections with Melbourne's philanthropic cultural leaders and organisations through networking, conferences and symposiums.
- Develop an action plan to engage with the philanthropic sector, other tiers of government, cultural institutions and corporate sectors to add value to arts activities in the city.

2.5 RECOGNITION

Goal: Artists are celebrated and recognised for their contribution to a creative city.

Why? *Providing opportunities to celebrate, award and build the capacity of artists will enable us to publicly acknowledge artists' vital role in a creative city.*

Commitment 11

We will highlight the critical contribution artists and the arts sector make to Melbourne's culture.

- Publicly acknowledge the contribution of artists to the municipality.
- Develop and share a growing body of evidence about the value of the arts through ongoing research, evaluation and documentation.

Commitment 12

We will develop closer ties to artists and the arts sector

- Design and deliver a series of conversations between Arts Melbourne and local artists and arts organisations about issues, opportunities and challenges in the sector.
- Build opportunities for feedback and public discussion into the City's arts programs.

- Facilitate opportunities for Melbourne artists to network with one another and with visiting artists.

Commitment 13

We will foster cross-sector partnerships and collaborations that leverage benefits

- Lead and enable multi-disciplinary partnerships that build new relationships and collaborations and widen the range of sectors and organisations working with artists and arts organisations.
- Support creative enterprises and entrepreneurship in the arts through partnerships that maximize resources.
- Harness the potential of the arts to add value to the breadth of City of Melbourne projects, services, infrastructure and programs.
- Initiate and support partnerships that bring new ideas to the city.

2.6 HERITAGE

Goal: Artists are able to explore, interpret and reinterpret the city's heritage in dynamic ways.

Why? *The arts have a capacity to enrich our relationship with Melbourne's heritage. The City of Melbourne identifies heritage as '...the full range of our inherited traditions, monuments, objects and culture'. This includes: places (buildings, landscape, parks, gardens, infrastructure, monuments, public art, city layout); objects (artifacts, maps, photographs, drawings etc.); as well as stories and traditions (memories, events, celebrations).*

Commitment 14

We will support projects that acknowledge, interpret and reinterpret Melbourne's heritage.

- Acknowledge, respect and interpret Melbourne's history - places, objects, people, stories and traditions through arts projects and activity.
- Provide opportunities for artists, creative professionals and the community to respond to and interpret the city's diverse heritage.
- Reflect the complexity and contested nature of our city's history through new acquisitions, commissions, projects and programming.
- In alignment with the Reconciliation Action Plan and Heritage Strategy acknowledge and make visible the city's Aboriginal heritage.
- Facilitate and enhance public access to the City of Melbourne's Art and Heritage Collection.
- Reinforce the significance of the Melbourne Town Hall grand organ by preserving its status as a first class performance pipe organ.

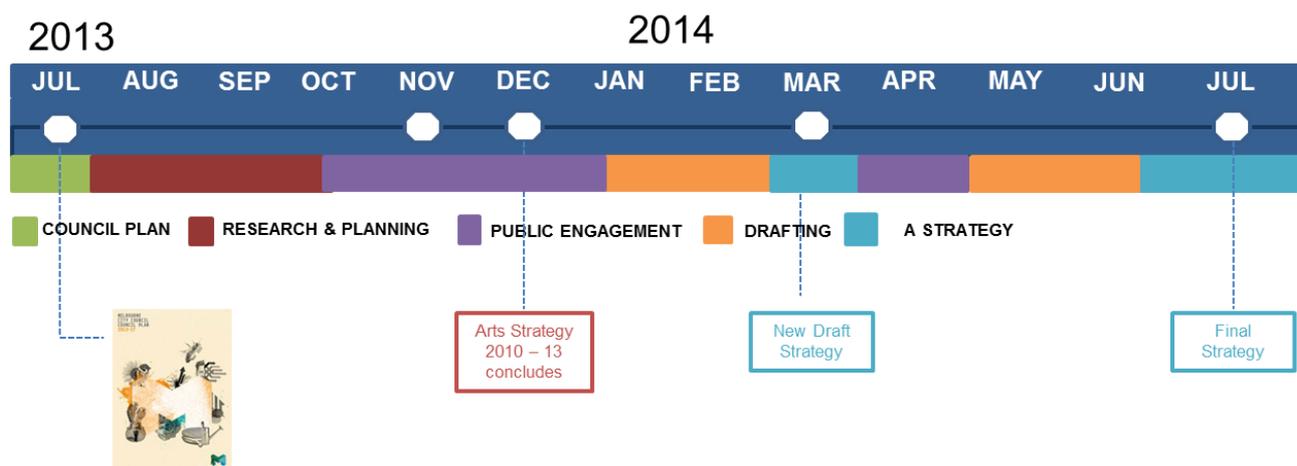


Part Three: Arts Strategy 2014 – 17

Engagement and reporting

3.1 COMMUNITY ENGAGEMENT PROCESS

Arts Strategy Development Process



This strategy has been designed to reflect our community's priorities. It is guided by the values and passions of Melbourne's artists and art organisations, and arts audiences and participants.

When work began in 2013 on a new arts strategy we started from scratch. A deliberate decision was taken to invite stakeholders and audiences into the policy-making process at the earliest stage.

In order to capture as many different voices as possible, we embarked on an extensive community engagement process. The goal was to gather together a broad range of stakeholders and members of the general public to think and talk about the City of Melbourne's role in supporting the arts. We hoped to encourage critical conversations between and among the arts sector and the broader community, with a focus on generating new ideas and challenging old ones.

In forums, pop-ups, roundtables and an online forum, people were invited to reflect on three broad questions:

- *What do you love about the arts in Melbourne?*
- *What does a bold and inspirational creative city look like?*
- *How should the City of Melbourne encourage arts and creativity?*

Overall, this community engagement proved to be an enriching and inspiring process. Melburnians welcomed the opportunity to debate the future direction of the arts in their city. One thousand people contributed to the conversation, and 1200 individual contributions were received.

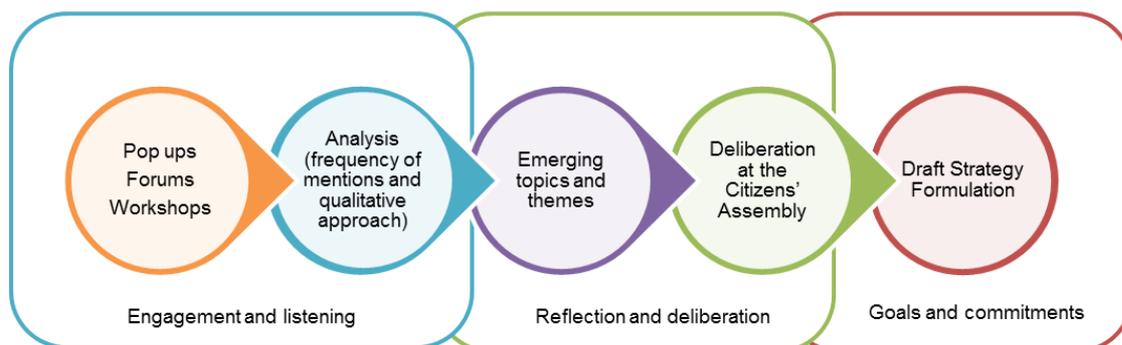
The open-ended nature of the questions led to very varied and often richly detailed responses. In the final stage of the engagement process, an Arts Strategy Citizens' Assembly — a one-day workshop for 35 stakeholders selected by ballot — debated and refined the main themes that had emerged from the consultation phase.

This strategy's goals and commitments, detailed in part two, have been distilled from all the things we heard during the engagement process. They provide the strategic direction for the City's initiatives and investment in the arts for the next three years.

People told us they want to see

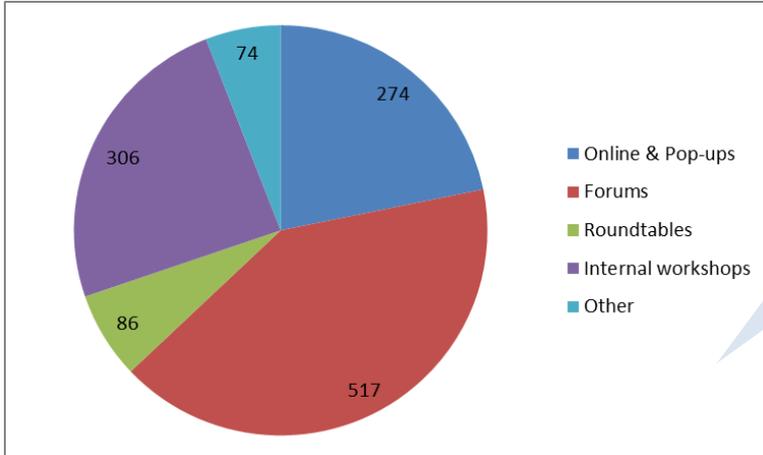
- activation of the public realm, including new, diverse and accessible experiences
- a visible presence of the arts across the municipality, across a variety of precincts and hubs, of varying scale and forms
- a mix of affordable studios and arts venues across the municipality
- support for artists and the arts sector through diverse and flexible funding and subsidy models
- support for a diversity of artists and creative people across all career stages and art forms
- a higher profile for the arts, and better connections between the city's arts sector and potential audiences in Melbourne, across the nation and the world
- new ideas developed and disseminated through experimentation and innovation
- improved access to the arts to build new and more diverse audiences
- a higher profile for, and stronger engagement with, Aboriginal and Torres Strait Islander heritage and contemporary arts
- an arts sector embracing digital technologies
- arts practice that capitalises on Melbourne's heritage in dynamic ways
- leadership and advocacy through cross-sector partnerships, policy and planning.

Key steps in the strategy's development



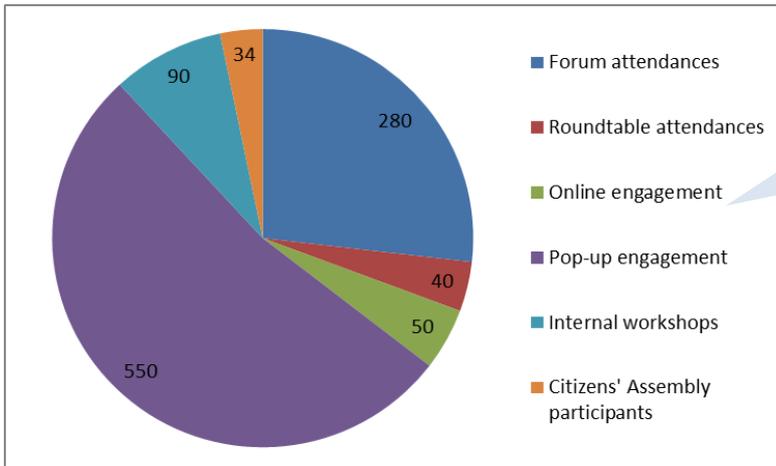
At a glance

Total number of individual contributions received = 1257



2 x public forums at the North Melbourne Town Hall and Melbourne Town Hall
7 x pop-up events in the CBD, Southbank, Kensington, North Melbourne, Carlton & East Melbourne
1 x month-long video booth @ Signal
1 x Indigenous roundtable
3 x City of Melbourne internal workshops
1 x Citizens' Assembly

Total number people engaged = 1000



8000+ visits to Participate Melbourne & Arts Strategy landing pages
500+ views and downloads of the FAQs and factsheets
147 tweets to #melbournearts + 48 re-tweets

3.2 IMPLEMENTATION AND REPORTING

The City of Melbourne's Arts Melbourne branch will have responsibility for the delivery and reporting of this strategy. The achievements and activity aligned to this strategy will be reported through the *City of Melbourne Annual Report*.

For more information about the Arts Strategy and the Arts Melbourne branch

Tel: +61 3 9658 9658

melbourne.vic.gov.au/arts