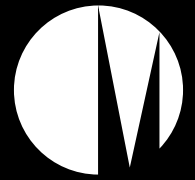


Moreland Arts and Culture Strategy 2011–2016



Moreland City Council

Cultivating a Creative City



Everyone has the right to freely participate in the cultural life of the community, to enjoy the arts ... and its benefits.

Universal Declaration of Human Rights: Article 27.



Mayor's Foreword



A vibrant cultural life is part of the City of Moreland's appeal and makes an enormous contribution to our City. The Arts and Culture program engenders pride, promotes a strong community identity, enhances amenity and contributes to economic activity. The Moreland Arts and Culture Strategy 2011–2016 confirms Council's belief that arts are integral to the life of our community and our commitment to the ongoing support of this cultural life.

The Strategy is built on the foundation of two preceding strategies developed in 2001–2005 and 2006–2010, which recognised Moreland's role as a 'City for the Arts' and made a commitment to its development in all their forms. Both strategies reiterate Council's belief that diversity is intrinsic to our identity and this includes diversity in arts practice and cultural expression.

The Moreland Arts and Culture Strategy 2011–2016 provides Council with direction for positioning the arts as essential, dynamic, flourishing and enriching of the cultural life of the City. The key objectives and initiatives outlined in the Strategy link

directly to the vision and objectives of several strategic plans across council including the Council Plan, the Health and Wellbeing Plan and the Economic Development Strategy.

Over the coming five years Council's role will shift from being primarily a provider of arts and culture opportunities to greater support and facilitation of activity that is initiated and driven by our community. Moreland will focus on leadership and advocacy to ensure that creativity is fostered, not stifled and that population growth brings opportunities for new creative vitality to the cultural life of the City.

The Strategy articulates Council's commitment to nurturing and developing partnerships that strengthen the provision and outcomes of arts and culture programming in our City. These partnerships will not only be with internal areas of Council but also State and Federal Governments, local arts organisations, artists, local community organisations, local traders, academic institutions, a host of other public agencies and private enterprises.

The Strategy will foster and develop a strong sense of engagement and active participation by our diverse community in arts and cultural activity.

I would like to thank those people who contributed to the development of the Strategy, in particular: the Moreland Arts Board, representatives from the arts community and general community, Councillors and Council officers.

Cr Oscar Yildiz JP
Mayor
Moreland City Council

Cover artwork
Mandy Thomas (formerly Nicholson)
Wurundjeri-wilam
Cultural Map of Melbourne (detail) 2003
Acrylic on watercolour paper
79 x 98 cm
Moreland Art Collection
Image courtesy the artist

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Introduction



In 2010 over 160,000 people attended arts and cultural activities presented, partnered or supported by Moreland City Council and research demonstrated that over 60% of Moreland's residents attended an arts and culture event at least every two months. This data demonstrates that the arts are ingrained in the life of our community and Council recognises that it plays a critical role in how this arts activity is cultivated, acknowledged and supported.

Arts and culture activity influences and facilitates many strategic areas of Council. The arts are internationally recognised as a catalyst for the regeneration of cities and have been identified as one of the key 'drivers of change' and critical enablers of place making with both social and economic benefits.

There is a strong community development and community engagement rationale for why the arts should be supported and valued in the Moreland. Arts activities make a powerful contribution to exploring

issues and challenges pertinent to our community. They are a platform from which recognition, understanding and inclusion can be fostered. Not surprisingly, the opportunity to participate in the cultural life of one's community is identified by the Declaration of Human Rights as an essential component of human existence. The arts are a vehicle to engage and educate, for expressing the culture and character of the city and of place. By providing our community with the opportunity to engage with and in the arts it enhances a sense of place and creates a sense of ownership and value.

In addition to these social benefits, research by such experts as Charles Landry and Richard Florida has highlighted the importance of creative industries and a supportive cultural environment to establish the conditions for economic development. A research report by the global accountancy and consulting firm Pricewaterhouse Coopers states:

"Today's cities make a virtue of their atmosphere, their heritage and nightlife. But more than this, they develop an intangible quality of creativity and innovation. Cities as diverse as Vancouver in Canada, Reykjavik in Iceland and Barcelona in Spain are reaping the benefits of the strategies they have put in place to attract dynamic and creative individuals and businesses."

(Pricewaterhouse Coopers, Cities of the Future – Global Competition, Local Leadership. 2005. p 52)

The Moreland Arts and Culture Strategy 2011–2016 makes a commitment to the ongoing development and support of arts activity in Moreland. It is founded on Council's recognition of the vital role arts and culture plays in the appeal of the municipality and the significant benefits that are derived from its cultural vitality.

*Hollabak Dance Crew
Glenroy Festival 2011
Photographer Allen Moore*

Background



The Moreland Arts and Culture Strategy 2011–2016 has been informed by a consultation process which began in November 2010. During this process the following research and consultation was undertaken:

- In November 2010 a discussion paper titled “Cultivating a Creative City” was distributed for public comment. This paper was the first stage of research and analysis. It provided an overview of the status of arts and cultural programming at Moreland and outlined the policy context within which the service was delivered. The discussion paper identified key themes for discussion informed by a comprehensive literature review, benchmarking and an initial consultation involving both Council and community representatives. The discussion paper was distributed broadly across the municipality, and the public was invited to comment on the topics and issues raised
- From early November 2010 to the end of February 2011, 35 individual

consultations were conducted with stakeholders both from within Council and the wider community. These consultations, outlined in Appendix 1, reflected a variety of interests and perspectives from across the municipality

- A phone survey of 200 residents across Moreland was conducted in February 2011 to gauge the level of arts participation and current level of satisfaction and engagement in the arts programming presented by Council
- A public forum entitled ‘Made in Brunswick: Balancing Art and Buildings’ was conducted on 7 April 2011. The forum specifically focused on creative spaces, however the actual discussions and proposals made at the forum covered a much broader scope
- The Arts and Culture Unit, Moreland Arts Board and the Project Steering Committee, made up of cross Council representatives, held workshops and meetings to review consultation findings and formulate

the objectives and initiatives of the Strategy

- A Councillor Issues and Discussion meeting was held on 4 April 2011 with 10 Councillors in attendance to review the consultation findings and proposed objectives and initiatives.
- A ‘Proposed Objectives and Initiatives’ paper was distributed for public comment from 19 April–16 May which outlined the recommendations for the Moreland Arts and Culture Strategy 2011–2016
- A public forum was held on 5 May 2011 at the Coburg Civic Centre to discuss the proposed Objectives and Initiatives of the final Strategy

*Social ballroom dancing class from Glenroy Neighbourhood Learning Centre Glenroy Festival 2011
Photographer Allen Moore*

Strategy framework

Vision:

Cultivate a creative city where artists are valued and there are diverse opportunities to experience, participate in and be inspired by arts and cultural activities

Objective 1:

Strengthen, develop and support creative spaces and cultural assets in Moreland

Objective 2:

Present, facilitate and partner a range of arts and culture experiences

Objective 3:

Build and support the capacity of the community to develop arts and culture initiatives

Objective 4:

Value, acknowledge and advocate for artists and the contribution of the arts to Moreland

Action Plan

A set of initiatives, with subsequent actions, has been developed for each of the above objectives. The Action Plan outlines the timeframes, potential partners, resource requirements and expected outcomes of each initiative.

Outcomes

The Moreland Arts and Culture Strategy 2011–2016 is embedded with an evaluation framework and set of measures that will be assessed and reviewed throughout the five year period to ensure its effective implementation.

The Moreland Arts and Culture Strategy 2011–2016 is underpinned by the following framework:

Council strategies and policies

Initiatives of the following Council strategies and policies will also be pursued during the course of the Moreland Arts and Culture Strategy 2011–2016:

Council Plan 2009–2013

A Key Strategic Focus Area of the current Council Plan is 'A Proud City' and within this area are two Key Strategic Objectives that relate to the Moreland Arts and Culture Strategy 2011–2016. These are 'Foster community creativity' and 'Celebrate what makes Moreland great'.

Indicators attached to these strategic objectives include:

- the perception of availability of arts and cultural opportunities throughout the municipality
- the number of work spaces made available for creative activity
- the number of attendees at Council presented or supported events.

These key indicators have informed actions of the Moreland Arts and Culture Strategy 2011–2016.

Moreland Health and Wellbeing Plan 2010–2014

Arts and culture activities are included under:

- Objective 1 – strategies that develop and implement projects that enhance community connections in local neighbourhoods and
- Objective 12 – strategies that facilitate business development in the Moreland creative arts community.

Actions of the Moreland Arts and Culture Strategy 2011–2016 are also aligned to initiatives of the:

- Structure Plans for Brunswick, Coburg and Glenroy
- Open Space Strategy
- Access and Inclusion Policy
- Economic Development Strategy
- Multicultural Policy and Action Plan.

Principles



The following principles underpin the Moreland Arts and Culture Strategy:

- **Diversity** – the recognition, awareness and celebration of the many aspects of diversity represented in the city are a cornerstone to building and nurturing strong social capital
- **Access and engagement** – active participation and representation by the City's community in its cultural life is an important ingredient in developing and promoting wellbeing, a sense of place and belonging for all citizens
- **Sustainability** – our projects and programs are informed by a sustainable approach to resources whether they be human, financial or environmental
- **Social justice** – arts activities make a powerful contribution to exploring issues and challenges pertinent to our community. They are a platform from which recognition, understanding and inclusion can be fostered
- **Innovation** – we will consistently endeavor to support community and artist-generated ideas that seek to advance the arts in Moreland and will develop new ideas and engagement models that meet and exceed the expectations of a constantly evolving community
- **Collaboration** – we acknowledge the skills, knowledge and resources organisations, artists and the community can bring and the mutual benefits that can be gained from pursuing initiatives in a collaborative manner.

*Kristin McFarlane
Curtain Call 2005
Glass and mixed media
Dimensions variable
Moreland Art Collection
Image courtesy Bernie Phelan*

Strategic objectives



*Penny Parkinson
Docking rings(detail) installation view 2009
Nylon stockings, soft filling, cassette tape and
chicken mesh
Dimensions variable
Image courtesy Janusz Molinski*

Strategic objective 1

Strengthen, develop and support creative spaces and cultural assets in Moreland

It is widely recognised that the creative sector makes a significant contribution to the vitality of the city and is an essential and integral aspect of a vibrant, connected community. There are diverse needs for creative spaces across the municipality that need to be considered and various opportunities to address these needs. In areas such as Brunswick the cultural vitality that currently exists is increasingly being encroached upon by the gentrification of the area and artists are subsequently being 'priced out'. It is important that Moreland establish partnerships and initiatives that ensure creative spaces remain affordable and guarantee the stability and longevity of artists' occupancy. By contrast, the north of the municipality currently has a lack of professional arts spaces. Council sees the opportunity to establish new creative spaces, in collaboration

with others, to increase cultural activity in the north while making affordable working spaces available for professional and emerging artists.

Council has already made significant commitment to creative spaces both in the Council Plan 2009–2013 and in the Moreland Health and Wellbeing Plan 2010–2014. In addition to these existing commitments, the Moreland Arts and Culture Strategy 2011–2016 identifies further opportunities to strengthen, develop and support creative spaces in Moreland and initiatives to garner support and investment in these spaces across all tiers of government as well as private sector contribution. Aside from scoping new spaces or opportunities, the use of existing infrastructure will be reviewed, and where appropriate, developed further.

Strategic objective 2

Present, facilitate and partner a range of arts and culture experiences



*Muhanamwe
Glenroy Festival 2011
Photographer Allen Moore*

Arts and cultural experiences are more than recreational pursuits. They play an important role in exploring and transmitting the values and doctrines of contemporary society and encouraging society to reflect on how it sees itself and others. Not surprisingly, the opportunity to participate in the cultural life of one's community is identified by the Declaration of Human Rights as an essential component of human existence. Arts projects consistently demonstrate the power of art making as a catalyst for social change and more engaged and inclusive communities. As such, Council is committed to ensure that a range of arts and culture experiences are accessible to our community.

Indicators reports. The programs currently presented or supported by Council will be reviewed to ensure they provide tangible outcomes for the community. Following this review opportunities to expand the diversity and scope of arts and cultural activities will be explored. Whilst in the past Council has focused primarily on the direct delivery of programs, it will begin to implement a variety of delivery models for its arts and culture program. Depending on what is most appropriate for the project, opportunities to facilitate community led initiatives or create multidimensional partnerships will also be pursued.

Council is keen to expand the opportunities for community participation in arts activity, particularly in areas of the municipality which consistently indicate lower levels of accessibility through Community



Angela Cavalieri
Montagna di memorie (Mountain of memories) 2007
 Linocut and oil on canvas, ed 1/2
 125 x 134 cm
 Moreland Art Collection

Strategic objective 3

Build and support the capacity of community to develop arts and cultural initiatives

Community driven arts and cultural initiatives, where the level of community ownership is greatest, play an essential role in the cultural life of the Moreland community, particularly in showcasing the inherent cultural wealth of our diverse community. Council recognises that these activities play a powerful role in enhancing individual and community wellbeing by connecting people with each other, strengthening community identity and building understanding.

Over the following five years Council will work towards further supporting the community to develop both professional and community based arts and culture initiatives. It will develop a program of community

capacity building initiatives that will increase the community's ability to access available resources and skills development opportunities. It is expected that through these community capacity building initiatives the community will become more active and engaged in its cultural life and be empowered to pursue projects that meet their specific interests and needs.

Strategic objective 4

Value, acknowledge and advocate for artists and the contribution of the arts to Moreland

A large body of international research, public policy and urban planning practice undertaken in the last decade validates the creative sector as a driver of multiple social, economic and cultural benefits. The research of economists John Howkins and Richard Florida provides valuable insight into the critical role the creative sector plays in the economic and social vitality of cities. It is widely acknowledged that cultural activities add to the social capital of cities, particularly those with extensive cultural diversity such as Moreland.

For the potential contribution of arts and culture to be realised in Moreland, there is a need to better demonstrate the value of the arts to the community and to provide a solid rationale for Council's investment in cultural activity. To date, there has been little concrete analysis and documentation to this effect.

Whilst there is a common understanding of the intrinsic and instrumental value of arts in the creative

sector, this value is not necessarily communicated effectively to the broader community. In an increasingly economic rationalist environment, it is important for Council's investment in the arts to be linked directly to population outcomes which the community identify as essential. The intrinsic and instrumental value of the arts needs to be made more explicit.

Building a solid rationale for the arts will require improved evaluation and analysis of programming and improved communication strategies.

In addition, Moreland is home to a vast diversity of practicing artists and arts professionals, many of whom are widely acknowledged as leaders in their genre or field. These individuals can provide a wealth of knowledge and are an important asset to our community. Council will improve its recognition of these leaders and find appropriate channels to involve them in decisions that affect the municipality.



Wendy Berick
Landscape and painted rocks in traditional design
 Brunswick West Indigenous
 Koori Garden
 Jacobs Reserve

Initiatives

Strategic objective 1

Strengthen, develop and support creative spaces and cultural assets in Moreland

Initiative	Action	Measure
Pursue arts and culture related use of existing buildings, such as the former Coburg Police Station and the Brunswick Town Hall	Scope existing buildings in the municipality that would be appropriate for arts and culture related use	2011–2012 Scoping Study developed and a commitment from Council for at least two spaces
	Participate in the Feasibility Study of the future use of the Brunswick Town Hall and ensure an allocation of space for creative use is made	2011–2014 Space for creative use at the Brunswick Town Hall is developed and leased
	Develop spaces in existing buildings for creative use	2012–2016 At least two spaces for creative use are developed and leased
Continue to maintain and develop the use of the Counihan Gallery In Brunswick	Scope and develop the use of the Brunswick Civic Centre foyer as an additional exhibition space for the Gallery	2012–2014 Additional space developed
	Develop a program of contemporary art exhibitions for the Brunswick Civic Centre exhibition space in conjunction with the Counihan Gallery in Brunswick program	2014–2016 Exhibition space program developed and delivered
Review the use of the Mechanics Institute Performing Arts Centre (MIPAC) to expand its current use, accessibility and profile	Consult with community on the use, accessibility and profile of MIPAC and develop Key Performance Indicators in line with the outcomes of the consultation.	2011–2012 Key Performance Indicators incorporated in the Performing Arts Moreland Contract Service Specification
	Review the use of MIPAC in relation to the Key Performance Indicators to determine improved use, accessibility and profile and determine any revisions for the subsequent service specification	2015–2016 Report to Council on the use, accessibility and profile of MIPAC.
Identify and develop appropriate outdoor festival sites in collaboration with relevant Council areas	Review and update Conditions of Use for Clifton Park Festival site and ensure accessibility of site for community festivals	2011–2013 Revised Conditions of Use endorsed by Council
	Identify appropriate outdoor festival sites in a variety of locations throughout the municipality and develop a site with appropriate facilities	2013–2015 Report on proposed outdoor festival sites and development requirements endorsed by Council and development of site commenced
Develop alternative exhibition spaces in civic buildings such as the libraries and better promote existing spaces for creative use	Promote use of Coburg Town Hall foyer exhibition space	2011–2012 Increased use of exhibition space
	Scope and develop exhibition spaces in libraries and other appropriate civic facilities	2012–2016 A minimum of two new spaces developed
Continue to expand the Moreland Art Collection and the community's access to their asset	Digitise the Moreland Art Collection	2013–2016 Collection Digitised
Pursue opportunities to activate disused privately owned spaces with arts and cultural activities	Undertake training with Renew Australia	2011–2012 Tailored model for Moreland developed
	Implement a tailored model of activating disused spaces in an identified area of Moreland	2012–2014 Appropriate organisation contracted and model implemented
	Develop mechanisms for sustained activation of disused spaces	2013–2014 Plan developed with commitment from critical partners
Link in with Council's program of place making activities and work across Council to identify and pursue opportunities that activate spaces with arts and culture initiatives	Participate in, or establish, internal networks linked to actions of the Arts and Culture Strategy as appropriate	2011–2016 Internal networks established as required
Identify and develop an Arts Incubator space in the municipality	Scope and develop an appropriate site and model for an Arts Incubator in Moreland	2012–2016 Arts Incubator development in progress

Strategic objective 2

Present, facilitate and partner a range of arts and culture experiences

Initiative	Action	Measure
Create programs that encourage a greater diversity of audiences for the arts and culture program	Research and evaluate the participants and audiences across the Arts and Culture program to identify gaps in service provision and accessibility to develop initiatives that address those gaps	2014–2015 Audience Development Plan developed
Continue to ensure the Counihan Gallery In Brunswick presents innovative, inspiring and thought-provoking exhibitions and public programs in line with its Strategic Plan	Implement actions of the Strategic Plan	2011–2016 Actions of Strategic Plan implemented
	Develop a new Counihan Gallery in Brunswick Strategic Plan for 2014–2016	2013–2014 New Counihan Gallery in Brunswick Strategic Plan developed and endorsed
Develop needs-based community cultural development projects that broaden participation in the arts, particularly by communities where arts activity is limited	Develop a 4 year community cultural development projects framework outlining priorities for projects and community collaborations to inform funding applications	2011–2012 Framework developed
	Develop community cultural development projects in partnership with local community groups	2011–2016 At least two projects completed annually
Review the current Festivals and Events program in order to improve the quality of events and ensure they have more sustained benefits to the community	Conduct Review of program and make recommendations to Council for an improved program with greater outcomes	2011–2012 Review and recommendations endorsed by Council
Evaluate the Brunswick Music Festival and Sydney Road Street Party to ensure they continue to provide tangible benefits to the Moreland community	Engage an external consultant to conduct a review of the outcomes of the Performing Arts Moreland contract and make recommendations for the subsequent contract Service Specifications.	2012–2013 Recommendations of review endorsed by Council and contract service specifications revised
Develop Public Art Guidelines with information about how to develop effective public art projects for both Council officers and community	Develop Public Art Guidelines	2011–2013 Guidelines completed
Improve and develop online and digital communication that promotes various initiatives available to artists across the municipality	Research online and digital communication systems and identify mechanisms best suited to promoting opportunities for artists in the municipality and Council's arts and culture program	2012–2013 Online and digital marketing systems developed
Develop an Artist in Residence program	Develop a three year Artist in Residence program with appropriate partnerships and external funding	2014–2016 Program commences in 2015
Continue to present a variety of public art projects that are innovative and engage dialogue.	Implement Gowanbrae Public Art project	2011–2012 Project completed and launched
	Partner with RMIT to develop a Scoping Study outlining potential Public Art Projects in the municipality	2011–2012 Study completed and presented to Council
	Develop public art projects in accordance with the Scoping Study completed in 2011	2012–2016 At least two projects completed and launched

Initiatives (cont'd)

Strategic objective 3

Build and support the capacity of community to develop arts and cultural initiatives

Initiative	Action	Measure
Develop and strengthen partnerships between the Arts and Culture Unit and a variety of cultural organisations in Moreland	Host a roundtable with arts organisations in Moreland to identify common issues to address collectively	2011–2012 Roundtable held with Action Plan developed
	Establish a Moreland based arts organisations network that meets quarterly	2011–2016 Network established with quarterly meetings
	Develop an annual Organisation Development program whereby a member of the Arts and Culture team is partnered with a local arts organisation to assist them in aspects of their strategic planning and development	2013–2016 Program developed and at least two placements achieved
Develop an arts specific stream of the current Community Development Grants and allocate a greater proportion of this budget to a variety of projects, particularly where there is limited activity	Compile data on current provision for arts projects under Community Development Grants and develop recommendations on future allocations	2011–2012 Data analysis and recommendations made to Council
	Develop framework and requirements for new funding stream and implement	2012–2013 Framework endorsed by Council in time for 2013–2014 Community Development Grant applications
Continue to present and further develop a program of professional development activities for local artists and arts organisations including workshops, training, mentoring and opportunities to showcase work in collaboration with arts organisations	Devise and implement a program of professional development activities that includes workshops, internships, mentorships, business skills and training opportunities	2011–2016 A minimum of 4 professional development activities implemented annually
Improve access to information about Council processes and programs, and develop this information where necessary, in order to make navigating Council processes clearer	Following development of online and digital marketing systems in 2012–2013, identify further needs for improved access to information and develop strategies to address these	2013–2014 Information needs analysed and addressed
Develop a program of networking activities to connect local artists and arts organisations with each other and also with other community organisations, traders and council areas	Devise and implement a program of networking activities	2011–2016 A minimum of 2 networking activities annually

Strategic objective 4

Value, acknowledge and advocate for artists and the contribution of the arts to Moreland

Initiative	Action	Measure
Develop ways to acknowledge Moreland's artists and recognise their contribution to Moreland	Continue to explore opportunities to acknowledge and publicise the work of local artists through the current Arts and Culture program	2011–2016 A variety of initiatives across the Arts and Culture program that recognise or publicise the work of local artists or arts organisations
Involve local artists and arts professionals in decisions that affect the City	Continue to consult with the Moreland Arts Board on the Arts and Culture program and other relevant Council initiatives	2011–2016 Meet with Board quarterly or as required
Ensure the Municipal Strategic Statement and Place Framework Strategies for Activity Centres recognise and reference the importance of arts and cultural activity in the municipality	Liaise with relevant Council Officers to ensure that arts and cultural activities are acknowledged and supported	2011–2016 Reference to arts and cultural activity is made in the relevant documents
Advocate for, and provide evidence of, the impact of the arts on the social, economic and cultural vitality of Moreland.	Develop evaluation framework that considers a range of outcomes for program across the Arts and Culture Unit	2011–2012 Evaluation Framework developed and implemented
	Undertake research the economic impact of arts activity in the municipality	2012–2014 Final report distributed
	Develop a case study report of the impact of the Community Cultural Development projects presented or supported by Council	2014–2015 Case study document completed and distributed
	Conduct an evaluation of the Moreland Arts and Culture Strategy 2011–2016 to assess the outcomes of Objectives and inform the subsequent Strategy	2015–2016 Evaluation completed

Glossary

The following key terms are used within the strategy:

Community Cultural Development (CCD)

Community Cultural Development describes a range of initiatives undertaken by an artist in collaboration with community members to express identity, concerns and aspirations through the arts and communications media, while building cultural capacity and contributing to social change.

Public art

Traditionally public art describes artwork displayed in public places such as parks, streets, buildings and other publicly accessible areas, excluding museums and galleries. It can include many forms of permanent and temporary art and design including sculpture, painting, artist residencies, performance art and functional design elements, such as street furniture, performance and public exhibition space.

Professional artist

A professional artist, as defined by Arts Victoria, has specialist training in their field, is recognised by their peers and is committed to devoting significant time to artistic activity.

Renew Australia

Renew Australia (as defined by the Australian Centre for Social Innovation), builds upon the success of Renew Newcastle, which took a city centre with a high proportion of boarded up and vandalised buildings, limited foot traffic and low commercial prospects, and harnessed the creative energy of the local community to bring entire streets back to life. Renew Australia works to find short and medium term uses for buildings that are currently vacant, disused, or awaiting redevelopment. Using flexible license to access agreements, they find artists, cultural projects and community groups to activate and maintain these buildings until they become commercially viable or are redeveloped.

Municipal Strategic Statement

Each Council must (according to the Planning & Environment Act 1987), develop a Municipal Strategic Statement (MSS) that articulates Council's objectives for strategic planning, land use and development, as well as the strategies for achieving the objectives. The MSS forms part of the 'Local Planning Policy Framework' of the planning scheme (Moreland Planning Scheme), to guide Council decision making in planning processes. The Act also requires a MSS to include a general explanation of the relationship between those objectives and strategies and the planning controls on the use and development of land in the planning scheme. The MSS provides the broad local policy basis for making decisions under a planning scheme.

Place Framework Strategies

Place Framework Strategies are integrated strategies for the implementation of Council's Structure Plan – currently in Brunswick, Coburg and Glenroy. These strategies include built form, public realm, economic, transportation and community themes.

Appendix – Stakeholder consultations

Individual consultations were conducted with the following:

Council Officers

- Arts and Culture Unit
- Manager Cultural Development
- Senior Library Services staff
- Place Manager Brunswick
- Place Manager Coburg
- Place Manager Glenroy
- Senior Economic Development Officer
- Strategic Planners
- Manager Place Design and Strategy
- Community Development Programs Coordinator
- Diversity Officer
- Senior Housing Strategist
- Community Strengthening Officer
- Youth Services Unit
- Grants Officer
- Coordinator Open Space Design and Development

Community

- Moreland Arts Board – Michael Pogia, Tom Padula, Tracey Grigg, Mark Higginbotham, Michael Christoforidis, Julia Raath, Pia Herbert, Jackie Hocking, Cr Stella Kariofyllidis, Cr Alice Pryor and Cr Toby Archer
- Performing Arts Moreland
- Wurundjeri Council elders
- Stuart Beekmeyer and Belinda Whiltshire of The Brunswick Show
- Geoff Hogg, Coordinator Public Art RMIT
- Marcus Westbury, Writer, Broadcaster and Festival Director
- Nicola Valance, Consultant
- Kitty Owens, Historian and Artist
- Paul Filev and Ray Laurens, Northcote Pottery
- Janice Florence, Weave Movement Theatre
- Kate Gillick, Artistic Co Director ARAB
- Jill Morgan, Director Multicultural Arts Victoria

- Tammy Wong, Public Art PhD Candidate at RMIT
- Shane Hulbert, Program Director of Fine Arts RMIT
- Sue Johnston, Artist
- Vicki Guglielmo, Arts and Participation Program Manager, City of Melbourne
- Eleni Arbus, Creative Spaces Project Manager
- Jim Rimmer, Senior Project Officer VicHealth
- Claire Perry, Manager Sydney Road Traders Association
- Community representatives of the Pascoe Vale, Fawkner and Glenroy Festival committees

*Back inner cover artwork
Mandy Gunn
Ways of Seeing (detail) 2001
Braille paper on MDF 80 x 80cm (comp)
Purchased in memory of Michelle Guglielmo
(1975–2006), Curator of the Counihan Gallery,
2002–2006
Moreland Art Collection*





Moreland City Council

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