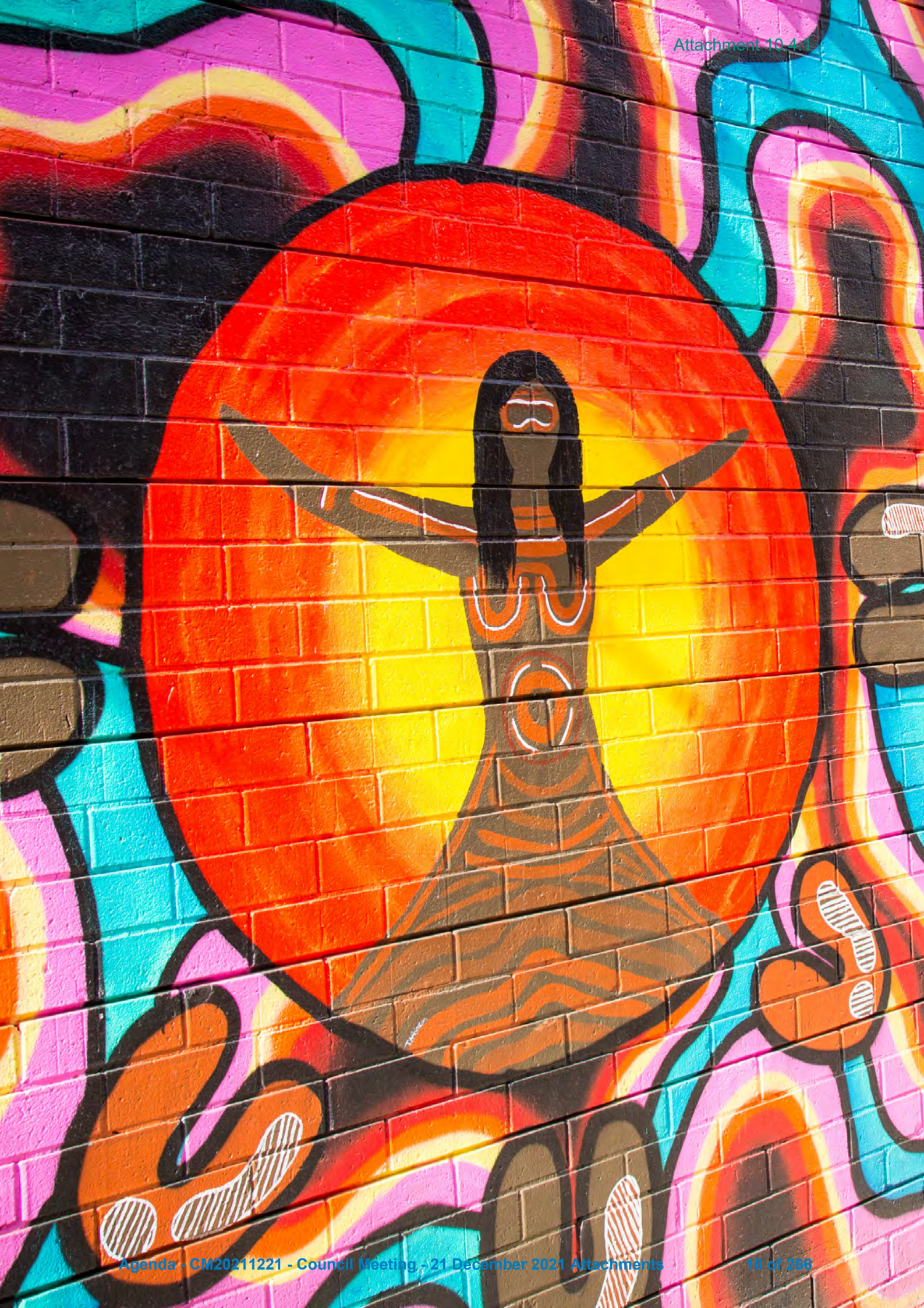


GREATER SHEPPARTON CITY COUNCIL CREATIVE CITY STRATEGY 2022-2027





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ACKNOWLEDGMENT OF THE TRADITIONAL OWNERS

We, the Greater Shepparton City Council, acknowledge the Yorta Yorta Peoples of the land which now comprises Greater Shepparton. We pay respect to their tribal Elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors.

VISION

To unlock the creative potential of the Greater Shepparton community, enabling creativity in all its forms to enhance liveability, economic growth and social cohesion.







INTRODUCTION

Greater Shepparton is underpinned by a naturally creative spirit and is home to a growing arts and creative-industries sector. Located on the traditional lands of the Yorta Yorta Nation, it also has a culturally rich and diverse community eager to participate and engage with the arts.

In signifying the desire to formalise and nurture Greater Shepparton's creative capacity, the region is home to several high-quality cultural facilities. The new Shepparton Arts Museum (SAM) is regarded as a 'game changer' in terms of the opportunities it provides for hosting exhibitions and visual arts projects as well as providing opportunities for art-based education.

For Greater Shepparton City Council it is important that a complete, reflective and responsive creative city strategy encourages participation, celebration and creative expression throughout the municipality. It is essential that this contributes significantly to the community's identity, its sense of place and its civic spirit. It should also greatly enhance the wellbeing and cohesion of the community, as well as economic development in the municipality.

The approach of this strategy, therefore, is focussed on these essentials. It is driven by need, and addresses recognised gaps in community cultural activities. It is underpinned by principles of inclusiveness and participation; moreover, it encourages active engagement of the community in the planning, development and delivery of arts programs and projects.

We plan to do this by increasing creative participation, attracting and supporting creative talent and developing a world-class creative industry and precinct.

The Greater Shepparton Creative City Strategy serves as a roadmap to unlock, support and drive the creative potential of the region that will guide policy, planning, decision-making and investment.

The initial impetus for seeking to establish Greater Shepparton as a Creative City, originates from former mayor, Anne McCamish, and the Committee for Greater Shepparton. Council has continued the initiative by developing this strategy, however it is important to understand that delivering on it is the responsibility of many. While Council has a pivotal role as a facilitator of creative practice, it is not necessarily a director of creative practice. This means providing facilities for creative practice and funding support for creative projects. Any such projects are subjected to Council's planning and budgeting processes.



A Creative City

A creative city at its simplest level is where the community's creativity is nurtured and championed, and where the arts and creative industries thrive.

Traditionally, 'the arts' have included literature (poetry, drama, prose, etc.), visual art (painting, drawing, sculpture, ceramics, etc.), performance and music. But the arts are so much more than this. They can in fact encompass all aspects of human expression that use skill, emotion, imagination and intellect in the creation of objects, environments, and experiences that can be shared.

We now recognise that the breadth of creative endeavour goes beyond the traditional definition of the arts, and we can collectively refer to the 'creative industries'. This is an acknowledgment of the scope of creative practices and the interrelationships between them, and also affirms that these practices can be both creative and commercial in nature. To accommodate this breath of contemporary creative practice, we would therefore add the following: architecture, interior design and landscape architecture; crafts; fashion, graphic and product design; film, television, radio and photography; gaming and digital arts; publishing; promotion and advertising services; and museums, galleries and libraries.

All these areas of creative practice can help build social capital, community wellbeing and economic vitality – in short, a creative city.

The identity of Greater Shepparton was built on a history of culture and creative thinking, from its strong indigenous culture, history of migration, current cultural richness, to manufacturing innovation and high level of entrepreneurialism.

While some of this creativity has been organic and ad hoc there is the opportunity to harness this spirit and energy to embed creativity in the future planning and fabric of Greater Shepparton as a key regional city.

Strategic Links

The Creative City Strategy must operate within the broader strategic framework of Greater Shepparton City Council, which is most clearly delineated in the Council Plan. It should also complement other relevant strategies adopted by Council, such as the Community Vision.

Council Plan

A new Council Plan for 2022–2027 is presently in the development phase; with the inaugural 10 year Community Vision endorsed by Council in March 2021:

A diverse, vibrant and connected community valuing accessible opportunities for everyone.

We adapt and respond in a way that is innovative, sustainable and accountable.

We acknowledge where we have been and look forward to where we are going.

The current Council Plan clearly acknowledges the value of arts and culture. Included under the Social theme with the aim to 'develop resilient, healthy communities that make Greater Shepparton a safe and harmonious place to live, work, learn, and play'¹ are the following objectives:

- *2.5 Creativity and participation in arts and culture is nurtured and encouraged;*
- *2.7 Greater Shepparton is valued for cultural celebrations, inclusion and engagement of our diverse communities.*



STATE AND NATIONAL POLICY CONTEXT

This Creative City Strategy should not sit in isolation and needs to complement the policy objectives and actions of State and Federal government.

The Victorian State government has recently released its major arts policy document, Creative State 2025: Placing Creativity at the Heart of Victoria's Recovery and Prosperity.²

This policy has at its core a key principle (one of five) that specifically focuses on supporting regional creatives and creative industries.

*Whole of State (Principle 3): We will work to ensure that people in remote, regional and outer-metropolitan areas have improved and more equitable access to cultural experiences, creative expression and rewarding and sustainable careers.*³

Two other principles are particularly relevant to Greater Shepparton with its strong representation of First Nations Peoples and being home to the most culturally diverse population in regional Victoria.

*First Peoples First (Principle 1): First Peoples knowledge, practice, protocols and cultural authority will be at the heart of the creative industries, forging stronger and enduring partnerships with First Peoples creative communities.*⁴

*For Every Victorian (Principle 2): We will work to ensure that every Victorian – regardless of cultural background, age, gender identity, location, income or ability – can take up their right to participate in the cultural and creative life of the state and creative careers.*⁵

The Australia Council for the Arts, the major national agency for supporting the arts, in its *Corporate Plan 2020 – 2024*⁶ⁱ also has a focus on ensuring the arts are accessible to all Australians.

The strategic objective “Our arts reflects us” (one of five objectives) includes the following actions:

- *Celebrate the achievements of artists and arts activities that reflect Australia's diversity.*
- *Continue to support culturally and linguistically diverse work*⁷

Another Australia Council for the Arts strategic objective “First Nations arts and culture are cherished” includes the following actions:

- *Continue investment in First Nations arts and celebrate First Nations artistic and cultural leadership.*
- *Continue to support the First Nations arts and culture sector to protect, promote and increase First Nations participation in the cultural and creative industries.*⁸

Importantly, the Australia Council also acknowledges that promoting Australian arts and cultural industries is an integrated role for local, state and federal government. Under the strategic objective “Arts and creativity are thriving” is included the action:

- *Cultivate cross-portfolio connections at local, state and national levels*⁹



CONSULTATION: WHAT YOU TOLD US

The findings and directions arrived at in this strategy have been primarily and substantially informed by extensive consultation. This consultation involved internal and external stakeholders, including from the main arts organisations in the municipality that are supported by Council, as well as others independent of Council. The general community's opinion was sought through two public workshops and online submissions. The consultation also involved targeted one-on-one interviews with key stakeholders. The local First Nations perspective was gained through interviews with First Nations organisations and individuals.

The Role of Council

The consultation clearly confirmed that investment in the arts and creative industries is a core business of Council; not only for their intrinsic cultural value, but also because of the role they play in supporting community wellbeing and economic development. In promoting arts and cultural activities and practice throughout the municipality, Council needs to set policy that champions the arts, as it has a significant role in shaping community attitudes regarding the importance of arts and culture. However, Council should nurture rather than determine.

Greater Shepparton has a busy arts and creative sector, and there are significant positive things happening in the municipality already. The municipality contains several highly regarded arts organisations such as SAM and Riverlinks, which Council should continue to foster and promote.

It was felt that Council should support artistic practice and invest in and encourage investment in the creative industries sector. It should also promote the vibrant arts ecology to locals and those living further afield. Additionally, Council should work actively to counter the community perception that the arts are elitist.

The arts were seen as a vital means of connecting communities through participation, and opportunities for community participation in the arts should be promoted and extended. Council must be responsive to the community's creative ambitions: it should create connections,

provide a breadth of opportunities, and educate. Greater Shepparton is a multi-layered community with many stories to tell. The First Nations spokespeople believe that local government is in a strong position to improve understanding and community harmony, through using the arts to tell the stories of the local First Nations people.

Council is responsible for providing a range of well-designed and equipped facilities to support all aspects of arts practice and the presentation of arts programming. Additionally, Council must also ensure that programs and facilities are accessible, and that there is a comprehensive cultural offering throughout the entire municipality. The smaller towns should not be forgotten.

A major theme that emerged from the consultation was the need for Council to support professional arts practice: for instance, supporting the availability of affordable studio, rehearsal and workshop spaces for artists, and affordable venues for local artist and arts and craft groups to present their works. Council should also support the broader creative industries sector by profiling and promoting local creative businesses and assisting with the sourcing of space for small start-ups. Support could also include simplifying regulations and red tape, in order to facilitate creative businesses in launching their ideas and projects.

As a level of government, Council also has a role in brokering collaboration across the other levels of government, and between arts organisations large and small. Council also has a strong advocacy role.

Another role for Council was found to be in master-planning and ensuring that the current community cultural assets are effectively utilised. This role would also include preserving and promoting the cultural heritage of Greater Shepparton.

Gaps and Opportunities

Although there is already much happening in Greater Shepparton, there was felt to be a need to continue to improve the arts and cultural opportunities across the municipality. It was expressed that there is a significant opportunity, in fact a need, for Council to improve the profile of arts and culture in the municipality. It was thought that Council needs to celebrate the arts and give them a higher profile. For instance, Greater Shepparton could present itself as ‘the Council for the Arts’ and create more ways of bringing art into people’s lives.

Additionally, the belief was expressed that certain sections of the community were disadvantaged in terms of access and support, such as Shepparton’s culturally and linguistically diverse (CALD) communities. Greater Shepparton could develop leadership in the regional multicultural arts sector, ensuring that those in this sector have a strong voice in the arts of regional Victoria. It was further felt Council should promote the social impact of the arts generally, and that Greater Shepparton should lead the conversation about the arts on a regional level.

The consultation established some gaps in the local facilities for arts programming. A major gap was the provision of a smaller performance space that would seat around 200 patrons. There was also felt to be demand for a venue or two to host contemporary music. If located in the town’s CBD, such venues would, it was thought, animate the downtown area in the evenings.

It was also expressed that there is a shortage of smaller spaces for rehearsal, arts workshops, and the exhibition of works by professional artist and community arts groups. To address this shortage, an arts hub was proposed, which could be housed in one of the secondary school campuses that will soon close. This hub would facilitate artistic collaboration, connection and opportunities for cross-arts collaborations.

Significant enthusiasm was shown for the development of new music events, which would reflect the cultural diversity of Greater Shepparton and attract patronage from across Victoria. In particular, a music festival of First Nations artists from throughout Australia could be hosted on Yorta Yorta country; this idea stemmed from the consultation with the Yorta Yorta Nation Aboriginal Corporation.

With regard to promoting First Nations arts and culture, the most important task is to engage effectively with First Nations people. It is vital to tell their stories. There was an opportunity to work with First Nations artists and the community on arts and cultural programming, and on how best to progress First Nations arts and cultural businesses.

Many of those consulted noted that significant opportunities would be afforded by capitalising on the location and diversity of the municipality. The diversity of cultures in Greater Shepparton means that a corresponding diversity of music, dance and visual arts traditions could be tapped, providing support for artists from diverse backgrounds, such as the growing Afghan, African, and Pacific Islander communities; and this would connect people and communities. As with First Nations people, it would be valuable to capture the stories of the various and diverse community groups, as this would contribute to developing a continuous and lively story of the area.

There were thought to be significant opportunities to invest in community-engaged creative practice and promote current events and activities. Festivals featured as a means of bringing art to the community and for artists to present their work. The fostering and promotion of the Shepparton Festival creates significant scope for artists to perform and present their work to their local community.

Greater Shepparton has a popular program of arts in public places, including the Moooving Art and the Aboriginal Street Art Project; this should be expanded and promoted, as it not only enhances the streets and open spaces of Greater Shepparton, but also refutes the notion of the arts being elitist.

Another major direction to emerge from the consultation was the opportunity to make constructive use of under-used or unoccupied buildings, and re-purposing commercial premises. These could become affordable studio, exhibition and rehearsal spaces, and maker-spaces for the new creative industry start-ups. Mapping the vacant spaces and promoting their use by creative start-ups would be an important first step. Furthermore, assisting small start-ups in negotiating with landlords would help to overcome some landlords' resistance to letting their premises to artists. Examining the planning scheme and developing creative-industries-friendly amendments, as has happened in other municipalities, would assist creative start-ups.

Finally, it was stated from a number of directions that in progressing the Creative City Strategy, Council needs to empower and work in partnership with the community to develop programs and events, as community ownership is the best way to ensure the sustainability of such programs.



DIRECTIONS: LEADING A CREATIVE CITY STRATEGY

As a means to improve community wellbeing and economic development, the arts and creative industries present some unique and significant opportunities.

From the consultation, eight main themes (Directions) have emerged that will position Greater Shepparton as a Creative City.





Direction 1: Championing First Nations art and culture

Greater Shepparton is located within the traditional lands of the Yorta Yorta Nation. The region's First Nations people have a deep and profound connection with the land, and a vibrant and strong artistic heritage and contemporary culture. During the consultation, they clearly explained that they believed their stories needed to be told, and that a Creative City Strategy must ensure that First Nations culture was celebrated through cultural programs, public art and in cultural infrastructure. Support for promoting First Nations art and artists was prominent in the consultation.

The Yorta Yorta Nation Aboriginal Corporation acknowledged that Greater Shepparton was now home to First Nations people from around Australia, as well as many immigrant communities, and that through the arts we should celebrate all cultures.

This direction requires Council to:

- *Celebrate and ensure that the stories of First Nations people continue to be told and promoted.*
- *Develop unique and distinctive public spaces and places, and cultural programs that reflect, respond to and acknowledge that Greater Shepparton is part of the traditional lands of the Yorta Yorta Nation.*

Actions

1. Championing First Nations art and culture
 - 1.1 Make certain all cultural programming celebrating First Nations heritage is led by Yorta Yorta Nation in consultation with Council and other partners.
 - 1.2 Ensure First Nations artists are given the opportunity to lead in the creation and development of the cultural programming and cultural infrastructure that celebrates the First Nations heritage and community of Greater Shepparton.
 - 1.3 Make certain all new cultural facilities and public places developed by Council acknowledge in a meaningful way that they are built on traditional Yorta Yorta lands.
 - 1.4 Facilitate a 'think tank' that draws together First Nations artists and community leaders to investigate the best ways to support and promote individual First Nations artists and creative businesses.
 - 1.5 Investigate, in association with the Yorta Yorta Nation, the hosting on Yorta Yorta country of a major First Nations music festival, featuring First Nations' musicians from around Australia.



Direction 2: Ensuring the arts are for everyone

The arts allow individuals and communities to participate on many levels, with different skills and experiences. The arts accommodate all preferences; they thrive on diversity, encourage both traditional and experimental forms, and embrace technological and social change. The arts can also be provocative, disruptive and challenging. However, as noted in the consultation, many in the community find it difficult to participate because of cost, physical access problems, or a residual sense that the arts are elitist and/or only for those in the know. Thus, Council's arts programs and facilities should actively remove any physical, social or attitudinal barriers.

Council's Creative City Strategy must work actively to ensure that gender, age, ethnicity, social disadvantage, disability or geography do not prevent arts practice, participation, or work in the creative industries.

This direction requires Council to:

- *Make certain the community has easy access to all arts and cultural programs and facilities, irrespective of gender, age, ethnicity, social disadvantage, disability, or where they live in the municipality.*
- *Ensure all artists have ready access to support and assistance, irrespective of gender, age, ethnicity, social disadvantage, disability, or where they live in the municipality.*
- *Make certain arts programs and events are widely promoted and participation is celebrated.*

Actions

2. Ensuring the arts are for everyone:
 - 2.1 Apply a 'mindful lens' to all arts and cultural programming, to ensure it encourages participation regardless of age, ethnicity or income.
 - 2.2 Develop an integrated communication strategy for the dissemination of information on events and activities in Greater Shepparton's creative sector.
 - 2.3 Develop a regular podcast that features interviews and showcases creative activities in Greater Shepparton.
 - 2.4 Ensure community participation in cultural programs is celebrated, through regular media releases and articles in Council newsletters and other publications.
 - 2.5 Employ a 'plain language test' to all marketing and explanatory material, to ensure everyone can readily understand what is on offer.
 - 2.6 Develop a disability action plan that ensures arts programs and facilities are readily accessible to people with a disability, and that artists with a disability have supported access to funded programs and grants.
 - 2.7 Conduct a regular audit to ensure that cultural programs encompass the whole municipality, and that the smaller towns and communities outside Shepparton share in a growing cultural vibrancy.

Direction 3: Promoting active participation for all ages

The National Arts and Health Framework, which has been adopted by the federal and all state and territory governments, makes it clear that the arts provide significant community health benefits. In order to optimise these benefits in addressing the social determinants of individuals' health, they must actively participate in the arts activity, and have real agency in its development.

Through the consultation, particular emphasis was placed on encouraging youth and young adults' participation in the cultural life of the community – mainly for its intrinsic value, but also to encourage young people to stay in or return to the area.

This direction requires Council to:

- *Prioritise arts programming that focusses on active engagement and creative agency by community participants.*
- *In developing cultural programs, work with local arts organisations and artists that have a strong record and profile for community-engaged arts practice, and/or develop the skills of artists wishing to work with the community in their creative practice.*
- *Develop arts and cultural programs that particularly encourage and engage youth and young adults.*

Actions

3. Promoting active participation for all ages
 - 3.1 Apply a 'mindful lens' to arts and cultural programming, to ensure that it encourages participation and participants' active engagement in developing the program.
 - 3.2 Investigate the establishment of an artist-in-community program, to encourage members or clients of community organisations to engage with the arts.
 - 3.3 Investigate partnerships with regional youth agencies, to develop joint participatory creative-industries initiatives involving digital arts and music.
 - 3.4 Investigate and plan a regular series of youth-focussed arts events, and ensure young people are engaged in the planning and presentation of the events.

Direction 4: Celebrating diversity

Greater Shepparton is one of the most culturally and linguistically diverse communities in regional Australia. Many of those consulted remarked on this diversity and felt there was an untapped opportunity for people from diverse backgrounds to share and connect.

This direction requires Council to:

- *Make certain the cultural diversity of Greater Shepparton is celebrated and featured in arts and cultural programming.*
- *Make certain artists from diverse backgrounds, whether working in traditional or contemporary forms, have a variety of opportunities to present their art.*

Actions

4. Celebrating diversity:
 - 4.1 Work with Economic Development and Major Events on expanding the arts and cultural components of the festivals and events program.
 - 4.2 Encourage and seek participation that is led by artists and cultural groups from diverse backgrounds in the ongoing festival and events program.
 - 4.3 Develop an annual program of world-music events that showcases the diverse communities of Greater Shepparton.
 - 4.4 Establish and curate an access gallery space that specifically encourages local artists from diverse cultural backgrounds to exhibit.



Direction 5: Supporting creative businesses

Greater Shepparton has several highly regarded arts organisations, such as SAM and Kaiela Arts, small creative-sector businesses, and many individual artists. Many of the artists and small businesses are attracted by the availability of affordable premises, and by the goods and services that a regional centre can provide. The Creative Neighbourhood Report by Creative Victoria shows there is a cluster of creative industries in the Shepparton region, comprising some 52 creative businesses and 461 creative jobs.

These creative businesses not only help the economic vibrancy of Greater Shepparton; they also encourage the attraction and retention of professional workers, young people and other businesses to the area.

This direction requires Council to:

- *Support creative industries to thrive in Greater Shepparton, and ensure Greater Shepparton is seen as a centre for cultural and creative excellence.*
- *Make certain opportunities and affordable spaces available to artists and other creative-industry workers, assisting them to pursue their creative practice.*

Actions

5. Supporting creative businesses:
 - 5.1 Investigate the establishment of a Greater Shepparton Creative Industries Association, open to all creative-sector sole traders (artists), organisations and businesses. This association will collectively promote Greater Shepparton as a centre for creative excellence, and will work with Council, the various local business and tourism associations, to effectively ensure ongoing development of the local creative sector.
 - 5.2 Map former and/or under-utilised industrial or commercial properties and develop a register of sites that would be suitable for studios, art fabrication, maker spaces, rehearsal and/or co-working spaces for the creative industries. Encourage landlords to consider short- and medium-term applications by individual artists or groups of artists, and other creative businesses.
 - 5.3 Investigate planning scheme amendments in other municipalities that encourage opportunities for the arts and creative industries and consider their applicability or adaptability to Greater Shepparton.
 - 5.4 Investigate altering grant rules to allow for-profit creative-sector businesses to apply for grants to undertake community-engaged or youth-focussed arts projects.

Direction 6: Furthering cultural tourism

High-end cultural tourism depends heavily on presenting a unique experience that is at least national and preferably international in scope. The new SAM and the improvements to Riverlinks provide Greater Shepparton with several presentation spaces for major cultural events. However, cultural tourism is more about the event than the venue. Therefore, Council's cultural and economic development teams should investigate opportunities for several signature events.

This direction requires Council to:

- *Ensure Greater Shepparton is seen as a host city for nationally recognised arts and cultural events.*
- *Develop activities that promote a sense of cultural vibrancy and a feeling that Greater Shepparton is a place where great art happens.*

Actions

6. Further cultural tourism actions:
 - 6.1 Investigate growing and expanding existing events to be regional signature events and investigate the development of new regional signature events such as a national First Nations music festival, multi-day world multicultural festival, an international design festival, or a national festival of regional writers and writing.
 - 6.2 Investigate opportunities to further urban arts enhancements, such as Moooving Cows and the Aboriginal Street Art Project.
 - 6.3 Coordinate with SAM, a series of ephemeral public art happenings and major tourism event experiences in the SAM cultural precinct, which engage the community in cutting edge creative practises and enable visitation growth and economic stimulation.

Direction 7: Creating creative spaces

The consultation highlighted the current high-quality arts facilities, such as SAM and Riverlinks, but it noted there were gaps, particularly in the area of smaller performance venues. Also identified was the need for an arts hub, which would ideally provide flexible performance and rehearsal space, studio and workshop space, a co-working space and exhibitions space; as well as a gathering space for creatives and the community to get together. The closure of a number of school campuses in Shepparton and Mooroopna, due to the amalgamation of the secondary colleges, could provide a site for an arts hub.

This direction requires Council to:

- *Plan so that the community has a range of state-of-the-art places and spaces in which to enjoy and experience a diversity of arts and cultural programming.*
- *Make certain artists have the best spaces in which to create and present their work.*

Actions

7. Creating creative spaces:
 - 7.1 Make representation to the State Government for one of the former school campuses to become an arts hub.
 - 7.2 Investigate artist or community-run models for arts hubs and assess their applicability as a management model for a hub in Greater Shepparton.
 - 7.3 Investigate the creation of a 150–200 seat studio performance space.
 - 7.4 Encourage landlords in the Shepparton CBD to allow ‘pop-up’ gallery and performance spaces in their vacant premises.

Direction 8: Embedding cultural development across Council

The impact of a vibrant arts and cultural program is wide-ranging. Aside from its intrinsic value in promoting a creative, reflective and adaptive community, the arts also promote physical and mental wellbeing, stimulate economic growth, and foster creative and clever ways to design, enhance and build a better city. It is therefore increasingly evident that many areas of Council can improve their service by engaging with the arts.

This direction requires Council to:

Ensure all areas of Council look synergistically at engaging with the arts and creative industries, to enhance their service.

Actions

8. Embedding cultural development across Council
 - 8.1 Employ a Creative City Development Officer to drive the actions in this strategy.
 - 8.2 Establish a cross-Council Creative City Coordination Group consisting of Council officers from various Council departments, to drive a cross-Council approach for progressing Greater Shepparton as a creative city.
 - 8.3 Work with other departments of Council to simplify and streamline application and permit processes for cultural events and arts activities.
 - 8.4 Work with the Economic Development team to establish a Greater Shepparton Creative Industries Association.
 - 8.5 Work with the Strategic Planning team on a register of former industrial and commercial spaces suitable for creative industry start-ups.
 - 8.6 Work with the Strategic Planning to examine how other municipalities have used planning-scheme amendments to promote the creative industries (for example, Amendment C323: Melbourne Arts Precinct), and whether such amendments would be applicable to Greater Shepparton.
 - 8.7 Ensure that a cultural impact assessment is articulated in all Council reports, and is a key consideration in masterplans, structural plans, building and public space proposals across Council.
 - 8.8 Work with other adjacent municipalities in the region, to promote and drive regional arts and cultural programming and cultural tourism.

TIMELINE FOR IMPLEMENTATION AND MEASURES OF SUCCESS

The table below outlines the timeline for the implementation of the directions and actions, and the measures of success.



Ongoing or continuing action

Action developed or introduced by this time





DIRECTIONS & ACTIONS		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
1. Championing First Peoples art and culture							
1.1	Make certain all cultural programming celebrating First Nations heritage is led by Yorta Yorta Nation in consultation with Council and other partners.						
1.2	Ensure First Nations artists are given the opportunity to lead in the creation and development of the cultural programming that celebrates the First Nations heritage and community of Greater Shepparton.						
1.3	Make certain all new cultural facilities and public places developed by Council acknowledge in a meaningful way that they are built on traditional Yorta Yorta lands.						
1.4	Facilitate a 'think tank' that draws together First Nations artists and community leaders to investigate the best ways to support and promote individual First Nations artists and creative businesses.						
1.5	Investigate, in association with the Yorta Yorta Nation, hosting a major First Nations music festival, featuring First Nations musicians from around Australia.						

Primary Responsibility /Lead	MEASURE(S) OF SUCCESS
Yorta Yorta with support from Council	<ul style="list-style-type: none"> • Ongoing dialogue established with the First Nations elders and community regarding the planning of an arts project celebrating First Nations heritage and culture. • At least three programs initiated that celebrate First Nations culture.
Yorta Yorta with support from Council	<ul style="list-style-type: none"> • Criteria established for First Nations-related projects, for formalising and preferencing applications by First Nations artists.
Council	<ul style="list-style-type: none"> • Ongoing dialogue established with the First Nations elders and community regarding how First Nations custodianship of the land is acknowledged and celebrated in arts projects and programming.
Yorta Yorta with support from Council	<ul style="list-style-type: none"> • 'Think tank' undertaken and recommendations adopted.
Yorta Yorta with support from Council	<ul style="list-style-type: none"> • Plans for a First Nations music festival agreed upon and planning commenced. • Identify and secure state or federal government funding.

DIRECTIONS & ACTIONS		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
2.	Ensuring the arts are for everyone						
2.1	Apply a ‘mindful lens’ to all arts and cultural programming, to ensure it encourages participation regardless of age, ethnicity or income.						
2.2	Continued implementation of an integrated communication strategy for the dissemination of information on events and activities in Greater Shepparton’s creative sector.						
2.3	Develop a regular podcast that features interviews and showcases creative activities in Greater Shepparton.						
2.4	Ensure community participation in cultural programs is recognised and celebrated via integrated communication approach.						
2.5	Apply a “plain language test” to all marketing and explanatory material.						
2.6	Ensure that the 2021 – 2025 Universal Access and Inclusion Plan includes a focus on ensuring arts programs and facilities are readily accessible to all and opportunities are identified for artists with a disability.						
2.7	Conduct a regular audit to ensure cultural programs encompass the whole municipality, and that the smaller towns and communities outside Shepparton share in a growing cultural vibrancy.						

Primary Responsibility /Lead	MEASURE(S) OF SUCCESS
Community and Council	<ul style="list-style-type: none"> Inclusiveness embedded in project and program planning.
Council	<ul style="list-style-type: none"> Communication strategy completed.
Council with participation of stakeholders	<ul style="list-style-type: none"> Podcast piloted and evaluated.
Council and Community	<ul style="list-style-type: none"> Level of interest in communication as determined by social media, web and print media interaction.
Council and Community	<ul style="list-style-type: none"> Level of interest in communication as determined by social media, web and print media interaction. Clearer and more understandable language used.
Council	<ul style="list-style-type: none"> Action plan developed and implemented.
Council	<ul style="list-style-type: none"> Annual audit of the geographic reach of cultural programs published.

DIRECTIONS & ACTIONS		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
3. Promoting active participation for all ages						
3.1	Investigate the establishment of an artist-in-community program to encourage members or clients of community organisations to engage with the arts.					
3.2	Investigate partnerships with regional youth agencies, to develop joint participatory creative industries initiatives involving digital arts and music.					
3.3	Explore ways to boost the development of creative capability in areas such as virtual reality, gaming and videography with local education providers.					
3.4	Investigate and plan a regular series of youth-focussed arts events, and ensure young people are engaged in the planning and presentation of the events.					
4. Celebrating diversity						
4.1	As part of the next Greater Shepparton Economic Development, Tourism & Major Events Strategy, expand the arts and cultural components of the festivals and events program.					
4.2	Encourage and seek participation that is led by artists and cultural groups from diverse backgrounds in the ongoing festival and events program.					
4.3	Develop an annual program of world-music events that showcases the diverse communities of Greater Shepparton.					
4.4	Investigate feasibility of establishing an access gallery space that specifically encourages local artists from diverse cultural backgrounds to exhibit.					

Primary Responsibility /Lead	MEASURE(S) OF SUCCESS
Council and SAM	<ul style="list-style-type: none"> Identify and secure state or federal government funding. Artist-in-community program established.
Youth agencies with support from Council	<ul style="list-style-type: none"> At least three partnership programs explored and implemented if proved to be feasible. Identify and secure state &/or federal government or corporate funding.
Council and education providers including SAM Education	<ul style="list-style-type: none"> Pathways to develop creativity in digital areas explored.
Youth agencies, community and Council	<ul style="list-style-type: none"> Regular program of youth-focussed arts events established. Identify and secure state &/or federal government or corporate funding.
Council and Community	<ul style="list-style-type: none"> Greater Shepparton Economic Development, Tourism & Major Events Strategy developed. Riverlinks Business Plan.
Council and Community	<ul style="list-style-type: none"> Audit demonstrates increased participation of artists from diverse backgrounds.
Council, promoters & event organisers	<ul style="list-style-type: none"> World-music events included as part of annual events calendar.
Council, Ethnic Council & landlords	<ul style="list-style-type: none"> Access gallery space established. Identify and secure state &/or federal government or corporate funding.

DIRECTIONS & ACTIONS		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
5.	Supporting creative businesses					
5.1	Investigate the establishment of a <i>Greater Shepparton Creative Industries Association</i> , open to all creative-sector sole traders (artists), organisations and businesses.					
5.2	Map former and/or under-utilised industrial or commercial properties and develop a register of sites that would be suitable for studios, art fabrication, maker-spaces, rehearsal and/or co-working spaces for the creative industries.					
5.3	Investigate planning scheme amendments in other municipalities that encourage opportunities for the arts and creative industries and consider their applicability or adaptability to Greater Shepparton.					
5.4	Assist organisations to investigate funding options for community-engaged or youth-focused arts projects.					
5.5	Investigate option of allowing the for-profit creative sector to access grants in some circumstances.					

Primary Responsibility /Lead	MEASURE(S) OF SUCCESS
Council & creative organisations	<ul style="list-style-type: none"> Investigation of the viability of an association of creative sector organisations and businesses completed.
Council & landlords	<ul style="list-style-type: none"> Register of former industrial and commercial sites completed. Identify and secure state &/or federal government or corporate funding. Fee/lease structure established.
Council	<ul style="list-style-type: none"> Analysis of planning mechanisms to encourage creative industries completed.
Council & Community	<ul style="list-style-type: none"> Identify and secure state &/or federal government or corporate funding. Community Arts Grants and Minor and Major Event Grants already available.
Council & Community	<ul style="list-style-type: none"> Grant rules investigated and redrafted if required.

DIRECTIONS & ACTIONS		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
6. Furthering cultural tourism						
6.1	Investigate growing and expanding existing events to be regional signature events and investigate the development of new regional signature events such as a national First Nations music festival, multi-day world multicultural festival, an international design festival, or a national festival of regional writers and writing.					
6.2	Investigate opportunities to further urban arts enhancements, such as Moooving Cows and the Aboriginal Street Art Project.					
6.3	Coordinate with SAM, a series of ephemeral public art happenings and major tourism event experiences in the SAM cultural precinct, which engage the community in cutting edge creative practises and enable visitation growth and economic stimulation.					
7. Creating creative spaces						
7.1	Discuss with the State Government the potential option of former school campuses to become an arts hub.					
7.2	Investigate artist or community-run models for arts hubs and assess their applicability as a management model for a hub in Greater Shepparton.					
7.3	Investigate the creation of a 150–200 seat studio performance space.					
7.4	Encourage landlords in the Shepparton CBD to allow ‘pop-up’ gallery and performance spaces in their vacant premises.					

Primary Responsibility /Lead	MEASURE(S) OF SUCCESS
Council, Yorta Yorta, promoters, Furphy Literary Awards	<ul style="list-style-type: none"> Investigation and feasibility study undertaken. Furphy Literary Award model and partnership further explored.
Council & Community	<ul style="list-style-type: none"> Investigation into furthering urban art enhancements undertaken.
SAM	<ul style="list-style-type: none"> Two ephemeral public art events undertaken.
Council, state government & creative organisations	<ul style="list-style-type: none"> Feasibility study for establishing an arts hub at one of the former school sites completed. Identify and secure state &/or federal government or corporate funding or commercial lease arrangement.. Fee/lease structure established.
Council & creative organisations	<ul style="list-style-type: none"> Investigation undertaken of artist-run models for arts hubs.
Council & creative organisations	<ul style="list-style-type: none"> Feasibility study completed for a studio performance space. Identify and secure state &/or federal government or corporate funding or commercial lease arrangement. Fee/lease structure established.
Council, creative organisations & landlords	<ul style="list-style-type: none"> Three trial 'pop-up' arts spaces instigated.

DIRECTIONS & ACTIONS		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
8. Embedding cultural development across Council						
8.1	Employ a Creative City Development Officer to drive the actions in this strategy .					
8.2	Establish a cross-Council Creative City Coordination Group consisting of Council officers from various Council departments, to drive a cross-Council approach for progressing Greater Shepparton as a creative city.					
8.3	Work with other departments of Council to simplify and streamline application and permit processes for cultural events and arts activities.					
8.4	Work with the economic development team to establish a Greater Shepparton Creative Industries Association.					
8.5	Work with the Strategic Planning team on a register of former industrial and commercial spaces suitable for creative industry start-ups.					
8.6	Work with Strategic Planning to examine how other municipalities have used planning scheme amendments to promote creative industries, and whether such amendments would be applicable.					
8.7	Ensure that a cultural impact assessment is articulated service reviews, business planning and Council reports, and is a key consideration in masterplans, structural plans, building and public space proposals across Council.					
8.8	Work with other adjacent municipalities in the region, to promote and drive regional arts and cultural programming and cultural tourism.					

Primary Responsibility /Lead	MEASURE(S) OF SUCCESS
Council	<ul style="list-style-type: none"> • Creative Development Officer appointed. • Identify and secure state &/or federal government funding
Council	<ul style="list-style-type: none"> • Cross-Council Creative City Coordination Team established.
Council	<ul style="list-style-type: none"> • Three specific streamlined measures implemented.
Council & creative organisations	<ul style="list-style-type: none"> • Greater Shepparton Creative Industries Association established.
Council	<ul style="list-style-type: none"> • Register of former commercial and industrial spaces completed.
Council	<ul style="list-style-type: none"> • Regular meetings with Strategic Planning established and amendments explored.
Council	<ul style="list-style-type: none"> • Cultural impact assessments feature in all major Council strategies.
Council & neighbouring Councils	<ul style="list-style-type: none"> • Calendar of regular meetings with arts officers from neighbouring municipalities instigated.



GREATER SHEPPARTON AND THE CREATIVE INDUSTRIES: CONTEXT

Our community

The residential population of Greater Shepparton was 63,837 at the 2016 Census; it is estimated to be 69,857 in 2021,¹⁰ rising to 89,234 by 2036.

The demographic profile¹¹ of the resident population differs significantly from that of other regional cities in Victoria, in one major and important respect: Greater Shepparton is far more culturally diverse. Significantly more residents of Greater Shepparton speak a language other than English at home compared to other regional cities.

Municipality	Both parents born overseas (% of pop.)	Speak a language other than English at home (%)
Greater Shepparton	21.1	14.8
Greater Bendigo	10.1	5.6
Ballarat	12.1	6.9
Wangaratta	11.3	6.5

About a quarter of the municipality's residents were born overseas, with India, Italy and Afghanistan being amongst the most common countries of birth outside Australia. The percentage of people who were born in Italy is double the Australian average, and the percentage of people born in Afghanistan is six times the Australia-wide percentage (1.2% compared to 0.2%).

Participation in the Arts

On behalf of Australia Council for the Arts, the Australian Bureau of Statistics regularly undertakes a survey of Australians' participation in selected cultural activities. 'Participation' means undertaking a selected visual arts activity, such as painting, drawing or a craft activity, or participating in a performing arts activity such as drama, music or dance, in the 12 months prior to the survey. In 2017–18, almost a third (31.4%) of Australian residents aged 15 years and over had participated in at least one selected cultural activity during the 12 months before being interviewed for this survey.¹²

The Australia Council for the Arts also produces Electorate Profiles on community arts engagement. The Profile for Nicholls (nearly half of which is made up of electors from Greater Shepparton) shows that 72% of the population aged over 15 had attended a cultural event or venue in 2017–18, and 30% were themselves involved in creative activities such as performing, singing or playing a musical instrument, dancing, writing, visual arts and crafts.



Greater Shepparton and the Creative Industries: Building on a solid foundation

This strategy is built on solid foundations, in terms of Greater Shepparton's commitment to the arts and creative industries over many years.

Greater Shepparton is fortunate to have several major arts facilities. For the performing arts, Riverlinks – incorporating Eastbank near the CBD and Westside in Mooroopna – can host major local and touring performances. Also, the new Shepparton Arts Museum is a standout example of exciting, best-practice contemporary museum architecture. It was designed by one of Australia's leading architects, the internationally renowned Denton Corker Marshall, and is situated on the banks of Victoria Park Lake. SAM is a five-storey building housing the Museum, Visitor Centre, and the Kaiela Art Gallery and Studio. It also includes an outdoor event space, café and rooftop viewing deck.

The streetscapes and open spaces around the municipality are greatly enhanced by a series of ongoing outdoor art projects: for instance, Moooving Art, an ever-changing public art display of artist-illustrated life-sized 3D cows; and the Aboriginal Street Art Project, a series of large-scale murals honouring local First Nations elders.

Greater Shepparton City Council provides and will continue to provide support for arts organisations, individual artists and our creative community, through offering community arts grants, major and minor festival grants, and support to arts organisations.

Greater Shepparton also provides and will continue to provide opportunities for artists and the community to perform or exhibit at the Council-assisted calendar of festivals and events, including the Shepparton Festival, Converge, Land of Plenty, Albanian Harvest Festival and the Fryers Street Food Festival.

The scope, professionalism and interrelationship of creativity on display in Greater Shepparton is multi-faceted and includes creative and cultural organisations such as Shepparton Theatre Arts Group, Know Your Roots, Splinter Contemporary Artists, Goulburn Valley Concert Orchestra, Shepparton Heritage Centre, JL Productions, Shepparton Textile Artists, Shepparton Malayalee Association as well as many others. It is important to understand this ecology and for Council to nurture and not direct its evolution. It is also vital that smaller towns in the municipality have their own cultural places, spaces and activities, and that spaces such as the Dookie Arts Hub and Point of Difference (POD) in Mooroopna, can continue their community and cultural journey.



CREATIVE INDUSTRIES AND THE SOCIAL DIVIDEND

Greater Shepparton City Council recognises the importance of investment in artistic and cultural programs and facilities, and in the creative industries – particularly given the significant social dividend this investment provides, by:

- *Supporting a creative, adaptive and reflective community;*
- *Enhancing community health and wellbeing;*
- *Making a more competitive city, and increasing economic dynamism through creative industries; and*
- *Place-making, building a connected community and creating spaces to celebrate local identity.*

A creative, adaptive and reflective community

Creativity and cultural activity enriches our human condition. It defines who we are. It changes and reshapes our world. It inspires us, helps us build stronger, more cohesive communities. It increasingly drives new jobs and innovation. Creative and cultural industries can be life-affirming, life-changing and life-saving.

(Martin Foley MP, Minister for Creative Industries)¹³

Creativity is recognised as a fundamental skill: its impact extends far beyond the arts, to affect almost every discipline and industry. An often-quoted study by IBM, which surveyed 1,500 CEOs, identified creativity as ‘the most crucial factor for future success.’¹⁴ Moreover, the OCED regarded ‘creativity and innovation’ as such an important key competency that it probably warranted the restructuring of education systems.¹⁵

Creative people are the heart, soul and driver of the creative industries. Victoria is rich with talented people who generate new ideas, push boundaries and bring exciting new work to life.¹⁶

The essence of art is creativity, generating new and original ideas. It is the beginning of innovation and adaptation. While arts practice promotes creativity, innovation and adaptation, it also enables reflection: it can change the way we view ourselves and the world around us. The arts help us to empathise and understand from another’s point of view. For example, some medical programs now use the arts to enable doctors to understand the patient’s perspective. A study conducted with medical students at the University of NSW used art, poetry, and contemporary and classical literature to evoke issues relevant to clinical encounters: the ‘positive student feedback [suggested] a successful transformative learning experience’.¹⁷

A healthy and cohesive community

Participating in the arts has multiple benefits for health and wellbeing: it reduces social isolation, strengthens community connection and builds self-esteem, as people pursue creative activity alone or in groups.

(Vic Health)

Analysis by the Australia Council, Arts Nation: An Overview of Australian Arts, 2015, 'found that engagement with the arts is associated with a significant positive increase in life satisfaction'. The Arts Nation overview included a Wellbeing Valuation approach, which is a method used by economists to estimate the relative worth of a non-monetary quality by calculating the amount of money required to produce the same increase in life satisfaction. According to this approach, 'the identified wellbeing increase ... is worth an equivalent of \$4,349 per person, per annum'. Applied to the proportion of those aged 15 years and above who engage in the arts, this equates to 'an overall societal value of about \$66 billion per year'.¹⁸ In the case of Greater Shepparton the 'overall societal value' equates to \$180 million.

In 2013, the federal and state ministers of health and the arts adopted the National Arts and Health Framework, 2013. This framework demonstrates the acceptance by federal and all state and territory governments that art enhances health outcomes both for individuals and the community.

Through [the] framework we: acknowledge the value and benefits of arts and health practice and outcomes [and] endorse collaborative relationships between arts and health sectors nationally...¹⁹

Moreover, there is national acceptance of evidence that participation in the arts promotes health and wellbeing:

There is clear empirical evidence that arts and health activity is a health-promoting endeavour for all members of society.²⁰

The arts can also play a major role in social cohesion. The Australia Council's 2017 report, Connecting Australians,²¹ showed that 73% of Australians believe that the arts are an important way to gain different perspectives on a topic; 64% consider that the arts help us to understand other people; and 64% think that the arts allow us to connect with others.

Economic vitality

Australian cultural industries generate over \$50 billion in economic activity or \$35 billion in Gross Value Added (GVA). This was higher than the GVA for agriculture, forestry and fishing (\$29 billion); electricity, gas, water and waste services (\$27 billion); and accommodation and food services (\$28 billion).

(Australian Bureau of Statistics, 2014)

Currently, Greater Shepparton's creative-industries sector comprises 461 jobs (as estimated by Creative Victoria),²² amounting to about 1.5% of the total workforce. Although this is below the national average, this activity is clearly worth many millions of dollars to the Greater Shepparton economy. The gross regional product (GRP) of Greater Shepparton is \$3.69 billion dollars.²³ If 1.5% of the workforce are employed across the cultural and creative industries, then this sector could well make a \$55 million contribution to the local GRP.

There are, of course, other economic benefits that are not easily measured in monetary terms. These include the following: city revitalisation; retail strip renewal; improved brand value; quality of the food and beverage offering; and health and wellbeing benefits, which reduce public health expenditure.

These more intangible economic impacts are also supported by RMIT University, whose research shows that:

Recipients of funding employ people locally, purchase goods and services from within the community and unlike most industries, leverage significant amounts of event-related spending by their audiences that pump vital revenue into restaurants, retail stores and other local businesses ... Support for the arts does not come at the expense of economic development and employment, and that other industries may not be able to claim the same level of indirect spending – related payments made by consumers to third parties in connection with a core purchase – that the arts can.²⁴





Place-making and building a connected community

Places have a significant influence on human wellbeing:

Quality places are central to community life. A successful place is accessible to all, and encourages people to connect with one another. The relationships which are built can create communities where there is a high level of positive activity and places which are safe, socially stable and resilient. (Creating Places, The Scottish Government, 2013)²⁵

The arts and creative industries help build such successful places which are accessible to all and encourage people to connect.

The arts act as a catalyst for bridging, bonding and linking social capital – it provides opportunities for engagement that reduce social isolation, encourages community cohesion, mutual support, improved intergenerational relationships and connection to family and friends.

(VicHealth)²⁶

The arts can be a powerful tool for community-building because of their potential to overcome barriers such as linguistic or cultural differences, and to provide opportunities to talk about, confront and resolve community issues such as poor health, racism or ageism. Engagement in the arts helps people to become more community-minded, and it increases perceptions of belonging, reciprocity, empathy, tolerance, trust and respect.²⁷

Creative practice, in turn, thrives in an interconnected environment where creative practitioners can share and find a response to their work and forums that allow them to exchange ideas, respond to the work of others, and form collaborations.

ALIGNING WITH EXISTING STRATEGIES

2018-2028 Public Health Our Strategic Focus

Greater Shepparton's Public Health Strategic Plan (Health Plan) is a long-term public health strategic planning tool and is a key statutory requirement of the State Government. It is based on a social model for health which recognises the impact of the social, built, economic and natural environment. It specifically acknowledges the role the arts can play in community wellbeing.

There is now a well-established empirical evidence base supporting the view that the arts can make a vital contribution to our wellbeing... Community and cultural events provide a range of socially inclusive activities that contribute to overall community wellbeing.²⁸

This Health Plan includes liveability indicators; and by 2028, as regards the indicator for arts and culture, it includes the following targets to:

- *Showcase local indigenous culture and heritage as a primary strength of Greater Shepparton, including investment in Indigenous public art, tours on the Goulburn River and providing further linkage to the new SAM precinct;*
- *Promote community participation in arts and cultural activities.²⁹*

Greater Shepparton Youth Strategy and Action Plan 2019–2023

This strategy aims to develop a vision and a four-year action plan that addresses the key needs of young people aged 12–25 years, who live, study, work and recreate in Greater Shepparton. The Youth Strategy was built around consultation, and with regard to the arts, the young people said attention should be focussed on, among other things:

- *Providing more low-cost, place-based activities and events, e.g., art, music, drama and informal recreation opportunities in parks, e.g. basketball half courts and portable soccer goals;*
- *Providing more activities and events for young people aged 18–25.³⁰*



Greater Shepparton City Council Reconciliation Action Plan: Reflect 2019–2020

The Action Plan emphasises the arts as a means of truth-telling and highlighting traditional and contemporary First Nations culture. The Action Plan also highlights arts and cultural initiatives such as the Aboriginal Street Art Project and First Nations programming at Riverlinks and Shepparton Art Museum. The Reconciliation Action Plan includes the following deliverables, among its actions to showcase Aboriginal and Torres Strait Islander art and performing arts:

- *Ensure that arts programming reflects Aboriginal and Torres Strait Islander Peoples' cultures through curatorial work, community liaison, and engagement with local Aboriginal and Torres Strait Islander communities;*
- *Shepparton Art Museum (SAM) to continue to deliver the Indigenous Ceramic Art Award, and other relevant exhibitions, programs and events;*
- *Feature local Aboriginal and Torres Strait Islander Peoples' art on Council computers as a screensaver;*
- *Riverlinks Venues – Eastbank and Westside: Continue to present Aboriginal and Torres Strait Islander Peoples' performing arts companies as a regular component of programming.³¹*

Greater Shepparton Economic Development, Tourism & Major Events Strategy 2017–2021

The Economic Development, Tourism and Events Strategy was developed to identify opportunities that would lead to strengthening and diversifying the local economy, assist in building Council's events portfolio, and boosting tourism and overnight stays in the region.

The strategy highlights the opportunities that arts and entertainment offer for cultural tourism, and it expands the reasons for people to visit the region. Several specific strategies refer to the arts; for example, Strategy 35 advises Council to:

- *Support the development of contemporary arts and cultural tourism product which engages and attracts new markets to Greater Shepparton.³²*

And Strategy 43, which is to:

- *Continue to utilise Moooving Art as a way to engage with visitors and promote Greater Shepparton.³³*

Also, Strategy 48:

- *Diversify the events base and leverage significant investment in arts and cultural assets (i.e. SAM) by supporting more arts, food, cultural and music events.³⁴*

Climate Emergency - Zero Emissions Target

In March 2020, Greater Shepparton City Council resolved to adopt a 2030 zero carbon emission target. All actions within this strategy will be required to align with and support Council's efforts towards achieving this zero carbon emissions target.





ENDNOTES

- ¹ https://greatersepparton.com.au/assets/files/documents/our_council/council_documents/Council_Plan_with_SRP_v2_-_Singles.pdf
- ² https://creative.vic.gov.au/__data/assets/pdf_file/0007/552832/Creative-State-2025.pdf
- ³ Ibid, p. 24
- ⁴ Ibid, p. 22
- ⁵ Ibid, p. 24
- ⁶ https://www.australiacouncil.gov.au/workspace/uploads/files/corporate-plan-2020-24_web-1-60136ad931bc2.pdf
- ⁷ Ibid, p. 26
- ⁸ Ibid, p. 30
- ⁹ Ibid, p. 34
- ¹⁰ http://forecast.id.com.au/Greater_Shepparton
- ¹¹ The demographic statistics in this profile are taken from the 2016 Census QuickStats: www.abs.gov.au
- ¹² ABS Participation in Selected Cultural Activities, Cat. No. 4921.0: Customised Report
- ¹³ Creative State: Victoria's First Creative Industries Strategy 2016–2020, Creative Victoria
- ¹⁴ IBM, Redefining Competition: The CEO Point of View, <http://www.ibm.com/ceostudy>
- ¹⁵ Ananidou, K. & Claro, M. 21st Century Skills and Competencies for New Millennium Learners in OECD Countries, OECD Publishing, 2009
- ¹⁶ Creative State: Victoria's First Creative Industries Strategy, 2016–2020, Creative Victoria
- ¹⁷ Kearsley, J. & Lobb, E. (2014). 'Workshops in healing' for senior medical students: 5 year overview and appraisal. *Medical Humanities*, Online First
- ¹⁸ Arts Nation: An Overview of Australian Arts, 2015, Australia Council for the Arts, p. 45
- ¹⁹ National Arts and Health Framework, 2013
- ²⁰ Ibid.
- ²¹ Connecting Australians, Results of the National Arts Participation Survey, June 2017, Australia Council for the Arts
- ²² Creative Neighbourhood Report, Creative Victoria, not yet publicly available
- ²³ <https://economy.id.com.au/shepparton>
- ²⁴ Unpublished research commissioned by the City of Melbourne from RMIT University
- ²⁵ Creating Places, The Scottish Government, 2013
- ²⁶ The arts and creative industries in health promotion: An Evidence Check rapid review brokered by the Sax Institute for The Victorian Health Promotion Foundation, March 2020, p. 17
- ²⁷ Ibid.
- ²⁸ *2018–2028 Public Health: Our Strategic Focus*, p. 47. https://greatersepparton.com.au/assets/files/documents/community/health_safety/Greater_Shepparton_Public_Health_Strategic_Plan_2018_-_2028_-_WEB.pdf
- ²⁹ Ibid p. 58
- ³⁰ Ibid, p. 5
- ³¹ Ibid, p. 53
- ³² https://greatersepparton.com.au/assets/files/documents/business/Greater_Shepparton_EDTES_Mar2017.pdf, p. 46
- ³³ Ibid, p. 51
- ³⁴ Ibid, p. 54





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