



Arts and Culture Strategy 2018-2028
Background Document
Consultation
Research
Facilities audit



Michael Mitchener



ESSENTIAL ECONOMICS



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Prepared by Michael Michener with Essential Economics and Macedon Ranges Shire Council officers

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INTRODUCTION

The Arts and Culture Strategy will enable Council to plan for how it might best support arts and cultural development in the shire over the next 10 years.

The overall purpose of the Arts and Culture Strategy is to:

“Provide Council with the strategies, plans and actions it should take in relation to the ongoing provision of arts and cultural services and programs in the shire for the next ten years to support overall social cultural and economic development”

The strategy is driven by community need and demand as expressed via online survey results and through extensive stakeholder consultation. The Arts and Culture Strategy is underpinned by the following:

- An audit of the cultural facilities in the shire and an evaluation as to whether they will remain fit for purpose in the next ten years and what actions Council should take to ensure the facilities long term sustainability.
- An analysis of community opinion based on responses to a community survey as to views on cultural facilities, cultural programming (including the performing arts program in the Kyneton Town Hall) and community events.
- A detailed assessment of the Kyneton Town Hall and the Kyneton Museum to provide Council with some options for the future use and development of these facilities.
- An analysis and evaluation of potential new community led infrastructure and program initiatives.
- Two existing policies, the *Public Art Policy* and the *Memorials Policy*, have informed the strategy in relation to cultural assets and will sit under the strategy.
- Future international social, economic and cultural exchange agreements formed by the Macedon Ranges Shire Council will provide unique opportunities for artists and social heritage exploration.

A key aim of the strategy is to see how arts and cultural programs can support greater community engagement thereby strengthening the overall social, cultural and economic development of the region.

The Macedon Ranges Shire has many unique natural features including Hanging Rock and Mount Macedon as well as many large open public spaces and parks, providing ideal opportunities for Council to capitalise on those features for outdoor programs and events that can support local, regional and state participation.

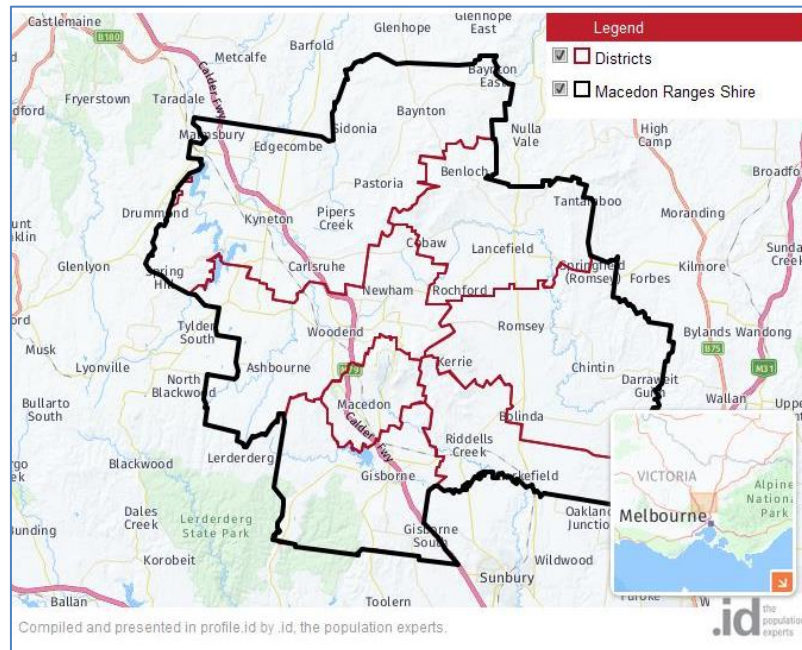
The Macedon Ranges has three Registered Aboriginal Parties (RAPs) within its municipal boundary. These are the Dja Dja Wurrung, Taungurung and Wurundjeri peoples who have lived in the area for more than 60,000 years.

Mount William, north east of Lancefield, is one of the most important cultural sites of the Wurundjeri people and was recently added to the National Heritage List in recognition of its national significance. Council formally transferred the land title, ownership and management of Mt William to the Wurundjeri people in 2012.

Collaboration with the three RAPs provides mutual opportunities for the interpretation and education of the community in relation to Aboriginal cultural heritage. These partnerships also create new opportunities for employment through the development of new tourism products.

1 REGIONAL CONTEXT

Macedon Ranges Shire is located in central Victoria, about 60 kilometres north-west of Melbourne. It adjoins the shires of Hepburn, Mt Alexander and Mitchell.



Map of Macedon Ranges Shire, LGA Boundaries, Districts and Towns

The key focus for the study is the Macedon Ranges Shire within the context of Victorian shire councils, particularly in this case, the adjoining shires of Greater Bendigo, Hepburn and Mt Alexander.

Macedon Ranges Shire Council is a member of the Goldfields Libraries Corporation, together with City of Greater Bendigo and the shires of Loddon and Mount Alexander. The Corporation provides library services to the member municipalities.

The Daylesford and Macedon Ranges Regional Tourism Board (DMR Tourism) is the peak regional tourism organisation for the State Government-defined Daylesford and Macedon Ranges tourism region. DMR Tourism plays a coordination and leadership role in the development of the region's tourism sector, in partnership with key stakeholders with the aim of achieving a thriving visitor economy. The Daylesford and Macedon Ranges tourism region covers the shires of Macedon Ranges, Hepburn and parts of Moorabool.

Both these organisations provide opportunities for sharing of resources and collaboration on a number of projects and initiatives across local government area boundaries.

1.1 Macedon Ranges Shire Population

According to the ABS Census 2016, Macedon Ranges (S) has a population of 46,100 persons. Of these 49.2% were male and 50.8% were female. Aboriginal and/or Torres Strait Islander people made up 0.6% of the population. The population data is important data for the planning of Arts and Cultural Programs to enable programing to respond to changing growth patterns and changing demographics.

Within the Macedon Ranges Shire there are a number of smaller districts and small towns, which are characterised by their own particular identities and highlighted by regular arts and cultural events and activities.

It should be noted that given the short distance from Romsey and Riddells Creek to Gisborne and Lancefield, a large portion of the shire will benefit from improved cultural infrastructure and programs in Gisborne, Lancefield and Romsey.

1.2 Population Forecast 2016-36

In 2016, the dominant age structure for persons in the Macedon Ranges Shire was ages 45 to 49, which accounted for 7.9% of the total persons.

The Macedon Ranges population is expected to increase by approximately 17,890 people over the 2016 to 2036 period from 47,510 persons to 65,400 persons by 2036. This represents an average annual growth rate of 1.6%. This data is sourced from Forecast.id (id Consulting).

In demographic terms, population increases across all age cohorts are forecast over the 2016 and 2036 period. In proportional terms, the 70+ age cohort is projected to increase the most, from 10.3% to 15.4% over the 20 year period which will have implications regarding the accessibility of facilities and services. This data highlights the challenge for Council to provide an adequate level of relevant arts and cultural services to meet increased demand from a wide-range of demographic groups.

Depending on the source used, there are different growth levels predicted over the next 10 years and beyond. However, irrespective of the source, the total population of the shire is expected to increase over the next 20 years (ie to 2037) and requires consideration in this strategy

1.3 Population Growth Analysis by District Areas

Gisborne district will experience the largest population growth over the 2016 to 2036 period (+7,110 persons) which includes the period of this strategy 2018-2028. Future need for Gisborne district residents needs to be factored into the strategy recognising the relatively limited provision of arts and cultural facilities in the Gisborne area.

Currently the Gisborne district, with the exception of farmers' markets and a few programmed arts and cultural activities, has limited arts and cultural facilities for this rapidly expanding community. The current library is also inadequate for the growing population in the long term. If the library is to provide adequately for the future growing population then planning for a new library facility should be considered within the timeframe of this strategy.

As a large cohort of the Gisborne district population are professionals who commute to metropolitan Melbourne for work (50% or more), then this needs to be considered in relation to the future provision of arts and cultural facilities, programs and services. This is to ensure that this group is provided with opportunities to participate in local arts, cultural programs and other activities that give them a sense of being a part of their community. This report is recommending as high priority that Council consider providing support for the process of developing an acoustic amphitheatre in Gisborne for the presentation of concerts and other performances (*See Section 4: Strategic Opportunities*).

Romsey district (+2,950 persons) and Riddells Creek (+2,930 persons) are also rapidly expanding communities, with annual average population growth rates of 2.6% and 2.0% over the 2016 to 2036 period. Similar to the Gisborne district, it will be important to ensure these communities are adequately provided for in terms of access to arts and cultural services to meet increasing demand.

The population growth estimates for the remaining districts sit below 2% with Lancefield on 1.7% (+1,211 persons) and Kyneton 1.1%. (+2,326 persons) In this timeframe two fall below 1% which are Macedon/ Mt Macedon (-95 persons) and Woodend (+1,454 persons) both these districts are located in high risk fire planning zones which impacts on their capacity for population growth. The Kyneton population currently has access to a number of cultural activities and venues which are in close proximity to Woodend and Macedon/Mt Macedon. The Lancefield district has potential to benefit (along with Romsey) from the proposed development of the Megafauna Interpretation and Aboriginal Centre. (*See Section 4: Strategic Opportunities*).

1.4 Physical Context

The Macedon Ranges region has unique natural features including Hanging Rock and Mount Macedon. Other major natural features include forested gullies, waterfalls, native grasslands, productive soils and mineral springs. This makes the region extremely desirable for nature tourism.

Hanging Rock hosts major commercial concerts that attract thousands of tourists from Victoria, across Australia and overseas. This event provides significant economic benefits to local businesses, particularly accommodation and food and beverage outlets.

Council also supports many other outdoor events and community festivals initiated by local community groups.

1.5 Traditional owners in Macedon Ranges Shire

Traditional owners are Aboriginal people who have ongoing traditional and cultural connections to country. Aboriginal people in Victoria were dispossessed of their traditional lands and often forced off their country onto missions and reserves following European settlement of Victoria. Many Aboriginal people do not live on their traditional lands today, however that does not diminish the rights or responsibilities of traditional owners to their country. There are three traditional owner groups in Macedon Ranges Shire: the Dja Dja Wurrung; Taungurung; and Wurundjeri.

The Macedon Ranges has a strong Indigenous association, with evidence to suggest that Aboriginal people have lived in the area for at least 26,000 years. Tribal clans, mainly the Wurundjeri, Dja Dja Wurrung and Taungurung, roamed along the grassy waterways of this region to hunt, fish and gather food across territory defined by tribal language, and bounded by geographical features such as mountain ridges, creeks or rivers.

The Wurundjeri people lived on the lands in and around the Yarra River and Maribyrnong watershed, which extended northwards to include the Macedon Ranges and the current towns of Gisborne, Hesketh, Lancefield, Macedon, Riddells Creek and Romsey.

Dja Dja Wurrung tribes covered a very large area of central Victoria, including land around the present towns of Kyneton, Woodend and Malmsbury and the west side of the Campaspe River around Carlsruhe and Kyneton.

Taungurung tribes lived on lands that include the townships of Kyneton and Carlsruhe on the east side of the Campaspe River, and range through to Rushworth and Euroa in the north, extending east to Mt Buller.

Wurundjeri, Dja Dja Wurrung and Taungurung communities are active today, with respective groups working throughout the community to manage and care for the land.

Although not obvious or easily located, indications of the Indigenous occupation of the Macedon Ranges can be found in the form of scarred trees, rock scatters, shell middens, quarries, grinding stones, ceremonial grounds and ochre pits.

There are a range of significant Indigenous sites in Macedon Ranges. Below are some of the most significant:

- **Mount William** north of Lancefield, is one of the most important cultural sites of the Wurundjeri people, with highly-prized greenstone being extensively quarried for use as axe tools. Mount William was recently added to the National Heritage List in recognition of its national significance.
- **Hanging Rock** is on the edge of several tribal boundaries and is believed to be a shared place which may have been used for gatherings.
- **Yelka Park** was named after the Dja Dja Wurrung word for this section of the Campaspe River which features heavily in local Aboriginal history as a major meeting and trading place between local Aboriginal clans. On this site, the Wurundjeri people from Mount William Quarry traded greenstone blanks that could be shaped into axe heads, spear points and scraping tools.

As part of the development of this strategy, consultation was undertaken with the three Registered Aboriginal Parties to understand how the strategy might support initiatives to make the community, particularly young people, more aware of local Aboriginal culture.

Map of Indigenous Languages throughout Victoria. Macedon Ranges Shire is home to the *Dja Dja Wurrung*, *Taungurung* and *Wurundjeri* peoples



2 POLICY CONTEXT

The Arts and Culture Strategy complements many of Council's existing policies and plans including the Municipal Early Years Plan, Positive Ageing Plan and Environment Strategy. There are a number of key strategic documents under development that will potentially influence or inform the strategy's annual action plans including, but not limited to, the Youth Strategy; Hanging Rock Master Plan; Community Access and Inclusion Plan; Visitor Economy Strategy; and Economic Development Strategy.

The key document informing this strategy is the Council Plan 2017-2027 which is Council's primary vision and goal-setting document. The Council Plan sets out key themes of liveability, efficiency and sustainability. The Council Plan is organised around five main priorities.

- Promoting health and wellbeing
- Protecting the natural environment
- Improving the built environment
- Enhancing the social and economic environment
- Delivering strong and reliable government.

The Council Plan incorporates the Municipal Public Health and Wellbeing Plan in recognition of Council's role in improving community health and wellbeing. The background document Health and Wellbeing in the Council Plan 2017–2027 describes how health and wellbeing priorities were determined.

The Arts and Culture Strategy will provide an important role in supporting five key Council priority areas.

- In relation to **Priority 1: Promoting Health and Wellbeing**, the current program of the curated theatre program at the Kyneton Town Hall and the various community festivals and events supports social inclusion, social connectedness and provides opportunities for volunteering where community come together to share experiences.
- In relation to **Priority 2: Protect the Natural Environment**, the arts and cultural program recognises the importance of understanding the community's relationship to the land and environment, and how to protect it for future generations using the arts to create awareness.
- The Arts and Cultural Facilities Audit (part of the Arts and Culture Strategy) will support **Priority 3: Improve the built environment** through an assessment of the cultural facilities in terms of their ability to remain fit for purpose for the next ten years.
- The Arts and Culture Strategy supports **Priority 4: Enhancing the social and economic environment** by facilitating arts and cultural events created by the community and ensuring that they are accessible to all members of the community. It is also recognised that community events support local jobs and local traders, thereby supporting economic development.
- **Priority 5: Delivering strong and reliable Government** in relation to the Arts and Culture Strategy will be delivered through the Council's responsiveness to community needs for arts facilities and programs as well as ensuring that all groups across the community are supported in their endeavours to initiate community projects and programs.

2.1 Victorian Government Regional Development Policy Context

Regional Development Victoria (RDV) is the Victorian Government's lead agency in developing rural and regional Victoria. RDV is a division of the Department of Economic Development, Jobs, Transport and Resources.

Several planning and infrastructure projects that have been listed in this report as presenting strategic opportunities (Appendix 1) for the development of cultural infrastructure have been assessed across seven key criteria to inform Council's consideration of potential support to these projects. The criteria that have been developed align with RDV's "Investment Logic Map", enabling Council to assess the potential for project funding from the Victorian Government's Regional Development Fund.

2.2 Victorian Government Arts, Cultural and Creative Industries Policy Context

This Arts and Culture Strategy is informed by the policy of the Government's agency for arts and cultural development - Creative Victoria, which is a division of the Department of Economic Development, Jobs, Transport and Resources.

At the time of writing, the performing arts program at the Kyneton Town Hall was being supported by an annual grant from Creative Victoria of \$60,000 which will cease in 2019. The potential for future funding from Creative Victoria is unknown and will require negotiation and advocacy with the State Government to determine the likelihood and level of future funding.

Regional Arts Victoria (RAV) is an independent government funded organisation that provides funding to art projects which support local artists and local community arts, events and activities. When developing new arts and cultural community projects, consideration should be given to how they might leverage RAV support.

The availability of funding from RAV and Creative Victoria presents many funding possibilities for arts and cultural projects in the region, particularly if they support Government policy. In the section of this report - *Strategic Opportunities*, opportunities to develop projects that might garner government funding are identified. However a strategy to secure ongoing funding might include a community-driven 'giving' or donations program that supports community arts projects.

3 EVENTS AND FESTIVALS

Throughout the year, the Macedon Ranges hosts a number of cultural and community developed and managed festivals, which as well as attracting large numbers of local residents, also attract significant numbers of visitors from outside the shire. These include:

Festival or Event	Attendance Estimates Average pa
Gisborne Old Time Market Managed by the Gisborne Events Activities and Tourism (GREAT) group the market has over 250 stalls each month offering a ranges of products. These are predominantly food and wine, fresh produce, quality handmade items, arts and crafts, clothing, accessories, jewellery, books, plants and fresh flowers. Traders are not restricted to local produce.	60,000
Farmers Markets Farmers markets have been initiated by community groups and are now held on a weekly basis in each district throughout the shire. Farmers markets have a cultural significance in that they promote community connection through the provision of locally grown food, thereby supporting better physical health outcomes within the community. Farmers markets also provide opportunities for communities to work cooperatively together and meet on a regular basis. These markets are an ideal way of promoting other community festivals and events as well as presenting opportunities for outdoor presentations and shows at the markets.	47,000
Performance Program Kyneton Town Hall An annual performance program of professional theatre funded by Creative Victoria, produced by Council's Arts and Cultural Unit. The Town Hall is also used by many external hirers including many local dance and performing groups.	24,000
The Lost Trades – Artisans Festival Held annually, the Lost Trades Festival celebrates the art of skilled manual work and ancient and traditional trades and crafts, their special tools, traditions, languages and secrets - now threatened by mass produced products in our modern society.	17,000
Kyneton Daffodil and Arts Festival This long running festival is held annually in the Kyneton and Carlsruhe areas, but principally in the Kyneton Mechanics Institute and the Kyneton Town Hall. Included is the three day Kyneton Antique Fair run by the Friends of the Kyneton Museum. Aspects of the festival include the Daffodil Art Prize, art and photography exhibitions and the Youth Art Awards. Local galleries and gardens are promoted during the Festival.	15,000
The Woodend Winter Arts Festival This annual festival is one of the shire's major events in Victoria's arts calendar, renowned for world-class performances, intimate and accessible venues, and broad and inspiring discussions. It brings together performances and artistic experience in a vibrant village setting that allows close engagement among audiences and performers.	7,000
The Megafauna Festival An annual festival that engages the whole community and invites visitors from beyond the Macedon Ranges to explore topics related to our unique heritage and environment. This is done through a wide range of activities, including art, talks, school workshops and community involvement. The starting point is the megafauna fossil site at Lancefield Park, which is of major importance in the environmental history of Australia.	3,000

Festival or Event	Attendance Estimates Average pa
<p>Exhibitions at the Kyneton Museum</p> <p>The Kyneton Museum collection is housed in a group of buildings, the most substantial of which was built in 1856 from local bluestone for the Bank of New South Wales. The branch was opened to service miners of the region's goldfields. Original outbuildings include kitchens, a cellar and stables, and these have been augmented by various outbuildings including an original settler's cottage which was relocated here in 1970. The outbuildings house the extensive agricultural display, whilst the kitchen and laundry show authentic household utensils. An original settler's cottage 'Theaden' is furnished to illustrate the poverty of working class living conditions which are a strong, complete contrast to the conditions enjoyed by those living in the bank manager's residence in the main building. There are a series of in-house and touring temporary social history exhibitions annually inside the original banking chamber. The museum staff, supported by Friends of the Kyneton Museum volunteers, run hands-on activities during school holidays or themed events to coincide with specific exhibitions.</p>	2,000
<p>Macedon Ranges Music Festival</p> <p>The festival donates 100% of their ticket sales directly to the Cambodian Kids Foundation (CKF) which supports and educates underprivileged children in Cambodia. This event has grown out of a smaller event but now has become a fixture on the Gisborne events calendar. It is managed by volunteers and is supported by local businesses and Council.</p>	1,500
<p>Kyneton Music Festival</p> <p>A boutique music festival in the township of Kyneton. The KMF is designed to be accessible and enjoyable for all in the community and provides access to the Australian alternative and independent music scene. The KMF is run entirely by community volunteers.</p>	1,500
<p>Kyneton Contemporary Art Triennial (KCAT) 2018</p> <p>Kyneton Contemporary Art Triennial (KCAT) is a celebration of contemporary art with the inaugural KCAT theme being '<i>Force fields</i>'. Artwork by 10 Australian artists was presented at sites and venues all over Kyneton, indoor and outdoor. These sites included an empty shop front, an empty block of land with large pine trees on it, an old foundry, a goods shed at the Kyneton train station, a motel suite, a caretakers' cottage in the Kyneton Botanic Gardens, an old butter factory, and a loft that once housed medical archives</p>	810
<p>One Act Play Festival</p> <p>This festival is organised by the Mount Players and held each year inside the Mount View Theatre. It is one of a number of One Act Play events held across Victoria each year that provide opportunities for artists to present their work. The educators are professionals from outside of the region. Eleven awards are presented, including two specifically for young people.</p>	240

These, and other events not listed above, support the cultural economy by providing additional local jobs in the arts and additional income for local businesses when the events are held. The events also support community well-being and community connectedness by providing opportunities for the community to self-initiate projects and participate in events and festivals.

3.1 Opportunities for future cultural programming

There are many opportunities open to Council for future cultural programming. This programming should cover both programs that use the magnificent outdoor settings of the shire and programs that use the key cultural facilities, with a key aim of engaging as many of the community as possible.

However, it must be said that many of these opportunities come at a cost and need to be funded either through direct or indirect subsidy from Council, funding from the State or Federal Government, philanthropy or corporate sponsorship. These costs are often related to the need for actual funding for artists and materials as well as the need for additional human and physical resources.

Opportunities for programs also need to be backed up by a sound business case, proving that such programs will deliver ongoing community benefits. To this end, new projects initiated by Council or the community require a sound business case that demonstrates the value for money of the project for the audience it is aimed at, the project's ongoing management and operational costs and most importantly the long term value to the broader community.

Both the community survey and the stakeholder consultation present many opportunities for the future of cultural programming in the region. These include:

- New community initiated arts and infrastructure programs, including the Indigenous and Megafauna site at Lancefield, the Kyneton Art Triennial and the proposed Gisborne Amphitheatre and Sound Shell.
- Additional programs at the Kyneton Town Hall, including additional professional performances, events and lectures based on Melbourne's Wheeler Centre model.
- Creating connections and collaborations between existing or new programs with local primary and secondary schools which would provide a valuable outlet for youth in the area.
- Council currently does not have a sponsorship policy but opportunities exist for securing corporate sponsorship for Council projects.
- The presentation of regular visual art exhibitions at various smaller venues around the shire.
- Development of innovative community arts projects to address social issues.
- Partnership programs and activities to celebrate cultural diversity and to innovate and expand programming.
- Innovative approaches to engage young people in the arts
- Marketing campaigns to promote school holiday programs.
- Support local venues to increase the diversity and frequency of live music across the shire and more opportunities for local artists, musicians and theatre practitioners.
- Align some arts and cultural programs and performances with the timetable for evening VLine trains to Melbourne. This would allow commuters to participate in the Arts and Cultural Program.
- Increase focus on the visual arts, particularly through the presentation of exhibitions of emerging and professional artists.

4 CULTURAL FACILITIES

Council has a suite of cultural facilities across the shire that comprises:

- Kyneton Town Hall
- Kyneton Museum
- Red Brick Hall
- Bluestone Theatre
- Mount View Theatre
- Community Halls
- Libraries (library services provided by the Goldfields Library Corporation)
- Courthouses – Woodend, Gisborne, Kyneton and Lancefield
- Mechanics Institutes – Kyneton, Malmsbury, Lancefield, Romsey, Gisborne and Newham

Many of these facilities are owned and managed by Council, or Council is the Committee of Management on behalf of the State Government. The Arts and Culture Unit is directly responsible for management the Kyneton Town Hall, Kyneton Museum, Kyneton Mechanics Institute, Bluestone Theatre and the Redbrick Hall. There are other arrangements to manage the remaining facilities, such as community committees of management. The diversity of management arrangements has made it difficult to manage all the facilities in a cohesive framework that provides maximum benefit to the community.

4.1 Overview of Key Cultural Facilities and other Community Facilities

There are two venues for live performances and presentations – the Kyneton Town Hall (c.1929) and Bluestone Theatre (c.1859). The Kyneton Town Hall, in contemporary terms, has basic producing infrastructure and is used for the presentation of the touring performing arts program, private functions, fund raisers, dance school concerts, school concerts, seminars and meetings in some of its smaller rooms. The Bluestone Theatre was upgraded in 2014 and has minimal production infrastructure. This venue is used by self-managed local amateur theatre groups, choirs and festivals.

The Mechanics Institute (c.1858) was refurbished in 2010. It is mainly used for community events such as the weekly community lunch, arts exhibitions, local festivals, seminars, private functions and meetings.

The Redbrick Hall originally the Congregational Sunday School is used for smaller arts and cultural group activities, regular hires and one off events.

The Kyneton Museum (c.1856) manages and displays the Council's social history collection which includes a number of significant items. This is essentially a house museum inside an old bank building with outhouses. The museum curates a number of in-house or touring temporary exhibitions annually.

The professional staff at the museum are trained in the care and interpretation of collections and are responsible for the Council's cultural collection which includes social history objects, civic mementos, visual art, public art and plaques and memorials.

Other community facilities including; three courthouses, three other Mechanics Institutes and a number of community halls play an important role in supporting the historical societies and other community groups.

The many community halls located in various towns provide an opportunity for these settlements to create their own events and activities and to also preserve their own town's or district's individual identity.

One of the aims of Council through its support of the small halls is for them to become sustainable through capacity building of hall committees and streamlining the legislative requirements.

An arrangement has been developed through the framework of a newly established incorporated body called Macedon Ranges Community Halls Inc. Council officers have worked with ten hall committees to streamline processes and work collectively to maintain and activate their halls. As part of this process, Council has funded the design of a collective web site for venue hire and a Facebook page to increase each hall's public profile and increased access to potential hirers. As part of this development Council has encouraged each

individual community to use these halls for arts, cultural and community events. Additionally, throughout the Shire, there are many open spaces that can be used for larger community events and festivals.

In order for the suite of Macedon Ranges cultural facilities to remain relevant to the needs of commercial and community users for the next ten years (and beyond), Council has also incorporated an audit of key cultural facilities into the preparation of this strategy. The Cultural Facilities Audit, (attached as an appendix to this document) provides details of key facilities, including venue role and function, current use and usage levels, future use, and issues related to amenity and requirements to make the facilities fit for purpose over the next ten years (and beyond). To underpin this analysis, questions related to the facilities were incorporated into the community survey and were discussed in the face- to-face stakeholder consultations.

In addition to providing cultural facilities for the community to use for a variety of purposes, Council's Arts and Cultural Unit provides an annual program of theatre shows at the Kyneton Town Hall. These shows are currently subsidised by Creative Victoria. The Arts and Cultural Unit is also responsible for the management of the Kyneton Museum. Council has many opportunities to support the overall social, cultural and economic development of the region by funding arts and cultural programs that provide opportunities for community participation and engagement.

Community groups pay a hire fee to access these facilities but Council subsidises community use of facilities through a venue support scheme, packaging up hire fees and offering sponsorship to community events.

This strategy is intended to provide a road map to guide Council in its decision making processes in relation to the shire's arts and culture programs and facilities over the next ten years and to ensure the shire continues to provide the required level and quality of cultural infrastructure and programs to meet increased demand and the changing needs of the community.

4.2 Macedon Ranges Libraries

Macedon Ranges Shire Council is a member of Goldfields Libraries Corporation, together with City of Greater Bendigo and the shires of Loddon and Mount Alexander. The GLC provides library services to the member municipalities. Around 19% of shire residents are active library members.

The libraries in the shire have supported the community, many for over 100 years. While the libraries across the shire currently provide a great service to their local communities, over the next 10 years consideration will need to be given to their overall amenity to meet the needs of the growing population and also to meet the needs of developments in technology.

All the shire's libraries are managed by the Goldfields Library Corporation. A key goal in the Goldfields Library Corporation Service Plan 2017-2021 is to have programs that support enjoyable opportunities for social connection, creativity and learning and the plan identifies a willingness to partner with Council and others to focus on early years learning, digital literacy, creativity, health and community capacity building.

A recent Council audit of the provision of library services in the shire identified the need for Macedon Ranges Shire Council to undertake regular consultation with the community to understand the value the community place on the public library service and what the community needs are in relation to the service.

It is anticipated that the libraries of the future will be both physical and digital community hubs and used by the community for digitally-based start-up businesses, music making and presentations, community group meetings and training programs.

The libraries of the future will be very much the social and cultural hubs for the broader community. The libraries in the shire are briefly described as follows.

Gisborne Library

This library service is situated in the former Council offices. Though well-appointed and currently being upgraded, the library is restricted for space and there is little potential to expand the physical space of the existing facility to meet the needs of the significant population growth predicted for the area.

The Gisborne library has three public internet computers, Wi-Fi access, colour copying and printing and a scooter charging point.

Attached to the library building is a room that houses the Gisborne Genealogical Group which meets at the library on Thursdays (2-5pm) and provides voluntary assistance to visitors seeking genealogical information. The Genealogy collection including Victorian Births, Deaths, and Marriages, land, rate and census records

Romsey Library

The Romsey Library is part of the modern Community Hub building that houses a Macedon Ranges Shire Council service point, Playgroup, Neighbourhood house, and Toy library.

The library has five public internet computers, Wi Fi access, meeting rooms, a local history collection, colour copying, printing and fax facility and a scooter charging point.

Kyneton Library

Kyneton Library is the oldest continuous operating public library outside of the State Library of Victoria. It is housed in a building that adjoins the Kyneton Mechanics Institute Hall building and overlooks a children's playground.

The library has four public internet computers, meeting room, Wi Fi access, a local history collection, colour copying and printing, and a scooter charging point.

Woodend Library

The Woodend Library is co-located with the Macedon Ranges Shire Council Customer Service Centre and adjoins the Woodend Community Centre. The library has sufficient flexible space to enable school group activities, children's performers and author visits.

The library has three public internet computers, Wi Fi access, Copying and printing, access to adjoining meeting rooms, and a scooter charging point.

4.3 Former Kyneton Primary School

The former Kyneton Primary School site (approximately 1.3 hectares) is in the centre of Kyneton and ceased functioning as a school in April 2018. The Kyneton Primary School had been in continuous use as a school for over 160 years, having been established as a National School from 1855-86.

The original bluestone school building is a significant heritage asset and contributes to Kyneton's bluestone heritage. The original bluestone building has a building footprint in the order of 800 square metres and a more recent 1980s era, two-storey brick building sits in behind.

A Council-led Kyneton Primary School Master Plan project explores options for future Council uses of the site and included extensive community consultation in late 2017 and early 2018. The intent of the masterplan was to guide decision making by Council and the Victorian Government related to the future use of the site.

On 23 May 2018, the Victorian Government announced that the site will remain in public hands and that the Loddon Campaspe Regional Partnership will work collaboratively with Council, community groups and other agencies to determine the best future use for the site.

5 KYNETON TOWN HALL AND MUSEUM

5.1 Kyneton Town Hall - Future Role as Key Cultural Infrastructure

The Kyneton Town Hall is the premier cultural facility in the shire. It is used for the presentation of the touring professional performing arts program, private functions, fund raisers, dance school concerts, school concerts, seminars and meetings in some of its smaller rooms. It is extremely well used by the community serving on average 24,000 patrons annually.

In the next ten years, in order to be maintained as a vibrant hub and to ensure that it can be fully used as a performance and meeting venue, the town hall needs considerable upgrading of technical equipment to support better professional production and presentation standards, improved backstage facilities for performers and improved amenities for patrons including new seating and adequate heating and cooling in the main hall.

Many regional councils in Victoria now have dedicated performing arts centres with state of the art production facilities, excellent amenities for patrons - some even having restaurants. In view of this, there is a need for Council to either upgrade the Town Hall or to allow the hall to revert back to primarily being a hall for hire.

The Facilities Audit (*See Appendix 4: Cultural Facilities Audit*) lists what needs to be done to bring the hall up to a reasonable standard both as a venue to present production of a professional standard and to provide an amenity that will ensure patrons comfort. The work required to ensure that the KynetonTown Hall can continue to be used as a performance venue in the next ten years include:

- Upgrade green room for performers
- Creation of further dressing rooms for school concerts
- A stage crossover for performers
- A technicians workshop and storage area
- New lighting board
- New sound board
- Additional lanterns
- New speaker system
- Additional front-of-house lighting bars

In relation to patron safety and amenity, the following is a minimum requirement and should be addressed:

- Public address system
- Fire alarm
- New seating
- Air conditioning

The Kyneton Town Hall, if adequately equipped, provides potential for new income streams which could include:

- Hiring out spaces inside the town hall, including upstairs rooms to cultural and creative industry professionals
- Leasing out the foyer bar as a café for an annual fee. This would see the café operating all day and into the evening when performances are on
- A fully refurbished hall would make it much more attractive to community groups to use for weddings and other events
- Better stage lighting and sound equipment would encourage more outside hirers

Listed below are some of the comments made in the community survey in relation to the Kyneton Town Hall:

- *"Kyneton town Hall uncomfortable and tired. Some theatre performances are tired too."*
- *"There is a growing culture younger generation that would invigorate the Hall if encouraged."*
- *"The seating can be very uncomfortable at Kyneton Town Hall."*
- *"The Kyneton Town Hall can be a sweat box at times. More seating capacity (tiered) and upgraded audio are needed."*

- *"Air conditioning is overdue in the Kyneton Town Hall and dressing room and meeting areas. Wide access, extension of stage and facade plus backstage extension to accommodate safety to performers and crew. Add and upgraded lighting."*
- *"The P.A. at the Kyneton Town Hall needs to be fixed or replaced... it is not suitable for a venue like this."*
- *"Poorly maintained - lack of funding and support and recognition from the Council."*
- *"The Kyneton Town Hall is a beautiful building and absolutely buzzes when things are on. The building is so adaptable and has any rooms that people don't know are there so cannot use the space to its full potential."*
- *"Kyneton Town Hall is a lovely, historic venue. I hope Council continues to invest in keeping it that way."*
- *"The Kyneton Town Hall is a good venue, but visibility can be limited due to every second row of seats being the same height as the preceding row."*
- *"The Kyneton Town Hall could be used much more for events for example more comedy shows which may attract more attendees. Great facility not used enough."*
- *"Kyneton Town Hall already has a well-supported arts program and this should be maintained."*

5.2 Kyneton Museum- Future role as Key Cultural Infrastructure

The Museum, a two-storied 1856 Bank, has in its upstairs space a permanent display of the Bank Manager's home as it would have been in 1856 and a temporary display area downstairs which includes the original bank vault.

On the land that occupies the rear of the Museum there is also a permanent display of outdoor exhibits of historical horse drawn carriages and agricultural machinery. On the site there are also bluestone stables, a servant's kitchen, laundry and the historical Theaden Cottage.

In recent years, the museum has recorded very low annual visitation and research shows that many local residents do not even know of its existence. If Council is to continue to use the site as a museum, it must decide to either:

1. upscale the overall operation to give the museum the opportunity to attract more visitors,
2. gift the buildings and the entire collection of our 6000 items to an incorporated community management group, or
3. bring it back to a static display of the Bank as it was in 1856 managed by volunteers.

Currently, the museum is professionally staffed on a part-time basis and is only open Friday to Sunday from 11am to 4pm. Council therefore must decide whether to maintain this situation or to increase the funding to the museum so that it can open on a regular basis and continue to offer changing exhibitions of both the objects from the collection or other exhibitions that are loaned from other regional museums and galleries.

If Council does take a positive approach to this important piece of the shire's history, there is an opportunity for the museum to change the current permanent upstairs exhibition and make the space available for temporary exhibitions which would be likely to attract more visitors.

Historically the museum has mainly focused its exhibitions and displays on the post settlement history of the region and has paid little attention to the Indigenous history of the region. The following would radically improve the opportunities for the museum to achieve greater ongoing success:

- The development of a new exhibition policy connected with changing the upstairs exhibition space.
- Undertaking of a minor refurbishment of the overall building.
- Increase the number of temporary exhibitions.
- Increase the opening hours
- Exhibitions and activities that shares local Indigenous cultural heritage.

Listed below are some of the comments made by the community in the community survey in relation to the Museum:

- *"Applaud recent work at Kyneton Museum, particularly development in the garden. Still considerable work to be done to protect exhibits and items in storage and to develop interpretation of the collection. Untapped potential for historical tourism."*

- *"It would be great to see more activities and programs introduced at our local Museum. The venue offers many opportunities for small workshops and events."*
- *"Developing social history collection, including development of research collection at Kyneton library and/or integration of that with Museum and KMI collections".*
- *"The Kyneton Museum does require additional resources to assist the Council's objectives in educating visitors and residents about the heritage of the region and, indeed, relating to its place in Victoria's history."*
- *"Funding to continue development at Kyneton Museum including open on more days each week and avoidance of unexpected closure."*
- *"A well-funded partnership with Castlemaine Art Museum."*
- *"There are a number of other opportunities and options for the future of the Museum that could be explored to ensure that the Museum continues to enhance the overall Arts and Cultural Program, enhance the visitor experience and increase local and regional visitation."*
- *"Use the Museum, The Mechanics Institute and the Town Hall for a major exhibition that displays the key items of the collection including paintings, furniture, homewares and other important memorabilia."*
- *"Investigate the possibility for the provision of a café in the back yard section of the museum."*
- *"Investigate the feasibility and viability for including a shop within the museum that sells a variety of products and merchandise relevant to the history of the museum and individual exhibitions as well as products from local trades people and artisans."*
- *"Develop a strong volunteer base to support the current paid staff and that could support a guided tour program of the museum."*
- *"Work closely with The Historical Societies on the development of joint ventures that will see the display of collections held by the Societies integrated with the Council collection and exhibitions."*
- *"Consider strategic partnerships with other museums in the Shire to conduct a number of exhibitions that could tour throughout the Shire."*
- *"Consider handing the Museum over to the Community to be run by an independent Committee of Management that is responsible for the funding, staffing and overall management of the museum."*

If resourced properly, regardless of the future governance and management model adopted, the Museum could deliver the following:

- Be the catalyst for discussion about our indigenous history and more specifically the three Registered Aboriginal Parties in the Macedon Ranges.
- Run an outreach program into local schools and aged care facilities
- Work more closely with the local historical societies, supporting the development of their governance models
- Work with Museums Australia (Vic) to develop plans to assist historical societies to care for their collections and digitise their documents and photographs
- Assist historical societies with the development of policy around collections management
- Support the interpretation of locally held collections
- Work with the historical societies to present exhibitions either in their towns, inside mechanics institutes, small halls, shopping centres, empty shops, council offices at the museum

In the event of this review and expansion of the museum's role, its name could be changed to The Macedon Ranges Regional Museum to reflect its broader role.

6 COMMUNITY AND STAKEHOLDER CONSULTATION

6.1 Consultation Process

The Arts and Culture Strategy is largely driven by the outcomes of extensive stakeholder and community consultation undertaken throughout the project using the Macedon Ranges Shire Community Consultation Framework.

The community and stakeholder engagement process was guided by a community consultation plan, including a face-to-face key stakeholder interview plan as well as an online community survey

A summary of the community survey results and comments made in the face-to-face consultations is provided in the appendices.

6.2 Online Community Survey

An online survey comprising 30 questions was developed and launched on the Council website in December 2017 and was closed in February 2018. A total of 337 surveys were completed. The average number of respondents to each question was 333. The full results appear in a separate document called Arts and Culture Online Survey 2018 Results.

The intent of the survey was to garner community thoughts as to how Council could best support arts and culture in the shire into the future. It also aimed to determine if there were any perceived gaps in service provision in the arts and cultural area, as well as provide respondents with the opportunity to provide their ideas for the future provision of services that might be considered by Council as part of the 10-year strategy.

The survey questions were also designed to determine community expectations in relation to the current offering of venues and facilities and suggestions for improvements into the future.

Overall, the survey presents a very positive view of the provision of arts and cultural services (and facilities) in the shire. A majority of respondents thought the arts and cultural program to be accessible and most considered the arts “to be important”.

This overall positive response to the survey questions is demonstrated by responses to the multiple-choice questions and the comments made in the open ended questions.

6.3 Respondents Profiles

- Age range of respondents were in three main categories 35-49 (31%); 60-69 (27%) and 50 – 59 (20%)
- 70% of respondents were female
- 39% of respondent’s household was *Couple with children living at home*
- 24% of respondent’s households was *Couple with children not living at home*
- 16% of respondent’s households was *Single person*
- 43% of respondents work outside of the Shire with 33% working within and 24% not working
- 14 out of 333 respondents answered ‘yes’ to the question “Do you have a disability?” with a further 29 saying they were a carer for someone with a disability or impairment.

6.4 Engagement in arts and cultural programming

- Most respondents to Q8 “Do you find arts and cultural programs in Macedon accessible?” found the arts and cultural activities accessible (84.9%) and 74.2% of respondents thought arts and culture in the Macedon Ranges to be important
- Respondents indicated strongest attendances at arts and cultural events were in relation to farmers markets (78.2%), art exhibitions (62.2%), live music (54.6%) and festivals (47.4%).
- Approximately half of those responding to the survey attended arts and cultural events monthly (47.1%)

6.5 Other Key Results

- The most important cultural events in the shire were theatre (43.0%) and live music (48.41%) (Note, in the strongest attendances question, professional theatre and community theatre rated only 31.1% and 29.5% respectively)
- Lack of time rated the highest (46.7%) as the main constraint for people from participating in arts and cultural activities in the Macedon Ranges
- A large number of respondents (84.6%) said they were attracted to attending arts and cultural events outside the shire, principally because the specific event, artist or performer was not available locally
- 64% of respondents thought that the corporate sector has a role to play in funding Council's performing arts program (Currently, the Council does not have a sponsorship policy for corporate sponsorship of Council projects)
- In relation to how Council could better support arts and culture in the shire, the ratings were as follows:
 - Facilitate or support arts-based business networks 76.7%
 - Facilitate or support artist networks 72.4%
 - Facilitate provision of exhibition space 69.8%
 - Facilitate provision of workshop space 62.8%
 - Business workshops and training 41.9%

It is interesting that "facilitate or support arts-based business networks" rated so highly as only 18.1% of respondents identified with having an arts-based business in the shire.

- Community halls and libraries have similar usage levels, with both garnering 73.4% response rate. This is an important indicator for Council in its deliberations regarding the future provision of and composition of libraries, as well as the with regard to the ongoing role and function of community halls in the shire.
- In relation to the question, "what ideas do you think we should prioritise over the next ten years", the three following priorities emerged:
 - Support for festivals (47.5%)
 - Support the local arts and culture community (groups/organisations, networks, participants and creators) to deliver arts and culture projects (47.2%) and
 - The Kyneton Town Hall performing arts program (45.8%)

6.6 The importance of the arts and culture in the Macedon Ranges

The question asking how important respondents saw the importance of the arts and culture in Macedon Ranges rated a very positive response, with 96% of respondents answering either "*important*" or "*very important*".

6.7 Activities attended in the last twelve months

The most popular activity was farmers markets with 78% followed by 65% who said they attended an art exhibitions, 55% said live music, 47% attending a festival and 20% attending a major concert.

In response to the question who attended a library event or programmed activity 38% said they attended their local library.

Attendance to a community theatre was 31% which is very similar to the 30% attending professional theatre. Local historical events garnered 11% with 21% attending a museum.

Comedy tour attendances only garnered 23% of responses but this genre was rated highly by the 18-25 year age respondents.

Frequency of participation in cultural activity rates was 47% monthly, 33% once or twice a year and 15% each week. Just under 2% said never.

6.8 Future programming preferences

When asked to prioritise five cultural activities from a list provided the following were rated. Film screenings and farmers markets were rated equally so were both included to give six prioritised cultural activities.

- **Live music – 48%**
- **Theatre – 43%**
- **Festivals – 35%**
- **Art exhibitions – 32%**
- **Film screenings – 30%**
- **Farmers Markets – 30%**
- Events to understand and celebrate Indigenous culture – 28%
- Comedy events – 24%
- Library programmed events – 23%
- Community art projects – 23%
- Art and Craft workshops – 21%
- Local history events – 20%
- Street art – 14%
- Other literary or creative writing activities (not organised by the Library) 14%
- Craft exhibitions – 11%
- Museum exhibitions – 11%
- Dance performances – 10%
- Social dances – 10%
- Performing art classes – 8%
- None – less than 1%

6.9 Impediments to participating in cultural activities

- 47% - Lack of time
- 34% - Lack of information
- 19% - No Local Events/activities that interest me
- 14% - Prefer not to go out by myself
- 12% - No childcare options
- 11% - Too far to travel
- 7% - Lack of transport
- 4% - Prefer to attend shows and participate in activities in other places

Other comments:

- *“Financial constraints”*
- *“It would be great if there was the option of being picked up by bus at a stop in Woodend and other surrounding towns for people who don't want to drive far at night (especially after being at work all day) and also don't want to go alone and get dropped off back in their town after the show. This is available for shows into Melbourne, it could work in the Macedon Ranges.”*
- *“Kyneton town Hall uncomfortable and tired.”*
- *“Most shows are in Kyneton.”*
- *“Not many new works/experimental/innovative things or community generated programming. I don't mean community arts, but good quality professional works produced by creatives in the community.”*
- *“The cost of entrance tickets to senior citizens.”*
- *“There are not many activities in my area (Lancefield/Romsey) if I have to travel to Kyneton I might as well travel to Melbourne.”*
- *“No proper municipal gallery! It seems Kyneton has plenty going on, but Gisborne is lacking in all areas.”*
- *“In Winter, driving home in the dark, fearful of kangaroos on the road.”*

6.10 Reasons for attendance of art and cultural activities outside Macedon Ranges

- 85% - The specific event, artists or performer not available locally
- 38% - Better venues
- 26% - Better dining before and/or after shows or events
- 11% - Easier transport options
- 5% - Easier parking
- 4% - Closer to work
- 4% - I don't attend arts and cultural activities

Other comments

- *"Higher quality"*
- *"More diversity, more publicity"*
- *"Better quality performers"*
- *"More options... i.e. not only one performance at a time that is difficult for us to attend"*
- *"Like to explore different communities to my own"*
- *"Gisborne certainly lacks venues, club rooms unless they are sport oriented."*
- *"Variety"*
- *"NGV, the Arts Centre, Recital Centre and Melbourne cinemas attract me away."*
- *"I work in the city, so usually attend galleries there"*
- *"Lack of venues in Macedon- i.e. gallery, even a good performance venue is Gisborne is lacking"*
- *"Offer of discount tickets and seniors free travel"*
- *"International quality music and theatre"*
- *"Usually try to go to as many things locally as possible but if not available here tend to go to Bendigo/Ballarat/Castlemaine"*

6.11 Other Stakeholder Engagement

A number of key stakeholder groups were identified for consultation. These groups represent a range of arts and community interests in the Shire. The groups were consulted in relation to their future needs and expectations regarding the provision of Arts and Cultural services in the Shire.

Note, many stakeholder representatives filled in the community survey, enabling them to express their own personal view in relation to the Arts and Culture Strategy.

A number of submissions were also received in relation to the Arts and Culture Strategy. (These are provided in the Appendices). Internal stakeholders consulted included staff from the Arts and Culture team and senior staff the Community Wellbeing directorate, as well as staff from the Economic Development and Tourism team.

External Stakeholders:

• **Macedon Shire Youth Strategy Co-designers**

This group is developing the youth strategy for the Shire. The co-designers were asked to give us their thoughts and ideas on what programs, events and activities they wanted to see in a future arts and cultural program. They were enthusiastic about the arts, many of them being actively involved in their own arts practice. They provided a number of interesting ways that youth participation in the current and future programs might be increased. This included mentoring, providing spaces for social enterprises and sponsorships to develop art projects. Other feedback included:

- The performance season at the Town Hall needs to reflect the interests and capacity of young people.
- Engage young people in social media campaigns for performances and activities.
- Support the development of emerging young artists through a mentoring program in collaboration with neighbouring Councils.
- Support for an ACMI (Australian Centre for the Moving Image) to undertake a digital development program in the Shire (or a broader region) for those interested in pursuing digital projects.
- For Council to find more creative ways to engage with young people, particularly using digital technology and communicating in a language they understand.
- Develop the Town Hall as an intergenerational cultural hub where young artists can create or present their work and network with other emerging and professional artists and community.

- The Dja Dja Wurrung Aboriginal Corporation**
 The Dja Dja Wurrung Aboriginal Corporation wishes all communities on Dja Dja Wurrung land to gain a greater understanding of its indigenous history. Their Strategic Plan (*The Dja Dja Wurrung Country Plan 2014-2034*) notes that Macedon Ranges Shire should focus on the indigenous history of the Shire.
- The Taungurung Aboriginal Corporation**
 The Taungurung Aboriginal Corporation has recently published its new Strategic Plan -*Taungurung Clans Strategic Plan 2016-2020*. The Group seek to have a greater influence over how the Taungurung language and culture is represented within the Macedon Ranges
- The Wurundjeri Land Council**
 The Wurundjeri Land Council wants to build greater community understanding of Wurundjeri cultural heritage of the region. They are particularly keen to develop initiatives using theatre as a way of educating young people about their cultural heritage.
- Woodend Cultural Centre Project Group**
 The Woodend group presented a proposal for the redevelopment of the current library/community centre and old squash courts in Woodend. The group is proposing the demolition of the current buildings and the construction of a covered market and new community facilities on the site. The group provided concept drawings and estimated earnings for a new cultural precinct in Woodend. However, there are no capital costings or proposed sources of funding. This proposal has been evaluated as part of the Arts and Cultural Plan (See Appendix 1: New Strategy Opportunities)
- Former Primary School Kyneton**
 The CRAFT Kyneton presented a proposal for Council consideration for the former primary school to become the future home as a training centre for traditional trades. The original intention of this group was to work closely with the annual Lost Trades Fair. Now that the training element of the Lost Trades Fair Australia is moving to Beechworth, the group would not be able to realise their original intention for the site. Council's decision on the future of the primary school site will need to be taken into consideration when assessing this project as other groups such as the Kyneton Town Square Reference Group have provided submissions to Council for the future use of the school. (See Appendix 1: New Strategy Opportunities)
- Gisborne Regional Events Activities and Tourism (GREAT) Group**
 The group presented a proposal for the construction of an Amphitheatre and Sound Shell in Jacksons Creek Reserve Gisborne. The group provided both detailed architectural drawings of the proposed amphitheatre and a model of the Sound Shell. The group has considerable funding for the project and only require funding for toilets. This proposal has been evaluated as part of the Arts and Cultural Plan. (See Appendix 1: New Strategy Opportunities)
- Lancefield Megafauna Festival Group**
 This group has run the Lancefield Megafauna Festival for the last four years and are eager to establish an Indigenous and Megafauna Interpretative Centre at Lancefield, providing visitors with the indigenous and geological history of the area. They are at the business planning stage of the project after completing a feasibility study. This proposal has been evaluated as part of the Arts and Culture Strategy. (See Appendix 1: New Strategy Opportunities)
- Goldfields Library Corporation**
 Goldfields Library Corporation is actively working to ensure Macedon Ranges libraries adapt to the changing needs of their communities. This may include supporting digitally-based start-up businesses, music making and community group meetings.
- The Daylesford and Macedon Ranges Regional Tourism Board**
 Daylesford and Macedon Ranges Tourism is the industries peak tourism body for the Daylesford and Macedon Ranges region. The proposed Lancefield Megafauna Interpretive Centre and Festival was listed in their Product Development Plan. This Plan identifies and prioritises regional opportunities, specific investment initiatives, infrastructure and service initiatives and other initiatives that will enhance the region's tourism products and visitor experiences.

7 ARTS AND ECONOMIC DEVELOPMENT

The activities of the arts and culture sector, the creative industries and local economic development are connected in many ways. Arts, culture, and creativity can:

- improve a community's competitive edge;
- create a foundation for defining a sense of place;
- attract new permanent residents and visitors;
- attract new arts businesses;
- integrate the visions of community and business leaders;
- support better educational outcomes;
- support tourism initiatives that bring in money from outside the Shire and;
- contribute to the development of a skilled workforce

7.1 The Arts and Local Economy- Macedon Ranges Shire

Macedon Ranges arts and culture sector currently plays an important role in economic development in the following ways:

- Direct and indirect employment. The 2016 ABS Census shows the shire supported 70 jobs in creative and performing arts activities and museum operations. Using the ABS multiplier of 1.9 for the sector, a further 65 jobs are supported in the wider economy through direct employment.
- These indirect jobs are often referred to as “embedded” jobs and refer to the jobs in any type of business that use the skills of creative individuals in the areas of web design, software design, marketing and communications to support the business.
- Business formation – no data is available specifically for the arts and cultural sector in the ABS Business Counts dataset. However, this dataset shows there are 100 businesses located in the shire under the broader arts and recreation classification.
- Assuming the arts and cultural sector represents 25% of these businesses (in line with the local employment share of this broader sector), and then an estimated 25 arts and cultural business are currently operating in Macedon Ranges Shire.
- In relation to the community survey question “*Do you run arts based business in the Macedon Ranges?*” 18% (56) replied yes to the question. (314 respondents out of 337 total). It should be added that many of these businesses are not for profit businesses. This figure is higher than the general ABS estimates. This indicates that Council should encourage arts based businesses to take up residence in the shire and should also develop programs to support existing businesses.
- Economic output. According to data sourced from economy.id and relating to state averages, the 70 arts and cultural jobs supported in Macedon Ranges are estimated to generate \$3.9 million per year in economic output of which 1.3 million is in value-added output. (3% of GDP)
- Contribution to the tourism sector through inducing visitors and their spending to the shire (which flows to cafes, restaurants, accommodation providers, retailers etc.) Currently many of the community events are drawing on audiences and participants from inside the shire and surrounding shires. While these visitors many spend in the shire they will usually be day trippers.
- If arts and cultural programs and events are to generate greater income from the tourism dollar they must be conceived as having user pays elements to maximise the economic impact of a program or event. This would mean developing events that run for more than one day, thereby requiring visitors to access accommodation and spend more on food, alcohol and other goods and services provided by the shire.

7.2 Potential Arts and Cultural Initiatives to support Economic Development

A number of community-led projects with a strong arts and culture focus have been presented to Council with a request for support or resources. These were referred to the strategy development process and have been assessed against seven key criteria to enable Council to assess their viability. The assessment also supports Regional Development Victoria's investment criteria. The outcomes of the consultant's assessment are included in the recommendations below (section 8).

There is one other opportunity related to a Council project that is already at community Input stage - the Macedon Ranges Regional Sports Centre. However, this has not been assessed but is included as it could support the arts and cultural program, particularly in Gisborne.

Assessment Criteria:

Community Need- Community need is established and measured through surveys and submissions to Council. Usually this is "expressed" or "felt" need which is often highly subjective rather than an objective analysis of what might already be available to fulfil the need

Financial Viability- This relates to the initial capital costs and then the ongoing operational and management as a test as to how these funds will be secured

Ongoing Sustainability- This criterion relates to the project's long term prospects, particularly in terms of financial sustainability

Potential to generate income- This is to assess whether the project has the ability to generate revenue through user pays programs

How the project sits within the current provision of current Council facilities, projects and programs- This is to enable an objective assessment as to whether the project might already be duplicated by other Council facilities, services and programs.

Potential for State Funding- Most regional projects, particularly capital projects will require state funding. RDV (Regional Development Victoria) has strict guidelines for funding, with projects needing to complete an Investment Logic Map. The criteria developed here for the evaluation of projects meets the broad RDV criteria.

Ongoing community benefit- This measure is to ensure that the project will deliver long term benefits to the community. This includes the level of community engagement the project might garner over time to flow on effects of the project into other areas such as the provision of jobs, new businesses and tourism.

7.3 Gisborne Amphitheatre

This project proposes the construction of an open air amphitheatre in Jacksons Creek Reserve, Gisborne for community concerts, events and festivals. The amphitheatre has at its base a sound shell which as well as providing cover for performers also assists in projecting the sound to the audience.

This group has concept plans and have raised sufficient funds based on estimates for the construction. The construction would need final approval from Council to proceed but would be a great cultural asset for Gisborne, noting the township has limited arts and culture infrastructure. The facility could be used for Christmas carol nights, local music festivals and outdoor theatrical content.

7.4 Lancefield Megafauna and Indigenous Interpretative Centre

This proposal, put forward by the Lancefield Megafauna Group is to develop a Business Case for a permanent Interpretative Centre in Lancefield where visitors can learn about both the indigenous history of the area, including Mt William, the geological history of the area, climate change and explore the Mega fauna diggings. A Megafauna and Indigenous Heritage Interpretative Centre at Lancefield would provide a great community, educational and tourism asset which is listed in the Daylesford and Macedon Ranges Tourism Product Development Plan.

The group has had initiation discussions with universities as co-collaborators on this project as a training ground for tertiary students. The Melbourne Museum which holds the original megafauna bones found on the site in 1848 have a vested interest in connecting some of their programming. This project is offering something unique within Victoria and has the potential to increase visitation to the region. With the intrastate education market, the Visiting Friends and Relatives market and general walk-ups there is potential for local employment via day-to-day operations plus visitor expenditure within the region.

Although the group has received funding from Council for a scoping study they now need to test these assumptions in a business case to be considered by either state or federal funding bodies.

7.5 Kyneton Contemporary Art Triennial

This project sought crowdfunding for this project in 2017 but did not reach their target. As there was a demand expressed for more visual art exhibitions in the community survey and although the project engages with visiting artists there is potential for the project to showcase professional artists working in the Macedon Ranges and surrounds. This could be achieved through mentorships, a mix of local and visiting artists, networking opportunities and providing a professional platform for local artists.

This project would add considerably to Council's and the region's Arts and Cultural offering. This event would develop local audience's understanding of contemporary art. Local galleries could leverage off this event as the region becomes a destination for where art happens and can be purchased. Should KCAT become an annual event it can offer regular art lovers and those keen to explore an arts experience with something different to the standard open studios format to showcase local artists.

7.6 Woodend Cultural Centre

The current Woodend Markets take place on the site of the proposed Woodend Cultural Centre, comprising a new large covered market and new community facilities on the site of the current Senior Citizens Centre and old Squash Courts. The proposal does have some long term benefits, but is underdeveloped. The current farmers' markets certainly draw large crowds and the buildings on the current site are old and need extensive refurbishment or demolition. The site is on the turn off to Daylesford and a construction like the proposed covered market could attract tourists from outside the region and people driving on from Woodend on the Calder Highway. Woodend does have another large community facility adjacent to the old buildings, so one might find it hard to develop a case for more community facilities.

7.7 Former Kyneton Primary School

There was a community proposal to create a permanent home for the CRAFT Kyneton Group in the former Kyneton State School. There were also other groups such as the Kyneton Town Square Reference Group who developed a concept for the site, this project is currently being assessed outside of this Strategy.

7.8 Future Upgrades of Macedon Ranges Libraries

A recent Council audit of the provision of library services in the shire identified the need for Council to undertake regular consultation with the community to understand the value the community place on the public library service and what the community needs are in relation to the service. It also identified that future planning for upgrades or renewal of library buildings should prioritise Gisborne followed by Kyneton.

7.9 Performance Space at Proposed Regional Sports Hub

In the plans for the proposed Macedon Ranges Regional Sports Hub in Gisborne (now out for community comment) there is a large flexible space (spectator show court) capable of seating 1500 with flexible seating. We also note in the Feasibility report that: "Arts and Culture: need for an entertainment space in Gisborne. Ideally, consideration should be given to the facility being multipurpose and able to accommodate this need" (*Draft Report: Regional Sports Hub Feasibility Study Page 32*)

This space could conceivably facilitate theatre and other presentations in a variety of configurations and would enable Council to attract larger shows, like Circus Oz or other larger touring shows at potentially no financial risk to Council.

7.10 Other Economic Development opportunities

Research has identified a range of other initiatives that Council may wish to consider in the future to further stimulate the cultural economy.

- Improved educational outcomes through fee paying arts and cultural programs, which may involve schools, colleges, universities and other learning organisations. This could be undertaken at the Kyneton Town Hall and could be connected to the annual performance and lecture program.
- In collaboration with Council's Economic Development and Tourism unit, provide opportunities for young people which include paid and unpaid activities such as mentorships related to music and theatre technical training, theatre and event front-of-house and cultural guiding and curatorial development..
- Encouraging new start-ups and businesses that sit within the arts, cultural and creative industries, through the provision of support services in networking, marketing and workshops. There are opportunities for start-ups to use the services of private providers such as the Kyneton Business Hub and local Libraries for their hot desks and meeting rooms.
- Council and local businesses providing *Arts Ready* traineeship opportunities for school leavers in the Shire. These traineeships provide participants with full time paid employment, ongoing TAFE training and mentoring for one year. This could be aligned with Council's Training Academy proposal.
- Council working closely with Daylesford- Macedon Tourism to develop arts and cultural projects that have an appeal beyond the Shire. Daylesford has been successful with its annual post Mardi Gras weekend- *Chillout*, which attracts large numbers of tourists for the weekend. The proposed Indigenous and Megafauna Interpretative Centre at Lancefield and the proposed Kyneton Art Triennial certainly present opportunities for attracting tourists from outside the shire if their development aligns with research that supports interest for the projects from outside the shire and further afield.
- Increased investment in several of the current arts and cultural events and festivals that have the potential to attract out of town visitation and that have user pays elements built in to the program. An assessment would need to be based on several criteria and would need additional including research in adjoining shires and Melbourne to assess overall interest and preparedness for potential visitors to pay fees and spend on other services.
- Develop packages that combine visitation at cultural events (either current or new) with other free and user pay activities, but that are part of a two day experience, to encourage overnight stays and higher spending rates on food and other local products and services. This would be best achieved in collaboration with Daylesford- Macedon Tourism and Council's Economic Development and Tourism Unit.

7.11 Potential to develop Creative Industries

The arts and cultural industries are now often referred to as the 'creative industries'. This term refers to a variety of types of jobs, people, and industries, including the sectors of visual, performing, and literary arts, as well as applied fields like architecture, graphic design, web design, software design, film, broadcasting and marketing. Whatever label is used, this use of terminology linking culture and the economy indicates recognition of the connections among the fields of planning, economic development, and arts and culture.

These more commercially driven products and programs provide opportunities to support economic development, particularly in small towns. All that is required for the development of many products is a computer and fast internet speed as many products are sourced and used in the online space.

As well as supporting arts cultural facilities and programs, Council has an opportunity to support the more commercial driven projects that form part of the creative industries.

Council's role in supporting the creative industries would involve facilitating young people to develop proposals for new creative products.

This could be achieved through:

- The provision of a dedicated space within the shire for tech savvy young people to develop their start up or business ideas
- The hub being provided rent free for users as well as providing free computer access and Wi-Fi. The hub could also possibly provide mentorship from community members.
- In future development of the shire's libraries, consideration could be given to the provision of spaces being available that are dedicated to the development of lean start-ups, new arts businesses and other

creative enterprises. Business support through regional TAFE and Learn Local providers could assist in this process.

The provision of such a space would be relatively inexpensive and is one way of supporting a youth cohort in the shire who is more attracted to technology and creative industries rather than the more traditional arts.

7.12 Arts Businesses supporting the local economy in the Shire

The community survey shows that there are at least 56 arts based businesses in the shire based on the 314 respondents to the question in the community survey. This is above the general indicators that are generally used by the ABS (*Australian Bureau of Statistics*) to estimate the number of businesses in the arts, cultural and recreation sector in any LGA in this survey. The broad range of businesses in arts, creative industries, education and not for profit groups identified from the survey fall into the following categories:

- Arts classes teachers and workshop presenters
- Professional artists – media, sculpture, musician, photographer, writer/editors
- Commercial dance schools
- Commercial and community galleries
- Local festival organisers
- Community choirs
- Arts and Craft groups
- Music teachers
- Artisans
- Sound studios, theatre, film and television
- Graphic designers
- Artist and literary agents

7.13 Providing Incentives for New Arts Businesses in the Shire

The Shire has a strong creative community and many arts businesses have chosen the shire to operate their business for many different reasons. A question in the online survey posed the question as to the benefits of running an arts based business in the shire. Answers included:

- *“A strong creative community, many arts professionals living in the area with skills to offer, good distance from Melbourne, interesting venues to work with, more accessible than in the city, local networks, charm of a regional setting”.*
- *“Cheap housing with lots of space”*
- *“No other business offering this service at start-up”*
- *“Able to work from home”*
- *“Wanted to offer something to my local community”*
- *“Purely Lifestyle as I work on location away from Melbourne”*
- *“Work around young children was a major reason not to go back to corporate”*
- *“Transport to Melbourne, like-minded locals, good library and literary scene”*

Council has an opportunity to attract new arts businesses to the region by providing a number of incentives which could include:

- Access to spaces for start-ups in Council spaces and libraries
- A comprehensive directory of all arts businesses with their contact details
- Council providing networking opportunities for arts businesses
- Council providing business and marketing training for artists and arts businesses
- Creating a product brand Arts and Culture in the Macedon Ranges including a website and social media platforms that support all arts and cultural programs, arts products and arts businesses across the region
- Council is advocating for higher internet speeds of over 50 and up to 100 mps particularly for those businesses that are using the internet to develop and import and export large files of video or images and also use video conferencing platforms

8 CONSULTANT'S RECOMMENDATIONS

Recommendations

It is recommended that:

- Council works with Dja Dja Wurrung, Taungarung and Wurundjeri traditional owners to enable the wider community to share in Aboriginal culture and heritage, facilitating better relationships between Indigenous people and other Australians.
- Council undertake regular consultation with library users and the broader community to seek feedback on the library service and facilities, community needs in relation to the service and future planning
- Based on projected population growth placing additional pressure on existing infrastructure limitations, future planning for upgrades or renewal of the Macedon Ranges library facilities should prioritise Gisborne (greatest population growth expected) and Kyneton (projected to remain the second largest district by 2036).
- Council further develop Kyneton Town Hall as a vibrant hub which will involve consideration of patron amenity and technical requirements as well as potential for new income streams.
- Council consider options outlined for the future of the Kyneton Museum.
- Council undertakes further investigation to determine the physical and programming capacity of the proposed sports hub in New Gisborne to accommodate arts and cultural activity.
- Council supports GREAT with their vision of an Amphitheatre and sound shell.
- Council seeks external funding for the development of a business case for the proposed Lancefield Megafauna and Indigenous Interpretive Centre, which can then be the basis for a proposal to Regional Development Victoria.
- Council works with Kyneton Contemporary Art Triennial organisers to identify how Council might support the group to secure funding and deliver the event in future.
- Council consider the Woodend Cultural Centre proposal once the group has provided a more detailed business case and plan that includes the project's overall concept, its key purpose, an indicative capital cost, its operational and management structure, its income generating potential and its long term community benefit.
- Council assess the Kyneton CRAFT proposal within the current project exploring the future of the old Kyneton Primary School site.

Appendix 1: New Strategic Opportunities Analysis

Gisborne Amphitheatre and Sound Shell This project proposes the construction of an open air amphitheatre in Jacksons Creek Reserve, Gisborne for community concerts, events and festivals. The amphitheatre has at its base a sound shell which as well as providing cover for performers also assists in projecting the sound to the audience		
Assessment criteria	Evaluation against assessment criteria	Rating
Community Need	Gisborne does not have a performance space and the community survey supports the need for a performance space in Gisborne. While outdoors, this proposed amphitheatre would be ideal for concerts, choir performances, band performances and other large community events. It would be a great asset to the community and provide performance opportunities for a large number of community groups.	High
Financial Viability	Group has the site, concept design and funds to support this project	High
Ongoing Sustainability	This type of construction would require little physical maintenance. The programming could be run by volunteers	High
Potential to generate income	Events and programs run at the Amphitheatre could have charges applied like gold coin donation and there are opportunities for the sale of concession sites	High
How the project sits within the current provision of current Council facilities, projects and programs	This project is a great addition to Council's facilities and programs. Council has specified that the site will be ... "adjacent to the current adventure playground at the north end of Brantome Street." Project will need to have a full feasibility undertaken to the satisfaction of Council with quantity surveyor costings, site and concept plans, services investigations, cultural heritage implications and broad community consultation (to be guided by Councils consultation matrix).	High
Potential for State Funding	Funding for toilets by State Govt. would be a strong probability given that funding is in place for construction	High
Ongoing community benefit	This structure could serve the community for many years as it has the capacity for events with large crowd numbers currently unavailable in Gisborne	High
Recommendation: Council supports GREAT with their vision of an Amphitheatre and sound shell.		

Lancefield Megafauna and Indigenous Interpretative Centre This proposal, put forward by the Lancefield Megafauna Group is to develop a business case for a permanent Interpretative Centre in Lancefield where visitors can learn about both the indigenous history of the area, including Mt William, the geological history of the area, climate change and explore the Megafauna diggings.		
Assessment criteria	Evaluation against assessment criteria	Rating
Community Need	The community survey supports the idea of more emphasis being placed on both understanding and interpreting the Indigenous culture of the region.	High
Financial Viability	Financial viability will need to be tested in a feasibility study.	TBD
Ongoing Sustainability	Again, the feasibility study would need to address the question of the cost of an actual structure, its possible cost and its ongoing maintenance. The feasibility study would also need to model ongoing operational costs and possible sources of income.	TBD
Potential to generate income	Such a facility could have a café, bookshop and paid tours by indigenous rangers and also archaeologists.	
How the project sits within the current provision of current Council facilities, projects and programs	This project would provide a unique addition to the current provision of Council facilities, projects and programs	High
Potential for State Funding	This project would have the potential for funding from RDV and also great potential for securing corporate sponsorship,	High
Ongoing community benefit	This project would have a long community benefit. It also has strong tourism potential, particularly if it is developed in collaboration with Daylesford Macedon Tourism and Tourism Victoria.	High
Recommendation: Council seeks external funding for the development of a business case for the proposed Centre, which can then become the basis of a proposal to Regional Development Victoria.		

Kyneton Contemporary Art Triennial

This project sought crowdfunding for this project in 2017 but did not reach their target. As there was a demand expressed for more visual art exhibitions in the community survey and although the project engages with visiting artists there is potential for the project to showcase professional artists working in the Macedon Ranges and surrounds. The group has similar aspirations to Council around community wellbeing and economic development. They have requested support from Council to ensure the sustainability of the triennial event.

Assessment criteria	Evaluation against assessment criteria	Rating
Community Need	The community survey expressed a strong need for a greater emphasis on the visual arts as part of the arts and cultural program. This event could become a major arts event in the region and attract art lovers from outside the shire.	Med
Financial Viability	With support from Council this project could secure crowdfunding, support from Creative Victoria and possibly Regional Arts Victoria.	Med
Ongoing Sustainability	Could use all Council venues and could be established as a not for profit organisation to ensure that it goes on in perpetuity if the first one is a success.	High
Potential to generate income	This would be limited, depending on the program and as to whether it is FOC.	Low
How the project sits within the current provision of current Council facilities, projects and programs	Given the lack of visual arts programs, this project could showcase many of the professional artists who live in the area. It could also support local commercial galleries and tourism	High
Potential for State Funding	Possible funding from Creative Vic, Regional Arts Victoria, Regional Arts Australia or philanthropic organisations.	High
Ongoing community benefit	This project could make the Macedon Ranges known for a high quality visual arts event and could support regional tourism in the long term if successful.	High
Recommendation: Council works with Kyneton Contemporary Art Triennial organisers to identify how Council might support the group to ensure a sustainable future for the event.		

Woodend Cultural Centre		
The current Woodend Markets take place on the site of the proposed Woodend Cultural Centre, comprising a new large covered market and new community facilities on the site of the current Senior Citizens Centre and old squash courts		
Assessment criteria	Evaluation against assessment criteria	Rating
Community Need	The current Woodend Markets which take place on the site of the proposed cultural centre attract large crowds, so it could be assumed that the centre would add value to the current market. The proposal for the redevelopment of the Senior Citizens Centre and the squash courts is very underdeveloped and needs a feasibility study to test what might replace these buildings and what activities they might be used for.	Med
Financial Viability	Concession fees from the current market stall holders could certainly support the cultural centre (the covered market), but the ability of any new buildings to generate income is doubtful.	Low
Ongoing Sustainability	Hard to make an assessment at this stage.	Low
Potential to generate income	Hard to make an assessment at this stage.	Low
How the project sits within the current provision of current Council facilities, projects and programs	It could be argued that the current Community Centre is basic and in poor condition and that there is a need for refurbishment or replacement. However in the first instance, a needs assessment should be undertaken and an overall indicative costing of either refurbishment or replacement.	Low
Potential for State Funding	If there was a needs assessment and a business case for either refurbishment of existing facilities or the replacement of the current facilities, RDV may consider a capital contribution to the project.	Low
Ongoing community benefit	Would be a community asset as long as the level of need for facilities could be determined	Med-High
Recommendation: Council consider the Woodend Cultural Centre proposal once the group has provided a more detailed business case and plan that includes the project's overall concept, key purpose, an indicative capital cost, its operational and management structure, its income generating potential and its long term community benefit.		

Former Kyneton Primary School

There were a number of different community proposals for this site. One was to create a permanent home for the Craft Kyneton Group in the former Kyneton State School. Another was submitted by the Kyneton Town Square Group. These proposals were part of a separate process conducted by Council to determine Council's position in regard to the future of the former Kyneton Primary School. For this reason, the community proposals in relation to this site have not been included in this strategy.

Appendix 2: Facilities Audit

Key Cultural Facilities Audit Measures

Existing Situation:	Describes the current status of each building with respect to role and function, state of physical infrastructure, current activities, usage and user groups and financial performance.
Current Role and Function:	<p>Main usage- to see where the key demand is for usage</p> <p>Facility Usage Levels- to look at current and past usage patterns over time based on available data (say past 5 years)</p> <p>Current Operational Arrangements- to see if the current operational and management arrangements are working well and are appropriate into the future</p> <p>Building Condition- to use Council's Traffic Light Categorisation in terms of building condition</p>
SWOT Analysis:	Comprises a SWOT (Strengths, Weaknesses, Opportunities and Threats) of each building to identify preferred viable uses over the coming decade, including actions required to facilitate these uses. This analysis is underpinned by stakeholder consultation including engagement with relevant Council staff, user groups and the community through the on-line survey.
Outcomes:	<p>Provides an assessment of the suitability of each building to deliver the preferred uses into the future. This includes identifying infrastructure, accessibility, operational and other requirements to support/facilitate these uses. Rationalisation of the buildings will be explored in the context of strategic objectives such as demand, community need, service delivery efficiency, value-for-money, ongoing costs to Council.</p> <p>Building Suitability- to also rank each facility using Council's Traffic Light categorisation</p>
Preferred Usage:	Recommendation would be either status -quo, alternative uses or closure of facility
Recommendations:	Recommendations will be based on the confirmed long-term role and function for each facility (which might include rationalisation) and these recommendations will relate to infrastructure, programming, operational, financials etc. Priority actions are identified for each facility.
Infrastructure:	Determine infrastructure needs for the next 10 years in relation to key recommendations. This will include issues related to need for building upgrades, alterations to building to meet recommendation requirements, alternative usage for buildings and closure.
Technology:	Given the rapid changes in technology then in the 10 year timeframe, there will be a need for replacement or purchase of additional technology particularly in terms of lighting equipment, sound equipment, ticketing software and CRM (Customer Relationship Management) software. VAPAC (Victorian Association of Performing Arts Centres) to be consulted on best practice in relation to theatre equipment and likely future trends, particularly for the Kyneton Town Hall.
Operations:	Currently, all the cultural facilities are managed by the Arts and Culture Unit. In the ten year forecast it will be necessary to reassess this arrangement depending on the focus of the Unit. In many Council's all facilities are managed by a Facilities Manager. Given that the Culture Unit uses the facilities for Council managed events and given that both the Kyneton Town Hall and the Bluestone Theatre are specialised facilities for theatre productions, then they will always need a production support team to support both Council initiated events as well as supporting external hirers.
Programming:	Programming of all venues is managed by the Arts and Culture Unit. This includes Council initiated programming which forms part of the theatre season presented in the Kyneton Town Hall and supported by Creative Victoria. It also includes managing bookings and production support for programs presented by external hirers.
Fees and Charges:	Current fees and charges will be assessed through some comparative analysis with venues of similar size and similar usage. We will also model out fees and charges over the ten years based on CPI increases over that period.

Macedon Ranges Shire Council Asset Management Plan-Ranking of Facilities

In line with Council's proposed rankings for all Council facilities, the proposed traffic light (scorecard) ranking system has been used for the audit matrix for the key cultural facilities. This includes ranking of general usage as well as suitability for current and future purpose. Ranking categories are as follows:

1. Facility usage	
	Facility is used on a regular basis, it is well managed and there are few other alternative facilities in the area.
	Facility is used on a semi regular basis, some issues with management and some potential alternatives in the area.
	Facility is used on an ad hoc basis, not well managed and there are other alternative facilities in the area.
2. Facility suitability	
	Facility is in good condition and is meeting the needs of users
	Facility is in reasonable condition - some works required, meets the needs of users to some extent.
	Facility is in poor condition, major maintenance required, not meeting the needs of users.

Key Cultural Facilities Audit Matrix

Audit Measure	Bluestone Theatre	Kyneton Town Hall	Kyneton Mechanics Institute	Redbrick Hall	Kyneton Museum
Overview	Retro-fitted Church with retractable seating for 100 persons.	The Kyneton Town Hall has removable theatre seating for 200 people in the downstairs hall and fixed seating for 200 people in a balcony area. The venue also includes a number of meeting rooms downstairs and in the upstairs area.	Kyneton Mechanics Institute features a main hall with small stage that can accommodate 200 people on a flat floor, plus restored meeting rooms of various sizes. The venue also includes a community space.	A former Sunday School, the Redbrick Hall is suitable for performances, rehearsals, art groups, and community interest group meetings.	The museum was built in 1856 as a Bank of New South Wales. The museum houses and displays Council's collection of memorabilia, books and ephemera. The Museum is supported by the Friends of the Kyneton Museum who raise funds and volunteer.
Current Role and Function	Space for hire for smaller theatrical productions, music performances, weddings, lectures and workshops.	Used for Council curated performances, major events, meetings and other presentations, film and gallery space.	Community hire for meetings and community events	Community hire for workshops and classes. A number of regular users, most of whom also use the hall to store equipment.	Permanent historical display in upstairs gallery of rooms set up as per the original building. Changing exhibitions in former ground floor bank chamber. Permanent outdoor exhibits. Also bluestone stables, servant's kitchen, laundry and Theaden Cottage. Also houses a variety of carriages and historical agricultural equipment.
Predominant Usage	Performance and other events using proscenium arch stage	Multi-purpose venue including performance (theatre, concerts, ballet etc.), conference, meetings, film, exhibitions, antique fairs and other events.	Community meetings, community lunches, and other events	Community art workshops, meetings and other events	Passive display (internal and external) plus temporary exhibitions in old bank chamber.
Facility Ranking- Usage (See Ranking Matrix) These rankings need be read in conjunction with the other measures developed for this audit.	Facility is used on a semi regular basis, some issues with management and some potential alternatives in the area	Facility is used on a regular basis, it is well managed and there are few other alternative facilitates in the area.	Facility is used on a regular basis, it is well managed.	Facility is used on a regular basis, some potential alternatives in the area.	Facility is used on a regular basis, some issues with management and some potential alternatives in the area
Facility Ranking-Suitability (See Ranking Matrix) These rankings need be read in conjunction with the other measures developed for this audit.	Facility is in reasonable condition - some works required, meets the needs of users to some extent.	Facility is in reasonable condition - some works required, meets the needs of users to some extent.	Facility is in reasonable condition - some works required, meets the needs of users to some extent.	Facility is in reasonable condition - some works required, meets the needs of users to some extent.	Facility is in reasonable condition - some works required, meets the needs of users to some extent.
Usage Levels (5-year trends, based on available data)	4,200 pa	25,000 pa	16,500 pa	4,060 pa	2,290 pa

Audit Measure		Bluestone Theatre	Kyneton Town Hall	Kyneton Mechanics Institute	Redbrick Hall	Kyneton Museum
Current Operational Arrangements		MRSC Arts and Culture Unit	MRSC Arts and Culture Unit	MRSC Arts and Culture Unit	MRSC Arts and Culture Unit	MRSC Arts and Culture Unit
10-Year Outlook (informed by stakeholder consultation/ community survey responses)	Strengths	Historic building used for small-scale performances and special occasions such as weddings	Historic venue that provides for a wide range of arts, cultural and community activities. Has capacity to host large performances and events	Historic venue that has good levels of community use	Historic venue that provides a base for a number of community groups with storage requirements who use the hall regularly.	Historic site Educational role regarding the region's heritage Unique attraction for MRSC Strong and varied collection Attracts input from dedicated community An active Friends Group who raise funds for and volunteer at the Museum
	Weaknesses	Poor accessibility (internal and external) Limited car parking Poor toilet amenities Poor stage access Rear access driveway leased on limited tenure.	No fly tower Limited stage size No Green Room No stage crossover Very basic dressing rooms No workshop for scenery No public address system No Wi-Fi No fire alarm No defibrillator Need better security system Poor seating Poor air conditioning Seating takes additional staff hours to mount and demount	Poor sound for presentations No production infrastructure	Poor accessibility Poor toilet amenities Driveway to rear of hall leased on a limited tenure.	Limited opening hours Poor accessibility Heritage structure limits modifying the building. Limited parking
	Opportunities	The Bluestone Theatre has the potential to expand its number of users and uses, however an agreed management model that is cost effective for Council that enables community control to the facility has not yet been identified. There is potential for the Bluestone Theatre and the Town Hall to complement each other more closely e.g. rehearsals inside the Bluestone Theatre with major performance inside the Town Hall.	Use of upstairs rooms for arts and cultural activities Increased film screenings	Increased use for exhibitions	Potential for artist in residence. Potential for use to better compliment the Bluestone Theatre.	Many opportunities to review current permanent upstairs exhibition space and develop an annual plan for changing exhibitions both inside and outside. Opportunity to focus on indigenous heritage of the area. A strong volunteer program would engage residents in meaningful activities around collection management, delivering public programs and meet and greet of visitors.

Audit Measure		Bluestone Theatre	Kyneton Town Hall	Kyneton Mechanics Institute	Redbrick Hall	Kyneton Museum
	Threats	Development of aged-care facility next door, which may lead to conflict of use issues Potential loss of rear lane access (currently rented by MRSC). If this was to occur, it would be very difficult for operational access to the facility. Failure to meet OHS requirements.	Facility not maintained and upgraded adequately to allow for expansion of programming and events and keep up with changing technologies.	Internal space not maintained and upgraded adequately for general usage	Issues relating to potential aged care facility next door, including potential loss of right of way access to the rear of the hall.	Continues as per existing operational model which may result in ongoing poor visitor numbers and restriction on opening hours.
	Preferred Future Use(s)	Consider handing over the hall to the community pending their willingness to implement governance and management model. Or consider discontinuing facility use as a theatre owing to constraints imposed by adjacent development.	A more vibrant and better used facility through expanded programming	Status quo and introduction of additional cultural activities (i.e. gallery)	Status quo or handing over to the community to manage	Status quo – but a better visited facility through improved exhibitions and activities and increased opening hours.
Suitability of Facility for Preferred Future Use(s)		Unsuitable in the long term as a theatre unless major upgrades are made, right of access issues are resolved with long term agreements, and potential conflicts with new surrounding residential uses (aged care) can be resolved	Suitable with recommended improvements (see below)	Suitable with recommended improvements (see below)	Suitable with recommended improvements (see below)	Suitable with recommended improvements (see below)
Rationalisation of Facilities		Potential	No	No	Potential	Potential
Recommendations:						
Confirm future role and function		Review role in relation to proposed development of Aged Care facilities on adjoining land	Continue with existing role but consider development of a creative hub using the upstairs rooms. Investigate an outsourced café operation and have venue open more often.	Expand existing role to include more exhibitions for local artists	Review role in conjunction with any planning and decisions for the Bluestone Theatre	Review options for future exhibition space, including integrating a central role for indigenous culture

Audit Measure	Bluestone Theatre	Kyneton Town Hall	Kyneton Mechanics Institute	Redbrick Hall	Kyneton Museum
Infrastructure	Requires major external works, including proper ingress and egress for both cars and pedestrians (including disabled access) Improved stage access for bump in bump out.	Ensure adequate heating and cooling Improved seating, especially for disabled/elderly access Improved back-of-house facilities Installation of alarm systems (security and fire)	Improve general maintenance (painting, external lighting)	External works to improve pedestrian access (including disabled access) General building maintenance	Building and site maintenance
Technology	Sound and lighting needs immediate upgrading Venue hire management system	Installation of WI-FI access New sound system, soundboard and speakers New lighting system and lighting board, Additional front of stage lighting battens New lanterns Upgrade of onstage grid Venue hire management system	Public address sound system Venue hire management system	Venue hire management system	NBN connectivity creates opportunity to benefit from technology upgrade.
Management	Casuals to support Facilities Manager	Dedicated Facilities Manager	Casuals to support Facilities Manager	Casuals to support Facilities Manager	Dependent upon review
Operations	Publication of protocols for community use Perhaps more training for users	Ticketing system to support improved CRM (Customer Relationship Management) Improved Staffing of FOH	Future operations will depend on decisions regarding long term future use	Publication of protocols for community use	Dependent on program review and availability of staff to operate the museum and extend opening hours
Programming	Status quo based on community demand	Status quo but with additional programs such as lectures	Use for future major visual art exhibitions	Status quo based on community demand	Future programming based on review of current permanent displays and review of temporary exhibitions
Fees and Charges	Review fees and charges, especially for community groups.	Review fees and charges, especially for community groups.	Review fees and charges, especially for community groups.	Review fees and charges, especially for community groups.	Consider the entry fee in relation to the exhibition offer

Audit of Courthouses, Halls and Mechanics Institutes

Measure	1. Malmsbury Town Hall	2. Malmsbury Mechanics Institute	3. Lauriston Hall	4. Tylden Hall	5. Baynton Hall
Overview	The 1868 Malmsbury Town Hall is a heritage civic building. It forms a local landmark on the boundary of the Malmsbury Botanical Gardens. The large hall seats approximately 200 people. Available to hire for weddings, meetings, performances and community events. The facility includes a brand new commercial kitchen.	The Malmsbury Mechanics Institute, built in the 1870s and extended in 1895, is another historic building in the town. The front two rooms host the Historical Society. There is a large main room which is occasionally hired out. The facility has a kitchenette and toilet facilities	The Lauriston Hall has basic facilities and is mainly used for family functions. The kitchen and appliances have recently been upgraded. Users of the BBQ are required to bring their own gas bottle. Trestle tables and chairs are also available. Seating for up to 55.	The Tylden Hall is a large hall which seats approximately 80 people and has a projection screen and round tables, as well as an adjoining playground and barbecue area. There is also a multi-use tennis court that can be hired.	The Baynton Hall, established in the early 1960s, is the home of the Baynton Film Society, and screens an Australian-based movie each year, on or around Australia Day. The Hall is a converted army hut. The facility has two toilets at the entry, main hall and kitchen at the back. There is also a new deck on the side of the hall.
Current Role and Function	The Malmsbury Town Hall is the only hall in the town. It provides a venue for community, school and Malmsbury Youth Detention Centre activities.	Home to the Malmsbury Historical Society.	The Lauriston Hall is the only community facility in Lauriston. It is a hall with a small kitchen and two toilets. In the past it has been used infrequently, but a new committee is now programming frequent events in the hall.	The Tylden Hall is a well-used facility and the only hall in Tylden. The local CFA and school use the hall regularly. An aged care facility uses the hall for training. The site also includes a shelter with BBQ, multipurpose tennis court and playground equipment.	It is used for local meetings and events.
Predominant Use	The hall is used for numerous community meetings, Senior Citizens, Malmsbury Primary School, The Village Fair, ANZAC Day, Australia Day, Show and Shine, music and film nights, markets, weddings and funerals.	While the Historical Society uses the front two rooms, the main room is used occasionally for yoga and life drawing. The historical society meets each week on a Friday.	The Lauriston Hall is used for local functions including an annual community Christmas Party, garage sales, Slow Cooked Sundays and live music gigs.	The hall is regularly used by the school for concerts and functions. The CFA use it for training and fundraisers. The hall committee have number of events, music and film screenings throughout the year. and also accommodates groups of motorhomes travelling through.	The Baynton hall is regularly used by the Landcare group, local CFA and art group. There are regular events like Australia Day and theatre and film nights.
Ownership and Current Management	DELWP building on Crown Land. It is maintained by MRSC and managed by a community committee which is a member of Macedon Ranges Community Halls Inc. currently on a nine year lease.	Owned by MRSC. There is currently no lease or licence agreement with the Historical Society	Council recently rezoned this land from Rural to Public Use. It is owned and maintained by Council. The hall is managed by a local committee and is a member of Macedon Ranges Community Halls Incorporated. They are on a nine year lease.	The hall is a DELWP owned building on Crown Land. MRSC is the Committee of Management. It is managed by a community committee that is a member of Macedon Ranges Community Halls Inc. currently on a nine year lease.	The hall is owned by MRSC and managed by a community committee that is a member of the Macedon Ranges Community Halls Inc. and currently on a nine year lease.
Current Operational Arrangements	The facility is in very good condition. It has had a commercial kitchen installed recently. The supper room needs painting	The building is in poor condition and would require significant work to rectify	Lauriston hall is in the poorest condition of Council's community halls, but is scheduled for a major upgrade in 2018-19. A grant has also been secured for new front fence. In the future, an off street carpark will be required.	The building is in good condition on the inside but weather boards on the outside will need to be replaced in the next few years. The hall has recently had the carpark sealed and new footpaths installed across the reserve.	The facility has recently had a major upgrade so it is in very good condition. This is the only hall in this community so it is very much valued All the committee members are farmers take a hands on role to ensure the hall is well maintained. .

Measure	6.Jubilee Hall	7.Mount Players Theatre	8.Bullengarook hall and Reserve	9.Bolinda Hall
Overview	Jubilee Hall is a large hall available for hire on a casual or regular basis. The hall is used frequently for weddings, social events and funerals. The facility is also suitable for meetings, dance and exercise classes. There is easy access and special amenities for people with disabilities. There are tables and chairs plus crockery and cutlery for 120 people and the kitchen has good quality commercial standard fittings.	Mount Players Theatre is a converted church. In 1975, the newly formed Mount Players obtained a lease to occupy the old Macedon Presbyterian Church, adjacent to Jubilee Hall, and convert it into a theatre. The church had been built in the early 1900s, but was no longer in use.	The Bullengarook hall is situated on land was donated to the Shire council by a local land owner and now provides a number of community facilities that also include an old school building, tennis club, cricket ground facilities, a pavilion available to the public for rental and equestrian facilities for the local children's pony club and adult riders clubs.	Bolinda Hall is part of a recreation reserve shared by the Bolinda Primary School. The facility has a main hall with heating and cooling, kitchen located at the back of the hall and public toilets which are separated from the main building. There is a concrete ramp and path down to the toilets. It includes storage, piano, trestle tables, portable stage and storage. It is particularly family friendly, set in over two acres of grounds with plenty of space for children to play, including an oval and sheltered areas.
Current Role and Function	Jubilee Hall was rebuilt after Ash Wednesday and is in very good condition. The facility has a large hall area, commercial kitchen, large meeting room, All abilities toilets and an outdoor covered area.	The theatre space is predominately used by the Mount Players for their theatre productions. They also have a youth theatre company operating. A business plan (updated regularly) guides its operation.	The Bullengarook Hall is used by the community, including regular use by other groups on the reserve such as the pony club, tennis club, cricket club, etc.	Main use is for family functions and community events.
Predominant Use	Jubilee Hall is one of the most well used community halls in the shire. Regular hirers include the local business association, church, dance school and yoga classes. It is also used for weddings, funerals, exhibitions, music, fashion parades, etc.	The Theatre is used each week night and on weekends. The shows running in the theatre are well attended.	There are number of community organisations like Landcare and CFA who use the facilities regularly. There are a number of fundraisers and progressive dinners. The halls are also used regularly by the special school located nearby.	Bolinda Hall is in a rural community and only has a hand full of users like Landcare, CFA and the primary school. It holds a Spring Fair each September as a fundraiser for the hall. Significant potential to increase use of the hall.
Ownership and Current Management	The hall is owned and maintained by the Council. The hall is managed by a local committee and is a member of Macedon Ranges Community Halls Incorporated. They are on a 9 year lease.	Although the theatre puts on many successful shows and their management approach is guided by a business plan, more work is required to bring the facilities up to contemporary standards for this type of facility, particularly in relation to OHS and maintenance.	The hall is owned and maintained by the Council. The hall is managed by a local committee and is a member of Macedon ranges Community Halls Incorporated and are on a nine year lease.	This hall was recently rezoned from Rural Farming to Public Use. The hall is owned and maintained by the Council. The hall is managed by a local committee that is a member of Macedon Ranges Community Halls Incorporated and is on a nine year lease.
Current Operational Arrangements	This facility is hired out frequently so the committee has significant income to maintain the hall to a high standard. The facility has a large sealed carpark out the front of the hall that it shares with the adjoining Mount Players facility.	The hall is owned by Council but the Mount Players do most of the maintenance unless a big project is involved. The Mount Players are on a long term lease and operate with a board and membership structure.	The Hall has recently been upgraded with new doors fitted, new flooring and upgrades to other parts of the building. There are public toilets; however, they are in poor condition. There is also a school building opposite the Bullengarook Hall which is used as a day care venue. There are some issues with the water tanks and the gradient of the roof and veranda, with most of the water from the roof ending up on the ground.	The Bolinda hall is in good condition after recently having had some renewal works completed. The kitchen has been recently upgraded as have the heating and cooling throughout the facility. The hall could do with an upgrade of chairs and trestle tables.

Measure	10.Clarkefield Hall	11.Old Kerrie School	12.Kerrie Hall	13.Gisborne Community Hall	14.Gisborne Mechanics Institute
Overview	Located near Clarkefield Station, this reserve is both a sports field and hub for the Clarkefield community. At the reserve, there is an oval, cricket nets, club change rooms and a pavilion for hire.	Built in 1877, the building is in reasonable condition. It is essentially one big room with a small kitchenette to the side. Limited heating and cooling. Outdoor toilets are in average condition. Includes two acres of gardens and an enclosed rotunda.	The Kerrie Hall is one very large room with a kitchen and servery at one end and storage at the other end. There are male and female toilets off to the side. Has trestle tables, chairs and an open fireplace.	The Gisborne Community Hall is home of the 1st Gisborne Scout Group and Gisborne Girl Guides. This hall is used for community meetings, functions and events. The facility is available during business hours on weekdays and all day/night on weekends.	The Gisborne Mechanics Hall is a rectangular room with a stage. It can seat up to 220 theatre style, or 120 with tables. Contains a kitchenette equipped with dishwasher, microwave and small fridge. The main kitchen is located in the Gisborne Community Centre and is accessible by a covered walkway if required.
Current Role and Function	The Clarkefield Hall is a large room with toilet facilities to the side and a small kitchenette. The facility also has cricket clubrooms located next-door to hall and a sheltered BBQ area. There is also a cricket ground with nets and a tennis court that is in poor condition.	Casual hire for weddings, band rehearsals, family functions and community meetings. Often used in conjunction with the Kerrie Hall.	Casual hire for weddings, family functions, community meetings	The Hall is mainly a scout hall but has a side room that is hired out to Yoga, kid's parties and landcare groups. There are several rooms off the main hall used for storage. There is a large garage and roller door as well as more storage in a loft area. The hall has male and female toilets inside the building.	It is used for public meetings, weddings, engagements, birthday parties, performances and presentation nights.
Predominant Use	The hall is hired out to local community groups like CFA, and local community members.	The Old Kerrie School is used when the main Kerrie Hall is hired. It is used by bands to rehearse due to its isolation. Several landcare and reading groups use it regularly. It is currently the home of film scouting company for the next six months.	The hall has a number of annual events like bonfire night and biennial Art Show. The hall is regularly hired out for weddings and parties. The Heskett CFA and Primary School use this facility regularly.	The scout and guides use the facility every week night after 5pm and occasionally on the weekend. There are cubs, guides, scout, rangers, etc. using the facility. The small room on the side has just been renovated and is regularly hired out for yoga classes.	The Gisborne Mechanics Institute has regular hirers like fitness classes, Windarrang, Old Time Market, etc. It is the main community facility in Gisborne. Lots of meetings, school productions and a dance school regularly hires the space.
Ownership and Current Management	The hall is owned and maintained by Council. The hall is managed by a local committee and is a member of Macedon Ranges Community Halls Incorporated on a nine year lease.	The hall is owned and maintained by Council. The hall is managed by a local committee and is a member of Macedon ranges Community Halls Incorporated. They are on a nine year lease.	The hall is owned by Kerrie Hall Inc and operates as a hall to hire, managed by a committee. It is on private land gifted to the community.	The hall is managed by a local committee and is a member of Macedon ranges Community Halls Incorporated and Gisborne Scouts. They are on a nine year lease.	The Gisborne Mechanics Institute is run by Council's Recreation Unit.
Current Operational Arrangements	Council does maintain this facility but most of the work is done by the committee.	Council does maintain this facility but most of the work is done by the committee.	Council doesn't maintain this facility. It is the hall committee's responsibility. Council has helped out on larger projects like upgrading all the floor boards	The roof of this facility is old and will soon needs replacing. The toilets and kitchen have recently been upgraded.	The facility recently had a major upgrade. The hall is in great condition as is the rest of the inside of the building. There is a staff member who looks after the cleaning and maintenance of the whole facility. So it runs very smoothly and all the groups work together and share the spaces.

Measure	15.Riddells Creek Mechanics Institute	16.Riddells Creek Community Hub	17.Romsey Mechanics Institute	18.Lancefield Mechanics Institute	19.Woodend Community Centre
Overview	The Riddells Creek Mechanics Institute Hall consists of a main meeting/function room, a smaller meeting room and a kitchen for up to one hundred person capacity. The hall has a stage and polished timber floors. Ten trestle tables are available for use, plus eighty comfortable chairs. The hall is adjacent to the Riddells Creek Lions Park and can be hired for private and business functions, and various community events.	The Gisborne Community Centre (formerly the Senior Citizens) has been upgraded and is now known as the Riddells Creek Community Hub. It is available for hire for meetings, functions and community events. It includes a large main meeting/function area seating 80-100 people (carpeted) and wooden-floored area suitable for activities e.g. dance, physical activity classes. It also has adjacent commercial kitchen and a smaller meeting room seating 10-12 people.	Romsey Mechanics Institute has a large hall & small meetings rooms available for hire. The building consists of two rooms at the front (RSL is the Tennant) foyer and stairwell going up to the balcony. It has a large main hall with a stage and male and female toilets to the side. There is a large dressing room at back as well as a room with a small kitchenette which is home to the Romsey Senior Citizens.	The Lancefield Mechanics Institute has been upgraded with State Government funding. The kitchen facilities are up to a commercial standard. The hall has a polished wooden floors, small foyer, dining room, toilets off to the side of the main hall and a stage. At the rear are rooms for storage and a studio annex. It can be hired for private and business functions and various community events.	The Woodend Community Centre is home to the Woodend Library, MRSC Customer Service Centre, Woodend Senior Citizens also has meeting rooms available There is a room (seniors use) with a small kitchen for hire.
Current Role and Function	Until recently the Riddells Creek Mechanics Institute was used by a dance school and wasn't generally available to other hirers. The dance school is now under new management that seems more open to other users of the hall.	The Riddells Creek Community Centre is regularly used twice a week. Immunisations also run out of this facility.	There are many users of the hall, like the RSL, CWA, Romsey/Lancefield Social Club, Cowboys and Angels dance academy, Blue Light Disco, Carol's Line Dancing and Romsey Garden Club. It is regularly used for music events and Antique Shows.	The hall has a number of users, primarily events associated with the Neighbourhood House eg: the farmer's market and Christmas lunches. It has also been used as a youth space.	The hall in the past has been used by the library, local scout group, senior citizens and local festivals like Woodend Winter Arts Festival. There are immunisation session held there regularly.
Predominant Use	Although potentially community use could increase, there are other bigger community facilities available in the town.	The Riddells Creek Community Centre is a well-equipped building and should see increased community use over time. Council has been working to open up the facility for other community users.	The Romsey Mechanics Institute is the only big hall in the town so is very important to the Romsey Community. The Romsey Hub/Library also has meeting rooms.	Generally the facility is well used.	The actual hall is a difficult space for community hirers and many use St Ambrose Community Hall instead because the acoustics are better.
Ownership and Current Management	This is a DELWP facility on Crown Land with a community committee managing the hall.	This is managed by Riddells Creek Senior Citizens.	This is a DELWP owned facility and managed by a community committee.	This is a DELWP owned facility and managed by a community committee. The committee are really proactive with the assistance of the Neighbourhood house on getting grants and funding.	This is a DELWP owned facility managed by the Governance Unit of Council.
Current Operational Arrangements	The hall is in average condition. Council in recent times had to replace all the weatherboards and repaint the outside.	There is nothing to do at this facility as everything is brand new. The Riddells Creek Seniors has over 100+ members so this is facility tht meets their needs.	The facility is quite run down and needs significant amounts of money spent on it.	The Lancefield Mechanics Institute is in good condition. The studio annex at back of the building could be used more frequently.	There are some spaces within the facility that could be better used.

Measure	20.St Ambrose Parish Hall	21. Newham Mechanics Institute	22.Darraweit Guim Memorial Hall	23.Romsey Community Hub	24.The Norma Richardson Hall
Overview	This Parish Hall caters for weddings and events with a capacity of approximately 200 seated. This venue includes a supper room and a stage. The hall is on the school grounds and sharing the same main entrance to the school.	This facility contains a hall with a stage, 100 person capacity, a modern kitchen and 30 space car park. The toilets have had a major upgrade and the kitchen facilities are up to a commercial standard.	The Darraweit Guim hall consists of a main room that can be broken into two with a concertina wall. The hall has toilets and a small kitchen and a steel sculpture garden.	The Romsey Community Hub is home to the Library, Council Customer Service, Playgroup, Neighbourhood House, Toy Library and visiting health services. It has spaces and meeting rooms for small group activities, classes, community meetings etc. There are also two large meeting rooms with a concertina wall that can be opened.	The main hall caters for 100 people and includes trestle tables and chairs and a veranda area. Other facilities at The Norma Richardson Hall include: a fully-equipped kitchen, full wheelchair access, baby change station, data projector, black-out blinds, gas ducted heating, ample space for parking and a timber deck.
Current Role and Function	The school is the primary user of the facility. The Woodend Winter Arts Festival programmes a lot of activities in the hall. It is also used for funerals with the church and hall on the same block	The hall is very busy with landcare groups, pilates, line dancing and school concerts. The hall also programs comedy acts.	There are a number of groups that use the hall including the school, landcare, CFA, Red Cross. It has been used twice as an emergency recovery centre.	There are a number of long term users of the facilities. The neighbourhood house attracts lots of different users to the space. The Council does immunisations out of this facility.	There are numerous things happening in the hall like Argentine Tango classes, bridge clubs, Pilates, young voices of Macedon and church functions.
Predominant Use	The Catholic School maintains the building. It does make money out of hiring to the community but its prime use is for the students.	This hall is very important to the Newham community; it supports the local school, CFA and around 10 other community organisations. The hall is in good condition throughout.	The hall committee do a lot of fundraising. The hall is not that old so in good condition.	Wide range of community users and events held in the facility.	The Anglican Church maintains the building. It does make money out of hiring to the community but its prime use is for the church members.
Ownership and Current Management	This hall is owned and maintained by the Catholic Church and is part of the school. This facility is booked and run by the St Ambrose Catholic School which is located nearby.	This is a DELWP owned facility It is located next to a park and the committee have installed shelters and a BBQ.	This is a DELWP owned facility. The hall was rebuilt in 1969 so is in good condition. Council has assisted with maintenance.	This is a Council managed and maintained facility.	The Norma Richardson Hall is owned and run by the Anglican Church.

Measure	25. Gisborne Courthouse	26. Woodend Courthouse	27. Lancefield Court House	28. 75 Piper St
Overview	The restored 1858 Gisborne Court House, home of Gisborne and Mount Macedon Districts Historical Society is open to the public each Wednesday. The Gisborne and Mount Macedon Districts Historical Society aims to foster and encourage the collection, conservation and study of local and family history.	Built in 1870, the court house in Forest St was the second court building in Woodend. Now its home to the Woodend and District Heritage Society. It is open every Wednesday from February to November). The Woodend and District Heritage Society aims to foster and encourage the collection, conservation and study of local and family history	The Lancefield Court House is home to the Romsey and Lancefield district historical society. It doesn't have rooms to hire.	Located adjacent to the Kyneton Museum this building houses the Kyneton Historical Society (KHS) with shared use with the Museum and Friends of the Kyneton Museum (FOKM). Council owns the block and the KHS have a nine year licence agreement on part of the building with a shared space for the kitchen and toilet. There is a MOU with the FOKM for their use of the kitchen area Council maintains the buildings and grounds with the KHS caring for the garden on the front veranda
Current Role and Function	The Gisborne Court House is home to the Gisborne and Mount Macedon district historical society. It doesn't have any rooms to hire and the Court house is only open to the public once a week. There is an old gaol attached to this facility. This open daily from 10am -2pm.	The Woodend Court House is home to the Woodend District Historical Society. It doesn't have any rooms to hire and the Court house is only open to the public once a week.	The Court house is open to the public three times a week every Monday, Wednesday and Friday.	It provides the KHS with space for research and two storage facilities at the rear of the building. The Friends of the Kyneton Museum and the Museum also use the facility for meetings and small information sessions. It has the only DDA compliant toilet for Museum patrons.
Predominant Use	A dedicated group of volunteer members of the Historical Society meets weekly to assist with the accessioning, conservation, filing and indexing of the collection, to assist visitors to the Court House and to attend to research enquiries received.	A dedicated group of volunteer members of the Historical Society meets weekly to assist with the accessioning, conservation, filing and indexing of the collection, to assist visitors to the Court House and to attend to research enquiries received.	A dedicated group of volunteer members of the Historical Society meets weekly to assist with the accessioning, conservation, filing and indexing of the collection, to assist visitors to the Court House and to attend to research enquiries received.	The KHS has all of its collection and administration located in the building. They are open to the public each Tuesday and Saturday. FOKM use the kitchen area for the regular meetings and store their records on site. The Museum uses the kitchen area for small public programming activities with adult information sessions and education programs. The Museum has a collection store located at the rear of the block.
Comment	Costly to maintain, heritage overlays	Costly to maintain, heritage overlays	Costly to maintain, heritage overlays.	

Appendix 3: The Future of Council's Collection of Historic Objects

Council holds an important collection of historical machinery, artefacts and memorabilia which are currently housed within the Kyneton Museum and the Kyneton Mechanics Institute.

In 2017 Dr Megan Cardomone was commissioned by Council to audit the Macedon Ranges Cultural Collection. This document provided Council with photographs, object creation dates if known, item descriptions and the provenance (where known) of objects in each collection. These included social history, the public art and memorials, visual art and civic collections. The document also included a number of significance statements on selected items from the collections.

This document serves as a valuable reference tool for Council to know exactly what items exist in the collection for insurance purpose, but more importantly how they provide a historical snapshot of the region and a valuable tool for the community to enable them to understand the history of the region.

The majority of these items (8000 in total) and the way they are conserved and presented in the future is important in the context of this Arts and Culture Strategy.

The last conservation management plan was carried out by Authentic Heritage Services in June 2000. Prior to the creation of the recent catalogue, the last inventory was created in 2005.

The relevant Arts and Culture Strategy goal is:

Connect our community by interpreting and celebrating our region's stories

The accompanying objectives are:

Collect and interpret local stories that represent our cultural diversity

Use collections, historical knowledge and activities to inform life-long learning

The Shire's collection provides an important community resource for understanding the history of the region that can inspire future generations as well as provide material for future arts and cultural projects connect with the stories of the region.

Throughout the development of this Arts and Culture Strategy, there has much discussion around the indigenous history of the region. The collection includes around 50 items connected with indigenous heritage relating to:

- Indigenous peoples with connections to the Shire area- Dja Dja Wurrung, Taungurung and Wurundjeri peoples
- Indigenous groups from other parts of Australia

One very important object in the collection and related to our indigenous history is a segment of a ring tree which were used to mark places of significance.

However, most of the objects in the collection are post-settlement and in the history of the museum most of the exhibitions and displays have reflected the post-settlement period.

There is an increased knowledge and awareness of Aboriginal culture and an acceptance of their place in our history as our First Peoples.

The indigenous heritage of the Macedon Ranges is now well recognised and as such one of the projects recommended for Council's further consideration is the development of an Indigenous and Mega fauna Interpretative Centre at Lancefield, providing visitors with the indigenous, geological and geographical history of the area.

There is now an opportunity for the Museum to become involved in this project as a collaborator. This may include future exhibitions that tell the story of the indigenous history of the region, including pre settlement, settlement and post settlement. The Museum could also use the collection together with loaned items to tell the story of the region from pre to post settlement.

This is not to say that the Museum should not continue to display its collection and hold exhibitions about a variety of subjects, but that it needs to develop a whole new dynamic program to encourage visitation.

The general role of museums has changed dramatically in recent years with a focus on interactive displays rather than just static displays. Some museums have embraced new technologies to engage younger people. If the social history collection is to be preserved and exhibited then there needs to be a realistic appraisal about the collections future and the actual costs associated with conservation and preservation.

There are many items in the current collection that if displayed in a new and dynamic way could be attract more visitors to the museum, including a younger demographic.

Among the collection there are many interesting and important objects that show the beginnings of machines, like an 1898 Bell Standard Phonograph and an English Electric Shock Machine from 1880. As well there are many 19th century games like carpet bowls, a bobs set, a cribbage set and children's toys. There are a number of important historic objects related to sport which will always be of interest to sports lovers.

The overall Collections have strong social significance because they were formed and fostered by the local community, especially in the early years of the then Folk Museum and to a lesser degree the Mechanics Institute. The community has strong ties to the Museum and its collections. Donations from the local people, sometimes of large collections have established meaningful links between the community and these collections. Past and present volunteers have donated thousands of hours to care for the collection. Many of these early supporters need to be respected and honoured by continuing the care, interpretation and display of the collection for posterity.

Options for the future of the Museum

The options appear to essentially be: close the museum, hand the facility and collection back to the community, continue with business as usual, or providing the resources for the museum to develop into a more sustainable model:

1. Closing the museum would require a process of deaccession¹ of all collection items in line with the collection policy wind up clause. This includes locating object donors which is difficult as no records were kept during the museums inception; legally the Museum must offer the items in the first instance to the donor, then offer items to other museums or cultural organisations and as a last resort public disposal. The Museum site could then be sold. The risk of this option is the community resistance due to a loss of their collection and the opportunities to see their cultural stories interpreted and displayed.
2. Handing the facility and collection back to the community would require Council to find a suitable community incorporated group who is prepared to take on the care of the collection in line with the Museum Accreditation Program and all maintenance and incoming costs for the facility. The risk of this option is not finding a community group prepared to accept this level of responsibility or that a community group who takes it on does not have the capacity to manage the facility and/or collection to the standard required.
3. Business as usual offers no increased benefit for the community or local business as there is little capacity to drive visitation or manage an active volunteer program to support the activities at the Museum such as public programming and collection care. Currently the Friends of the Kyneton Museum have contributed over \$50,000 from their annual fundraising to specific

projects with the capacity to work collaboratively with Council into the future. There would be minimal resistance from the community however the current volunteers and Friends group who have committed many hours supporting, fundraising and advocating for the Museum since its inception in the 1970s would find this option frustrating.

4. To increase the resources for the Museum would offer new opportunities for community engagement, a stronger tourism product and an opportunity to showcase the regions Aboriginal, European and contemporary stories. The data from the online survey confirm that the local community seeks to learn more about the regions Aboriginal stories. A significant proportion of the schools, visiting friends and relatives (VFR) market and walk-up travellers also seek this programming and information. A relevant and engaging program of activities at the Museum would provide opportunities for increased local engagement through an active volunteer program; a viable tourist operation including a merchandise outlet and a supplement to the regions offer in cultural tourism that could be packaged along with other local operators to metro tour companies.

Option 4 is the preferred option because it is the direction that most closely aligns with the objectives of the Arts and Culture strategy. The consultant's recommendations are that:

- The Museum is resourced to support a well-managed and supported volunteer program that assist staff in collection care, education programming and grounds activation.
- The museum is resourced to redevelop its current static displays and include new displays that share the stories of the regions Aboriginal people with representation from the Dja Dja Wurung, Taungurung and Wurundjeri and contemporary residents.
- The Museum is actively promoted as part of the suite of cultural tourism products on offer to the regions visitors
- The Museum explores an education program that will attract regional and metro schools as part of a regional visitation package that includes overnight stays

¹ Deaccession – is the process where museums, galleries and libraries legally dispose of their collection items either in their annual audit or in the advent of a closure.

Appendix 4: Literature Review and References

Macedon Ranges Shire Council Plan 2017-2027

The Council Plan is the primary vision and goal setting document for Council during its current term. It sets out Council's key themes of livability, efficiency and sustainability. The Council Plan provides the regional context for the development of the Arts and Culture Strategy as well as key guiding principles to inform the future directions of the Shire.

www.mrsc.vic.gov.au/About-Council/Our-Council/Council-Plan-Budget#section-1

Health and Wellbeing in the Council Plan 2017–2027

The Council Plan incorporates the Municipal Public Health and Wellbeing Plan in recognition of Council's role in improving community health and wellbeing. The Arts and Culture Strategy supports the concept of community wellbeing through the provision of festivals, events and programs that bring the community together, promoting community wellbeing and community connectedness.

www.mrsc.vic.gov.au/files/assets/public/council/our-council/report-health-and-wellbeing-in-the-council-plan-2017-2027.pdf

Macedon Ranges Shire Council Social History Collections (Cardamone 2017)

This document serves as a valuable reference tool for Council to know exactly what items exist in the collection for insurance purpose, but more importantly how they provide a historical snapshot of the region and a valuable tool for the community to enable them to understand the history of the region. It has been referenced in the development of this Arts and Culture Strategy and informed the recommendations made in this strategy for the future of the collection and the future of the Kyneton Museum which houses the collection.

Creative Industry in Rural Victoria – Economics Analysis Prepared for Rural Councils Victoria by Essential Economics Pty Ltd. 2013

This report has been prepared for Rural Councils Victoria to document the activities and outcomes of the intelligent Communities Supporting Creative Industries (project 5.6) under the *Networked Rural Councils Program*.

Macedon Ranges Visitor Economy Impact Study (Urban Enterprises 2017)

The Plan aims to achieve a coordinated approach to tourism in the region and to maximise the benefit of industry, government and strategic cohesion. It identifies and prioritises the strategic direction for the broader Daylesford and Macedon Ranges region. The study has been useful in the development of the Arts and Culture Strategy as it provides good data on visitation numbers to the Shire and how Arts and Cultural programs and events in the future might be used to attract greater visitor numbers and also increase the visitor spend in the Shire

www.mrsc.vic.gov.au/Live-Work/Business-Economy/Strategies-Plans-Business/The-Visitor-Economy/Tourism-strategies-and-plans

Economic Development Strategy 2009-2019 (Macedon Ranges Shire Council 2017)

This strategy focuses on consolidating and building on areas of opportunity, in broad terms it suggests that, opportunity lies in the people, the current economic climate and in the invigoration of the strategic direction for our economy in the following areas:

- An attractive environment in which to live, work and do business
- Village life with unique vibrant and creative cultures
- Good transport linkages and access to major port and airport

The Arts and Culture Strategy supports these three opportunity areas through its festivals and events programs and though the in-kind support it provides to arts businesses in the Shire.

www.mrsc.vic.gov.au/files/assets/public/live-amp-work/business-amp-economy/strategies-amp-plans-business/strategy-economic-development-strategy-2009-to-2019.pdf

Creative State- Victoria's First Creative Industries Strategy 2016-2020 (Vic Dept. of Economic Development, Jobs, Transport and Resources 2017)

Creative State outlines the policy of the newly created "Creative Victoria". Creative Victoria places an emphasis on investment in the new Creative Industries, but also supports a wide variety of Arts and Cultural Programs. Creative Victoria currently supports the annual professional performance program in the Kyneton Town Hall. It has been referenced in the development of this arts and culture strategy in relation to the potential for funding of new arts and cultural programming initiatives in the Shire.

https://creative.vic.gov.au/data/assets/pdf_file/0005/110948/creativestate-4.pdf

Regional Development Victoria- Regional Development Fund, Regional Infrastructure Fund (Vic Dept. of Economic Development, Jobs, Transport and Resources 2017)

These documents represent two key areas in RDV's overall strategies for supporting regional infrastructure projects. They have been utilised in the development of this strategy to support the assessment of new community initiated infrastructure projects

<https://www.rdv.vic.gov.au/about-us/regional-infrastructure-development>

Cultural Development Network

These documents developed by the Cultural Development Network have been used in the preparation of this Arts and Culture Strategy

- Planning principles for Cultural Planning
- Five policy domains of local government's work; Cultural, Social, Economic, Governance and Environmental

<https://www.culturaldevelopment.net.au>

Goldfields Libraries Corporation 2013-2017

The Goldfields Libraries Corporation Plan up to 2017 has been used in the development of this strategy to inform all discussion on the future of libraries in the Macedon Shire.

ABS Census of Population and Housing 2016

Macedon Ranges Community Profile

<https://profile.id.com.au>

Macedon Ranges Shire Council Social History Collections Significance Statement