

UNESCO Creative Cities Network

*Monitoring
Report*

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2016*

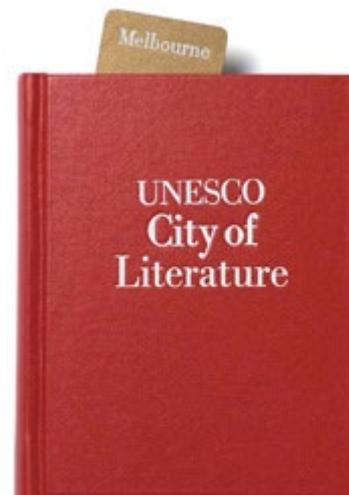


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1

EXECUTIVE SUMMARY

In 2008, Melbourne joined the UNESCO Creative Cities Network when it was designated the first and only City of Literature in Australia and the second of its kind in the world.

Melbourne's designation as a UNESCO City of Literature was an acknowledgment of the breadth, depth and vibrancy of the city's literary culture. Melbourne supports a diverse range of writers, a prosperous publishing industry, a successful culture of independent bookselling, a wide variety of literary organisations and a healthy culture of reading and engagement with events and festivals.

Becoming a UNESCO City of Literature heralded the establishment of the Centre of Books, Writing and Ideas – a vibrant hub for a diverse range of literary- and ideas-based organisations and activities. The now named, Wheeler Centre, is dedicated to being the cornerstone of Australia's literary activity: by supporting the health and vitality of the writing and ideas ecosystem, they continue to contribute to a deeper thinking society and enable the story-telling and story-making that builds communities around the sharing of ideas and conversations. Over 2200 speakers have participated in more than 1616 public conversations since 2010.

To better coordinate and promote literary activity in metropolitan and regional Victoria, and to promote Melbourne's designation by UNESCO as a City of Literature, Creative Victoria and the City of Melbourne agreed to partner in establishing the Melbourne UNESCO City of Literature Office in 2014. The Office and the Director are housed in The Wheeler Centre.

In its first two years the Office worked towards:

- Activating Melbourne as a City of Literature.
- Building the capacity of the City of Literature.
- Developing international pathways for the City of Literature.
- Connecting with new audiences for the City of Literature.

The office addressed its first three strategies with initiating two rounds of a Travel Fund – funding 47 people to travel to 15 different countries for professional development.

To help activate the City, the Office created a unique well as launching a full website, which include a user operable calendar of events and happenings across the City of Literature as well as a unique walking map of Melbourne.

To help with capacity building, the Office managed three roundtable development programs for the literature sector, as well as providing a mentorship role for many organisations.

In 2014-15, Victorians made 29 million visits to their local libraries borrowing 47 million items.

Creative Victoria Research

The Office facilitated four partnership opportunities across the Creative City Network, providing opportunity for over 40 writers to be presented in new international pathways. The Office also facilitated six writers travelling around the world, above and beyond the Travel Fund.

The Office partnered with Writers Victoria in its Diversity-Project China program, leading up to the Chinese Writers Festival and with Monash University for its *Literary Commons* program as well as providing support for the Blak and Bright Indigenous Literary Festival. These programs were addressing the connecting with new audience's strategy.

While based in the City of Melbourne, Melbourne the City of Literature aims to enable and support the state that Melbourne is capital of – Victoria as well as connect across Australia.

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GENERAL INFORMATION

2.1. Name of the city: Melbourne

2.2. Country: Australia

2.3. Creative field of designation: Literature

2.4. Date of designation: November 2008

2.5. Date of submission of the current report: November 2016

2.6. Entity responsible for the report: Melbourne UNESCO City of Literature Office

2.7. Previous reports submitted and dates: N/A

2.8 Focal points of contact, including:

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The highest levels of participation in Australian arts were in literature (via reading) with almost 90% of Australians reading in the year before the survey.

Australia Council's 2013 survey of arts participation

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CONTRIBUTION TO THE NETWORK'S GLOBAL MANAGEMENT

3.1 Number of UCCN annual meetings attended in the last four years (please note that a regular participation in these meetings is compulsory)

Four

3.2 Hosting of a UCCN annual meeting and dates

No

3.3 Hosting of a working or coordination meeting addressed to one or more specific UCCN creative field representatives

No

3.4 Hosting of an international conference or meeting on specific issues salient to the Creative Cities with a large participation of members of the Network

No

3.5 Financial and/or in-kind support provided to UNESCO's Secretariat in order to ensure the management, communication and visibility of the UCCN (type of contribution, estimated value, main objectives, and dates)

N/A

3.6 Membership of the Steering Group and period

Deputy Representative of Literature sub-network 2015-2016

3.7 Participation in the evaluation of applications (number of applications evaluated per year)

14 applications assessed 2015

***6,631 Victorians
were employed as
writers or print
media workers as
their main job.***

Australian Bureau of Statistics, 2011

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MAJOR INITIATIVES IMPLEMENTED AT THE LOCAL LEVEL TO ACHIEVE THE OBJECTIVES OF THE UCCN

4.1 Travel Fund

The Melbourne City of Literature Travel Fund provided funding of up to \$3000 to support writers, editors, publishers, librarians, booksellers – anyone working in the state’s literary sector – to explore opportunities for their own professional development as well as the promotion of Melbourne as a City of Literature.

Melbourne is largely isolated from the rest of the network. This has two effects: firstly, we do not have an easy opportunity to reflect on the depth of reasons of why we are a City of Literature or, more bluntly, how good we are. Secondly, it is hard for Australian writing to travel and as a result to build new international audiences.

This initiative was designed to ignite more travel and opportunities for travel from our literary professionals. 46 literary workers took opportunity to travel for self-development as part of this program, visiting 18 different countries around the world.

This project was more successful than hoped, with two key unplanned outcomes being that all applicants valued the Fund immensely and agreed that the successful applicants formed a worthy list which showcased the diversity of the City. Also, many of those who applied unsuccessfully got funding elsewhere using the foundation of their application. It also generated interest in and a demand for development travel across the ‘City of Literature’ with currently one philanthropic working with the Office to develop their own literature travel fund.

This strategy addressed goal 1, 3 and 4 of UNESCO’s Creative Cities Network aims:

- strengthen international cooperation between cities that have recognised creativity as a strategic factor of their sustainable development;

- Strengthen the creation, production, distribution and enjoyment of cultural goods and services at the local level.
- develop hubs of creativity and innovation and broaden opportunities for creators and professionals in the cultural sector;

Library programs attract 1.8 million attendances across the state, to range of activities and events. These library outlets employed the full time equivalent of 1,778 staff.

Creative Victoria Research

4.2 D-Writers China

D-WRITERS (China) aimed to respond to demand from a group that remain under-represented in Australian literary education, organisations and publications.

Australia while being multicultural, sometimes struggles to include all of our population within a literature context. Chinese-Australians comprise the largest migrant community in Melbourne, which includes a large number of writing groups and literary organisations (most of which write in Chinese and have little engagement with the city’s broader literary sector). D-Writers China provided an opportunity for these two sections of our diverse writing community to come together.

The program featured local and international speakers and provided professional development for writers and translators from Melbourne’s largest migrant community (and beyond). The events also formed part of the Melbourne Writers Festival and City of Yarra’s Chinese Reading Month celebrations.

While being recognised as a UNESCO City of Literature, the majority of Melbourne's literary activity takes place in English within the central business district. The 2016 Chinese Writers Festival extended this activity to Richmond, extending the reach of the city's literary offer and engaging audiences and participants that may have otherwise missed out.

The bilingual programming making it possible for nearly 200 people from diverse linguistic backgrounds to participate over the two days (exceeding our targets). And the event was documented by two bloggers in residence from Peril Magazine in a series of posts on their [website](#).

The impact of this initiative included increasing profile and publishing opportunities for Chinese-Australian writers in Victoria and the development of new relationships and networks and facilitation of a greater sense of inclusion. This resulted in further capacity development, activity for individual writers and Melbourne's literary sector organisations.

This program involved a public presentation day as well as an industry session plus a closed workshop between the indigenous writers and the Daljit writers. It provided an avenue for further communication between the Indian tertiary sector and the Australian publishing industry which the office is facilitating further exploration of.

These strategies addressed goals 1, 3 and 5 of UNESCO's Creative Cities Network aims:

- Strengthen international cooperation between cities that have recognised creativity as a strategic factor of their sustainable development;
- Strengthen the creation, production, distribution and enjoyment of cultural goods and services at the local level
- Improve access to and participation in cultural life, as well as enjoyment of cultural goods.

Victoria has 346 library facilities, 272 branch libraries, 29 mobile libraries, and 45 other library outlets (incl. self-serve, depots and collection vending machines)

Creative Victoria Research

This strategy addressed goals 2, and 6 of UNESCO's Creative Cities Network aims:

- Stimulate and enhance initiatives led by member cities to make creativity an essential component of urban development, notably through partnerships involving the public and private sectors and civil society.
- Fully integrate culture and creativity into local development strategies and plans.

4.3 Literary Commons

The Office worked with Monash University in organising a festival and roundtable between Daljit Indian writers and Indigenous Australian Writers, as well as coordinating an industry roundtable session for the Melbourne publishing scene.

Melbourne has had a doubling of Indian population in the last four years, but this population is still under represented within Australian literary programming. It has been an ongoing strategy of the Office to look to activate and engage with this population.

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MAJOR INITIATIVES IMPLEMENTED THROUGH INTER-CITY COOPERATION TO ACHIEVE THE OBJECTIVES OF THE UCCN

5.1 20 Minute Cities

The Office worked with Emerging Writers Festival via their Digital Writers Festival to promote different Cities of Literature through short mobile based films. Seven cities took part in total. (Edinburgh, Melbourne, Iowa City, Dublin, Reykjavik, Norwich, and Kraków.)

20 Minute Cities took place over Google Hangouts and Twitter, with a pair of emerging writers in each city armed with a 3G/4G data pack and two smartphones. One writer livecast a video stream of their travels, while their partner accessed the #dwf15 stream on Twitter, answering questions from viewers located around the world.

This initiative promoted knowledge sharing between the Cities as well as providing a promotional platform for each Cities literary culture, both historical and contemporary.

<http://digitalwritersfestival.com/2015/event/20-minute-cities-edinburgh/>

This strategy addressed goal 1 and 3 of UNESCO's Creative Cities Network aims:

- Strengthen international cooperation between cities that have recognised creativity as a strategic factor of their sustainable development;
- Strengthen the creation, production, distribution and enjoyment of cultural goods and services at the local level.

5.2 International Exchanges

The Melbourne UNESCO City of Literature Office aims to respond positively to all request from our partners Cities.

In the last two years we have responded to the following:

Dunedin – NYWF

The Office facilitated an exchange for the National Young Writers Festival Director, based in Melbourne, to attend Dunedin's first Young Writers Festival. This has enabled an ongoing engagement between these two festivals. Three emerging literary programmers attended – Alexandra Neil (ABC, Express Media), Sian Campbell (Scum Mag) and Rachel Toops (MWF).

Krakow Poetry Projections

The Office worked with Australian Poetry to arrange 12 poets to participate in Krakow's poetry project program. This program will be repeated in Prague in 15/16.

20,877 book titles published in Australia in a year.

Thorpe Bowker research 2014

Prague – Writers Residency

The Office managed the Melbourne applications to Prague's pilot residency program. A Melbourne writer, Liam Pieper, was the firsts elected writer for this program and has since published his critically acclaimed book *The Toy Maker*, set in Prague.

Melbourne is isolated from the network and while we are hampered to travel our creatives, we are well resourced to travel our creations. We look to continue this but we do

challenge our literature just being colour and movement for other Cities, instead looking for pathways for them to get new audiences and awareness from their placement.

This strategy addressed goal 1 UNESCO's Creative Cities Network aims:

- Strengthen international cooperation between cities that have recognised creativity as a strategic factor of their sustainable development;

5.3 Weather Stations

Weather Stations was an international project that placed literature and storytelling at the heart of discussions about climate change.

Five partners in Berlin, Dublin, London, Melbourne and Warsaw each appointed a Writer in Residence to work together to explore how literature can inspire new ways of living in the context of the most fundamental challenge facing humanity today – our changing climate. They also established a Substation at a local school, where they worked with teachers and pupils to discover how they might nurture responsible young citizens with the knowledge, motivation and tools to fight for a more sustainable future.

Through the [website](#) they shared their work: the discoveries, delights and frustrations they encountered over the course of the project, as each writer visited each Weather Station to experience each partner's unique perspective on climate change.

how we might move from a doomed economy of industrial growth to a life-sustaining society committed to the recovery of our world.

This strategy addressed goals 2, and 6 of UNESCO's Creative Cities Network aims:

- Stimulate and enhance initiatives led by member cities to make creativity an essential component of urban development, notably through partnerships involving the public and private sectors and civil society.
- Fully integrate culture and creativity into local development strategies and plans.

Please find attached an excerpt of an interim report commissioned from Arts Victoria (now Creative Victoria) on the effectiveness of our work as City of Literature prior to the commencement of the Office. See Attachment One

73.4% of children in Melbourne, between the ages of 5 and 14 years old, read for pleasure in their spare time.

Australian Bureau of Statistics, 2012

Literature gives humanity to concept. Writers create worlds for us to explore, and in reading them, we are able to empathise with others and to imagine how we might work together towards ecological sustainability and social justice. We need storytellers to interpret the science, to by-pass the politics and to ignore the too often narrow self-interests of finance. And in doing so, show us how our lives could be lived differently, guided by ecological rather than economic imperatives.

At the end of the project, Weather Stations created a body of literature with a new language and a narrative to express

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PROPOSED ACTION PLAN FOR THE FORTHCOMING MID-TERM PERIOD OF FOUR YEARS

Please find the draft of our next strategic plan attached. See Attachment Two

ATTACHMENT

1

ARTS VICTORIA REPORT EXCERPT 2011

Development as a City of Literature

Has Melbourne been developed effectively as a City of Literature?

To develop Melbourne as a City of Literature, a number of small projects were commissioned and funded. The predominant purpose of these projects was to celebrate the achievement of the UNESCO City of Literature status, promote the brand and further develop the city's literary strengths. The projects included administrative activities, professional and programming exchanges and exhibition support. Below is an overview of two of the small projects funded and their reported achievements.

Example 1 – Additional \$50,000 funding to the Australian Poetry Centre (APC)

Annual operations funding of \$50,000 was provided to the APC to operate a full program of activities to support poetry in 2009". This funding assisted with rent and administration costs and allowed the Centre to run a full program of activities and events including participation in the Melbourne Writers Festival, a series of workshops and mentoring programs, a residency and maintenance of a website and library.

Example 2 – Operational support for the Melbourne Prize for Literature in 2009

The Melbourne Prize offered one of the most valuable literary prizes available in 2009. As a small project of the Initiative, Arts Victoria provided \$39,000 funding to the Prize for human resources (HR) and administrative support. According to the Melbourne Prize Trust, this funding enabled it to meet its objectives to recognise and reward excellence and talent in literature and provide opportunities for writers. The grant also allowed management to "focus more clearly on the main program events, including the 2009 prize competition and public exhibition". Acquittal reports state that an unexpected

outcome of the grant funding was that it "strengthened the message of the Trust and in doing so helped it meet its objectives to raise awareness of our literary resources and provide a project offering tangible benefits to writers in Victoria".

Assessing whether Melbourne has been adequately developed as a City of Literature is challenging, particularly given it can be argued Melbourne was developed as a City of Literature prior to submitting its UNESCO bid.

Given the evidence provided, however, it appears that many of the small projects commissioned helped achieve many of the desired outcomes of the Initiative. It also helped broaden the focus of the Initiative to wider communities, helped publicise the UNESCO status, the benefits to Melbourne and many important literary activities.

Many of these projects also assisted Melbourne to meet its responsibilities under the UNESCO Creative Cities Network and also demonstrated some of the practical benefits of Melbourne being part of this network. They also ensured the Centre was established as they helped the resident organisations establish their offices.

Stakeholders generally suggested that the Initiative had been beneficial in helping further develop and recognise Melbourne as a City of Literature. Almost all stakeholders with no direct link to the Initiative had previously heard about it or Melbourne's UNESCO status. Those stakeholders with a close association to the Initiative were very enthusiastic about its potential and suggested funding and focus could be placed in assisting more grass roots organisations be part of the Initiative.

Key findings

- 1 Stakeholders are enthusiastic about the benefits of the Initiative and eager for Melbourne (and Victoria) to be further developed as a City of Literature, with the benefits delivered to a wider, state-wide audience at more of a 'grass roots level'.

- 2 It is unclear how some of the small projects were chosen to be funded and whether they necessarily represented the most effective or efficient method of achieving outcomes.
- 3 Many of the small projects commissioned to celebrate and promote the Initiative appear to meet many of the desired outcomes of the Initiative and were well received by stakeholders.

Branding and promotion

Has Melbourne been branded and promoted as a City of Literature effectively?

The greatest focus on branding and promotions of the Initiative and UNESCO status designation occurred when the designation was first announced. Some of these promotional activities included:

- the distribution of 5,000 bid documents through industry organisations, media and libraries
- the distribution of an eight-page editorial supplement in The Age newspaper on Melbourne as a City of Literature
- a Creation Stories of the Kulin Nation publication to launch the Centre. Melbourne's designation as a UNESCO Creative Cities network provides the entitlement to use UNESCO's name and logo when mentioning the city's membership in the network, subject to specific conditions outlined in a 'guidelines on logo use document. A condition of the use of the document includes compiling a questionnaire stating how many events and activities were organised that related to the promotion of the title and status.

A brand management committee was initially established to discuss strategies, activities and ongoing communications for the Initiative. These meetings dissipated due to lack of resources and disinterest from members. It was also a stakeholder view that is this a role which could be contracted out.

The text and logos must be used on publications for any state-funded literary activities. The logo and conditions for use are available on the Arts Victoria website. Arts Victoria's media and communications unit provided considerable in-kind time and resources to assist with the marketing and promotions of the Initiative, overseeing the creating of promotional material, media coverage and other support. The exact time commitment spent on this and the outcomes achieved were not tracked or recorded.

A media monitoring analysis of 'Melbourne and City of Literature' between August 2008 and August 2009 indicates 157 mentions in both national and international media.

This significant additional media coverage helps confirm Melbourne's reputation and profiling as a cultural and literary

city in both national and local media. As this analysis shows, almost half of the mentions of Melbourne as a City of Literature appear in local media (The Age and Herald Sun) helping boost Melbourne's profile among a local audience. In addition to this, Melbourne's UNESCO designation also helps it achieve beneficial international media attention. This focus and coverage of Melbourne tends to spike when another international city applies to be a UNESCO City of Literature. Arguably this contributes to the increased international recognition of Melbourne as a literary city and increased awareness and profiling of its writers.

Most stakeholders interviewed were enthusiastic about the potential opportunities to brand and promote Melbourne as a City of Literature and noted the benefits could be expanded beyond increased cultural tourism or knowledge among the literary community. Many expected to see greater use of the logo (for example, on all books published in Melbourne) and more events and activities promoting the brand. Many suggested that marketing and promotions of The Wheeler Centre had been quite effective and more could be done to promote all elements of the Initiative and Melbourne's wider literary activities and events. It is noted that Arts Victoria decided that once The Wheeler Centre brand was established, further development of the City of Literature brand would then follow.

Branding and promotions of the Initiative and the UNESCO status has not been as effective or prominent as it could have been, largely because of a lack of specific funding and focus on this activity (with most emphasis placed on The Wheeler Centre). Funds were allocated as a one off in 2008 and since this time there has been limited resources invested in this activity. Correspondingly, stakeholders have also noted a drop off in marketing and promotions of the Initiative or in Melbourne as a literary city. Many stakeholders expressed the opinion that they anticipated the branding and promotion to be more pervasive.

Overall, the Initiative has received significant media coverage both locally, nationally and internationally. Almost 40 per cent of mentions of Melbourne and 'City of Literature' were in international media which is over and above any media coverage Melbourne may have received previously.

Key findings

- 1 Melbourne as a City of Literature was mentioned in the media 157 times in 2008-09. Almost 50 per cent of this is in local publications. Melbourne is also now mentioned internationally every time another local city bids for UNESCO status (e.g. Edinburgh, Dublin and Iowa). This suggests significant new profiling of Melbourne's literary culture and of its writers and achievements.
- 2 Branding and promotions of the Initiative and the UNESCO status has not been as effective

or prominent as it could have been, largely because of a lack of specific funding and focus on this activity. Funds were allocated as a one off in 2008 and since this time there has been limited resources divested in this activity.

The Melbourne Writers Festival

As part of the Initiative, the Victorian Government increased its operational funding to the Festival by \$100,000 per annum in 2007. The additional support enabled the organisation to employ a full-time marketing manager (as opposed to part-time manager in 2009), with consideration currently being given to employing a marketing assistant in 2011. In addition to this, the small projects also included \$20,000 for a subsidy for four free attendances at select sessions of the 2010 Festival.

International and interstate audiences

Overall audiences at the Festival have increased significantly since 2007. While, the Festival had a goal of increasing international audiences by two per cent from 2007 onwards, limitations in data collection mean this cannot be determined." While not the only measure of success, this data would provide an important barometer of the profile of the event outside Victoria and consequently its absence makes evaluating this area difficult.

International and interstate authors

The Festival has made an effort to increase both the 'calibre' and 'quantity of international writers who participate in the Festival in recent years". As Figure 7 illustrates, there has been an almost 55 per cent increase in the number of international authors attending the Festival since [when?]

As a comparison, the Sydney Writers' Festival had 70 international authors in 2010. While it can be stated that the Festival has grown exponentially in recent years, it is still not as well attended nor internationally renowned as the Sydney Writers' Festival which claims to be "Australia's premier literary event and third largest annual literary festival in the world". Attendances at this event are more than 80,000. Section 4.3.3 provides a breakdown of the funding and other inputs of the Melbourne Writers Festival against other state writers' festivals.

The Melbourne Writers Festival is also a member of the Word Alliance of writers' festivals. The Word Alliance is a "collaboration of the world's finest literary festivals" which work together on joint projects of mutual interest. This includes sharing creative ideas and information, exchanging authors, lobbying together for new sources of funding or cross-festival projects and creating an international platform for local artists.

The other four member festivals of this Alliance are:

- The Edinburgh International Book Festival
- The International Literature Festival in Berlin
- The International Festival of Authors in Toronto
- The Bookworm International Literary Festival in Beijing,

Importantly, involvement in this Alliance helps provide opportunities for new and locally unknown international writers to appear at Alliance festivals and also provides opportunities for guest curatorship's and increased international programming". This allows for the opportunity to increase the international profile of the Melbourne Writers Festival as well as of its local Writers.

In 2008 and 2009, the Festival undertook a satellite link up with the Edinburgh International Book Festival. Funding for this link up was provided from the Initiative's small projects budget and was designed to celebrate Melbourne's designation as UNESCO City of Literature.

Key findings

- 1** Additional funding provided by Arts Victoria for the Festival has correlated in an increase in attendances, philanthropic support, ticket sales, events (including free events) and the number of international writers attending.
- 2** Since 2007, attendances at the Festival have increased by an average of 12 per cent a year. In 2010, it recorded record attendances of 53,355 and continued to grow despite a predicted downturn due to the Global Financial Crisis.
- 3** Larger audiences at the Festival are due to a number of reasons, including greater branding and promotion, a move to Federation Square, an increase in the number of free events, an enhanced schools program and more international and national authors attending.
- 4** There is evidence of a potential increase in the national and international profile of the event, however it is difficult to determine whether the numbers of international and interstate visitors have increased.

The Premier's Literary Awards

As part of the Initiative, an additional category and prize money of \$15,000 was added to the Premier's Literary Awards for the Best Music Theatre Script. In 2009, this new award was offered and attracted five entries. This was despite 'extensive efforts' to directly contact relevant writers, producers and theatre companies to encourage them to nominate their works.

The addition of the award and prize money by default increases the incentive for writers to submit for this award. However, given there were insufficient entries received to continue this award in 2010 it cannot be concluded that there has been either an increase in interest in submitting for this

award or an opportunity to showcase the work of writers in this category.

Despite the lack of entries for this category however, it is noted that in 2009, the awards had 705 entries – the highest in its history. This suggests there may be an increase in the status of the awards an increased incentive to submit for the awards (although not necessarily the new category).

In 2009, there was a 21 per cent increase in the number of unique visitors to the awards website. There were also 50,000 pieces of marketing collateral distributed nationally (for the call for entries, the shortlisted fliers, winners' bookmarks and dinner invitations). It was also reported that the awards received "extensive media coverage in print media and across a wide range of websites and blogs". This amounted to a dollar value of \$1.2 million. Stakeholder feedback in the table indicates that it is unclear whether the awards are necessarily the best way of showcasing the writers' works, with suggestions for better ways of achieving this mentioned, particularly for new and emerging writers.

Stakeholders with a close association with the Awards suggested that the additional amount provided to the Awards as part of the Initiative may not be enough to result in increased opportunities to showcase the works of writers. This is largely due to the limited interest in the new categories. Many stakeholders suggested alternative ways to showcase the work of writers that could be more effective and have a greater impact. Many stakeholders with no direct link to the Initiative stated they had heard of the Awards or similar awards (for example the Prime Minister's Literary Awards) suggesting that awards of this type may still present a valid way to showcase the work of writers.

Key findings

- 1** In 2009, the overall Awards had its largest number of entries in its history. There was also an increase in the number of visitors to the Awards' website suggesting an increase in interest among writers to submit for the Awards.
- 2** The new award for Best Music Theatre Script has been offered three times and awarded twice. There were insufficient entries to continue this category in 2010.
- 3** Stakeholders, particularly those with no direct link to the Initiative noted that they had heard of the awards and often confused these with other awards, particularly the Prime Minister's Literary Awards.
- 4** The Awards have been reviewed several times with the intention of raising public profile and support. A proposal for this is currently before the State Government.

ATTACHMENT

2

2017-2019 STRATEGIC PLAN

In 2008, Melbourne joined the UNESCO Creative Cities Network when it was designated the first and only City of Literature in Australia and the second of its kind in the world. There are currently 20 Cities of Literature.

The Melbourne UNESCO City of Literature Office is a joint initiative of Creative Victoria and City of Melbourne and is hosted by The Wheeler Centre.

The Office role is to support the work and networks that exist, nurture and developing new opportunities and networks, make connections across industry and audiences and champion all things Melbourne as a City of Literature.

The Office programs in three ways:

- **Strategic initiatives** – that can cause a meaningful change in the City of Literature.
- **Partnership programs** – working with partners to deliver the impactful programming.
- **International exchanges** – programs that begin here in partnership with another Creative City then travel around the network.

The Office has three broad areas of action that address the aims of the Creative City Network as well as the needs for Melbourne as a City of Literature:

- 1 Connecting the City of Literature** – Melbourne is a well-connected City both locally and internationally
- 2 Reflecting the City of Literature** – Melbourne values itself as a leading City of Literature
- 3 Supporting the City of Literature** – Melbourne is a sustainable City of Literature

Our vision is to be the best connected City of Literature, both internally and externally.

Leading the City of Literature

The role of the Office is to support the work and networks that exist, nurture and develop new opportunities and networks, make connections across the industry and audiences, and champion all things Melbourne as a City of Literature.

The Office works in three broad areas of action that address the aims of the Creative City Network as well as the needs for Melbourne as a City of Literature:

- 1 Connecting the City of Literature**
- 2 Reflecting the City of Literature**
- 3 Supporting the City of Literature**

In doing this the Office has three streams of activity:

- **Strategic initiatives** One-off programming lead by the Office.
- **Partnership programs** Initiatives working with partner organisations to either deliver more extensive programming or to support their independent activities when they are addressing one of our strategy areas.
- **International exchanges** Programs that begin here, in partnership with another Creative City, then have the ability to travel and be used around the network. In the main these are digital projects

Of note, 2018 is the tenth anniversary of our designation and as such the Office will develop some larger profile celebration activities in this year.

Connecting the City of Literature

Melbourne is a well-connected City both locally and internationally

Melbourne's literary ecosystem works largely in isolation. Libraries wonder about engaging publishers, arts organisations strategise to engage with libraries and all aim to engage one group – readers. And so the cycle continues. The Office looks to play a helicopter role with an eye to match make opportunities and expand awareness and partnerships.

Literature as a whole can often remain an outlier in general arts conversations and the Office can play a role in connecting it through the facilitation of initiative cross arts opportunities.

Outwardly looking, Melbourne is largely isolated from the rest of the network. This has two effects: firstly, we do not have an easy opportunity to reflect on the depth of reasons of why we are a City of Literature or, more bluntly, how good we are. Secondly, it is hard for Australian writing to travel and as a result to build new international audiences.

We aim to address this strategy by:

- Developing initiatives that connect across the City of Literature.
- Developing initiatives to connect with our sister Cities and the region we live in.
- Creating opportunities to increase the people connected with the City of Literature.
- Accessing and developing opportunities for international engagement.

Initiatives

1. Australian Creative Cities Residency exchange

Exchange program between Adelaide, Melbourne and Sydney exchanging artists to visit other cities and be in residence to work on joint projects. Over three years 10 artists from each City will be bought together to 'hothouse' ideas. In 2017 the Cities will convene in Sydney to explore virtual reality (VR) projects. *Beginning 2017.*

2. City of Literature parliament

An event bringing all the 'citizens' of the City of Literature together for a parliament to look at and challenge the future of Melbourne as a City of Literature. Half conference and half town hall meeting, booksellers, writers, librarians ...everyone. This program will address how literature, and the City of Literature, can work towards the UNESCO 2030 goals. *Tenth anniversary 2018.*

3. Comics project

A digital platform which enables film festivals to host a translation website. Users can add their own scripts to the website which then provides the film festival with short

films to screen as part of their festival. *Strategic initiatives Beginning 2017. International exchange 2018.*

4. Festivals

The Office will explore connections between other arts/ cultural festivals with Creative Cities outside of the Literature network. In 2018 the Office is exploring connecting Cities of Gastronomy with the Melbourne International Food and Wine Festival.

5. Penpal Network

The Office will develop a website that connect individual writers from Melbourne with other Cities across the network International exchange. *Beginning in 2018.*

6. Sleipnir

A Children's literacy website shows the journey of the mythical horse Sleipnir and enables children to write short flash fiction about its journey. On its journey between the Cities children are encouraged to write postcards from Sleipnir which are publishable (and email-able) from the website. In its first year Sleipnir will visit regional festivals. International exchange with Reykjavik. *Beginning in 2017.*

7. South East Asian/ Pacific Creative Cities Project

In our region are Adelaide (City of Music), Bandun (City of Design), Dunedin (City of Literature), Pakalongan (City of Craft), Phuket (City of Gastronomy), Singapore (City of Design) and Sydney (City of Film). *Beginning in 2017.*

The Office will be initiate a sub-network to explore and develop ways we can support each other and move towards some shared programming. *International exchange.*

This strategy aims to address goals 1 and 3 of UNESCO's Creative Cities Network aims:

- Strengthen the creation, production, distribution and enjoyment of cultural goods and services at the local level
- Enhance access to and participation in cultural life, as well as enjoyment of cultural goods.

This strategy addresses City of Melbourne's Goal 2: A creative city.

Reflecting the City of Literature

Melbourne values itself as a leading City of Literature

Core to the work of the Office is activating Melbourne as a City of Literature. In the first two years of the Office this was implemented through the exploration of static displays, activations in non-literary places, partnerships with high profile organisation (including National Gallery Victoria and Melbourne Writer's Festival) plus a general widening of the awareness that Melbourne is a City of Literature with logos and communications via social media.

While this is an important area to continue to address, it is apparent that work still needs to be done for stakeholders to realise what it means to be a UNESCO City of Literature. It would be easy to generalise and say that many who are aware see it as an honorific and not a mark of value and an opportunity that can be used to increase their capacity.

We aim to address this strategy by:

- Developing initiatives that highlight the richness and depth of the City of Literature.
- Using opportunities to showcase Melbourne as a City of Literature internationally.
- A robust Communication's plan (outlined in "Communicating with the City of Literature".)

Initiatives

1. Reading the City of Literature

This will be a series of short pieces (stories, non-fiction etc.) that are set in/ dedicated to/ inspired by the suburbs of the City of Melbourne and across Victoria. These commissioned pieces will be published on a dedicated website and via an e newsletter with a new piece every week. *Tenth anniversary 2018.*

2. Bookshop Decals

A series of decals for doors or counters for bookshops utilising the City of Literature Logo Strategic Initiative. *Beginning in 2017.*

3. City of Literature network requests

The Office aims to respond positively to requests from its sister Cities for content for their programming (i.e. providing poetry to Krakow for projecting in their town square) the only requirements from us is that a) the writers are paid and b) the work isn't commodifying the writer.

4. Dear Melbourne

Kiosks set up within Federation Square which allow Melbourne people to write letters to Melbourne, to be responded to by writers. With Sandpit Digital and Chart Collective. *Strategic Initiatives. Beginning 2017.*

5. Music Discs

Music Discs is a temporary art project celebrating notable contemporary singer/ songwriters of Melbourne with the inclusion of notable singer/ songwriters from select Cities of Literature. It is part art pop up, part walking tour.

The project will be extended with a mobile equipped website which will provide the full lyric, some background on the songwriter and more in-depth examination of the song. This website will be searchable from a link as well as being geo cached on mobile — so finding where the reader is and providing them with the right page of information, as well as suggesting the next stop in the walking tour. *Strategic initiatives. Beginning 2018.*

6. Now we are ten

A series of digital events linking writers, editors, booksellers and publishers from Iowa City and Melbourne discussing questions of the art, craft and the business of their country's literary landscape via the lens of their City of Literature. *Tenth anniversary 2018.*

7. Portals

Portals is a locative based app where people explore a City, wherein locations appear showing them a glimpse into another City with an attached piece of writing for example You're standing in the courtyard out the front of Edinburgh castle. Using the app you look through the 'port-hole' into a different city, Fed Square in Melbourne, and are told to a short story set in that place, written by a Melbourne based writer. There is a similar location in Fed Square where you can look through into Edinburgh and 'take part' in a story written for Edinburgh by one of their local writers.

Initially this will be created for UCCN meeting in Enghien Le Bans in 2017 then have a Melbourne based version in 2018. *International Exchange. Beginning 2017. Strategic initiatives 2018.*

8. Published snapshot — Living the City of Literature

The published snapshot will be a downloadable magazine highlighting Melbourne's literary history as well as the latest releases. It will mix advertising with samples of the latest Melbourne writing. It would be developed and designed so that publishers and organisations would have pages directly updateable by them within the online journal. *Strategic initiative ongoing.*

9. Readers project

A geo located website wherein users can log in and vote for their favourite reading locations across the City. The nominated locations receive a display for their venue (be it café, library or wherever) displaying their nomination. *Strategic initiative. Beginning in 2018.*

Reading List

A website function which can update new releases with links to bookshops, reviews and events for the author. This will be an add-on to the website's existing calendar. *Strategic initiative Beginning in 2018.*

10. Website Map

This function of the website will provide a layered map within which users can search for the nearest bookshop, library or other area of literary interest. It will have links to Melbourne's literary history, with a depth of information so users could also plot their own literary walk.

The map will also include user generated content, be it reviews on bookshops, short fiction or in a response to any locative projects the Office may run.

Users will also be able to upload content, allowing for engagement with writers and to be used for City of Literature activation programs. For example, the map could facilitate a locative literature event wherein writers have posted work around the city and readers find the writing and upload the location to continue the stories. *Strategic initiative 2017.*

This strategy addresses goals 5 and 6 of UNESCO's Creative Cities Network aims:

- Improve access to and participation in cultural life as well as the enjoyment of cultural goods and services, notably for marginalised or vulnerable groups and individuals.
- Fully integrate culture and creativity into local development strategies and plans.

This strategy addresses City of Melbourne's Goal 1: A city for people and Goal 4: A knowledge city.

Supporting the City of Literature***Melbourne is a sustainable City of Literature***

Melbourne due to its size and richness of present literary activity doesn't need to mirror the activities of the other City of Literature Offices in producing a lot of literary programming but it has an opportunity to provide a helicopter view of the sector and look for the gaps that need filling. To broadly help the City to keep its capacity to be a City of Literature.

The Office can also take a leadership role in to making sure that the richness of the City of Literature opportunity extends across all of Melbourne and Victoria. Looking at ways to engage with new audiences and communities.

This goal is very reactive, looking for opportunities as they happen.

We aim to address this strategy by:

- Curating initiatives to support the organisations that make up the City of Literature.
- Developing initiatives that support and build new audiences across the City of Literature.

Initiatives**1. BookMap – Lit Map of Melbourne**

Once the current run of the Lit Map of Melbourne reaches its last 5 boxes the Office will commission a new run with different Melbourne Artist. *Strategic initiative.*

2. Bookshop Day

An initiative to extend the Australian Booksellers Association National Bookshop day into a date reflected by all the Cities of Literature. *Partnership program Beginning in 2017.*

3. Four seasons in the City of Literature

A tourism initiative to highlight Melbourne's literary attraction on a seasonal basis. This to be developed with Destination Melbourne and to be aimed at a New Zealand market. *Strategic initiative Beginning in 2018.*

4. Mentorships

The Office will continue to conduct informal mentorships with the emerging and smaller organisations within the City of Literature. In some cases these are one-off conversations, while others work towards a formal goal.

This is an unadvertised program and will continue to be developed on an ad hoc basis. Although some work may be done to formalise it if demand exists.

Some examples of mentoring ongoing include:

- a** Melbourne Spoken Word on development of their strategic plan.
- b** Small Press Network on connecting with New Zealand.
- c** Books on the Rail as a critical friend on their development.

5. Regional Literary Programmers Roundtable

The Roundtable is less presentation/ conference panel and more a chance for the Organisations to get in a room and talk. It is envisioned that from this the Office will explore some capacity building initiatives for regional organisations. Partnership Program with Regional Arts Victoria. *Annual continuing from 2016.*

6. Toolkit

The Toolkit series are three one day seminars designed for one area of the City of Literature to professionally develop another. For example a one-day seminar for librarians on programming run by a variety of writing organisations. *Partnership program Beginning in 2019.*

These strategies address goal 3, 4 and 5 of UNESCO's Creative Cities Network aims:

- Strengthen the creation, production, distribution and dissemination of cultural activities, goods and services.
- Develop hubs of creativity and innovation and broaden opportunities for creators and professionals in the cultural sector.
- Improve access to and participation in cultural life as well as the enjoyment of cultural goods and services, notably for marginalised or vulnerable groups and individuals.

This strategy addresses City of Melbourne's Goal 1: A city for people, Goal 2: A creative city and Goal 4: A knowledge city.

Budget Overview 2017 -2019

		2017	2018	2019
INCOME				
	Creative Victoria	50%	50%	50%
	City of Melbourne	50%	50%	50%
	TOTAL	100%	100%	100%
EXPENDITURE Percentage of budget expenditure				
Salaries	Subtotal	44%	45%	45%
Travel	Subtotal	6%	6%	6%
Marketing	Subtotal	11%	6%	6%
Strategies	Subtotal	33%	37%	37%
Admin	Subtotal	6%	6%	6%
	TOTAL	100%	100%	100%

Communicating with the City of Literature

Our vision is to be the best connected City of Literature, both internally and externally.

Goals of Communication

The Office has four broad communication goals:

- 1 Promote Melbourne as a leading City of Literature.
- 2 Activate Melbourne as a vibrant City full of literature.
- 3 Communicate about our opportunities to sustain Melbourne as a City of Literature.
- 4 Build awareness of the Melbourne UNESCO City of Literature Office.

These goals aim to strategically and effectively raise awareness and appreciation of Melbourne as a leading City of Literature.

Audiences

The Audiences can be categorised as:

- 1 City of Literature Stakeholders – the Victorian organisations and people who make us a City of Literature.
- 2 City of Literature Citizens – people who are engaged with literary organisations and literature in Melbourne.
- 3 City of Literature Visitors – tourists and visitors to Melbourne who encounter Melbourne a City of Literature as part of another cultural, sporting or tourism activity.
- 4 The Literary World – the international Cities of Literature, global UCCN Network and other literary cities.
- 5 Potentials – Victorian readers, writers and culturally active people not actively involved with Melbourne as a City of Literature, especially regional Victorians, Melbourne's migrant population and new arrivals

Promote Melbourne as a leading City of Literature

We believe Melbourne is a leading City of Literature and aim to highlight it both for other Cities to understand our depth and for us to reflect on our esteem in the world.

This goal aims to engage with:

- Potentials
- City of Literature Visitors
- The Literary World

Strategies:

- 1 Promotional campaigns
- 2 Leveraging partners' events
- 3 International Cities of Literature
- 4 Build a community of Citizens
- 5 Website calendar

Activate Melbourne as a vibrant City full of Literature

We believe that all the different areas of the City of Literature can work together to bring attention to each other.

The Office aims to activate Melbourne as a City of Literature for:

- City of Literature stakeholders
- City of Literature Citizens
- City of Literature Visitors
- Potentials

Strategies:

- 1 Drawing attention to the diverse range of activities across our City of Literature
- 2 Highlighting the Offices work with Partners' events
- 3 Activation programs i.e. [Walking Map? Known Bookshops?]
- 4 Website

Communicate about Offices opportunities

We aim to communicate about our opportunities in a manner that supports rather than competing with other literary communications.

The office aims to communicate its initiatives to:

- City of Literature Citizens / Stakeholders

Strategies:

- 1 Literary industry promotion

Build awareness of the Melbourne UNESCO City of Literature Office

We aim to build awareness of the Melbourne City of Literature Office

- 1 Facebook
- 2 Logo
- 3 News Alerts
- 4 Publishing the City of Literature
- 5 Twitter