

# GARAMBI BAAN: LAUGHING WATERS RESIDENCY CENTRE

2020—2024  
Strategic Plan

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# Executive Summary

We acknowledge the Wurundjeri Woi wurrung people of the Kulin Nation as the Traditional Custodians of the land and waters upon which the Garambi Baan/ Laughing Waters Residency Centre rests, we pay our respects to Elders past, present and becoming.

We extend our deepest thanks to Senior Wurundjeri Elder Aunty Joy Murphy Wandin AO for her ongoing support and guidance and we thank the Wurundjeri Woi wurrung Cultural Heritage Aboriginal Corporation for their ongoing assistance, partnership and advocacy for this project. We also extend our thanks to inaugural curator of the Melbourne Parks and Waterways Artist in Residence Program, Founding Director of Heide Museum of Modern Art (MoMA) and Tarra Warra Museum of Art, Maudie Palmer AO.

**The Garambi Baan/Laughing Waters Residency Centre has been designed by Residency Projects Inc. as a nerve centre for the creative industries, addressing a serious lack of outer urban residency programs in Victoria, for both local and international artists.**

The new Garambi Baan/ Laughing Waters Residency Centre has been developed by Residency Projects in consultation with the Victorian arts sector, Residency Projects' focus communities, major partner the Wurundjeri Woi wurrung Cultural Heritage Aboriginal Corporation, Parks Victoria and Nillumbik Shire Council. This revitalised centre will become an important residency-based arts and cultural centre for Victoria, nurturing the development of ambitious ideas across all disciplines through extended, live-in residencies... from theatre, film, music and painting, to dance, writing and sculpture, the centre will offer artists and researchers the chance to inhabit this important place for intensive creative development.

Residency Projects is restoring three historically significant, disused state-owned buildings on the outskirts of Melbourne to accommodate this ambitious residency program. This document outlines the context, program structure, partnerships, governance, sustainability, precinct planning, KPI's and expertise contributing to the delivery of this new centre.

Through the Garambi Baan/ Laughing Waters Residency Centre Residency Projects will deliver an ambitious multi-streamed, trans disciplinary program of live-in residencies. The centre is set to become Residency Projects' home for the next five to ten years as it evolves into a place recognised

nationally for artistic and cultural vibrancy, providing isolation and opportunities for intensive development, challenging conversations, deep listening and reflection.

Over 2020-2024 Residency Projects will deliver a precinct plan for the new Garambi Baan/ Laughing Waters Residency Centre and deliver a suite of residencies for independent artists, community and industry partners, alongside co-development and co-commission opportunities. Residency Projects will continue our collaboration with the Wurundjeri Woi wurrung, co-developing cultural programs creatively led by Wurundjeri.

Residency Projects believes that the championing of our creative industries is key to revitalised economies across rural and regional Australia, with meaningful focuses on place and communities. Our cultural agenda is centred on a national and international artistic discourse which intersects with multiple non-arts disciplines. We will increase the strength of our artists voices by supporting their practice, creating pathways for community to engage with First Nations artists and communities, and investing in advocacy for the arts. In the next five years Residency Projects will champion community-engaged creative expression by delivering an artistic program that is contemporary, ambitious and culturally representative.



# Strategic Framework

## Our purpose

To establish places and programs which create meaningful experiences that connect artists, researchers and organisations with places of significance. What we do makes a difference:

- Making Victoria more creative and vibrant.
- Nurturing arts and culture in rural and regional places.
- Making the arts more accessible.
- Co-commissioning and co-presenting works of local, national and international significance.
- Providing Victorian hubs for Australian artists and organisations seeking high quality residency opportunities.
- Bringing artists and communities together across generations, cultural and socioeconomic divides.
- Preserving and renewing the legacy of the Post War arts, crafts and architectural movement in Melbourne's Northern interface region.
- Working directly with Wurundjeri Woi wurrung to facilitate cultural activities.
- Leveraging innovative partnerships to enrich the cultural sector.

## Vision

Artists are able to access sites of cultural, social and environmental significance for the research and production of new works of art and research. Artists are provided with the **time, place and space** to develop projects which have the capacity to influence the national conversation around critical issues. Residency Projects can play an important role nationally in the provision of spaces and programs which generate innovative methodologies and inclusive contemporary creative practice.

Garambi Baan/Laughing Waters Residency Centre is an important and vital place for Victoria's creative ecologies, attracting some of the most exciting artists practicing today, both in Australia and internationally.

# Our Values

As a contemporary arts centre grounded in Melbourne's urban/rural interface Shire of Nillumbik, Garambi Baan/Laughing Waters Residency Centre engages with the critical challenges facing our communities across Australia through local, national and international dialogues. We are guided by core values which have guided Residency Projects since its inception in 2017, forged during the delivery of the ambitious rural arts program, the Boorhaman Residency Program, in North East Victoria – Residency Projects' inaugural project.

Values	Strategic Goals
<b>Creativity</b>	Residency Projects champions bold risk-taking and challenges dominant narratives. We nurture expansive thinking and approaches to the creation of art and social change. We listen deeply and cultivate respectful conversation and cultural exchange of ideas.
<b>Heritage Preservation</b>	We uphold that the best form of <i>preservation is inhabitation</i> . Through a live-in artist in residency model, coupled with acting in a caretaker role ourselves, we endeavor to not only afford access to sites of cultural heritage, but preserve them as well.
<b>Sustainability</b>	Residency Projects' operations span multiple aspects of environmental and business sustainability to ensure long-term viability as a community cultural asset.
<b>Care and Custodianship</b>	Two interconnected core values which guide one of our strategic pillars, care and custodianship are central to Residency Projects' approach: from the places we inhabit to the communities we engage with.
<b>Leadership</b>	Residency Projects employs best-practice community arts and cultural development methodologies. We maintain a spirit of collaboration with our communities of focus, artists and partners. We aim to gently lead the arts sector by employing this best-practice methodology as an arts venue that serves as a model for others to emulate.

# Place, History and Legacy

Situated in secluded bushland in Eltham, approximately 25km from Melbourne's CBD in the North Eastern suburbs, Laughing Waters sits within the Shire of Nillumbik (Shallow Earth). The Shire is bordered by Murrindindi Shire in the north, Yarra Ranges Shire in the east, Manningham and Banyule Cities in the south, and the City of Whittlesea in the west.

Laughing Waters is the name for a stretch of the Yarra Valley Parklands consisting of river flats and hilly riparian bushland. With Birrarung (Yarra River) flowing through, Laughing Waters has been an important gathering place for thousands of years. For the Wurundjeri, 'Garambi Baan' (the name for Laughing Waters in Woi wurrung) is an important site for growing and harvesting food. Significantly, Wurundjeri iuk (eel) traps remain at Garambi Baan to this day.

An artist-in-residence program was first established at Laughing Waters in the 1980s as the 'Melbourne Parks and Waterways Artist in Residence Program', led by esteemed curator and Founding Director of Heide Museum of Modern Art (MoMA) and TarraWarra Museum of Art, Maudie Palmer AO – a current Residency Projects board member. Maudie recalls that, '[t]he thing I liked most about the Laughing Waters mud brick houses was the association with Alistair Knox and Gordon Ford, there was always a lot of talk at Heide about them'<sup>1</sup>.

<sup>1</sup> Maudie Palmer AO, quoted in Jane Woollard's "Laughing Waters Road: Art, landscape & memory in Eltham", Nillumbik Shire Council. 2016, pp. 14.

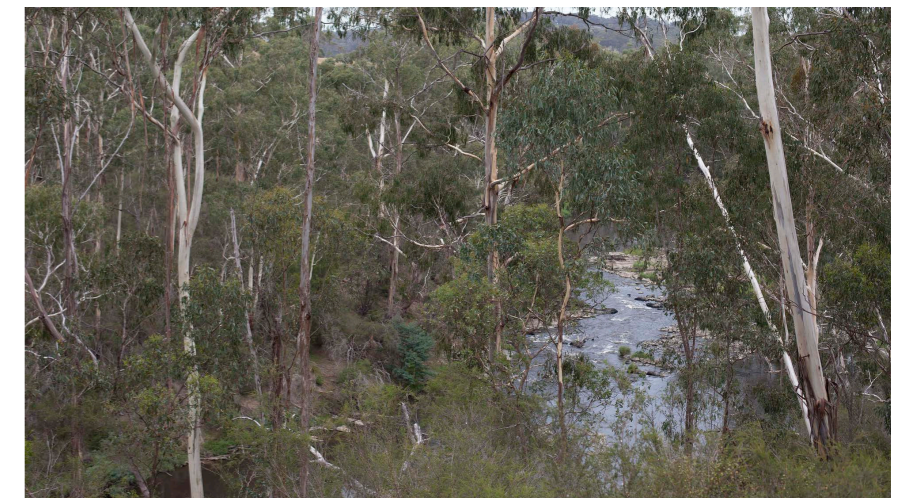
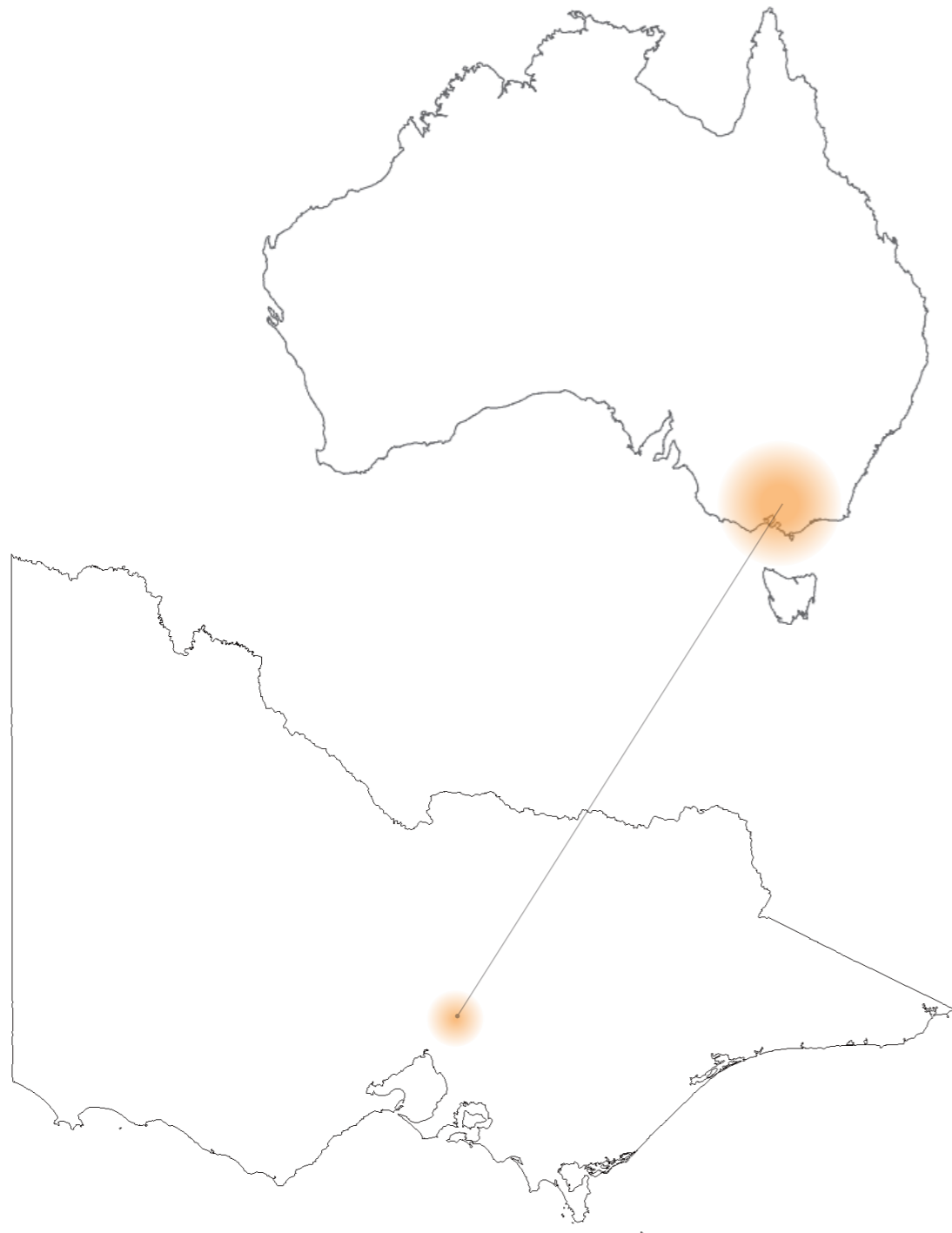
The Melbourne Metropolitan Board of Works had initiated acquisition of properties along Laughing Waters Road in the mid 1970s, for the preservation of precious riparian habitat for threatened and endangered species of birds, mammals, insects and plants<sup>2</sup>. This was in accordance with Sir Rupert Hamer's vision, when Minister for Local Government, 1964-71, for the creation of 'Green wedges' to be set either side of Melbourne's waterways, forming six new parks covering over 5000 hectares.

Parks Victoria, the new statutory authority responsible for Laughing Waters, acquired Birrarung and River Bend houses in 1999 and 2003, forming a partnership with Nillumbik Shire Council to operate a residency program for artists. Originally involving Birrarung House and the now condemned Boomerang House, the program expanded in 2008 to include River Bend House.

<sup>2</sup> *ibid.*, p.8.

2015 saw the closure of the program by Nillumbik Council due to maintenance costs. Since the closure of the residences the Nillumbik communities and the arts sector, both locally and nationally, have mourned the loss of this unique place. The houses hold significant historical, architectural, aesthetic and social value<sup>3</sup>, with River Bend (originally the 'Cuming House') built in 1968 by renowned architect Alistair Knox, Boomerang also designed by Knox and built in 1970-72, and Birrarung designed and built by Graham Rose and innovative landscape architect Gordon Ford in 1974. Birrarung and Boomerang houses were also home to Gordon and partner Sue Ford, acclaimed Australian photographer.

<sup>3</sup> 'Statement of Significance: Adobe house, outbuilding, Boomerang house and bathing shed', Heritage Council Victoria, 2010, Victorian Heritage Database, Melbourne, VIC, Nillumbik Shire Council, <http://vhd.heritage-council.vic.gov.au/places/63476>, (accessed: 20/10/2018).



Above image: view of Birrarung from River Bend House. Image: Eugene Howard  
Opposite page: Birrarung House studio. Image: Eugene Howard





## Current Situation

**Laughing Waters residences are important cultural heritage to Victorians. The sites have been a vibrant cultural hub for hundreds of local, national and internationally significant artists since being established by the State in the mid 1980s for this purpose.**

On their current trajectory the sites of the former Melbourne Parks and Waterways Artist in Residence Program and later the Laughing Waters Artist-in-Residence Program will fall into an irreversible state of disrepair; the costs associated with their maintenance will rise exponentially and both Melbourne and the broader Victorian communities risk losing an important cultural asset, in the form of a contemporary creative program operating out of the buildings and the buildings themselves, if action is not taken.

This newly designed program will be part of a renaissance of the rich arts and cultural activities that once thrived across Nillumbik. Rejuvenation of these sites will see powerful diversification in arts and culture within the Victorian arts sector, empowerment of local communities, respect for local heritage and the foregrounding of Indigenous culture in programming, alongside shared governance. Having identified a niche in arts and cultural activities in Nillumbik, with a lack of residencies, engagement with Wurundjeri Woi wurrung and trans-disciplinary contemporary practice, the Garambi Baan/ Laughing Waters Residency Centre will enrich the cultural fabric of this region through re-instating this valuable cultural asset with a new, ambitious and representative contemporary programming methodology.



Previous page: Birrarung House. Image: John Gollings AM 2020  
Opposite: Birrarung house and studio. Image: Eugene Howard 2019  
River Bend House (formerly Cuming House) designed by renowned architect Alistair Knox. Image: Jane Woollard



# Strategic Pillars

The Garambi Baan/Laughing Waters Residency Centre's creative programming, organisational growth, sustainability, financial security and diversity are underpinned by three strategic pillars:

## Advocacy

Residency Projects advocates for greater access to arts and enhanced investment. We achieve this through direct and indirect avenues including direct political advocacy, sectoral engagement and through our programming itself. As an organisation, Residency Projects implements and enacts best practice models, leading by example. Residency Projects facilitate capacity building programs for staff and participating artists, and we advocate for arts, culture, natural and built heritage and First Nations communities.

## Custodial Ethic

Residency Projects actively nurtures a philosophy of custodianship and care in all that we do. This is brought to bear through the preservation of the unique cultural asset that the Garambi Baan/Laughing Waters houses are, and in principles which guide our evolving programming methodologies. We enact custodianship for place, heritage, environment, community and culture, promoting care in everything we do.

## Focus Communities

Residency Projects' work engages with our focus communities of:

- First Nations
- Regional and rural communities
- Gender and sexuality diverse communities
- Artists experiencing financial stress

Residency Projects' engagement with these communities is driven first by an acknowledgement of Traditional Custodianship and the cultural significance of this place, followed by a dedicated stream for First Nations practitioners and strategic partnerships.

# Core Activities: 2020-2024

Residency Projects is committed to providing access to unique spaces for artists and organisations. Our programs and initiatives are long-term, high-impact and underpinned by our strategic pillars. Our foundation is in models of community and cultural development practice, collaborative leadership and First Nations first.

Program/Initiative	Description	Alignment to Strategic Pillars
<b>Advisory Group (AG)</b>	Comprising Wurundjeri representatives and a broad range of contemporary artists and cultural workers, the AG is central to: <ul style="list-style-type: none"> <li>• Cultural programming/commissions</li> <li>• Artist selection</li> <li>• Strategic planning including governance: our constitutionally recognised Board maintains cross-over members with the AG</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Focus Communities</li> </ul>
<b>Creative Centre</b>	We believe the best form of preservation is <i>inhabitation</i> . Through a live-in artist residency model, coupled with acting as <i>caretakers</i> ourselves, we not only afford unique access to sites of cultural heritage for artists and diverse communities, but act to preserve them as well.	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Custodial Ethic</li> <li>• Focus Communities</li> </ul>
<b>CREATIVE PROGRAM: commissions and co-presentations</b>	Residency Projects' industry partners, open access artists in residence and commissioned artists all reflect our focus communities.	<ul style="list-style-type: none"> <li>• Focus Communities</li> <li>• Custodial Ethic</li> </ul>
<b>CREATIVE PROGRAM: Industry Partners</b>	A central creative stream to enable targeted access to the centre for organisations aligned with our focus communities.	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Focus Communities</li> </ul>
<b>CREATIVE PROGRAM: Wurundjeri Woi wurrung</b>	A dedicated stream for Wurundjeri Woi wurrung artistic and cultural use.	<ul style="list-style-type: none"> <li>• Focus Communities</li> <li>• Custodial Ethic</li> </ul>

# Program Structure

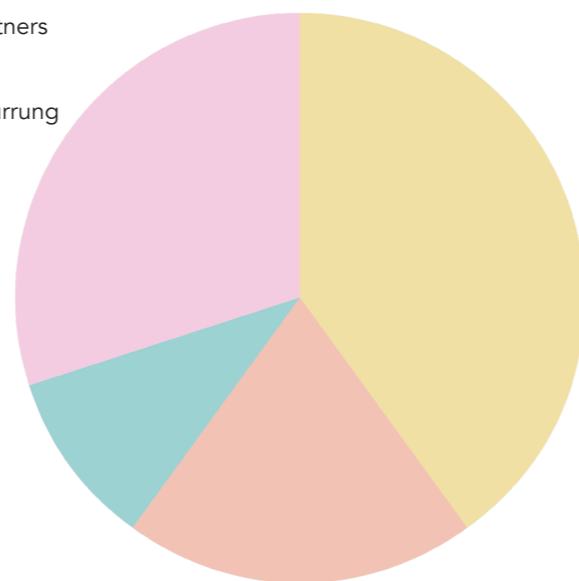
As directors and caretakers of the new Garambi Baan/ Laughing Waters Residency Centre, Residency Projects will program a multi-streamed centre for the research and development of projects from across disciplines. This will include but is not limited to: visual artists, dancers, authors, musicians, screenwriters, filmmakers, sculptors and academic researchers.

Residency Projects will maintain a flexible and responsive program methodology, with four core programming streams across Birrarung and River Bend houses. Our focus is on environmentally-minded practices and organisations representing historically marginalised voices, including gender and sexuality diverse artists (LGBTQIA+) and foregrounding First Nations artists. Residency Projects' own commissioning stream seeks to explore issues ranging from land-use, material ethics, and conservation, to contemporary politics, journalism and literature. Garambi Baan/ Laughing Waters will have a dedicated stream for multi-purpose cultural use by the Wurundjeri Woi wurrung, whilst also prioritising a raft of key 'organisational partners' in our annual programming, accommodating a diverse array of artists in residence.

## Summer closure

The Garambi Baan/ Laughing Waters Residency Centre will not operate during the declared fire danger period.

- Organisational Partners
- Commissions
- Wurundjeri Woi wurrung
- Open Access for Independent Artists



# Precinct Plan 2020 and beyond

Between 2018-2020 Residency Projects undertook a detailed precinct planning process to establish the feasibility of our ambitions and requirements to enable the revival of the Laughing Waters properties in order to accommodate artists and organisations. This included looking at the upgrading of infrastructure enabling us to develop and facilitate high-quality contemporary arts and be responsive to sector needs. Commissioned by Nillumbik Shire Council, Loft Architects were engaged along with heritage expert Samantha Westbrooke (Heritage Victoria) in the previous year, to conduct audits of the properties to understand requirements for the buildings in regard to heritage and compliance. These audits clearly established cost estimates associated with both immediate and long-term maintenance requirements for

the buildings. In addition to these assessments, Residency Projects undertook a review into the planning context at Laughing Waters, establishing the necessity for planning scheme amendments in consultation with Parks Victoria and the Department of Environment Land Water and Planning (DELWP). Residency Projects worked collaboratively with Nillumbik Shire Council and secured pro bono support from planning company Urbis, submitting this amendment in late 2018.

Residency Projects' strategic direction is informed by our guiding principles and strategic pillars. The Garambi Baan/ Laughing Waters Residency Centre will seek to ensure our programs and facilities can meet local and international demand for unique spaces

and programs. Through our programming streams and focus communities, Residency Projects aims to ensure we maintain a platform for voices that are not adequately represented in mainstream social or political dialogue.

Within five years Residency Projects will have renewed two of the three main buildings and restored an historic Gordon Ford garden, creating an important fit-for-purpose arts and cultural center. We will be supporting artists to develop new and innovative works whilst facilitating community engagement and enhancing engagement with Wurundjeri Woi wurrung and all First Nations practitioners.

The 2020-2024 Strategic Plan is framed by the delivery of the Precinct Plan, strategically underpinned by the following key focus areas:

Focus Area	Strategy
<b>Planning policy review to enable future Garambi Baan/ Laughing Waters operations and events.</b>	Undertake a planning policy review to progress relevant planning scheme amendments to support Garambi Baan/ Laughing Waters' future operations and programming.
<b>Revitalisation of existing infrastructure assets, Birrarung and River Bend Houses, to serve immediate and long-term programming goals.</b>	Implement immediate upgrades of current facilities deploying secured Creative Victoria financing. Develop/source funds for future works and initiate annual maintenance schedule.
<b>Conduct feasibility study for large-scale building works (Boomerang House)</b>	Develop plan for the revitalisation of condemned infrastructure, Boomerang House, by conducting feasibility study and both sector and community consultation. Initiate improved integrated and accessible wayfinding throughout precinct.

# Business Plan and Key Performance Indicators

Area	Alignment to Values	Key Strategies	Goal	Key Performance Indicators				
				2020	2021	2022	2023	2024
<b>Cultural Centre, Creative Hub and Commercial Tenancy Activation</b>  Garambi Baan/Laughing Waters is a quietly vibrant place of art making, conversation and community, with a modest commercial tenancy offering for key industry partners. Garambi Baan/Laughing Waters' facilities are well-maintained, meet the demand from the community and are working towards industry standards around accessibility in a phased process, respectful to heritage concerns. Our vision to restore the precinct in full, in response to high demand and rapid population growth, is supported in-principle by local, state and federal government as key stakeholders.	Creativity	<ul style="list-style-type: none"> <li>Undertake a planning policy review to ensure the protection of current operations and enable future events by achieving a place of public assembly through a 9B building classification (for the proposed re-build of Boomerang House).</li> <li>Develop a business case to secure capital and infrastructure investment from all levels of government, based on findings from the Precinct Plan and in the context of Victorian Government's Creative State 2 state policy.</li> <li>Deliver revitalisation of Birrarung and River Bend Houses (including free standing studio).</li> <li>Continue to seek support to invest in revitalisation of existing infrastructure assets including Birrarung and River Bend House to make the spaces more functional, flexible and contemporary.</li> <li>Conduct feasibility study for large-scale building works for the re-build of the condemned Boomerang House, expanding to accommodate new creative industries and a possible micro performance gallery (which would enable the completion of Alistair Knox's initial design)</li> <li>Implement new website to facilitate a better archival capacity.</li> </ul>	# of artists in residence (excluding large group residencies)	2	6	9	12	16
	Leadership		Develop and implement anchor and emerging organisations in residence model	Develop	Develop	Implement	Implement	Review
	Heritage Preservation		Develop and implement national/international creative exchange program opportunities	Develop approach	Develop partnerships	Trial	Review	Implement
	Care and Custodianship		Develop, endorse, source additional funds and implement upgrade plans for existing out-dated infrastructure	Develop, seek funding and implement	Implement	Implement	Implement	Review in context of further Precinct Plan
			Conduct feasibility study for new large-scale building works.		Conduct feasibility study and consultation	Seek funding	Seek and secure funding	Delivery
			Convert the current '1a' building classification to a '9b' class in the Nillumbik Shire Planning Scheme (Boomerang House)	Research and development	Advocacy	Implementa-tion		
			\$ value of in-kind creative development space for artists and communities '000	20	20	30	30	35
			The centre is perceived as being a Creative Hub – rating on Likert scale (1-10) via survey	3	4	6	7	8
<b>Organisational Excellence</b>  Strong internal culture and processes drive our ability to service the arts sector effectively. Residency Projects staff and Advisory Groups have a shared sense of purpose and align with the values of the organisation. Residency Projects values diversity and inclusivity.	Leadership	<ul style="list-style-type: none"> <li>Develop a strong collaborative framework for the shared-leadership model Co-CEOs/Artistic Directors</li> <li>Listen to, consult and implement recommendations from the Advisory Group and partner organisation Wurundjeri Woi wurrung to inform best-practice methodologies working in a First Nations cultural context.</li> <li>Build financial reserves by delivering achievable budget surpluses.</li> <li>Continue to develop an organisational culture of accountability, financial literacy and continuous improvement by ensuring policies and procedures are maintained and understood by staff.</li> <li>Further build the cultural competencies of staff – investing in their learning in best-practice for working with diverse communities particularly First Nations, disability, LGBTQIA+ and CALD.</li> <li>Broker internal and cross-industry professional development and secondment opportunities.</li> <li>Research, fund and implement tech-based solutions to modernise the way Residency Projects does business, saving time, reducing cost and promoting environmental sustainability.</li> <li>Continue to develop positive staff culture through social and team building activities that align to Garambi Baan/Laughing Waters' core goals and that are culturally appropriate.</li> </ul>	% of Garambi Baan/Laughing Waters' Board representing communities of focus	40	50	50	60	60
	Sustainability		\$ in Garambi Baan/Laughing Waters' Reserves '000s	5	10	30	40	60
	Care and Custodianship		Develop, endorse and implement macro IT systems integration plan	Developed, finalised and implementation begins	Implemented and work completed			X
			Annual strategy sessions with board and staff, underpinned by collaborative leadership model	X	X	X	X	
			Deliver best-practice annual staff performance review processes and organisational cultural audits	X	X	X	X	
			Develop, endorse and implement environmental sustainability action plan to reduce carbon footprint of Garambi Baan/Laughing Waters'	Creative Program	Developed	Implemented, reviewed	Evaluation and new cycle	

Area	Alignment to Values	Key Strategies	Goal	Key Performance Indicators				
				2020	2021	2022	2023	2024
<b>Creative Program</b>  Residency Projects is a young organisation with an already proven track record for best practice community engaged arts practice and creating and presenting high-quality contemporary work. Throughout 2020-2024 Residency Projects' Garambi Baan/Laughing Waters Residency Centre will engage with our focus communities and be aligned with Residency Projects' strategic pillars. Garambi Baan/Laughing Waters partners with organisations and artists to best utilise the Laughing Waters venues as sites for deep reflection, collaboration and cultural safety. Residency Projects' program platforms Aboriginal and Torres Strait Islander artists and arts workers, historically marginalised communities and those concerned with material ethics, place and the environment.	Creativity	<ul style="list-style-type: none"> <li>Deliver a suite of year-round multi-artform residencies aligned with the Residency Projects' program pillars (excluding declared fire danger period).</li> <li>Support and develop the Indigenous Cultural Program as directed and informed by primary partner the Wurundjeri Woi wurrung Corporation.</li> <li>Develop professional development program for artists and groups from across Nillumbik Shire.</li> <li>Invest in and deliver a new biennial major project with focus communities.</li> <li>Research, develop and evolve programming models that are financially viable and sustainable.</li> <li>Develop a business case to support planning scheme amendment and additional funding to enable special on-site programming in the future.</li> <li>Develop new presenting partnerships locally and nationally to increase artistic programming by Garambi Baan/Laughing Waters with increased financial viability and less reliance on project grants.</li> </ul>	New works developed % of outcomes are works commissioned	30%	30%	30%	35%	40%
	Leadership		New major project delivered biennially	2021 project in development	2021 project delivery	2021 project review 2023 project development	2023 project delivery	2023 project review 2024 project development
	% of program is Indigenous Cultural Program		30%	30%	40%	40%	40%	
	# of on site public programming activities		0	3	6	6	12	
	# of professional development opportunities for local artists and collectives		0	3	3	4	4	
<b>Funding and partnerships</b>  Residency Projects is a financially viable business with a diverse and engaged raft of supporters that complement a base of self-generated income. Residency Projects' business practices and partnerships align with our core purpose, values and vision.	Sustainability	<ul style="list-style-type: none"> <li>Develop a model for partnership management at Garambi Baan/Laughing Waters</li> <li>Develop a business case to secure capital and infrastructure investment at all levels of government, based on findings from the Precinct Plan.</li> <li>Align partnerships strategy with geographic and place specific approach.</li> <li>Invest in and upgrade existing facilities to increase self-generated income from paid residencies.</li> <li>Strengthen support from philanthropic sector, including looking into securing multi-year funding.</li> <li>Continue to maintain strong relationships with existing sponsors, funders, partners and patrons. Refine Garambi Baan/Laughing Waters' sponsorship offering.</li> <li>Research and implement a bequest program to have in place.</li> <li>Focus on developing relationships within the commercial sector to identify and secure new sponsorships and pro bono support.</li> <li>Join state and national conversations about fundraising and philanthropy in the community arts sector.</li> </ul>	% of Garambi Baan/Laughing Waters revenue from self-generated income '000	30	30	35	35	40
	Leadership		\$ from donations, fundraising and bequests '000	40	50	80	100	100
	\$ from commercial sponsorship '000		0	10	20	25	30	
	Develop business case for capital upgrades to Garambi Baan/Laughing Waters (aligned with recommendations from Precinct Plan)		Scope and finalise	Budgets	Secure Capital	Works	Works	



## Partners

Residency Projects was approached in 2017 by Nillumbik Council with the opportunity to take over the sites of the former Laughing Waters residency, supported by Nillumbik Shire Council. Residency Projects have, over the following three years, devised a sustainable strategy to operate a diverse arts and cultural program at these sites. Through developing partnerships with like-minded institutions, Residency Projects not only builds on shared philosophies but we also guarantee a substantial income pipeline to sustain the centre's ongoing costs, whilst ensuring the centre has the broadest reach possible. These partners include but are not limited to:

- **Parks Victoria**  
leasing buildings on Laughing Waters Road to Nillumbik Shire Council who are subsequently sub-leasing to Residency Projects
- **Nillumbik Shire Council**  
funding & services agreement with Residency Projects, providing between \$30,000 - \$60,000 P/A for a ten year period with inclusion in Council's insurance policy
- **Wurundjeri Woi wurrung Cultural Heritage Aboriginal Corporation**  
formal partnership with Residency Projects for development of a First Nations Cultural Program allowing use of the sites for Wurundjeri artists and

cultural activities. Direct cultural consultation with Wurundjeri Elders, where required, is available for select artists undertaking the Garambi Baan/Laughing Waters Residency program

- **Arts House**  
(City of Melbourne)
- **Bundoora Homestead**  
(Darebin Council)
- **Creative Victoria**  
Co-Working Places and Creative Spaces funding
- **Department of Environment Land Water & Planning (DELWP)**  
funding initial \$6,000 for emergency works with subsequent funding to be negotiated
- **Ilbjerri Theatre**  
Black Wrights program group residencies
- **RMIT University**  
Education partner
- **Maroondah City Council**  
Exhibition partner
- **NextWave Festival**  
Annual artist in resident developing ambitious projects for NextWave Festival
- **Sissy Screens**  
Queer screen culture, online publication  
Presenting partner
- **Midsumma Festival (LGBTQIA+)**  
Annual artist's development residencies and exhibition partner

Birrarrung House studio and Gordon Ford garden. Image: Eugene Howard

# Partner Profiles

The **Wurundjeri Woi wurrung** peoples of the Kulin Nation have lived in the area now known as Nillumbik for tens of thousands of years. The Wurundjeri flourished across the region, utilising the resources of the Birrarung (Yarra River), abundant bush lands and surrounding ranges. The Birrarung – ‘river of mists and shadows’ – marked the centre of Wurundjeri traditional land and Dreaming stories.<sup>1</sup> The Birrarung provided iuk (eel) for the Wurundjeri, with refined stone traps and freshwater muscle farms occurring in the area. The Stringybark and Manna Gum forests of the greater region provided game and a diverse range of foods.

<sup>1</sup> ‘Aboriginal History in Manningham’, Manningham Council, 2018, <http://www.manningham.vic.gov.au/indigenous-and-reconciliation>, (accessed 10 March 2019).

The Wurundjeri often hosted inter-tribal events involving thousands of guests at the Bolin Bolin Billabong, downstream in Bulleen, and Pound Bend, upstream in Warrandyte.

Residency Projects have sought to respect, consult and centre Indigenous culture at Garambi Baan, enshrining this through formal partnerships developed over the previous three years. The Wurundjeri Woi wurrung have important cultural connections to Garambi Baan, with the site being significant as one of only a few known remaining iuk (eel) traps on Country, once found the length of the Birrarung<sup>2</sup>.

<sup>2</sup> Wurundjeri Woi wurrung Cultural Heritage Aboriginal Corporation ‘Management of Wurundjeri Properties & Significant Places’, Wurundjeri Land Council, Melbourne, VIC, <https://www.wurundjeri.com>, (accessed 10 October 2018).

The Wurundjeri Woi wurrung have been consulted from the beginning of the Laughing Waters renewal process in 2017, with partnership for dual use of the sites, collaborative programming and language permissions formalised in 2018. Wurundjeri Woi wurrung will continue to be consulted by Residency Projects and be actively involved in the strategic vision for the new centre, with positions on the centre’s board.



Iuk (eel) trap tour with Melbourne Water, Parks Victoria and Wurundjeri Woi wurrung. The iuk traps, stretching across the Birrarung in front of the Garambi Baan residency house, River Bend, are highly significant cultural heritage to the Wurundjeri Woi wurrung and indeed, all Australians. Image: Melbourne Water

**Ilbjerri** is one of Australia’s leading theatre companies creating innovative works by First Nations artists. They create, present and tour powerful and engaging theatre, creatively controlled by Indigenous artists. Ilbjerri’s stories are provocative and affecting, giving voice to unique and diverse cultural experiences of Aboriginal and Torres Strait Islanders.

Each year Ilbjerri travel to national, regional and remote locations across Australia and the world. Since 2010 they have presented 18 new works, performed 621 times in 312 venues to 99,417 people.

Ilbjerri is an advocate and leader for the Aboriginal and Torres Strait Islander community in Australia. In this role they deliver a broad program of Artist Development for new and emerging Indigenous writers, directors, actors and creatives. Born from community ILBIJERRI has become a spearhead for Australian Aboriginal and Torres Strait Islander peoples in telling



Confirmed 2021 residency partner Ilbjerri Theatre; Trevor Jamieson starring in Coranderrk. Image: James Henry

stories of what it means to be Indigenous in Australia today.

Ilbjerri promote discussion and raise awareness of key issues facing the community through the development and touring of issue-based works. Ilbjerri’s work possesses the power to reach out and remind audiences of every person’s need for family, history and heritage, their collaborative relationships with communities and artists are at the heart of their creative process and all their work empowers and enlightens their audiences.

**Midsumma** is Victoria’s premiere LGBTQIA+ arts and cultural festival. Midsumma champion LGBTQIA+ cultures, conversations and events and act as an intersection between generations, people, ideas, stories and experiences – a focal point for connections and belonging. Midsumma provides platforms for shared experience in a world which often under-represents LGBTQIA+ people. Midsumma values diversity and embraces difference and aim to increase the LGBTQIA+ communities’ profiles and amplify the stories that might otherwise not be seen, heard or felt.



Confirmed partner and 2020 residency partner, Midsumma Festival. Above image shows Midsumma Festival’s annual program ‘Pathways’, for gender and sexuality diverse (LGBTQIA+) artists and cultural workers living with disabilities. Image: Eugene Howard



# Organisational Sustainability

Having established itself as a registered Charity through the Australian Charities and Not for Profit Commission (ACNC), accessing Charity Tax Concessions from the Australian Tax Office (ATO) and being registered for Deductible Gift Recipient (DGR) status on the Federal Government's Register of Cultural Organisations (ROCO), Residency Projects Inc. is well placed to secure and manage significant philanthropic funds.

There exist multiple opportunities for program funding upon completion of capital works at Laughing Waters. Residency Projects is in dialogue with a diverse array of philanthropic organisations as well as the Victorian State Government and the Federal Government.

## Weathering shocks

The Residency Projects Inc. fund will include dedicated capital, accumulated over the first five years, to be invested to provide income to cover costs of unforeseen maintenance or organisational emergencies. In addition to this, Residency Projects has developed robust relationships with an array of individuals and philanthropic trusts/foundations. Through the model being implemented by Residency Projects Inc. we are also able to scale the percentage of paid residencies depending on the financial demands of maintenance and operations. For example, to ensure the long-term viability of

the centre, it is entirely feasible that Residency Projects may, for one year, program solely paid residencies by our partnering organisations to ensure we meet our income requirements for any major works required.

## Operational costs & income pipeline

Nillumbik Shire Council delivered a high quality, internationally recognised Artist-in-Residence Program at the Laughing Waters houses on a full operational budget of under \$26,000 P/A. This program saw no cost to the resident artists, however it did not provide any artist fees either. Residency Projects Inc. will differ from council in that key organisational partners will be required to pay nominal fees for their time at Garambi Baan/Laughing Waters; this will cover overheads and additionally the 'quick response' residency stream, at no cost to the independent artist(s). The baseline operational budget for Residency Projects at Laughing Waters can be delivered for under \$30,000 per annum. With an increased budget Residency Projects delivers an ambitious suite of programming and work on major exhibition outcomes with partnering organisations.

## Income pipeline

Estimating an average profit made from a commercial arrangement with partnering organisations, a modest \$15,240 in income can be generated based off two residents per residency (although this is likely

to be significantly greater with larger groups), paying \$60 per person per night<sup>1</sup> for a total of 127 days in the program year, across both houses. The houses are also equipped with solar panels which have the potential to generate surplus power to be fed back into the grid, turning a modest profit which would be invested into the maintenance fund established for the houses.

## Advocates

Through the Residency Projects' Board, our Advisory Group and the 'Friends of Garambi Baan' working group, we aim to ensure we actively nurture an expansive and diverse network of individuals and groups who will continue to act to advance the interests of Residency Projects at Garambi Baan/Laughing Waters. We aim to ensure we cultivate healthy, ongoing relations with both local, State and Federal Governments, whilst sustaining dialogue with the philanthropic sector. On-site activities aim to engender in our supporters a more meaningful sense of connection to place, cultivating a strong Laughing Waters community committed to caring for both Country and community.

<sup>1</sup> Figure based off consultation with Bundanon Trust, NSW

# Organisational Profile & Boorhaman Residency Program Case Study

Residency Projects devises major creative projects and works collaboratively with artists around forums and special events. Residency Projects is an emerging and already critically recognised organisation, driving innovative programs beyond urban centres, aiming to shift and re-focus contemporary dialogues around issues of place, ecology, culture and communities. We work slowly, consult widely, think deeply and deliver projects when we see distinct need or opportunity.

Residency Projects was borne from the Boorhaman Residency Program (BRP) which took place in 2017 in the small rural NE Victorian town of Boorhaman. Development began in 2013 with detailed consultation with local community over four years.

Residency Projects entered a licence contract with the State Government of Victoria granting exclusive access to the dis-used Boorhaman Primary School, where the entirety of the program took place. This program saw:

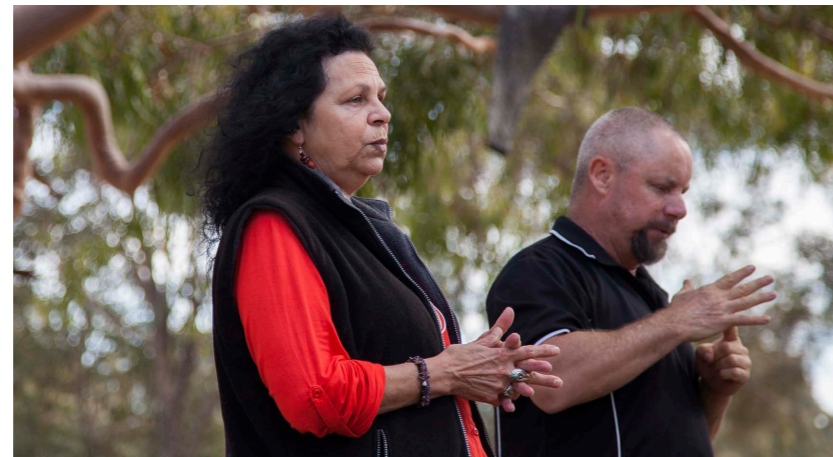
- Internationally recognised artists Chaco Kato and Dylan Martorell living and working in the rural town of Boorhaman
- The creation of major new site-specific projects

- 100% free public events including: talks, workshops and performances
- Auslan interpretation at all public events
- Over 200 rural youth engaged
- Community participation from both rural and urban areas
- Consultation with Traditional Custodians
- Federal, State, Local Government and philanthropic support

This program benefited the rural community by offering workshops, talks, school visits and access to contemporary art, whilst providing an opportunity for urban artists to work in a rural farming area, engage with locals, and experience the land through different

perspectives. BRP held a public open day to mark the end of the 2017 program, an accessible day of celebration, talks and performances with overwhelming community turnout. A major exhibition of outcomes was held in 2018 at the Wangaratta Art Gallery.

Residency Projects has undertaken a range of strategic advisory and management roles including directing the Kochi Artist in Residence program in partnership with the Kochi-Muziris Biennale Foundation in India in 2016, and a strategic advisory role for Southern Grampians Shire Council at the Hamilton Gallery, alongside industry leader Maudie Palmer AO, between 2019-2020.



Pbangarang Elder Aunty Betty Cherry performing a Welcome to Country for the launch of the Boorhaman Residency Program. Image: Eugene Howard

## Governance

**Residency Projects Inc. is registered as an Incorporated Association with Consumer Affairs Victoria (CAV), is a charity registered with the Australian Charities and Not For Profit Commission (ACNC), is an Australian Taxation Office (ATO) endorsed Tax Concession Charity (TCC) and is registered on the Federal Government's Register of Cultural Organisations (ROCO), affording Residency Projects Deductible Gift Recipient (DGR) status through the Australian Tax Office. Residency Projects' Public Fund, established to receive deductible donations, is governed by Responsible Persons including esteemed arts leader, Maudie Palmer AO.**

### Advisory Group

In addition to the Residency Projects Inc. Board, established under Residency Projects' constitution, Residency Projects have established an Advisory Group comprised of a diverse range of arts sector leaders, relevant stakeholders and individuals, with a shared passion for Residency Projects' core aims and vision. This Advisory Group will be called upon to discuss issues of strategic relevance to the program and centre. The members of this Advisory Group will evolve over time. To-date the Advisory Group has included:

- Dr. Marnie Badham (RMIT University) Vice Chancellor's Doctoral Research Fellow RMIT, author of *The Cultural Value of Laughing Waters Artist Residency: Artists Connecting to People and Place* (BADHAM, M., 2016. Nilumbik Shire Council)
- Peter Elliot AM Described by his peers as 'an architect of great distinction who has possibly affected more lives and contributed more to his city than most could dream of', Peter Elliott AM is the recipient of countless accolades, including Australian architecture's highest honour, the Australian Institute of Architects' Gold Medal.
- Dr. Léuli Mazyar Lunai Eshraghi is an Australian artist, curator, writer from Samoan, Persian and other ancestries. Léuli was the inaugural Horizon Postdoctoral Fellow with the Initiative for Indigenous Futures at Concordia University in 2019. He holds qualifications in Indigenous arts management, francophone Great Ocean literature, Indigenous studies and comparative cultural studies. He serves on the Aboriginal Curatorial Collective (Canada) board.
- Maudie Palmer AO Founding Director Heide MoMA and TarraWarra Museum of Art
- Daniel Santangeli CEO and Artistic Director of Footscray Community Arts Centre. Daniel brings a strong commitment to CACD practice with diverse communities alongside governance experience and understanding of organisational culture. Daniel is currently Chair for Outer Urban Projects
- Marion Webster OAM Founder and patron Australian Communities Foundation, the first independent community foundation in Australia, Fitted for Work, Glenorchy Art and Sculpture Park (GASP) and most recently, Kilfinan Australia, an organisation that provides free mentoring for not-for-profit CEOs by senior corporate and business leaders
- Co-opted organisational partners including: ArtsHouse (CoM), Midsumma, Ilbjerri Theatre, Maroondah City Council and NextWave, amongst others
- Wurundjeri Woi wurrung representative(s) guiding community engagement with Wurundjeri Woi wurrung and Wurundjeri Cultural Program
- The Projects (Testing Grounds/Site Works) Co-Directors Millie Cattlin & Joseph Norster
- Co-opted local community member
- Parks Victoria Co-opted member



# Policy Alignments

Stakeholder	Policy	Intersections	Stakeholder	Policy	Intersections
State Government of Victoria	Yarra River Action Plan 2016	<p>Key Actions and Principles with which Laughing Waters is in alignment:</p> <p>4. Traditional Owner inclusion 15. Protect and promote cultural and heritage values</p> <p>Principles: 2. The Great Yarra Parklands</p> <ul style="list-style-type: none"> <li>improve community access to, movement along and on the river</li> <li>increase opportunities to enjoy the river parklands for people of all ages and abilities</li> <li>create more destinations and improve visitor experiences</li> </ul> <p>3. A culturally diverse riverscape</p> <ul style="list-style-type: none"> <li>in partnership with Traditional Owners, recognise, protect and promote both intangible and tangible cultural values</li> <li>recognise, protect and promote heritage values</li> <li>quality public places for recreation, celebration and coming together</li> </ul>	State Government of Victoria First Peoples' First	<p>First Peoples Action Plan for the Creative Industries 2018-2020</p> <ul style="list-style-type: none"> <li>The First Peoples Action Plan for the Creative Industries is the Victorian Government's commitment to providing improved strategic support of First Peoples' culture, cultural expression and creative practice in Victoria.</li> </ul>	<p>Themes of the Action Plan are in alignment with Garambi Baan/Laughing Waters Advisory Group, Creative Program and Strategic Pillars.</p> <p>Garambi Baan/Laughing Waters' Advisory Group (AG) has Indigenous representation with specific focus on Traditional Custodians of Laughing Waters/Garambi Baan, the Wurundjeri Woi wurrung.</p> <p>Outcomes from this action plan will inform the next version of the Creative State Strategy, with First Nations artistic outcomes and professional practice continuing to be a key focus of the Arts Investment Branch at Creative Victoria.</p>
State Government of Victoria	Yarra River Protection (Wilip-Gin Birrarung Murrumbidgee) Act, 2017	<p>Yarra protection principles including the following sections:</p> <p>8 General Principles 11 Recreational principles 12 Cultural principles</p> <p>Residency Projects has provided input into the landmark Draft Yarra Strategic Plan in early 2020</p>	State Government of Victoria	Planning and Environment Act 1987 (the Act)	<p>The Garambi Baan/Laughing Waters centre implements the objectives of planning in Victoria as set out in Section 4 (1) and 12 (1) of the Planning and Environment Act 1987 (the Act). The following objectives in Section 4 (1) are particularly relevant:</p> <ul style="list-style-type: none"> <li>4 (1a) - to provide for the fair, orderly, economic and sustainable use, and development of land</li> <li>4 (1b) - to secure a pleasant, efficient and safe working, living and recreational environment for all Victorians and visitors to Victoria</li> <li>4 (1d) - to conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value</li> <li>4 (1g) - to balance the present and future interests of all Victorians</li> </ul>
State Government of Victoria Creative Victoria	<p>Creative State 2016 - 2020</p> <ul style="list-style-type: none"> <li>Creative State is the Victorian Government's strategy to strengthen and grow the state's creative industries and the value they bring to Victoria.</li> </ul>	<p>Garambi Baan/Laughing Waters existing framework aligns with numerous key actions including the focus on First Peoples, Creative suburbs, Melbourne as a global cultural destination, Diversity and Inclusion.</p> <p>Residency Projects has provided input into Creative State 2.</p>			

# Policy Alignments

Stakeholder	Policy	Intersections	Stakeholder	Policy	Intersections
State Government of Victoria	Plan Melbourne 2017-2050	<p>Policy 4.2.1 – Strengthen Melbourne’s civic legacy of great places</p> <p>Policy 4.2.2 – Support the growth and development of Melbourne’s cultural precincts and creative industries.</p> <p>Action 64 – Affordable spaces for creatives industries:</p> <ul style="list-style-type: none"> <li>Identify opportunities for emerging creative industries to access affordable spaces to pursue cultural production and expression by removing regulatory barriers, and brokering and facilitating cultural development programs.</li> </ul> <p>Policy 4.4.2 – Respect and protect Melbourne’s Aboriginal cultural heritage</p> <p>Policy 4.4.3 – Stimulate economic growth through heritage conservation</p> <p>Policy 4.4.4 – Protect Melbourne’s heritage through telling its stories</p> <p>Action 69 – Heritage Planning initiatives:</p> <ul style="list-style-type: none"> <li>Recognising the diverse ways in which people celebrate their heritage through arts and culture projects.</li> </ul> <p>Action 71 – Actively involve Aboriginal people in cultural heritage management:</p> <ul style="list-style-type: none"> <li>Create opportunities for Aboriginal people to be actively involved in the identification, protection, rehabilitation and management of cultural heritage places across Melbourne, working with Traditional Owners, Aboriginal community organisations, councils and others.</li> </ul>	Nillumbik Shire Council	<p>Nillumbik Shire Council Arts and Culture Strategy 2018 – 2022: Celebrating Nillumbik’s Heartbeat</p> <ul style="list-style-type: none"> <li>Consultation during the development of this strategy and the renewal project broadly highlighted the community demand to see the Laughing Waters residency program revived, alongside enhanced engagement with First Nations culture</li> </ul>	<p>Goal 1: Public and participatory arts are an every day experience</p> <p>Goal 2: Develop and grow creative and cultural industries</p> <p>Goal 3: Support and promote arts and cultural activities that maximise access</p>
			Nillumbik Shire Council	Council Plan 2017-2021	<p>Strategic Objective 1</p> <p>Engaged, Connected Communities</p> <p>1.3 Build on our commitment to lifelong learning for the community</p> <p>1.3.1 Establish partnerships with other learning organisations including schools and Melbourne Polytechnic to respond to the community’s desire for lifelong learning</p> <p>1.4 Ensure that the provision of community infrastructure responds to community needs</p> <p>1.4.5 Use technology and infrastructure to increase connectivity to create inclusive and dynamic community places that link people, knowledge and culture</p> <p>1.5 Strengthen the focus on social inclusion, building social capital and connection within communities</p> <p>1.5.6 Develop a reconciliation plan between Council and the Wurundjeri community as traditional owners, and strengthen practices to ensure the ongoing support of Aboriginal and Torres Strait Islander people</p>

# Policy Alignments

Stakeholder	Policy	Intersections	Stakeholder	Policy	Intersections
Nillumbik Shire Council	Council Plan 2017-2021	<p>1.5.7 Ensure that the LGBTI community is included and engaged in initiatives that are supported by Council</p> <p>1.5.8 Ensure that Nillumbik is a safe, welcoming and inclusive place for all people irrespective of difference and that community-driven initiatives are supported by Council</p> <p>Strategic Objective 2 - Active and Creative People</p> <p>2.2 Create and activate places and spaces that have good connectivity, provide needed infrastructure and promote social interaction</p> <p>2.2.1 Develop and implement an Arts and Culture Plan that builds on Nillumbik's rich artistic, cultural and Green Wedge heritage</p> <p>2.2.5 Recognise and support opportunities which develop and grow creative and cultural industries positioning Nillumbik - the Green Wedge Shire, as a key destination</p> <p>2.2.6 Support and promote arts and culture activities that maximise access across the Shire</p> <p>Strategic Objective 4 - A Prosperous Economy</p> <p>4.1.6 Work with the Wurundjeri Tribe Land and Compensation and Cultural Heritage Council to identify economic opportunities for environmental and cultural services</p> <p>Strategic Objective 4 - Responsible Leadership</p> <p>5.6 Plan for the community's future needs for services and infrastructure</p> <p>5.9 Develop regional partnerships with other government and community agencies to benefit Nillumbik</p> <p>5.9.1 Investigate and implement collaborative initiatives with other councils</p>	Australia Council	Australia Council Strategic Plan 2014 - 2019: A Culturally Ambitious Nation	<p>Australians are transformed by arts and creativity - we will enable more opportunities for Australians to be captivated by, and inspired through, experiencing the arts.</p> <p>» Intersects with Strategic Pillars, Creative Program and Creative Hub Our arts reflect us - we will support equity of opportunity and access in our creative expression, workforce, leaders and audiences</p> <p>» Intersects with Strategic Pillars, Creative Program and Organisational KPIs. First Nations arts and culture are cherished - we will build on our long term commitment to First Nations arts and culture, recognising the importance of First Nations peoples' self-determination, cultural authority and leadership to our collective prosperity</p> <p>» Intersects with Advisory Group, major partner the Wurundjeri Woi wurrung, Strategic Pillars, Creative Program and Organisational KPIs. Arts and creativity are thriving - we will support the best circumstances for a thriving arts sector</p> <p>» Intersects with Strategic Pillars, Precinct Plan Organisational KPIs and Creative Hub. Arts and creativity are valued - we will increase awareness of the value of public investment in arts and creativity.</p> <p>» Intersects with Strategic Pillars, Creative Hub, Precinct Plan and Organisational KPIs.</p>

# Artistic Directors & CEOs



## Artistic Director and CEO

Eugene Howard has worked across numerous interdisciplinary projects as both an artist, administrator, curator and producer. Through his arts leadership he is deeply passionate about cultivating care and custodianship for place and providing access to arts, creativity and culture for diverse communities.

Most recently he has been working collaboratively with Maudie Palmer AO developing a comprehensive plan for an internationally significant Birrarung Cultural Precinct. This project would enshrine protections for a significant stretch of parkland and see a new Birrarung Meeting Place built, accommodating artist studios and ambitious public art commissions. It is supported by the Birrarung Council, Heide MoMA, Creative Victoria and the Yarra RiverKeeper Association Inc. amongst others.

Eugene has sat on the Testing Grounds Advisory Group since

2016, appointed by Creative Victoria, and between 2017-2019 sat on Nillumbik Shire Council's Arts and Cultural Development Advisory Committee.

Currently, Eugene is co-producing the documentary film *Bukal Bukal*, alongside Julie Nihill, following the life story of Yidinji Elder Henrietta Marrie AM, Directed by Rhoda Roberts AO.

Eugene is currently producing and curating a major new exhibition of works by John Gollings AM, in consultation with Parks Victoria, Gunditj Mirring Traditional Owners Aboriginal Corporation and Barengi Gadjin Land Council Aboriginal Corporation, exploring newly re-discovered rock art and cultural sites around Gariwerd (Grampians) in large scale photographic works and an extended publication.



## Co-Artistic Director

**Kate Hill** is both a practicing artist and academic researcher. She is currently a PhD candidate at Monash University. Her artistic practice utilises site-specific materials and processes to engage in temporal modalities of place, reflecting on both macro landscapes and systems, and the intimate space of walking. Her observations of places and materials is extended through social engagement which often form a component of projects through story telling, collaboration and educational workshops

Kate graduated from a Bachelor of Fine Art in 2011, and a Masters of Community Cultural Development in 2014. In 2015 she worked on a research project with the University of Melbourne exploring socially engaged art, and co-authored two journal articles. She has held academic roles at the former Centre for Cultural Partnerships at the VCA. In 2016, she participated in Time Place Space: NOMAD, an Arts House supported residency in the Wimmera Region, Victoria, and in 2017 was a delegate for Water Futures, presented by Arts House, Tipping Point Australia and Asia TOPA, Melbourne.

# Supporters

## FOUNDING PARTNERS



## SUPPORTERS



## PRINCIPLE PARTNERS



Wurundjeri  
Tribe



NILLUMBIK  
THE GREEN WEDGE SHIRE



Parks  
VICTORIA



VICTORIA  
State Government | Environment,  
Land, Water  
and Planning

## INDUSTRY PARTNERS

ARTS HOUSE



RMIT  
UNIVERSITY



Maroondah  
City Council



City of  
DAREBIN



IL  
BIJ  
ERRI  
THEATRE COMPANY

NEXT  
WAVE



midsumma  
festival



