

CREATIVE COMMUNITIES

AN ARTS STRATEGY

CITY OF KALAMUNDA

This document sets out new ways for the arts to become a larger part of life within the City of Kalamunda over the next four years. The high level objectives of this strategy are to:

- **Diversify the economy of the City by ensuring that the contribution by the arts is well recognised for its value and so that this part of the economy continues to grow**
- **Increase engagement by residents to become more involved in the many disciplines of the arts as creators, audience and the source of ideas**
- **Increase arts investment to the City from diverse external sources**
- **Improve the visual appeal of communities and public places across the City so that they are used and valued by residents and so that visitors want to return to explore the City some more**

Overtime, achieving these objectives will add to the attractiveness and value of Kalamunda as a place to live, visit and where there is a strong community spirit.

Strategy Positioning Statement

The City of Kalamunda recognises that we are all arts consumers. Every day, the arts influence the quality of life across Australia and locally for our families and friends.

The Arts are part of an enriched and rewarding life. Communities gather to celebrate, visitors travel to discover new things and community strength is boosted by engaging with creative activities.

Despite the perception that all activities in the arts are undertaken on a not-for-profit basis, the arts and cultural sector is a dynamic force in the economy. Australians spend \$50bn annually on the arts activity – equivalent to 4% of average household expenditure. Through ticket sales, artworks sales, entry fees, commissions and events, it is this economic benefit can be measured.

Arts tourism is an important contributor to the broader tourism sector with over 2.4 million international visitors to Australia taking part in this growing activity.¹ Tourists want to engage with our country's unique Indigenous culture and the City of Kalamunda has largely untapped assets that this strategy seeks to highlight.

Research by the Australian Cultural Ministers' Council (a regular meeting of all States, Territories and Federal Arts Ministers) found the following: *"that engagement in arts and culture improves cognitive skills and the educational attainment of individuals, increased self-esteem, improved community confidence, boosted social cohesion and behaviour and played a role in crime prevention."*²

This Strategic document is a statement of future intent and opportunity to engage with the arts in a way that adds value to the community and individuals in the City of Kalamunda.

¹ Arts Nation, The Australia Council for the Arts, 2015.

² Social Impacts in Arts and Cultural Activities – Evidence Issues and Recommendations, Cultural Ministers' Council

https://www.stategrowth.tas.gov.au/_data/assets/pdf_file/0003/160833/Social_Impacts_of_the_Arts.pdf

To nurture and grow involvement by the community as spectators, motivators and creators of uplifting and transforming activities through arts events and experiences. To place creative practise at the heart of the City of Kalamunda's communities and neighbourhoods. Each of these will add to the City's visual appeal, strengthen sense-of-place, diversify the economy and elevate arts practice that is accessible, challenging and engaging.

Definition

Though by no means an exhaustive definition of the arts, for the purposes of the City of Kalamunda and the application of this document they are defined as follows:

A process of creativity, imagination, and observation that sparks ideas and new interpretations by individuals or groups that can be shared with others or enjoyed alone. This includes many disciplines: oral tradition, language, dance, visual art, design, writing, poetry, theatre and music – activities that can help make sense of the world and challenge our own perceptions of it.

Statement of Commitment

The City of Kalamunda recognises that the arts are a way of building community strength, personal creativity, shared experiences, valued physical spaces, celebrations and other touchstones that enrich our individual and community lives. The City commits to placing a high value on arts into its core work and services, so that it is a truly creative organisation able to meet community needs.

The City acknowledges the importance of connecting with the traditional custodians of this land, the Wadjuk people of the Noongar Nation. Where appropriate, the City will aim to understand and share the vast traditional knowledge of this unique place.

The City supports the arts in the ways outlined below. The City recognises that there are strong links to tourism and the environment and that these are two sectors with which it is currently actively engaged. These and other strategic links are demonstrated by the alignment of this document with a number of other City Strategies listed at the end of this strategy.

KEY FOCUS AREA ONE

Place-making and Identity: Urban and Commercial Developments and Renewal

Background

In the next 10 years large sections of the City of Kalamunda will undergo significant changes. New urban developments will be planned in the City as the population is predicted to grow by 28% to 2036³. Population density will also increase as urban infill extends to larger home blocks in built areas. This is an opportunity to integrate good urban design with a progressive arts policy.

These developments are opportunities to create distinct urban zones centred on parks, open spaces and natural bushland which are linked to local services and infrastructure. Similarly, creating industrial developments considerate of workers' needs will enrich the local surrounds and make it an attractive place to live and work.

³ <https://forecast.id.com.au/kalamunda/population-summary>

Housing development plans need to go beyond technical competency to ensure that creative design elements inform the design of new communities so they are a pleasure to live in, have a strong sense of place and where there are areas that are attractive for families and the community to gather.

Note: each of the actions in the three Key Focus areas are listed in priority from participants in the Arts Forum held in January 2019.

So that full community value is achieved for these new developments the following strategies are recommended so that the arts are considered at each development step. This will integrate input from the creative sector in a considered manner:

1.1: The City employs a Creative Communities Coordinator. The Coordinator will be the primary link between the creative sector and the City's community.

The role will, over time, create strong working relationships between the City and professional, community arts and cultural organisations, individuals and networks. The objective is to create strong collaborations, support links to external funding, creation and expansion of artforms, events and activities that will engage residents and attract visitors to sites across the City.

Positioning this role at Coordinator level will enable them to work across the City's Directorates, liaising with staff and management. To be successful it will require support from the CEO and Executive members.

The Coordinator will need strong knowledge of external sources of funding so that community organisations and artists can apply for grants from different sources.

The Coordinator will work with multiple stakeholders within the City and externally to link services, approvals and bigger picture initiatives that will increase arts activities across the City.

1.2: Create a Public Art Policy.

This policy will drive the commissioning, siting and installation of public art that may include elements of design that reflect unique aspects of an area (history, natural environment and Indigenous cultural practise). The artworks and interpretations will enhance how an area looks and activity options available.

Comparable policies exist in the vast majority of local governments across the Perth metropolitan area. To date Kalamunda has missed out on investment and enhancement, but adopting this policy will bring it in line with current State Government policy that has been in place for over two decades.

The contribution to Public Art provided under this Policy shall be no less than 1% of the final⁴ project cost for new and renewal of all private industrial, commercial, and residential subdivisions developments valued above \$250,000 capital expenditure.

⁴ **Note:** Calculation of the final cost of any development or renewal will be demonstrated by the completion of a Statutory Declaration by the Developer that provides an accurate real cost of the development rather than a pre-construction estimate.

The developer will be responsible for its upkeep and maintenance and the artwork that will become part of the City's art collection.

City capital works renewal and upgrades with a final value of over \$250,000 will contribute a maximum of 2% of each development. These funds are to be used to commission public artworks or placed into the City of Kalamunda Public Art Reserve Fund to buy or commission new public art in accordance with the City of Kalamunda Public Art Masterplan 1.3, below.

Other sources of income for this Special Reserve Fund would be from donations, bequests and gifts of artworks.

Currently an annual audit is undertaken of the City's artwork collection as a function of asset management. Works need to be properly stored and regularly checked for damage or repair. The amount of appropriate storage will also require review.

Ongoing art handling training is also required to ensure the financial and cultural value of works is optimised. In the case where a piece is of little cultural significance or worth, the City may divest itself of these rather than continue storage and upkeep.

Advice from a registered valuer may be required to be sure that values of the artwork reflect market value.

1.3: Develop a City of Kalamunda Public Art Masterplan. The objective is creative place-making in neighbourhoods to reflect the distinctive natural assets, significant indigenous sites and key destinations of for the community and visitors. The Masterplan will identify specific artwork opportunities and prioritise sites and projects within the City of Kalamunda.

The Masterplan will define a set of shared principles and a framework to inform all levels of decision making that relate to public art including the allocation of resources. The Masterplan aims to reflect the future aspirations of the City's residents and the diverse neighbourhoods within the City.

1.4: The City adopts and monitors an initiative to upgrade of city-wide visual attractiveness

This action will extend across the whole City to improve its aesthetic; the look of the streetscape, parks and other public places. An attractive setting increases the liveability and visual appeal of the City.

The objective of this policy is to enhance the aesthetics of the City through consideration of coherent building and landscaping design themes.

One role of the Kalamunda City Arts Advisory Committee (CoKAAC) is to provide advice and input into proposals for design, planning and place-making of public spaces and other assets across the City. These elements will lead to a longer term visual attractiveness and public use of facilities.

There is a role in core City functions of Planning, Infrastructure, Parks and Gardens that directly relate to this policy. Strong links to the work of these teams and skills development may be required so the policy intention and details are applied.

1.5: Adopt an Urban Development Policy that informs and provides for variations in agreements with developers. The purpose of this policy is for the City to prioritise developers, seeking to bring new urban sites to the market, who will willingly work

with creative input to drive high quality design and construction of new communities that go beyond the core State Planning Template.

1.6: Engage key creative specialists (artists/curators). These will inform and enliven all six parts of development and master planning processes for future developments and renewal projects. The City creates a consultancy panel of experienced and qualified personnel who will work with in-house staff or other contracted consultants as an equal professional who contributes to all elements of the planning and design process.

The creative consultants will be an active player in all planning meetings, DSP stages and have input into proposed design and technical solutions. They will also be critical in helping prepare for the Project Briefs for the consultants for these development projects. These consultants will also inform stages 4-6 (above) of the planning and design process.

The scope for each development project will be drafted and creative consultants selected from the panel to work in the project based on the project needs and scope related to the skills and experiences of the creative personnel.

The creative consultants will use their networks to introduce suitable professional artists and community cultural workers to aspects of activities that arise from the input into the planning process. They may also connect the City with Indigenous Artists/practitioners living and working in the area.

The City will gain significant benefits by adopting the use of creative consultants from the panel for development of its own projects and upgrades to public areas and facilities.

Key Focus Area One

ACTIONS	KEY STEPS TO ACHIEVEMENT	TIMEFRAME
1.1 The City employs a Creative Communities Coordinator.	<ul style="list-style-type: none"> Secure funds in the budget Draft a Job Description Form Initiate a recruitment process Appoint and induct Coordinator 	2019 - ongoing
1.2: Adopt a Public Art Policy.	<ul style="list-style-type: none"> Complete policy draft Present for adoption by Council Establish steps for the introduction via the DA planning and approvals process 	2019
1.3: Develop a City of Kalamunda Public Art Masterplan.	<ul style="list-style-type: none"> Draft the Masterplan Present to Council for adoption and application in line with the Policy 	2019
1.4: The City adopts and monitors an initiative to upgrade of city-wide visual attractiveness.	<ul style="list-style-type: none"> Use creative personnel on the panel to inform City upgrade & design processes Use this initiative to inform other City strategies 	2019
1.5: Adopt an Urban Development Policy.	<ul style="list-style-type: none"> Draft the Policy Present to Council for adoption 	2019
1.6: Engage key creative specialists (artists/curators).	<ul style="list-style-type: none"> Establish a panel of specialists Select panel members Individual project briefs written by staff 	2019/2020 FY

KEY FOCUS AREA TWO**Community Enrichment, Creativity and Pride: Shared experiences created by and for local residents and visitors to Kalamunda City.****Background**

Within the City of Kalamunda are many professional artists and artworkers and a large number of people who are interested in the arts. There is also a great wealth of talented community members who pursue creative work in a volunteer capacity. The value of volunteers in the arts sector across Australia is estimated at over \$800 million per year.

Community members and professional artists often collaborate to create and deliver valuable public events. Local examples include: the Zig Zag Festival, History Village, Kalamunda Amateur Dramatic Society, Kalamunda Show, Kalamunda Markets, Stirk Park Jazz Concerts, Corymbia Multicultural Festival, Perth Hills Spring Festival, Foothills Unearthed and a host of other one off and annual events.

It is these events, and the people who run them, that bring to life public spaces. In turn, the community takes part, sales to earn income for community organisations and visitors discover new things in the City.

2.1: The City brings to life its newly adopted Reconciliation Action Plan.

This policy links to the [Noongar Recognition Act](#) of the State Government.

As part of this policy the City should also adopt the [Six Noongar Seasons](#) and refer to them and their significance in speeches at public presentations as part of an ongoing process of acknowledgement of Noongar culture. These seasons could be linked to yearly events like the existing 'Makuru' festival held at the Zig Zag Gallery.

2.2: Consulting and clarifying the arts direction for the next 4 years.

City of Kalamunda Arts Advisory Committee will hold annual community information and idea sessions with the wider arts community of professional and volunteer artists and arts workers. The Committee plans and deliver events that bring the arts sector together to share new ideas and initiatives to inform this Arts Strategy.

2.3: Online arts engagement. We live in an era of digital communications whose power to attract audiences, build loyalty and relationships with the arts should not be ignored. There are many avenues for creative output as online content that range from event documentation loaded to You Tube and linked to the City's website, to new online games to and a host of other imaginative digital content.

The City and its community is yet to take full advantage of the many online opportunities as content, information and marketing material that profiles local creative works.

2.4: Prepare an Artists-in-Residence Policy and initiate a residency program

The purpose of this policy is for the City and partners to offer to artists the opportunity of residencies in the City and for the community to have access to the artists and the work undertaken during the residency. City libraries, Kalamunda Learning Centre, Kalamunda Performing Arts Centre, the History Village and Falls Farm may each be some of the suitable sites for the residencies.

Partners in this program could include commercial businesses – EG Hawaiian, the owners of Forrestfield Central Shopping Centre.

Other examples for collaboration could include these examples:

- Kalamunda History Village to have a videographer in residence for 3 weeks to create digital content on the village, its collection and the stories these tell. The resident videographer could teach History Village members how to shoot, edit and load digital material to social media and websites
- The Zig Zag Gallery – a songwriter in residence, commissioned to write works that relate to the setting and a forthcoming exhibition, which the artist performs at the opening. The artist may also run song writing workshops at local schools
- A writer in residence at Falls Farm who uses the Farm, its setting and historical story as inspiration for their work. This artist would run community writing workshops. This could also include the writer working with students at St Brigid’s College, Mazenod College and Falls Road Primary School

As part of this policy, a Toolkit will need to be drawn up to provide advice and input into how to propose and host an artist in residence. What to prepare, how to set out expected outcomes, what the roles are and agreed timelines. An example of one toolkit can be found at [this](#) link.

2.5 The City embrace a can-do culture of facilitating events that activate community spaces.

Take steps to further develop partnerships with community, commercial and professional organisations so they can present events and creative projects. Survey community groups to test if the access to funds from the City by these groups meets their needs and offers the right financial level. While application processes in some instances have been improved, a further review of these will keep these processes contemporary and efficient. Some processes may be able to be evaluated by online self-assessment tools for event organisers.

There is an important role for the Creative Communities Coordinator in this process.

Action Plan - Key Focus Area Two

ACTIONS	KEY STEPS TO ACHIEVEMENT	TIMEFRAME
2.1: The City brings to life its newly adopted Reconciliation Action Plan.	<ul style="list-style-type: none"> •Once adopted, use arts activities to further the RAP’s enrichment. •Through CoKAAC members’ specialist knowledge explore ways of greater engagement for the City with traditional practice and sites of significance. 	2019
2.2: Consulting and clarifying the arts direction for the next 4 years.	<ul style="list-style-type: none"> •Establish and maintain an arts database. •Hold annual arts community briefing and value checking events. •Establish small arts specialist working groups to meet specific needs or revisions. 	2019 - ongoing
2.3: Online arts engagement.	<ul style="list-style-type: none"> •Link with and inform the City’s new website so that digital arts stories can be uploaded. •Commission short 90 second videos on City arts events and artists profiles. 	2019

	<ul style="list-style-type: none"> • Invest in community organisations use of digital content. • Extend the use of Kalamunda Arts Facebook page and link it to City arts initiatives. 	
<p>2.4: Prepare an Artists-in-Residence Policy and initiate a residency program.</p>	<ul style="list-style-type: none"> • Seek advice from Artsource and FORM on useful residency structures in use in WA (see link above). • Identify places where residencies can take place and potential partners to support and engage with the residency. • Establish a small pool of residency champions to assist and support visiting artists. • Seek international residency opportunities and associated funds. 	<p>2020 - ongoing</p>
<p>2.5: The City embrace a can-do culture of facilitating events that activate community spaces.</p>	<ul style="list-style-type: none"> • Review and identify ways of improving access by community organisations' access to City funds for the arts. • Seek ways of improving event the compliance processes. • Search out examples of self-assessment tools for events and business activities 	<p>2019 - ongoing</p>

KEY FOCUS AREA THREE

The Kalamunda City Economy: The Arts Growing, Diversifying and Recognised as a Valued Part of Local Life

Background

Nationally the arts sector is a significant part of the economy and arts expenditure by Australians is valued at 4% of weekly average earnings. Australians are constant arts consumers. Grand Finals cannot begin without a major international artist performing, the ceremony and ritual of an ANZAC Day commemoration is steeped in deep and rich culture with the Last Post sounding out the sense of spirit and loss that is felt on this day.

Kalamunda High School is a visual arts-specialist centre and well recognised for its successes. The City is a partner with the High School in Kalamunda Performing Arts Centre as well. The City invests significant funds into arts facilities for communities and visitors. There are commercial organisations reliant on creativity including glass makers, steel suppliers and fabricators to the work of professional artists who operate from studios within the City. These individuals are often sole traders – small commercial entities whose year-round work and economic value is often not recognised as they exhibit, perform, sell product outside of the City, nationally and internationally.

A number of the following points will become part of the Creative Communities Coordinator role.

3.1: Invest in the Open Studios Program to grow its audience, increase sales, and document visitation to the City. Open Studios is for professional artists who have proven status in exhibiting and selling works in various professional settings. This current City activity is a major economic boost and reputation-enhancement annual event. There is a bigger role for the City to play to add to the organisation and measurement of this annual event.

It offers visitors a unique opportunity to glimpse into artists' studios, to meet the artists and buy work. This one event plays a large role in increasing sales by artists and attracting new tourists to the City.

It also brings business to the City as visitors enjoy local café and restaurant meals on the Open Studio day.

This program is not currently being measured for visitor impact and total value of sales. There is an opportunity to extend the value of this program by supporting the organisers to measure Open Studios' full economic value. A further extension of this program could be the allocation of funds to hire a professional photographer to visit the studio of all exhibiting artists and document works for marketing purposes.

3.2: Invest in the arts professional development for staff and councillors with pivotal roles in City services, events and community engagement.

Some City staff may not be familiar with the arts sector and the positive impact it can have on a community's quality of life. The professional development sessions below and others will give staff and councillors a better understanding of how new creative processes can improve design and aesthetics in the City and how the staff can apply their own creativity to their work. If applied, these new skills will, over time, change how the City looks and residents' attitudes to their neighbourhood.

Proposed professional development includes:

- A day tour by planning, construction and building staff to Ellenbrook to see how this one development has benefited from long engagement with arts personnel to create this unique community. Included in this event will be a presentation by the lead artist Philippa O'Brien and a workshop by a design practitioner in the principles of design-thinking in an urban setting
- All current and new staff undertake Indigenous cultural training to build their understanding of Kalamunda's unique Aboriginal story
- Executive members visits to two artists' studios and hear firsthand from nationally renowned artists and learn about their work
- Creative investment program – several three hour workshops of artform exploration & teambuilding
- Open workshop – staff from all directorates working with artists on projects in the Agricultural Hall Development
- Small group workshop with artists in residence
- Creative development workshop on a site in the City for a diverse staff group

Community Arts Network and WALGA each have specialist staff who can assist in some of these professional as development programs as can local artists. Members of CoKAAC can assist in preparing the brief for this work.

3.3: Establish a unique international sculpture event. Begin feasibility and planning of an International Sculpture exhibition in spring on the Zig Zag. This event offers the opportunity to partner with Perth’s Sculpture by the Sea and the Department of Biodiversity and Attractions among others. The natural setting creates an opportunity to further engage with Indigenous culture and the Noongar seasons.

The sculpture event could align with the City’s Bike Strategy including opening up the Zig Zag Scenic trail and making it a safe conduit for enjoyable access to Kalamunda. The sculpture event could be timed with other events including the Perth Hills Spring Festival or Kalamunda Open Studios.

3.4: Take full advantage of the findings of reviews of the city’s two important arts sites. Following the 2019 review of the Zig Zag Gallery and the Kalamunda Performing Arts Centre, use the findings to enliven and better resource these assets. The reports will help to secure additional funds from external sources and future City budgets. They will ensure that the two arts centres meet community needs, are well marketed, active, and possibly host residencies, masterclasses and other new events that relate to these community assets.

Business cases will also assist in securing budget items for facility, equipment and amenity upgrades so each building meets contemporary standards for audiences, artists and visitors over the next four years.

3.5: Seek external investment to support city arts ventures. These can come from Commonwealth, State, philanthropic and donor sources.

These funds will support and expand events, improve marketing and raise the profile of the City and add to the economic, social and creative worth of the arts sector.

The Coordinator of Creative Communities and other staff across the City’s staff will need to identify and apply for these funds as part of their core work.

Invest in an audit of community assets – the people, places, spaces and opportunities that are currently active and those that need further development. For example, the Kalamunda Youth Swing Band plays in Stirk Park for four months each year. The audit would identify the Youth Swing Band as an asset, and would establish what it needs to grow its audiences so that Stirk Park is packed with entertained, picnicking visitors and locals.

Action Plan - Key Focus Area Three

ACTIONS	KEY STEPS TO ACHIEVEMENT	TIMEFRAME
3.1: Invest in the Open Studios Program to grow its audience, increase sales, and document visitation to Kalamunda.	<ul style="list-style-type: none"> ● Allocate funds for a part time project coordinator who will deliver marketing and establish a simple data recording process. ● Establish a data structure so the impact of the project can be measured in visitors and value of sales year on year. 	2020 - ongoing

<p>3.2: Invest in the arts professional development for staff with pivotal roles in City services, events and community engagement.</p>	<ul style="list-style-type: none"> ● Identify staff teams who have important roles to play in bringing this strategy to life – particularly the design and aesthetics elements. ● Planning, building and construction staff attend the full day at Ellenbrook and undertake the workshop with artist, Philippa O’Brien. ● Deliver indigenous cultural training for all City staff. ● Executive members visit two artists’ studios to talk with the artists and establish a greater understanding of the work they undertake and the arts sector more generally. ● Selected staff undertake a half day creative project workshop led by an experienced artist. 	<p>2019 ongoing</p>
<p>3.3: Establish a unique international sculpture event.</p>	<ul style="list-style-type: none"> ● Scope and draft a vision and objectives for the event. ● Establish partnerships with national and international sponsors. ● Develop the business, and project plan. ● Create a project team. ● Define applicant criteria, terms and conditions. ● Secure external funding. ● Open, review and select works from applicants. ● Secure assembly and logistical support. ● Install, remove and evaluate the event. 	<p>2021</p>
<p>3.4: Take full advantage of the findings of reviews of the City’s two important arts sites.</p>	<ul style="list-style-type: none"> ● Identify priority recommendations from these reviews and set these out of the next three years for adoption. ● Present 2019 priority findings to Council for adoption. ● Seek partners to invest in and support activities and collaborations. ● Seek external financial supporters and external programs of funding and philanthropy to add value. ● Include recommendations in the 2020 budget 	<p>2019-2021</p>
<p>3.5: Seek External Investment to Support City Arts Ventures</p>	<ul style="list-style-type: none"> ● Establish donor-friendly giving (tax deductible) structures within the City. ● Ensure the Creative Communities Coordinator has strong funding experience and understanding of opportunities. ● Identify local residents and families who may provide philanthropic support for the arts in the City and engage with them with a long term view. 	<p>2020 ongoing</p>
<p>3.6: Invest in an Audit of Community Assets.</p>	<ul style="list-style-type: none"> ● Decide whether the audit can be undertaken with existing resources or whether external assistance is required. ● Undertake audit across all communities and neighbourhoods in the City. ● Develop a database of the results that links to the City’s website. 	<p>2020 biennial review</p>

STRATEGIC LINKS

This document does not stand alone in the City. Arts are linked in many ways across all areas of operations by the City. Below is a list of other City documents that link:

- Kalamunda Advancing - Strategic Community Plan 2017-2027
- Kalamunda Connected-Creating Active Citizens Plan 2018-2020
- Kalamunda Achieving: Corporate Business Plan 2018-2022
- Kalamunda Economic Development Strategy
- Kalamunda Accountable - Long Term Financial Plan to 2023
- Kalamunda Builds - Asset Management Strategy to 2023
- Public Open Space Strategy 2018
- Community Safety & Crime Prevention Plan
- Kalamunda Design Advisory Committee
- Planning and Development Compliance Policy
- Capital Grants - Clubs and Community Groups Policy
- Disability and Access Inclusion Policy
- Local Environment Strategy
- Kalamunda Connected – Active Citizens Plan 2018