



Draft Arts and Culture Strategy 2023 - 2028

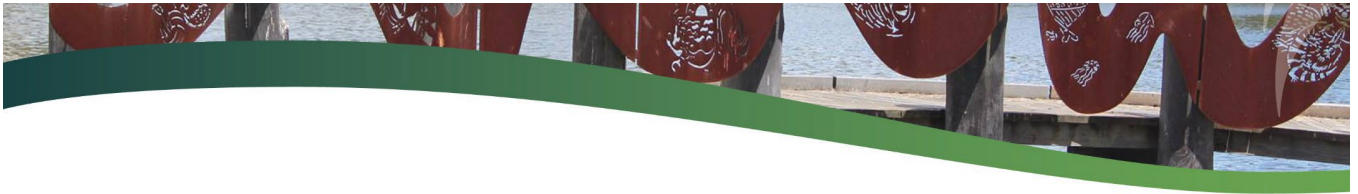
Community Engagement Report
2023



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Executive Summary

Draft Arts and Culture Strategy 2023 - 2028

Purpose

The purpose of this report is to detail how the community was involved in the development of the City's Arts and Culture Strategy.

Engaging with the Community

The City of Kalamunda undertook community engagement to seek feedback on the Strategy from the 3 January 2023 to 14 February 2023.

Background

At the Ordinary Council Meeting in December 2020, Council requested the Chief Executive Officer undertake a comprehensive review of the Arts Strategy 2019. In June 2021, Council endorsed the City to undertake a review of the "Creative Communities: An Arts Strategy" following an internal assessment. In 2022, Council endorsed, for the purpose of public advertising, the draft City of Kalamunda Arts and Culture Strategy.

Engagement with Arts and Culture can provide opportunities for social connections and inclusion. Research indicates intrinsic responses can also be stimulated such as increased self-belief, self-empowerment and a sense of belonging and other outcomes that contribute to the improvement and social wellbeing of people and their communities.

A thriving Arts and Cultural community can provide local employment. Expansion of creative activity in the City of Kalamunda will increase economic output within the area. In 2017, the Bureau of Communications and Arts released research figures to indicate that cultural and creative activity in Australia contributes to over \$117 billion dollars to the economy.

Key Engagement findings:

The survey received seven submissions, three separate submissions and the two social media posts reached 1,858 people.

The Engage platform received a total of 116 visitors.

In delivering the overarching campaign the City hosted:

- » Community survey on the Engage HQ platform supported by direct links to information and supporting agencies.
- » A targeted social media campaign which included one post on Facebook and one post on Instagram. These garnered 7 link clicks.
- » Printed media including a hard copy version of the survey.

Strategic Planning Alignment

Kalamunda Advancing Strategic Community Plan 2021-2031
Priority 1: Kalamunda Cares and Interacts

Looking after our people and providing the community with opportunities for social and cultural enjoyment.

Outcomes connected to arts and culture:

- » Inclusive connected communities
- » Engaged communities
- » Popular cultural facilities
- » Expression through the Arts
- » Connection to history and education
- » Vibrant and fun events

IAP2 Spectrum of Public Participation

Community Consultation was delivered via this Communications and Engagement Plan prepared in line with IAP2 best practice principles. The plan is designed to meet IAP2 Spectrum 'consult' level.

Public Participation Goal: To obtain public feedback on analysis, alternatives and/or decisions.



Communications and Engagement Objectives

1. Raise awareness of the Arts and Culture Plan among stakeholders.
2. Seek and receive meaningful feedback from the community on the plan.
3. Achieve uptake of the engagement process through:
 - a. Having 100 stakeholders comment on the new plan.
4. Influence the perception and attitude and promote a positive consultation experience among stakeholders with the City in obtaining equitable levels of feedback from community and residents across the City.

Reach

- » Two posts on social media platforms Facebook and Instagram.
- » Impressions: 2,000 on social media
- » Flyer and survey in all City's facilities e.g. Libraries, Zig Zag, Rec Centres.
- » Newsletter article

KPIs

What indicators/metrics we will use to measure success, some examples:

Communication

- » Broad coverage of activities and issues via chosen communication channels
- » Number of stakeholders participating and giving feedback
- » Website visitation, view and download of forms and surveys
- » Levels of feedback and public comment from each district within the City
- » Returned feedback forms and surveys, and level of relevant, quality responses

Engagement

Experiential

- » Participants felt confident to contribute
- » Participants felt inspired to contribute

Other

- » Number of participants
- » Equal representation across groups/districts



Communications and Engagement Tools and Channels

The City engaged with key stakeholders and the broader community via:

Engagement Tools	Objectives
Engagement Portal	Online survey, additional reading, useful links.
Survey	Print is tangible, tactile, is viewed as trustworthy and reaches stakeholders who are not Online. The flier and survey were distributed across all the City's buildings. E.g. Libraries, Rec Centre.
Social Media Campaign	Targeted posts can reach stakeholders 24/7: Facebook posts and Instagram.

Communications

Communications included:

- » Community Survey
- » Social Media posts
- » Website: Linking to contributing nodes
- » e Newsletter
- » Content was posted across the City's buildings and shared with stakeholders.

Draft Arts and Cultural Strategy 2023-2027



Comments close 5pm, Tuesday 14 February 2023

You've told us that arts and cultural experiences make for a vibrant and more meaningful life, now you can take part in shaping the future of Arts and Culture in the City of Kalamunda!

We're reviewing our Arts and Cultural Strategy and we want your feedback to ensure it is a meaningful, relevant and robust document that will guide arts and culture activities in the City now and for the future.

The strategy will form a key informing plan for the City to clearly articulate, support and develop the arts and culture industry within the City of Kalamunda.

Arts and culture are an important economic driver for the City as well as providing social benefits and connectivity within the Community.

Scan the QR code to have your say!

Phone 9257 9999

Email enquiries@kalamunda.wa.gov.au

engage.kalamunda.wa.gov.au





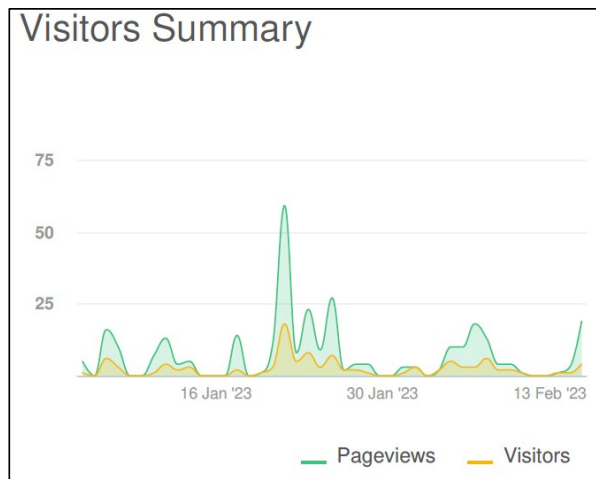


Engage Survey Overview

The survey received 7 responses.

Engage

- 116** Total visits
- 18** Maximum visits per day
- 7** Engaged Visitors
- 47** Informed Visitors
- 82** Aware Visitors
- 1** New registrations
- 35** Downloaded a document





Campaign Channels

Social Media Feedback


2 Organic Social Media Posts

7 Link Clicks

1,858 Reach

26 Likes

9,775 Impressions




January 21, 2023 7:58pm City of Kalamunda

Calling all art lovers! Check out the Arts and Cultural Strategy on <https://engage.kalamunda.wa.gov.au/arts-and-cultural-strategy> and have your say on how we can foster a vibrant arts and culture scene in

Impressions	Reach	Reactions
997	943	4
Likes	Comments	Shares
4	0	0
Clicks	Engagement Rate	
7	1.10%	

[View post on network](#)

Last updated a month ago



February 6, 2023 4:00pm cityofkalamunda

Calling all arts and culture enthusiasts in Kalamunda! Have you checked out the Arts and Cultural Strategy on Engage Kalamunda yet? It's packed with exciting initiatives and opportunities for the community to get

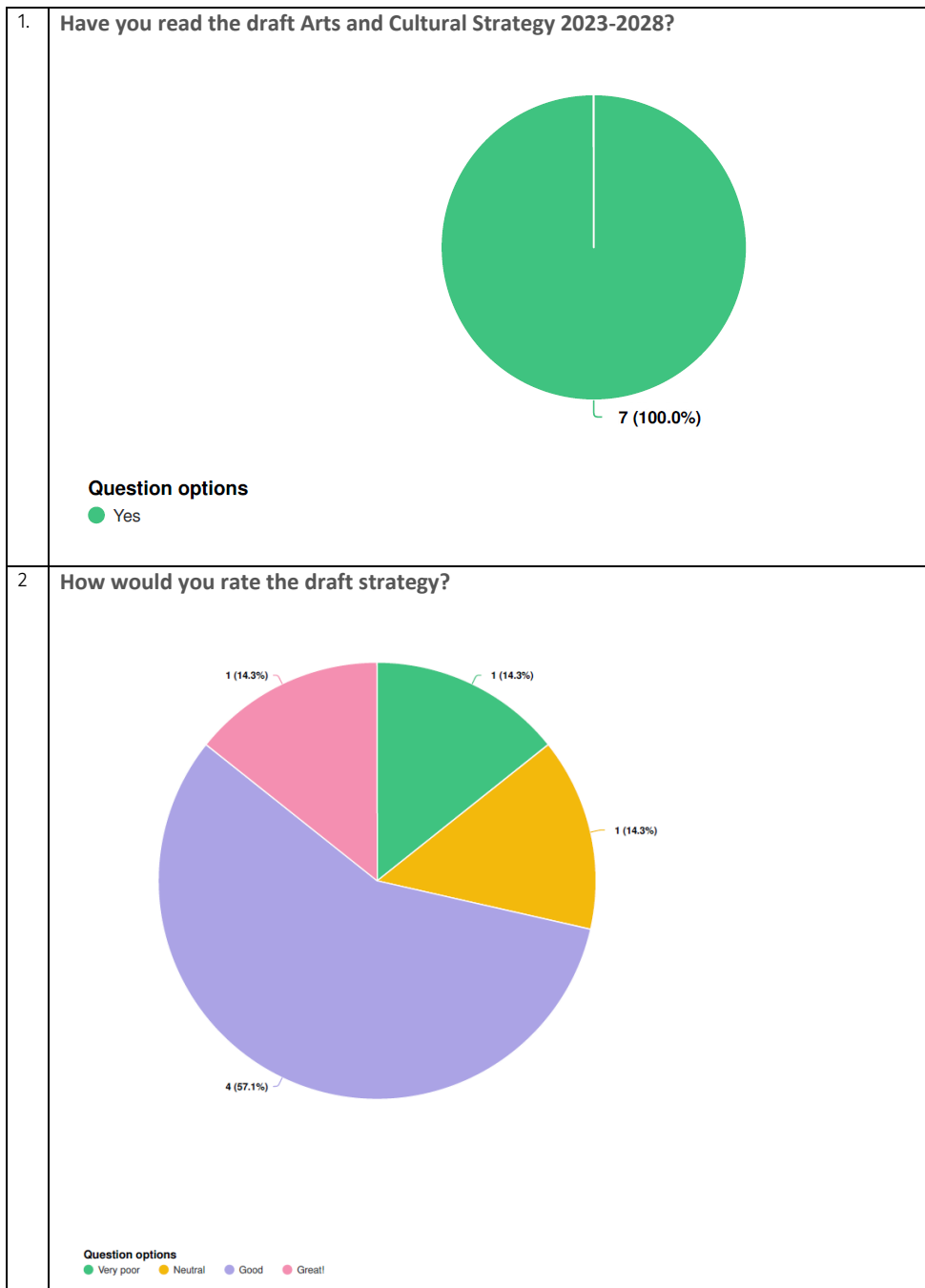
Impressions	Reach	Engagement
861	822	26
Likes	Comments	Saves
22	1	3
Engagement Rate		
3.02%		

[View post on network](#)

Last updated 22 days ago



Engage Survey Responses





3	<p>Tell us what you like about the draft Arts and Cultural Strategy 2023-2028?</p> <ul style="list-style-type: none"> • More opportunities for local artists to be celebrated • Database of local artists • the overall themes of the strategy follows the line of thought that has been expressed in the community for many years. • I like that the document gives plenty of room for improvement. • The potential to make Kalamunda a thriving art, heritage, and cultural hub. • Strong focus on the arts, well structured, broad spectrum of arts activity. • I really like the links to other City of Kalamunda Policy Links to get a greater picture of how the Arts and Culture space relates to other areas. I also really like the idea of attracting different artists and performers to the City. I also like the inclusion of the evaluation measures relation to the social value measures.
4	<p>Is there anything in the strategy that you would change?</p> <ul style="list-style-type: none"> • Not sure, it would be nice to have included as a creative member to help structure the next one. • Opportunity to expand the annual open studios, so it's more like the Mundaring and Margaret River, which have guest artists, not just one person per studio. • not specifically • "Yes: This is not a strategic document, it offers no performance measures to gauge whether the strategy is succeeding, there are no details of collaborative partners who may contribute to its impact, there are no targeted philanthropic or government funding sources that could support direct support, there is no evidence of best practice examples that the City could learn from, there is no evidence of any kind of consultation with local residents has informed this document, the language style is passive giving it an apologetic tone that is not worth of an industry sector that makes a total \$111billion national contribution to Australia's economy, there is no 'how' to the document - it mentions links with other strategies but does not define these, indeed arts and culture is not defined, it does not reference any of the many groups of migrant, refugee or non English Speaking communities in the City as sources of inspiration and powerful stories, it does not explain what the value the arts can be to a City like Kalamunda. It's structure does not draw the reader on to the next section in an engaging and informing manner. In closing, it does not reflect the dynamic, community-engaging, life changing, resilience building and intellectually stimulating power of the sector and the huge pleasure that by far the majority of Australians get from the arts on a daily basis. The document also seems to be focused on justifying the past rather than leaning into the opportunities of the future for Kalamunda. Consider this: what would our lives be if all arts related activities, products events, connections and sense of well-being were removed from our lives for just one day. We could not work in a building (architecture), sit on a chair at a desk (design), read a book, webpage, tweet or other written work (creative writing), no music, performance, song, dance, visual content could be enjoyed (composing, performing, creative making - and so much more), we would have no clothes to wear (fashion, design, making), no TV could be watched, no newspapers or magazines read, all online material would not be available. And so on. I'm sure you get the picture - the arts are a central part of every Australian's life and our lives are richer and infinitely more rewarding for this contribution." • "1. Ensure that the Strategy aligns with the latest draft of the Kalamunda Public Arts Master Plan 2. to possibly add to the document 2.2.3 Explore opportunities to exhibit stand-alone artworks leased from artists, and/or galleries or exhibitions in prime locations within the City.



	<p>This would support the Local, Australian, or International arts Industry by giving artists, Galleries and established exhibitions the opportunity to exhibit unsold artworks, on a rotational basis.</p> <p>This initiative if implemented would fast-track the policy of "Advancing Kalamunda as a thriving art, heritage, and cultural hub" while the Kalamunda Public Arts Policy takes time to accumulate funds for artworks through the percent for arts scheme. The community would start to see immediate benefits of this revised Arts and Cultural Strategy</p> <p>It also creates the opportunity for exclusive and shared sales commissions which go toward the management costs or accumulate in the Kalamunda Arts Fund. "</p> <ul style="list-style-type: none"> • Uncertain use of term 'Arts & Culture', with minimal reference to culture other than a few actions on Aboriginal culture. Portray specific measurement tactics - how will the social value be measured? Where multiple departments are listed, what are their separate roles? 1.3.5 Include Community Development and DACAC as co-responsible. 1.4.1 should we instead empower local cultural groups to hold their own story circles (should this be reflected in RAP instead)? 1.4.2 Shouldn't this be led by Arts & Culture? 1.4.3 The same comment as 1.4.2 (also the.4.3 is missing in the formatting). 2.4.1 and 2.4.2 should lead responsibility be arts and culture, which is supported by CD rather than the opposite? 1.1.4 Celebrate "Local Heroes" (cross City activity) - very specific, but no explanation of what "local heroes" is. "Youth Advisory Group" on page 7, is called Youth Action Kalamunda (City's youth advisory committee). 1.6 which section relates to youth? No reference to seniors. Lots of reference to social inclusion plan, but not much mention of support for people with disability or different access/consumer types. • I think it would be good to see how the plan relates to more than just participation of young people in the arts spaces and other goals within the Social Inclusion then just involving all kinds of people. In regards to the evaluation measures some further explanation on how these will be measured to see how that goal is achieved, as in what are the outputs that lead to that impact. There is a rather large arts focus and not as much culture.
<p>5</p>	<p>The Strategy proposes 15 key focus areas for the City. How would you rate the importance of the following:</p> <ol style="list-style-type: none"> 1. Build connection, communication and network for arts and cultural community in Kalamunda. 1 Important 6 Very important 2. Develop co-ordination and collaboration within City teams for arts and cultural outcomes 1 Uncertain 2 Important 4 Very important 3. Increase public attendance and use of Kalamunda Performing Arts Centre 4 Important 3 Very important 4. Enhance direct connections between Aboriginal and non-Aboriginal residents. 5 Important 2 Very important



5.	<p>Develop community interest in Public Art Master Plan</p> <p>5 Important</p> <p>2 Very important</p>
6.	<p>Explore opportunities for curated exhibition program at Zig Zag Gallery, and opportunities for community exhibitions in community</p> <p>4 Important</p> <p>3 Very important</p>
7.	<p>Develop a seed funding program to empower artists and groups to develop opportunities for Hero Events and programs</p> <p>1 Uncertain</p> <p>4 Important</p> <p>2 Very important</p>
8.	<p>Develop programming and outreach for all suburbs in the City of Kalamunda</p> <p>1 Uncertain</p> <p>3 Important</p> <p>3 Very important</p>
9.	<p>Ensure existing cultural and heritage assets are maintained to meet community expectations</p> <p>4 Important</p> <p>3 Very important</p>
10.	<p>Enhance Kalamunda townsite to create vibrant and engaging "rural village" atmosphere.</p> <p>2 Uncertain</p> <p>3 Important</p> <p>2 Very important</p>
11.	<p>Support the "Special/Hero Events" Program calendar through development of arts and cultural providers and content</p> <p>2 Uncertain</p> <p>5 Important</p>
12.	<p>Lead authentic and culturally aware Aboriginal tourism experiences</p> <p>2 Uncertain</p> <p>2 Important</p> <p>3 Very important</p>
13.	<p>Develop artist in residence strategy: research-based residencies/ cross artform/ to inform public art masterplan, tourism product development, and artist practice</p> <p>5 Important</p>



	<p>2 Very important</p> <p>14. Develop opportunities for young and emerging artists in Public Art Master Plan</p> <p>4 Important</p> <p>3 Very important</p> <p>15. Develop Aboriginal artists, stories and cultural content for outcomes recommended in Public Art Master Plan</p> <p>2 Uncertain</p> <p>2 Important</p> <p>3 Very important</p>
	<p>Of the 15 focus areas, which would you consider to be your top three priorities?</p> <p>Priority 1</p> <ul style="list-style-type: none"> • Ensure existing cultural and heritage assets are maintained to meet community expectations • Build connection, communication and network for arts and cultural community in Kalamunda. • Build connection, communication and network for arts and cultural community in Kalamunda. • Develop programming and outreach for all suburbs in the City of Kalamunda: The arts is not a one size fits all - tailored events driven by local champions working with creative professions is a great way to start. • Build connection, communication and network for arts and cultural community in Kalamunda. • Develop co-ordination and collaboration within City teams for arts and cultural outcomes <p>Priority 2</p> <ul style="list-style-type: none"> • Build connection, communication and network for arts and cultural community in Kalamunda. • Increase public attendance and use of Kalamunda Performing Arts Centre, by having a wider range of events • Develop a seed funding program to empower artists and groups to develop opportunities for Hero Events and programs • Develop co-ordination and collaboration within City teams for arts and cultural outcomes: Knowledge of the arts, the value it offers individuals, and community is incredibly low. Initially don't talk about the arts, talk about events & activities. • Increase public attendance and use of Kalamunda Performing Arts Centre • Develop opportunities for young and emerging artists in Public Art Master Plan • Ensure existing cultural and heritage assets are maintained to meet community expectations - but should include library network <p>Priority 3</p> <ul style="list-style-type: none"> • Artist residency • Explore opportunities for curated exhibition program at Zig Zag Gallery, and opportunities for community exhibitions in community • Develop artist in residence strategy: research-based residencies/ cross artform/ to inform public art masterplan, tourism product development, and artist practice • 3rd priority is not on this list: Use the RAP intent & structure to inform delivery of diverse arts events, activities, learning and placemaking. • Enhance Kalamunda townsite to create vibrant and engaging "rural village" atmosphere. • Develop programming and outreach for all suburbs in the City of Kalamunda



Direct submissions

Feedback Arts and Cultural Strategy

Overall

There are some strong aspects and intent in the Strategy and hopefully it will be a blueprint to strengthen the Arts across the City.

However, I do have significant concerns across the whole document. My career has had a focus on developing readable, powerful, and workable documents. I do not think we have, as yet, reached this with The Arts and Cultural Strategy.

My apologies for at times if the comments appear negative. My intent is for a positive, dynamic, and clearly understood Strategy to lead the Arts for the next 4 years.

There are a number of grammatical and spelling errors in the document. I assume these will be picked up in the editing so I will not go through them here. I can provide them if required.

There are a number of instances where there is repetition, specifically in The Strategy (page 11).

I have a concern that several times the 'right' people are mentioned. Who are the 'right' people? Is this their political leanings, their ethnicity, gender, successful artists? While the last sentence is said with tongue in cheek, the use of this term should be replaced, as it will lead to misunderstanding, particularly if you are not one of the 'right' people.

Framework

The Framework is very busy and will be difficult for people to follow. No other City Strategies on the website have a column devoted to CoK policy links. As well as taking up space and cluttering the document, the numbering would require the reader to have with them, the Strategic Community document and all the other Strategies listed, to make sense of the references and links.



As with other Strategies, there is already a Strategic Alignment section (page 9), so I believe this column should be removed from the Framework.

Evaluation measures listed in the Framework

This is of significant concern. **Social connection will be enhanced** is listed 14 times and **Sense of belonging to a shared cultural heritage** is listed 11 times. While there are lower repetitions for the other evaluation measures the overall feeling is one of lacking rigour. If something is listed multiple times then either we couldn't think of anything else or repeating something somehow makes it important.

Reference is made under the **Evaluation and Indicators of Success Measures** (page 13) that these measures will be of a qualitative nature and collected through community engagement strategies. Given engagement strategies are limited in the number of responses, will the use of only qualitative measures give us a true picture of the success of the Strategy?

I have concerns that this is not a satisfactory way to evaluate the success of any Strategy. While qualitative measures have a place, they need to be strengthened with quantitative measures. Such examples could include:

- Increase in the numbers of visitors to the Zig Zag gallery, Open Studios, History Village, Visitors Centre.
- Mention is made of activating the lesser hall, Action 1.6.3. This activation can surely be measured.
- Increase in the number of artists applying to hold exhibitions in the gallery or to hire City facilities e.g., KPAC.
- Increase attendance at KPAC performances and other Arts events held in the City
- Mention is made on page 5 that that will be a **strong focus on sourcing external funding**. A measure on how successful these applications are and how they have increased over time, could be included as a measure of success. While reference is made to this in 1.2.2 and 1.2.3 there is no corresponding evaluation measure.

There are a number of Actions throughout the Framework that have a quantitative aspect to their activation. e.g., build database of local artists, creative workers, and cultural groups, audit all exhibitions, placement small child-friendly public artworks.



From my reckoning there are over 20 actions which have a quantitative aspect to them.

I believe we need to revisit the section on Evaluation Measures to both strengthen it and to make it more credible. We run the risk of being seen as 'artsy' and lacking in rigour. This view is already held in some quarters, and we need to ensure we apply rigour to the whole document, especially its evaluation.

Once again, my apologies if this has come across as negative as this was not my intent. I would be happy to work with the Committee or City officers if I can be of assistance.

Regards

Kathy Ritchie

CITY OF KALAMUNDA Draft Arts and Cultural Strategy, 2023 – 2028

Feedback from: Annette Eassie

My comments (dot points below) are based on over 30 years' experience working (both paid and volunteer) as a community arts and cultural development (CACD) practitioner and manager across WA and NSW (including Coordinator of the Zig Zag Festival from 1998 to 2001), Funding Manager of national and state programs that support CACD projects, Program Manager of statewide projects across NSW, Grants Manager at Lotterywest and Strategic Operations Manager at Community Arts Network (CAN). In all of these roles (without exception) I facilitated the development of numerous Strategic Plans, as well as evaluated and reported on their progress. I also served on the City of Kalamunda's Arts Advisory Committee from September 2019 until October 2021 and, through this experience, have in-depth knowledge of the Kalamunda Performing Arts Centre and Zig Zag Gallery Reviews, the Public Art Master Plan, the previous Arts Strategy and the issues that led to a review of this Strategy even though only 2 years into a four year plan.

I have broad experience across the arts sector but my passion and my approach comes from a place of facilitating opportunities for all community members (not just creatives) to tell their stories, to discover the power of the arts to provide a mechanism to express these stories and, in doing so, to strengthen sense of community identity, inclusiveness and belonging. Hence I did tend to hone in on these aspects of the Draft Strategy.

Please note:

I have chosen not to complete the survey on the Engage Kalamunda website as it is too confined and restrictive and does not elicit the feedback I wish to provide.



I also have a number of comments relating to the detail within the document but have chosen only to highlight the main issues for me, rather than become bogged down with specifics, particularly in language and style.

□ There is no mention of the Vision guiding this Arts Strategy. The Vision in the previous Arts Strategy (and the objectives and actions that grew out of it), was an inspirational statement of commitment and, in fact, much more closely aligned with the recently released National Cultural Policy than this current Strategy.

□ Generally the Draft Strategy is a disappointing strategic document. It is uninspiring, conservative, safe (as opposed to brave) and very bureaucratic and 'top down'. The introduction states we have a 'vibrant and innovative' arts community but my experience in and knowledge of other LGAs in WA (and other states), does not support this claim. What are the 'great arts and cultural events' that we are known for? There is certainly much potential in our local arts community but it is rarely unlocked and encouraged to blossom. Why are we not exploring new exciting options such as the Australian Street Art Awards (part of Tourism Awards for Public Art – <https://www.streetartawards.com.au/>) and



other opportunities that display our artists and community to a broader audience and on a broader scale?

- If this is to be titled an 'Arts and Cultural Strategy', it needs to include strategies that provide community with the opportunities to express our cultural identity – to tell our stories and to work with artists to creatively express them. The recently released National Cultural Policy Revive, has a by-line that beautifully articulates this notion – a Place for Every Story, a Story for Every Place – reflecting the breadth of our stories and the contribution of all Australians as the creators of culture. We should strive towards this too!
- The National Cultural Policy will guide future priorities of government and associated funding programs and the CoK could be missing valuable opportunities to be competitive for such funding if the Strategic Plan does not align. The first pillar of the National Cultural Policy is 'First Nations First' but gets very little attention in the Draft Strategy, except where it relates to tourism and the Public Art Master Plan. The centrality of the artist (Pillar 3) is also virtually ignored.
- The document states that the 'City works as a connector and champion of grassroots and community initiatives' (page 10) and yet the Plan offers little to support this claim. Community initiatives are golden and achieve much more than artistic outcomes. Over my time in the arts sector, I have been involved in many such projects.
- Art Tourism is another area which is virtually ignored in the Draft Strategy – and yet this is a booming business in other communities.
- The evaluation measures and indicators of success (page 13) are extremely difficult to measure, are idealistic and require comprehensive and long-term impact studies by skilled researchers. What evaluation tools will be used to measure such concepts as 'wellbeing', 'connectedness', 'creative stimulation', 'aesthetic enrichment', 'sense of belonging'? These outcomes are repeated throughout the Strategy and need to be re-visited with more tangible and realistic outcomes, including quantitative data.
- What are the 'Hero' events / programs that appear to be the focus for much of the Plan? Without knowing what they are, how can we comment on their value as a Strategy? On face value, the word 'hero' suggests exclusivity rather than inclusivity. This is definitely the case with the seed funding program limited exclusively for 'Hero' events and programs, rather than other initiatives determined by community, rather than the City.
- Does this Strategy address the issues identified by some Councillors and internal staff which prematurely instigated the Review of the previous Strategy? I do not believe so.



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