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Front cover image: ‘Fragile Existence’ by Lyn Nixon in Ambient exhibition 2021



Acknowledgement of Country

The City of Mandurah acknowledges and pays respect to the Bindjareb people, who are the Traditional Owners and First Peoples of this land.

We pay respect to the Elders past and present and acknowledge the continuing contribution they make to the life of this City and this region.

Image: Bindjareb Midar dancers in front of Yaburgurt artwork

Message from the Mayor

Culture and creativity are often seen as some of the defining features of destinations and communities around the world.

For thousands of years up until present day, Mandurah has held a place of significance where the cultural life of its community is highly valued, supported and celebrated. Mandurah is also where people have come together to celebrate their cultures, and where different cultures from across the globe are welcomed.

On behalf of the Mandurah Council, I'm thrilled to embark on an exciting journey to further enhance the arts and culture landscape of our beloved city.

Culture is at the heart of any community, and it is through the arts that we preserve our heritage, celebrate diversity, and push the boundaries of creativity.

The new Arts and Culture Strategy represents a collaborative effort between the City of Mandurah, community stakeholders and talented artists who have dedicated their lives to their craft.

This Strategy aims to build upon the strong foundation that Mandurah already possesses in the arts and culture realm. It sets a clear vision and comprehensive plan to support and promote artistic endeavours, foster innovation, and ensure access and participation for all members of our community.

Our community has been at the forefront in creating this exciting new direction for arts and culture in Mandurah, and I thank everyone involved in bringing this Strategy together.

We've already started strong with the awesome Giants of Mandurah exhibition, which has well and truly cemented Mandurah's position as a city of art and culture and has set the tone for how we want to grow into the future.

The Giants have surpassed our wildest expectations in terms of tourism, visitation and how the community has embraced them as part of Mandurah's story.

Together, we can build on the momentum we're seeing right now and continue to transform Mandurah into a cultural hub that captivates, inspires, and leaves a lasting impact on all who experience it.

I invite you all to join us on this exciting journey as we embark on this Arts and Culture Strategy, and together we will shape the cultural landscape of Mandurah for generations to come.

Let us embrace the power of the arts to ignite our imaginations and unite our community.

Rhys Williams
City of Mandurah Mayor



Introduction

Mandurah is a cultural City. We celebrate the importance of creative expression in all its forms as a way to help shape our identity, make sense of the world around us and enrich our lives.

The City has a long and proud history of involvement with arts and culture. For thousands of years, right up to the present day, Mandurah has been held as a place of significance where the cultural life of its community is highly valued, supported and celebrated and where people have come together to celebrate their customs and cultures together.

Also known as Mandjoogoordap, or Meeting Place of the Heart, the ancient and cherished cultural legacy of Bindjareb ancestors has been proudly held onto and passed on despite challenges presented by later settlement.

Mandurah has undergone a significant transformation from a small fishing village to a thriving coastal city with a rapidly growing population and a bright future. Along with the population boom, there has been a substantial increase in the arts and culture scene, attracting new and unique artists and experiences to the area.

In recognition of this continued growth and development, the Arts and Culture Strategy 2023-2028 was developed with support from the Cultural Development Network and RMIT University, Melbourne. The aim of this strategy is to bring the community on board and build Mandurah's economic potential, preserve its environment, and celebrate its culture.

The strategy aligns with Australia's recently released National Cultural Policy, Revive, which has five interconnected pillars: First Nations First, A Place for Every Story, Centrality of the Artist, Strong Cultural Infrastructure, and Engaging the Audience.

To support the shared vision for Mandurah, extensive community and stakeholder engagement was carried out during the development of the strategy. The feedback obtained from this engagement has been used to shape the goals and desired outcomes for the next five years.



What is meant by arts and culture?

The City of Mandurah is committed to encouraging and cultivating a cultural city, where the arts are thriving and accessible and where our shared knowledge and values as a community can be experienced, explored and celebrated.

Culture can be both tangible and intangible. Physical objects or products such as a performance, sculptures, buildings or paintings are examples of tangible culture. A custom or shared belief is an example of intangible culture, such as oral traditions, rituals, social practices and knowledge and practice to produce traditional crafts.

"The concept of culture encompasses the means through which communities express their values, it makes it easier to conceive of ways of integrating public expression into planning processes..."

.... culture is not the decoration added after a society has dealt with its basic needs. Culture is the basic need – it is the bedrock of society."

Jon Hawkes. The Fourth Pillar of Sustainability: Culture's Essential Role in Public Planning. Cultural Development Network.

"Culture is health. Your body is happy because you're performing. Yeah, and it's you, it's your land, it's your dance, and that inside makes you healthy inside".

Franklin Nannup, Elder and Actor



Tangible culture

This document will refer to tangible creative culture and the arts including but not limited to:

Visual arts, permanent and non-permanent sculpture, 2D graphics and illustration, architecture, landscaping, digital/ media art and film, photography, fashion, installations and site responsive art, music, performance including theatre and dance, storytelling, traditional heritage customs and cultural practices, creative use of emerging technology, television shows, literature and poetry.



Intangible culture

This document will refer to intangible creative culture including but not limited to:

Traditional performances, stories, rituals, knowledge, skills and practice to produce traditional crafts, culinary traditions

"The importance of intangible cultural heritage is not the cultural manifestation itself but rather the wealth of knowledge and skills that is transmitted through it from one generation to the next".

UNESCO

Arts, Heritage and Culture Strategy 2014- 2020: Achievements

Mandurah Arts Festival & Stretch Arts Festival

The City have delivered the Mandurah Arts Festival since its rebrand from Stretch Arts Festival in 2018, and are proud to have provided opportunities for local artists and audiences alike to enjoy and participate in the arts in all its forms. The Mandurah Arts Festival has programmed exhibitions, workshops, performances, interactive experiences and many other kinds of events, and has supported artists and producers, from community groups to professional companies.

Peel Open Studios

Showcasing a network of over 70 Peel-based visual artists opening their studios for visitors to explore their creative processes and experience behind the scenes. This event provides artists with substantial sales and commissioning opportunities as well as providing visitors with a positive cultural experience.

Wearable Art Mandurah (2011-2022)

A competition, program of workshops and events encouraging designers to create garment masterpieces. Unique in its inclusiveness and performance showcase, Wearable Art Mandurah provided a platform for local, national and international designers to celebrate their work.

Contemporary Art Spaces Mandurah (CASM)

A City-managed facility encompassing a high calibre exhibition space, active workshop space that community use for individual and group activity, annual studio residency and youth studio residency programs, an artist's resource library, a small gift shop supporting local artists handmade wares and a native garden featuring self-guided botanical tours and a dual language wall. From 2014-2022, CASM has held a total of 69 exhibitions, 97 artist talks, 26 in-residence artists, 1,160 artist talks with a total attendance of 39,188 people.

Public Art

Major public artworks in recent years include Yaburgurt Memorial Public Artwork, Meeting Place and the Giants.

Mandurah Performing Arts Centre

Since opening in 1997, the Mandurah Performing Arts Centre (ManPAC) has proven itself as a permanent cultural hub in the City Centre. It makes a positive impact on Mandurah's community by presenting high quality performances and visual art, providing a base for our city's creatives, collaborating with the community and priding itself on being an inclusive and accessible place for our community and visitors to experience arts and culture.

Mandurah Performing Arts Centre is an independent, charitable, not-for-profit and incorporated organisation that is responsible for the operations and programming of events at the Centre. The City of Mandurah support includes lease, annual financial contribution and representation on the Board. In 2020 a Memorandum of Understanding was developed between the City of Mandurah and ManPAC, setting out alignments and commitments for both parties to consolidate the sustainability and cultural significance of the centre to the community.

ManPAC's vision is to be one of Australia's leading centres for the arts. Its purpose is to celebrate and share arts and cultural experiences, to unite our community and make Mandurah a great place to live.

ManPAC's strategic plan is aligned with the City's Strategic Community Plan and the Arts and Culture Strategy 2023-2028 to support the aim to be a Creative Cultural City that positions arts and culture as integral to a thriving community.

Informing principles

The strategy has been developed in partnership with the Cultural Development Network (CDN) and follows their nationally endorsed cultural planning framework and measurable outcomes.

The CDN are an independent not-for-profit organisation that advocate for a strong role for cultural expression to build a healthy, sustainable society in Australia, especially supported by local governments.

This framework follows these six principles:

Based on values - Generate through community consultation and express through organisational goals and policies

Directed towards goals - Articulate the desired future towards which our effort is directed, an endpoint

Focused on outcomes - Apply measurable objectives (intended outcomes), that addresses and moves forward towards the goal

Informed by evidence - Draw on practice knowledge, research, existing and new data

Underpinned by a theory of change - We are looking for (intended outcomes) and we know(evidence) therefore we will do (activity)

Respondent to evaluation - Conduct evaluation that is consistent and impacts future decision- making, new evidence

Strategic Alignment

The City's Arts and Culture Plan has been informed by and in alignment with:

- City of Mandurah Strategic Plan – Mandurah Matters
- Mandurah Performing Arts Strategic Plan
- Western Australian Cultural Infrastructure Framework 2030+
- Revive – Australia's Cultural Policy
- Universal Declaration of Human Rights, Article 27



Community consultation - Mandurah's values

The community is at the heart of shaping this Arts and Culture Strategy.

Extensive engagement with a broad spectrum of the community was undertaken to determine the values and priorities for the community in terms of cultural planning. This included but was not limited to: discussions with businesses, community organisations and individuals, peers and peak bodies in cultural industries as well as allied in developing the strategy, conversations were open and diverse, exploring the priorities and direction.

Filmed interviews, focus groups, online discussions, surveys and invitations to sector support group meetings ensured wide engagement.

We listened to the cultural priorities and aspirations of general audience members, artists and creatives, business owners, people with disabilities, those with health issues, the young, the elderly, the CALD (Culturally and Linguistically Diverse) community and the Bindjareb community. Their passion for culture and creativity was communicated strongly alongside a deep connection to the city, its people and the surrounding environment.

Mandurah's cultural values are shared in the accompanying film, Mandurah Culture Chats: [youtube.com/watch?v=duazq6C4JkM](https://www.youtube.com/watch?v=duazq6C4JkM)



Image: Goolawiin tour by Trevor Stack



Our community believe:

Culture and creativity are imperative to connection and sense of place and belonging

Arts are a conduit to showcase, preserve and educate about the natural environment

The City's existing offerings through CASM are highly valued, and there are many opportunities for growth

Investment in arts and culture will make Mandurah a more vibrant and exciting place



Our arts community are seeking:

Access to creative facilities and infrastructure, including purpose-fitted spaces for visual, performing and literary arts

Support for privately-owned creative enterprises working for the benefit of the broader community

Greater professional capacity among emerging artists in the areas of business, marketing and fundraising

Improved communication from the City around opportunities and offerings, particularly in the digital marketing space



Our community are seeking:

More regular opportunities to meet, talk and collaborate

A digital platform to showcase Mandurah's creative talent

More arts and culture opportunities across the city, including in Northern and Southern Wards

Opportunities to celebrate excellence in art, including awards for various artforms

Improved neighbourhood spaces with quality public art and activations

More support for community-led initiatives

Opportunities for multicultural and disability groups to celebrate and communicate their unique stories

Strategic Goals

In response to this engagement, the goals and outcomes the City of Mandurah is aiming towards include:

A Creative Cultural City: an inspired and innovative cultural city that celebrates diversity, heritage and opportunity

Creative Communities: a resilient, inclusive and connected community that is empowered to participate freely in arts and culture

Creative Wellbeing: break down complex barriers to wellbeing and encourage the community to maintain and recover good health through cultural participation and engagement

Creative Places and Spaces: a celebrated and nurtured natural and built environment that can be shared through culture

A Creative Economy of Opportunity and Aspiration: a city where sustainable and creative ideas, initiatives and businesses can thrive

Cultural Leadership and Advocacy: an organisation that responds appropriately to the community's cultural needs and facilitates transparent cultural engagement opportunities



Image: CASM Youth Residency artist 2023 Alex Winner

Arts and Culture in Mandurah 2023-2028

OVERARCHING GOAL: Mandurah is an inspired and innovative cultural city that celebrates diversity, creativity and opportunity.

In response to the community's enthusiastic and passionate input into the future of arts and culture in Mandurah and with the knowledge that a strong, active and vibrant culture is essential to the health of the economy, environment and the community, the City of Mandurah will ensure that cultural planning is undertaken in alignment with the focus areas of the Strategic Community Plan 2020 - 2040 and that creative culture is valued as integral by our whole organisation.

The City's commitments are:

- To respect culture as an expression and manifestation of our shared values and a human right.
- To value cultural development and creative engagement and its importance for the wellbeing and health of the community, the environment and economy.
- Advocate for the holistic role of culture, heritage and creativity as intrinsic and indispensable, as set out in the goals of this strategy, in alignment with the Strategic Community Plan 2020-2040.
- Support and deliver arts and cultural planning that is relevant to our whole community and is accessible at varied levels of engagement, from audience member, participant, to creative producer.

Measurable Outcomes

Five community priority areas, as identified through the Strategic Community Plan, will be viewed through a creative cultural lens and addressed through cultural planning. These are social, economic, environment and health, with organisational excellence supporting them.

The measurable outcomes within this strategy are aligned to the Cultural Development Network's, measuring cultural, economic, environmental, social wellbeing and good governance.

It is intended that the implementation of this strategy will, in culmination, meet the overarching goal of Mandurah being an inspired and innovative cultural city that celebrates diversity, heritage and opportunity.



Vision:

A creative cultural city: An inspired and innovative cultural city that celebrates diversity, heritage and opportunity.

Overarching outcomes:

Creativity stimulated • Aesthetic enrichment experienced • Knowledge, ideas and insight gained • Diversity of cultural expression appreciated • Sense of belonging to a shared cultural heritage deepened.

| Goals | Creative Communities | Creative wellbeing | Creative places and spaces | Creative economy of opportunity and aspiration | Cultural leadership and advocacy |
|----------------|--|--|---|--|--|
| Rationale | A resilient, inclusive, and connected community that has access to participate freely in arts and culture. | Break down complex barriers to wellbeing and encourage the community to maintain and extend good health through cultural participation and engagement. | A celebrated and nurtured natural and built environment that can be shared through culture. | A city where sustainable and creative ideas, initiatives and businesses can thrive. | An organisation that responds appropriately to the community's cultural needs and facilitates transparent opportunities. |
| Key Objectives | <ul style="list-style-type: none">Promote empathyEmbed access and inclusionEncourage cultural connection with our First Nations People | <ul style="list-style-type: none">Enhance wellbeing of vulnerable groupsArts for improved health and wellbeing | <ul style="list-style-type: none">Foster arts and culture throughout the entire City with a place enrichment approachShare and showcase cultureUse the arts to bridge environmental sustainability | <ul style="list-style-type: none">Promote Mandurah as a desirable place for its cultural offeringsAdvocate for cultural investmentEnhance professional development opportunitiesFacilitate connection between private business and creative enterprises | <ul style="list-style-type: none">Seek to understand and meet the cultural need of the communityPromote fairness, quality, relevance and transparency with cultural opportunitiesGrow a cultural City with respect and understanding |
| Outcomes | <ul style="list-style-type: none">Wellbeing (physical and/or mental) improvedSense of safety and security increasedSocial connectedness enhancedAgency and voice enabledCivic trust inspired | <ul style="list-style-type: none">Wellbeing (physical and/or mental) improvedSense of safety and security increasedSocial connectedness enhancedAgency and voice enabledCivic trust inspired | <ul style="list-style-type: none">Positive sense of place (built and/or natural environment)Understanding of ecological issues increasedNatural world valuedMotivation for environmental stewardship increased | <ul style="list-style-type: none">Professional practice capability increasedEmployment-enhancing skill development facilitatedIndividual economic well-being increasedLocal economy supported | <ul style="list-style-type: none">Access to beneficial networks and other resources increasedAgency and voice enabledSense of civic pride enhancedCivic trust inspired |



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The community tell us culture is:

It's a lot of creativity. It's a lot of history. It's talent. It's an observation of the world that you have nowhere else. It's questioning, its inspiration. It's all its discussed. It's a lot of things.

Noemie Turner, local artist

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GOAL 1: Creative Connected Communities

Desired outcome:

A resilient, inclusive and connected community that is empowered to participate freely in arts and culture

“ The community tell us culture is:

I mean, it is a big question, broad question. I think for me, culture is an expression of the people of a place, and the history, where it can go, where it has been.

Also, the commonality of how it connects people regardless of background. And for me, culture is organic, dynamic, ever changing...So I think it's a big thing and never stops.

**Andrew & Lesley Spring (Birmingham couple,
recently migrated to Australia,
then moved to Mandurah)**

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| Rationale | Objectives | Key Actions |
|--|---|--|
| <p>Participation in art and culture fosters compassion, understanding and connection between people of different backgrounds and abilities, therefore we will prioritise access and inclusion to art and culture for the whole community</p> | <ol style="list-style-type: none"> 1. Promote expression, empathy and positive relationships between people from our demographically and culturally diverse backgrounds through supporting access to creative opportunities, initiatives, collaborations 2. Embed access and inclusion as a priority into City-led cultural project management processes, implementing the City's Access and Inclusion Plan 3. Support the expression and sharing of our First Nations community's culture and art with the wider community. | <ol style="list-style-type: none"> a. Develop an internal framework and checklist to ensure City of Mandurah led cultural projects are universally accessible, offering creative opportunities to people with disabilities b. Identify and support opportunities for community members from diverse backgrounds to engage with and share their heritage and culture with the wider community through the City's grant programs available to not-for-profit groups and individuals c. In liaison with ManPAC and the First Nations community, review the Bindjareb Art Prize and explore ways of representing contemporary First Nations art in Mandurah d. Deliver the Mandurah Arts Festival annually, offering community engagement and audience opportunities through presentation of a variety of creative initiatives |
| <p>Alignment with Strategic Community Plan 2020-2040</p> | <p>Focus Area 2 Social Hearing and embracing all voices</p> <p>2.4 Promote and encourage community connection to create social interaction and a strong sense of belonging</p> <p>2.5 Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in</p> | |

GOAL 2: Creative Wellbeing

Desired outcome:

Break down complex barriers to wellbeing and encourage the community to maintain and recover good health through cultural participation and engagement

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The community tell us culture is:

Culture is a culmination and a continuation of what we take, share and value.

Golia Paymani Hedayati, illustrator & Graphic Designer

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Image: Wingspan performed by Lifespan/Paige Gordon; MAF 2021

| Rationale | Objectives | Key Actions |
|--|--|--|
| <p>Research shows that participation in art and cultural activity is beneficial to wellbeing and can encourage social connection and empowerment that benefits mental health. The arts can be used to explore complex barriers to wellbeing and communicate positive health messaging. Cultural participation can be a key factor in preventative measures for retaining good health. Therefore, we will identify our vulnerable groups and work with them through cultural engagement to improve wellbeing.</p> | <ol style="list-style-type: none"> 1. Identify vulnerable groups and target cultural creative initiatives and programming to improve their wellbeing 2. Ensure accessibility to a broad range of cultural initiatives for those at risk of or currently experiencing poor health 3. Consistently evaluate the improvement of community's wellbeing in response to cultural creative initiatives. | <ol style="list-style-type: none"> a. Provide creative initiatives that are focused on improving the wellbeing of vulnerable communities. These will include; <ul style="list-style-type: none"> ● a series of art workshops for isolated seniors living alone or in selected aged care facilities, ● workshops to connect and give voice to young people experiencing mental health issues, ● encouraging a sense of belonging for new migrants through shared creative initiatives. b. Pilot and implement a detailed, consistent and sustainable method of evaluating improvement to wellbeing through the arts |
| <p>Alignment with Strategic Community Plan 2020-2040</p> | <p>Focus Area 3</p> <ul style="list-style-type: none"> ● A compassionate, interconnected whole of health system ● Technology and infrastructure that aids in better health ● Readily available, highly accessible services and facilities <p>3.3. Provide and facilitate quality community infrastructure that is accessible, and conducive to a healthy, active community</p> <p>3.4. Facilitate community health and wellbeing outcomes that target whole of life health from infants to seniors</p> | |

GOAL 3: Creative Places and Spaces

Desired outcome:

A celebrated and nurtured natural and built environment that can be shared through culture

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The community tell us culture is:

So, culture is, is basically who we are, and how we think, and what we do, in interacting with others, and sharing culture. You know, it makes sense that in this Mandjoogordap, the meeting place of the heart, a big part of that is culture.

George Walley, cultural advisor and musician

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Image: Bindjareb Midar dancers and Stephanie Munro's garment 'The Red Army' 2021

| Rationale | Objectives | Key Actions |
|---|--|--|
| <p>We know that the community want to celebrate and connect in our built and natural places and spaces in a creative and sustainable way, so we will focus on place- and community-specific cultural development from north to south.</p> | <ol style="list-style-type: none"> 1. Celebrate Mandurah’s identity and the achievements of the community from north to south through a cultural place enrichment approach 2. Provide opportunities and pathways for the community to share culture and showcase creative talent and ideas throughout the city 3. Place environmental sustainability at the forefront when planning initiatives and commissioning relevant public art and cultural infrastructure 4. Reinforce and support the community’s complex and passionate relationship with the natural and built environment through arts and culture program delivery | <ol style="list-style-type: none"> a. Create a cultural map that encapsulates the cultural profile and assets of each area, including artists, cultural venues and cultural groups b. Program a series of small-scale community concerts in local parks and shared spaces c. Conduct a strategic review and audit of the City’s public art and internal art collection and associated policies, identifying new opportunities and sites, including percent for art policy, private developers and public art legacy. d. Commission 2 murals per year and 3 pieces of public art in the next five years |
| <p>Alignment with Strategic Community Plan 2020-2040</p> | <p>Focus Area 2</p> <ul style="list-style-type: none"> ● People feeling safe no matter where they are <p>2.1. Promote safety within the community through urban design 2.4. Promote and encourage community connection to create social interaction and a strong sense of belonging</p> <p>Focus Area 4</p> <ul style="list-style-type: none"> ● Nature having a voice at the table in all decisions ● Preserving and celebrating the waterways -our greatest asset ● Deep engagement and respect for the environment <p>4.3. Create opportunities for the community to promote and preserve our local natural environment 4.5. Partner and engage with our community to deliver environmental sustainability outcomes</p> | |

GOAL 4: A Creative Economy of Opportunity and Aspiration

Desired outcome:

A city where sustainable and creative ideas, initiatives and businesses can thrive

“

The community tell us culture is:

Culture is quite tied into art, wherein a lot of different cultures around the world will use artforms as expression to show off what makes them truly themselves.

Franco Sauzier, photographer

”

Image: Youth theatre group; MAF 2022



| Rationale | Objectives | Key Actions |
|--|--|--|
| <p>Investment in cultural infrastructure and programs can stimulate short- and long-term economic growth, therefore we will advocate for and identify lucrative and attractive opportunities for our creative industries</p> | <ol style="list-style-type: none"> 1. Promote Mandurah as a desirable city to live, work, visit and invest in through its cultural offerings 2. Advocate for the long-term economic, social and environmental benefits of cultural investment 3. Identify and respond to professional development needs that will foster innovation and widen the knowledge pool for our cultural industries 4. Facilitate relationships between private businesses and creative enterprises | <ol style="list-style-type: none"> a. Actively seek and attract arts and culture initiatives to Mandurah through research, leveraging partnerships and funding opportunities b. Review the City's arts and culture brands and digital channels, ensuring maximum visibility and functionality c. Through Contemporary Art Spaces Mandurah, deliver programs and exhibitions that support emerging and mid-career artist, cultural groups and the general community, focusing on professional development and targeting a wide demographic d. Continue to deliver and develop Peel Open Studios and measure its success e. Leverage and promote assets such as public art, digital galleries, and heritage trails as a draw card for liveability, tourism and investment f. Identify and address industry-specific needs to grow and develop sustainable creative businesses g. Develop "how to" guides for the community on commissioning artworks and employing artists and performers, covering advice and links to support |

| | | |
|---|---|---|
| | | <ul style="list-style-type: none"> h. Advocate for fit-for-purpose cultural infrastructure that Mandurah needs as a rapidly expanding city i. Support the development of the 9×5 art prize with ManPAC over the next 5 years, including reviewing prize money, increased promotion of the prize j. Commission a locally produced story for children that has a strong connection to Mandurah k. Run an annual young illustrator’s prize |
| <p>Alignment with Strategic Community Plan 2020-2040</p> | <p>Focus Area 1</p> <ul style="list-style-type: none"> • Creating local jobs and opportunities • A diversity of employment, industries and enterprise <p>1.1 Promote and foster investment aimed at stimulating sustainable economic growth</p> <p>1.4. Advocate for and facilitate opportunities for improved education, training and skill development opportunities in Mandurah</p> | |



“

The community tell us culture is:

So, culture is about what makes up society. Be it, your choice of beliefs, it could be the group of people that you identify with culture, can be different nationalities. But a very important part of culture, that's not always recognized in Western society is how important art is to your culture.

**Claire Pannell, arts administrator, visual artist
and musician**

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GOAL 5: Cultural Leadership and Advocacy

Desired outcome:

An organisation that responds appropriately to the community's cultural needs and facilitates fair and transparent cultural engagement opportunities

“

The community tell us culture is:

For me, my personal culture is around the ocean and surfing and activities that are outdoors.”

Callum Mountford, local resident

”

| Rationale | Objectives | Key Actions |
|--|---|--|
| <p>We know that the community value being heard and understood, having their cultural needs met and their ideas and ambitions facilitated fairly, so we will maintain open, accessible and proactive communication channels, advocate effectively and ensure accountability.</p> | <ol style="list-style-type: none"> 1. For the community to be understood, their cultural needs met, and their ideas and ambitions facilitated in an accessible, transparent manner 2. For fairness, quality, relevance and transparency in the delivery of cultural planning for the community 3. The City of Mandurah to be a respected leader and partner in understanding, advocating for and evaluating the cultural development of the community in response to its needs within all its strategies | <ol style="list-style-type: none"> a. Program an annual creative symposium for individuals, creative industries and community groups to engage with each other, share ideas, participate in professional development and engage with the city on the success and the future development of the Arts and Culture Strategy the City and inform the development and reviewing process of the AHC Strategy. Report feedback b. Maintain the Memorandum of Understanding with ManPAC, aligning opportunities and partnering to deliver quality cultural experiences for the community c. Explore partnerships with key arts organisations to optimise arts and cultural outcomes and maximise alliances d. Set up a Cultural Partner Network that brings together key cultural delivery organisations to share programs and initiatives and avoid duplication e. Undertake a service review and develop a 5-year business plan for Contemporary Art Spaces Mandurah, focusing on delivering professional development for emerging artists through residencies, courses and mentorship, considering other potential arts spaces throughout the city |
| | | <ol style="list-style-type: none"> f. Undertake a service review and develop a 5-year direction for the Mandurah Arts Festival g. Explore options for a planning and evaluation tool (such as TAKSO) to plan and measure the impact of cultural activities h. Conduct an annual review of the Arts and Culture Strategy |

**Alignment with Strategic
Community Plan 2020-2040**

Focus area 5: Community outcomes

- Engaging the community through understanding, collaboration and inclusiveness
 - Makes a difference through questioning, challenging and building resilience
 - Embraces ideas and opportunities to shape an inspiring, diverse and dynamic community
 - Upholds and protects the community through honest, fairness and empathy
 - Delivers on its commitments to make a difference in the community
- 5.1 Demonstrated regional leadership and advocate for the needs of our community
- 5.2. Provide professional customer service, and engage our community in the decision-making process
- 5.3 Build and retain a skilled, agile, motivated and healthy workforce
- 5.4 Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices
- 5.5. Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values



“ **The community tell us culture is:**

Culture can mean 10 million different things, it can be the culture of our residents, it can be the culture of someone's nationality, it can be the culture of a genre of music... for me, like in my nature of a Metalhead, a lot of my culture revolves around just looking tough. Or not quite tough, but you know, the long hair, wearing black, the band T-shirts, all that sort of stuff and that's part of my culture, as being part of that community.

Donnie Hennon, young musician

”



**CITY OF
MANDURAH**

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