## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acknowledgement</td>
<td>4</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>4</td>
</tr>
<tr>
<td>Introduction</td>
<td>7</td>
</tr>
<tr>
<td>Strategic Context</td>
<td>8</td>
</tr>
<tr>
<td>Arts, heritage and culture: What is it?</td>
<td>9</td>
</tr>
<tr>
<td>Mandurah’s Cultural Landscape</td>
<td>11</td>
</tr>
<tr>
<td>Use, Impact and Value</td>
<td>16</td>
</tr>
<tr>
<td>Engagement: Creative Bites</td>
<td>18</td>
</tr>
<tr>
<td>Key Issues</td>
<td>20</td>
</tr>
<tr>
<td>Vision and Mission</td>
<td>23</td>
</tr>
<tr>
<td>Creative Communities</td>
<td>25</td>
</tr>
<tr>
<td>Creative Culture</td>
<td>27</td>
</tr>
<tr>
<td>Creative Excellence</td>
<td>29</td>
</tr>
<tr>
<td>Creative Spaces</td>
<td>31</td>
</tr>
<tr>
<td>Creative Economy</td>
<td>33</td>
</tr>
<tr>
<td>Strategic Outcomes</td>
<td>34</td>
</tr>
<tr>
<td>Conditions for Success</td>
<td>35</td>
</tr>
<tr>
<td>Implementation Plan &amp; Strategic Objectives</td>
<td>37</td>
</tr>
</tbody>
</table>

*Please Note: A supplementary document is available online containing all appendices at www.mandurah.wa.gov.au/strategicplan.htm*
Acknowledgement

The City of Mandurah acknowledges the traditional custodians and pays respect to all elders, past, present and future, for they hold the memories, traditions, culture and hopes of Aboriginal and Torres Strait Islander people around Australia. It is this significant historic and living context grounded in over 60,000 years of Aboriginal and Torres Strait Islander culture in which the Arts, Heritage and Culture Strategy is delivered.

Executive Summary

Cultural planning is concerned with the way we live, work and the choices we make, whilst building on inherited assets and promoting an understanding of the potential that culture brings to people, communities and business.

With 3.5 million Australians working in the cultural sector annually, Australian households investing $14.7 billion in culture, and 85 percent of Australians attending at least one cultural event annually, arts, heritage and culture plays an important role in the economy. In addition, arts, heritage and culture celebrates diversity; is intrinsic to personal development, wellbeing and achievement; addresses many social issues and creates jobs and opportunities for constructive engagement.

The City of Mandurah recognises the need to build the business case for a stronger arts, heritage and culture presence in order to highlight our strengths and unique characteristics, whilst building on our successes and preparing for growth. The Arts, Heritage and Culture Strategy will pave the way for effective planning to achieve not only improved arts and social outcomes, but also drive positive economic outcomes within our community.

The Arts, Heritage and Culture Strategy builds on current national and state data, related to cultural development, and consolidates information generated through internal research and engagement programs, including the City’s Cultural Framework (2012), which acts as a blueprint for the development of the Strategy.

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The Arts, Heritage and Culture Strategy will seek to address the following key issues:

- **Developing a case for culture:** The true value and impact of arts, heritage and culture across Australia is limited because of the lack of accessible data set for practitioners to draw upon. Developing a robust set of cultural indicators that meet national standards will be a key factor in the coming years so that the sector can present its true value and impact as a key contributor to Mandurah’s social and economic environments.

- **Tell the Mandurah Story:** A lot of Mandurah’s Aboriginal and maritime history is hidden and not easy to find. The City of Mandurah needs to explore appropriate ways of bringing this history to life as a means of preserving the past and informing the future.

- **Developing and engaging in appropriate advocacy to share good practice:** There is a lack of local networks for cultural organisations and individuals to come together to discuss and consider professional development and issues that affect their interests. This hinders the City’s ability to support and deliver targeted programs that are in-line with community needs. It also affects continuity as ongoing cultural engagement is replaced with stop-start\(^3\) projects that can affect sustainability.

- **Develop meaningful partnerships in order to achieve shared and sustainable outcomes:** Resources are not likely to grow in-line with aspiration and need. Working in strategic partnerships will create synergy and help a broad range of organisations and communities reach collective cultural outcomes.

- **Developing Mandurah’s arts, heritage and cultural industries:** There is a growing population of professional and amateur artists who have similar needs to other business communities, including business and professional development. There is a need to build capacity by creating opportunities for artists and cultural organisations to grow whilst developing excellence and innovation.

- **Cultural infrastructure development:** Mandurah is a growing community so there are gaps in provision and an increased demand for services. In addition, a lack of affordable spaces with facilities that meet the needs of our diverse creative organisations are factors that impact on achieving a sustainable cultural infrastructure.

**Five key objectives that aim to tackle the key issues identified:**

- **Creative communities:** Provide opportunities that develop and nurture talent, innovation and creativity that is meaningful and appropriate for a diverse range of people and communities through arts development and community engagement.

- **Creative culture:** Develop a range of quality products, events and programs that highlight Mandurah’s Aboriginal and ecological history in order to retain Mandurah’s unique characteristics, be faithful to our Aboriginal community and generate authentic experiences.

- **Creative spaces:** Support the development and preservation of spaces and places that reflect and contribute to Mandurah’s unique built and natural environments to create a sense of place and identity.

- **Creative Excellence:** Build cultural and community capacity in order to foster excellence, encourage high levels of attainment and generate new audiences in both the creation and presentation of arts, heritage and cultural products.

- **Creative Economy:** Encourage and promote a mixed economy by diversifying the cultural offer in order to encourage investment, jobs and prosperity to the local economy.

The Strategy, with the accompanying Implementation Plan, aims to enable Mandurah to flourish by facilitating the growth and development of the arts, heritage and culture sector.

This will be achieved by identifying a range of ideas, strategies and actions that assists the community to flourish in the long term by creating a sustainable infrastructure, which is able to expand and develop with Mandurah’s rapid growth, sitting within a broad strategic framework that will outline good practice and demonstrate impact and value.

It will also serve as a roadmap to take arts, heritage and culture forward through a focused and cohesive journey that links and informs local, regional, state and national priorities.

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\(^3\) John Hawkes. CAN WA publication, Growing Communities: Arts and Culture in local government.
The key outcomes of the Arts, Heritage and Culture Strategy will be to:

- Support Mandurah in becoming a destination known for its strong heritage, complemented by a vibrant contemporary culture;
- Provide increased access to contemporary, innovative cultural practice for artists and the community;
- Develop community cohesion and engagement;
- Establish a more confident, capable and empowered community – active citizenship;
- Contribute to social justice by enabling diverse and isolated community members to express their culture;
- Be a place known for creativity, innovation, ambition and drive;
- Be known for generating equity and access to artistic and heritage experiences;
- Retain the essence of the place as Mandurah;
- Facilitate increased access to the interpretation of our history and heritage;
- Contribute to and preserve Mandurah’s heritage;
- Offer diverse leisure and lifestyle options for visitors and residents;
- Contribute to the economy through employment, professional development and creating career opportunities for artists;
- Attract external investment into Mandurah through grants, partnerships and collaborative programming;
- Deliver efficiency and effectiveness by challenging what we do and why.

Creative Bite

‘We do not have the policy settings that place our nation’s cultural infrastructure in the same mind-space as other types of national infrastructure that service what is perceived to be more urgent human need’

Rupert Myer
Chair of Australia Council
Geographically Mandurah covers an area of 173.5km², and extends approximately 50km from Madora Bay and Lakelands in the north to Herron and Lake Clifton in the south. Our sense of place is not only defined by our geographic location, there is a strong cultural heritage that began with the Bindjareb tribe of the Bibbulmun Nation where our ancestral name, Mandjoogoordadp (meeting place of the heart) gave life to what is now known as Mandurah (adapted name given after European settlement).

The Aboriginal community of Mandurah are custodians of the land which centres on our waterways, rivers, lakes, the estuary, ocean and coastal plains - creating an historic thoroughfare in Mandurah today. The Aboriginal Creation Story begins with a terrible drought. The bush, plants and meat became hard, tough and rank. Three elders of the tribe made their way to the sea and began to pray to their creator for water. Their creator manifested itself in the form of a snake, which they called Wagyl who came out of the sea and gave birth to its young in the estuary which forms the unique shape of Mandurah today. Wagyl's young stayed in the estuary until they grew bigger. Soon the young left their birthplace, travelling away uphill, forming the Murray, Harvey and Serpentine rivers as they moved across the land.

In recent years there has been greater awareness of the natural environment and appreciation of the value of artistic expression, lifelong learning and creativity. Increasing emphasis is being placed on maintaining active, healthy lifestyles, promoting and celebrating local identity and making the most of our cultural heritage. The range of leisure activities and opportunities are increasingly seen as an important indicator of the quality of life in an area. Their relevance to wider social and economic agendas is now firmly established and the justification is supported by quantified evidence.

Arts, heritage and culture are important business sectors in their own right, with over 42,000 people in Western Australia (WA) employed in the cultural industries. At a local level, organisations such as the Mandurah Performing Arts Centre, along with other cultural and non-cultural industries, employ people to activate and develop the cultural infrastructure of Mandurah. Further work is required to articulate the worth and value at a local level but there is strong evidence of the value presented through the City’s tourism statistics. The average number of annual visitors to Mandurah is 280,300; contributing approximately $234 million and 1,200 jobs to the local economy. Over 50 percent of all international visitors participate in at least one culture/heritage activity during their stay.

People and communities are demanding more from their towns and cities. Along with crime-free streets, efficient traffic and effective town planning, they want welcoming green spaces, cultural centres, broad social and cultural offerings and innovative built environments which cater for 21st century living. Culture is at the heart of local communities, making a difference to people’s everyday lives. It is crucial to our way of life. It defines us, where we live, and other people’s perceptions of the area. Culture has the ability to help address important social issues such as health, crime prevention and inclusion, providing many different ways to integrate and include people in their local community. Attractive built and natural landscapes, with space for play and recreation, are fundamental to an area being an enjoyable and pleasant place in which to live, work, do business and be educated.

Appendix A presents the approach and methodologies used in the creation of the Strategy.

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4 Courtesy Aboriginal elder, Joe Walley
5 ABS 62730_2011 - Employment in Culture 2011 - Western Australia
6 Mandurah Tourism Strategy 2011-2016
7 Tourism Research Australia, Snapshot: Cultural and Heritage Tourism in Australia 2008
The Strategy is aligned with a range of other council strategies, policies and plans (see Appendix B) and the planning process acknowledges that the Arts, Heritage and Culture Strategy will exist within the framework of other strategic plans and initiatives of International, Federal Government, State Government of Western Australia, the Peel region and the City.

Under the National Arts and Culture Accord it is recognised that local governments and councils have a particularly important role in infrastructural development, renewal and maintenance of cultural support and encouraging Australians to participate in arts and cultural activity. This is demonstrated through UNESCO’s Universal Declaration on Cultural Diversity, and Convention on the Diversity of Cultural Expressions; the United Cities and Local Government’s Agenda 21 for Culture; as well as UNESCO and others’ recent efforts at Rio +20 in recognising culture in the context of sustainable development. These, and other initiatives, have shown that culture is now central in enabling people and communities to make meaning of their lives, encourage wellbeing whilst contributing to a mixed and diverse economy and environment. It follows that arts, heritage and culture no longer sit within a narrow defined margin and can be seen reflected across a number of public and planning frameworks.

In 2012 the Western Australian Government introduced an Integrated Planning and Reporting Framework, designed to combine community aspirations with Local Government planning. Mandurah’s Strategic Community Plan expresses the long term view of the City, which has provided the building blocks and advocates the role of culture, and its contribution, to a wider corporate and central government agenda, such as wellbeing, lifelong learning, healthy living and community cohesion.

The Department of Culture and the Arts is in the process of developing a Western Australian Regional Arts and Cultural Plan which expresses the importance of creating access to high quality arts, cultural infrastructure and programs, and recognises that this demand will increase as the State’s population grows. The Strategy does highlight that only 2 percent of program funding reaches the Peel region, demonstrating that more needs to be achieved in order to present the worth and value of investing cultural dollars into this area. This Strategy will go some way to achieving this.

Regional Development Australia Peel is in the process of developing its cultural plan as a means of enhancing the region’s economic and social outcomes. The City of Mandurah will work with Regional Development Australia Peel and partners to identify the synergy of agendas and explore the role of arts, heritage and culture in creating thriving and diverse communities, economies and environments locally.

Creative Bite

‘… we are losing our unconscious identity with natural phenomena. Thunder is no longer the voice of the angry gods. Rivers no longer contain any spirits. No more demons live in mountain caves. No voice speaks from stones, trees or animals.’

Paul Cox - Filmmaker and Director
Arts, heritage and culture is defined as having both a material and value dimension that share interconnected meanings through which we experience and interpret the world around us. This could be presented in symbolic acts and everyday routines, and is mixed into our identities and desires. Arts, heritage and culture inform and shape our social relations and our built and natural environments.

Value dimensions representing art, heritage and culture in Mandurah

- relationships, shared identity;
- shared memories, experiences and identity;
- diverse cultural, religious and historic backgrounds;
- standards [in community life and provision];
- aspects considered valuable to pass on to future generations [i.e. history and heritage].

Material dimensions of arts, heritage and culture in Mandurah

- the performing and visual arts, crafts and fashion/design;
- performance art, circus, community art;
- media, digital, film, television, video, language;
- museums, artefacts, archives, design;
- literature, writing, publishing;
- heritage, architecture, archaeology;
- tourism, festivals and attractions.
The creation of culture is a crucial aspect of Australia’s social fabric; it supports broader education goals, contributes to social cohesion and is fundamental to the success of our national economy. Mandurah, and its surrounding regions, support a diverse creative population that contribute directly to community vitality, tourism and economic growth. This is achieved because of the City’s rich cultural heritage; a heritage which is based on creating opportunities for people from diverse backgrounds to participate in arts and cultural activities, creating an environment that encourages ‘cultural democracy’. Through this process people are encouraged to develop skills of critical thinking, innovation and creativity – all of which are fundamental to a modern economy.

Contemporary Australia is a nation built on migrants. Creating a sense of place is important to those who have emerged from other communities, belief systems and life experiences. Mandurah reflects this national picture and, culturally, it has traditionally focused around the philosophy of Community Arts which developed in the 1960s and 1970s as a concept that rejected the notion of creative practice being only for the pursuit of ‘high art’ and only the domain of professional artists by encouraging a more egalitarian decentralisation of culture. Community art encourages art and culture from the grassroots, turning the community into arts and cultural producers not consumers and fostering multiculturalism. This model has been incredibly effective in encouraging and empowering people to make sense of their lives by creating identities and a sense of place that references belief systems, backgrounds and experiences in new and unique ways that inform the culture of Mandurah today.

The creation and success of the Mandurah Performing Art Centre, other high quality artistic activity and the wealth of local, home-grown artists has elevated ambition, increased expectation and raised cultural standards, leading the City to consider where next? Can Mandurah continue to grow organically? Or is there a need to cultivate the landscape in response to the natural growth that is emerging into a diverse cultural infrastructure with a variety of needs, expectations and aspirations; moving Mandurah away from a sleepy retirement location to a vibrant cultural destination that is attracting a wide range of visitors, residents and businesses. Appendix C presents a more extensive outline of Mandurah’s cultural landscape.

Creative Bite

‘I realised that everything I practice in music, and this is true of all the performing arts, involves the four qualities necessary for success in the workforce of the 21st Century: Collaboration, flexibility, imagination, innovation.’

Yo Yo Ma - World Renowned Cellist
Creating Excellence

The City of Mandurah is committed to the provision of arts, heritage and culture with an investment of around $1 million annually, which helps attract external funding of over $500,000 towards programs and activities delivered through a range of cultural providers. The cultural program also contributes to the visitor and tourism portfolio, offering activities and programs for 280,000 visitor trips which has a value of $234 million and brings 1,200 jobs to the local economy on an annual basis.8

Mandurah Performing Arts Centre (MPAC) is one of the keys to delivering the City’s creative and artistic ambitions, offering a premium theatre and art gallery experience which sets high artistic standards, whilst supporting and developing community and education programs that build audiences, develop capacity and encourage authentic experiences and activities. MPAC’s business model of combining interpretation, education and community engagement with challenging and artistic programming resulting in cultural and social outcomes, is key to its success. MPAC is the driver for artistic excellence which is reflected in its policy:

‘MPAC presents a variety of high quality contemporary performing and visual arts events. Quality is the primary consideration with all programming choices. When attending a performance at MPAC, the audience can expect to see work that features high production standards and values, and strong performances and exhibitions.’ 9

This quality provision is presented through a broad program of activities, including:

- Immerse Subscription Program: Presents a diverse program of ballet, dance, theatre, musical theatre, opera, classical, circus and physical theatre, comedy and music.
- Bendigo Bank Splash: Children’s holiday program across the year that encompasses the visual and performing arts through performance and workshops.
- Youth Program: Develops partnerships with emerging cultural presenters such as Riptide Contemporary Youth Performance and Community First Ability Arts Program in order to build capacity and artistic standards within the community, in addition to developing an Ambassador Program, in partnership with the Peel Youth Leadership Group, to ensure representation at all secondary schools and tertiary institutions in the Peel region and Rockingham.
- Community Partnerships: Engaging with local organisations to ensure communities have opportunities to take part in presenting works on the MPAC stage.
- Diving in the Deep End: This includes the Mungah Festival, exhibitions and performances that develop a range of creative projects towards works that tell local stories.

8 Mandurah Tourism Strategy 2011-2016
9 Mandurah Performing Arts Inc. Program Policy, 1 July 2013
Creating Excellence continued

The City supports MPAC’s achievements and growing reputation as a key cultural centre, at a regional and state level, and recognises the opportunity to develop its partnership as a means to articulate, identify and work collectively towards shared outcomes, and in doing so raise cultural standards and ambition across the City.

- **Riptide Contemporary Youth Performance Group**: Regional contemporary youth performance company providing a range of unique dance and drama projects throughout the year that gives voice to young people (14-25 years) through cutting edge contemporary expression. The company works with local secondary, dance and drama schools to access, reward and showcase some of the brightest and most talented young performers in the Peel region.

- **Pulse Youth Performance Company**: Developed from the Stretch Arts Festival this is a performance company targeted at young people between 12 and 25 years, specialising in dance, fire twirling, circus skills, drama and music in performance workshops.

Supporting independent cultural providers such as the Riptide Contemporary Youth Performance Group and Pulse Youth Performance Company is a vital component of the City’s cultural planning in achieving sustainable opportunities for participation in arts, heritage and culture.

Visual Art

There is a strong visual arts program operating in Mandurah which has increased capacity, generated audiences and increased appetite for the visual arts.

- **Alcoa Mandurah Art Gallery**: Presents an exhibition program that aims to provide a diverse series of quality exhibitions featuring a variety of media, artists and styles that run cohesively with the MPAC theatre program. This includes the Bindjareb Art Awards, Mandjar Art Award, Peel Region Youth Art and the commissioning of at least one fully curated exhibition per annum.

- **Contemporary Art Spaces Mandurah**\(^\text{10}\) (CASM): Provides exhibition and workshop space that promotes and makes accessible a diverse range of contemporary art. It is particularly suited to emerging artists and supports exhibition development and partnerships with artists, arts organisations and communities by providing low-cost rental spaces, developmental assistance and information services for exhibitors.

- **Public Art**: Mandurah has a well-developed public art program (57 works across Mandurah) that seeks to work with local, regional, state, national and international artists to interpret and give a creative voice to our many unique environments; this contributes to urban design, creates a sense of identity and challenges and encourages viewers to consider their environment in new and unique ways.

- **City of Mandurah’s Art Collection**: Art works that have been acquired over many years and are presented in various areas around the City’s administrative buildings and beyond.

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\(^\text{10}\) Formerly INQB8 now Contemporary Art Spaces Mandurah

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Creative Bite

‘I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.’

Maya Angelou - Poet and Author
Community Arts Development

- **Stretch Arts Festival Mandurah**: Rooted in the community, this festival embraces a myriad of art forms and has now grown from a weekend celebration of arts and culture to a six-month arts development program culminating in the festival weekend. Stretch aims to focus on creating a unique, engaging and inspirational festival that celebrates the excellence, value and diversity of local arts, the environment, cultural tourism, community and heritage of the Peel region. The festival has also enabled emerging groups to grow and develop (Riptide Contemporary Youth Performance Group, Pulse Youth Performance Theatre Company) whilst nurturing new creative projects such as Common Threads Wearable Art.

- **Community arts provision**: A variety of community arts programs take place throughout the year as a means to engage communities in developing and building cultural capital, discovering new artists and developing audiences, leading to community cohesion, shared identity and creating a sense of civic pride that leads to positive attitudes and encourages positive social, environmental and economic outcomes.

- There are over 25 local organisations, independent not for profit groups that provide a range of cultural opportunities for hobbyists, as well as amateur and professional development. Groups range from the Mandurah Concert Band to the Mandurah Historic Society. These groups form the fabric of Mandurah’s arts, heritage and cultural infrastructure as they help sustain engagement and involvement in constructive and creative opportunities for local people of all abilities and ages.

Heritage and History

- **Heritage buildings and environments**: The retention of heritage sites and environments increases the potential for cultural tourism and awareness of our history. It follows that protecting our cultural heritage is important in continuing to convey the uniqueness of an area; defining its character, its cultural identity and generating a sense of place to both the community and visitors.

- **Mandurah Community Museum**: The museum tells the story of Mandurah through local and social history, exhibits, records and changing displays. Based in the former police station and Dalrymple school site on Pinjarra Road, the facility contains galleries focused on social history, education, Aboriginal history and identity. The museum also collects oral histories of the district and hosts a diverse volunteer-base, which works to further the museum’s aims.

- **Museum education**: Interpreting Mandurah’s history and heritage maintains historical context and offers a vehicle for learning from past and informing the future. Engaging communities in creative and innovative ways aids understanding and firmly roots Mandurah of today into a wider ecological, geological as well as social history.

- Mandurah’s Aboriginal community represent the human history of the Peel region. Their experience is reflected in the City’s Reconciliation Action Plan, which articulates the aspirations of the community. The Strategy presents an opportunity to work with the Aboriginal community to achieve their ambitions as well as encouraging authentic ways to communicate this rich heritage to our residents and visitors.
Use, Impact and Value

The adage of ‘what gets measured gets done’ is important and valid. However, this should be considered in tandem to exploring and expressing the value of what is being done, which helps build a picture of the impact of an activity or program. John Hawkes (The Fourth Pillar of Sustainability, 2001) questions the common belief that what cannot be counted, does not count and what cannot be counted does not exist. He argues that when organisations take this view a paralysing effect takes place, limiting an organisation’s ability to actually see the value and impact of culture in tandem with social, environmental and economic frameworks. He further argues that culture helps express a society’s values and becomes the fourth pillar of the democratic process (the other three being social, economic and environment). When the translation of values to meaning and purpose is understood, the real connectivity between culture, society, environment and the economy becomes clear.

By adopting culture as its fourth pillar, Mandurah will diversify its social and economic worth and demonstrate that it recognises the importance and value of people as individuals and a collective that can and do inform all aspects of a city’s dynamic infrastructure. This means moving away from measuring on economic terms (quantitative data) only and adding social impact and value-based measurements (qualitative data) such as research, case studies, level of engagement, satisfaction responses, recognition and awards. Building this case for culture will present a more accurate picture of the use, impact and value of culture across Mandurah.

National

The Federal Government’s Arts Strategy Creative Australia sets out to reinforce Australia’s dynamic, diverse and inclusive culture presenting the important role of arts in a successful economic, social and creative environment, and in developing national identity, creativity and imagination. According to the Australian Bureau of Statistics in WA, 86 percent of the population attended cultural venues and events in the 12 months prior to interview in 2009-10.

State

Independent research conducted for the Department of Culture and the Arts (DCA) has revealed that arts and heritage plays a significant role in people’s lives:

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11 Community Arts Network, WA ‘Growing Communities: arts and culture in local government’ (2012:12)
95 percent of Western Australians believe that it is important for school children to have access to music, painting, writing and drama lessons as part of their education;

81 percent consider the arts to have an important role in helping us understand our own culture and way of life, and those of others;

73 percent of people stated that the arts made them feel good;

64 percent believe that all theatre, opera and ballet companies and public art galleries should not be made to survive on their ticket sales alone;

61 percent believe that the arts help them connect with, and feel part of, their community;

58 percent feel that the arts help the broader community, not just those who participate.

Mandurah

Mandurah is significantly under represented and invested in, at a state level, with only 2 percent of DCA Grants Programs in 2009-2011 being directed to the Peel Region. There is a key opportunity for Mandurah to attract further investment into the area by demonstrating its strategic ability to deliver on sustainable and high quality programming and activities that meet local, regional and national agendas.

Cultural Excellence

• MPAC has increased its visibility and reputation as a key cultural centre and is now recognised by the DCA as having national significance. This has been further cemented with MPAC receiving the Performing Arts Centre of the Year ‘2013 Drover Award’ (best regional theatre in Australia). This is a prestigious award instigated in 2003 to recognise excellence in regard to audience development and community engagement.

• In an average year MPAC presents over 200 shows/performances bringing a range of high quality art forms and practices to the region. Having a quality, fit-for-purpose regional venue has enabled the city to attract high calibre organisations and individuals that local communities would, previously, have only seen by travelling to Perth and beyond.

• MPAC devise, develop and provide over 100 workshops per annum; with 54 percent of the workshops taking place in communities where people live and work.

• ALCOA Mandurah Art Gallery hosts over 14 exhibitions per annum representing local, national and international artists.

• Stretch Arts Festival is a regional event in its 14th year and has grown from a weekend program to a broader community arts program that culminates in a two-week-long celebration. This includes 213 pre-festival events, as well as 29 projects and programs during the festival.

• Over 16 partner organisations have worked with the City to deliver programs through the Stretch Arts Festival, which enables the festival to have a deeper penetration across Mandurah, including reaching more locations.

• Key programs within the Stretch Arts Festival have become major events in their own right i.e. Common Threads Wearable Art and the Stretch Art Trail.

• The City of Mandurah opened CASM to create a new space for local artists to explore and present their artistic endeavours.

• In a period of two years CASM has hosted 16 exhibitions featuring local and international artists, established artist-in-residence and workshop programs for emerging artists. In addition, over 56 workshops have attracted over 500 local and regional residents to develop their own artistic skills through various programs - from print making to portraiture classes.

• CASM has become a cultural hub and centre for building capacity of local and regional artists, attracting external investment from peak WA arts bodies e.g. Country Arts WA.

• The City has developed a public art program that incorporates a range of temporary and permanent works of art that reflect and enhance the environments in which they are sited.

• Mandurah Community Museum is continuing its regeneration program to upgrade the building creating a fit for purpose environment to encourage learning and create accessible interpretation sites for visitors and residents to learn more about the city’s history and heritage.

Engagement and Participation

• Participation in the arts and heritage in the City of Mandurah increased by 16 percent in 2011/12 compared to 2010/11, with over 162,000 people annually involved in culture as a participant or consumer.
Since 2011 over 60 venues have provided a space for cultural activity to take place and over 120 partnership have helped deliver well over 200 programs and activities for a wide range of individuals of all ages and abilities12.

Volunteers increased their participation in arts and culture by 51 percent in 2011/12 compared to 2010/11.

Economic Worth

The City of Mandurah is committed to the provision of arts, heritage and culture with an investment of over $1 million.

In 2011/12 arts and heritage programs leveraged over $500,000 of external funding through grants and sponsorship, demonstrating its importance in contributing to a diverse and mixed economy.

Arts, heritage and cultural activities encourage volunteerism bringing an annual economic worth of over $530,00013. This does not measure the social value of volunteers (i.e. skills they bring to a role, reasons for volunteering and so on) but it begins to build a picture and more work needs to be done to articulate the impact of volunteers on culture in Mandurah.

Stretch Arts Festival has an economic worth of $400,00014 - demonstrating the festival’s impact on the local economy.

In the last three years Stretch has created employment opportunities for over 150 local artists and over 80 cultural organisations, further contributing to the local economy.

Developing a robust tool for measuring cultural outcomes will form a key component of the Strategy, as it is important to continue to articulate the successes achieved, set targets for achievement and benchmark the City against other arts, heritage and culture providers. Appendix D sets out a broad performance management and quality framework that will endeavour to create a consistent approach to articulating the use, value, impact of arts, heritage and culture across the city.

The Strategy has drawn on consultation from the City of Mandurah Strategic Community Plan and the City of Mandurah Social Infrastructure Plan which include key issues and actions that directly impact on the Arts, Heritage and Culture Strategy. In order to encourage engagement and ownership of the plan, without creating consultation fatigue, the City hosted a series of Creative Bites which consisted of four themed sessions using creative engagement techniques and proved to be productive and very informative.

One on one meetings have taken place internally and externally as a means of engaging and consulting with a variety of bodies, organisations and individuals in order to gain insight and perspective from our broader communities regarding the Arts, Heritage and Culture Strategy.

In addition, a mapping exercise is underway to learn more about local community provision in terms of who participates and identifying key issues for our local community groups. Further details about the engagement plan can be found in Appendix E. The following presents a summary of the issues raised through the engagement process.

Engagement: Creative Bites

Sense of Place

Whilst there was an overwhelming positive response about the great qualities and characteristics of Mandurah - relating to the estuary, water, maritime history and strong Aboriginal heritage and culture - there is a sense that Mandurah is lacking in infrastructure and investment that would help lock-in the sense of place, solidifying Mandurah’s unique position in Western Australia. There was also a sense that Mandurah has untapped potential as a destination; a place for creative businesses and creating places and spaces that encourage more activity for new and established communities.

12 Information gathered through City of Mandurah’s Arts & Cultural department and does not include the variety of partnerships at MPAC
13 Total hours of 22,018, calculated using The Department of Communities hourly rate of $24.09 per economic value of volunteers
14 STRETCH Arts Festival Report 2013 (Planning, Community Development and Sustainability Committee Meeting, 9 July, 2013) File no. 303018
Arts and Culture

Mandurah has a rich and diverse arts and cultural scene which provides opportunities for all abilities and levels of interest. There is strong recognition of the role that arts, heritage and culture has to inform identity and sense of place, as well as, contribute towards liveability issues such as health and wellbeing, quality of life and community cohesion. It is a strong artistic and ambitious community that enjoys developing skills and abilities through the participation and consumption of arts and culture, because it helps shape and inform a view of the world; offers opportunity to challenge and be challenged; inspires and encourages creativity and new ways of learning and looking at the world in which we all live. The group also identified gaps in Mandurah’s provision including opportunities for young people to participate in arts and culture; planning for growth; creating capacity in terms of performing and rehearsal spaces and; basic issues relating to storage of materials, be it instruments or art materials.

Heritage

Having an authentic Mandurah experience and communicating the area’s Aboriginal history forms a key part of feedback from the community. This includes exploring the city’s traditions and carefully curating the natural and built environments where heritage and history is no longer visible or at risk of disappearing. The emphasis being on preserving, capturing and sustaining Mandurah’s history and heritage as a means of understanding the present and informing the future.

An important element in the history of Mandurah is its maritime history, from fishing to crabbing. The waterways, rivers and estuaries came through as strong sub-themes. Capturing this and finding a way to tell the maritime history from early beginnings to its current use came through as a strong theme too.

Mandurah’s Community Museum was identified as the key place to learn more about heritage and history, the Creative Bites group believing that this is the ‘trusted keeper’ of Mandurah’s history - for storage as well as the key conduit for sharing information. The museum was particularly valued through the philosophy of what a museum represents and its important role in preserving and telling the story of Mandurah’s past, present and future.

People and Community

Mandurah has a strong sense of community that is built around a rich history and communities who engage with their local environment. It was also clear that Mandurah communities are adaptable, willing and able to move with the changes and developments currently taking place. Going forward it will be important to maintain this strong sense of community by development opportunities to bring together new and established communities. A key message is that growth needs to take place sensitively with some thought as to how the city’s future can be sustained and developed through infrastructure planning and youth retention via targeted programming. There was also a strong message about giving focus to community engagement as well as consultation; more involvement in arts, heritage and culture rather than just talking about it.
Mandurah’s key issues have been reflected across a number of strategies and are presented in Appendix F, which includes a SWOT analysis drawn from the City’s Cultural Framework. Council’s priority should be to enable the community and increase the capacity of the community by facilitating and engaging in creative and meaningful ways that enable and encourage independence, self-awareness, self-expression, self-esteem and creativity. Therefore the Strategy has a role in placing value on collaboration and participation, and creating environments that encourage individuals and communities to make meaning of the world around them rather than supporting and promoting an ideal representation of the world that can often create misplaced expectations of individuals and communities or encourage a ‘status quo’ mentality, thus leading to disenfranchisement and alienation which impacts on social and economic agendas. The Arts, Heritage and Culture Strategy therefore has a role in supporting and advocating on behalf of the individual (whatever their circumstances, backgrounds and beliefs) to encourage the community to make meaning and create values that meet their diverse needs - ‘The individual must be wholly free to develop all his potential’\(^\text{15}\). 

As a result of the research, consultation, engagement, review and analysis of information and data the following six key issues have emerged:

- **Developing a case for culture:** The true value and impact of arts, heritage and culture across Australia is limited because of the lack of accessible data sets for practitioners to draw upon. Developing a robust set of cultural indicators that meet national standards will be a key factor in the coming years so that the sector can present its true value and impact as a key contributor to Mandurah’s social and economic environments.

- **Tell the Mandurah Story:** A lot of Mandurah’s Aboriginal and maritime history is hidden and not easy to find. The City of Mandurah needs to explore appropriate ways of bringing this history to life as a means of preserving the past and informing the future.

- **Developing and engaging in appropriate advocacy to share good practice:** Lack of local networks for cultural organisations and individuals to come together to discuss and consider professional development and issues that affect their interests hinders the City’s ability to support and help deliver programs that are targeted and in-line with community needs. This affects continuity as ongoing cultural engagement is replaced with stop-start\(^\text{16}\) projects that can affect sustainability.

- **Develop meaningful partnerships in order to achieve shared and sustainable outcomes:** Resources are not likely to grow in line with aspiration and need. Working in strategic partnerships will create synergy and help a broad range of organisations and communities reach collective cultural outcomes.

- **Developing Mandurah’s arts, heritage and cultural industries:** There is a growing population of professional and amateur artists who have similar needs to other business communities including business and professional development. There is a need to build capacity by creating opportunities for artists (across all art forms) and cultural organisations to grow whilst developing excellence and innovation.

- **Cultural Infrastructure development:** Mandurah is a growing community so there are gaps in provision and an increased demand for services. In addition, a lack of affordable spaces with facilities that meet the needs of our diverse creative organisations are factors that impact on achieving a sustainable cultural infrastructure.

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**Creative Bite**

‘The heart of Mandurah relates to the health of us all’.

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\(^{15}\) Storming the Citadel: Community Art and the State, O. Kelly (1983)

\(^{16}\) John Hawkes. CAN WA publication, Growing Communities: Arts and Culture in local government.
**Vision and Mission**

*Mandjoogoordap – “meeting place of the heart”*

To build a unique rich and creative, world-class cultural city, with opportunity for all.

**COMMUNITY | HISTORY | SENSE OF PLACE | SHARED AMBITION | LEADERS IN THE FIELD**

Our work is created **to, for and with** our community, encouraging involvement so that decisions and plans are based on an understanding of the needs and wishes of our local community.

Our **past** (Aboriginal, historical, ecological) will reflect our **present** and inform **future** culture.

We will build **ambition, passion and leadership** into our community culture.

We will work **effectively** with others in order to **maximise resources** and achieve collective **outcomes**.

We will be **leaders** in shaping the cultural agenda across Western Australia and beyond.

We will encourage **economic development** through job creation and skill development.

We will not only **nurture** our talent but **invest** in it to be successful in our endeavours.
Creative Communities

Provide opportunities that develop and nurture talent, innovation and creativity that is meaningful and appropriate for a diverse range of people and communities through arts development and community engagement.

• Create a community arts development plan to engage the city’s active arts, heritage and cultural organisations, in order to articulate the impact of their work, nurture their skills, knowledge and networks that support programs/activities that meet local community needs and aspirations.

• Increase capacity of the community to deliver cultural activities by developing a cultural grant program that aligns to the City’s strategic objectives.

• Activate the City’s Strategic Infrastructure Plan by creating and implementing an outreach program, targeting key locations in order to support the development of new communities by encouraging creative engagement.

• Working in partnership with youth communities and relevant organisations to create a youth development plan that identifies appropriate and engaging programs which address their specific needs, interests and aspirations.

Creative Bite

‘... that all young people in Western Australia have access to the arts regardless of their economic, social, cultural or geographic circumstances.’

Young People and the Arts Action Plan
Develop a range of quality products, events and programs that highlight Mandurah’s Aboriginal and ecological history in order to retain Mandurah’s unique characteristics, be faithful to our Aboriginal community and generate authentic experiences.

- Develop authentic cultural experiences that incorporate key Aboriginal sites (visible and invisible) in order to preserve the city’s cultural heritage and provide opportunities for residents and visitors to learn more about the city’s history whilst giving voice to Mandurah’s Aboriginal communities.

- Develop tourism activity which will responsibly reflect, present and promote authentic historic and cultural assets and attractions.

**Creative Bite**

‘... development and population pressures are the biggest threats to heritage...’

*Australian Heritage Strategy*  
*Public Consultation Paper: 2012*
Build cultural and community capacity in order to foster excellence, encourage high levels of attainment and generate new audiences in both the creation and presentation of arts, heritage and cultural products.

- Continue to support and develop MPAC in its ambition to build its position as a regional theatre, presenting a variety of high quality contemporary performing and visual arts programs.
- Use new and emerging technology to improve access and service delivery in order to reach audiences - new and established.
- Develop capacity-building programs that support and enhance artistic and economic potential of professional and amateur artists and arts organisations in order to foster creative excellence and build professional capacity.

Creative Bite

‘Every civilisation leaves only its art and its history.’

Paul Cox
Filmmaker and Director
Support the development and preservation of spaces and places that reflect and contribute to Mandurah’s unique-built and natural environments - creating a sense of place and identity.

- Express the cultural characteristics of Mandurah’s waterways, its rich cultural heritage and aspirations for the future through improved visual connections and linkages throughout the city that sets a welcoming tone for each individual area.

- Develop a ‘place making’ program of activities and projects as a means to assert Mandurah’s cultural identity and distinctiveness.

- Continue to culturally animate and activate public spaces and venues through festivals, events and community celebrations as a means of expressing Mandurah’s unique cultural identity.

- Implement the City’s Public Art Policy in order to articulate and curate the unique characteristics of Mandurah, encouraging quality artworks that are appropriate to their location and strengthen local identity whilst creating intriguing and distinctive features of Mandurah.

Creative Bite

‘I see Mandurah on the map nationally and internationally as the most EXCITING PLACE for original, innovative art festivals - Colourful, vibrant-exciting!!! Attracting famous Oz artists from the world!’

Community Participant
Encourage and promote a mixed economy by diversifying the cultural offer in order to encourage investment, jobs and prosperity to the local economy.

- Encourage the use of technology as a vehicle for creative innovation, cultural expression, knowledge and creative industry development.
- Working with relevant partners to develop cultural benchmarks and indicators to ensure effective monitoring and evaluation of activities and resources.
- Develop the cultural tourism offer by exploring the feasibility of creating a heritage/maritime centre and Regional Art Gallery, with ‘A’ class status in order to inspire excellence, sustain and build our growing audience base and promote a vibrant destination for residents and visitors.
- Work with our regional partners to create a collaborative vision that will build a business case and advocate for a stronger arts, heritage and cultural presence in the Peel Region.

Creative Bites

‘I believe that the arts are a link to the economy, it (arts) makes lives richer, brings knowledge and expresses the feel of a place.’

Community Participant
By providing a diverse model of facilitating, engaging and empowering our communities at all levels, the Arts, Heritage and Culture Strategy will:

- Develop community cohesion and engagement;
- Establish a more confident, capable and empowered community – active citizenship;
- Provide increased access to contemporary, innovative cultural practice for artists and the community;
- Support Mandurah in becoming a destination known for its strong heritage, complemented by a vibrant, contemporary culture;
- Be a place known for creativity, innovation, ambition and drive;
- Be known for generated equity and access to artistic and heritage experiences;
- Retain the essence of the place as Mandurah;
- Provide increased access to the interpretation of our history and heritage;
- Contribute to and preserve Mandurah’s heritage;
- Offer diverse leisure and lifestyle options for visitors and residents;
- Contribute to the economy through employment, professional development and creating career opportunities for artists;
- Attract external investment into Mandurah through grants, partnerships and collaborative programming.
There are six core 'conditions for success' (or competencies) on which Mandurah will need in order to culturally thrive:

**Conditions for Success**

**Purpose**
- Goals clear, realistic and agreed with all partners.
- Shared vision.

**Environmental**
- Retain core values in all that we do.
- Encourage collaboration and/or cooperation in the community.
- Identify key cultural leaders that will act as ambassadors for arts, heritage and culture.
- Favourable political and social climate that values and invests in culture.

**Inclusion**
- Mutual respect, understanding, and trust between partnership and collaborative organisations.
- Ensure equity at all levels, be it participation or representation in cultural organisations.
- Ability to compromise in order to meet shared outcomes.
- Feeling of ownership is central to all parties in both process and outcome.
- Level of flexibility in planning and delivery.
- Clarity of roles of all involved.
- Ability to sustain in midst of changing conditions.

**Process/Structure**
- Open and frequent interaction, information and discussion.
- Informal and formal channels of communications.
The Arts, Heritage and Culture Strategy includes challenging targets for achievement, with clear priorities. It is acknowledged that there may not be sufficient resources to meet all these aspirations, but without ambition we cannot expect to achieve the best that is possible for Mandurah, the surrounding area and the people that live, work and visit.

Delivering these ambitions and the wider program of activities requires targeted investment, supported by realistic action plans. Effective delivery of this strategy will mean people and organisations working towards common goals and outcomes. We know we can maximise our resources by working collaboratively and that we can achieve more by working together.

Reading the Action Plan

The Action Plan follows the SMART (Specific, Measurable, Achievable, Realistic, Timely) model as a means of articulating how key issues identified in the strategy will be addressed. This is a high-level action plan that will include a more detailed operational plan for use at officer level.

The timeline is broken down into three main categories:

- **Short Term**: Actions achievable in 1-3 years
- **Medium Term**: Actions achievable in 4-8 years
- **Long Term**: Actions achievable in 9-15 years

Key Issues:

- Tell the Mandurah Story
- Achieving sustainable outcomes
- Developing the cultural industries
- Measuring economic and social return-on-investment
- Sharing good practice and advocacy
- Cultural infrastructure
### Creative Communities

Provide opportunities that develop and nurture talent, innovation and creativity that is meaningful and appropriate for a diverse range of people and communities through arts development and community engagement.

<table>
<thead>
<tr>
<th>Specific</th>
<th>Measurable</th>
<th>Partners/Collaborators</th>
<th>Resources</th>
<th>Timetable</th>
<th>Key Issue</th>
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<tr>
<td>Create a community arts development plan to engage the city’s active arts, heritage and cultural organisations, in order to articulate the impact of their work and nurture their skills, knowledge and networks that support arts, heritage and cultural programs/activities, which meet local community needs and aspirations.</td>
<td>A cultural advisory group will be put in place to advise the council on the development and implementation of a community arts plan. The community arts development plan will include a completed facilities and organisation mapping document that highlights key strengths and challenges in order to identify opportunities for building on good practice and seeking solutions to key issues. The plan will include a skills audit of professional artists (all art forms) and cultural groups, in order to explore potential synergies and opportunities for partnerships and collaborations, and maximise resources, minimise duplication and achieve a shared outcome.</td>
<td>Regional: MPAC Local: Local arts and heritage organisations and individual artists</td>
<td>Current resources</td>
<td>Medium Term</td>
<td>1, 3, 4, 5 and 6</td>
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<td>Increase capacity of the community to deliver cultural activities by developing a cultural grant program that aligns to the City’s cultural objectives.</td>
<td>Develop a grant program that will help leverage funds from other agencies, increase the participation and involvement of young people and the Aboriginal community by providing cultural activities in emerging neighbourhoods. It is proposed that these will be incorporated into the existing Community Assistance Grant Program.</td>
<td>State: DCA Regional: Peel Development Commission, Regional Development Australia Peel, MPAC Local: Cultural and Heritage Community Network, Arts, Heritage and Cultural Organisations</td>
<td>$10,000</td>
<td>Short Term</td>
<td>1, 2, 3, 4, 5 and 6</td>
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<td>Activate the City’s Strategic Infrastructure Plan by creating and implementing an outreach program, targeting key locations in order to support the development of new communities by encouraging creative engagement.</td>
<td>An outreach program will be in place that specifically targets emerging communities in Dawesville and Lakelands, and those at risk of social exclusion (Central Mandurah, Coodeanup and Greenfields) in order to encourage social cohesion, equity and generating a sense of pride and belonging.</td>
<td>State: DCA, CAN WA, Country Arts Regional: MPAC Local: Arts and Heritage Organisations</td>
<td>$10,000</td>
<td>Medium Term</td>
<td>1, 3 and 5</td>
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<td>Working in partnership with Mandurah’s youth and relevant partners to create a youth development plan that identifies appropriate and engaging programs, which address their specific needs, interests and aspirations.</td>
<td>A cultural youth advisory group will be in place to support the development and implementation of a youth culture action plan.</td>
<td>National: Disability and Disadvantage in the Arts Australia State: DCA, CAN WA, Country Arts Regional: MPAC Local: Community First, Local Arts and Heritage Organisations, City of Mandurah (CoM) Youth Development, RAP Group</td>
<td>$10,000</td>
<td>Short Term</td>
<td>1, 2, 3, 4 and 5</td>
</tr>
</tbody>
</table>
## Creative Culture

**Develop a range of quality products, events and programs that highlight Mandurah’s Aboriginal and ecological history in order to retain Mandurah’s unique characteristics, be faithful to our Aboriginal community and generate authentic experiences.**

<table>
<thead>
<tr>
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</table>
| Develop authentic cultural experiences that incorporate key Aboriginal sites (visible and invisible) in order to preserve the city’s cultural heritage, providing opportunities for residents and visitors to learn more about the city’s history, whilst giving voice to Mandurah’s indigenous community. | Create a public artwork as a memorial to Yaburgurt – a key person in the Noongar community. There will be a clear visual connection between Winjan’s camp and the final artwork through the development of an arts/heritage trail. | **Regional:** Regional Development Australia Peel, MAPTO, Peel Chamber of Commerce and Industry  
**States:** DCA, ArtSource, Lotterywest  
**Local:** MPAC, Local Communities | Fundraising strategy sourced from key state and national bodies | Short Term | 1, 2, 3 and 5 |
| **Regional:** Regional Development Australia Peel, MAPTO, Peel Chamber of Commerce and Industry  
**State:** DCA, Aboriginal Art Centre Hub, WA, WAITOC  
**Regional:** Regional Development Australia Peel, Mandurah and Peel Tourist Organisation (MAPTO), Peel Chamber of Commerce and Industry, MPAC  
**Local:** RAP Group, Local Arts Communities | A curating landscapes interpretation plan will be in place that supports the presentation of Aboriginal artwork in community spaces. | **Resources** | Within current resources | Short Term | 1, 2, 3 and 5 |
| In-line with the Municipal Heritage Inventory, a design guide will be in place that expresses what is authentic, distinctive and special about key sites as a means of preserving Mandurah’s historic character. | | **Regional:** Regional Development Australia Peel, MAPTO, Peel Chamber of Commerce and Industry, MPAC  
**Local:** RAP Group, Local Arts Communities | **Resources** | Within current resources | **Medium Term** |
| **Regional:** Peel Development Commission  
**States:** AGWA, DCA, ArtSource, MPAC  
**Local:** RAP Group, Local Artists and Arts Organisations | A ‘Made in Mandurah’ program will be in place that outlines opportunity for local quality artistic and cultural products (from jewellery to heritage walks) to be sold in appropriate locations (i.e. Mandurah Visitor Centre, Contemporary Art Spaces Mandurah). A business case will be in place, presenting the feasibility of an indigenous walking trail that enhances the city’s authentic tourism offer. A collection of the area’s indigenous sites/stories/traditions will be available on a website and presented through a variety of mediums, in order to encourage access to Mandurah’s rich Aboriginal history. | **Resources** | $10,000 development of program and plan to encourage the program to be self-financing. | Long Term | 1, 3 and 5 |

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39
### Creative Excellence

Build cultural and community capacity in order to foster excellence, encourage high levels of attainment and generate new audiences, in both the creation and presentation of arts, heritage and cultural products.

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<th>Specific</th>
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<th>Resources</th>
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</thead>
<tbody>
<tr>
<td>Continue to support and develop MPAC in its ambition to build its position as a regional theatre, which presents a variety of high quality contemporary performing and visual arts programs.</td>
<td>A three-year program partnership agreement between MPAC and the City will be in place. The partnership agreement will present a shared set of priorities and outcomes that encourages proactive planning; sets objectives for audience development; reduces potential for duplication; raises artistic standards and; facilitates funding opportunities.</td>
<td>Regional: MPAC</td>
<td>Current resources</td>
<td>Short Term</td>
<td>1, 3, 5 and 6</td>
</tr>
<tr>
<td>Develop capacity building programs that support and enhance artistic and economic potential of professional and amateur artists, and arts organisations, in order to foster creative excellence and build professional capacity.</td>
<td>A local cultural seminar will take place targeting cultural and heritage communities/organisations. The seminar will consider and share good practice; seek out opportunities for working together and; identify measures for strengthening individual and organisational infrastructure.</td>
<td>State: DCA, CAN WA, Country Arts Regional: MPAC Local: Arts and Heritage Organisations, Individual Artists</td>
<td>Current resources</td>
<td>Short Term</td>
<td>1, 3, 4 and 5</td>
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<tr>
<td>Continue to support Contemporary Art Spaces Mandurah in delivering quality exhibitions; developing audiences; mentor and support local artists; whilst also developing partnerships with local and state cultural organisations.</td>
<td></td>
<td>National: Australia Business and Arts Foundation (Creative Australia) State: Arts on the Move, CAN WA, Country Arts. Art Gallery Western Australia Regional: MPAC, Peel Chamber of Commerce and Industry Local: Artists, Culture Organisations</td>
<td>Current resources $5,000 capacity building projects through AGWA programming</td>
<td>Short Term</td>
<td>1, 2, 3, 4, 5 and 6</td>
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<tr>
<td>Use new and emerging technology to improve access and service delivery, in order to reach audiences - new and established.</td>
<td>Explore the potential of an arts, heritage and culture website that helps the visitor navigate the programs, venues and places that cultural activities take place. Work with stakeholders to influence the existing content of key literature and websites resources in order to avoid duplication and ensure access to appropriate and timely information. All programs will consider the appropriate use of technology as a means of improving or enhancing program interpretation and lifelong learning.</td>
<td>State: DCA Regional: Peel Development Commission, Regional Development Australia Peel Local: Library Services</td>
<td>$10K with DCA grant application of $20K = $30K</td>
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### Creative Spaces

**Support the development and preservation of spaces and places that reflect and contribute to Mandurah’s unique-built and natural environments, creating a sense of place and identity.**

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<th>Resources</th>
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</table>
| Express the cultural characteristics of Mandurah’s waterways, its rich cultural heritage and aspirations for the future, through improved visual connections and linkages throughout the city, which sets a welcoming tone for each individual area. | A public art action plan will be in place, which articulates key sites with appropriate themes, including aesthetic and conceptual approaches for each artwork whether it is temporary or permanent. | **State:** FORM  
**Regional:** MPAC, Regional Development Australia Peel, Landcorp, MAPTO  
**Local:** Artists, cultural groups | Program development within current resources; capital development through fundraising plan | Long Term | 1, 3 and 5 |
| Develop a ‘place making’ program of activities and projects as a means to assert Mandurah’s cultural identity and distinctiveness. | A city centre activation plan that will be actively operating with various projects and initiatives that energise and develop the local, spirit, culture and characteristics of the city centre. | **State:** FORM, DCA  
**Regional:** Regional Development Australia Peel, MAPTO, Peel Chamber of Commerce and Industry  
**Local:** Smart Street Mall Retailers, Tourism Industries | Partnership development utilising shared resources and fundraising for gaps | Short Term | 1, 3 and 4 |
| Continue to culturally animate and activate public spaces and venues through festivals, events and community celebrations, as a means of expressing Mandurah’s unique cultural identity. | Develop a series of mini-festival programs (i.e. Fringe, literary) as a means of creating opportunity for our communities to engage in a variety of art forms throughout the year. | **State:** DCA, CAN WA, Country Arts, AGWA  
**Regional:** MAPTO, MPAC  
**Local:** Community Arts Organisations, Artists | $10,000 | Short Term | 1, 3, 4 and 5 |
| Implement the City’s Public Art Policy in order to articulate and curate the unique characteristics of Mandurah, encouraging quality artworks that are appropriate to their location, strengthen local identity whilst creating intriguing and distinctive features of Mandurah. | A public art action plan will be in place that articulates key sites with appropriate themes - including aesthetic and conceptual approaches for each artwork whether they are temporary or permanent. A detailed collection/decommissioning policy will be in place outlining the rational for buying and commissioning/decommissioning art work on behalf of the City. The policy will also include maintenance planning and a program for exhibiting the artwork in order that visitors and residents can enjoy the collection. A curated online, interactive program will be in place that houses the City’s art collection, detailing each piece and its relevance to the city. The online site will also include a public art trail. | **National:** Creative Australia  
**State:** DCA, CAN WA, Country Arts, AGWA  
**Regional:** MAPTO, MPAC  
**Local:** Community Arts Organisations, Artists | Policy written within current resources; specific public art programs will include a funding plan | Medium Term | 1, 2, 3, 4 and 5 |

*Current resources and fundraising*
Encourage and promote a mixed economy by diversifying the cultural offer in order to encourage investment, jobs and prosperity to the local economy.

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<th>Specific</th>
<th>Measurable</th>
<th>Partners/Collaborators</th>
<th>Resources</th>
<th>Timetable</th>
<th>Key Issue</th>
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<tbody>
<tr>
<td>Encourage the use of technology as a vehicle for creative innovation,</td>
<td>Creative arts expression with significant technological components</td>
<td>State: DCA</td>
<td>Fundraising plan</td>
<td>Medium</td>
<td>1, 3 and 5</td>
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<td>cultural expression, knowledge and creative industry development.</td>
<td></td>
<td>Local: Telecommunications Company</td>
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<td>Term</td>
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<td>Develop the cultural tourism offer by exploring the feasibility of</td>
<td>Continue to support Mandurah’s Community Museum to become the leading</td>
<td>State: DCA, AGWA</td>
<td>Capital budget</td>
<td>Long</td>
<td>1, 2, 3, 4, 5 and 6</td>
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<td>creating a heritage centre and an ‘A’ class gallery in order to</td>
<td>local museum of social and urban history in the West Australian region.</td>
<td>Regional: MAPTO, MPAC</td>
<td>and funding plan</td>
<td>Term</td>
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<td>encourage excellence, sustain and build our growing audience base and</td>
<td>Support MPAC business case for an ‘A’ class gallery that will have the</td>
<td>Local: Local Communities</td>
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<td>encourage a vibrant destination for residents and visitors.</td>
<td>ability to house high quality, international exhibitions, as well as,</td>
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<td>community exhibitions as part of its portfolio.</td>
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<td>Support the development of Mandurah’s Civic and Cultural Precinct Master</td>
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<td>Plan, to drive forward the cultural aspirations expressed in the plan,</td>
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<td>including the development of a heritage centre.</td>
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<td>National: National</td>
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<td>Cultural Forum</td>
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<td>State: WALGA</td>
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<td>Medium</td>
<td>1, 3 and 6</td>
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<td>Working with relevant partners to develop cultural benchmarks and</td>
<td>A series of national cultural indicators will be in place that presents</td>
<td>National: National</td>
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<td>indicators to ensure effective monitoring and evaluation of activities</td>
<td>the value and impact of the cultural sector on a local, state and national</td>
<td>Cultural Forum</td>
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<td>and resources.</td>
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<td>Work with our regional partners to create a collaborative vision that</td>
<td>A regional cultural strategy will be in place.</td>
<td>National: National</td>
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<td>will build a business case and advocate for a stronger arts, heritage</td>
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<td>Arts and Culture</td>
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<td>and culture presence in the Peel region.</td>
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<td>Accord, National</td>
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<td>Cultural Forum</td>
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<td>State: DCA, Museums</td>
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<td>Development Australia</td>
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<td>Peel, Peel Chapter of</td>
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<td>Museums Australia, MPAC</td>
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