



City of Rockingham

Cultural Development and the Arts Strategy 2018-2022

Division	Community Development
Team	Community Capacity Building
Created By	Manager Community Capacity Building
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Community Engagement

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1. Executive Summary

The Cultural Development and the Arts (CDATA) Strategy 2018-2022 provides the actions to deliver high quality arts, culture, heritage events, and programs to the Rockingham community. Connecting residents to arts and cultural opportunities is paramount, and is the means by which the City of Rockingham (the City) creates a culturally strong, diverse, and aware community for all.

In terms of defining Cultural Development and the Arts the Community Development Network (CDN) established in Melbourne in 2000 to support the role of culture in local development distinguish them as being separate from each other. The network argues that the development of culture is the purpose of the work with the arts being the activity:

“We distinguish arts from culture, with the two not being interchangeable, but art being a manifestation of culture. Through the arts we can express ourselves and therefore make, or manifest, our culture.”

The CDN defines Arts as:

“a form of intentional expression that includes creative, symbolic and aesthetic elements.”

And Cultural Development as:

“the process of enabling cultural activities, including the arts towards the realisation of a desired future, particularly of a culturally rich and vibrant community.”

From the City’s perspective this involves the provision of arts and cultural experiences, events, and skills development in order to assist the people of Rockingham to create a culturally active, aware and diverse community.

Engagement with arts and culture correlates with higher levels of life satisfaction. Social impact research has calculated that the financial input required to increase life satisfaction comparably to arts engagement is \$4,349 per person per annum. This means that, without arts and culture engagement, it would cost the Australian economy approximately \$66 billion per year to produce the same increase in life satisfaction.

It is important to define the City’s role in CDATA. The City is not a primary arts or arts education provider. Neither is it a provider of commercial venues for the staging of professional arts performances or displays. The City provides ‘grass roots’ skills development in areas of artistic practice not readily commercially available, as well as community cultural displays and celebrations. This involves creating access across the five streams of art defined in the CDATA Strategy 2013-2016: visual; literary; performance; music; and sculpture.

In addition, the City has a role as curator of Rockingham’s cultural heritage. Cultural heritage refers to the culture and ways of living created by the community, which are passed down from generation to generation. Cultural heritage is the means by which a community ties its identity to past events, current situation, and future aspirations. Cultural heritage may be expressed as:

- Tangible items, such as buildings, monuments, books and works of art
- Intangible concepts, such as traditions, knowledge, and language, and
- Natural features, such as cultural significant landscapes and locations

The concepts and programs delivered by CDATA play an important role in building the local community's capacity in the arts and culture fields. The Rockingham Arts Centre (RAC) is used as a hub of arts activity, with a focus on providing skills development workshops, hireable spaces for local arts and culture groups, and the staging of exhibitions. Exhibitions staged by the City include the City of Rockingham Art Awards and the Highlights of the City's Art Collection exhibition.

In addition, the community goals of the CDATA programs are supported through the Community Grants Program (CGP), which provides in excess of \$500,000 annually to not-for-profit community groups to assist programs and events.

The City presents a series of large-scale community arts and cultural events. These give the community an opportunity to express civic pride and maximise exposure to cultural practices. Events conducted by the City include the Australia Day and New Year's Eve Celebrations, Christmas Lights display and Launch, International Food Festival, Romance on the Green Concert, and Castaways Sculpture Awards.

Attendance figures are high. For example, both the New Year's Eve and Australia Day celebrations have recorded attendance figures in excess of 25,000 and 20,000 respectively, while the Castaways Sculpture Awards records annual attendance figures close to 20,000 per annum.

The City maintains extensive collections of art and public art. The public art collection enhances the natural beauty and built environment of the region, and provide iconic expressions of community identity. Examples of iconic public artworks include the Z-Force and Catalpa memorials (Esplanade), 'The Wave' (Village Green), Founders Memorial (Railway Terrace), and 'Offerings' (Pedlar Circuit).

The art collection serves to record the growth of the City and to capture the arts practices of the time. It includes works by the winners of the Nyungar Art Awards, City of Rockingham Art Awards and significant local artists such as Carol Clitheroe, Robert Carter, and Richard Bristow. Both collections are important methods of preserving collective memories and ideas across generations of residents.

Community consultation and engagement was undertaken with stakeholders. The following five key elements were decided through consultation and research:

1. Cultural development and the arts education and awareness
2. Place-making, activation, and cultural heritage
3. Events and programs
4. Public art and art collection
5. Rockingham Arts Centre

Building community awareness of the City's role within CDATA is a key element in this strategy. Currently, the general community does not have a clear understanding of CDATA, leading to widely varied expectations of what the City can provide. Promotion of a clearly-structured approach to CDATA will clarify the City's position as it relates to artistic and cultural opportunities. Acknowledgement and celebration of the City's cultural heritage is a key platform, as is continued activation of the Rockingham Arts Centre. The continued provision of high-quality, culturally relevant events will further enhance the City's commitment to the cultural life of Rockingham.

The CDATA Strategy 2018-2022 places the community at the heart of Rockingham's continued development as a vibrant, culturally diverse city of regional importance.

2. Strategic Objective (objective, goal or aspiration).

The vision of the City's Cultural Development and the Arts Strategy 2018-2022 is for:

A culturally and artistically aware community, actively pursuing a wide range of cultural, artistic and heritage activities within a vibrant, attractive, multicultural city.

The City's commitment to Cultural Development and the Arts is stated in the City of Rockingham Strategic Community Plan 2015-2025:

Aspiration B: *A Strong Community*

Strategic Objective: Capacity Building and Wellbeing - *A healthy community that volunteers, embraces lifelong learning and cultural awareness, and is involved with a diverse range of vibrant and sustainable community, sporting, cultural and artistic organisations and pursuits.*

3. Background

3.1 International Context

The International Listing of all Arts is represented within four major categories:

- literature (including lyrics, scripts, poetry, and prose);
- performing arts (including dance, music, and theatre);
- visual arts (including architecture, drawing, painting, photography, and sculpting); and
- craft arts (including ceramics, jewellery, wood-turning, china painting and quilting).

The difference between visual arts and craft arts is that craft is identified as a product of use.

International studies conducted over the last ten years draw a number of conclusions about the role played by art and cultural engagement. These conclusions are:

- Arts and culture follow the economy

Arts index scores show that arts and cultural engagement follows the relative health of the economy: when the economy is slow, or sluggish, engagements dip, and likewise rise when the economy is healthy. Arts and cultural engagement is closely linked to the perception of disposable wealth.

- Audiences are changing the ways in which they engage

Traditional methods of arts engagement demonstrate a slow decline over the last decade, with the advent of new technologies and non-traditional delivery models. Audiences are more engaged with interactive participation and engagements across all art forms, rather than acting as a passive audience.

- Technology is changing engagement

Digital access to arts and culture -- particularly in the realms of music, film, and literature -- has changed both the delivery and consumption of arts and culture. Organisations increasingly use digital and projection technology to present a wider range of artistic and cultural engagements with limited infrastructure costs.

- Non-profit organisations continue to experience challenges

The overall percentage of arts and culture non-profit organisations operating in financial deficit has risen to nearly 50% over the last decade. Private and corporate investment in arts and culture remains largely self-motivated (private collections, etc.). Organisations cannot rely on altruism to fill the gap between Government funding and the cost of providing arts and culture.

- Art and culture exists in a competitive environment

Arts and culture exist in a marketplace that offers other opportunities for civic pride, health and wellbeing, and creative expression. Sport, in particular, successfully promotes these benefits to a wide and passionate audience. Arts

and culture providers must constantly seek points of difference to remain relevant in an active and volatile marketplace.

- The level of arts education does not reflect student demand

The number of students undertaking tertiary education with an arts focus, or with significant arts components, has risen to more than 20% in some key markets. This contradicts a general trend in tertiary institutions towards the minimisation, or withdrawal, of arts-based courses.

- Engagement with arts and culture is inspirational

Arts and culture creators continue to provide significant numbers of new works. This is in addition to the continued presence of proven commodities (classic films and books, long-running plays, etc.). Engagement with arts and culture continues to be a wide-spread, passionate, cross-generational activity.

International findings have a direct impact upon the arts practice landscape within Australia. The Australia Council for the Arts report, “International Arts Activity- Australian Arts Sector” (2015), found that more than one in three Australian artists engage in some form of arts work internationally.

The five most common locations of activity for the Australian arts sector are:

1. The United States of America
2. The United Kingdom
3. France
4. Germany
5. Canada

Significant opportunities are expected to occur within the Asia region over the next 5 years, particularly in China and Japan. It is estimated that China will become the fourth most common location of activity, and Japan the sixth, within this period.

International arts activity does not necessarily result in a financial return on investment. It does, however, provide significant gains in artistic development, reputation, audience development, and market development.

Aboriginal arts benefits greatly from international exposure. International interest in Aboriginal arts is high because of the unique nature of Aboriginal culture and artistic practices. Aboriginal and Torres Strait Islander artists have a proportionally greater presence at key international arts events than other Australian artists.

3.2 National Context

The “Creative Australia” national cultural policy was released by the then-Labor Federal Government in March 2013. This document was the first national cultural policy since “Creative Nation” under the Labor Federal Government in 1994. The policy set out to establish a national framework for arts funding and direction at a Federal level for the following ten years, centred around five policy goals:

1. *Recognise, respect and celebrate the centrality of Aboriginal and Torres Strait Islander cultures to the uniqueness of Australian identity.*

2. *Ensure that government support reflects the diversity of Australia and that all citizens, wherever they live, whatever their background or circumstances, have a right to shape our cultural identity and its expression.*
3. *Support excellence and the special role of artists and their creative collaborators as the source of original work and ideas, including telling Australian stories.*
4. *Strengthen the capacity of the cultural sector to contribute to national life, community wellbeing and the economy.*
5. *Ensure Australian creativity thrives here and abroad in the digitally enabled 21st century, by supporting innovation, the development of new creative content, knowledge and creative industries.*

The election of the Coalition Government in September 2013 resulted in fundamental changes to Federal arts and culture support. A new funding program was created, entitled “Catalyst – Australian Arts and Culture Fund”. This program is overseen directly by the office of the Arts Minister without any third party oversight. Significant funds were diverted from traditional arts funding authorities in order to create Catalyst.

Australian Governments of all levels spend approximately \$8.3 billion on cultural activity annually. Australian production of cultural goods and services generates over \$93 billion in economic activity. This is significantly more than agriculture, fisheries and forestry (\$29 billion); food services (\$28 billion); and water, gas, electricity and waste (\$27 billion) combined. This economic activity is equivalent to 6.6% of the national GDP, comparable to the GDP share in the United States of America. In real terms, Australian arts and culture practitioners return over \$11.20 for every dollar spent on arts by Government.

The Australia Council for the Arts report “Arts Nation: An Overview of Australian Arts (2015)” states that more than 87% of Australians engage with the arts. 38% of Australians creatively participate more than six times per year. The document reports 44,000 practicing professional artists in Australia, with 109,000 students undertaking creative arts qualifications at tertiary level. Of those 44,000 practising professionals, 17% work full time at their creative practice. 8% are from non-English speaking backgrounds, and 8% live with disability.

2.4 million international visitors to Australia engaged in arts tourism in 2013-2014. Approximately 25% of international tourists visit art galleries or museums, similar to levels recorded in the UK and USA.

A study undertaken by David Throsby and Anita Zednik, entitled “Do You Really Expect to Get Paid? An Economic Study of Artists in Australia”, reported that 65% of practicing artists hold a tertiary qualification. However, attendance at arts and culture events by people with a disability, people with low incomes, or those from a non-English speaking background remains lower than the National average.

The Throsby and Zednik study concluded that:

Even when other arts-related earnings and non-arts income are added in, the gross incomes of artists, from which they must finance their professional practice as well as the demands of everyday living, are substantially less than managerial and professional earnings. Indeed, their total incomes on average are lower than those of all occupational groups, including non-professional and blue-collar occupations.

Approximately 310,000 people work in a cultural occupation. This represents approximately 3.1% of the national workforce. More than 56% of all artists earn less than \$10,000 per year from their creative practice.

3.3 State Context

WA has the 3rd highest arts and cultural event attendance rate in Australia. Of specific interest to facilities and programs available within the Rockingham region are reported cinema attendance figures (67.6%); popular music (36.3%); libraries (31.1%); museums (23.9%); art galleries (22.7%), and theatre performances (15.9%).

A survey of Local Governments conducted by the Chamber of Arts and Culture WA and Community Arts Network WA (CAN, previously known as CANWA) in 2015 revealed that 98% of Western Australian urban Local Governments are active in culture and the arts. A similar community study by the Department of Culture and the Arts (DCA) showed that 88% of Western Australians believe the arts make an important contribution to Australian society. 82% of respondents replied that the arts make for a richer and more meaningful life.

The Australian Bureau of Statistics (ABS) states that people aged 15-24 years are more likely to participate in cultural activities than other age groups, and that women are more likely to participate at a higher rate than men across all age groups. WA has the fourth highest national arts and culture participation rate. More than half a million people aged over 15 years of age actively participate in arts or cultural activities within Western Australia. Female participation is the highest in the nation at 30.9%. Male participation is 23.8%.

In the 2013/2014 financial year, DCA provided more than \$27 million in funding. This funding supported the delivery of arts and culture activities across WA to 44 non-government organisations, individuals and projects. In excess of \$5 million of grants funding was provided to 326 organisations, individuals and projects.

The DCA website states:

Culture and arts are fundamental to human existence, especially to our history, identity, creativity and desire for play and enjoyment. Participation in arts and cultural experience, as a right for all people, has the potential to improve all areas of human endeavour.

ABS data confirms that WA is the fastest growing Australian state or territory in terms of cultural diversity, with 31% of the population born overseas. ABS figures record 69,664 Aboriginal people living in WA, representing 3.1% of the population. 75% of respondents identified non-Australian ancestry, with 15% recording a language other than English spoken at home. WA is home to people from 190 countries, with approximately 270 languages and dialects being spoken, including approximately 50 Aboriginal languages.

30% of Aboriginal art centres across Australia are located in WA, with a total of 31% of all working Aboriginal artists in Australia. Currently, 6% of Western Australian LGAs have Reconciliation Action Plans. WA receives 19% of Federal Government Aboriginal Arts funding. This is the same amount as Queensland; however, WA has twice the number of Aboriginal arts centres as Queensland. Australia Council funding for WA artists was at 6% of national funding in 2014-2015.

WA has a higher proportion of women born overseas and women migrants than the national average. 15.7% of women in WA speak a language other than English at home.

Women comprise approximately 51.6% of the total WA Aboriginal population over 18 years.

An independent study into work undertaken in the Southern Wheatbelt by CAN in 2015 reported a social return on investment of \$18 for every dollar spent. Despite this return, key long-term funding arrangements were cut, ending a number of community programs. CAN is responsible for the distribution of State funds through the Catalyst fund. In the 2015 reporting year, this fund distributed in excess of \$278,000 to 27 applicants. This enabled 107 artists and 2900 participants to create art with a total audience in excess of 32,000. Total Catalyst funding for WA projects equals approximately \$1.2 million, roughly 5.38% of total Catalyst funding.

The results of the Australia Council four-year funding program, announced in 2016, showed that no WA visual arts organisation was successful in securing funding. Only the Perth Institute of Contemporary Arts (PICA) and Form arts organisations received funding through the Federal Visual Arts and Crafts Strategy.

Consultation undertaken by DCA reveals visiting audiences have a strong preference for work with a “distinctly Western Australian flavour” and connection to Aboriginal culture. However, commercial opportunities for artists have declined since 2012. At least ten commercial art galleries have closed in the Perth area. Fewer commercial outlets, and correspondingly fewer opportunities for artists to sell work, has had a negative impact upon professional development and employment within the arts sector.

The ongoing vitality of the arts sector in WA depends on artists and organisations having long-term access to robust cultural infrastructure. These elements are considered vital for arts practice, professional development and the growth of the sector. Physical infrastructure such as buildings and performance spaces enable artists to network with peers, create connections, undertake professional development, and sell work. In addition, these spaces provide recognisable locations for the public to develop ongoing engagements with the arts, which is increasingly important as commercial locations become short-lived.

LGAs are seen as significant holders of art collections, with some holding in excess of 1400 works. A lack of State funding for cultural facilities means that many regional arts facilities, such as the Rockingham Arts Centre, are repurposed from existing buildings. These facilities are repurposed in response to the availability of properties, rather than their suitability as venues. There is no coordinated State-level approach to staffing or management of these Centres, and no organisational framework for operational structures. The Chamber of Culture and Arts’ pre-budget submission in 2016/2017 acknowledged the key role LGAs played in providing, maintaining and supporting local arts and culture infrastructure. However, the report stated that the lack of suitable facilities which met the appropriate levels of security and environmental conditions severely limits the staging of exhibitions and events.

Several LGAs, including the Cities of Vincent, Fremantle, Subiaco, Greater Geraldton and Albany, have developed initiatives modelled on the State Government Percent for Public Art Scheme. This scheme requires up to one percent of the construction budget for new works to be expended on artwork. The State Government scheme has spent in excess of \$47 million across 574 projects, providing significant cultural engagement as well as encouraging arts practice and the use of new technologies in public spaces. The abovementioned LGAs generally allocate between 1-2.5% of the estimated total budget to encourage an ongoing engagement with the arts and culture of the area.

3.4 Local Context

Rockingham has a unique heritage, with historical events such as the Catalpa rescue, naming of the Baldivis subdivisions, and links to the Pinjarra logging industry. The European history of the region can be traced back to exploratory efforts by Willem de Vlamingh in 1696. The Garden Island settlement in 1829 was the first settlement in Australia established without convicts. Aboriginal heritage is significantly older, and includes potentially thousands of years of occupation within the region. Currently, a lack of cultural and heritage events in the City calendar does not reflect the rich history of the region.

The community is served by two commercial cinema complexes, a community theatre company, an exhibition gallery at the Rockingham Arts Centre and one museum. A number of local bars and taverns provide performance opportunities for local musicians.

Challenger TAFE and Murdoch University offered arts units for study at Rockingham campuses until 2015, when both institutions withdrew these faculties from their Rockingham locations. Currently, there are no formal study opportunities for community members wishing to study arts within the Rockingham region.

The 2016 census indicates 573 Rockingham residents (1.2% of employment-age respondents) were directly employed in the Arts. This represents a significant increase from the 2006 census figure of 393 residents. However, it remains lower than the State average of 1.3%.

Participation in arts as a hobby is extensive, with numerous community art groups in existence. This includes informal and church groups practicing arts and crafts as well as groups devoted to activities with occasional links to the arts, such as the Men's Shed and Rockingham Gem Club. In addition, several formal 'umbrella' groups, offering multiple art forms and auspicing services, exist, including Rockingham Regional Arts (RRA), Rockingham Arts and Crafts, and Friends of the Rockingham Arts Centre (FoRAC). These groups have total memberships in excess of three hundred, and offer a range of benefits across art forms as diverse as visual arts, ceramics, writing, and sculpture.

A significant number of community groups access funding from the City through the Community Grants Program (CGP). This enables groups to provide a greater range of services and programs than otherwise possible. Initiatives supported via the CGP program have included exhibitions in support of mental health; bus services to allow Seniors to attend exhibitions and workshops; the staging of cultural festivals; and continued archiving and management of historical and heritage artefacts.

Arts and culture participation is important to the sense of well-being and quality of life experienced by members of the community. The City conducts a program of arts and culture events, public art acquisitions, competitions, workshops and exhibitions designed to encourage community participation in the cultural and artistic life of the city. This program is discussed in the Executive Summary.

The City's Cultural Development and the Arts Strategy 2013-2016 identified 32 implementation actions over the four year period. Highlights from this Strategy include:

- Establishment of the Rockingham Arts Centre and delivery of programs to activate the Centre.

- Development of the Castaways Sculpture Awards into a multi-arts event involving three exhibitions, schools and public workshops, and poetry and photography competitions.
- Institution of the City of Rockingham Art Awards.
- Growth of the City's New Year's Eve and Australia Day Celebrations into major cultural events with a total annual audience in excess of 30,000 people.
- Development of the literary arts, including the City of Rockingham Short Fiction Awards, and Christmas and Castaways poetry competitions.

3.4.1 Current Facilities, Groups and Opportunities in Rockingham

The City currently operates two facilities with the capacity to host arts and culture events:

- The Rockingham Arts Centre (RAC) offers a 40-person capacity multi-purpose room, 83m² gallery and a 12-person capacity studio. The Centre also features a ceramics workshop and meeting room, which are currently the subject of a leasing arrangement with FoRAC.
- The Gary Holland Community Centre (GHCC) offers a main hall with a capacity of 300, as well as a 120-person capacity multi-purpose room, and hanging space within the foyer and mezzanine levels.

Two art groups operate from these facilities:

- Rockingham Regional Arts Inc. (RRA) is a membership organisation based at GHCC, offering ongoing classes in a variety of painting disciplines, and include writing, sculptural and ceramics activities.
- Friends of the Rockingham Arts Centre Inc. (FoRAC) is a membership organisation based at RAC. It operates the Centre's ceramics studio as well as the Rockingham Writers Centre, based in the Centre's meeting room.

In addition, several arts groups are located throughout Rockingham, practicing a single art form with smaller memberships. These clubs also utilise the above facilities, sometimes on an ad-hoc basis.

The City conducts a program of culture and arts events, public art acquisitions, competitions, workshops and exhibitions to encourage community participation in the cultural and artistic life of the city. In addition, the City administers the Community Grants Program (CGP), with several cultural outcomes being identified as CGP priority areas.

CDATA programs and events are varied and include the New Year's Eve and Australia Day Celebrations, Castaways Sculpture Awards, City of Rockingham Art Awards, Short Fiction Awards, Rockingham Arts Centre workshops and Teacher's Professional Development program. CDATA programs are designed to provide skills and learning development for wide sections of the community.

3.4.2 Existing Gaps

Several gaps exist within the Rockingham community. A lack of understanding of CDATA within the community is reflected in the low value given to the arts in feedback mechanisms such as the City of Rockingham satisfaction survey.

Activation of RAC is lower than ideal. Feedback from the community has indicated that hire fees are prohibitive. Council supported a reduction on hire fee rates at the January 2016 Council meeting. Arts groups are reluctant to move to the Centre due to a lack of storage. Use of the Centre is largely restricted to casual workshop hire, exhibitions, and yoga classes, as well as workshops and exhibitions staged by the City. Under-utilisation contributes to a community perception that the venue is inactive.

The lack of an Aboriginal Cultural Centre has minimised opportunities to integrate Aboriginal culture into the public's perception of Rockingham. The stories and heritage of the local Aboriginal community have lacked a focal point for widespread public consumption and appreciation. The resulting perception of Rockingham is overwhelmingly Euro-centric, and does not accurately reflect the long heritage of the region.

A limited number of performances spaces has contributed to artists working in isolation. In the case of theatre and music performers, many artists leave the region to practice at a sufficiently advanced level. The lack of a CAPAC means the City has no suitable venue for the performing arts. Previous investigation into the feasibility of such a Centre indicated that such a Centre was not within the means of the City.

The Rockingham Cultural and Performing Arts Centre Feasibility Study, completed in 2010, identified the cost of constructing such a facility as between \$42 and \$53 million. Council at that time acknowledged that the City did not have the financial capacity to instigate the development of such a facility. The City's Community Infrastructure Plan (CIP) does not identify the need for a Performing Arts Centre. The CIP, in reference to the Performing Arts Centre, identifies that a core population in excess of 200,000 people would be required in order for such a facility to be feasible. Also, given the significant capital and ongoing operational costs and other key infrastructure requirements, the City would not currently have the financial capacity to consider such a development.

3.4.3 Community Consultation and Engagement

In November 2016, the City engaged Creative Community Consultancy and Archipelago Arts to undertake a comprehensive community and stakeholder engagement process to inform the development of the CDATA Strategy 2018-2022. Engagement and consultation with the following key stakeholder groups was undertaken:

- Arts and culture practitioners within the Rockingham region
- Arts and culture organisations within the Rockingham region including Rockingham Arts Centre user groups
- Creative industries and associated organisations based within Rockingham
- State peak arts bodies
- Council Advisory Committees

Based on previous research, emerging trends, analysis of the current situation in Rockingham, stakeholder engagement, and determination of the City's role in the sector, a set of key elements was developed for consideration. Future needs and priorities were identified for the Rockingham community, focussed on these five key elements:

1. Cultural development and the arts education and awareness
2. Place-making, activation, and cultural heritage
3. Events and programs
4. Public art and art collection
5. Rockingham Arts Centre

Challenges and needs were identified for each element, and summarised by the consultants as below:

Key Element	Challenges/needs
Cultural development and the arts education and awareness	<ul style="list-style-type: none"> • A stronger arts and culture network locally • Unified promotion and marketing to build on the success of web and Facebook promotions. • Further analysis of 'cost issue' i.e. cost of accessing PD in Perth? Cost of local programs? • To build on momentum created during consultation • Provision of studio/making space • Strong art forms need maintenance and further development at appropriate level while making sure other, lesser known art forms can also flourish • Capacity building to grow local skills base and develop local arts economy • Project development expertise. Business and project incubation
Place-making, activation, and cultural heritage	<ul style="list-style-type: none"> • Further activation of the Rockingham Arts Centre • Activation of smaller suburban community centres • Respond to the demonstrated wish for activation, connection and learning as priority • Recognise Aboriginal culture in the public domain in a variety of ways.
Events and programs	<ul style="list-style-type: none"> • Ensure Castaways is maintained and developed • Maintain focus on event quality • Present a consistent program so the community come to expect and anticipate activities • Develop an events strategy in consultation with the community • Create more opportunities for youth-especially disengaged or disadvantaged youth • Increase focus on inclusivity and diversity
Public art and art collection	<ul style="list-style-type: none"> • Public art strategy which responds to community aspirations and includes a focus on Aboriginal culture and individual stories • Ongoing curation of City's art collection • Increased presence and promotion of collection
Rockingham Arts Centre	<ul style="list-style-type: none"> • Showcase Aboriginal culture in a consistent way • A creative industries hub or co-working space • A brand for the Centre with associated signage and advertising • Activate spaces in close proximity to the Centre to create a cultural cluster or hub • Present a consistent program of events and exhibitions

Community feedback was incorporated into the development of the key action items for each key element.

4. The Way Forward

The City's Cultural Development and the Arts Strategy 2018-2022 vision is for:

A culturally and artistically aware community, actively pursuing a wide range of cultural, artistic and heritage activities within a vibrant, attractive, multicultural city.

Analysis of long-established regional arts and culture communities such as the Cities of Fremantle, Busselton, and Melville, as well as mid-range capital cities such as Perth and Brisbane, has established that a clearly defined cultural precinct creates a focus point within the public consciousness.

The area bounded by the Rockingham Foreshore, Railway Terrace, Kent Street and Flinders Lane represents a critical concentration of arts and culture activities, facilities, public open spaces and heritage. Refurbishment of the Rockingham Foreshore via the Foreshore Masterplan will serve to unify the area as the primary node of arts and culture activity in the city. This will serve to promote Rockingham as an arts and culture destination, and provide the necessary cultural understanding within the community.

The Rockingham Arts Centre (RAC) was opened in August 2013, and has become a significant factor in the administration of the CDATA program. Programs are designed to activate the Centre through a variety of non-traditional and contemporary arts practices not available through established arts groups.

Programs focus on RAC as a hub of artistic practice. Emphasis is placed on identifying and celebrating the history and heritage of the region. Long-term feedback from the arts community has identified this aspect of the City's culture as requiring additional focus.

Developing closer relationships with arts groups and practitioners will assist in promoting City programs to interested community members. Multi-cultural approaches and events will be developed to recognise the multi-cultural nature of the region's populace. Events and programs will be tailored to provide the maximum potential for life-long learning and disability access.

A combination of public trails and gardens, exhibitions, and online galleries will engage the community. Rockingham's cultural heritage will be highlighted. Commissions and projects will acknowledge the region's history and heritage, while highlighting contemporary arts practice.

The City has a significant collection of visual art, small scale sculpture and public art. This collection will be used to provide attractive and desirable public open spaces, as well as engaging the community in the City's cultural heritage.

The City currently provides arts education opportunities within ongoing programs. CDATA programs will target the widest possible developmental range. The City will continue to provide programs and projects that expand the artistic practices within the region, and provide clear life-long learning, social connector, and career-based opportunities for community members. Programs will continue to highlight the Community Capacity Building (CCB) ethos and promote connections with other Community Plan Strategies.

The City has reviewed relevant literature, undertaken extensive community consultation and recommends implementation of the actions associated with the five (5) Key Elements. The Key Elements provide the direction and outcomes that will be delivered over the next five years.

4.1 Key Element 1 – Cultural Development and the Arts Education and Awareness

It is apparent that the local community does not understand the City's definition of cultural development and the arts. Results of recent Customer Satisfaction Surveys indicate the community has little understanding of the scope of the CDATE area, and how it relates to overall development of a healthy and well-balanced community.

Over half of survey respondents were aware that the City has a CDATE strategy. Of these, only 20% had read the strategy. Community consultation has identified the need to increase community understanding of the role played within the local arts and culture community by the CDATE team.

The City needs to provide a clear and understandable definition of cultural development and the arts as it relates to City practices. This definition, which provides an understandable link to City events and programs, needs to be consistently delivered to community groups, individual arts practitioners, and the general community.

The development of a stronger network of local arts and culture providers and practitioners will assist in promoting the City's message.

The need for a network for arts and culture organisations and individuals was clear across every method of engagement. Feedback indicated a need to build local capacity. The formation of networking groups will assist in spreading the key CDATE message, and provide an outlet for collaborations between members in support of the CDATE message.

New Implementation Actions

- Promote/market a clearly-structured, unified approach to CDATE to the community.
- Institute an integrated approach to the promotion of City and Community arts and culture groups, programs, organisations, activities and events.
- Create and support an independent, multi art form Networking Association of local arts groups and creative industries providers.
- Develop and present an annual series of Creative Industries forums.

4.2 Key Element 2 – Place-making, Activation, and Cultural Heritage

Place-making is a multi-faceted approach to creating and activating public spaces that promote people's health, happiness, and well-being. Activation of specific locations through arts and cultural programs and events support this concept. The precinct around the Rockingham foreshore, Gary Holland Community Centre and Rockingham Arts Centre is a key location in the creation and promotion of Rockingham's cultural identity.

Many LGAs have driven major cultural and social change by focusing on creative and adaptive use of places in their City, including disused buildings. Using under-occupied City facilities as hubs of creative practice, including leasing such spaces as artistic studios, will establish mid to long-term engagement between artists and communities. This will result in a much stronger artistic expression of Rockingham's stories and culture.

Increased integration of Aboriginal culture will be accomplished by incorporating Aboriginal art within major projects, as well as by including Aboriginal culture in City events. Significant Aboriginal sites will be identified, and heritage trails established at those locations. The inclusion of Aboriginal artworks within City spaces will serve to highlight Aboriginal narratives and heritage. Increased engagement with the Aboriginal Advisory Group will create firm protocols across all areas of CDATE business. The City's Reconciliation Action Plan (RAP) will make recommendations regarding the provision of an Aboriginal Cultural Centre, which may involve the allocation of CDATE resources.

Rockingham is home to a rich and diverse cultural heritage that encompasses both history and geography, some of which is commemorated in projects such as the Z-Force and Catalpa monuments. Heritage projects will be staged within locations of historical or geographical significance. A cultural heritage guide will be created in partnership with the Rockingham Museum and local heritage groups to further promote Rockingham's unique cultural heritage.

New Implementation Actions

- Identify a minimum of two locations of cultural, heritage and Aboriginal importance and activate them through art installations and cultural events.
- Include Aboriginal culture within City programs and cultural events in consultation with the Aboriginal Advisory Group.
- Partner with local history and heritage groups, and the aboriginal community, to produce a cultural heritage guide for the Rockingham region.
- Manage the use of inactive City facilities and built infrastructure as leasable studio spaces.

4.3 Key Element 3 – Events and Programs

The City is committed to providing high-profile events to showcase arts and cultural practice within the region and to develop an ongoing cultural audience. City events are well-attended by the community, with several attracting in excess of 20,000 visitors annually, most notably the New Year's Eve and Australia Day Celebrations, and Castaways Sculpture Awards.

The Castaways Sculpture Awards program has been successfully presented as a positive and enriching cultural experience to the Rockingham and wider community for the past ten years on Rockingham beach, attracting around 17,000 visitors in 2017. The City will focus on attracting more artists to exhibit their works at Castaways.

The City of Rockingham Art Awards, International Food Festival, and Perth Symphony Orchestra (PSO) Romance on the Green concert are also seen as culturally significant. The Romance on the Green concert grew significantly in 2018 attracting an audience of 5,000 people across all demographics as well as considerable positive community comment. As a result the event will become an annual event on the City's social calendar.

City support of community-developed events through the Community Grants Program (CGP) is crucial to developing the capacity of the community. The CGP will continue to be a source of ongoing support for culture and arts groups.

The City's focus will remain on providing a high-quality experience for attendees. There will be an increased focus on inclusivity, accessibility, and cultural expression. Ongoing partnerships with touring events and event providers such as Fringeworld and the Perth International Arts Festival will be established, in order to bring new high-profile events to the region. This will continue to improve Rockingham's reputation as a cultural destination and hub of cultural activity.

The City will increase the range of multicultural programs available, and will include Aboriginal culture, performance, and content where possible. Events to acknowledge and celebrate culturally significant occasions, such as NAIDOC Week, National Reconciliation Week, and the date of the Catalpa Rescue will be instituted. In addition, the City will enhance the engagement of the Aboriginal community as participants and attendees of all arts and cultural events by providing appropriate cultural components. The establishment of a significant cultural event on a day of importance to the local Aboriginal community will provide cultural balance to the established cultural calendar.

Similarly, increased opportunities for seniors, people with disability, and people from culturally and linguistically diverse backgrounds will be incorporated. More programs for young people, including school holiday programs and after-hours activities, will be developed to promote the life-long benefits of arts practice, and to provide a central location for youth arts activities, programs, and networking. Focus will be given to providing pathways for young people to arts practice as an occupation.

New Implementation Actions

- Establish partnerships with Fringeworld and Perth International Arts Festival and stage a minimum of one Festival show per year.
- Increase the active involvement of youth, people with disability, seniors, Aboriginal and CALD communities in arts and cultural events and programs.
- Establish a cultural event to commemorate the Catalpa rescue.

4.4 Key Element 4 – Public Art and Art Collection

The City has a significant collection of visual art, small scale sculpture and public art. The collection numbers in excess of 280 pieces, with a value of more than \$2.5 million.

This collection helps to preserve Rockingham's artistic heritage. The collection also plays a significant role in promoting the City as a regional arts and cultural hub, as well as contributing to attractive and desirable public open spaces.

Iconic public art works include the Catalpa Memorial (Esplanade), Z-Force Memorial (Esplanade), 'Offerings' (Pedlar Circuit), 'The Wave' (Village Green), Founders Memorial (Railway Terrace) and 'Motorcycle/Recycled' (Rockingham Arts Centre).

Regular acquisitions via the City of Rockingham Art Awards and Castaways Sculpture Awards will enable the collection to remain relevant. The creation of an Aboriginal collection will provide a significant acknowledgement of works by Aboriginal artists, and add diversity to the City's collection. This will enhance the City's ability to promote the value of Aboriginal art from the region, and will create further engagement with the local Aboriginal arts community.

A policy will be developed to include a percentage provision for public art of 1% of the total project cost of civic infrastructure projects above \$1 million. This will enable the

community to interact with art as part of their daily experience, with associated benefits of place activation, civic pride, and beautification. Where currently practiced by the City as part of project management, this approach has exhibited benefits. For example, the public artwork 'New Horizons', which forms the entrance statement for the Mary Davies Library and Community Centre, was created and installed using 1% of the project budget for that facility. It represents an effective approach to the creation of iconic public artworks.

Community feedback shows a strong connection to works that are symbolic; tell a story; are interactive or kinetic; or have a social message. Landmark and location-specific art, which provides an iconic statement of place or heritage, are strongly supported by the community. Stories of Aboriginal culture and place are also strongly supported, alongside stories of European settlement and celebrations of Rockingham's diverse cultural mix. Naval history and tales of the port are seen as unique to the area. The pristine environment, nature and diversity are also strongly referenced, with the beaches and coastline seen as a community asset.

The acquisition and installation of digital display devices, to enable projection of works onto significant City facilities such as the RAC and City Administration Building, will provide an opportunity for relevant, timely, and innovative artworks and heritage items on a large scale. The Public Art Collection will be audited to provide an accurate record of all public art throughout the City. Clear guidelines will be developed to guide the acquisition, maintenance, display and disposal of the City's art collections.

New Implementation Actions

- Develop a policy to include a percentage provision for public art of 1% of the total cost of civic infrastructure projects above \$1 million.
- Develop Public Art and Art Collection policy and guidelines to guide the acquisition, maintenance, display and disposal of the City's art collections.
- Establish permanent public collections at all City cultural facilities.
- Create two public art walks including a site-specific Aboriginal installation.
- Add digital, illumination and projection works into the City's Public Art collection via installed projection material.

4.5 Key Element 5 – Rockingham Arts Centre

The Rockingham Arts Centre was constructed in response to an identified community need in Rockingham. The facility offers an exhibition and meeting space for the arts community. The Centre is located at the heart of a precinct of cultural activity which includes the Gary Holland Community Centre, Rockingham Foreshore, Rockingham Museum and Village Green.

The Centre has gained significantly in activation since its inception in 2013. In particular, more than half of community respondents had attended an exhibition at the Centre. Nearly 50% had attended, or facilitated, a workshop. An increase in the number of community members presenting exhibitions is required, and is a focus under the Strategy. Encouraging non-traditional art forms that cannot be easily accessed via membership of art organisations will remain a focus.

The community group FoRAC was formed with City assistance to provide community support for the Centre. FoRAC operates a ceramics studio and the Rockingham Writers Centre at RAC on long-term leases.

Community consultation has revealed concerns about the size, layout and functionality of the Centre. A strong desire to extend useable spaces and increase functionality was recurring and consistent. Extensive infrastructure projects are not within the reach of this strategy. However, it is possible to extend the functional uses of the centre by encouraging the community to use technology and contemporary practices. In addition, activating the spaces close to the RAC will create a cultural cluster or hub. This will increase options for practice and presentation of arts and culture.

The desire to find ways for the arts community to 'take ownership' of the centre was strong across all methods of strategy engagement. Development of the centre as a creative industries hub or co-working space, as well as the continuation of workshop and exhibition programs is central to ongoing activation. Showcasing local works will enhance the cultural life of the community.

Full-time management of the centre is an effective way to promote the facility as well as develop relationships with users, and initiate programs. The Centre is currently staffed by a part-time City employee. It is anticipated that continued growth in activation will require the role to be expanded to full-time within the Strategy period.

New Implementation Actions

- Promote the Rockingham Arts Centre as a major hub of arts practice and activity and promote the Gary Holland Community Centre for larger/overflow events/activities as needed within the Rockingham region.
- Review the building, operations, security, staffing, usage and fee structure of the Rockingham Arts Centre.
- If deemed financially feasible, upgrade the Rockingham Arts Centre following the review outcomes
- Establish a sculpture and mural garden to permanently showcase local works.
- Implement a flexible hire structure to account for longer periods of community occupancy and non-standard occupancy conditions.
- Investigate sister centre/partner centre relationships focused on collaboration and shared resources.

5. Measuring success

The implementation of new and ongoing actions will be measured by a range of evaluation techniques such as:

- Australian Bureau of Statistics Data
- Community Development Measurement Tool
- Usage/Attendance
- Submissions/Requests
- Budgeted Amounts
- Feedback
- Employee Awareness/Training
- Community Awareness via surveys
- Media Articles
- Organisational Partnerships
- Strategic Objectives
- Culture Counts cultural evaluation tools
- Surveys
- Contemporary measurement practices
- Rockport

The outcomes of actions within the strategy will be measured and reviewed annually as a part of the City's annual business planning process.

6. Risk Management

A review of strategy planning and implementation risks has been conducted in line with the City's Risk Management Framework. Project management and customer service operational risks were either at a low or medium level and will be managed by officers as part of the implementation of the strategy. This is in line with Council report writing risk requirements. No strategic risks were identified.

7. Actions

7.1 New Actions

Key Element 1 – Cultural Development and the Arts Awareness

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
Promote/market a clearly-structured, unified approach to CDATE to the community.	\$10,000 pa	CCB	2018/2019	2022/2023
Institute an integrated approach to the promotion of City and Community arts and culture groups, programs, organisations, activities and events.	Officer time	CCB/Strategic and Corporate Communications	2018/2019	2022/2023
Create and support an independent, multi art form Networking Association of local arts groups and creative industries providers.	\$5,000 pa	CCB	2018/2019	2022/2023
Develop and present an annual series of Creative Industries forums.	\$10,000 pa	CCB	2019/2020	2022/2023

Key Element 2 – Place-making, Activation, and Heritage

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
Identify a minimum of two locations of cultural, heritage and Aboriginal importance and activate them through art installations and cultural events.	\$40,000 per Location/year of activation	CCB Engineering and Parks Planning and Development	2018/2019	2022/2023
Include Aboriginal culture within City programs and cultural events in consultation with the Aboriginal Advisory Group.	Officer time	CCB	2018/2019	2022/2023
Partner with local history and heritage groups to produce a cultural heritage guide for the Rockingham region.	\$30,000	CCB	2019/2020	2021/2022
Manage the use of inactive City facilities and public spaces as leasable studio spaces	Officer time	CCB/CALF/Planning	2019/2020	2022/2023

Key Element 3 – Events and Programs

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
Establish partnerships with Fringeworld and Perth International Arts Festival and stage a minimum of one Festival show per year	\$30,000 pa	CCB Investment Attraction	2019/2020	2022/2023
Increase the active involvement of youth, people with disability, Seniors , Aboriginal and CALD communities in	Officer time	CCB	2018/2019	2022/2023

arts and cultural events and programs				
Establish a cultural event to commemorate the Catalpa rescue	\$45,000	CCB	2020/2021	2022/2023
Undertake a Business Review of Castaways in relation to growing the project	\$10,000	CCB	2018/2019	2018/2019
Develop a Kent St Cultural Festival and Foreshore Revitalisation launch and activation opportunities.	\$100,000	CCB	2019/2020	2022/2023

Key Element 4 – Public Art and Art Collection

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
Develop a policy to institute a percentage provision for public art of 1% of the total cost of civic infrastructure projects above \$1 million.	Existing staff time	CCB/Planning and Development Services	2018/2019	2022/2023
Audit the existing Public Art collection and develop comprehensive register and maintenance schedule.	\$50,000	CCB Asset Maintenance	2018/2019	2022/2023
Develop a policy and guidelines for the Public Art and Moveable Art Collection to guide the acquisition, maintenance, display and disposal of the City's art collections.	\$20,000	CCB	2018/2019	2019/2020
Establish permanent public collections at City cultural facilities.	\$20,000 pa	CCB	2019/2020	2022/2023
Create a total of two public art walks including a site-specific Aboriginal installation.	\$40,000 per location	CCB /CIP/ Planning and Development Services/ Parks Operations	2018/2019	2022/2023
Add digital, illumination and projection works to the City's Public Art collection.	\$30,000	CCB	2019/2020	2022/2023

Key Element 5 – Rockingham Arts Centre

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
Promote the Rockingham Arts Centre as a major hub of arts practice and activity and promote the Gary Holland Community Centre for larger/overflow events/activities as needed within the Rockingham region.	\$20,000	CCB/Strategic and Corporate Communications	2018/2019	2022/2023
Review the building, operations, security, staffing, usage and fee structure of the Rockingham Arts Centre	\$20,000	CCB	2018/2019	2018/2019

Key Element 5 – Rockingham Arts Centre

<i>Task</i>	<i>Cost</i>	<i>Team</i>	<i>Commence</i>	<i>Complete</i>
If deemed financially feasible, upgrade the Rockingham Arts Centre following the review outcomes	TBC	CCB/Assets	2019/2020	2020/2021
Establish a sculpture and mural garden to showcase local works.	\$10,000 pa	CCB	2019/2020	2022/2023
Implement a flexible hire structure to account for longer periods of community occupancy and non-standard occupancy conditions.	Existing staff time	CCB /CALF	2019/2020	2020/2021
Investigate sister centre/partner centre relationships focused on collaboration and shared resources.	Existing staff time	CCB	2019/2020	2022/2023

7.2 Ongoing actions

Key Element 1 – Cultural Development and the Arts Awareness

<i>Task</i>	<i>Cost</i>	<i>Team</i>
Promote a learning, educated and aware community through promotion workshops and accessible programs.	Staff time	CCB
Promote community events in the City's publications, website and social media outlets.	Staff time	CCB
Support art & culture peak organisations development by establishing ongoing relationships with local and regional arts bodies.	Staff time	CCB
Unify promotion of Cultural and Arts programs through the Summer Series promotional program	\$25,000 pa	CCB

Key Element 2 – Place-making, Activation, and Heritage

<i>Task</i>	<i>Cost</i>	<i>Team</i>
Provide New Year's Eve Celebration community event	\$214,280 pa	CCB
Provide Australia Day event	\$64,000	CCB
Expand the City Christmas Lights acquisition program	\$120,000 pa	CCB
Provide an annual Christmas Lights Launch event	\$100,000 pa	CCB
Provide a Harmony Week community event	\$65,000 pa	CCB

Key Element 3 – Events and Programs

<i>Task</i>	<i>Cost</i>	<i>Team</i>
Castaways Sculpture Awards (nb: not occurring in 2018/19; may be required in 2019/20 and ongoing)	\$196,000 pa	CCB
Provide the City of Rockingham Art Awards	\$96,000 pa	CCB
Engage the Perth Symphony Orchestra to provide an annual concert and schools workshops	\$200,000 pa	CCB
Provide the Literary Arts program, including City of Rockingham Short Fiction Awards	\$10,000 pa	CCB
Build the creative and management capacity of the arts sector by creating opportunities for local artists to learn from established professionals and from each other.	Staff time	CCB

Key Element 4 – Public Art and Art Collection

<i>Task</i>	<i>Cost</i>	<i>Team</i>
Develop and promote the City Art Collection	\$20,000 pa	CCB
Acquire artworks to enhance the collection	\$7,500 pa	CCB
Acquire public art to expand the City's public art collection	\$130,000 pa	CCB
Promote the City's collection	Staff time	CCB
Undertake ongoing maintenance, repair, and removal (where appropriate) of City's Public Art collection	\$50,000	CCB/Asset Maintenance

Key Element 5 – Rockingham Arts Centre

<i>Task</i>	<i>Cost</i>	<i>Team</i>
Stage creative arts development workshops conducted by creative industry professionals.	\$80,000 pa	CCB
Develop an exhibition program that showcases local creative talent and hosts touring exhibitions.	\$9,000 pa	CCB
Incorporate professional development elements into the Rockingham Arts Centre's programmes and events	\$20,000 pa	CCB
Establish ongoing relationship with Friends of the Rockingham Arts Centre to promote benefits of the Centre	Staff time	CCB

8. Stakeholder Engagement

<i>Key Stakeholders invited to participate</i>	<i>Contributed? (Yes/No)</i>	<i>Engagement method used</i>
<i>Cultural Advisory Committee</i>	<i>Yes</i>	<i>Facilitated workshop</i>
<i>Aboriginal Advisory Group</i>	<i>Yes</i>	<i>Facilitated workshop</i>
<i>Local arts community</i>	<i>Yes</i>	<i>Community workshop Survey</i>
<i>General community</i>	<i>Yes</i>	<i>Online survey Hardcopy survey Open engagement at Australia Day Celebration</i>
<i>Local Creative Industries: Serenity Press, Castle Rock Entertainment, Jane Laws, Rockingham Photography Club</i>	<i>Yes</i>	<i>Phone interview</i>
<i>Community Arts Network (CAN)</i>	<i>Yes</i>	<i>Phone interview</i>
<i>writingWA</i>	<i>Yes</i>	<i>Phone interview</i>
<i>DADAA</i>	<i>Yes</i>	<i>Phone interview</i>
<i>Artsource</i>	<i>Yes</i>	<i>Phone interview</i>
<i>CoR Managers and Staff Julia Dick, Collaborative Manager Community Capacity Building Jillian Obiri-Boateng, Collaborative Manager Community Capacity Building Belinda Trowbridge, Coordinator Community Capacity Building Michele Gray, Community Development Officer (Disability, Indigenous) Dean Stoitis Senior Projects Officer</i>	<i>Yes</i>	<i>Draft 1 provided for comment and comments received</i>

9. References

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2. Cultural Development and the Arts Strategy 2013 - 16
3. Library and Information Services strategy 2017-2021
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5. Disability Access and Inclusion Strategy 2016-2019
6. Volunteering Strategy 2016-2022
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