



City of
KINGSTON

Kingston

A liveable, creative city

Arts and Cultural Strategy 2011-2015



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For a Large print version or voice recording of the Arts and Cultural Strategy 2011-15 please contact the Communications and Public Affairs Department on 9581 4916.

If you would like to know more about the information in this document and your language is not listed below, you can contact an interpreter on the following phone numbers.

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			Somali - Soomaali	Sinhalese - සිංහල	

A message from the Mayor of the City of Kingston



Kingston City Council is proud to continue its vital role in Kingston's cultural life by adopting this *Arts and Cultural Strategy 2011-15*.

This innovative document will guide Council's support and investment in arts and culture in Kingston for the next five years.

The strategy will build on our strengths, increase the profile and support for creative industries and foster more opportunities for engagement and cultural tourism. Council recognise the key role arts and culture play in our communities and in attracting visitors to Kingston.

This strategy will introduce exciting new initiatives, while also strengthening existing programs. Council's current support ensures that a wide range of art forms and events flourish, from festivals and live performances to exhibitions, professional development and networking events for artists.

Among other actions, the strategy involves building creative partnerships with schools and young people, working with indigenous and multicultural communities, creating opportunities for engagement with Council's Historic and Civic Art Collection, and providing support for local artists.

Council developed the strategy through extensive consultation with arts and cultural groups and the wider community. It links with every major theme of the *Council Plan 2009-13*, beyond a specific arts focus, with the aim of making arts and culture part of daily life in Kingston.

We encourage you to get involved, and enjoy the arts as central to the life of Kingston: a liveable, creative city.

John Ronke
Mayor

Executive Summary

The City of Kingston boasts a vibrant arts and cultural scene, hosting a variety of arts spaces, arts and cultural organisations and services, professional and non-professional artists, creative industries and arts workers. Many people, histories, environments, cultures, iconic places and spaces form the unique identity of Kingston.

The *Arts and Cultural Strategy 2011-15* aims to build on these strengths, increase the profile of and support for creative industries within the community and foster more opportunities for creative engagement and cultural tourism.

It is the expression of Council's commitment to arts and cultural activity and signals its intent to strengthen the value of arts and their impact on the cultural life of Kingston and its communities.

Developed through extensive consultation with arts and cultural groups and the wider community, this strategy defines the direction for the growth of arts and culture in Kingston over the next five years across five key priority areas: communication, leadership, partnerships, communities and places and spaces.

Essential to its success will be the continued involvement of Kingston's arts and cultural network of writers, historians, artists and performers in its implementation. Council is committed to continuing to provide quality facilities and festivals as well as its calendar of arts and cultural activities and events and the commissioning of public art.

This strategy links with every major theme of the *Council Plan 2009-13*, beyond a specific arts focus, with the aim of moving towards a culture where arts and culture are intrinsically linked to daily life.

Through the implementation of this strategy we seek to realise our vision to enhance, strengthen and act on the community's desire to position Kingston as a liveable, creative city.



*Julie Squires,
Pompeii's Boat 2010,
steel sculpture.
Photograph by
SDP Media.*

Arts and Cultural Strategy 2011-15

*To enhance, strengthen and act on the
community's desire to position Kingston
as a liveable creative city*

1

Introduction and Background

1.1 Introduction

The *Arts and Cultural Strategy 2011-15* aims to implement a strategic direction for arts and culture across the municipality for the next five years; to move from a position where arts and culture is seen as add-on activity targeting a select group of citizens, to one where the local culture is informed by and belongs to everybody. This means that this strategy links with areas of Council activity beyond a specific arts focus. Where this has happened, it is in response to community consultation - the community believes (and the research backs their view) that art is an effective tool for engagement and urban development.

The strategy has been developed to strengthen the value of arts and its impact on the cultural life of Kingston and its communities. It is the expression of Council's commitment to arts and cultural activity in the City of Kingston. The strategy provides the overarching vision and policy direction for Council and Council staff as well as a plan to implement Council's support for arts and cultural activity. It is intended as a living document that guides Council's support and investment in events, community and infrastructure.

Effective implementation of this strategy will require clearly defined targets, in the form of actions, which will be set as part of the Arts and Cultural Development Unit's annual work plan.

1.2 City of Kingston at a Glance

The City of Kingston is a vibrant, multicultural municipality in which 147,214 residents from over 50 nationalities reside in 21 suburbs, ranging from Moorabbin, Clayton South and Clarinda in the north, to Carrum and Patterson Lakes in the south. It is one of the largest municipalities in metropolitan Melbourne. The city:

- covers 91 square kilometres
- comprises substantial residential areas with significant industrial and commercial centres, non-urban and agricultural areas, major parks and gardens natural wetland and significant conservation areas
- Has 13 kilometres of unbroken coastline
- Has notable features including Moorabbin (Harry Hawker) Airport, Patterson River Marina and 12 world-class golf courses
- Is home to 45 colleges and schools, six hospitals, eight libraries and 10 community centres or neighbourhood houses.

Kingston has a rich indigenous history. The land north of Mordialloc Creek was claimed and intermittently occupied by two Bunurong clans named Yalukit-William and Ngaruk-William. Four other Bunurong clans lived south of the creek, their tribal hunting grounds stretching into the Mornington Peninsula and around Western Port Bay into Wilsons Promontory.

North of the Bunurong lands, inland and around the Yarra River, there were Woiworung tribal lands occupied by two clans called Wurundjeri-Balluk and Wurundjeri-William.



*Left: Globe to Globe World Music Festival 2010.
Artist, Adam Pierzchalski. Photograph Frank Amato.*

*Above: Warren Reed, Journey 2011, photographic
image, City of Kingston Lens Mist Finalist.*

All of these people belonged to the Kulin Nation, a group of five tribes that occupied a large section of central Victoria around Port Phillip Bay and its hinterland.

1.3 City of Kingston and the Arts

The City of Kingston is proud of what it offers in arts, entertainment and cultural engagement for those living in and visiting the City. Kingston boasts a vibrant arts and cultural scene, hosting arts spaces, arts and cultural organisations and services and professional and non-professional artists, creative industries and arts workers.

The City's Arts and Cultural Services Unit presents an impressive calendar of performing, visual and cinematic arts events and activities across its three primary arts spaces: Kingston Arts Centre, Kingston City Hall and Shirley Burke Theatre. The city also has strengthened its support for artists by launching two new, affordable artist-in-residence spaces.

The City's Arts and Cultural Development Unit is responsible for the City's wider Calendar of Events including its four major festivals, vibrant Summer Revival program, Schmooze and Toolbox Arts Development Programs, Lens Mist Photographic Exhibition and the annual Night Art Market. The unit is also responsible for the City's public art program. The City also supports artists and community arts groups through its annual Community Grants Program.

In addition, Kingston is home to many local arts and cultural groups that provide quality programs and opportunities for artists, historians, writers and performers.

**That'd be so cool
if we had that [arts]
stuff here ...Kingston
would be the best
place to live**

Youth Forum participant

The strategy is the culmination of intensive research and consultation with these groups as well as the wider community, and consolidates the City's current arts and culture opportunities and defines the direction for the growth of the program over the next five years.

This strategy aims to foster a stronger, more engaged and resilient community, increase profile and support for creative industries, and strengthen leadership of both Council and local communities. It will see Kingston positioned to be a more liveable creative city, with increased opportunities for creative engagement and cultural tourism, resulting in a growth in the local economy and improved sustainable built and natural environments.

1. Introduction and Background - continued

1.4 What makes Kingston unique?

Many people, histories, environments, cultures, iconic places and spaces form the unique identity of Kingston.

The Arts and Cultural Strategy consultation process revealed strong connections to local neighbourhoods, support for continued development of village atmospheres through improved arts and cultural services, cafes and street culture and appreciation of indigenous and multicultural communities.

Residents have great pride in Kingston's diverse environments including its parks, wetlands and beaches and a desire to further protect and enhance these through greater involvement with the arts and cultural sector.

Another attribute identified through the consultation process that contributes to Kingston's sense of identity is the colourful festival and event program that includes four major festivals held throughout the year and across the municipality – Mordialloc by the Bay Fine Food, Wine and Music Festival, Globe to Globe

World Music Festival, Carols by the Bay and Kingston Harvest Festival. There is also a series of free arts-based activities and events in the vibrant Summer Revival Program.

More recently, Fun in the Sun, for children with a disability added an exciting addition to Kingston's festival family. The annual Senior's Festival in October offers a range of accessible events and activities for older residents.

Regular farmers' markets enable residents to meet growers and artisans, and meet friends in an informal setting.

These festivals and activities, along with numerous community events, present a variety of activity and opportunity for the community to celebrate and come together.



Above: Stephen Morris, Glass Artist, studio based in Cheltenham. Photograph by SPD Media.

Right: Kingston City Hall.

Far right: Mordialloc by the Bay Fine Food, Wine and Music Festival 2010. Appearing is Mark Seymour and band. Photograph by Frank Amato.



1.5 Defining Arts and Culture

Culture is an important term. In the world of arts policies, culture and art are often used interchangeably, doing great disservice to both and to the scope and application of policy. For the purposes of this strategy, the word culture is used in its sociological and anthropological senses:

"Culture [is] the social production and transmission of identities, knowledge, beliefs, values, attitudes and understanding; as well as, the way of life, including customs, codes and manners, dress, cuisine, language, arts, technology, religion and rituals; norms and regulations of behaviour, traditions and institutions. Therefore, culture is both the medium and the message – the inherent values, means and the results of social expression. This culture is not the decoration added after society has dealt with its basic needs. Culture is the basic need – it is the bedrock of society" (Centre for International Economics, 2001).

Art is a manifestation of culture, using creative means to bring into being new works that embody

meaning, values, traditions, and attitudes. Works of art include both physical and ephemeral, may be in the form of music, painting, writing, sculpture, design, architecture, multimedia, performance and fashion. It is an expression of both individual or community culture and lived experience.

Art can deal with any subject or issue and is increasingly recognised as one of the best ways to engage people in exploring their own culture and broader cultures. Art works on the level of symbol, representing cultures and values of a community.

1.6 Arts and Culture in Kingston

The City of Kingston has four community directories: Arts Register, Business Directory, Community Directory and Parks Register which provide contact details of all groups listed. Collectively these databases provide a snapshot of the vitality and multiplicity of Kingston's arts and cultural scene. Contact details for these groups can be found at www.kingston.vic.gov.au.



1. Introduction and Background - continued

Sample of key local arts and cultural groups	
Clayton Clarinda Arts Inc.	City of Moorabbin Historical Society
Cloc Musical Theatre Inc.	Cheltenham Keyboard Society Inc.
Chelsea and District Historical Society Inc.	Cheltenham Light Opera Company
Chelsea Concert Band Inc.	Commercial galleries in the area which provide quality exhibitions by local, state and interstate artists
Dance schools	Dingley Village District Historical Society
Eisteddfod by the Bay	Kingston Arts Network Inc.
Mentone Mordialloc Art Group Inc.	Mordialloc and District Historical Society
Mordialloc Writers Group	Mordialloc Brass Band
Mordialloc Light Opera	Mordialloc Theatre Company Inc.
Moorabbin Brass Band	Southern Area Concert Band
Voice for the Arts	

Cultural venues and assets	
Attenborough Park	Australian National Aviation Museum
Charles Ferguson Museum	Chelsea Bathing Boxes
Chelsea Court House	Chelsea Clock Tower
City of Kingston Art Collection	Court House Museum
Dingley Christ Church	Killara: a Tower House at Mentone
Kingston Arts Centre	Kingston City Hall
Mordialloc Cenotaph	Mordialloc Pier
Pompei's Boat Sculpture	Shirley Burke Hall
The Horse and Bronze Beach path reliefs	Wurlitzer Theatre Pipe Organ

The arts give me a richer sense
of myself and my community

Arts focus group participant

The four Community Directories (three listed below) show the vitality of the local arts and cultural scene. Categories relevant to arts and culture include:

The Business Directory:

Category	Number
Creative businesses listed as arts and entertainment	333
IT or Communications businesses including multimedia, radio and TV	358
Hobbies including photography, writing, music and dance	185

The Community Directory:

Category	Number
Disability organisations	60
Multicultural services and clubs	57
Youth organisations and clubs	33

The Arts Register:

Category	Number
Accessible arts	14
Arts education and training	56
Art galleries and spaces	20
Historical societies and groups	5
Local arts networks	4
Literary arts	10
Performing arts groups	71
Performing arts individuals	28
Visual arts groups	21
Visual arts individuals	98

2

Developing the Strategy



2.1 Scope

The scope of this project was to develop a strategic plan that outlined the future direction of arts and culture in Kingston.

The six objectives relating to the development of the *Arts and Cultural Strategy 2011-15* were:

- learn from the past by reviewing the 2005-2008 Arts and Cultural Strategy
- identify relevant community and sector trends that will affect the direction of arts and cultural activity in Kingston
- obtain feedback from a broad range of key arts and culture sector stakeholders in Kingston, to identify service gaps and priorities, strengths, weaknesses, opportunities and threats
- benchmark the delivery of arts and cultural services in Kingston against similar Councils
- establish Council's future as provider, manager, facilitator, developer and planner of arts and cultural services
- identify financial implications of strategies documented.

Following benchmarking with other metropolitan Council's arts and cultural strategies,

it was decided not to include Kingston's Libraries and Education Services within the scope of this strategy. This service is however an important partner and stakeholder, as outlined in several actions within the implementation plan.

2.2 Community Consultation

Extensive community consultation was conducted, including:

- community focus groups
- web-based community survey
- web-based arts practitioner survey
- large scale community consultation workshop (Big Day In)
- telephone interviews
- site visits
- individual face-to-face interviews
- internal Council staff meetings
- internal Council workshops

Five external focus groups each had a specific focal point: arts, youth, multicultural, indigenous and general community. Participants included local indigenous representatives, multicultural representatives, youth and school groups, community centres, disability representatives, key arts stakeholders, teachers, a local historian, professional and community artists, creative businesses and interested residents.



*Left: Dr. Elisabeth Weissensteiner, Bundle of Sticks 2008, Fibreglass sculpture.
Photograph by Angela Bailey.*

Above: Clayton-Clarinda Arts Pottery Studio. Photographed by SPD Media.

Form of consultation	Events held or attended	Attendances
Community consultation	8	145
Attendances at staff consultations	7	81
No. telephone interview conducted	39	39
Face-to-face meetings (excluding staff)	4	84
No. site visits	27	13
Meetings with individual staff members	26	26
Survey respondents	1	132
Totals:	112	520

Also informing the process and findings was thorough research of industry trends, a review of Council policies and the past Arts and Cultural Strategy as well as Council's current arts and cultural programming. The expertise of Arts and Cultural Advisory Committee (ACAC) also contributed to the consultation findings and played an important role in assisting with the development of this strategy.

A comprehensive community consultation report was submitted to the City of Kingston outlining the findings in detail. Please refer to Appendix B for a summarised version of the findings.

A draft Arts and Cultural Strategy was released for public comment on Friday 29 April 2011 for four weeks. The release of the strategy was widely publicised. Activities to promote the draft Arts and Culture Strategy included: media release; print ads in *Moorabbin Kingston* and *Mordialloc-Chelsea Leaders*; posters at Customer Service Centres, Libraries and Kingston Arts Centre; a listing on Kingston's Facebook page; and information in hard copy and electronic mail-outs to individuals and organisations in Kingston Arts Centre's database.

Council received 16 submissions during the public comment phase, which have been taken into account.

*Pictured: Ian Hood, Ships That 2011, photographic image,
City of Kingston Lens Mist Finalist.*

A red-tinted photograph of a ship at sunset. The sun is low on the horizon, casting a bright orange glow. In the background, there's a dark silhouette of a city skyline. The foreground shows the dark hull of a ship with some equipment visible. A white curved line starts from the bottom left and sweeps across the middle of the image.

I want to be part of my area
and see myself reflected in
our common stories

Multicultural Focus Group participant

3

Council Plan



Above: Shelley Racine, Seagulls at Sunset 2011, photographic image, City of Kingston Lens Mist Finalist.

The principles of the Arts and Cultural Strategy are very similar to the principles on which the Council Plan is based and relate closely to them.

- Respect for diverse cultures and addressing barriers to participation
- Respect for responsible leadership and effective community engagement
- Respect for our cultural and historical legacy
- Respect for creativity and its role in our lives.

Important indigenous elders' stories need to be told and shared with larger community

Indigenous Focus group participant

3. Council Plan - continued

Right: Kingston's Mighty Wurlitzer pipe organ, Kingston City Hall, Schmooze artist networking event 2010. Organist Scott Harrison. Photograph by Peter Marshall.



The Arts and Cultural Strategy links to the 2009-13 *City of Kingston Council Plan* and its vision for:

A diverse, dynamic community where we all share a sustainable, safe, attractive environment and a thriving economy.

The Council Plan provides a framework to develop meaningful and sustainable arts and cultural activity and resources for all residents not only through specific intrinsic benefits, but also through demonstrated impacts on economic activity and civic engagement.

Council Plan Theme	Five Key Strategic Themes	Arts and Cultural Strategy objective
Planned Outcome 1 Infrastructure for a Safe and Active Community	Creative Places and Spaces	5. Revitalise built and natural environments to enhance Kingston as a liveable creative city.
Planned Outcome 2 A Sustainable Environment	Creative Places and Spaces	5. Revitalise built and natural environments to enhance Kingston as a liveable creative city.
Planned Outcome 3 Healthy, Strong and Connected Communities	Creative Communities	4. Increase engagement and participation of individuals and communities in arts and cultural activities by recognising and supporting their creative pursuits.
Planned Outcome 4 Prosperous, Innovative Business City	Creative Partnerships and Creative Communication	3. Build partnerships to maximise resources for the delivery of creative activity. 1. To increase recognition and awareness of arts and cultural activity in Kingston to local residents and beyond.
Planned Outcome 5 Community Inspired Leadership	Creative Leadership	2. To lead the development of community culture that embraces creativity and values artistic input into developing the environment in which we live.

4

Five Key Strategic Themes



Above: Terri Anderson, A Clear Day 2011, photographic image, City of Kingston Lens Mist Finalist.

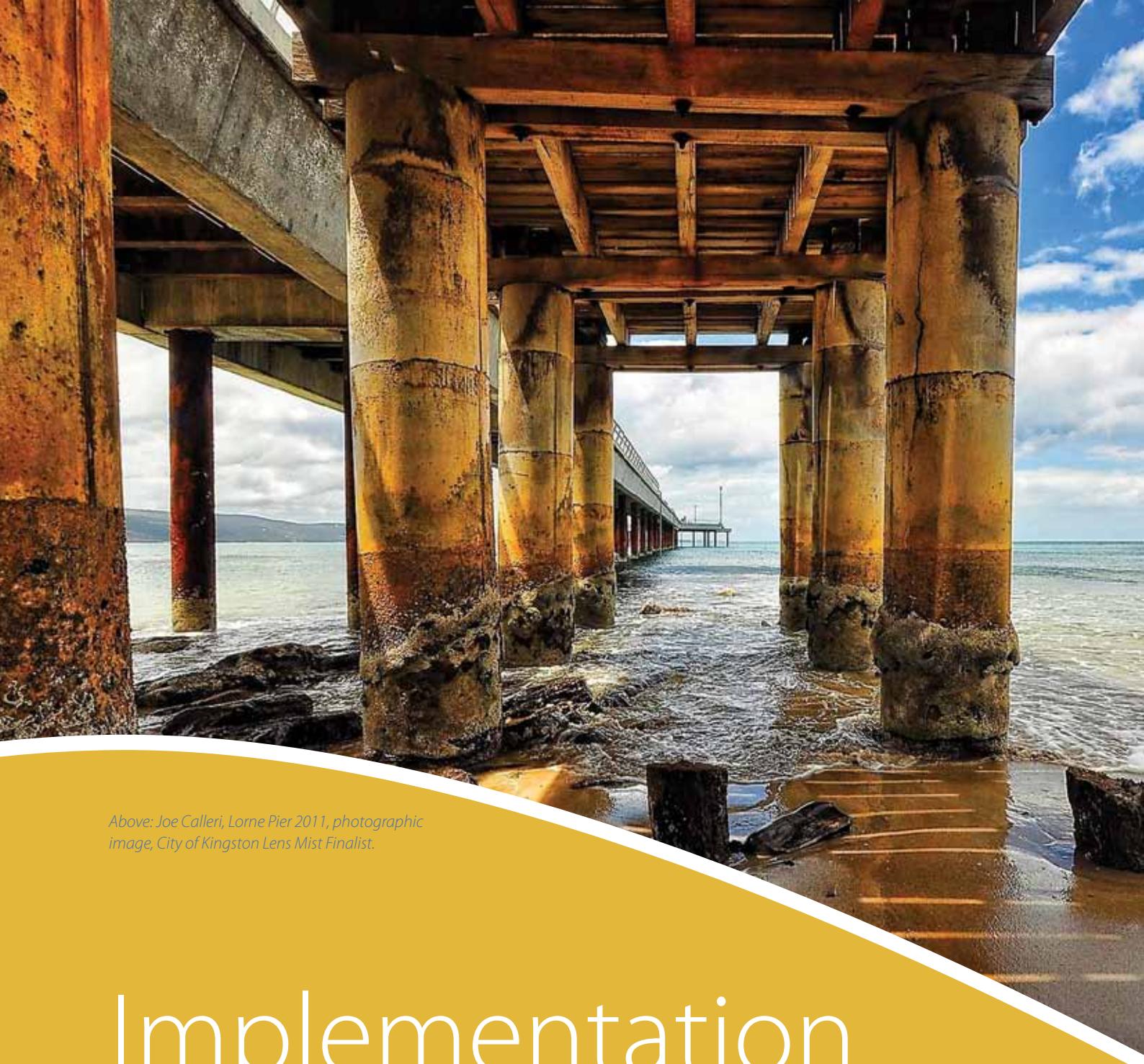
Five themes bring together the objectives emerging from community consultation and research. Actions arising from those objectives are the planned outcomes of this strategy, detailed in the

Implementation Plan (Appendix A). These themes and objectives assist in determining where energy and resources are concentrated.

Theme	Objective	Strategy
1. Creative Communication	To increase recognition and awareness of arts and cultural activity in Kingston to local residents and beyond.	<ul style="list-style-type: none">Promotion and brandingCultural tourismCommunication development
2. Creative Leadership	To lead the development of community culture that embraces creativity and values artistic input into developing the environment in which we live.	<ul style="list-style-type: none">Championing arts in the communityChampioning arts in the organisation
3. Creative Partnerships	Build partnerships to maximise resources for the delivery of creative activity.	<ul style="list-style-type: none">With the arts and culture sectorWith community organisationsWith business organisationsWith government and philanthropic organisations
4. Creative Communities	Increase engagement and participation of individuals and communities in arts and cultural activities by recognising and supporting their creative pursuits.	<ul style="list-style-type: none">Supporting local activityRevealing local storiesDeveloping local skills and capacity
5. Creative Places and Spaces	Revitalise built and natural environments to enhance Kingston's as a liveable creative city	<ul style="list-style-type: none">Revitalising dedicated spacesModifying existing spaces and placesDesigning spaces and places

*Below: Julie Squires, Horse 2008,
bronze sculpture.
Photograph by Angela Bailey.*





Implementation Plan

Implementation Plan - continued

	Action	Priority			
1.0	Creative Communication	Yr 1 '11-'12	Yr 2 '12-'13	Yr 3 '13-'14	Yr 4 '14-'15
1.1	Develop an Arts and Cultural Communications Plan that articulates the way Kingston's arts and cultural programs should be promoted to its residents that makes better use of existing as well as emerging channels of communication.	√			
1.2	Enhance the promotion of Council's Arts and Heritage and Historic Photographs collections to Kingston residents using all forms of media.	√			
1.3	Develop an Arts and Cultural Communications Plan that articulates the way Kingston's arts and cultural programs should be promoted to audiences beyond the municipal boundaries.	√			
1.4	Identify Kingston's collective arts projects which make up the vision for cultural tourism to promote to people who live outside the municipality.	√			
1.5	Extend Kingston's cultural tourism opportunities by investigating establishing a monthly local craft and farmers market in Clayton South, selling ethnic handcrafts, food and providing performance opportunities.			√	
1.6	Ensure regular engagement with Destination Melbourne to promote the collective arts projects that develop Kingston's vision for cultural tourism.				√

	Action	Priority			
2.0	Creative Leadership	Yr 1 '11-'12	Yr 2 '12-'13	Yr 3 '13-'14	Yr 4 '14-'15
2.1	Improve public space and urban design by including artists and leading design experts on panels for designing public infrastructure.				√
2.2	Explore the opportunities for internal or external public infrastructure projects to include an artistic response to be worked into their architectural design. i.e. Federation Square - where art work has been incorporated into the design of its facade and in its construction.				√
2.3	Seek to develop a cultural leadership award that recognises achievers in the arts and promotes successes.		√		
2.4	Seek to demonstrate the economic benefit of Kingston's local creative industries by identifying their scope and value.			√	
2.5	Lead the community in best practice public art commissioning processes by developing and maintaining a relevant public art policy.	√			

Council Partners	Stakeholders	Funding
Communications	Arts and Cultural Advisory Committee	Existing resources (\$5,000)
Communications; Library Services	Kingston's Historical Societies Network	Existing resources (\$1,500)
Communications	Arts and Cultural Advisory Committee	Existing resources (\$5,000)
Communications; Economic Development	Arts and Cultural Advisory Committee; Tourism Victoria	Existing resources (\$15,000)
Local Laws; Economic Development	Village Committees; local makers; producers and artists; new communities; multicultural groups	Existing resources (Total cost \$30,000 - \$20,000 for the first year, \$10,000 for the second with a view for it to become self funded)
Economic Development	Destination Melbourne; Tourism Victoria	Existing resources (\$5,000)

Council Partners	Stakeholders	Funding
Parks and Urban Design; City Strategy; Community Buildings	Artists; leading design experts	Existing resources (\$10,000)
Corporate Leadership Group; Environmental Sustainability; Community Buildings and Property Services; City Strategy	Developers	Existing resources (Internally managed)
	Arts and Cultural Advisory Committee; artists; community groups	Existing resources (\$15,000)
	Local businesses; artists	Existing resources (\$25,000)
Economic Development	Arts and Cultural Advisory Committee; artists; community art groups	Existing resources (\$25,000)

Implementation Plan - continued

	Action	Priority			
3.0	Creative Partnerships	Yr 1 '11-'12	Yr 2 '12-'13	Yr 3 '13-'14	Yr 4 '14-'15
3.1	Develop partnerships with local schools to increase opportunities for young people to engage in arts and cultural programs to increase their cultural awareness and preserve local history.				√
3.2	Develop partnerships with community radio that would expand and promote opportunities for young people to engage in the medium and increase their cultural awareness.				√
3.3	In partnership with police and schools, identify 'youth arts diversion' programs used by others as a model for dealing with graffiti offenders, which harnesses their artistic abilities in a positive direction.		√		
3.4	Explore potential partnerships that would encourage opportunities for young people to engage with local history.			√	
3.5	Strengthen the use of grants (community, state and federal) to support the implementation of the <i>Arts and Cultural Strategy 2011-15</i> .	√			
3.6	Seek funding and sponsorship from state and federal governments, philanthropic and business sources to better resource community arts groups and the organisation's existing arts and culture projects and programs as well as resource those outlined in this strategy.	√			
3.7	Engage with appropriate organisations, including Koori Heritage Trust, to deliver arts programs which reflect Kingston's indigenous history.	√			
3.8	Explore partnerships with private businesses across Kingston to increase opportunities for the broader community to engage with arts and culture.			√	
3.9	Review the effectiveness of Kingston's partnership with Metro in relation to arts opportunities at railway stations throughout Kingston.	√			
3.10	Host a forum to facilitate collaboration between artists, gallery owners and agents in partnership with neighbouring councils.		√		
3.11	Continue to work with community partners to deliver flagship community arts projects that are inclusive of indigenous and multicultural communities, people with a disability, disadvantaged groups, aged, youth.	√			

Council Partners	Stakeholders	Funding
Parks and Urban Design; City Strategy; Community Buildings	Artists; leading design experts	Existing resources (\$10,000)
Corporate Leadership Group; Environmental Sustainability; Community Buildings and Property Services; City Strategy	Developers	Existing resources (internally managed)
	Arts and Cultural Advisory Committee; artists; community groups	Existing resources (\$15,000)
Economic Development	Local businesses; artists	Existing resources (\$25,000)
	Arts and Cultural Advisory Committee; artists; community art groups	Existing resources (\$25,000)
	Community arts and cultural groups	Existing resources (internally managed)
Community Engagement	Local indigenous elders and groups	Existing resources (\$10,000) and grants from other government sources
Economic Development	Private business; community arts and cultural groups	Existing resources (internally managed)
	Metro; community arts and cultural groups	Existing resources (internally managed)
	Neighbouring councils; artists	Existing resources (\$5,000)
Arts and Cultural Services, Parks, Roads and Drains, Chelsea Community Renewal	Community arts groups; local historical groups; disability groups; Youth Services	Existing resources \$30,000 and Department of Human Services, Department of Transport and Arts Vic funding

Implementation Plan - continued

	Action	Priority			
4.0	Creative Communities	Yr 1 '11-'12	Yr 2 '12-'13	Yr 3 '13-'14	Yr 4 '14-'15
4.1	Where appropriate engage Australia's leading community artists as Council's advisor-in-residence to promote excellence in arts activities and events.				√
4.2	Continue to develop Schmooze and Toolbox annual skills development program.	√			
4.3	Work towards the appointment of an artistic director for the major festivals to ensure that each festival remains distinct and is of a high quality such as in the Melbourne, Adelaide and Sydney Festival models.			√	
4.4	Engage professional writers to work with community groups and schools to encourage an appreciation of the literary arts.	√			
4.5	Investigate the Victorian Arts Centre Mix It Up model to enhance the programming of local multicultural performing artists across Kingston, specifically within Kingston Arts Centre and the Summer Revival Program.			√	
4.6	Support the development of innovative work by local emerging artists across Kingston that differentiates from traditional forms.	√			
4.7	Investigate and establish a discrete literary program for local writers.	√			
4.8	Expand the arts programming of Kingston Youth Festival at Chelsea and include outreach projects in other neighbourhoods and programming for pre-teens.				√
4.9	Review the busking procedures to encourage quality and manageable busking in activity centres and creative hubs.			√	
4.10	Increase the community's opportunities to view the Council-owned art collection.	√			
4.11	Support local film makers and multimedia artists to develop local story-telling projects documenting the lives of significant people including older Kingston residents and recognised indigenous elders.			√	

Council Partners	Stakeholders	Funding
Arts and Cultural Services	Australia Council (artist-in-residence); Arts and Cultural Advisory Committee	The estimated cost at \$32.80 p/h = \$15,000 for three month contract. This will be resourced through Australia Council Grant
Arts and Cultural Services; City Strategy	Artists; community arts groups	Existing resources (\$20,000)
	Major festival committees; Victorian festivals organisations	External grants (\$30,000)
Libraries	Writers; playwrights; Melbourne Writers Festival; community arts groups; schools	Existing resources (\$30,000)
Arts and Cultural Services; Community Engagement	Victorian Arts Centre; Multicultural Arts Victoria; community cultural groups	Existing resources (Internally managed)
Arts and Cultural Services	Artists; Arts and Cultural Advisory Committee; community arts groups	Existing resources (\$20,000)
Community Events; Libraries	Writers; playwrights; Melbourne Writer's Festival; festival committees; community arts groups	Existing resources (\$10,000) Partner with literary arts organisations
Chelsea Community Renewal; Youth Services	Youth committees	Existing resources (\$5,000) and Arts Victoria Touring funding
Local Laws; Community Events	Youth committees; Arts and Cultural Advisory Committee	Existing resources (Internally managed)
Arts and Cultural Services; Property Services	Visual artists	Existing resources (\$5,000)
Community and Aged Services; Community Engagement; Libraries	Kingston's Historical Societies Network; writers; photographers; filmmakers; multimedia artists; senior citizen groups; Channel 31; Arts and Cultural Advisory Committee	Existing resources (\$5,000) and Arts Victoria funding

Implementation Plan - continued

	Action	Priority			
4.0	Creative Communities	Yr 1 '11-'12	Yr 2 '12-'13	Yr 3 '13-'14	Yr 4 '14-'15
4.12	Celebrate our indigenous community's significant historical events, places and people through the recognition and annual celebration of NAIDOC Week.	√			
4.13	Review the pricing policy of Council-owned cultural facilities and programs to ensure affordability for the community.	√			
4.14	Assist community groups and organisations to access affordable insurance schemes.		√		
4.15	Improve conservation of Kingston's local historical collections, relics and artefacts by identifying availability of space for suitable storage.			√	
4.16	Develop a series of forums and networking opportunities, led by Australia's leading artists and industry professionals, for the local emerging and professional artists in Kingston and neighbouring municipalities.	√			
4.17	Create training opportunities for Kingston's network of community leaders and cultural volunteers to enable them to better engage their communities in arts programs, particularly in Kingston's culturally diverse and emerging communities.				√
4.18	Further develop Council's business seminar program to include local arts and creative industries.			√	
4.19	Create training opportunities for young people to strengthen their skills and better position them for a career in the arts.	√			
4.20	Continue to utilise the skill, expertise and knowledge of the Arts and Cultural Advisory Committee to broaden and strengthen arts and culture in Kingston.	√			
4.21	Support and review the effectiveness of current City Historian position, with a view to strengthening the offering of local history available to the community.			√	

Council Partners	Stakeholders	Funding
Community Events; Community Engagement	Local indigenous groups; indigenous artists; local indigenous network	Existing resources (\$10,000) and community grants
Community Buildings; Corporate Leadership Group; Arts and Cultural Services	Community arts and cultural groups	Existing resources (Internally managed)
Property Services	Community groups	Existing resources (Internally managed)
Community Buildings; Property Services; Libraries and education services; City Historian	Heritage Victoria; Kingston's Historical Societies Network; Arts and Cultural Advisory Committee	Existing resources (internally managed)
Arts and Cultural Services	Royal Institute of Architects; City of Melbourne	Existing resources (\$80,000)
Community Engagement; Access and Equity Committee	New communities; multicultural groups; Kingston Local Learning and Employment Network; Principals Network; schools; Holmesglen TAFE; Arts Victoria (Education Program), Dept. Planning and Community Development; U3A	Existing resources (internally managed and government arts grants)
Economic Development	Arts and Cultural Advisory Committee; artists; arts businesses; local businesses	Existing resources (internally managed)
Youth Services	Schools; Youth Committee and groups	Existing resources (\$20,000)
	Arts and Cultural Advisory Committee	Existing resources (\$5,000)
Libraries and Education Services	City Historian; Historical societies; indigenous groups	Existing resources (internally managed)

Implementation Plan - continued

	Action	Priority			
5.0	Creative Spaces and Places	Yr 1 '11-'12	Yr 2 '12-'13	Yr 3 '13-'14	Yr 4 '14-'15
5.1	Continue to utilise the signage policy to implement signage at significant sites and neighbourhoods to increase awareness of local environment and improve sense of local identity.	√			
5.2	Establish cultural tours of landmarks from the 1960s and of significant sites and scar trees of the local Indigenous Communities to revitalise interest in historical and cultural sites.				√
5.3	Develop temporary and moveable art and public art programs in various locations across Kingston, including industrial zones and ethnically diverse communities.	√			
5.4	Scope an Indigenous cultural accessible walking trail linking Attenborough Park with Braeside Park, the latter being of National Significance.				√
5.5	Identify for further consideration potential council buildings that may be amenable to art projections and creative solar lighting.		√		
5.6	Research and scope public architecture and design award scheme models to encourage contemporary innovative design within Kingston.				√
5.7	Continue to implement Kingston Arts and Cultural Services' Master Plan to make better use of existing arts facilities to accommodate the needs of the artist and the community.	√			
5.8	Investigate the viability of a community arts space co-located with community organisations and community-based services in Clayton South.	√			
5.9	Investigate the viability of a multi-purpose arts hub south of Mordialloc.	√			
5.10	Identify opportunities to develop artists' studios and cultural zones in retail and industrial areas in disused and vacant spaces.	√			

Council Partners	Stakeholders	Funding
Signage Committee; Roads and Drains; Community Buildings; Communications	Local Indigenous Network; local residents; Kingston's Historical Societies Network; Village Committees	Existing resources (\$14,000)
	Heritage Victoria; Kingston's Historical Societies Network; Local Indigenous Network	Heritage Victoria (\$20,000)
	Arts and Cultural Advisory Committee; Village Committees; Melbourne City Council Public Art Program	Existing resources (\$60,000) and community grants
Sport and Recreation; Community Engagement	Local indigenous groups; Local Indigenous Network; Access and Equity Committee	External government grants and capital works bid; Parks Victoria (\$15,000)
Community Buildings; Property Services		Existing resources (\$80,000)
Community Buildings; City Strategy	Local architects; external public art planners and artists; State Government planning authorities; Royal Australian Institute of Architects	\$50,000 new money if implemented
Arts and Cultural Services; Property Services; Community Buildings		Existing capital works budget (\$3,350,000 for the portion of this Strategy)
Community Buildings; City Strategy; Arts and Cultural Services	Artists; arts businesses, Village Committees; community arts groups	Existing resources (Internally managed)
Community Buildings; City Strategy; Arts and Cultural Services	Artists; local businesses; Village Committees	Existing resources (Internally managed)
Economic Development; Community Buildings; City Strategy	Arts Victoria (Community Partnerships and Arts in Suburbs funds); Australia Council (Community Partnerships); local businesses; artists; Arts and Cultural Advisory Committee	Existing resources (Internally managed and government grants)



Above: Herman Pekel, Oil Painter, Kingston Arts Centre Artist-In-Residence. Photograph by SDP Media.

Appendices

We need to value what we have and who we have - in the arts, culture and history areas

Arts focus group participant

Appendix A:

Research Outcomes

An Internal Issues Paper was provided to Council in November 2009 which presented the main consultation themes together with analysis and recommendations from the consultation process.

This is a snapshot of the most relevant and consistently raised issues.

Many suggestions arose from the consultation process therefore a community rating process was necessary to ensure important issues were addressed and this informed the development of the Arts and Cultural Strategy Implementation Plan (Appendix A).

Valued by the Community

The Kingston community highly values arts and culture (consistent with surveys of the general Australian population). In all consultations there was a consistent recognition of the contribution and value of local artists, performers and writers and recognition of valuing and nurturing the younger generation and emerging artists in all fields. There was strong endorsement of Council's activity including the Schmooze series of artist forums and networking events, festivals and the Kingston Arts Centre programming.

Kingston's Arts Centre and City Hall are valued as highly important to Kingston's cultural life, as

are historical landmarks such as the clock tower, Mordialloc Pier and Pompei's Landing, Traffic Clock at Bicentennial Park, History Museum at Mentone (Old Bakery), and the Horse sculpture.

Community forum participants raised the importance of the environment as part of their appreciation of living in the municipality. Kingston's parks, reserves, wetlands and open spaces including beaches and foreshore were identified as major assets and key attractions of the municipality.

Participants expressed a growing awareness of protecting waterways, wetlands and natural landscapes through indigenous planting for the protection of biodiversity and wild life.

Consistently raised as being highly significant to residents were strip shopping centres particularly the street culture in Mordialloc, Parkdale and Chelsea.

Open spaces such as parks and wetlands were considered to contribute to the liveability of Kingston. Parks such as Attenborough Park, Bicentennial Park, Bonbeach Park, Braeside Park, Grange Reserve, Hazel Pierce Reserve in Mordialloc, and Mordialloc Creek.

The following issues were consistently raised:

- Communication, promotion and cultural tourism were raised regularly throughout the consultation process. A need to develop a new, improved Kingston website and to use social media such as email forums and Facebook and effective branding to reach new audiences.
- A very strong request for a Percent for Arts Policy was consistently raised. Such a policy would include an agreed percentage of the cost of capital works projects including renovations and refurbishments being set aside for art, both permanent and ephemeral.
- Integrated planning of Kingston's cultural venues (including libraries and community centres) and support for creative hubs or clusters that are linked by buildings and programs within a connected geographic area have also been a recurring theme. The establishment of creative hubs is seen as a way of networking, providing opportunities for cross-arts collaboration, increased working, studio and rehearsal spaces and an opportunity to share equipment and resources.
- Strengthening urban design through increased public art to create more attractive streetscapes and public spaces. Potential exists to create medium-long term change through encouraging innovative new architecture, celebrating the 1960s built environment and initiating creative community engagement in village precincts, strip shopping and public spaces.
- A need to increase awareness and support for local professional artists, creative industries and produce by establishing network and business opportunities.
- In general, access was raised as a crucial element in determining infrastructure safety. There is interest in lighting up Council buildings and open spaces through creative solar lighting, art projections on Council buildings and inside lighting which illuminates interiors onto the streets.

Other recurring issues were:

- nurture and celebrate local creativity, innovation and the arts
- celebrate history with an emphasis on education
- a desire to know more and engage with indigenous and multicultural communities
- encourage young people to participate in arts and culture
- work in partnership with other sectors and within our own sector
- foster local neighbourhoods and identity
- affordability of community venues
- increase network opportunities and skills and leadership development
- increase sustainability across all areas of culture, arts and community
- develop Nepean Highway as a gateway.

Survey Findings Overview

As part of the consultation strategy, a web-based survey was prepared to test assumptions about attitudes, participation and access to the arts in Kingston, as well as more detailed questions for arts businesses and practitioners.

Participation in the survey was encouraged through a number of tools, including the website, 2,000 postcard flyers (mailed and distributed throughout Kingston), via email (including to Kingston staff for distribution through their networks), advertising in local media and through *Kingston Your City*. The survey was strongly promoted at all forums and meetings conducted as part of the Consultation Plan. A link to the survey was on the home page of the City of Kingston website.

The general community survey contained 31 questions, with an additional 32 questions for respondents who nominated as arts practitioners or businesses. Most questions were multiple choice with a number of questions providing opportunities for additional comments and choices.

Via the last question on the survey, 46% chose to make further comments. These were of a positive nature, congratulating current arts council staff, positive feedback of specific events and experiences, and expressing optimism on the future of Kingston's arts and culture.

The survey attracted 132 completed and statistically valid responses, including 16% from arts practitioners and creative businesses.

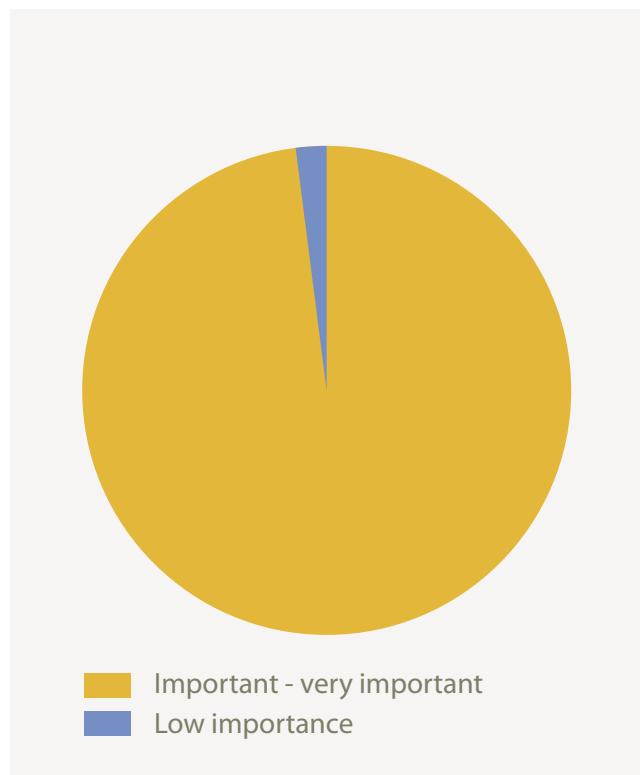
A comprehensive survey report was submitted to the City of Kingston and this is an overview of some findings

Of the 132 surveys 98% respondents valued arts and culture as important or very important, only 2% of respondents viewed the arts and culture as of low importance.

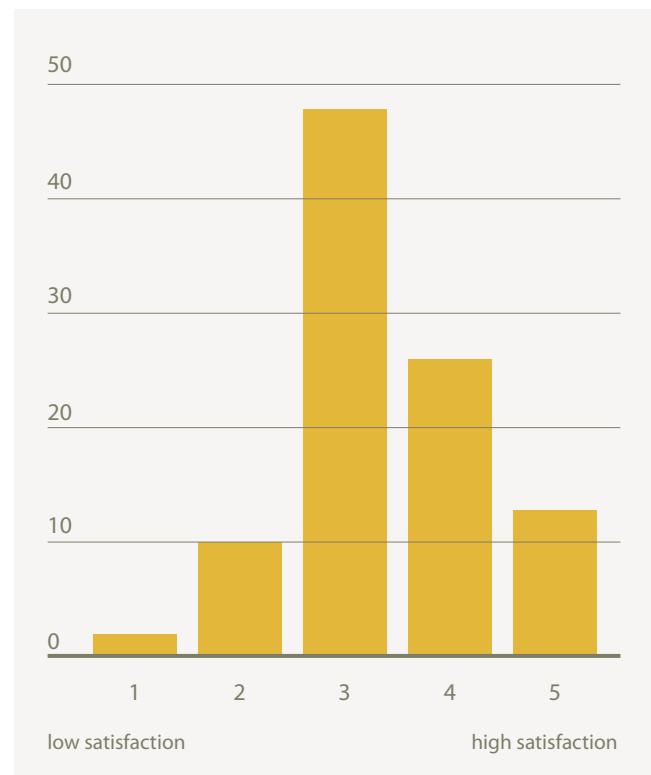
Kingston residents think Kingston is delivering well in the provision of arts and cultural services, but would like to see more.

When respondents were asked about their satisfaction with the variety and availability of arts and cultural activities in Kingston, 29% rated their satisfaction as moderately high to highly satisfied. It is interesting to note that almost half of those who answered this question chose the exact middle rating. It clearly indicates that respondents see room for improvement and would like more activity.

Valuing Arts and Culture



How would you rate Kingston's delivery of arts and cultural services?



Kingston residents took an active role in making art and events over 12 months.

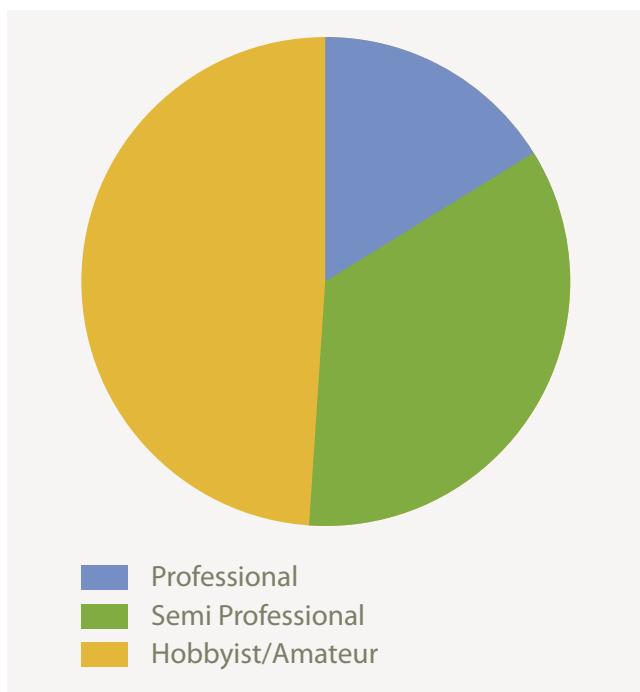
Of non-arts practitioners completing the survey, 67% of respondents were actively involved in contributing to making art or events or projects. 64% of respondents to this question were involved/assisted/contributed in a 'festival or event' over the past 12 months. Many of the respondents indicated involvement in multiple events.

- The next highest involvement was in workshops (50.6% responses) followed by performance (40% responses). At the opposite end, indigenous activity/projects had only 5.3% of respondents involved. This validates Community Indicators Victoria data that around 47% of Kingston residents actively make art on a regular basis.
- 40% of all events/projects/activities residents were involved with took place in Kingston. 44% indicated that 'some' of these activities took place within the municipality.

Arts Practitioner Self Classification

The below chart shows of the 16% of survey respondents who self-identified as arts practitioners or creative businesses, around half considered themselves as hobbyist/amateur (49%) while 31% identified as semi-professional and 20% as professional.

Arts Practitioner Self Classification

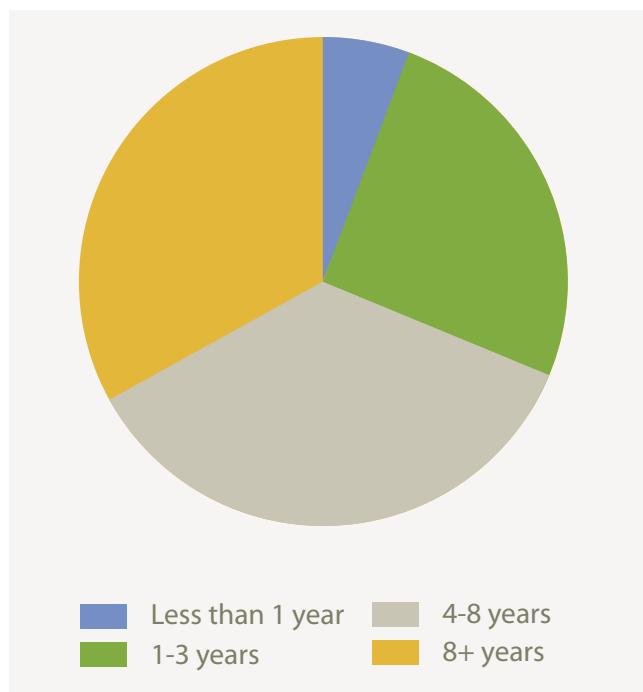


Years of operation as creative business

The below chart indicates that the majority of practitioners have been conducting their business/activity for more than four years (33% 4-8 years; 33% + years) with 28% conducting business for one to three years and 6% for less than 12 months.

Over half (62.5%) indicated their primary arts activity within the visual arts, the next closest category was arts retail at 31.3% with design and writers respectively at 12.5%.

Years of operation as Creative Business



Overwhelmingly Kingston residents want more information about local arts and cultural events and rely on local newspapers, the web and word of mouth. According to the data from this survey, the most common way for people to find out about local arts and cultural activity is through the local newspapers (63% of those who answered the question). Posters or flyers and word of mouth were the next most popular methods with 48% and 47% responses, respectively. Less people rely on the City of Kingston website because they reported it is difficult to find information on local activity.

Trends in arts and culture

There are a number of environmental factors and policy trends that have significant potential to increase Kingston's cultural and arts activity. The focus here is on trends that reflect opportunities for Kingston to leverage external support and resources while building on internal strengths.

Three significant trends have been identified that present significant opportunities for Kingston. These trends link with Council's internal directions in a cross-council approach. They are:

- increasing recognition of and reliance on local government's key role in service delivery
- increasing focus on building capacity and resilience in community
- increasing funding for arts and cultural activity across government portfolios.

Together, these trends suggest that a portfolio approach to arts and cultural activity has potential to increase engagement with local residents and communities, increase external resourcing of local activity and build additional local infrastructure and capacity.

Key Issues for City of Kingston Arts and Culture

There are significant sources of funding available for a range of projects that would meet community demand and expectation. Current staffing levels in Arts and Culture are insufficient to explore project development and to leverage significant levels of new funding for new activity.

Current trends suggest that a portfolio approach should apply to arts support and programming. This involves continuing support for arts infrastructure (venues), while developing further strengths and opportunities in community cultural development, public art, professional arts practice and improved grant programs.

Taking advantage of the opportunities for partnerships and funding requires particular skill sets. Many of the opportunities lie in the broader community sector so there is an obvious advantage in a cross-council approach through formal structures to increase coordination to utilise existing and growing opportunities.

Appendix B:

Reference List

1. Arts Victoria 2010, Melbourne, Victoria, viewed 2010, <<http://www.arts.vic.gov.au>>
2. Australia Council 2006, *Scoping Study*, Surry Hills, NSW.
3. Australia Council 2007, Canberra, viewed 2010, <<http://www.australiacouncil.gov.au>>
4. Centre for International Economics 2009, *Creative Industries Economic Analysis Prepared for Creative Industries Innovation Centre*, Canberra.
5. Oregon State University 2010, Oregon, viewed 2010, <<http://oregonstate.edu>>
6. Presland Gary, *Aboriginal Melbourne, The Lost Land of the Kulin People*. Penguin, 1994.

Appendix C:

Definitions

Art

Human endeavour thought to be aesthetic and having meaning beyond simple description. Includes music, dance, sculpture, painting, drawing, stitchery, weaving, poetry, writing, woodworking, ceramics etc. A medium of expression where the individual and culture come together (Oregon State University, 2010).

Arts and Cultural Advisory Committee (Kingston)

The Arts and Culture Advisory Committee (ACAC) provides high level advice to Council and Council Officers on matters relating to arts and culture in the City of Kingston. The committee is comprised of eight community members including one youth representative and two non-voting Councillors.

Artists

Emerging artist

Practicing artists who are in the early stages of their career. This can be understood as an artist in the first five years of their professional practice (Australia Council, 2007).

Professional artist

A professional artist has specialist training in their field (not necessarily in academic institutions), is recognised by their peers (professional practitioners working in the art form area) and is committed to devoting significant time to the artistic activity. Has a history of professional public presentation (Arts Victoria, 2010).

Community

A community may be defined culturally, geographically and/or by other distinguishing characteristics – any group of people that identifies with each other through commons such as geographical location, shared cultural heritage, age group, professional, social or recreational (Australia Council for the Arts, 2006).

Community group

An informal group of local community members brought together for common purpose who do not have a legally constituted structure.

Community organisation

A legally constituted not-for-profit organisation based in or on members of the community and with an intention to provide services to or for the community.

Creativity

Creativity, like inventiveness, is a fundamental curiosity. It's our imaginative capacity to generate new ideas, images and ways of thinking; new patterns of behaviour; new combinations of action. It is an innate and universal human trait.

Culture

Culture is a broad term used to describe particular ways of life, whether for a group of people or a time. A way of life can be known as a 'culture' if it is collectively understood to be representations of customs, traditions, beliefs or values shared by a group or prevailing during a period (Australia Council, 2006).

Cultural tourism

There are many definitions of cultural tourism but for the purpose of this strategy it is a range of experiences where visitors can learn and experience about place and activities that authentically represent the stories and people of the past and present; it includes lifestyle, heritage, arts and natural resources.

Leadership

The ability to show the way, to bring others along in concert using a shared sense of direction and vision. Leadership should be distinguished from 'Management', which is more about organising and controlling the affairs of an organisation in general. Leadership can be a management methodology.

Multiculturalism

A state or policy of recognising, celebrating and maintaining the different cultural identities within a society or community to promote social cohesion (Wikipedia, 2008).

Public art

Art that takes place in a public space – usually not a dedicated arts space. Public spaces can be defined as both privately owned and public property accessed or visible from public thoroughfares and other open spaces. Traditionally the meaning of public art has been applied mainly to permanent installations, but it also includes temporary, ephemeral and performance works.

Partnership

A joint approach to project delivery that involves input and outcomes of benefit to all parties in the partnership.

Appendix D: Acknowledgements

We gratefully acknowledge the contribution of the following people:

City of Kingston staff	Usha Sharma
Dorothy Booth	Shaun Stewart
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Lynda Newton	
Jill Page	

Arts and Cultural Services Australia (Lynda Newton) and United Notions Creative Solutions (Kevin Brennan) were engaged as Cultural Advisors by City of Kingston to undertake research, extensive consultation, analyse the findings and report on key themes and make recommendations for strategies and actions. Kingston Arts and Cultural Strategy: A creative and liveable City, was prepared by Lynda Newton and Kevin Brennan, in consultation with the City of Kingston.

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Shirley Bourke Theatre: 64 Parkers Road, Parkdale 3195

Booking number: 9556 4440, email: kingstonarts@kingston.vic.gov.au, www.kingstonarts.com.au

Cover image

Dean Bowen, *Bouchon* 2008, 153 X 244 cm (detail), oil on linen,

Painter and Sculptor, studio based in Moorabbin,

www.deanbowen.com.au

