



12<sup>th</sup> April 2013

**Submission on City Centre Vibrancy Strategy**

Dear Councillors,

On behalf of Pollinators Inc, please accept our submission on this draft strategy.

Pollinators Inc in-principle supports many of the recommendation and are happy to be leading or participating in community-led initiatives aligned with the strategy.

Pollinators particularly support:

- Initiatives to increase co-location, clustering and smart, efficient use of space,
- Supporting temporary use of under-utilised spaces for arts & creative events,
- Mentoring and support programs for enterprenurs in creative industries,
- Growing the opportunities for local creative and cultural professionals to grow their skills, market and ventures through support, events and investment,
- Celebration of Yamaji culture.

Omissions that should be addressed in the final document include:

1. Lack of clarity about the 'priorities', overall strategy and specific initiatives in the presentation and content of the strategy,
2. A stronger emphasis on efficient use of existing facilities and resources through colocation, coworking, clustering, using disused buildings,
3. A stronger emphasis on partnerships with business, community and state and federal government organisations to deliver on the priorities,
4. Prioritising of 'easy wins' that build on initatives already happening and would have a highly visible and public impact e.g. creative lighting and projection of social media prominent buildings (initiative 3.12, 5.3), temporary use of disused buildings (initiative 2.15), mentoring and support for entrepreneurs in creative industries etc.
5. No mention of partnering or connecting with other cultures (e.g. Multicultural Association) regions (e.g. "Creative Cluster" in the South West), or nations (e.g. China through Sister Cities) to generate artistic and cultural events.

Below are recommendations for additions or amendments that should be incorproated into the final document. Incorporating these changes will improve the document and lead to more effective implementation through partnerships between government, community and business.

We would be happy to provide additional or claiying information to support this submission, so please don't hesitate to call on

Yours Sincerely,

Andrew Outhwaite  
Executive Officer



## ***Recommendations for improving the Creative Community Strategy***

**Overall document.** If this document is to be publicly presented as our Creative Community strategy it should be designed and formatted in a way that reflects the values. We recommend:

- Contracting a local designer to make the document look more creative

**Overall document.** The wording of the initiatives are too general to be useful for the purpose of budgeting. A strategy should be useful in prioritising activities. A reader would be able to imagine almost any initiative and find alignment with some initiative in this strategy. We recommend:

- Revising the wording, number of initiatives and their priority to provide a clearer 'strategy',
- Identifying specific locations, activities, events or themes that will be higher priority,
- Adding a section that describes what will NOT be supported, to be clear about what are low priorities or undesirable activities.

**Overall document.** There is no easy summary of the priority initiatives, nor outcomes. There are as many outcomes as initiatives. Having so many outcomes will make it very difficult to measure the impact of the initiatives. The outcomes that are proposed are not measurable. We recommend:

- Including a summary table of the high priority initiatives e.g. 'quick wins'
- Reducing the number of outcomes to a smaller set that can be actually measured
- Engaging an evaluation / social impact consultant to create measurable, meaningful outcomes and a program for measuring and reporting on them,
- Request that funded projects (Council, Business and Community) to report against outcomes,
- Including an initiative to collate, report and evaluate changes in the indicators and outcomes

**P3,5 What/who this document is for.** We recommend the City of Greater Geraldton present this document to other investors and funders in creative projects e.g. State Government, Resource Companies and encourage their investment to align with the community's priorities presented in the plan. That way a much higher level of investment can be focused on the most important projects. A note to this effect should be added within the document.

**P7 (table of initiatives).** There are no initiatives that suggest arts and cultural activities should be clustered or co-located. The risk is that all these initiatives cost more, without efficiency and vibrancy gains of co-locating activities. For example, Initiative 1.5 easily lends itself to making more efficient use of existing spaces because they would be better known, more easily booked etc. We recommend:

- Adding an initiative related to physically co-locating and clustering arts and cultural activities and institutions. This could contribute to greater participation (existing outcome) and more efficient use of community and government resources
- Initiative 1.8 should be the City AND Community responsibility — much of the streetscaping will occur on private land and community will need to be a partner in delivering this.

**P9 (table of initiatives).** We recommend:

- Wording Initiatives 2.2 and 2.10 or their outcomes to emphasise efficiency as an outcome,
- Initiative 2.15 should be a HIGH priority, to align with the City Centre Vibrancy Strategy,

**P13 (table of initiatives).** We recommend:

- Adding sporting precincts that are likely to receive major investment as locations for artistic and creative design e.g. 8th Street Precinct,
- Add the City's main entrances and thoroughfares as locations as locations to prioritise public art e.g. NWC Hwy, Road in from Airport and link this to Theme 4
- Make recommendation 3.12 a High priority as it is an easy win and can have a major impact

**P16 (table of initiatives).** We recommend:

- Making projections onto buildings a HIGH priority (initiative 5.3)



- Make the youth art studio a HIGH priority and investigate opportunities to use disused buildings or colocation with another initiative for this purpose (initiative 5.7)





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Our Ref: D-13-29446  
Your Ref: Chris Budhan  
File Ref:  
Enquiries: 9965 6665

24 April 2013

Andrew Outhwaite

Dear Mr Outhwaite

#### **SUBMISSION ON THE CREATIVE COMMUNITY PLAN**

Thank you for the Pollinators Inc's submission on the Creative Community Plan. We are grateful to Pollinators Inc for taking the time to thoroughly review the Plan and provide valuable commentary. Pollinators Inc's submission, along with this response, will be considered by Council at the Ordinary Meeting of Council on 28 May 2013.

Following are our statements addressing the points raised in Pollinators Inc's submission.

***Statement: Contracting a local designer to make the document look more creative.***

Response: If and when the Creative Community Plan is adopted by Council, we will work with a designer on the print publication of it. Given that there has been potential for further revision, we have not yet allocated resources to design.

***Statement: Revising the wording, number of initiatives and their priority to provide a clearer "strategy".***

Response: We have put considerable effort into ensuring the clarity and conciseness this document, which is considerably shorter than the previous Draft Social and Creative City Plan; and we believe that the document is useable by the City and community in its current form. We acknowledge, however, that there may be further opportunities to increase clarity and conciseness. As a result, we will undertake further efforts to ensure clarity and conciseness during the Plan's next review. It should be noted that the Creative City Plan is a plan, not a strategy. It is intended to give an overarching direction that will inform the development of future policies and strategies.

***Statement: Identifying specific locations, activities, events or themes that will be higher priority; and***

***Adding a section that describes what will NOT be supported, to be clear about what are low priorities and undesirable activities.***



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Response: We have identified each initiative as a low, medium or high priority, and believe that this is sufficient for the purposes of a high-level plan. Initiatives that have been marked as high priorities are more likely to be supported than those marked as low priorities. The community consultation that we undertook in the development of this document endeavoured to identify the community's needs and aspirations, and did not directly identify the community's views as to what shouldn't be supported.

**Statement: Including a summary table of the high priority initiatives e.g. quick wins.**

Response: Agreed. We will include a summary table of high priorities as an appendix.

**Statement: Reducing the number of outcomes to a smaller set that can actually be measured;**

**Engaging an evaluation/social impact consultant to create measureable, meaningful outcomes and a program for measuring and reporting them;**

**Request that funded projects (Council, Business and Community) to report against outcomes; and**

**Including an initiative to collate, report and evaluate changes in the indicators and outcomes.**

Response: We recognise that there is a need to develop an evaluation framework for the initiatives in this Plan and other strategic documents; and this issue has been raised in two submissions on the Plan. As a result, we will add an initiative to the Plan pertaining to the development of such a framework, and consider the resulting framework as part of the Plan's next review.

**Statement: Present this document to other investors and funders in creative projects and encourage their investment to align with the community's priorities presented in the plan.**

Response: Agreed. Guiding investment in accordance with the community's priorities is a central purpose of the Plan.

**Statement: Adding an initiative related to physically co-locating and clustering arts and cultural activities and institutions.**

Response: The Plan recommends the development of a cultural facilities plan (Initiative 2.2) and the consideration of arts and culture in precinct planning (Initiatives 2.13 and 3.11). We believe that this will address co-locating/clustering as appropriate. It should be noted, however, that geographical equity is also an important consideration.

**Statement: Initiative 1.7 should be the City AND Community responsibility – much of the streetscaping will occur on private land and community will need to be a partner in developing this.**

Response: Agreed. That was an oversight and will be corrected.



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**Statement: Wording Initiatives 2.2 and 2.10 or their outcomes to emphasise efficiency as an outcome.**

Response: Agreed. We will add "efficiency" to the outcomes of Initiatives 2.2 and 2.10.

**Statement: Adding sporting precincts that are likely to receive major investment as locations for artistic and creative design e.g. 8th Street Precinct. Add the City's main entrances and thoroughfares as locations to prioritise public art e.g. NWC Hwy, Road in from Airport and link this to Theme 4.**

Response: Agreed. We will add those locations to the list. It should be noted, however, that the list is not intended to be comprehensive; and the locations will ultimately be determined by the Public Arts Advisory Committee.

**Statement: Make recommendation 3.12 a HIGH priority as it is an easy win and can have a major impact; and**

**Making projections onto buildings a High priority (Initiative 5.3).**

Response: Agreed. We will update Initiatives 3.12 and 5.3 accordingly. As you may be aware, the City's use of lighting design to enhance the appearance of prominent buildings has already begun at the Queens Park Theatre, and has proven effective.

**Statement: Make the youth art studio a HIGH priority and investigate opportunities to use disused buildings or colocation with another initiative for this purpose (Initiative 5.7).**

Response: Unfortunately our community consultation, combined with the costs associated with developing an art studio, do not support Initiative 5.7 as a high priority. However, as a medium priority it certainly does warrant support; and the use of disused building or colocation with another initiative is an excellent idea. It should be noted that the Arts and Cultural Development Council (ACDC) actively supports young artists as do the City's Artist in Residence and artist Opportunities programs.

Please don't hesitate to contact me on 9965 6665 or [chrisbu@cgg.wa.gov.au](mailto:chrisbu@cgg.wa.gov.au) if you have any further comments or questions.

Yours sincerely

Dr. Chris Budhan  
MANAGER ARTS, CULTURE & EVENTS

