



CITY OF PALMERSTON

# ARTS STRATEGY

2016 – 2021



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# FOREWORD

It is my great pleasure to present the City of Palmerston Arts Strategy. The creative and cultural life of Palmerston is a very important part of the future of this growing and dynamic City. Artists are vital to the lifeblood of our community. The City of Palmerston aims to play a crucial role in developing opportunities for artists and to create access to the arts for all members of our socially and culturally diverse community.

The need for a strategic and considered pathway to enhancing and building Palmerston as a place

for artists and art was voiced loudly by our community during the extensive consultation that has taken place to develop this Strategy. I am delighted to see the City of Palmerston embrace the arts and place an enhanced focus on the value of art and culture to our City. The Strategy will assist us to increase participation and engagement in arts, culture and heritage.

We are in a unique position within our own history to grow into a place that engages with art and culture as our everyday norm. This

Strategy includes important actions to recognise Aboriginal culture along with multicultural groups and organisations. It provides avenues to improve our places and spaces and outlines strategic partnerships that will enable us to grow together, with all the community's aspirations intermixed to result in a sustainable, proud and colourful City.

*Ian Abbott*  
Mayor of Palmerston,  
*Ian Abbott*



Artists are vital to the lifeblood of our community



# INTRODUCTION

The languages of the arts can breakdown social, racial and economic barriers. They are a medium for the expression of feelings, strengths and ideas to reflect the individual artist and the community. Art is a fundamental human behaviour.

It is acknowledged that arts and culture play a significant role in community wellbeing, particularly in the areas of vibrant community, social cohesion and community capacity building, and cultural identity and expression. The arts

play a critical role in determining a 'sense of place' and can act as a catalyst for generating social activity and creating memorable places.

The Palmerston Arts Strategy 2016 - 2021 (the Strategy) demonstrates Council's commitment to arts and culture. It builds on the City's strategic urban planning by providing a strategic action framework for dynamic and meaningful arts initiatives, inviting the community to both lead the way and participate.

The Strategy is a vehicle to bring the people of Palmerston together to build a shared vision and future and is facilitated and supported by a whole of organisation approach to achieving quality outcomes. It has been collaboratively designed with the diverse communities of Palmerston and will contribute to the vision of 'City of Opportunity'.

The Strategy will be monitored annually and comprehensively reviewed in 2019.



The Palmerston Arts Strategy 2016 - 2021 (the Strategy) demonstrates Council's commitment to arts and culture

## VISION

The Arts Strategy reinforces the City of Palmerston Vision as a 'A Place for People' and its Mission of 'Building a Better Palmerston'.

## VALUES





# STRATEGIC CONTEXT

The strategies, goals and focus areas in the Arts Strategy are aligned with National, Territory and City of Palmerston Arts Policies and Plans.

DIRECTION	STRATEGIC DOCUMENT	STATEMENT ON ARTS AND CULTURE
Australian Government	Arts in Daily Life Report 2014 - Australia Council	The overall engagement with the arts has increased, as Australians believe the arts enrich lives and have a big impact on the development of children. Australians value Indigenous arts and there are great opportunities to grow audiences.
	Innovation Paper 2015	The arts are a major Australian industry, contributing 6.9% or \$86.7 billion to Gross Domestic Product annually. The arts sector employs 972,200 individuals, involves 164,730 entities actively trading as businesses or non-profit organisations, and contributes \$756 million to GDP through volunteers alone.
	Strategic Plan for the Arts 2014 -2019 Australia Council	Focuses on four key goals: Australian arts are without borders; Australia is known for its great art and artists; The arts enrich daily life for all; Australians cherish Aboriginal and Torres Strait Islander arts and culture. We aim to make these cultural expressions of Aboriginal and Torres Strait Islander people a source of pride for all Australians.'
Northern Territory Government	The Creative Tropical City: Mapping Darwin's Creative Industries (2009) (Data includes Palmerston, both as part of Greater Darwin and as a specific focus)	Identified strengths of Darwin as a creative city include diversity; nature, landscape and environment; unique conditions for creativity (including its isolation and distance as both a challenge and opportunity); less hierarchical with greater access to senior members of Territory and local government; strong arts community and networks, given its size; individual, youthful, positive, risk taking, self reliant and laid back culture of the community; university presence in a residential population of 120,000; proximity to Asia for travel and business, giving the city a non-parochial world view. Whatever steps are taken to further develop the city's creative economy potential need to ensure that the unique enabling qualities for creativity are protected, nurtured and placed at the centre of its future story.

DIRECTION	STRATEGIC DOCUMENT	STATEMENT ON ARTS AND CULTURE
	Public Art Policy 2010 Arts and Culture Discussion Paper 2015 (to inform Arts and Culture Policy currently in development)	The Northern Territory Government embraces public art as a rich, multi-layered interpretation of the Northern Territory's built and cultural heritage, natural environment and dynamic community represented through innovative, excellent and relevant artistic practice in well designed community spaces.  The Northern Territory is a creative, culturally rich and diverse community with world renowned artists and an incredible range of arts and cultural experiences, venues, festivals and events for locals and visitors to enjoy and participate in across the Territory. The significance of Aboriginal arts and culture in the Northern Territory is acknowledged, valued and respected and integral to the cultural diversity of the Territory. Arts and culture are an essential element of our Territory lifestyle, enriching the lives of all Territorians and contributing to our creative, social and economic development.
City of Palmerston	Municipal Plan 2015-2020	Key statement: We are committed to the fostering and promotion of arts and culture within our community, the awareness and promotion of our local history, and advocacy for increased cultural resources. Arts and Culture KPI rose from 86% in 2013 to 111% in 2014, demonstrating community satisfaction with Council's performance in this area
	City Centre Master Plan (2015)	In the context of continuing growth, Council has proactively undertaken significant strategic planning, including the City Centre Master Plan and accompanying Public Realm Strategy. This has driven Council's investment in place development initiatives that benefit the wider community through improvements to the CBD. These signature projects, including Stage 1 of The Boulevard Redevelopment and Goyder Square Stage 2 Redevelopment aim to invite new commercial and retail businesses back into the heart of the city and provide spaces for arts led activation that will build social fabric and cohesion. In addition to these Council led capital improvements, a collaborative approach with developers aims to provide the types of community facilities and amenity that support a strong and vibrant culture, such as well developed open space areas incorporating parks, playgrounds and walking paths.

DIRECTION	STRATEGIC DOCUMENT	STATEMENT ON ARTS AND CULTURE
	Palmerston City Centre Public Realm and Subdivision – Great Streets Strategy	Cities gain identity through their public art. With a thought through public art strategy you can make places with personality, create a connection between the user and the space, and provide a city with a national and international identity. For the city, the art can provide cultural, social and economic revenue, and opens dialogue between citizens and decision makers, through engagement in the built form. Public art is noted as a key strategy in streetscape design.
	Development Guideline 2015	This document provides an overview of approvals and permits required for development and provide minimum standards acceptable to CoP for the planning of new development, including requirements for public art and/or contributors.
	Arts and Culture Policy (2008)	Defines an approach to arts and culture, which honours heritage by promoting harmony, respect and the sharing of knowledge across cultures and communities. The City of Palmerston will actively encourage and foster an innovative arts and cultural environment within the municipality by: <ul style="list-style-type: none"> <li>• Supporting a range of creative arts and cultural activities for the community.</li> <li>• Encouraging all groups involved in the arts and culture services to work cooperatively and collaboratively.</li> <li>• Ensuring that community information about arts and cultural events is freely available</li> <li>• Encouraging public participation in the development and implementation of arts and cultural activities</li> <li>• Developing excellence, providing skills and professional development opportunities, to innovative works and exposing audiences to new art forms.</li> </ul>

Other documents considered in the development of the Strategy include:

- City of Palmerston Sustainability Strategy
- City of Palmerston Disability Access Strategy
- COPAL Palmerston Parks and Playgrounds
- City of Palmerston Community Consultation Policy
- City of Palmerston Annual Report 2014 – 2015
- City of Palmerston Community Infrastructure Plan 2016 (Draft)
- Palmerston (Public Place) By Laws (July 2008)
- Artistic Vibrancy e-Book - A way for organisations to talk about artistic impact - Australia Council 2015

## CONSULTATION

A snapshot of the people of Palmerston reveals:

A variety of meetings, interviews, focus groups, presentations and workshops were held to ensure that diverse sections of community were meaningfully engaged and that their aspirations and ideas were at the centre of the Strategy.

A forum on 'Public Art - Collaboration' sought input from people interested in art works for the public realm in Palmerston, to explore ways artists create work for public spaces and to understand how to develop and support artistic intervention in Palmerston. A panel that included a landscape architect, an architect, artists, a public arts facilitator and a cultural planner offered a range of insights and experiences to stimulate the discussion.

Young families contributed valuable conversations and input to the strategy during an arts activity at Palmerston Library facilitated by a local artist.

As part of the engagement, 167 people responded to a survey which explored involvement in the arts including levels of interest, art form, barriers to participation and educational qualifications. The survey also asked open questions to get personal and anecdotal feedback.



one of the fastest growing regional cities in Australia with 38,000 residents, projected to reach 42,000 in 2020



a young community with an average age of 28 years and 25% of residents under 15 years



families make up 77% of households



an even ratio of male to female



a culturally diverse community, where 24% of people were born overseas and languages spoken at home include Filipino, Greek, Vietnamese and Thai



3,000 identify as Aboriginal and Torres Strait Islander



Palmerston is an official Refugee Welcome Zone



main industries of employment are Defence; State Government Administration; School Education; Public Order and Safety Services; and Cafes, Restaurants and Takeaway Food Services



53% of Palmerston residents are members of the Palmerston Library

## WHAT YOU TOLD US

40% of respondents were members of one or several community organisations, Tactile Arts, Darwin Community Arts and Darwin Visual Arts Association being the most common.

Participants were asked to rate their interest in a selection of art forms – although there was a fair spread of interest across the categories, Live Music, Music in all Forms and Festivals were the highest rated.

47% of respondents were actively involved in the arts as both Maker/Creator and Audience Member and were asked more specific questions about their arts practice. This indicated a dominance of craft practitioners, musicians and painters/visual artists, a number of writers, photographers, performers and dancers and a smattering of performers, graphic artists, teachers, and film-makers in the community.

50% approximately of these respondents hold educational qualifications from school, TAFE or University, with 72% practicing at home and 62% describing themselves as 'artistically ambitious'.

77% Out of all respondents, nearly 77% are participating in arts activity on a daily or weekly basis. When asked to identify any barriers to participation, the strongest responses were 'Don't know what's on' (51%), 'Cost' (53%), 'Lack of facilities/venue suitability' (59%) and

'Lack of events/opportunities' (61%). In terms of communication, 'Friends' and 'Internet' were the most common ways that respondents found out about arts activities.

81% Significantly, 81% of respondents agreed that 'Planning for more places to create and experience the arts is important to community life and well being in Palmerston'.

The community was asked what kinds of stories they would like to tell and be told about Palmerston through public art and community arts projects in the public realm.

Both seniors and youth told us that the Northern Territory is at a dynamic stage in its development, instilling a sense of adventure and that there is a need to tell stories about 'remote Palmerston'.

A celebration of Palmerston's diverse cultural mix was also strongly supported, with Larrakia and indigenous culture alongside stories of European and multicultural settlement. It was suggested that community stories including how the suburbs of Palmerston were named and the personalities that they acknowledge could be interpreted to provide a deeper understanding and sense of place.

Military history, World War 2 bombings and defence of Australia's Top End were seen as unique to the area. Environment was also strong, with the green spaces and parks of Palmerston seen as a community asset for enjoyment and interpretation.

# CULTURAL AUDIT

A preliminary cultural audit was conducted to inform the Strategy. It identifies what already exists and provides a benchmark for the development of partnerships, communication channels, promotion, venues and funding. A Directory, containing details of groups, venues and funding, has been compiled to provide a valuable ongoing resource.

## ARTISTS AND ARTS GROUPS

The survey indicated the majority of artists in Palmerston maintained practice in crafts, painting and music.

There are a number of non profit and commercial arts businesses producing and presenting arts programs, developing the arts and cultural industries, supporting community cultural development and raising the profile of NT arts to national and international audiences. Of these, Darwin based groups such as Corrugated Iron and Tactile Arts currently provide workshops in Palmerston, whilst Darwin Community Arts have also been involved over a number of years. Palmerston is home to the Palmerston Own Writers, Palmerston Dance Club, Palmerston Ballet School, Palmerston Hobby Ceramics and Art Antics (specialising in art for children). Consultation also revealed over five Facebook member groups for crafts and photographers.

## VENUES

Artists work predominantly in home studios, and many conduct classes in visual arts and crafts in these studios. Craft classes are offered at the Joy Anderson Centre and Gray Community Hall. Craft sessions are held at 'Pam's Place', with a focus on thrift and recycled

materials. The Men's Shed is a community workshop area for men to gather, develop skills, and undertake different activities.

There is currently no suitably equipped exhibition or arts workshop space in Palmerston, however the new Neighborhood Centre in Durack Heights has the potential to be such a venue. The Family and Culture Centre in Palmerston is managed by Larrakia Nation and offers suitable dry workshop and meeting space for hire. Tactile Arts regularly hold workshops in the community room at the Palmerston Library. Local artists participate in the annual Art Trail event in the outer Palmerston region and showcase their work at markets and galleries in the territory and beyond. The foyer of the Civic Centre has the potential to be used as an informal display area with the addition of an adequate display system.

Dance classes are held weekly at Gray Community Hall. The Palmerston Tavern has live music three nights a week. A recording studio has been set up in a home in Palmerston, which is said to be the only one of its kind in the Greater Darwin Area.

The City of Palmerston manages over 100 parks scattered throughout the city, with a variety of facilities including playground equipment, BBQs and recreational facilities. Of these, Marlow Lagoon Recreation Area has the capacity to stage large multi stage events, as demonstrated by the Palmerston Festival 2015. It has an area large enough to host the Darwin Symphony Orchestra. Sanctuary Lakes in Gunn has a grassed amphitheater area that looks out onto one of the three lakes and is used for a range of arts, culture and family events. Both parks have toilets



and BBQ areas. Goyder Square in the CBD is a new park in front of the Palmerston Library. It has a large LCD screen, night lighting, a water play area and new infrastructure for the Palmerston Markets.

The City has developed a Community Infrastructure Plan that is currently in draft form.

### PUBLIC ART

The City of Palmerston has approximately twenty art works in the public realm. These include permanent and temporary art works, fountains and memorials. Developers have commissioned a number of works situated in parks, others have been commissioned as artist led community projects associated with targeted Federal, Territory or City funding. The City does not have an acquisition policy to guide commissions or donations. Several of the works are in disrepair and a conservation audit of works has not been undertaken to date. A Public Art Register, although incomplete, has been developed as part of the Cultural Audit and provides a template to document permanent and temporary art works in the public realm. The Public Art Register includes a maintenance schedule and is intended as a working document to be used as a key tool in the management of the City's public art collection.

There is considerable opportunity to build professional capacity amongst local artists to deliver quality permanent public art works. There is a desire by developers and landscape architects to include public art in public open space.

The Arts and Culture Policy defines Public Art as

- Temporary and permanent (may include durational or performance works)
- Inside or outside
- 3 dimensional; or 2 dimensional
- Engage one or more of the senses
- Incorporate elements from any or all of the arts, crafts and design
- Integrated as part of an environment or structure such as buildings, paving, street furniture, hand-rails, fencing, lighting or other feature
- Stand alone
- Created by a single artist or a team of appropriate design professionals in collaboration with an artist or in collaboration with members of the community through a community cultural development process
- Site specific
- Ephemeral



The City of Palmerston has approximately twenty art works in the public realm

## ISSUES AND OPPORTUNITIES

Issues and opportunities have been identified through engagement with community, arts organisations and the City of Palmerston staff, Executive and Elected Members. Issues and opportunities can be regarded as being interchangeable, as an issue can present an opportunity for focus and resolution in positive ways. They have been integrated and addressed in the Strategy and Action Plan.

- There is a need to enhance the perception of Palmerston, to build a unique cultural identity and to foster pride in living in the area.
- Communication and connectivity is limited amongst artists and arts groups, leading to unrealised potential and opportunities.
- Skills development and support is needed to activate community leadership and involvement in the arts.
- There are limited indoor and outdoor venues for arts practice, celebration and gathering groups together, and these are often unsuitable for these purposes.
- Arts and culture needs to be embedded in roles and responsibilities across the organisation to enable the successful implementation of the Arts Strategy. This is an opportunity for integrated planning, streamlined processes and procedures that lead to better outcomes and increased community satisfaction.
- The Arts Strategy should build on, align with and complement existing urban planning, development design guidelines and policies, to complete capital works in the city centre and surrounding areas.
- Meaningful community engagement and involvement in the arts is vital for the success for the Arts Strategy; this requires support and adequate resourcing.
- Arts are effective in bringing the community together and telling the stories of Palmerston – as 85% of event programs are arts and culture related, there is an opportunity for planning, programming and engagement of artists at local events as providers of content.



# ARTS STRATEGY OVERVIEW

The Strategy sets out goals and actions to be achieved through collaborative planning and strategic partnerships. It identifies strategic programs and projects for all art forms and includes arts initiatives for future capital works and developments.

## FOCUS PROGRAMS AND SITES

Three arts projects are outlined for the years 2016–2021. These provide a focus to achieve the Strategy Outcomes.

- ‘Voices of Palmerston’, a multi arts, multi cultural project to engage all ages to collect and tell the stories of Palmerston people
- Public arts enhancement and activation of the streetscape and public open space focusing on the CBD, particularly Goyder Square
- Creative enterprise activation, focusing on collaborative planning for management and use of the new Durack Heights Neighbourhood Centre

## OUTCOMES AND ACTIONS

A detailed Action Plan for the years 2016–2021 suggests a staged approach to achieving the outcomes below. The outcomes and actions are also designed to guide an organic approach, allowing for flexibility and for opportunities to be addressed.

### Outcome One – To secure partnerships with sector stakeholders

#### Actions

Form strategic partnerships with industry/local business to provide quality arts experiences for the community and improve the built environment

Form strategic partnerships with national and Northern Territory regional arts, aboriginal and multicultural organisations

Form strategic partnerships with educational institutions

Identify opportunities for events and workshops by others in Palmerston

### Outcome Two: To increase participation and engagement in arts, culture and heritage

#### Actions

Implement and encourage public art installations to connect places throughout the CBD

Enhance the character and identity of Palmerston by collecting and telling the stories of Palmerston people

Support and nurture diversity and multiculturalism in art programs and activities

Build community capacity through skills development and provide opportunities for local artists to share skills and showcase talent

### Outcome Three: To improve places and spaces

#### Actions

Provide and sustainably manage a range of multipurpose venues to make and exhibit artwork

Increase usage and improve facilities and amenities for artists and creative enterprise

Enhance the character and identity of public spaces with authentic and meaningful design

### Outcome Four: To communicate the value of arts, culture and heritage

#### Actions

Communicate the value of the arts to the community

Adopt a whole of organisation approach to delivering quality arts experiences for artists and the community

Develop communication plans to disseminate arts information and celebrate success

Engage specialist expertise to develop, assess and manage projects

Evaluate to provide a benchmark for success

# THEMES

These themes have been suggested through community engagement and form the basis for public art and community arts projects to be considered and reflected in arts projects and commissions.

- Community Identity and Palmerston Stories
- Environment
- History of Palmerston
- Larrakia & Indigenous Culture
- Military History
- Multicultural Diversity

# FUNDING AND RESOURCES

The most sustainable approach to the Strategy is to utilise and add value to existing resources and to collaborate with others to achieve shared goals. There are a range of funding opportunities both internal and external. External funding opportunities have been identified in the Action Plan and Directory.

The Strategy aims to engage and connect Council staff in a whole of organisation approach to success. Whilst the Community Development Directorate holds primary responsibility for implementation of the Strategy, there is a unique opportunity for all staff to collaborate on its initiatives to meet goals and objectives of the Municipal Plan and other key strategic documents. It is intended that the objectives of the Strategy are built into work plans and budgets across the organisation, where specific expertise and responsibility are held.

Public Art projects will be funded in accordance with the City's Arts and Culture Policy definition of public art and states:

- \$10,000 should be allocated from the Council's annual budget, for the creation and ongoing maintenance of Public Art
- A minimum amount of 2% of the Council's total expenditure in the capital works program should go directly towards the commissioning works of public art work to be included in each project where that project is over \$250 000 (This excludes Council roadwork reserves). Included in this Policy are Council initiated projects; Community projects on land/space owned/managed by Council; Extensions and major refurbishments to

existing buildings; Street furniture or other major constructed public space amenities: Fixtures and fittings such as bike racks, rubbish bins etc; playgrounds; landscape works.

- Developer Contribution Plans where-by the Developer shall either provide public art to the satisfaction of Council or provide a combination equal to 5 percent of the overall cost of open space development. Private or commercial businesses should also be encouraged to apply the 2% policy, although not mandatory.
- State and Federal funding through the annual grants programs provided by Arts NT, Australia Council, or any other source connected to the arts, community, youth, seniors, heritage or urban design and provision of amenities.
- Corporate partnerships and sponsorship.

A Directory of Arts and Cultural Resources has been provided to staff for direction and guidance.

“  
The Strategy aims to engage and connect Council staff in  
a whole of organisation approach to success

# ACTION PLAN

## Outcome One – To secure partnerships with sector stakeholders

ACTIONS		PROJECT	2016/17	2017/18	2018/19	2019/20	2020/21
Form strategic partnerships with industry/ local business to provide quality arts experiences for the community and improve the built environment	Engage business community and property owners in Goyder Square and surrounding CBD	Public Art in Goyder Square & CBD	Set up Reference Group to provide input, identify opportunities and assist in communicating artistic intent for the aesthetic/ functional enhancement of walls, seating, shade and storage Develop program of art works for walls aligned with building maintenance programs Call for interest to business community and property owners in Goyder Square	Extend Reference Group to include other business and industry in CBD to provide input, identify opportunities and assist in communicating artistic intent for the aesthetic enhancement of walls Call for interest to surrounding CBD businesses Palmerston Regional Business Association (PRBA) Presentation to PRBA	Support and initiate opportunities for Landscape Architects and Architects to work with artists to realise public arts outcomes	Develop public art initiative Presentation to PRBA	Review and celebrate
Form strategic partnerships with national and Northern Territory regional arts, aboriginal, and multicultural organisations	Investigate and identify external funding opportunities for strategic projects	All	Provide support opportunities for incorporated organisations and arts community to apply for funding		Provide support opportunities for incorporated organisations and arts community to apply for funding		Provide support opportunity for incorporated organisations and arts community to apply for funding
	Identify opportunities for events and workshops by others in Palmerston	Voices of Palmerston Public Art	Identify opportunities and approach organisations	Identify opportunities and approach organisations	Identify opportunities and approach organisations	Identify opportunities and approach organisations	Identify opportunities and approach organisations
Form strategic partnerships with educational institutions	Establish working party/ communication channels	Voices of Palmerston	Promote project to schools. Select two or three schools to partner for project	Support schools to develop project through artist in schools funding	Celebrate and acknowledge arts in schools	Celebrate and acknowledge arts in schools	Celebrate and acknowledge arts in schools
		Public Art	Engage project management and develop brief to design and prototype street furniture by artists	Continue to develop brief to design and prototype street furniture by artists	Ensure implementation	Ensure implementation	Ensure implementation

## Outcome Two: To increase participation and engagement in arts, culture and heritage

ACTIONS		PROJECT	2016/17	2017/18	2018/19	2019/20	2020/21
Implement and encourage public art installations to connect places	Develop targeted public art and community arts projects in the CBD	Goyder Square & CBD Enhancement	Develop a program that encourages and supports artists' initiatives for art on walls and temporary arts interventions	Integrate artists' initiatives with 'Creating streets as shared spaces' (Public Realm Strategy)	Integrate temporary & permanent works and interpretation, based on Voices of Palmerston project	Integrate artists' initiatives "Creating streets as shared spaces' (Public Realm Strategy)	Continue to encourage, develop and support artists' initiatives for art on walls and temporary arts interventions
Enhance the character and identity of Palmerston	Collect and tell the stories of Palmerston people	Voices of Palmerston	Engage writers and film makers to develop and implement intergenerational storytelling project. Improve access to local history archives Digitize archived information online	Engage musicians and songwriters to develop work based on stories Identify and support opportunities to showcase project in public places and events (e.g Goyder Square Screen, Initiate Yarning event)	Showcase Voices of Palmerston project (NT Writers Festival, Darwin Festival, Goyder Square Screen)		
Support and nurture diversity and multiculturalism	Provide support and advocate for cultural awareness opportunities for staff, stakeholder groups & community groups	All	Cultural induction for all City of Palmerston staff Support and showcase of multicultural art programs at events and activities	Cultural induction for new staff Support and showcase of multicultural art programs at events and activities	Cultural induction for new staff Support and showcase of multicultural art programs at events and activities	Cultural induction for new staff Support and showcase of multicultural art programs at events and activities	Cultural induction for new staff Support and showcase of multicultural art programs at events and activities
Build community capacity through skills development	Provide opportunities for local and community artists to share skills through a professional development program and showcase of talent	Voices of Palmerston Public Arts Durack Heights	(MusicNT) Sound recording seminar in Palmerston Storytelling and Writing workshops to support Voices of Palmerston Hold workshops at Durack Heights	Song writing workshops to support Voices of Palmerston Support artists' initiatives to showcase their visual art and craft	Public art Support artists' initiatives to showcase their musical talent	Public art Support artists' initiatives to showcase their visual art and craft	Public art Support artists' initiatives to showcase their musical talent

### Outcome Three: To improve places and spaces

ACTIONS		PROJECT	2016/17	2017/18	2018/19	2019/20	2020/21
To increase usage and improve amenity for arts and creative enterprise	Provide and sustainably manage a range of multipurpose venues to make and exhibit art work, including studio, workshop and gallery spaces	Conduct needs analysis with arts and cultural groups to determine provision of arts facilities and amenities in Palmerston. (including Goyder Square and Durack Heights Neighbourhood Centre)	Engage project management and develop brief. Conduct community consultation and needs analysis with artists and user groups. Audit and map current and potential spaces for creative enterprise. (add value to Facilities Report)	Integrate recommendations with capital works projects for community facility maintenance and renewal	Capital works continue as per plan	Capital works continue as per plan	Capital works continue as per plan
		Activation of Goyder Square	Evaluate and monitor arts activities, events and amenities	Develop integrated Activation Plan	Implementation of Activation Plan	Implementation of Activation Plan	Implementation of Activation Plan
		Durack Heights Neighbourhood Centre	Engage the community to develop a Management Plan through collaborative planning process to determine management model and design of outdoor space. Provide subsidised fees to user groups for arts activation	Implement management model design recommendations. Identify management and construction costs	Monitor and support management and activities at Centre	Monitor and support management and activities at Centre	Monitor and support management and activities at Centre
		Support aboriginal cultural spaces	Investigate a dedicated outdoor cultural space within City of Palmerston parks	Support arts activities at Palmerston Family and Cultural Centre	Develop cultural trail plan that incorporates interpretive artworks	Construct first identified stage of trail	Continue to implement trail plan
Enhance the character and identity of Palmerston with authentic and meaningful designs	Develop staged design palette and street furniture catalogue for CBD and parks	Public Art	Engage project management and develop brief to design and prototype street furniture by artists	Continue to develop brief to design and prototype street furniture by artists and monitor implementation	Monitor implementation	Monitor implementation	Monitor implementation and review
	Manage public art collection	Public Art Assessment and Maintenance Schedule		Engage public art specialist to undertake assessment of public art and develop maintenance schedule	Implementation of maintenance schedule	Implementation of maintenance schedule	Implementation of maintenance schedule

### Outcome Four: To communicate the value of arts, culture and heritage

ACTIONS		PROJECT	2016/17	2017/18	2018/19	2019/20	2020/21
Adopt a whole of organisation approach to delivering quality arts experiences for artists and the community	Integrate implementation of the Arts Strategy with roles and responsibilities of Council staff and elected members	Internal Policy and Procedure alignment	Complete Control Assessment Sheet against Strategy initiatives Identify and improve internal communication channels and systems	Ensure internal city documents are accessible, understood and acknowledged across the organisation. (Arts Strategy, Arts and Culture Policy, and Development Guideline)	Review City policies to integrate with Strategy	Ensure internal City documents are accessible, understood and acknowledged across the organisation. (Arts Strategy, Arts and Culture Policy, and Development Guideline)	Review Control Assessment Sheet Identify and improve internal communication channels and systems
		All	Establish internal working groups to integrate annual portfolio projects, arts education and engagement initiatives	Renew and collaborate	Renew and collaborate	Renew and collaborate	Review and renew
	Evaluate to provide benchmark for success	All	Develop simple criteria and feedback form for evaluating arts projects Deliver progress report on Strategy	Implement and record feedback form Deliver progress report on strategy	Implement and record feedback form Review evaluation process Deliver progress report on strategy	Implement and record feedback form Deliver progress report on strategy	Review and assess Deliver final evaluation of strategy Develop strategy for 2021/2026
	Communicate the value of the arts to the community	All	Develop communication plan to disseminate arts information and celebrate success; Create a centralised calendar of events Identify projects that require media engagement communication plan	Ensure information is distributed through NT arts orientated media such as Arts NT Bite Size, Turn it Up, Off the Leash editorials Develop media partnership with Southern Cross Media and PRBA	Review communications plan Identify projects that require media engagement/individual communication plans	Ensure information is distributed through NT arts orientated media such as Arts NT Bite Size, Turn it Up, Off the Leash editorials	Evaluate and review communications plan
	Engage specialist expertise to develop, assess and manage projects	All	Engage suitably qualified artists and expertise for art selection, project reference group and management	Engage suitably qualified artists and expertise for art selection, project reference group and management	Engage suitably qualified artists and expertise for project reference group and management	Engage suitably qualified artists and expertise for project reference group and management	Engage suitably qualified artists and expertise for project reference group and management



# ACKNOWLEDGEMENTS

Art Antics and families attending the arts activity at Palmerston Library

Art Warehouse

Arts NT

Charles Darwin University Architecture Faculty

City of Palmerston Elected Members and Staff

City of Darwin Arts and Cultural Coordinator

Darwin Community Arts

Darwin Festival

Darwin Symphony Orchestra

Forum attendees and presenters at 'Public Art - Collaboration'

Larrakia Nation

Multi-cultural Council of the NT

Music NT

Palmerston Regional Business Association

Seniors Advisory Group

Survey respondents and the many Palmerston individuals who took the time to contribute to and support the development of the Strategy

Youth Inspiring Palmerston (YIP)

*This document has been prepared by Jenny Kerr and Lorna Secrett,  
in collaboration with the communities of Palmerston and on behalf of the City*



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