

This is an iterative list, with new resources being added regularly as they become available, or are found. If you have any suggestions or feedback, please contact Kim Dunphy:
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Resource List

Cultural planning in local government: annotated resource list

Australian resources

Andersen, L. & Malone, M. (2013). *All Culture Is Local: Good Practice In Regional Cultural Mapping & Planning From Local Government, The CAMRA Toolkit*. Sydney: UTS Press.

<http://hdl.handle.net/10453/24007>

Edited by Local Government NSW, the University of Sydney and the University of Technology, Sydney, this is a resource for cultural policy planning and implementation, presented through a collection of seventeen predominantly regional NSW case studies. A focus on resources, networks and cultural industries also highlights how arts and culture contribute to broader regional development.

Blomkamp, E. (2014). *Summary of PhD thesis Findings: Meanings and Measures of Urban Cultural Policy*. <https://auckland.academia.edu/EmmaBlomkamp>

Local government in Australia and New Zealand has long contributed to the cultural life of communities, particularly by providing services and infrastructure for creative activities. Yet there is little common understanding of the role and functions of cultural policy at the local government level. Through a historical literature review and four contemporary case studies, this research elucidated some of the goals, values, techniques and traditions that are embedded in municipal arts programmes and cultural strategies.

Blomkamp, E. (2012). Control, Calculation and Collaboration in Cultural Policy Work at an Australian City Council, *Asia Pacific Journal of Arts and Cultural Management*.

<https://auckland.academia.edu/EmmaBlomkamp>

The challenges and contradictions of managing publicly subsidised, collaborative arts and cultural projects are considered in this article through a case study of cultural activation in an Australian city. Drawing on empirical research and literature from public administration and governmentality studies, the author critically analyses the practices of policy workers in relation to two arts programs designed to achieve broad socio-cultural outcomes. While demonstrating the potential for creativity, collaboration and innovation in contemporary urban governance, this case study also reflects the difficulty of articulating and assessing the impacts of cultural interventions. The complex interplay of practices involved in managing these programs is portrayed as a governance medley, requiring policy workers to employ a range of skills and different types of knowledge. This article examines the governance of city culture in a particular site, while also depicting the culture of local governance in this municipality.

Dunphy, K., Tavelli, L. & Metzke, L. (2013). *Cultural planning practices in local government in Victoria.* <http://www.culturaldevelopment.net.au/publications/research-reports/>

Written by researchers of the Cultural Development Network, this paper presents results of a state-wide survey about cultural planning practices in local government across Victoria, reporting on breadth of cultural planning, amount of investment, policy influences in their development and planning processes. Findings include indications that all Victorian councils provide some kind of cultural development activity and that cultural plans are increasingly being implemented. Scope for practice improvement was also evident. This research offers the potential for stronger practice, improved collaboration and increasingly shared standards between councils.

Data from this survey also available on: www.culturaldevelopment.net.au/resource/cultural-planning-practices-in-local-government-in-victoria/

Glow, H., Johanson, K & Kershaw, A. (2014). 'More Yuppy Stuff Coming Soon': Gentrification, cultural policy, social inclusion and the arts, *Continuum: Journal of Media & Cultural Studies*, 28:4, 495-508, DOI: [10.1080/10304312.2014.907870](https://doi.org/10.1080/10304312.2014.907870).

Responding to gentrification has become a key planning issue for many urban municipalities. Local governments need to balance the often-competing agendas of urban regeneration, social inclusion and arts access and participation. This paper argues that arts and cultural units within local government bear the impact of such tensions. More importantly, however, local government policies and their implementation represent a third position in the polarised discussion on the cultural impact of gentrification. The example discussed here is the rapidly gentrifying City of Maribyrnong in Melbourne's western suburbs: a municipality where any potential realisation of the economic benefits of gentrification is balanced against the needs of a significant population of resident professional artists, and the social inclusion needs of socio-economically disadvantaged residents. Maribyrnong's arts and cultural unit, like those within many municipalities in the developed world, has had to develop cultural policies and plans as tools for negotiating complex relationships and diverse needs of community members by considering the economic, social and cultural benefits of the arts for all residents.

Grogan, D., Mercer, C. & Engwicht, D. (1995). *The Cultural Planning Handbook: an Essential Australian Guide.* Brisbane: Allen and Unwin. <http://www.allenandunwin.com/default.aspx?page=96>

Recognising a lack of Australian-based information to assist cultural planners, researchers David Grogan, Colin Mercer and David Engwicht have compiled *The Cultural Planning Handbook* to fill this gap. The handbook offers practical guidelines for mapping the cultural resources of communities and devising and implementing appropriate cultural development strategies. It is a guide for community development workers, planning professionals, tourism operators, artists and cultural workers and community members involved in cultural development.

Guppy, M., & Sansom, G. (Eds) 1997). *Better places, richer communities: Cultural planning and local development, a practical guide* (revised edition). Sydney: Australia Council for the Arts.

Hawkes, J. (2001). *The Fourth Pillar of Sustainability: Culture's Essential Role in Public Planning.* Common Ground. Melbourne: Cultural Development Network.

[www.culturaldevelopment.net.au/community/Downloads/HawkesJon\(2001\)TheFourthPillarOfSustainability.pdf](http://www.culturaldevelopment.net.au/community/Downloads/HawkesJon(2001)TheFourthPillarOfSustainability.pdf)

Written by Jon Hawkes, a leading commentator on cultural policy in Australia, this book provides a clear definition of culture, analyses its function within the emerging planning paradigms and proposes practical measures for the integration of a cultural perspective into the public sphere. The key conclusion of this work is that a whole-of government cultural framework, operating in parallel with social, environmental and economic frameworks, is essential for the achievement of a sustainable and healthy society.

Johanson, K., Glow, H., Kershaw, A. (2014) New modes of arts participation and the limits of cultural indicators for local government, *Poetics*, 43, 43–59

Abstract: A common characteristic of neo-liberal modes of government is an emphasis on quantifiable outcomes for the delivery of public services. This is increasingly evident in assessments of local government performance. Meanwhile, new modes of arts participation mean that community involvement in the arts can no longer be measured simply by box office data. The measurement of local government achievement of cultural goals has become more complex at the same time as it has become more common. This article brings together two bodies of literature: critical literature on the trend towards measuring public service performance and literature on community participation in the arts. It identifies a nascent shift towards a standardised system of measurement of community participation in the arts. Using a case study of Australian local government cultural strategies, it examines how the definition of community participation in the arts varies and the extent of a council's commitment to measuring participation. The article finds that the definition of participation varies greatly with the characteristics of the municipality. It is argued that a common understanding of the meaning of participation and a standardised system of measurement would risk jeopardising a council's capacity to respond to its highly context-specific needs.

Johanson, K., Kershaw, A., Glow, H. (2014). The Advantage of Proximity: The Distinctive Role of Local Government in Cultural Policy, *Australian Journal of Public Administration*, vol. 73, no. 2, pp. 218–234 doi:10.1111/1467-8500.12078

The arts and cultural sector has historically relied on funding from state and federal levels of government. Increasingly, however, local government has become a source of distinctive cultural policy making and a provider of significant funding for arts and cultural activities. The paper notes the relative absence of analyses of the role of local government in policy literature. It argues that with the recent proliferation of dedicated local cultural policies and plans, the attention of scholars is warranted. Through an analysis of the cultural plans of five local councils around Australia, the paper argues that the distinctive feature of cultural policy at the local level is a function of local government's proximity to its constituents, flexibility in decision-making and the discretionary nature of its expenditure.

Local Government South Australia. (2002). *Creative Communities: Guidelines for Developing and Maintaining an Arts and Cultural Policy.*

http://lga.sa.gov.au/webdata/resources/files/Arts_and_Culture_Project_Guidelines_pdf1.pdf

This resource was developed by Creative Communities Network (CCN)– a network of cultural development workers employed by councils in South Australia and state arts bodies. The kit highlights the importance of an arts and cultural policy framework for local Councils and provides policy and project descriptions. It is particularly useful for those new to work in cultural development in councils.

Mills, D. (2003). Cultural Planning – Policy Task, not Tool. *Artwork*, 55.

http://www.ccd.net/pdf/art55_cultural_planning.pdf

This article, by experienced Australian cultural planner and consultant Deborah Mills, highlights issues around the confusion of cultural policy with arts policy. It promotes a holistic view of culture to include such concepts as meaning, values and aspirations. Culture is seen as informing planning for integrated outcomes, rather than an area of activity. Cultural policy plans and case studies from various Australian local governments are explored.

NSW Ministry for the Arts (2004). *Cultural Planning Guidelines for Local Government.* Sydney: Ministry for the Arts. www.dlg.nsw.gov.au/dlg/dlghome/documents/information/CPG-final.pdf

This document provides information to assist NSW councils in preparing cultural plans for their communities. It was developed by the NSW Ministry for the Arts and the NSW Department of Local Government after consultation with local government representatives and key agencies. The importance of local cultural planning that is underpinned by an understanding of local cultural context and cultural wellbeing is explored. A checklist for successful planning, glossary of useful terms and indicators for successful cultural plans are also included. This document is currently being reviewed and may be re-published in 2015.

Stevenson, D. (2005). Cultural planning in Australia: Texts and contexts. *Journal of Arts Management*. 35, 36–48. http://www.tandfonline.com/doi/abs/10.3200/JAML.35.1.36-48#.U1XM_mSz3Q

In this article, Deborah Stevenson, Professor of Sociology and Urban Cultural Research at the Institute for Culture and Society, University of Western Sydney, looks at how the idea of culture (as a way of life and as “art”) is understood and negotiated in selected instances of cultural planning in Australia. She also considers influence on the development of Australian cultural planning, both as an idea and as a strategy.

Stevenson, D. & Young, G. (Ed.) (2013). *The Ashgate Research Companion to Planning and Culture.* Ashgate Publishing: England.

This research companion brings together leading experts from around the world to map the contours of the relationship between planning and culture and to present these inextricably linked concepts and issues together in one place. By examining significant trends in varying national and international contexts, the contributors scrutinise the theories and practices of both planning and culture and explore not only their interface, but significant divergences and tensions. In doing so, this collection provides the first comprehensive overview and analysis of planning and culture, interdisciplinary and international in scope.

Useful resources from Canada

Creative Cities Network (2010). *Cultural Planning Toolkit*, British Columbia: 2010 Legacies Now and Creative City Network of Canada.

http://www.creativecity.ca/database/files/library/cultural_planning_toolkit.pdf

This toolkit was compiled by community NGOs British Columbia: 2010 Legacies Now and Creative City Network of Canada. It is a guide for the process of cultural planning in a community. It includes an adaptable model and practical checklists for navigating and charting progress. Background material and additional details are provided on a companion website.

The toolkit has been developed to encourage community leaders, planners and local government staff to explore the potential of cultural planning. The authors hope to demonstrate how cultural resources can support the delivery of a spectrum of community priorities.

Creative Cities Network (2010). *Cultural Mapping Toolkit*, British Columbia: 2010 Legacies Now and Creative City Network of Canada.

http://www.creativecity.ca/database/files/library/cultural_mapping_toolkit.pdf

Also compiled by British Columbia: 2010 Legacies Now and Creative City Network of Canada, and not to be confused with the above planning toolkit, this **mapping** toolkit has been designed to guide users through the entire mapping process, from creating an inventory to drawing up and presenting a map. The process has been broken down into stages and steps. Each step is accompanied by examples, checklists or worksheets to help the planning process.

Resources from other countries

UCLG Commission for Culture (2004). Agenda 21 for Culture

<http://www.agenda21culture.net/index.php/documents/agenda-21-for-culture>

Published by the Committee on Culture of the United Cities and Local Governments (UCLG), international peak body for local government) Agenda 21 for Culture is a reference document for local governments to draft their cultural policies- the first of its kind. The Agenda 21 for culture was agreed by cities and local governments from all over the world to enshrine their commitment to human rights, cultural diversity, sustainability, participatory democracy and creating conditions for peace.

UCLG Commission for Culture (2010). Policy Statement on Culture

<http://www.culturaldevelopment.net.au/wp-content/uploads/2010/11/Culture4pillar-policy.pdf>

This document was developed by the Executive Bureau of the UCLG's Committee on Culture at its meeting in Chicago in April 2010. The Policy Statement sets out guiding principles and action for local governments across the world, acknowledging culture as the fourth pillar of sustainable development

American Planning Association (2011). *Arts and Culture Briefing Papers 01: The Role of the Arts and Culture in Planning*

Practice. <https://www.planning.org/research/arts/briefingpapers/pdf/overview.pdf>

This is a briefing paper prepared by the American Planning Association to illustrate how planners can work with partners in the arts and culture sector and use creative strategies to achieve economic, social, environmental, and community goals. It provides comprehensive definitions, an overview of the arts and culture field, and a framework for how the field's strategies can enhance and inform planning practice.

Curson, T., Evans, G., Foord, J., & Shaw, P. (2007). *Cultural planning toolkit: Report on toolkits and data.* London: Cities Institute.

Dang, S. R., & Duxbury, N. (2007). *Planning for cultural infrastructure on municipal or regional scale: Key.* Vancouver: Creative City Network of Canada.

This working paper from the Research Centre for Communication and Culture, Canada, explores the literature on approaches to, and issues around, planning for cultural infrastructure at a municipal or regional scale. It suggests that a broadly based, long-term planning approach for cultural infrastructure at a municipal or regional scale would help to achieve balance and coordination among existing perspectives, approaches, and development strategies and help address key issues and challenges.

Evans, G. (2001). *Cultural planning: An Urban Renaissance?.* New York, NY: Routledge.

<http://www.amazon.co.uk/Cultural-Planning-An-Urban-Renaissance/dp/0415207312>

Written by UK expert in urban culture and development, Graeme Evans, Cultural Planning focusses on the planning of the arts and culture and the interaction between the state arts policy, the cultural economy and town and city planning. It uses case studies and examples from Europe, North America and Asia. The book calls for the adoption of consultative planning policy, distributive models and a more integrated approach to both culture and urban design, to prevent the reinforcement of existing geographical and cultural divides.

Ghilardi, L. (2001) (ed.). *Differing: Cultural policy and cultural diversity* (pp. 123–134). Strasbourg: Council of Europe Publishing.

http://www.coe.int/t/dg4/cultureheritage/culture/completed/diversity/EN_Diversity_Bennett.pdf

This article is written by Lia Ghilardi, Founder and Director of Noema, a UK-based organisation working internationally to deliver place mapping and strategic cultural planning projects. It offers an overview of the issues raised in current debates about cultural diversity. The cultural planning framework is then introduced as a tool employed in the development of a more integrated approach to cultural development in contemporary urban settings. Finally, issues of governance and ethics are raised as areas needing further research.

Ghilardi, L. (2003). *Cultural planning: A strategic approach to successful and sustainable community-based regeneration in Scotland*. Glasgow: Scottish Urban Regeneration Forum.

https://www.academia.edu/1639538/Culture_at_the_centre_Cultural_planning-

[A strategic approach to successful and sustainable community-based regeneration in Scotland](#)

This report was developed by Lia Ghilardi on behalf of the National Cultural Planning Steering Group (N.C.P.S.G.) The purpose of the research was: to assess the relevance and application of Cultural Planning as an overarching vision for cultural and community regeneration in Scotland; to propose Cultural Planning as a successful strategic tool for real community engagement in Community Planning, and to consolidate the understanding and participation of mainstream funders and decision makers. Existing good practice is highlighted as a basis for regeneration strategies at community and city levels. Recommendations for national policy implementation are also made.

Hume, G. (2009). *Cultural Planning for Creative Communities*, Canada

http://mwmagazine.net/index.php?main_page=product_info&cPath=1&products_id=462

This book is authored by Gord Hume, a pioneer of the Creative City movement in Canadian municipal government. It offers practical ideas and plans on how Canadian municipalities can adapt the emerging “fourth pillar of sustainability” into their planning, budgeting, decision making, and community leadership. *Cultural Planning for Creative Communities* offers an insider’s look at forming local roundtables and community action groups for cultural planning. It details cultural mapping and outlines the process local governments can take to implement municipal cultural planning.

Markusen, A., & Gadwa, A. (2010). Arts and culture in urban /regional planning: A review and research agenda. *Journal of Planning Education and Research*, 29 (3), 379–391.

<http://www.hhh.umn.edu/projects/prie/pdf/271CulturalPlanningResearch.pdf>

Written by American researchers Ann Markusen, Professor and Director of the Project on Regional and Industrial Economics, University of Minnesota and Ann Gadwa, arts consultant, this paper reviews the state of knowledge about arts and culture as an urban or regional development tool, exploring norms, reviewing evidence for causal relationships, and analyzing stakeholders, bureaucratic fragmentation and citizen participation in cultural planning. Two strategies—designated cultural districts and tourist-targeted cultural investments—illustrate how better research would inform implementation.

Mercer, C. (2006). Cultural planning for urban development and creative cities
http://burgosciudad21.org/adftp/Shanghai_cultural_planning_paper.pdf

Written by cultural policy researcher Colin Mercer, this article captures the emergence of urban centers as more than economic entities, but increasingly as cultural hubs, or creative cities. The author describes an urban cultural planning framework, including discussion on strategy, resources and cross-sector, integrated planning.

Pascual, J. & Dragojević, S. (2007). Guide to Citizen Participation in Local Cultural Policy Development for European Cities. European Cultural Foundation.
<http://www.culturenet.cz/res/data/004/000550.pdf>

A collaborative publication of European Cultural Foundation, Interarts Foundation and ECUMEST Association, this book offers a series of conceptual and strategic tools to explore local cultural policies development in Europe. It proposes theoretical premises for future local urban policies - those directly influencing individual cultural participation and wellbeing. Culture, as the fourth pillar of development in relation to human rights, and urban space as the place for cultural participation, are among the key issues discussed.

Redaelli, E. (2013). Assessing a place in cultural planning: A framework for American local governments. *Cultural Trends*, 22(1), 30-44. <http://dx.doi.org/10.1080/09548963.2013.757893>
http://www.academia.edu/2384139/Assessing_a_Place_in_Cultural_Planning_A_Framework_for_American_Local_Governments

Written by American cultural policy and planning expert Eleonora Redaelli, this study outlines a framework for an operational definition of 'place' that helps connect spaces to empirical data about their cultural resources and residents. In a US setting, the results suggest that the use of this framework could help policy makers to assess the texture of their territory in its administrative, cultural and social dimensions.

Community consultation

International Association for Public Participation framework and principles for community engagement and public participation

<https://www.iap2.org.au/resources/iap2s-public-participation-spectrum>

http://iap2.affiniscap.com/associations/4748/files/06Dec_Toolbox.pdf

VLGA (2007). Let's Talk: A Consultation Framework

A guide for community consultation and engagement.

www.vlga.org.au/site/DefaultSite/filesystem/documents/Consultation%20and%20Eng/VLGA.2007%20Lets%20Talk%20-%20A%20consultation%20framework_web.PDF

Our Say. <http://oursay.org/>

OurSay.org is an independent organisation started by a team of young people passionate about harnessing the power of social media to revitalise critical participation in Australian democracy. OurSay.org is creating a culture of politically courageous leaders, extended and deeper media reporting and community members who take responsibility and ownership for the issues they care about. Email: theteam@oursay.org

Theory of change

Anderson, A. (2005). *The community builder's approach to theory of change: A practical guide to theory and development*. New York: The Aspen Institute.

Animating Democracy (2012). *Theory of change*. Retrieved from <http://animatingdemocracy.org/articulate-theory-of-change>.

Leading American arts funding organization promotes theory of change.

Createquity (2012). *In defense of logic models*. Retrieved October 12, 2012 from <http://createquity.com/2012/06/in-defense-of-logic-models.html>.

Artists and organisers talk about logic models.

www.theoryofchange.org

Funnell, S., & Rogers, P. (2011). *Purposeful program theory: effective use of theories of change and logic models*. San Francisco: Jossey-Bass.

Kellogg Foundation (2004). *Logic model development guide*, Kellogg Foundation, USA.

<http://www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf>. User friendly model from US non-profit foundation.

Weiss, G. (1995). Nothing as practical as good theory: Exploring theory-based evaluation for comprehensive community initiatives for children and families. In J. Connell, A. Kubisch, L. Schorr, & C. Weiss (Eds.). *New Approaches to Evaluating Comprehensive Community Initiatives*. New York: The Aspen Roundtable Institute

Other references

Mulligan, M. & Smith, P. (2010). *Art, Governance and the Turn to Community: Putting Art at the Heart of Local Government: A report to Australia Council for the Arts on research on the Generations Project 2006 – 2009*, Melbourne: Globalism Research Centre, RMIT University.

<http://www.culturaldevelopment.net.au/regeneratingcommunity/project.htm>

This report documents findings from the Generations project that explored links between engagement in community based arts activities and active civic engagement. There is growing literature that supports the link between creative or 'artistic' activity and improved health and well-being, but the links between creative communities and civic engagement are less well documented. The Generations project was conceptualised to contribute to research on this topic through a significant research component. It was thought that demonstration of this link could have significant effects on the development of public policy and the targeting of resources to community-based arts projects. The research project was carried out by Dr Martin Mulligan with researcher Pia Smith at Globalism Research Centre (RMIT) over the three years of the project.

In preparation for the project, each of the five participating councils worked with the Cultural Development Network to identify issues of serious concern for their municipalities. Five community projects addressing these local issues got underway in 2006 in councils across Australia; Charters Towers Regional Council (Queensland); City of Liverpool (New South Wales); Rural City of Wangaratta (Victoria); City of Greater Geelong (Victoria); and Latrobe City (Victoria). The projects completed their formal engagement with Generations in late 2009.

Dunphy, K. (2013). The role of participatory arts in social change in Timor-Leste, unpublished PhD thesis, Melbourne: Deakin University. www.manyhands.org.au/resources.

Holden, J. (2006). Cultural value and the crisis of legitimacy. Retrieved December 20, 2009 www.demos.co.uk/files/Culturalvaluweb.pdf?1240939425.