

INQUIRY INTO THE DEVELOPMENT OF ARTS AND CULTURAL INFRASTRUCTURE OUTSIDE THE SYDNEY CBD

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LORD MAYOR'S OFFICE

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The Committee Manager
Public Works Committee
Parliament House
Macquarie Street
SYDNEY NSW 2000

Catherine.Watson@parliament.nsw.gov.au

Dear Ms Watson

Submission to the Public Works Committee, NSW Legislative Assembly – Inquiry into the Development of Arts and Cultural Infrastructure outside the Sydney CBD

Please find attached Parramatta City Council's submission to the Public Works Committee, NSW Legislative Assembly - Inquiry into the Development of Arts and Cultural Infrastructure outside the Sydney CBD.

The following comments and suggested actions are provided in the context of the Inquiry's Terms of Reference. Council's submission puts forward a number of recommendations that essentially call for new approaches to better reflect the priorities and a whole-of-government approach to strategic planning and the provision of arts and cultural infrastructure in NSW.

Local councils like Parramatta remain among the largest and most generous contributors to the nation's cultural development. Therefore, some of the recommendations put forward here by Council call on a shift from traditional thinking in the planning and provision of arts infrastructure to a more strategic investment model that leads to a successful and vibrant creative economy championed and appreciated by the community.



The submission also advocates that it is vital that the appropriate planning and allocation of funding and resources to arts and cultural infrastructure be matched to the identified priorities of Government action, especially when they are longer term goals shared with other parties, like Parramatta City.

Some of the key issues outlined in this submission draw the Committee's attention to:

- Acknowledging a broader definition of infrastructure (both 'hard' and 'soft') and that both are complementary to one another in achieving not only sustainable arts and cultural practice but also strengthening community wellbeing objectives.
- Improving the dialogue between major government agencies to deliver on a holistic approach to the delivery of the NSW State Plan, and in particular the arts & cultural outcomes.
- The need to create stronger channels of communication to ensure that the maximisation of assets, property and services across the total Government portfolio is achieved in light of the strategic objectives and outcomes desired for arts and culture in the NSW.
- The objectives to integrate the arts as part of the regeneration process of regional cities, such as Parramatta and to further investigate opportunities for provision of clusters of low-cost artist studios and business space for new and emerging creative industries.
- The necessity to move away from simply providing capital injections into arts infrastructure projects and consider substantial funding support for the ongoing operating costs of regional and local arts infrastructure in communities across the State.

Parramatta City Council remains grateful for the existing solid working relationship we have with government agencies such as Arts NSW and the recent commitments from NSW State Government in support of new major arts infrastructure for our city including the New Generation Centre & Gallery, Civic Place.

I look forward to this relationship continuing to the mutual benefit of both organisations. I also congratulate the Public Works Committee on their foresight to undertake this important enquiry and await with interest the outcome of the Committee's findings.

Should you wish to further explore the comments made in this paper, please contact me directly or Council's Arts Project Officer, Andrew Overton, on 9806 5475.

Yours sincerely

A handwritten signature in black ink, appearing to read 'P Barber', with a large, stylized loop at the end.

Councillor Paul Barber
LORD MAYOR
PARRAMATTA

Copy to: Mr David Borger MP, State Member for Granville
 Ms Tanya Gadiel MP, State Member for Parramatta
 The Hon Nathan Rees MP, State Member for Toongabbie, Minister
 for Emergency Services and Minister for Water Utilities

PUBLIC WORKS COMMITTEE, NSW LEGISLATIVE ASSEMBLY

INQUIRY INTO THE DEVELOPMENT OF ARTS AND CULTURAL INFRASTRUCTURE OUTSIDE THE SYDNEY CBD



COMMENTS IN RESPONSE TO THE INQUIRY

The following comments and proposed actions are provided in response to the Inquiry's terms of reference.

Please note that comments provided have been framed on defining "arts & cultural infrastructure" as going beyond the traditional 'hard' forms of infrastructure, such as galleries, theatres etc to also include 'soft' infrastructure, such as human resources, professional development, education, training and innovation.

It is important to acknowledge that this broader definition across both forms of 'hard' and 'soft' infrastructure are seen as synonymous and complimentary in achieving not only sustainable arts and cultural practice but also strengthening community wellbeing objectives.

1. Issues of public and private funding and allocation of resources;

ISSUE 1: S94 Reforms and Arts infrastructure funding

The Environmental Planning and Assessment Amendment Bill 2008 were passed by both Houses of Parliament on 18 June 2008. The legislation will commence on dates to be proclaimed by the Minister. The Bill introduces a varied mix of planning reforms including changes to the rules governing developer contributions.

The range of infrastructure that councils will be able to fund under section 94 and section 94A will be restricted to those that fit the definition of "key community infrastructure" (as prescribed by the Regulations) or is "additional community infrastructure" being that specifically approved by the Minister. Contributions Plans that don't comply with this requirement will be automatically repealed on 30 June 2009. The definition of "key community infrastructure" is proposed to be defined as:

- local roads
- local bus facilities
- local parks
- local sporting, recreational and cultural facilities and local social facilities (being community and child care centres and volunteer rescue and volunteer emergency services facilities),
- local car parking facilities
- drainage and stormwater management works
- land for any community infrastructure (except land for riparian corridors)
- district infrastructure of the kind referred to above but only if there is a direct connection with the development to which a contribution relates.

As such, facilities such as arts and cultural facilities will still be able to be levied for under Section 94, Section 94A and within Voluntary planning Agreements. However, there are potential implications for the apportionment of costs for such facilities.

The newly adopted Parramatta Civic Improvement Plan is a Section 94A Plan which operates via the imposition of a flat rate levy. Amongst the works schedule is an “Arts and Cultural Facility” which is expected to raise \$30,000,000 for this purpose over the 25 year life span of the Plan. The advantage of a section 94A Plan is that the nexus requirements are looser than they were under the traditional Section 94 Plan and there was no restriction on the use of funds in terms of apportionment.

Under the previous traditional Section 94 Plan, Council had to locate matching funds to bolster the Section 94 funds. However, the advantage of moving to a Section 94A Plan is that it enables Council to fund works to the value of 100% of the works items from developer contributions. Under section 116K of the Amendment Bill, the looser nexus requirements appear to be continued for Section 94A contributions as follows:

- *“The validity of an indirect contribution (S94A levy) is not affected by there being no connection between the development the subject of the indirect contribution and the object of expenditure of any money required to be paid”*

However, the Bill proposes to introduce two new provisions which appear to conflict with this principle. Firstly, Council can only levy for “key community infrastructure” as define above by the Regulations or “additional community infrastructure” being that specifically approved by the Minister. The definition of “key community infrastructure” does allow for cultural facilities of a district nature, “...but only if there is a direct connection with the development to which a contribution relates.” This conflicts with Section 116K of the Bill.

Secondly, when preparing contributions plans, Councils must have regard to Section 116D of the Bill which asks amongst other things, that: “...is the proposed development contribution based on a reasonable apportionment between existing demand for public infrastructure to be created by the proposed development to which the contribution relates?” This consideration also conflicts with Section 116K of the Bill.

In summary, the planning reforms will not remove local councils’ ability to levy developer contributions for cultural facilities. However, a question mark hangs over whether or not councils will be able to levy for the full extent of the cost of providing such facilities. In an established are like Parramatta, where population growth is incremental from infill development, this could have significant consequences for the funding of community infrastructure.

ISSUE 2: State Arts & Planning funding realignment

In recent years there has been a growing divide between state arts and state planning policy. It remains essential to embed cultural development processes into the objectives and operations of Government agencies so that a whole-of-Government approach to cultural development can be achieved.

Evidence of this is not clear even with the recent release of the Review into the NSW Cultural Grants Program in 2008, with one of the key recommendations setting out to: *“Develop a policy framework for Arts NSW, which is tied to the State Plan, particularly “E8: More people participating in the arts and cultural activity”*

The State Plan strategy of participation is important; however to achieve this, the State Plan must also acknowledge other major strategic planning documents undertaken by the State Government in recent years.

From a regional metropolitan perspective, and Parramatta as Sydney's primary regional city, it is essential that this new strategic policy framework for Arts NSW and the resulting funding programs be also apportionately realigned to reflect State Government planning strategies in regard to identified priorities as specifically outlined in:

- ***City of Cities – The Sydney Metropolitan Strategy (2005)***

As you would be aware, the Sydney Metropolitan Plan is a holistic plan to manage the growth of Sydney for the next 25 years. The plan focuses on the growth in key regional cities. *(The Metropolitan Strategy identifies Parramatta as one of the three regional cities outside the Global city of Sydney and North Sydney and again reinforces Parramatta's role as second CBD).*

The underlying premise of plan remains to provide more lifestyle and employment opportunities to these growing areas of Sydney. The continuing growth and development of Sydney has placed increasing pressure on cities such as Parramatta, to extend the range and scope of cultural services, and facilities to respond to the needs of the local community and beyond.

Planning & funding for arts infrastructure for broader metropolitan Sydney outside of Sydney CBD should therefore support and reflect the key directions of this Strategy to assist with the delivery of sustainable growth for Sydney, primarily through:

- **The delivery of a holistic networked, and a layered Government approach to future infrastructure development particularly in regard to the provision of future cultural facilities and programs that further complement significant other government investment in transport and social infrastructure in places like Parramatta.**

From a regional perspective, an audit of arts infrastructure is required that would then set down a hierarchy that could effectively categorise a layered approach to metropolitan, regional, sub regional and local initiatives.

- **Recognising the importance and the need to strengthen new and existing cultural assets/infrastructure as major attractors for social & economic prosperity for regional cities such as Parramatta.**
- **Acknowledging that the arts has a vital play a vital role in 'good city making' – urban design, placemaking, events, identity and interpretation etc. *(see also Cities Taskforce comments below)***
- **Supporting the work of artists and creative industries in innovation and the imaginative uses of information and communication technologies.**

- **Cities Taskforce - City Centre Plans (2006/07)**

To support defined outcomes of the above Metropolitan plan, a complementary program has involved collaboration with Department of Planning and partner Councils. The Cities Taskforce project has currently focused on delivering visions and detailed planning and civic improvement strategies for the six regional cities including Parramatta.

Particularly in Parramatta's case, the development of the new City Plans (including the City Centre Vision, DCP, LEP, & CIP) go beyond simply defining traditional local development opportunities to be mindful of cultural and social attributes, vital to the City's prosperity and cultural maturity. The 25-year plan builds on Parramatta's natural advantages including its river, business base and rich cultural heritage, to create new opportunities which will support a dynamic city into the future.

The foundation of these new plans for Parramatta has the key visions and actions of *"developing a creative city in which arts and cultural activity can prosper and therefore add to a strong Parramatta identity"* and *"growing and facilitating activity in creative industries"*.

The State Government through a number of agencies should therefore take a lead role and carriage through developing appropriate funding programs that strategically invest in cities such as Parramatta where continued growth will remain high and actively support the creative vision of these cities through:

- **Significantly partnering in key city improvements such as the development of major new arts and cultural infrastructure**
- **Encouraging and supporting programs that deliver on the growth of cultural industries as a new industry sector including sub-sectors such as cultural tourism, arts supplier & support industries**
- **Developing appropriate programs that assist in creating economic stability through the diversification of employment and economic opportunity particularly through creative industries**
- **Supporting a 'living city' concept by assisting to encourage mixed use development that put forward the inclusion of creative production and artists workspaces within city CBD environments, and funding programs that support place activation programs creating opportunities to animate the cities in terms of both the look and feel of the place, and people's experiences of it.**

ISSUE 3: State funding programs for arts infrastructure

To-date there has been limited availability to fund the building of major arts infrastructure in NSW. For example the current grants program offered by Arts NSW puts a ceiling of a maximum cap of \$250,000 through their Capital Assistance Program to any one infrastructure project. No announcement under the recent review of the Cultural Grants Program has been communicated about the future of this program.

It should be noted that contrary to this grant program amounts well above this ceiling have been given by the State Government to major arts infrastructure projects in places like Campbelltown, Casula, Penrith and more recently Parramatta, and new capital projects for the Art Gallery of NSW, and Museum of Contemporary Art.

These funding commitments have largely been given as one off amounts and have largely benefited projects that have had considerable investment at a local level and the detailed preparation of extensive feasibility studies.

More opportunity for funding should be considered to assist in the development and assessment phase of creating or expanding on arts infrastructure. This could be achieved through the investigation of the following opportunities:

- **Increase the number of incentive based funding programmes for infrastructure:**

There needs to be investigation of incentive based funding programmes, matching \$ for \$, to encourage the expansion of Public Private Partnership approaches or the implementation of planning agreements with the private sector in the development of new arts infrastructure.

Incentive programs in the past have been extremely modest and linked to matching local government contributions. For example, the strengths of the Western Sydney Arts Strategy remain access to funding streams such as the Local Government Arts Incentive Fund. The development of broad criteria for funding programs that actively support and build on the concept of larger incentive based funds should be continued, to support the important work of local government in the development of integrated cultural planning, arts infrastructure and program delivery. The funding pool must be increased, both in operating and program delivery.

The investigation of planning concessions to the private sector could also be considered. Incentive based programmes will therefore encourage integration of the arts to address broader objectives of city improvement, community development, and cultural heritage.

- **Creation of Infrastructure “Pop-Up Funds”:**

The current timing and lengthy approval process remains an issue for arts infrastructure development. There is a need to consider the development a series of pop-up funding initiatives open three - four times a year offering up to \$15,000. Pop-up funding would provide the opportunity for arts initiatives/infrastructure projects to be incorporated in broader projects that arise throughout the year. Assistance would enable audits and/or feasibility studies to be undertaken that could underpin a platform around the future development of arts infrastructure across the state.

It is common for an opportunity to arise where a potential partner is able to participate in a project however; there is often a lack of funds to take advantage and be responsive to the opportunity. Pop up funds would provide quick turn around funding to kick-start projects, allowing more potential partnerships to occur and projects delivered as the need arises.

- **Support recurrent operating costs:**

Focus must move away from simply providing just capital injections into arts infrastructure projects. There needs to be consideration of substantial funding support for the ongoing operating costs of regional and local arts infrastructure in communities across the State.

To give some indication of the total recurrent cost per annum for Council to operate Parramatta Riverside Theatres is in the vicinity of \$1.3 million per annum. This excludes one off periodic capital upgrades.

Furthermore the planned New Generation Centre & Gallery for Civic Place, Parramatta will have a projected recurrent operational cost in the order another \$1.5 million per annum.

The LGSA's submission to the recent NSW Cultural Grants Review importantly acknowledged :

"Across NSW State arts investments in Local Government produce cultural development results far in excess of the State Government contributions. Inside councils, competing priorities for expenditure necessitate ongoing State incentives for cultural development. Arts NSW total annual funding figures to Local Government are particularly low, especially when compared to total NSW councils expenditure on culture."

"Despite this positive effort, Local Government's finances cannot be taken for granted. With many NSW Local Governments facing financial challenges, as found by the Independent Inquiry into the Financial Sustainability of NSW Local Government, it is vital that initial cultural investments are followed up with regular State Government funding support for recurrent operational and programming costs."

"The current Cultural Grant Program structure necessitates numerous applications from councils, to augment their activity in the wide spectrum of Local Government cultural development activities. Providing packaged State investments for all a councils cultural endeavours would also deliver on State Plan commitments to reduce red tape (.P3. in State Plan)"

A planned trial of triennial funding to local government as proposed under the Western Sydney Arts Strategy review in 2006 should be reconsidered as apart of this approach. The trial should be extended to be an open and transparent process for Councils to outline a three year plan for the application of these funds to a broad cross section of prioritised recurrent/operational costs and/or arts programs.

ISSUE 4: Strategic Arts Property acquisition

At present there is very limited strategic acquisition of property undertaken for the future investment in arts infrastructure by the State Government. Whilst the Government has invested in a variety of large infrastructure projects across the State, this investment has come in the form of grants and assistance to local government and not as direct ownership. The State government currently owns and/or operates a majority of their arts & cultural infrastructure within a radius of approximately 10km of the Sydney CBD (with the exception of the Powerhouse Discovery Centre at Castle Hill).

Agencies such as Arts NSW in consultation with the State Property Authority should undertake a review of all current NSW state assets in the arts portfolio. A strategic plan is then required to drive key property acquisition to capitalise on medium to long term outcomes for new arts infrastructure across the State. Forward planning is required in strategic property acquisition principally in identified growth areas, particularly in Western Sydney.

Strategic investment would allow for the securing of property, land or vacant and under-utilised buildings that could then through a variety of different strategies be developed to accommodate arts infrastructure for the future growth of cities. To draw comparisons, the State has had a long history of acquiring strategic road or rail corridors for the future needs of transport, the same could apply for the arts.

ISSUE 5: Developing Philanthropic Support and partnerships

The NSW Government needs to support and strengthen the development of strong partnerships that are catalysts for engaging business, arts & cultural communities in the formation of partnerships which have mutual benefits.

The NSW Government must establish opportunities to actively assist arts and cultural organisations and local government to expand their sources of potential support and develop their sustainability, strengthens the networks of participating business, arts and local government, and therefore enable arts, business and local government to work together to strengthen their communities.

Philanthropy is an increasingly important income source for cultural organisations, and the need to secure increased philanthropic income is important meet future needs.

Philanthropy in Australia appears to be on the increase. Older figures provided by the Queensland University of Technology Centre for Philanthropy and Non-profit Studies and the Australian Tax Office show an increase in the total value of individual tax deductible donations from \$500 million in 1995 to over \$800 million in 2001 (these figures do not include donations where no deduction was claimed). Based on previous growth this value would surely exceed \$1 billion in 2008.

In recent time a number of **local government authorities including Parramatta City Council have established foundations and cultural trusts** as a vehicle to create permanent public investment funds for the arts. These trusts act as an incentive to increase philanthropy and establish long lasting relationships and partnerships. *(See appendices - Parramatta Cultural Trust)*

The business of philanthropy is essentially about relationships. Organisations which are successful at attracting support build and maintain relationships with their supporters over time. This takes commitment, effort, patience and a large reservoir of interpersonal skills.

The State government needs to engage and illustrate some direction in both offering further incentive programs to business to engage in the arts and creativity. Assistance is also required in developing programs that support the establishment of a skills pool of business people that philanthropic organisations can draw on for leadership, advocacy, energy and ambition in achieving their goals.

This also can become a collaborative effort for both Federal and State funding. For example in South Australia, small businesses and arts organisations have a million-dollar incentive to form new partnerships, thanks to a partnership between the Australia Business Arts Foundation (AbaF), Harris Scarfe Australia and Arts SA. Through the program, AbaF will match the value of sponsorships between a small business and an arts organisation.

2. Suitability of public infrastructure for arts and cultural life;

Australian and overseas research shows that direct involvement by communities in arts activity can contribute significantly to individual and community wellbeing and can enhance the efforts of government departments in realising their policies for community wellbeing and ecologically sustainable communities. Creative processes, when embedded can be very powerful in strengthening the knowledge, engagement, social capital and leadership to achieve community and policy objectives.

ISSUE 6: Art in the Public Domain

Increasingly traditional forms of arts infrastructure (ie. theatre and gallery etc or multi arts centre) are no longer the single domain or one stop shop for the cultural development of communities. The successful regeneration of cities has involved a much more accessible and rounded approach to cultural delivery. Communities across the world, and more recently in Australia have recognised the public benefit, particular qualities and intrinsic values the arts can contribute to the urban environment and the development of public spaces, *'...authorities increasingly understand that artists can bring a distinctiveness and quality to the urban environment that has been missing from a generation of redevelopment.'*

Art can enrich our understanding of place, sense of play, create a distinct local landmark and enter the long-term community memory and spirit. The presence of art in public infrastructure can offer us a way to meaningfully engage with our increasingly changeable environment and local identity. The artwork can often be the only record of the layers of a community's urban history. This has become increasingly evident in areas such as Western Sydney which is currently undergoing significant urban change.

Council would like to draw attention to the increase in recent programs that support the development of contemporary public art programs that have been successfully implemented by other State Governments across Australia and within NSW by local government, particularly Parramatta City Council.

In a growing number of Australian cities percent for public art has become standard practice for allocating a percentage of the total cost of a project to public art and placemaking works associated with that project or site. The Western Australian, Tasmanian, and Queensland Governments all have legislated percent for public art programs. Percent for art allocates a nominated percentage (commonly up to 2%) of the total cost of a capital works project or development to integrate public art works.

For example, In Western Australia the Department of Culture and the Arts and the Department of Housing and Works have collaborated since 1989 to develop, implement, deliver and advocate for a Percent for Art component in Western Australia's civic buildings. Up to one percent of the estimated total cost of State capital works over \$2 million can be allocated to commission WA artists to create public artworks. Projects below \$2 million may still incorporate a Percent for Art component at the discretion of the commissioning government department or agency. On completion of the project the commissioning client department accepts responsibility for the ongoing maintenance of the artwork.

More recently, the Queensland Government's Built-in Policy came into effect in 1999. Through this policy all government departments commit at least 2 percent of each capital works budget over \$250,000 to integrated art and design. This has had a recently expanded to include a much broader strategy that also takes in major events and festivals.

Within local government in NSW, Parramatta has led the way over the past 8 years with the development of this program with formal provisions in the City's Development Control Plans.

Other Council's such as Newcastle City have also developed programs that support the percent for art concept. Whilst no mandatory percentages apply, the provisions are the basis for Council negotiation with private developers. The inclusion of public art in major private developments is recognised by Councils as a contributing factor towards the allowance of a development bonus in accordance with Council's Urban Design Guidelines.

Since the implementation of the developer public art program in Parramatta, and in the absence of any formal NSW State Government policy, a strong awareness has been raised regarding the cultural, social and economic value of supporting artists to assist in the shaping of an innovative and expressive public environment.

Government agencies and departments such as Justice/Attorney Generals, Police, RTA, Transitways, City Rail, Rail Corp, and Sydney Water have been introduced to the process and have committed at times substantial art projects with multiple commissioning stages.

In all cases, artworks have been commissioned to exist in internal and external public spaces. The artworks have been conceived and created by the artist or involve fabrication and construction by sub-contracted groups.

Commissioned artists within the program have the opportunity to work in a design team and collaborate and skill share with other artists, designers, architects, interior designers, multi-media specialists, engineers, fabricators and manufacturers to deliver the artwork to the commissioner. Generally, the value of artworks has ranged from approximately \$70,000 to up to \$700,000.

In addition, Council has also shown leadership in this approach. Council currently applies a percentage of its own capital works budget to fund an annual integrated program of public artworks. Recent works have included the Church Street upgrades, the Neighbourhood Revitalisation programs, Granville Swimming Centre Upgrade, the Parramatta River foreshore works, the Elizabeth Street Footbridge, and a pilot laneways/small spaces strategy project.

Furthermore, Public art has been included major projects, such as the proposed Civic Place, Parramatta which will include Council/Developer negotiated development agreements that have included commitments to substantial public art program in excess of \$5 million.

The present cost of an average public art commission would be over \$200,000. Currently before the recent review, the NSW Cultural Grants Program administered by Arts NSW only allocates a very minor funding priority to supporting the development of public art programs. The maximum for design concept is capped at \$6,000 with matching dollars to the value of approximately \$20,000 to implement and commission the design.

It is recommended that the NSW Government develop and implement a State policy in regard to Public Art and appropriate funding programs be used to substantially support the development of both permanent and temporal contemporary public art programs across the State.

3. The desirability of locating cultural facilities in close proximity to create hubs;

Parramatta Council supports the Inquiry's decision to examine and report on the potential of creative/cultural clusters and hubs. The investigation of cultural hubs/clusters has been a considerable area of investigation undertaken by Parramatta Council. The context has been examination and/or formation of arts and cultural hubs and precincts that at has at their basis a mix of arts and cultural production, presentation and consumption opportunities.

This investigation has been illustrated through the delivery of a hierarchy of new and detailed plans developed to guide and inspire the future of Parramatta City over the next 25 years. They all significantly emphasise the importance of the creative agenda for Parramatta's future – socially, culturally, and economically.

It therefore remains essential for Parramatta that a re-alignment of action and the implementation of strategies that promote creative clusters/hubs occur to not only support the implementation of the NSW Government's broader vision of shaping the State's future, but to also importantly contextualise the appropriate allocation of resources to identified opportunities that will help achieve shared and defined goals over the next 10 years and beyond.

In 2005, Council as a part of the development of the *Arts Facilities & Cultural Places Framework* scoped the synthesis of arts & cultural facilities in city planning. This process considered in detail the analysis of areas of the city that could support and sustain enhanced or additional cultural facilities. This included the investigation of cultural identity areas either through the development of precincts, clusters or targeted placement. The key findings of this framework/plan have informed broader city strategy that has essentially set out to encourage a "Creative City" through both statutory and strategic plans.

To support the above, Council has just recently completed a commissioned scoping study that provides Council with a clear indication of the level of investment required for the immediate and medium term actions identified in the Arts Facilities and Cultural Places framework within the categories of Infrastructure, Identity and Interpretation, Increasing Community Participation and Creative Industries. The framework is linked to Council's Twenty25 Plan which brings together Council's plans for managing growth and change into the future. The results of the scoping study will be included in Parramatta Twenty 25 plan to enhance the transparency of the planning and budgeting process, and to assist corporate planning decisions.

In preparing the scoping study, the consultant team made site visits and carried out consultations with Council staff and relevant stakeholders both within Parramatta and the NSW Government. This study also brings together all the issues that will need to be addressed to complete the business planning process on a number of arts infrastructure projects across the City. Issues identified include policy and planning implications, human resources, program resources, funding options, physical and technical issues and heritage considerations.

The study reviewed a number of project proposals and to advise Council on the processes and possible costs associated with implementation of the Framework. It includes consideration of approximately nine arts infrastructure initiatives including, expansion of SWITCH (an arts/new media incubator), Community Hubs to include arts space/s, River Outdoor Performance Space and the potential of a Writers Studio. A copy of this scoping report is available on request.

ISSUE 7: Arts infrastructure & regeneration

Currently there is little evidence of dialogue between major government agencies to deliver on a holistic approach to the delivery of the NSW State Plan, and in particular the arts & cultural outcomes. Stronger channels of communication need to be developed to ensure that the maximisation of assets and services across the total Government portfolio is achieved in light of the strategic objectives and outcomes desired for arts and culture in the NSW.

For example; one of the key strategies outlined for the recently developed Central West Sub Region (Metropolitan Strategy) Implementation Plan does put at its core the importance of a collaborative approach between key stakeholders in identifying potential surplus property for the adaptation and reuse for either short or medium term arts and cultural infrastructure projects.

The plan's key strategies in this area are:

F4.2 - integrate arts as part of the regeneration process - *"State government and local councils are recognising the value of promoting and celebrating an area's cultural life as a means of creating local identity which can contribute to social cohesion and prosperity. Where buildings and areas are not being utilised or are awaiting redevelopment, councils should investigate providing low rent interim tenancies for cultural and creative activities. Through these means, councils can assist artists to continue to live and work within the subregion, to promote and support the creative industries in the area, including the concentration of commercial galleries"*

F4.2.1 - State government and local councils to investigate opportunities for provision of low-cost artist studios and business space for new and emerging creative industries to assist in regeneration of centres - *"The arts will be integrated as part of the Regeneration Process. Where possible, opportunities for providing Low rent interim tenancies for cultural activities, such as musician spaces and workshops, should be investigated in buildings that are awaiting redevelopment or are not being utilised"*.

It is therefore acknowledged that the nature and delivery of arts & cultural practice, along with the current and dynamic regeneration process of a number of regional cities including Parramatta involves the opportunity to adaptively re-use property assets to achieve multiple social outcomes. Although, to a degree this has begun in Parramatta with the delivery of recent arts production infrastructure like the Parramatta Artists Studios and Connection Artists Place (CAP), the primary initiative has been largely driven by Parramatta Council through either Council owned or rented property resulting in a large portion of the capital set up and recurrent operating cost being borne by Council. This process has included dialogue and support offered by agencies such as Arts NSW, however engagement with other key State departments have been less participative.

Silo approaches remain common. For example a key government agency in the State Property Authority has as one of its key principal objectives to *"manage properties of government agencies in ways that support the delivery of government services by agencies"*. This objective could somewhat be considered to cater to the needs individual state agencies in isolation and remain predominately inward client focussed.

Opportunities exist in improving dialogue and the sharing of information and opportunities through the development of formal service agreements and cluster planning groups between State Property Authority, Arts NSW and Local Councils to be responsible for identifying opportunities and developing and implementing strategies, proposals and programs to dispose of surplus State property and acquire land and properties for the development of public cultural infrastructure and related arts projects.

In Parramatta there remain considerable State government land holdings and vacant or underutilised buildings with significant social and cultural connection for the community. At present these assets still remain largely inaccessible to the public.

Council for sometime has investigated and advocated for a number of collaborative ownership models for these sites that would see the reactivation of these community assets for not only strong arts and cultural outcomes, but also elevated economic return for the city, region and the State with opportunities for creative industries employment and the creation of new and unique cultural tourism product. (See Appendices for Council's proposals for Old Kings School and Cumberland Hospital sites).

ISSUE 8: Arts production hubs

As a critical part of the development of creative hubs are low cost, flexible cultural production areas such as studios and workshops for practising artists and designers.

Cultural production areas remain critical in the sustainability of local arts practice in the West Central region of Sydney. The new Parramatta Artists Studios are a good and successful working model and an effective collaboration between state and local government. The philosophy of the Parramatta Artists Studios is built on being, affordable, developmental, service-oriented and partnership-driven. (See Appendices)

Incubators such as the Artists Studios have the particular strength of equipping arts and cultural business “in a start up process” to build the diversification of business activity and employment opportunities for artists and creative people in the Western Sydney.

One important tangible way of facilitating the further growth and sustainability of low cost production studios would be to work with local government to identify the expansion of these areas to include physical clusters of arts organisations. This can be achieved through offering incentives on low rental, or purchase for arts organisations that could also involve a program of make-good, fit-out and access program to existing buildings.

A support program is required to assist the arts through providing advice and resources for professional fit out to existing arts and non-arts buildings. This program would also require guidance and the packaging of assistance with regulatory, insurance and occupational health and safety barriers.

As discussed, Parramatta Council is actively exploring opportunities for large scale cultural production areas that will fulfil the City’s primary role to service the primary catchment of Western Sydney. Vacant and under-utilised state government owned buildings at the Old Kings School and Cumberland Hospital sites offer accessible and adaptable outcomes for a variety of complimentary uses. These precincts are of immense historic importance to Sydney and with an array of small, medium and large buildings they offer opportunities to combine gallery, workshop and accommodation for arts organisations.

In respect, Cumberland Hospital site, Council has had on-going discussions and made formal representations to the NSW Government regarding a proposal to develop part of the Cumberland Hospital site. Council’s vision is to develop cultural and ‘new media industries’ as an artistic and creative employment hub with also film production opportunities for Western Sydney. The former general manager of Parramatta City Council issued a statement declaring that the site has ‘outstanding potential’ in an effort to encourage the state government to embrace council’s vision for the site.

However, dialogue has been minimal and there has been no acknowledgement of PCC letters to the Dept of Commerce requesting that consideration be given to council’s ideas.

Much groundwork has been completed through the Masterplan for the site which identifies appropriate types of facilities that could be offered and their location within the grounds. The land use planning framework is supportive of the Masterplan and allows for the development envisaged in the Masterplan to happen. It is a vision that extends beyond conventional thinking about economic development. The optimum value of these key sites in Parramatta is not in the individual value of each of the buildings but in the branding and unleashing of a concept in its totality.

ISSUE 9: Community & Cultural Hubs in Neighbourhoods

While the Parramatta city centre remains a major focus, Parramatta City Council also recognises the need to ensure that there are quality place making, community and cultural building and service provision initiatives in the many suburban centres that make up the remainder of the Parramatta LGA. With this more suburban focus in mind, Parramatta City Council is investigating the feasibility of whether 'community hubs' are a viable and sustainable way to organise community facilities and human services in response to changing and complex social needs across the LGA.

In Parramatta, significant regional level cultural facilities are either located or planned for the city centre. The suburban activity centres of Parramatta function more as district or local community hubs. For many of these areas, community services and facilities have been developed some time ago when community needs were very different from what they are today.

Like many other established areas, Parramatta City Council, is now considering new ways to plan services and facilities to better address increasingly diverse and complex community needs. The issues affecting service delivery include physical barriers to collaboration, lack of integration of services, difficulties with access, fragmentation and unsuitable and outdated facilities. A community hub is one approach that may address some of these issues. A community hub typically involves the clustering of community and cultural facilities that provide space for local organisations and community groups to meet and for a range of activities, programs, services and events which address the social needs of a community.

While co-location of facilities and services is widely viewed as an important component of a community hub, the research evidence for undertaken by Council on this project suggests that to be successful a hub needs to be more than a cluster of services and buildings. The essence of a community hub is the concentration of activity that occurs and how the mix of those activities, is accessible to, and serves the needs of, a diverse range of community members.

Investigations continue on the premise that the key to the hub concept is integration. This can mean both integration of services, programs and activities within a multipurpose community facility or an integration of a range of activity generating uses including community and cultural facilities, shops, transport, public parks and plazas. Importantly, hubs are places that are integrated, both in terms of the programs, activities and services that occur within them, and in terms of the physical and social relationships with surrounding uses such as local shops, activity centres, public places and transport nodes.

Council has undertaken initial feasibility analysis which has considered the financial viability of number of proposed hubs, both in terms of short term asset development and financial commitment, and also in terms of long term asset maintenance and ongoing impacts for Council's financial health.

Support from the State Government is required to support the further investigation of these hubs by:

- **Collaboratively working together to look at shared outcomes around service provision and the development of new social and cultural infrastructure**
- **Mutually supporting the potential to rezone and/or share land to achieve the desired outcomes of centrally accessible community hubs**
- **Assisting to fund extensive financial, technical, concept and design feasibility of the hubs concept on a number of proposed sites**

4. Accessibility of cultural and arts education;

Continuing to validate, and acknowledge the role of artists and creativity in communities particularly with the development of new and broad partnerships with the education sector remains critical for the sustainability of arts and cultural practice.

ISSUE 10: Tertiary arts education - a regional predicament

There needs to be more opportunities and incentives given to collaborative approaches to arts education and training. This remains of essential importance to the Western Sydney Region, given the recent decision to cut major courses in tertiary arts education particularly at the University of Western Sydney (UWS) Kingswood and Nepean campuses.

The plight has been a systematic dismantling of quality tertiary arts education for Western Sydney that draws on a population of some 1.8 million people. The art school at UWS was considered to be one of the best in the country in the mid 1990s. Just over a decade ago it had 100 staff and 1000 students at the University of Western Sydney. The Local Government with the assistance of state government authorities responded to this energy and opportunity, and in recent years have provided extensive new or expanded arts facilities at Campbelltown, Penrith, Blacktown, Liverpool, Parramatta and Fairfield. These facilities all formulated business cases around an ability to tap into and harness the energies of arts graduates from UWS. But while local government has made the link between creativity and economic prosperity, UWS has taken a different path. In recent years arts budgets were slashed in favour of commerce. Enrolments fell as quality staff left. The drama program was first to go and last year there was no intake of first year students in visual arts. This year students have been told to go to TAFE for two years. Most of the remaining teaching staff has taken voluntary redundancy.

As a result, those who would study art in greater Sydney have the choice between two university art schools in the extreme inner city (Sydney College of the Arts at Rozelle and College of Fine Arts at Paddington). This has resulted in enormous disadvantage for students wanting further education in the arts.

Furthermore, recent further cuts in arts courses run by TAFE in the Western Sydney region has added to the dilemma. **Once again Local Government has been forced into developing alternative educational solutions not only to provide for broad arts educational outcomes but also stem the loss of talented creative arts graduates, because of the region's limited professional development and employment pathways and its dispersed regional artistic community.** (See ArtSMART program under Issue 13 below)

In response, the Western Sydney Organisation of Councils (WSROC) formed an Arts Education Taskforce in mid 2007 to address this critical shortfall. The Taskforce is currently working through a number of approaches that have at their core the reinstatement and delivery of new collaborative learning opportunities for arts education in the region. These proposed responses will require the support of the NSW Government.

ISSUE 11: Primary & Secondary arts education

At a Primary and Secondary level there needs to stronger dialogue between State Government agencies and a willingness to support further opportunities for diverse student learning across the curriculum.

The primary curriculum in particular is so overloaded with multiple agendas that key learning areas such as the creative arts remains relatively marginalised.

The Board of Studies parents guide to the NSW primary syllabuses indicates that the creative arts key learning areas (includes visual arts, music, drama and dance) equates only to 6 to 8% of any given school week. This equates to between only 1.5 -2 hours per week being delivered. Hence appropriate resources and equipment are also incredibly high demand. This has also had a knock on effect in the exposure, experience and confidence of teachers to deliver on solid outcomes based on the creative arts.

Opportunities exist in enriching teaching practice through interaction with professional artists, supporting educational institutions to design, develop and deliver authentic learning experiences. For example, Arts Victoria funds “the Artists in Schools” program that creates the opportunity for practicing professional artists to work with young people in primary and secondary schools. It involves schools and communities in creative partnership projects while providing students, teachers and artists with diverse and challenging learning experiences.

The dilemma remains for Local Government is how to assist and provide local opportunity for very large student catchments. For example, there currently are over 109 public and private Primary and Secondary schools in or on the border of the Parramatta local government area. This equates to just on 36,000 students in the Local Government area. Parramatta’s broader catchment for School audiences would see this figure easily quadruple to more than 140,000 students.

ISSUE 12: Engaging educational providers into creative precincts

In reference to the development of cultural clusters/hubs and ‘good city making’ (as addressed above), stronger physical links to education is also critical in this mix to develop sustainable creative clusters.

Dr John Montgomery in his recent publication states: *“Cities have always been the great centres of innovation, both technological and cultural. It is in cities that risks are taken, problems raised, experiments tested, ideas generated; moreover, it is historically to cities that creative people gravitate, for employment, stimulus or the comfort of strangers”*. Essentially, Creative Clusters explores and advocates the idea that strategies for growth in cultural sector should address the whole creative ecology, challenging traditional boundaries between art, business, education and science, between for- and non-profit enterprise, between economic, social and cultural policy.

Making arts education a part of the fabric of a City, accessible and integrated into other life long learning providers, engaging business in innovation, research and creativity would bring a dynamic mix of opportunities. This has been well illustrated in a number of cities worldwide, and more recently Queensland University of Technology (QUT) Creative Industries Precinct in Brisbane. The Creative Industries Precinct is Australia's first site dedicated to creative experimentation and commercial development in the creative industries. It provides a unique opportunity for designers, artists, researchers, educators and entrepreneurs to easily connect and collaborate with others to create new work, develop new ideas and grow the creative industries sector in Queensland.

The site is clustered around the Precinct's cafe hub, interactive exhibition spaces, an experimental black-box theatre, a parade ground and outdoor terraces designed to cater for multi-media through an expansive program of exhibitions, live performance, screenings, festivals and seminars.

Opportunities exist to also consider similar approaches within NSW. For example the Parramatta campus of the University of Western Sydney located at nearby Rydalmere is part of one of Australia's fastest growing universities, with over 11,000 students, however there is very little day to day interaction with the City of Parramatta.

The campus is currently home to highly regarded arts and academic schools including the Centre of Cultural Research and the Whitlam Institute. Incentives through both a federal and State approach to investigate the partial or complete relocation into Parramatta CBD or arts cluster would dovetail with not only assisting to create a critical cultural mass for arts production and consumption, accessible education but also to consider major opportunities for cross programming and the sharing of resources for the benefit of the region.

5. Economic impacts on communities;

ISSUE 13: Creative Industries development

More work is imperative on tangibly measuring the value of arts and cultural activity and the provision of associated infrastructure needs to go beyond simple economic modelling that also considers the true value of strong cultural outcomes to employment, social and cultural capital for communities and the State as a whole.

According to Arts NSW website (July 2008): *"The creative industries – entertainment, media, design, fashion and the creative arts – are one of the five sectors identified in the NSW Government's State Plan as having the greatest potential for growth and innovation in NSW."*

It also states that Arts NSW is working with the Innovation Strategies Unit of the Department of State and Regional Development (DSRD) on research project on the creative industries in NSW with a view to identify the:

"1. economic fundamentals of the creative industries (including employment, number of businesses, level of exports, etc) and their impacts on the NSW economy, to provide an evidence base for policy; and

2. key areas where the NSW Government can play a role in creating an environment where it is easier for businesses to innovate and stimulate economic growth."

Despite the rhetoric of broad consultation little of the project has been communicated outside of key industry stakeholders to date. If it is the intent that the research project is to form the basis or starting point of the development of an over-arching Creative Industries Strategy for NSW, further consultation has to remain broad and participative particularly when a number of Councils have begun to forge local creative industries development strategies in recent years.

There has to be a considerable mind shift in understanding that creativity is the process of having original ideas: innovation is putting them into practice. Stronger collaborative and innovative outcomes and new models for creativity and business must be explored.

Three such programs which could be used as models for other areas include:

- **artSMART program - creative Industry skills training and professional development designed and coordinated by the Parramatta Artists Studios.**

During 2008 artSMART, part funded through a Federal Government Ausindustry grant delivered an integrated package of skills through a series of 18 workshops run with 15 participants. The series of workshops will continue over the next year and half.

The major outcome of *artSMART* has been to improve and update the skills of small business owners and managers in the Creative Industry sector. As the training in universities and TAFE for the Creative Industry sector is focused around the creative process, *artSMART* has assisted to develop this process into successful and sustainable small businesses. This has also included financial management, understanding of taxation issues, legal issues, asset and collection management, occupational health and safety, strategic and business planning and risk management as Developing this knowledge in the early stages of this type of businesses is crucial, as there is low cash flow and an understanding of these elements will cut down the wastage of time and money.

artSMART has allowed participants to develop a marketing plan, media release, give them graphic design skills and a website for them to manage and build their business online. Marketing and presentation skills remain very important to building any sector, especially one focused on creativity.

- **A further recent decision by Arts NSW has been to fund a new position of Creative Broker for the Parramatta Artists Studios is another innovative approach.** Funding for the position will essentially place the Artists Studios in a unique position of being an incubator of ideas and arts production in the local region. It will create exciting opportunities assisting artists to grow projects in sustainable ways. Primarily the position will be responsibility to lead, research, and produce and manage creative projects between artists and businesses.

The role will involve seeking industries partners that could assist in the development of artist lead projects and source through in-kind support of skills, technology, materials and/or site usage as well as identifying and developing business relationships that extend to sponsorship and other financial support for these projects. In turn this interaction gives opportunity for businesses to engage routinely in creative partnerships to exchange expertise and ideas.

- **A different ground-breaking local government outcome from Parramatta Council has been the recent establishment of a Social Enterprise Program. This program in its infancy has already supported a number of local arts enterprises in exploring and developing business plans and models to operate as social enterprises.**

Essentially a social enterprise is a 'community business' that is established to provide real employment opportunities. It often involves working with prioritised target groups - refugees or recently arrived migrants, Indigenous people, people with physical or mental disabilities, young people at risk and other long term unemployed. In addition, they usually have social objectives relating to:

- providing a service or product that addresses an identified community need that is not being met by the commercial market (market failure); and/or
- developing income streams that allow Not-for-Profit organisations to become self-sustaining and independent over time.

Working to address one or more of these objectives underpins the basic definition of a social enterprise, and within this definition the enterprise can take many forms. This includes companies limited by guarantee, Not-For-Profit incorporated associations and/or co-operatives.

Social enterprises are profit-making but non-profit-distributing – that is, they reinvest all profits back into the enterprise, so work towards the social aims of the organisation can continue, rather than distributing them to shareholders, members or owners. Social enterprises seek high levels of accountability to their stakeholders, rather than to shareholders.

In affect social enterprise is a hybrid model that sits across the non-profit, commercial and public sectors. It offers unique ways of tackling some of the more entrenched aspects of social exclusion and disadvantage. In the US and UK some significant inroads in these areas are being realised through multi-stakeholder social enterprise projects. A number of these sit within the arts sector and are also demonstrating the potential contribution this sector can make to the lives of some of society's most marginalised communities.

This occurs both through increasing opportunities for economic participation and social interaction for individuals and through acting as hubs for community regeneration and bridging gaps between communities. In addition to creating employment opportunities, the social enterprise model generates a high degree of organisational resilience and sustainability as the stakeholders are actively involved in the work of the organisation. With profits being reinvested back into the social enterprise, all efforts are harnessed towards achieving the goals of the organisation rather than benefiting individuals or small groups. This creates a strong sense of ownership and commitment amongst those involved.

At present, the mentoring and business support services are largely delivered through the Parramatta Social Enterprise Hub (PSEHub), which has been developed in partnership with Social Ventures Australia (SVA) and Allco Foundation. The high quality mentoring and business support that this partnership represents sees a big injection of skills, expertise and networks into the Parramatta.

Some useful examples of multi-stakeholder projects using the social enterprise model and involving the arts sector primarily come out of the UK are:

- Novas Scarman - www.novasscarman.org
- Bernie Grant Arts Centre - www.berniegrantcentre.co.uk
- Manchester Bidwell Corporation - www.manchesterbidwell.org
- Craigmillar Community Arts - craigmillarcommunityarts.org.uk

Another worthy outcome has been some recent regional initiatives which have begun to tackle the short fall in **Creative Industries development in Western Sydney. This has come through a recent collaborative bid lead by the Western Sydney Organisation of Councils (WSROC) for the Federal Government's Expression of Interest into Creative Industries Innovation Centres in July 2008.**

The bid involved WSROC members partnering with lead organisation Griffith University, along other key educational institutions around Australia (Charles Darwin University, Curtin University, University of Adelaide, University of Melbourne and others), Sydney CBD partners (MCA, dLux Media, Performance Space and Artspace), and international partners in America, UK and India.

The collaborative model, approach and proposed delivery have strong merit for further investigation.

6. The adequacy of the NSW State Plan and desirability of a cultural plan for the state to maximise diversity of access, with reference to the Tourism Masterplan and other relevant planning strategies.

ISSUE 13: Narrow focus of NSW State Plan to achieve arts and cultural objectives

The cultural objectives as set out in the NSW State Plan have been primarily limited the desire to increase participation in arts and cultural activity. The development of a broader cultural plan for the State is necessary to encompass a wider contextual and strategic framework that encompasses a variety of additional strategies for the cultural development of the State.

This methodology should not be unfamiliar to NSW Government with introduction of NSW Cultural Planning Guidelines in 2003 that advocate for a wide reaching and totally integrated approach to cultural planning. The Guidelines recognise that the delivery of cultural services by councils can be strengthened by integrating cultural strategies more closely with council's broader priorities and objectives. In this way, cultural amenities can be seen not as something remote or apart from everyday life but fundamental to people's needs and the business of local government.

Furthermore, a progress report (prepared in 2006) summarising some key achievements of the Western Sydney Arts Strategy, reaffirming the Government's commitment to the original goals and signposting the way forward for the strategy's continuing implementation; importantly noted that: *"The Strategy for the Arts in Western Sydney is not concerned solely with arts development. It extends to broader capacities for local cultural development, infrastructure planning, community participation, integrated policy and planning, and partnerships for sustainable development"*.

It is therefore critical that in the development of State Cultural Plan, that the approach and resulting strategies be holistic and cut across all agencies to look at the sustainability of arts and cultural development in NSW. It must also develop stronger and more robust partnerships with the Local Government and Shires Association that goes beyond the limited outcomes and funding delivered for the implementation of the previous three Cultural Accords.

ISSUE 14: Rethinking Tourism in NSW: The need for partnerships, leadership and engagement with the arts, heritage and cultural sectors

Whilst the recent review into Tourism in NSW reinforced the need to revise the State Tourism Plan, new and creative thinking and considerable strategic planning is required to address the issues that are affecting the global tourism industry. Direct engagement of the cultural, arts and heritage sectors is critical to reinvigorate tourism in NSW.

The repercussions of changing tourism trends and consumer behaviour over the past few years have prompted the tourism industry worldwide to rewrite their strategies to sustain tourism growth. In response, Tasmania, Victoria, Western Australia, South Australia and Queensland have developed partnerships and major strategies between the arts, heritage and tourism sectors. For example, Western Australia Tourism Heritage Strategy, Tasmanian Experience Strategy, and the Victorian Arts and Cultural Heritage Tourism Strategy

There is also the need to recognise value of initiatives that integrate the different skills of various disciplines to improve outcomes for all. For example, the partnership between Tourism Victoria and Arts Victoria provides processes for collaboration and communication which integrated arts and tourism initiatives.

Local government's in Victoria were involved to develop a strategic and coordinated approach fostering connections across the state and determining the role and scope of each region and options for complementary development.

Core to the issue has been a change in consumer behaviour has made it harder for Australia to attract visitors. Additionally, Sydney is losing its share of visitors to other states and other nations. Other States and Territories have promptly responded with a strategic approach to the engagement of the cultural sector and designing new initiatives to reinvigorate the experiences through cultural immersion - growing local product that reflects the people of Australia.

This approach is built on the principles of collaboration and strategic leadership which directly involves the active and continuous input of a variety of organisations, industry experts and local council's and state government. This approach also relies on places to be interconnected, facilitating visitor dispersal beyond the city gateways and through the regions. Tourism Victoria applied this successfully in the 'every piece of Victoria' which set a precedent for tourism in Australia.

Sydney is in need of reinvigoration with reports of international visitors labelling the city as 'stale'. Sydney can no longer rely on its icons to satisfy the visitor needs. Visitors are seeking experiences which connect them with the people, the culture and the places of the broader city and its regions. Data that supports this serious decline in tourism numbers, has been reported 10,000 fewer visitations annually (between March 2003 to March 2007).

The strength of the cultural and arts sectors is their ability to engage the community and grow locally based cultural product which provides and sustains revenue for local businesses, communities and essentially the state. The heritage sector has potential but requires further engagement with the arts and cultural sector to integrate and support its development for the international visitor markets.

To address this fundamental issue the tourism industry, similar to arts institutions, are now seeking to refresh and create new cultural products and new experiences to attract new audiences. The cultural tourism sector is of considerable high yield however there is little support from the State for the development of cultural tourism products. Tourism NSW acknowledges the role that Parramatta can play in providing new, creative and exciting cultural tourism products which tourists are seeking but they are unable to provide funding.

To give some idea of the current commitment and potential, the following is an overview on Parramatta Council's approach to cultural tourism opportunities:

- **Parramatta: Working towards regional cultural tourism development:** Parramatta is one of NSW Sydney tourism precincts and is fast becoming an economic and social hub second to Sydney CBD. Parramatta's cultural, heritage and civic assets and the city's geographical position at the heart of Greater Sydney provide an opportunity for the development of cultural tourism in Sydney which directly supports the desire of international and domestic visitor markets.

Federal Minister of Tourism, Martin Ferguson recognises the need for strategically planned tourism and is supporting Parramatta City Council's Parramatta Stories Cultural and Heritage Tourism Project with \$500,000 grant from the Federal Government. This project will specifically develop the city as a regional hub, contribute to cultural product development and strengthen region connections from Sydney to Parramatta, across Greater Sydney, to the Blue Mountains and regional NSW.

- **Parramatta working with TNSW: Culture in Tourism Plan:** Parramatta welcomes the Culture in Tourism Plan by Tourism NSW (2008) to facilitate and support the growth and recognition of the cultural tourism sector in NSW. In particular the focus on developing partnerships between cultural, arts and heritage organisations, facilitating cultural experiences (with aboriginal and culturally diverse groups), and product development and promotion is considered to be vital. In line with Parramatta's plans to grow the city centre and inject over 30,000 more workers the ambitious City Arts Plan will dramatically enhance the arts, culture and heritage in the city for its community and visitors alike. Parramatta has the potential to support the seven core cultural tourism activities defined in the Tourism NSW Culture in Tourism Plan.
- **Fostering Partnerships:** Parramatta has worked hard in recent time to work with **local** cultural, arts, educational and heritage organisations and **state and regional partnerships** to connect Sydney with Parramatta and beyond to support visitor distribution. Direct links include:
 - **Sydney Harbour/River** with Sydney Olympic Park, Sydney Harbour Foreshore Authority, DEC, and the Harbour Trust – developing product
 - **Sydney CBD**, Powerhouse Museum, Australian Museum, Opera House, Dictionary of Sydney, City of Sydney, Migration Heritage Centre, UNSW – developing an east/west programme or events and activities
- **Cultural Products and Experiences:** Maintaining high quality tourism products is priority in Parramatta, similar to many other areas and cultural and heritage institutions across Australia/overseas. Experts are being engaged to design and develop cultural heritage initiatives to tell the stories of Parramatta and create a culturally immersive and engaging outdoor living museum. Community is central to the product.

Cultural mapping, digital storytelling, and other projects are being developed to directly engage the culturally diverse community of Parramatta in exploring and animating their rich cultural heritage.

- **Aboriginal Arts and Culture:** Western Sydney is home to many professional Aboriginal artists who, through their performing or visual arts practice, express the culture, ideas, and thoughts of contemporary life and aboriginality. Many decedents of the Darug people speak of an unbroken culture which is alive and well, being passed on through generations. The approach has been to:
 - Continue to work with local Aboriginal and Torres Strait Islanders to recognise Aboriginal culture and heritage through public artwork, events and activities (contemporary and traditional).
 - Investigate opportunities to expand Aboriginal tourism initiatives and enterprises in Parramatta.
 - Engage with Indigenous Tourism Australia and DEC
- **Product Development and Promotion:** Parramatta has the potential to provide a diverse range of cultural products and experiences (arts, cultural, heritage, Indigenous, recreation, lifestyle and entertainment). Several product development opportunities are being investigated. These include: Digital media and interactivity products across the city centre (GPS, Flickr, etc), Cycle tourism connecting Sydney Olympic Park via the river and to core heritage tourism sites, and Aboriginal contemporary culture and heritage at various sites in Parramatta.

It is planned that these products will form part of the living museum and provide highly interactive and immerse experiences making Parramatta an active 'do it yourself' destination. Precincts will be developed to present a range of activities to suit different markets. Themed trails will guide people around the city. Professional wayfinding consultants have also been employed to improve the connectivity between key sites with navigational tools (maps and signage).

7. Any other relevant matters.

ISSUE 15: Sustainability of the arts and culture in NSW in relation to arts infrastructure.

Sustainability of arts sector remains critical for all levels of government, particularly to local government when there has been considerable investment in recent years in major arts infrastructure. At a local and state level it is important that more work be done to build stronger community value for the arts. To this point, local government must remain involved in the process and continue to be represented in peer review, consultation as it is a key partner and financial contributor to arts and culture in NSW , and in particular Western Sydney.

As outlined in other recommendations as listed above, the arts are a powerful catalyst in building strong communities. Communities that continue to embrace diversity, creative expression and cultural activity are richer, stronger and more able to deal with social challenges. The arts can improve other areas of society including education, health, the justice system, community building and reconciliation. Engagement with the arts can also address social inequality and disadvantage, and create community vitality and shared identity. A community where people participate in cultural activity has greater potential for connection, caring and social development.

Continued funding is also required to build resilience, capacity and sustainability for the arts sector, so it can continue to make a vital contribution to the State's cultural life. Key issues for the sector remain to support the development of collaborative working relationships between artists and arts organisations within/across all art forms and partnerships beyond it.

Extra funding is also required to build capacity within the arts sector through skills development and to importantly increase the understanding and appreciation of the arts within the wider community.

One sector where a large number of these issues are most apparent is the performing arts. This artform remains vastly under funded when it comes to Sydney's west (and in Parramatta) which means that opportunities for professional practise are limited. There is a need for residencies, commissioning, creative development and production funding. Funding support for the performing arts should be more strategic in building professional partnerships and programs that lead to sustainability and growth.

ISSUE 16: Improving audience development, engagement and capacity building for cultural participants and consumers

The State Government needs to support the work of Councils, arts producers and cultural venues to get a better understanding of their audiences. There is the constant need to increase and attract new audiences. Arts and cultural institutions are constantly searching for new ways to reinvigorate their product and programming to attract new audiences and increase repeat visitation.

New products must be piloted and public programming increased. There is a need to appeal to younger generations, adopt popular culture, and to encourage critical debate. There is a need for greater community involvement and engagement in this process to encourage participation, awareness and appreciation.

Furthermore, greater support is needed to develop appropriate distribution systems for cultural product in particular for both the visual and performing arts.

ISSUE 17: Funding new trends and initiatives related to development and delivery of arts infrastructure:

- **Convergence:** A number of best practice models have emerged across the world over the past three years. Convergence has centred on the concept of knowledge centre through the principles of life long learning, delivering a suite of services. The work of Museums, Libraries and Archives Council (MLA) in England and the Institute of Museum and Library Services in Washington DC - fostering collaboration between museum and libraries in recognition of intersecting nodes of interest, activity and mission; of points of interest museums, libraries and archives have in common. Closer to home models also include Puke Ariki in New Zealand and, recent initiatives in Albury, Port Macquarie, Liverpool, Campbelltown and Dubbo.

The NSW Government must therefore assist local government to in developing the feasibility of “convergence” - through appropriate organisational structures, curatorial and programming policies, to encourage linkages across different elements and disciplines. This will result in distinctiveness, create opportunities for operational efficiencies, and maximise the flexibility of delivery for cultural infrastructure at a local level.

- **Digital Technologies:** The advance of digital technologies is providing new opportunities to communicate with, and engage, a wide variety of audiences and communities, particularly engaging younger generations. Digital storytelling is becoming an increasingly popular means of recording and sharing people’s stories, their cultural heritage, and a means to directly engage the community in a more meaningful and personal way. For example, Brisbane Stories Project, Te Papa Taranaki Stories, Stories of Wales, Your Bristol or Murrumbidgee.

Digital storytelling and associated web-based programmes are now becoming a common and central component to the visitor experience in overseas museums, gallery, and arts institutions and in the homes of individuals around the world.

The use and quality of digital initiatives in Australia is improving, for example, the Culture Victoria Project currently being developed by the Australian Centre for the Moving Image (ACMI) will provide a centralised on-line hub that brings together a series of databases and collections from different institutions to improve and encourage public access to the collections and create partnerships between institutions.

There is a need for greater recognition of the role artists’ play in the design of digital media, digital storytelling and cultural programmes to attract and engage specific and wider audiences. There is a lack of resources and initiatives to support the potential of new digital technologies, such as podcasting, mp3 narrative downloads and video clips, to enhance cultural heritage projects and engage audiences that are harder to reach through traditional methods. In particular, more funding is required to support the creative development and community involvement in digital storytelling projects.

APPENDICES AND REFERENCES:

The following appendices are supplied for reference to current major arts infrastructure projects currently being undertaken and investigated by Parramatta City Council as referred to in the body of this submission:

Supplied as hard copy with this submission:

- Appendix 1: Connection Artists Place Briefing Paper
- Appendix 2: Old Kings School Site Briefing Paper
- Appendix 3: Cumberland Hospital Site Briefing Paper
- Appendix 4: New Generation Centre & Gallery Briefing Paper
- Appendix 5: Parramatta Cultural Trust Briefing Paper

Due to volume, further references referred to in this submission can be accessed via Council's website:

- Parramatta Civic Improvement Plan (2007)
http://www.parracity.nsw.gov.au/_data/assets/pdf_file/0004/14566/CityCentreParraCivicImprovementPlan2007.pdf
- Arts Facilities & Cultural Places Framework (2005)
http://www.parracity.nsw.gov.au/_data/assets/pdf_file/0007/2203/ArtsFacilitiesCulturalPlacesFramework2005.pdf
- Parramatta Twenty25 (2007)
http://www.parracity.nsw.gov.au/_data/assets/pdf_file/0004/9877/StrategicPlan2025_part1.pdf
- Feasibility Study for Community Hubs Final Report
http://www.parracity.nsw.gov.au/_data/assets/pdf_file/0011/19469/Feasibility_Study_for_Community_Hubs_Final_Report_May_2008.pdf
- Parramatta Artists Studios Information Sheet
http://www.parracity.nsw.gov.au/_data/assets/pdf_file/0012/5610/Studio_Application_010908.pdf
- artSMART: building sustainable creative industries
http://www.parracity.nsw.gov.au/_data/assets/pdf_file/0014/12560/artSMART_Application_08.pdf

CONNECTION ARTISTS PLACE - PARRAMATTA *Briefing Paper*



The **Connection Artists Place** is a three year initiative with a commitment from both Parramatta City Council and Arts NSW other to provide performance and related activity studio space in a centrally located complex, close to transport, facilities and civic life within the greater Sydney metropolitan region.

It will establish an incubator in an under-utilised site in the centre of Parramatta for the performing and associated arts providing a unique opportunity for:

- building capacity in the performing and associated arts in Parramatta
- up-skilling of current and potential artists
- exchanging ideas between artists
- providing of rehearsal and teaching spaces all in the one location close to Parramatta's centre and transport hub
- developing work by local and visiting artists in Parramatta rather than elsewhere in Sydney
- profiling and promoting creativity in Parramatta
- developing creative infrastructure to facilitate future development incorporating potential spaces such as the Old Kings School site

The Connection will provide much needed accommodation to both emerging and established professional artists in the Western Sydney area and participation by artists from other parts of Sydney. The Studios will work in partnership with Sydney arts organisations, funding bodies, local groups and educational institutions to provide ongoing opportunities for artists and the wider community.

Primarily, this will include supporting performance and dance development programs that aim to increase public awareness and participation in performance and dance. They also include projects that target marginalised and socially excluded people as a means of increasing self esteem and achieving social action outcomes.

The Studios will also provide employment, training and professional development opportunities for artists and tertiary students. The space will also ensure that existing education programs that respond innovatively to the needs of primary and secondary school students and teachers by providing participatory workshops and performance programs that complement the syllabus will continue

The Studios complex (comprising of five studios) will provide subsidised rehearsal and production space to local and non local contemporary artists and deliver on the sustainability of local and regional arts practice.

The full operation of the Studios is anticipated by November 2008.

PARRAMATTA – PRIMARY REGIONAL CITY FOR SYDNEY

Old Kings School Proposal *Promoting and supporting creative industries*



EXECUTIVE SUMMARY

The Old Kings School site was identified as a possible key site for the development of arts and cultural production spaces in Parramatta City Council's Arts and Cultural Places Framework in 2005.

Such a use is in keeping with the site's historic role as one of Australia's earliest schools.

Council's ten year Arts plan also indicated that should the NSW Government require this site to be sold, Council would give consideration to the placement of visual arts, dance studios and theatre rehearsal space on the site.

Prior to the site coming under the State Property Authority, the Department of Commerce on behalf of the Health Administration Corporation over two years prepared a number of tenders for disposal and/or for the development and freehold interest in the site. During this time, Commerce indicated that Council had the opportunity to be involved in the tender as an interested party.

In late 2006 Council formally wrote to the Department of Commerce outlining its interest in potentially acquiring areas of specific interest in the Old Kings School for these uses. Council awaits a formal decision on the site, and has proposed to the State Property Authority a process whereby Council and Government could collaborate to unlock this historically significant and valued community asset.

CONTEXT

The Old Kings School Site is an appropriate venue for the proposed new arts facilities because:

- Studios for visual and dance artists would be in keeping with its original function as of one of Australia's earliest schools and build on the already successful and award winning Parramatta Artist Studios, which opened in Hunter Street in February 2007.
- The site is centrally located in the Parramatta CBD and accessible to current infrastructure and transport.
- Floor space of approximately 5000 square metres, has the capacity to house a variety of production spaces such as dance and visual arts studios and other cultural production and creative industries.
- This site is adjacent to the current cultural precinct of Parramatta. This includes the NSW Heritage Office, Riverside Theatres, Parramatta Heritage Centre, St Patrick's Cathedral, Prince Alfred Park and the Parramatta River already located on the Old Kings School Site.

- The heritage values of the site would be preserved; its cartilage and ambience would be respected, enhanced and promoted while the existing cultural precinct would be strengthened.
- Placement of visual arts and dance studios on the site for a 6-8 year period while the implementation of the Master Plan for Cumberland Hospital (North Parramatta Mixed Use Zone) which incorporates buildings for cultural uses, is negotiated.

BACKGROUND

Council's Arts plan outlines the opportunity for Parramatta to develop a number of unique art facilities, with a focus on contemporary new media, and build support for creative industries. Its *Arts Facilities and Cultural Facilities Framework (2005)* outlines:

- (a) The need to build capacity and infrastructure for arts and culture in the City
- (b) It identifies the performing arts as a critical area for attention
- (c) The need to address the shortage in flexible, affordable and local multipurpose art spaces in both Parramatta and Western Sydney.
- (d) Council's need to invest in both the short and long-term development of the City's arts infrastructure to cater for increased growth.
- (e) It identifies the Old Kings School as a preferred cluster location.
- (f) The Old Kings School has the capacity to house a variety of production spaces e.g. dances, visual arts and production spaces



Consistent with Council's acknowledgment that the arts play an integral role in the economic and cultural vitality of our community, Council proposes the acquisition of areas of specific interest in the old Kings School for the development of an Arts/Cultural centre.

Such a well-situated centre will see Council achieve its objective of increasing the availability of multi purpose art spaces and the economic growth of cultural industries.

Consultation has occurred with key arts and cultural bodies and an MOU between Council, Ausdance NSW, Western Sydney Dance Action (WSDA) and Riverside Theatres was signed in June 2006. Its objective is to pursue the development of contemporary dance and performance via the establishment of designated space in the city.

In July 2006 Council engaged consultants to review concepts for the site and prepare indicative cost elements for consideration. The conversion of the School Building site to a full cultural and commercial use, and to heritage requirements, would be approximately \$6 million.

The site is centrally located and comprises a total area of 36,639m². Council's focus is predominantly on the Old School Building for the proposed Cultural centre. Consideration has been given to three other areas within the site for compatible community uses. These are The Old School Building (Area 1), Oval (Area 2) The Foreshore (Area 3) (*as marked on the attached site plan*)

The subject site is considered very significant to the Parramatta Local Government Area. This is reflected in the provisions of Sydney Regional Environment Policy No.28 – Parramatta. The provisions of the SREP provide stringent planning restrictions to protect the historic significance. Building, for example, is not permitted on the oval area and must remain as a turfed surface to allow views from the Parramatta River and a 7m restriction on building heights exists to protect historic view lines.

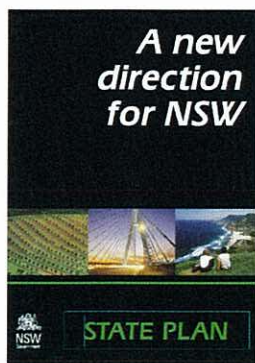
This proposal also dovetails with the goals of some key State Government and Parramatta City Council strategies and projects.

ALIGNMENT WITH STRATEGIC OBJECTIVES

STATE PLANNING

This project aligns with the strategic objectives of State Government in the following ways:

State Plan (2006)



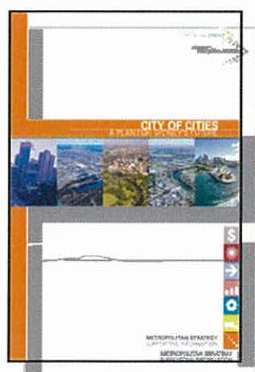
The State Plan reflects a commitment by the NSW Government to adopt a strategic, long term view in order to make NSW a better place to live, work and do business.

Arts and cultural programs contribute to a variety of areas of NSW Government activity, such as education and lifelong learning, innovation in business, regional development, improving services for indigenous people and planning for new community facilities. The main priority in the State Plan affecting arts and culture is **Priority E8: More people using parks, sporting and recreational facilities and participating in the arts and cultural activity.**

This project will assist with this outcome and a number of other priority areas of the State Plan by:

- Increasing participation in the creation and production of arts and cultural activity by the community
- Encouraging arts and culture and cultural precincts through partnerships with local government.
- Fostering innovation in entertainment, media, design and the creative arts

City of Cities – West Central Draft Sub-Regional Strategy (2008)



This draft subregional strategy continues the State Government's focus on Parramatta as primary Regional City. The vision states *Parramatta's primary role "as a commercial hub providing a full range of business, government, retail, **cultural**, entertainment and recreational activities must be preserved"*.

The continuing development of Parramatta has placed increasing pressure to extend the range and scope of cultural services and new arts facilities to respond to the needs of the regional and city community.

This project will deliver on a number of key objectives in the Sub Regional Strategy by:

Direct alignment with Key Strategy F4.2: "State Government and local Councils to investigate opportunities for the provision of low cost artist studios and business space for new and emerging creative industries to assist in the regeneration process of centres"

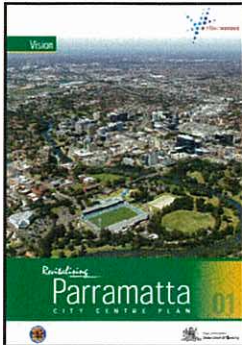
- By utilising buildings awaiting redevelopment or not being currently utilised.
- Recognising the value of promoting and celebrating an area's cultural life as a means of creating local identity which can contribute to social cohesion and prosperity.
- By assisting artists to continue to live and work within the subregion, to promote and support the creative industries in the area and the possible future concentration of commercial galleries.

ALIGNMENT WITH STRATEGIC OBJECTIVES

LOCAL PLANNING

This project also supports Council's new strategic planning documents that emphasise the importance of the creative agenda for Parramatta's future – socially, culturally, and economically. A hierarchy of plans have been developed to guide and inspire the future of the City including:

Cities Taskforce - City Centre Plans (2007)



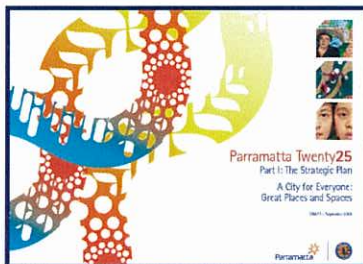
The development of new City Plans (including the City Centre Vision, DCP, LEP and Civic Improvement Plan) go beyond simply defining traditional local development opportunities to being mindful of cultural and social attributes, vital to the City's prosperity and cultural maturity.

The foundation of these new plans has the key visions and actions of **“developing a creative city in which arts and cultural activity can prosper and therefore add to a strong Parramatta identity”** and **“growing and facilitating activity in creative industries”**.

These documents support the City's creative vision through:

- Identifying key city improvements such as the development of a multipurpose arts and cultural facility in the Parramatta City Centre
- The cultural industries to be developed as a new industry sector including sub-sectors such as cultural tourism, arts supplier and support industries.
- Economic stability through the diversification of employment and economic opportunity, particularly in creative industries.
- Creating a living city by encouraging mixed use development that complements and grows the CBD's core employment role.

Parramatta Twenty 25 (2007)



Underpinning this is Parramatta's strategic plan (*Parramatta Twenty25*). The plan's guiding vision statement seeks to position Parramatta as a *“city for everyone”* with *“great places and spaces”*.

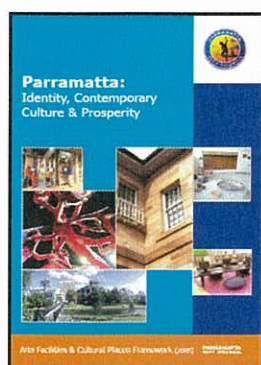
Key destinations for the next 20 years also signposts the city as a place *“that is innovative and inspirational”* and profiling creative industries as *“businesses that are dynamic, prosperous and socially responsible”*.

The City's creative vision is to build its identity, cultural infrastructure and creative industries to attract, retain, validate, and acknowledge the role of artists in our community, as well as to generate new wealth and prosperity for Parramatta. An essential ingredient of Council's strategies is to grow the economy through the development and support of creative industries.

Key strategies that underpin investment in cultural and creative industries flow from several key destinations in *Parramatta Twenty25*, include:

- Supporting business development through education, training and research
- Supporting a highly skilled workforce, particularly by developing access to education and training
- Developing and promoting employment opportunities for artists and creative people to develop the creative industries
- Supporting creative industries in their development and business planning
- Helping to ensure that small businesses and new businesses have equal access to development opportunities

Parramatta Arts Facilities & Cultural Places Framework (2005)

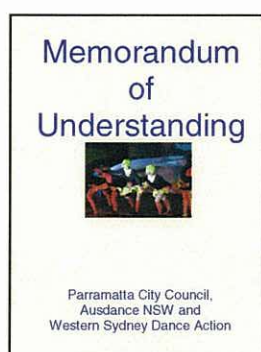


Supporting documents such the *Parramatta Arts Facilities & Cultural Places Framework* identifies a range of issues and opportunities, and subsequent proposed strategies for the future provision of arts facilities and associated projects across the City of Parramatta for the period 2005 - 2015.

The framework outlines:

- The need to build the capacity and infrastructure for arts and culture
- It identifies the performing arts as a critical area for attention
- The need to address the shortage in flexible, affordable and local multipurpose art spaces.
- Council needs to invest in both the short and long-term development of the Cities arts infrastructure to cater for increased growth

Memorandum of Understanding (MOU) between Parramatta City Council, Ausdance NSW and Western Sydney Dance Action (WSDA) (2006)



In June 2006 Council signed a Memorandum of Understanding between Council and Riverside Theatres with Ausdance NSW and Western Sydney Dance Action to establish a formal relationship between the organisations.

The objectives of that understanding include advocating the needs of the dance sector in Parramatta and the development of strategies to secure rehearsal and production studios for dance and the performing arts, consistent with Council's *Arts Facilities & Cultural Places Framework* (2005).

The Aims of the MOU are as follows:

- To establish a coalition representing community and industry to advocate on behalf of Parramatta's contemporary dance artists, presenters, teachers and producers for the long term provision of appropriate facilities for professional dance practice in Western Sydney.
- To develop and implement strategies to secure rehearsal, development and production space facilities in the City of Parramatta.
- To develop a rehearsal and creative production space also available to producers at the Riverside Theatres and to local performance groups.
- To provide training and capacity-building opportunities for Parramatta's communities, encouraging active participation in dance as a creative and recreational enterprise
- To achieve actions and outcomes identified in strategic planning and policy documents of all three stakeholders, which identifies dance as an artform for building cultural capacity and infrastructure for the City of Parramatta

ALIGNMENT TO COUNCIL KEY CULTURAL PROJECTS

Council's recent planning and service delivery has a particular focus on creative industries & capacity building. Consolidation of the site for creative industries would bring many benefits for the City. This project would complement the work already undertaken by Council on the following projects and services:

The Parramatta Artists Studios (2007)



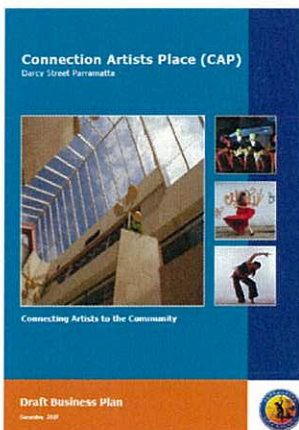
The new Parramatta Artists Studios is a successful working model of an effective collaboration between state and local government, producing a type of Studios unique in NSW. The philosophy of the Studios is built on being affordable, developmental, service-oriented and partnership-driven.

Incubators such as the Artists Studios have the particular strength of equipping arts and cultural businesses "in a start up process" to build the diversification of business activity and employment opportunities for artists and creative people in the West Central region.

Since the opening of the Studios in February 2007, demand for studio space is currently outstripping the supply. The need to meet this demand will prove to be an important factor for the Studios medium term sustainability. The Artists Studios were recently successful in receiving a substantial grant (\$150,000) from the Federal Government to increase the capacity of the City's creative industries. The program titled "artSMART" provides the creative industries sector with the necessary skills to increase the sustainability of running their small businesses.

Purchase of the site would offer the opportunity to expand not only rentable space but to also increase service and programs with new income streams.

The Connection Artists Place (2008)



The value of the above initiative has encouraged Council to investigate expanding opportunities in this area to further cater for performing arts and other cultural organisations. In support of this outcome Council has prepared a draft Business Plan that outlines the proposed structure, vision, and goals for the establishment of Connection Artists Place (CAP) in Parramatta in Council owned premises.

Council has requested investment from Arts NSW in this project that directly enable the appropriate coordination and management of the facility that will ensure the successful delivery of a number of shared outcomes between State and Local Government. Council awaits a decision on this proposal.

The plan proposes that the studios and rehearsal rooms would be administered by Council through Riverside Theatres to primarily accommodate the needs of a number of arts organisations including Council's own Riverside Productions and their hosting of Western Sydney Dance Action, along with the likely relocation of other key cultural organisations including Information & Cultural Exchange. Situated within a Council-owned Arcade likely to be demolished as part of the Civic Place development, the Connection Artists Place would provide rental incomes difficult to achieve in this short-term market and it uses this opportunity to deliver three key cultural outcomes for the City.

- The project provides for low cost rehearsal and cultural production space to support the sustainability of arts practice
- The project develops the dialogue and working relationships of a number of complementary organisations in the production of contemporary arts practice, through the creation of a physical cluster of creative production areas in the heart of the Parramatta CBD.
- Such a perfected hub could, after 2-3 years, could easily transfer to the Old Kings School site.



Attachment 3: Cumberland Hospital – North Parramatta Mixed Use Zone

CUMBERLAND HOSPITAL SITE – BRIEFING PAPER

To wear its mantle as Sydney's second CBD, our strategic planning identifies that Parramatta requires a vibrant cultural precinct. The combined Cumberland Hospital and Corrective Services site of 35 hectares in its entirety offers:

- **A unique & unprecedented opportunity for Sydney:**

This precinct is of **immense historic importance to Sydney** and with an array of small, medium and large buildings it offers opportunity to combine gallery, workshop, and residential areas and in **particular target the emergent new media industries of Western Sydney**. These uses have the potential to enhance its **heritage significance** and make the site **more accessible** to residents and visitors of Sydney.

- **Major economic return to the people of Western Sydney - via job creation:**

This site has **outstanding potential as an artistic & creative employment hub** which complements and supports the mental health, health, recreational and residential precincts within the sub region.

- **A headline project for the Metropolitan Strategy - consistent with the Government's long term vision for growth & change for Sydney:**

To be successful the Metropolitan Strategy must demonstrate that amongst other things, **the cultural vitality of its "centres" approach is addressed**. Bold new models of governance and economic development can be used to unlock the potential of this site.

A vision of this magnitude challenges conventional thinking about economic development. The optimum value of this site is not in the individual value of each of the buildings **but in the branding and unleashing of the concept in its totality** – a special neighbourhood adding value to the city. New models of economic development can be applied to position the site as strategically significant to Western Sydney and to fully realise its true value.

- **A justly sustainable solution – meeting the 'triple bottom line' test:**

A "fully realised" site will ensure that collectively the economic, social, cultural and environmental benefits will far out way any short term benefit of individual government departments.

Community governance models, similar to those found overseas have application to this site. Not for profit charitable organisations, such as the Sydney Community Foundation, in collaboration with Parramatta City Council may provide a workable model. An umbrella trust could accommodate lower level enterprises such as the "outsider art gallery" and its links to mental health reform, studio space, art houses and new media enterprises. Under the Trust umbrella, **each element would be underpinned by well structured and approved business plans that will ensure the future sustainability of this site** is secure. Asset values can be used to leverage finance.

- **A genuine generator for capacity building - supported from not only Parramatta & region but also the wider Sydney community**

This very tangible vision for this site is shared across Sydney through its ability to reach across multiple spheres. This ambition will not be realised overnight. It requires strong will and focus by government and a transitional plan to migrate current uses to the new vision. **Certainty must be created if the creative talents of Western Sydney are to be tapped and given the opportunity to rise to the challenge.**

Certainty and focus is also required, so that a management board consisting of the necessary skills of commercial acumen, property development, governance, community development, financial structuring and culture can be created.

This precinct provides a rare opportunity what can be done through a shared vision and collective action.

Appendix 4: New Generation Centre & Gallery

BRIEFING NOTE

PARRAMATTA – PRIMARY REGIONAL CITY FOR SYDNEY

A Strategic Driver in Delivering the State Government's Metropolitan Strategy

New Generation Centre & Gallery Proposal



The proposed new generation centre and gallery within Civic Place in Parramatta is in keeping with the State Government's vision for Sydney's future. Parramatta City Council has recently gained a \$5 million contribution from the State towards the art gallery to complement its multi-million dollar investment in Civic Place.

- **The Sydney Metropolitan Strategy** outlines a networked government approach to implementation with concentrated and coordinated investment in infrastructure to support the ongoing development of regional cities. The Strategy also acknowledges the importance of arts and culture in regional cities and nominates Parramatta as the primary regional city of Sydney. Yet remarkably, Sydney's second city has no public gallery.
- **The NSW Government's Western Sydney Arts Strategy** calls for a more equitable distribution of resources, and the support and growth of cultural opportunities and employment in Western Sydney. This proposed cultural facility embodies the concept of flagship institution advocated in the Review of the Strategy, released by the then Arts Minister Bob Debus in February 2006.
- **The Third Cultural Accord**, the new partnership between the Arts Ministry and the Local Government and Shires Association, focuses on improving the integration of cultural facilities like libraries, museums and art galleries. Council's gallery and new generation centre, developed after an audit of Parramatta's cultural assets and predicted needs, showcases this kind of integration. It will be the 'icon' of Civic Place, a fusion of library, gallery, new media and heritage centre to provide an excitingly integrated model of cultural resources easily accessible to the community. Such fusions are now internationally considered as best practice in civic and community development.
- **Wider Sydney** will gain a vital new media gallery, with the centre serving as an attractor to the City as well as 'magnet infrastructure' for the Parramatta region. Research shows an exhibition focus on new media fills a gap in the Sydney arts market; answering a cultural need similar to that of the Centre for Moving Image in Federation Square in Melbourne, and providing a major point of difference to other regional cities.
- **New technologies and new models for communication**, knowledge, learning and creativity — all priorities underlined in the Metropolitan Strategy—are embodied in this gallery and new generation centre. This approach is assessed as critical in providing a centre and culture that encourages young people to stay in Parramatta.

The Sydney Metropolitan Strategy

Key directions of the Strategy centre on the delivery of sustainable growth for Sydney, primarily through:

- Focusing growth in key regional cities
- Recognising the importance and the need to strengthen cultural assets as a major attractor for social & economic prosperity
- Innovation and the creative uses of information and communication technologies
- The delivery of a holistic, networked, and a layered Government approach to future infrastructure development

Parramatta is in a unique position to deliver on the Metropolitan Strategy's key directions, through:

- The delivery of Council's \$ 1.4 Billion, 3 hectare Civic Place project—consolidated on the State's recent major investments in Parramatta, including NSW Police and Sydney Water Headquarters, Parramatta Transport Interchange and the new Justice Precinct.
- The New Generation Centre, which will not be a solely an arts destination but at the heart of Civic Place, central to the city's social and commercial activities, and easily serving the wider region through the nearby Interchange.
- The city's growing economic diversity and competitiveness.
- The city's new vision and strategic arts plan to establish major arts facilities that are distinctive and embrace new models for communication, knowledge, learning and creativity.



Current Position

- Council is a significant player in the culture of Western Sydney. It currently funds and manages the Riverside Theatres, the Parramatta Heritage Centre, Parramatta Artists Studios and hosts the Sydney Festival and the Sydney Writers Festival and co-funds SWITCH, a digital arts facility with a focus on youth education.
- The Metropolitan Strategy identifies Parramatta as Sydney's 2nd CBD, serving all of Western Sydney. Parramatta is classified as the Primary Regional City with Liverpool and Penrith classified as major Regional Cities.
- The Strategy acknowledges these Cities as vital centres of employment, also having a full range of business, government, cultural, recreational facilities.



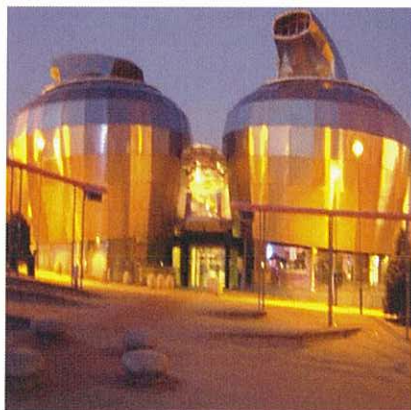
- To date, regional cities Penrith and Liverpool have received significant funding for the development of arts facilities. (In 2002, Liverpool received \$3.2 million and in 2004 \$4 million. In 2002 Penrith received \$8.05 million); Meanwhile Parramatta as Sydney's Primary Regional City received \$1.8 million to upgrade the foyer of the Riverside Theatre.
- The project has the support of all local state and federal MPs who have been regularly briefed on the project.
- A detailed submission for the gallery was prepared and delivered by the State member for Parramatta Tanya Gadiel to the Premier Morris Iemma in August 2006.
- Council received a \$100,000 capital assistance grant from Arts NSW in January 2007.

When does Council require financial support for this project?

The project is in development with business planning and feasibility currently underway. The Centre will be built as part of Civic Place, with the Centre's final design and construction being completed with other community/cultural facilities by 2012.

Why does Parramatta need an art gallery?

"There are few publicly funded galleries in the metropolitan area outside Sydney CBD ... Key and growing population centres such as Parramatta does not yet have a public gallery," reports the NSW **Museums and Galleries Foundation** submission to the 2002 Meyer Report. *"The lack of a gallery does not necessarily indicate a dearth of arts practice. However, the paucity of gallery infrastructure in so many densely populated areas, particularly those of outer metropolitan Sydney, does not augur well for the future engagement with contemporary visual arts and crafts for the majority of NSW population."*

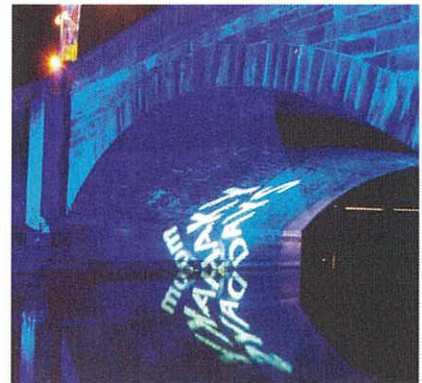


- Extensive research, workshops and community consultation in the PCC development of its **Arts Facilities & Cultural Framework (2005)** confirmed lack of arts infrastructure in Parramatta, revealed increased patronage for current facilities and wide community support for a gallery.
- Consultations revealed teacher concern at lack of opportunities in Western Sydney for art education, for school-age opportunities in cultural activities beyond the school system and the need to voyage to Sydney CBD for access to sophisticated visual arts experiences.
- Council's elected representatives and **Council's Arts Advisory Committee** have repeatedly advised on the need to develop arts facilities.
- Considerable earlier consultation on the possible development of these facilities was undertaken in the preparation of key **strategic documents** including the Regional Environment Plan (1999), Development Control Plan (2000) and Arts and Cultural Plan (2000).
- **Leaders within business and public service** show support for the project: "In a brave new move Council has approved a 10 year plan to turn the City into a hub for the arts," wrote the former President of the **Parramatta Chamber of Commerce**, Stephanie Dale. *"I agree with the Lord Mayor's statement that 'the secret to successful cities across the world is a creative heart'. I too want Parramatta to become renowned as a location where the arts are nurtured and developed"*.

Former NSW Government Architect, **Professor Chris Johnson**, now Executive Director Urban Renewal for the Department of Planning, sees the renewal of Parramatta's centre as an important component of Sydney's Metropolitan Strategy. *"The plan for Sydney's growth has Parramatta as one of the most important centres in the metropolitan area," he says. "To follow the State Government's projects for the new Transport Interchange, the Sydney Water headquarters and now the Justice Precinct with the Civic Centre renewal project will cement Parramatta as a major centre with all the richness of uses the community now expect at a city level."*

Why a New Generation Centre with a new media focus?

- A central landmark in the Civic Place development, the Centre will be a cutting edge **fusion of library, museum and art gallery** to create a unique and evolving place of learning, communication and creativity.
- Centre is the **focal point** of five linked and varied public spaces or piazzas within the proposed Civic Place, which also includes Council's extensive public arts program, a trade and food market, an independent cinema and child-care centre.
- Centre's pivotal position in the heart of Parramatta's marketplace will aid the growth of new audiences and the building of a **cultural critical mass**, as complementary retail and community services are attracted.
- Centre will total approx 6,300 square metres with approx a sixth of that dedicated to the public gallery, a **flexible exhibition space adaptable to new media work** and more traditional **A place of public knowledge**, the Centre will be a central repository for both heritage and contemporary artefacts and data — library collections, records, historic objects and visual art - with interactive multimedia offering an exploratory environment where the physical and the digital worlds mesh.
- Citizens will engage with and contribute to the Centre's content through the use of outdoor LCD screens, hands-on production and touch screen technology inside, and downloadable compatibility with personal mobile phones, ipods and other **wireless technologies**.
- Centre will feature a creative studio space with an **active artist-in-residence** program offering citizens the chance to observe and participate in professional digital arts making.
- Centre will blur the boundaries between **high art and popular culture**, and between "art on the walls" and "art as a part of place".
- The Centre will be a vital means for a forward-thinking **Council to converse with its community**, a stimulating site to learn about Parramatta and its history and yet a significant arts destination that encourages visitors and residents to imagine the future.
- **Interactivity and exploration** are now key priorities worldwide in new cultural institutions. *Te Papa* museum in Wellington is an important model demonstrating how history, contemporary societies, arts forms and Maori culture can be incorporated into one institution—annually attracting millions of visitors.
- The recent review of the **Western Sydney Arts Strategy** is critical of the lack of specialisation across the region, of cultural facilities established as "a bit of everything", and called for institutions to establish a niche for themselves.
- Linkage with new technology is a key way of repositioning public engagement with contemporary visual arts and crafts, particularly with **young audiences**. From computer games to camera phones, new digital media continues to be adopted as the main cultural interests and activity in Parramatta.

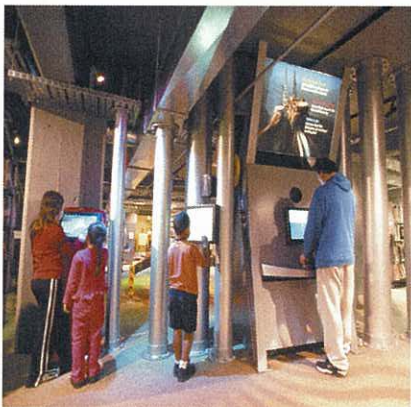


Partnerships

- Local interest in new media prompted Parramatta Council to develop **strategies for digital media** in its public art policies and since 2003 an innovative partnership with Information & Cultural Exchange (ICE) targeting young people.
- This partnership created SWITCH, a **community-based multimedia arts space** where communities and artists can make digital sound and music, web and graphic design, and screen-based arts. "SWITCH is a groundbreaking initiative for Western Sydney and testament to the State Government's ongoing support and commitment to digital arts and new technology in the region," said former Minister for Western Sydney Diane Beamer at its launch in February 2005.



- **SWITCH Projects** include the training and TAFE graduation of 15 young Pacific Islanders with an urban music program, *Island Beatz*. And the production of a film comedy, *Happy Lap Habibs*, by 14 Arabic speaking young people in Western Sydney.
- The gallery as a major presentation space will complement Council's success of the **Parramatta Artists Studios** which are now in operation in the heart of the city, offering valuable work space and a related mentoring program for 15 emerging and established visual and digital artists. The new Parramatta Artists Studios are a good and successful working model and an effective collaboration between state and local government.



- Council already has **expressions of interest** from two leading communication technology companies to create a new media showcase to complement the Centre.
- **Collaborations** with Museum of Contemporary Art, Sydney Biennale, Australian Centre for Photography, Dlux Art Media and the Powerhouse Museum will share exhibition development and presentation.
- New Generation Centre will also collaborate with local providers such as the **University of Western Sydney's** Centre for Cultural Research and secondary school students providing the NSW Curriculum in history, technology and art.

Industry leaders in new media presentations are now emerging around Westmead, forming Australia's **largest bio-medical hub**, with the likes of Animated Bio-medical Productions offering the proposed Centre a number of possible partnerships.

The Centre when fully developed will have many **synergies with Parramatta industry**, with potential partnerships in the development and exhibition of new content in the areas of science, education, new technology, arts and entertainment.

"In New South Wales, one of the criteria for a municipality or shire being accorded the status of a city is that it possesses a court house and an art gallery." Regional Galleries of NSW report, 1987

Enquiries to Martin Portus, Snr Policy Adviser, Parramatta City Council. Phone 0414 190 210

Appendix 5: Parramatta Cultural Trust: Philanthropic Support & Investment

Parramatta Cultural Trust Briefing Paper

Promotion, Passion & Giving

Parramatta Council in implementing its 10 year Arts Plan for the City has recently established The **Parramatta Cultural Trust**. The Trust is a separate legal entity listed on the Register of Cultural Organisations (ROCO) as held by the Australian Government. Its primary purpose is to promote literature, music, the performing arts, visual arts, craft, design, film, television, radio, community arts, Aboriginal arts and moveable cultural heritage.

The Trust has been granted **tax exempt status** in respect of its income and capital gains from donations, investment of capital or other receipts derived by the entity and can further provide incentive to people or entities to make donations to the entity by offering a **tax deduction for the donations**.

Council has opened this landmark fund with the commitment this financial year of **\$200,000** as its first principle investment. Additionally important contributions made recently by the State Government to the realisation of the Gallery for Civic Place will also be added to the gift fund.

Trust's Aims:

The principle intentions of the Cultural Trust are to:

- Create a public permanent investment fund that could enable Council to leverage its contribution & attract & yield annual income for distribution to major arts projects;
- Act as an incentive to increase philanthropy towards the arts & culture in Parramatta;
- Create a stewardship of civic, business & cultural leaders to demonstrate leadership in the preservation, promotion & development of arts & culture in Parramatta.

Governance and Leadership:

The Trust is governed by a Trustee (currently the Lord Mayor) and is assisted by an advisory committee, (interim chair, David Borger, State Member for Granville). The interim committee consists of the chair, 2 Councillors, Lord Mayor and General Manager. The first committee meeting was held in March 2008.

The role of the Advisory Board is:

- Strategically focused on governance and marketing
- Operational (Legal, Financial, IT) support for a small efficient executive
- Actively supporting the fundraising efforts of the Executive Officer

Searching for Civic, Business & Cultural leaders:

The Trust is currently active in the marketplace for Advisory committee membership that can assist the Trust to achieve its objectives. Philanthropy and giving is about relationships. Organisations which are successful at attracting support build and maintain relationships with their supporters over time. Council is currently working on a strategic planning process that will give clarity of objectives and roles and moving the Trust onto an active fundraising footing. A succinct Strategic Plan will guide the Trust's early development, including:

- fundraising and development objectives
- a fundraising plan
- a marketing and communications plan
- financial and administrative processes for the Trust
- Trust positioning and branding
- product/service definition
- donor benefit definition
- Advisory Committee recruitment