

CAMPBELLTOWN CITY COUNCIL DRAFT CULTURAL PLAN

2004-2008

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1. Introduction

Campbelltown City Council

Campbelltown City Council is committed to addressing the economic, social and environmental needs of its residents through the development and provision of facilities and services that are accessible to all in the community. This includes the development and provision of cultural facilities and services. Through developing and providing cultural facilities and services, Campbelltown City Council will enhance community life by leading and responding to the cultural needs and issues of residents. By having access to cultural facilities and participating in associated services, communities can actively engage with culture. It is through engaging with culture that communities can actively contribute to defining a local identity and sense of place.

Campbelltown has a unique identity that is defined by its people, past heritage and future aspirations. Campbelltown, similar to other major regional centres in Australia, is constantly redefining its identity and sense of place through the reassessment of its past and the development of a vision for the future. It is the unique juxtaposition of Campbelltown's urban lifestyle and rural environment together with a sense of separateness from Sydney that has been identified as a shared value by those who live, work, study, visit and invest in the City.

The Campbelltown Local Government Area has a long and diverse cultural heritage, beginning with the cultural practices of the Tharawal people, the traditional custodians of the land. Following European settlement Campbelltown developed as major regional agricultural and business centre. The Campbelltown Local Government Area today contains a diverse and growing population that engages with cultural activities on many different levels.

The Campbelltown Local Government Area is bounded by the Georges River to the east and the Nepean River to the south, with the Scenic Hills to the west. The LGA also includes Wedderburn and Eckersley, areas that lie east of the Georges River. Much of the City forms a basin watered by the Bow Bowing and the Bunbury Curran Creeks. Other significant creeks flowing into the Georges River include Myrtle Creek at Ingleburn and Spring Creek at St Helens Park.

Water supply has played a significant role in the social, cultural and economic development of Campbelltown. The importance of the local creeks and rivers to the Tharawal people is illustrated by the hundreds of carvings, drawings, hand stencils and axe groove sites that have been identified close to the area's water systems. In the 19th century European settlers explored methods of water conservation and supply, completing a stone water reservoir in the 1830s, the Upper Nepean Water Scheme in the 1880s and Cataract Dam in the early 1900s.

Campbelltown has had a key role in aspects of the development of Australian military forces and as such, these elements of Campbelltown's heritage have contributed to the social, cultural and economic life of the City. For example, the Ingleburn Army Camp provided a site for military training prior to army personnel being posted overseas during World War 2 and the Vietnam War. Menangle Park provided an area for World War 1 and World War 2 troops to camp. In addition, areas of the Holsworthy Military Reserve are located within the Campbelltown LGA.

2. A Rationale for Cultural Planing

In its 2002 Management Plan Council identified the need to develop a Cultural Plan for the City of Campbelltown. Council recommended that the Cultural Plan be developed to identify gaps in current cultural service provision and identify future opportunities for community cultural development within the City.

In 2002 the NSW Department of Local Government amended the *Local Government Act* to indicate that councils are required to include matters pertaining to cultural planning in their management plan. In 2004 the NSW Department of Local Government together with the NSW Ministry for the Arts released *Cultural Planning Guidelines for Local Government*. The Guidelines set out a clear mandate for cultural planning at a local government level. From November 2004 future state government funding to a council for cultural programs will be considered in respect of the councils cultural plan.

Through the development of the Cultural Plan, Campbelltown City Council will have the ability to address cultural development and service delivery at a strategic level, thus providing a long-term approach to meeting the cultural needs and aspirations of our growing communities.

Cultural planning has a key role in positioning Council as a leader in the provision of sustainable initiatives that enhance the social, economic and environmental well being of the community. Cultural planning enhances Council's understanding of its community. Cultural planning can facilitate the integration of services across council thus maximising opportunities and resources as well as developing innovative cross-council and community initiatives.

Campbelltown City Council's Cultural Plan has been developed with input from many individuals and groups within the local community who are representative of diverse cultural, social and economic backgrounds. More in depth consultative input into the Cultural Plan was provided by a Cultural Plan Working Party that consisted of Councillors, Council staff, representatives from arts groups, government and non-government agencies, artists, young people and other community representatives.

While the Cultural Plan Working Party supported Council's management objective to assess gaps in current cultural services and identify future opportunities, it recognised the substantial past commitment that Council has made in addressing and servicing the cultural needs of its community. A number of facilities were identified as demonstrated examples of Campbelltown City Council's regional leadership the delivery of cultural services. This includes the development of Campbelltown's new Arts Centre, which will integrate the City Art Gallery, a two hundred seat performance space, amphitheatre and café. The Cultural Plan Working Party also cited potential future developments including the establishment of a local history museum in Campbelltown.

3. Planning Methodology

The Campbelltown City Council Cultural Plan has been developed in accordance with a community development planning methodology. Council sought expressions of interest from members of the public to join a Cultural Plan Working Party with the aim of providing advice to Council on the development of the Cultural Plan. The Committee achieved the following results:

- Set a vision and mission statement for the Cultural Plan.
- Developed the Key Outcomes and Guiding Principles.
- Audited existing cultural buildings and facilities.
- Analysed cultural skills, knowledge and past projects.
- Developed consultation questions.
- Facilitated community consultations and focus groups and distributed and collated surveys.
- Identified gaps in current cultural services provision.
- Identified community needs and issues for future cultural services development and delivery.
- Nominated key strategies in response to the needs and issues identified through community consultations.
- Developed a suggested framework for the implementation the Cultural Plan.

4. Definitions

Culture

The notion of culture in its broadest sense refers to the connecting relationships, shared memories and experiences of people, places and communities. Expressions of culture can be found in built heritage, architecture, literature, crafts, design, the visual and performing arts and festivals as well as media, tourism, leisure, the environment, parks, playgrounds, sport and education.

Culture is often used in reference to the arts. Culture in this sense, encompasses the visual, performing, literary, multi-media and digital arts, design, cross-disciplinary arts practice, public art and festivals.¹ Participation in and engagement with the arts, provides people and communities with a means to express, define and communicate the broad notions of culture outlined above. Culture and the arts have inter-defining and interchangeable connected meanings that are and will continue to be the subject of ongoing discourse by theorists, educators and policy makers.

Cultural Development and Cultural Planning

The notion of 'developing' underpins the theory and practice of cultural development. Cultural development is more than community arts. It is a way or process of working strategically with communities to invest in the building and sustaining of culture. The practice of cultural development includes research, analysis, creative investment, cultural asset management, increasing resources and skills, development and coordination of services and facilities, establishing and maintaining networks, partnerships and collaborations, promotion and awareness. In addition, cultural development within local government can be inclusive of building, urban and landscape design, land use planning and development control, heritage conservation, parks, playgrounds and recreation facilities. Cultural development should inform policy and strategy, through formalised planning processes.²

The processes and practices of cultural development directly inform cultural planning. Cultural planning formalises cultural development practice and positions it within wider strategic planning frameworks via a council's Management Plan. Cultural planning is a relatively recent development. In the 1980s councils all over Australia started to recognise the value of integrating culture via the arts within planning and development. More recently, with the availability of local leadership, together with support at state and commonwealth level, the role of local government in the cultural area has increased.³

¹ The definition of culture can be confusing and can have many meanings (See Draft *Cultural Planning Guidelines 2002*, NSW Department of Local Government). The aligning of culture with the arts as reflected in this plan has been determined by the Campbelltown Cultural Plan Working Party, who consist of representatives from the Campbelltown community. This follows recommendations made in key state and federal policy documents that state that 'culture' should be defined by each community.

² See *Better Places Richer Communities; Cultural Planning and Local Development* (1997), The Australian Council for the Arts.

³ See Draft *Cultural Planning Guidelines 2002*, NSW Department of Local Government.

Community

A community can be defined as a group of people that share a commonality, be it age, gender, cultural heritage, geography, language, religion, interest or other common bond.⁴ 'Community' in this document refers to the people who live, work, visit, study and/or invest in the City of Campbelltown.

Cultural Diversity

Cultural diversity refers to the pluralities found within a community. This can include the age, gender, ethnicity, socio-economic status, ability or disability, skills, interests, experiences and activities found within a community.⁵

Cultural diversity is often used in relation to the ethnic demographic make up of communities.

Multicultural

The term 'multicultural' refers to the diverse ethnic demographic of a population. In Australia, 'multicultural' refers to the way we address cultural diversity within the nation. Australian multiculturalism embraces the heritage of Indigenous Australians, early European settlement, Australian-grown customs and those of the diverse range of migrants living in Australia.⁶

Community Cultural Development (CCD)

CCD can be defined as a process whereby communities actively participate in developing and defining an identity and sense of place primarily through engagement with the arts. CCD involves professional artists working with communities to facilitate ways of exploring ideas and expressing a shared vision through artistic practices. CCD can have a range of development outcomes for participants. These include artistic, health, economic, environmental, social and educational outcomes.⁷

⁴ See *Cultural Policy and Strategy 2002-2000*, Hurstville City Council, *Cultural Plan 2002-2005*, Bankstown City Council,

⁵ See *Cultural Policy and Plan 1999-2003*, City of Fremantle

⁶ *Australian Multicultural Policy*, Commonwealth Department of Immigration, and Multicultural and Indigenous Affairs (2004)

⁷ See *Hands On; Practices and Processes Supported by the Community Cultural Development Board* (2002), The Australia Council for the Arts.

Public Art

Public art refers to any art in the public domain, designed and created by professional arts practitioners. Public art works are located in, or are an integral part of, a public space or facility, in both outdoor and indoor environments. Public art works also consider and respond to a sense of place.⁸ Public art can include sculpture, aspects of urban design, temporary art and street amenities.

Place Making

Place making is a holistic, integrated approach to designing public environments underpinned by an understanding that the quality of the built and natural environment is directly linked to the cultural life and cultural identity of communities.⁹ Place making is all about turning public spaces into places where people feel comfortable, where they can meet or just feel involved.¹⁰

⁸ See *Public Art Resource Kit* (2003), Local Government & Shires Association of NSW.

⁹ See *Public Art Resource Kit* (2003), Local Government & Shires Association of NSW.

¹⁰ See *Turning Spaces into People Places* (2001), Newcastle City Council.

5. Cultural Development and Planning; A Regional, State and Commonwealth Context

Cultural development is positioned at Local, State and Federal government levels. The Australia Council for the Arts addresses cultural development at a Federal level, the NSW Ministry for the Arts addresses cultural development at a state level in NSW and various models of regional cultural development are occurring through regional organisations of councils, the Local Government and Shires Association and the Regional Arts Boards.

5A. Regional

A three-year (2002-05) Regional Cultural Planning Coordination project has been funded through the Western Sydney Area Assistance Scheme and is currently managed through a joint initiative of the Western Sydney Regional Organisation of Councils and the Macarthur Regional Organisation of Councils with input from the fourteen councils in greater Western Sydney including Campbelltown. This project aims to enhance the cultural planning role of local government in an integrated way in greater Western Sydney and support the implementation of the *Strategy for the Arts in Western Sydney* (1999).

5B. State Government

Under a joint initiative, the NSW Ministry for the Arts and the NSW Government's Office of Western Sydney developed and published *A Strategy for the Arts in Western Sydney* (1999). This document has been developed to stimulate cultural development in Western Sydney through targeted forms of structural support and the growth of opportunities for community participation in the arts. In 2001 the NSW Ministry for the Arts established the Western Sydney Capital Infrastructure Program and the Western Sydney Local Government Arts Incentive Fund. Both programs offer funding on a dollar-to-dollar basis to Western Sydney councils. In 2004 the NSW Department of Local Government together with the NSW Ministry for the Arts released *Cultural Planning Guidelines for Local Government*. The Guidelines set out a clear mandate for cultural planning at a local government level. From November 2004 future state government funding to a council for cultural programs will be considered in respect of the councils cultural plan.

5C. Local Government and Shires Association

The Local Government and Shires Association and the NSW Ministry for the Arts together have developed the *Second Cultural Accord 2002-2005* that addresses the integration of cultural planning into local government's other planning processes including the management plan.

5D. Federal Government

The Australia Council for the Arts document, *Better Places Richer Communities; Cultural Planning and Local Government A Practical Guide* (1997) provides a strategic framework to support the momentum of cultural planning development in local government. The Australia Council for the Arts has a number of key policy areas that address cultural development through identified target groups such as youth, people with disabilities and Aboriginal and Torres Strait Islanders. The Australia Council for the Arts administers funding programs that prioritise cultural development opportunities for these target groups. In addition, the Australia Council for the Arts provides opportunities for cultural development to occur at a national and international level.

6. The Cultural Planning Framework

The Cultural Planning Framework sets the direction for the delivery of cultural services and programs over a five-year period. The Framework is directed by the 7 Key Outcomes that are outlined below. The Framework consists of strategies that function to drive the implementation of the Key Outcomes and includes resource implications, responsibility areas and target dates for delivery, priority and key performance indicators. The strategies are underpinned by a set of Guiding Principles that provide a focus for ensuring identity, sense of place and community well being are to be addressed throughout the Plan's implementation phase. The strategies have been developed from the needs and issues identified by the Cultural Planning Committee during their review of Council's current services and facilities and the community consultations that occurred as a key component of this cultural planning process.¹¹

To ensure that the Cultural Plan can direct the strategic delivery of effective and efficient cultural services to the community, it is essential that the whole of Council embrace and commit to the implementation of the Plan, the Key Outcomes and the Guiding Principles stated below. By ensuring a whole of Council approach to the implementation of the Cultural Plan, program development and service delivery will be informed by the Guiding Principles.

¹¹ For a summary of the community involvement in the cultural planning process see 3. *Methodology*.

7. Key Outcomes

1. The community will have access to cultural programs that develop community well being, local identity and sense of place.
2. The City's cultural, social, natural and historical assets¹² will be identified, conserved and enhanced.
3. Community needs will be addressed through developing existing and new cultural facilities and programs.
4. The economic, social and environmental benefits of developing a culturally engaged community will be demonstrated.
5. Sustainable and resource efficient cultural programs will be developed and delivered.
6. Cultural development will be integrated into Council's management and strategic planning processes.
7. Employment and professional development opportunities for local artists and cultural industry workers will be developed.

8. Guiding Principles

Campbelltown City Council in the development and implementation of the City's Cultural Plan will be guided by the following principles:

- Promoting cultural heritage, local identity and sense of place.
- Encouraging creative expression.
- Valuing diversity.
- Providing equitable opportunities for participation.
- Coordination, networks and partnerships.

¹² This includes tangible and non-tangible assets.

9. Cultural Services Facilities

Council currently administers and manages facilities and programs that provide a range of cultural services for the communities of Campbelltown, and more widely, South-west Sydney.

Future cultural services development will occur in accordance with the needs and issues identified in the Cultural Plan and take direction from the strategies developed accordingly. Cultural Services programs will meet the Cultural Plan Outcomes.

At present, Council's key cultural facility is the Campbelltown Arts Centre. The Campbelltown Arts Centre consists of exhibition spaces, workshop spaces, a 180 seat black box theatre, Sculpture Garden, Japanese Garden, amphitheatre and café. The Campbelltown Arts Centre, which was developed from an extensive expansion and redevelopment of the previous Campbelltown City Bicentennial Art Gallery, is to be launched in April 2005. The core focus of the Campbelltown Arts Centre is to develop and deliver innovative high quality community cultural development programs that maximise the community's engagement with contemporary multi-arts practice. The Campbelltown Arts Centre's programs encompass the visual, performing, literary and new media arts.

The Campbelltown Arts Centre operates as the primary generator and producer of cultural services within Campbelltown. The Centre's Business Plan sets out a four-year strategy for program and resource development to ensure that opportunities for growth and development in response to the identified cultural needs and issues of the community are maximised, managed and resourced effectively and efficiently. A key element of the Business Plan is a Community Engagement Strategy that has been developed to ensure that the Arts Centre has the capacity to deliver new and innovative programs that consolidate its change in function from operating as a regional art gallery (1988-2004), to operating as a centre that has as its core focus, contemporary, multi-arts practice and community engagement.

The core elements of the Community Engagement Strategy are:

- Audience development
- Integrated and strategic programming
- Innovative and cross-disciplinary contemporary arts practice
- Presentation and promotion of locally produced new Australian work
- Capacity building and professional development for artists and the arts sector
- Consultation, collaboration and partnerships.

Additional facilities managed by Campbelltown City Council that address cultural elements within their core business include Quondong Visitor and Information Centre and the historic properties, Glenalvon, Campbelltown Railway Station, Emily Cottage and Campbelltown Court House. From 2005 Council will employ a museum curator to assist in the documentation of the City's historical artefacts and undertake planning towards the future development of a social history museum.

Major redevelopment of Macarthur Square shopping centre and the development of Marsden Park residential estate will consequently support the position of Campbelltown Arts Centre as a high profile, high usage site that stands as a gateway to the City. The CBD transport and business interchanges provide the infrastructure to enable the public to have access to the cultural precinct.

A number of parks in Campbelltown have provided a backdrop at different times for one-off cultural activities and programs to take place within the context of a community festival or major Council event. This includes Koshigaya Park, Apex Park and Bradbury Oval.

There is an identified need for the delivery of cultural services in the suburbs within the Campbelltown LGA. This includes place making and public art initiatives that involve Council, artists and communities working in partnership to develop projects that enhance public space and revitalise neighbourhood precincts. There is also an identified need for the establishment of smaller cultural facilities that can accommodate outreach services from the major precincts. In addition, facilities located across the LGA that encompass sport, leisure, recreation, library and community services have been identified as potential sites for the integration of cultural development programs and cross-disciplinary practices.

The cultural planning process revealed public support for the development of a performing arts centre and the need for additional development in the performing arts sector in Campbelltown. The completion of the M5 tunnel has impacted upon the accessibility of Sydney for the residents of Campbelltown, making Sydney based performing arts venues now more accessible than previously. This should be of major consideration when a feasibility study is undertaken for the development of a performing arts centre in Campbelltown.

10. Cultural Services Programs

The Cultural Services programs that currently operate from the Campbelltown Arts Centre include those listed below. With the redevelopment and expansion of cultural facilities and the unprecedented level of growth in opportunities for cultural activities with Campbelltown, new programs will be developed and delivered in addition to those listed below. Past programs and programs operating in 2004/05 include:

- Exhibitions
- Fishers Ghost
- Touring Exhibitions
- Artist Residencies
- Collections Management
- Education and Public Programs
- Workshops Program
- Outreach Program
- Volunteers Program
- Research Library
- Youth Performing Arts
- Youth Theatre
- Youth Arts & Skills Development

- Contemporary Dance
- Contemporary Music
- Cultural Planning & Policy
- Public Art
- Professional & Skills Development for Artists
- Cultural Sector Professional Development Program
- The Friends Program
- Aboriginal and Torres Strait Islander Program
- Museums Program.

Additional Council programs areas that are considered within the Cultural Plan include:

- Festivals & Events
- Libraries & Information
- Environment and Planning.

A number of past and current projects implemented through the cultural services program areas (as outlined above) address key target groups identified in Council's Social Plan including Aboriginal and Torres Strait Islanders, people from culturally and linguistically diverse backgrounds and youth. **There is a need for future program development to occur with increasing integration between Council's Cultural Plan, Social Plan and Management Plan.** With strategic links and program development across Council the cultural development needs of target groups such as Aboriginal people, women, children, people with disabilities and older people can be addressed and programs developed accordingly.

The cultural planning process has identified the need for the development of specific Indigenous arts and cultural development programs in the Campbelltown area. Campbelltown has the second largest Indigenous population in NSW after Blacktown. According to the 2001 Census, the Indigenous population in Campbelltown has grown by 10.9% since 1996 and 67.7% since 1991. This growth rate is much higher than the rate of growth for the Campbelltown area as a whole, which was 1.5% between 1996 and 2001 and 5.8% between 1991 and 2001.

Another target group identified in the cultural planning process that has a need for specific cultural development opportunities is the Pacific Islander population. According to the 2001 Census, 3,039 residents were born in New Zealand and 1,631 residents were born in Fiji, constituting 2.1% and 1.1% of the population respectively. The Census indicated that 2,064 people speak Samoan, the fourth most common language spoken at home in Campbelltown. While some communities within the Pacific Islander population continue to lead opportunities for cultural development initiatives, particularly those that target young people, other communities require additional and/or specific support to participate in community and cultural life within the region.

A major component of the cultural planning process has included a review and evaluation of past cultural services and programs. It is critical to note that the core focus of cultural programs administered by Council in the past have occurred through the core business of the Campbelltown

City Bicentennial Art Gallery. In providing a summary of cultural programs to date, it should be noted that a number of programs reflect the past focus of cultural services while others parallel the substantial expansion and refocusing of future cultural services and facilities.

10A. Exhibitions, Fisher's Ghost Art Award, Touring Exhibitions, Artist Residencies, Collections Management

The Campbelltown City Bicentennial Art Gallery was established in 1988 following widespread lobbying by artists and the wider community. The Art Gallery has enabled the visual arts to be well catered for within Campbelltown for nearly two decades and has a collection and exhibitions program that is of national, and at times, international standing. The Art Gallery has a strong history of producing and touring exhibitions as well as receiving touring shows from major cultural institutions across Australia. The exhibitions program consists of twenty exhibitions per year including two prize exhibitions, the *Fisher's Ghost Prize* and *The Friends Award*. The Art Gallery has a large collection of contemporary Indigenous art.

The most significant cultural prize and prominent visual arts event in Campbelltown is the annual Fisher's Ghost Art Award. The Award has been established for forty-one years and continues to grow. A program sub-committee that includes community representatives provides direction on the exhibition each year. Council endorsed the retention of the *Fisher's Ghost* name in 2003 and further endorsed that it retains a prominent place in the Australian visual arts calendar.

An Artist in Residence program was established in December 2002. The inaugural artist in residence was New Zealander Julian Dashper, who created new work, provided professional development opportunities for students and public lectures. Future artist in residence placements are anticipated with proposals having been received from internationally based artists and a partnership with the University of Western Sydney, School of Contemporary Arts has been established which will see emerging Western Sydney artists and recent graduates undertaking residencies and programs within the Art Centre.

In 2001 Council, together with funding from DCITAs Federation Fund, developed the Campbelltown Sculpture Garden. Council has commissioned two major sculptural works, *A Tether of Time* by Joan Brassil (with support from the Australia Council) and *Esmerelda*, by Eric Aarons. These artworks are installed in the Sculpture Garden. In addition, five winning works from *Sculpture by the Sea* were donated by Sydney Water to Council, and are installed in the sculpture garden.

10B. Education and Public Programs, Workshops Program, Volunteers Program

The Art Gallery has operated a well-established Workshops Program, Volunteers Program and Public Program that to date, have had as their core focus, the visual arts. The participation rates for these programs numbers in excess of 3,500 per annum. The visual arts Workshops Program offers a range of one-off and term based activities for adults, children, young people and people with disabilities. Many local artists are employed to facilitate the workshops. The public programs include visitations from all levels of the education sector, guest artist talks, tours and collections discussions.

The Volunteers Program has been a long established and valued aspect of the Art Gallery's operations. Volunteers contribute hundreds of hours per year to supporting cultural programs. The Volunteers Program also provides an opportunity for members of the community to gain a variety of experiences in the cultural industries sector, from installing exhibitions to arts administration.

A visual arts research library has provided support to the Education and Public Programs. The research library operates as a branch of Council's Library and Information Services and offers a specialised selection of books, journals and publications relating to the visual arts.

10C. Youth Performing Arts, Youth Theatre, Youth Arts & Skills Development

The establishment of the Campbelltown Performing Arts High School in the 1980s generated a new focus on secondary education in Campbelltown. Through attending performing arts schools many young people have developed the skills and experiences to pursue a career in the performing arts field. Youth events such as *Solday* and *Fishers Gig* have provided a platform for young people to showcase their skills and talents in the public domain. Council supports youth bands and youth performing arts training groups through its small grants program.

Council established a Youth Performing Arts Officer position in 2003 with core funding from the NSW Ministry for the Arts for a two-year period. The position will have a key role in developing and delivering a youth performing arts program and will work in partnership with youth agencies to establish sustainable programs that address the needs and issues of Campbelltown's young people. A key priority of this program is the establishment of the Campbelltown Arts Centre resident youth theatre company. The program will develop and deliver key skills based outcomes for local young people including acting techniques, circus and physical theatre, script writing and directing, as well as technical skills such as sound and lighting design and industry skills such as marketing, auditioning and career development. A performance season of new locally produced work will showcase the creativity, skills and talent of local youth. A touring program profiling a range of theatre companies will further increase the profile of theatre based forms and generate new audiences for professional contemporary theatre practice in South Western Sydney.

The provision of additional youth cultural programs have occurred across Council departments in the form of youth specific programs as well as the implementation of strategies to engage young people in more general community programs. Film and video projects developed have included certificated film making projects for young people from the Claymore Youth Centre in 2000 and a film project targeting young people from across the LGA in 2001. These projects were facilitated by Metroscreen and the resulting films were selected for the Auburn short film festival. In 2004 the Youth Performing Arts Officer developed a series of film making workshops for young people.

Council administers the *Art Start Youth Art and Skills Festival* grants program for the South Western Sydney region. In 2004 an award for young artists from Macarthur was piloted, resulting in an exhibition of visual art produced by local young people.

TAFE Visual Arts courses for the South Western Sydney region are now located at the Macarthur campus. In order to provide opportunities for emerging and/or young visual artists to develop their professional practice, the establishment of an alternative art space in the City in partnership with TAFE is currently under consideration.

10D. Cultural Planning, Public Art, Professional & Skills Development for Artists, Cultural Sector Professional Development Program

Council established a Cultural Development program in the early 1980s. The Cultural Development Officer position has worked across Council and was initially positioned in the Planning and Environment unit, moving to Community Development and then to the Art Gallery and Cultural Services unit. The Cultural Development program has been responsible for the development and implementation of a wide range of cultural programs encompassing the visual, performing, literary and digital arts as well as public art and community festivals. Informed by community cultural development theories, professional artists have been employed on projects to provide skills development and achieve educational, artistic, social, environmental and health outcomes for the community through engagement with the arts.

Council has implemented a number of community arts projects that have involved public art. These include the Minto mural, the Hurley Street taxi rank and the Campbelltown Railway Station murals. The *Between Two Rivers* terrazzo was funded by the Australia Council in 1998 through its Community Development grants program. This project was undertaken within a community cultural development model and was developed by artists from the local Aboriginal community and Peter Day from *Environmental Art and Design*. In 2003/04 Council allocated \$25,000 towards the creation of a large bronze sculpture of Mrs Macquarie by Tom Bass and \$10,000 towards the creation of public art on traffic signal boxes. Both projects are currently in the development stage.

In 2003/04 Council committed \$20,000 to developing a Public Art Masterplan to consider the long-term development of public art as a key program area within the cultural development portfolio. In the past, projects have been developed on a one-off basis, most often at the initiation of artists and community groups. The Public Art Masterplan will provide a strategic framework for the development and implementation of a public art program that addresses the key outcomes of the Cultural Plan. In addition, the Public Art Masterplan will provide a structure to review the existing public art collection and manage the collection's ongoing conservation and promotion, strategically manage community and artist initiated public art project and integrate public art into council planning processes including place making projects, precinct master plans and capital works.

The Cultural Development program has developed and implemented a wide range of programs that work with target groups identified in the Social Plan. Substantial investment has been made in developing and delivering programs for young people and people from culturally and linguistically diverse backgrounds. Campbelltown's multicultural community has participated widely in the Festival of Cultures and Cultural Fashion Night for some years. Opportunities currently exist for the building of community capacity to self-manage these programs if they are to be sustainable and community owned.

10E. Cultural Sector Professional Development Program

Employment, training and professional development opportunities for local artists and arts workers is a key area that has been identified in the cultural planning process. Through the provision of employment, training and professional development initiatives for local artists, Council can demonstrate its commitment to retaining and developing the skills and capacity of local artists and arts workers.

10F. Aboriginal and Torres Strait Islander Program

This program is committed to community consultation and the development of partnerships with artists and communities that are representative of indigenous people of South Western Sydney. The program requires a high level of flexibility, innovation and integrated program planning whereby contemporary arts practice, including forms of visual arts, dance, theatre and multi-media, provides a framework and facilitator for engagement with, and participation from, indigenous artists and indigenous communities in the Arts Centre's core activities. Specific focus areas include skills development and mentorship opportunities for Aboriginal young people and emerging artists.

10G. Contemporary Music Program

This program focuses on providing opportunities for communities to engage and participate in the development and performance of new Australian music. Core strategies to be pursued include the commissioning of new work by composers from South Western Sydney and the Macarthur region to be performed by local chamber ensembles, the facilitating of collaborative processes for cross-art form practice including new work created by local musicians and sound artists utilising current technologies and multi-media forms, the development and performance of new work that features cross-cultural dialogue between artists representative of South Western Sydney communities. The program also addresses skills and educational development outcomes for young and emerging musicians through the provision of workshops, mentorships and project collaborations.

10H. Contemporary Dance Program

This program has as its core focus the development and production of contemporary dance. The Arts Centre provides a space for the development of ideas and the performance of small-scale contemporary dance. Professional dance artists and choreographers will work with local dancers and communities to explore movement based forms and achieve a range of developmental and artistic outcomes. Target groups for this program are children, young people and older people. A key element of this program is the strategic alliance formed between the Arts Centre and Western Sydney Dance Action.

10I. Festivals and Events

Council manages a Festivals and Events program that forms a significant component of the annual Campbelltown calendar. Major festivals, events and civic functions are managed by Council's Communications and Marketing unit. These include Fisher's Ghost, Riverfest, Australia Day, New Years Eve and the Ingleburn Festival. Smaller community based festivals are managed and/or receive input by various Council departments including Community Resources and Development, Youth Services, Cultural Services and Healthy Lifestyles. Smaller festivals include Youth Week, Seniors Week, NAIDOC Week and the Challenge Walk.

While the cultural planning process identified the community's appreciation of the festivals and events program, an increased synchronicity of the program is required. In order for the events and festivals program to be sustainable and resource efficient, Council resolved in 2003 to review and

streamline some events and festivals. While the major events and civic functions will remain, from 2004, Council will program one annual festival that showcases the artistic talents of the City's multicultural community.

From the end of 2004, festivals and events will become more resource efficient with activities located at the cultural precinct, utilising the facilities and amphitheatre space for indoor and outdoor activities.

The cultural planning process has recognised that for many of the festivals to be sustainable, they must become the property of the community with Council contributing limited funds and in kind support. Community based events and festivals management committees must self manage and administer events. In this way, the community's capacity is increased and the community will have an increased sense of ownership and direction over the development and provision of events.

The cultural planning process has identified a concern from some in the community that there is an inconsistency within the creative programming of events and festivals. Further consideration is to be given to developing a balance of content in order for a wide range of cultural practices and community groups to be represented equitably.

10J. Museums

Campbelltown is renowned for its Indigenous, colonial and living heritage and historical attractions. While Campbelltown has a long established and active historical society (Campbelltown and Airds Historical Society) as well as an extensive local studies history section in the H J Daley Library, the City has no dedicated local history museum. This is considered by many in the community as being a major gap in the cultural life of the City. The Campbelltown and Airds Historical Society has a large collection of objects that require collection management. In order to address this gap, a museum working party has been established to plan the development of a social history museum for the City. The working party will provide input into the management of the current collection, make recommendations for the most appropriate museum model and advise on the development of a collections, exhibitions policy and future programming. The museums program will be developed to ensure that contemporary methodological and curatorial practices are employed to document, preserve and promote the City's diverse heritage, from pre-European settlement to the 21st century. The position of Museum Curator has been included in Council's 2004/05 Management Plan.

The City has a considerable number of heritage buildings that are both privately and publicly owned. A number of members of the community involved in the cultural planning process have identified a need for increased public access to these buildings through the establishment of alternative usages such as cultural programs.

10K. Libraries

Campbelltown City Council has an active and progressive network of libraries and information services. Council's Library Services unit is currently developing a strategic plan for the development and delivery of library services that can serve the City's growing population well into the future. While the strategic direction of library facilities and associated programs is managed by Council's Library Services unit, it is appropriate to reference the recent growth of these services within the context of the Cultural Plan.

Library services in Campbelltown were administered jointly by Campbelltown and Camden Councils from various locations until 1972, when the original H.J. Daley Library building was opened. The staff of 11 operated two branch libraries, a bookmobile service, a stock of 45,000 items and there were 18,000 members.

Population growth led to Ingleburn Library moving to larger premises in 1975 and a new branch at Glenquarie. In 1976 Camden withdrew from the joint service. In 1981, Minto Community Library opened, a partnership between the NSW Department of Education and Council, and provided services to three schools and the Minto community.

By 1988, Campbelltown Library Service had a staff of forty-five, 74,000 members and 233,000 items. There were also Local Studies and Family History collections and an audio-visual collection. In 1991 Central Branch moved to Hurley Street, opposite Koshigaya Park. In 1997 a Technology Centre was launched and in 2003 a new branch at Eagle Vale Central was opened. By 2003, all branches offered Internet access, word processing and a range of CD ROM databases.

Non-Campbelltown resident membership is currently 12,000 people or 20% of total membership. The redistribution of the Campbelltown's population to the south, the redevelopment of Minto and Airs and planned development in Menangle Park is coupled with sustained development in Camden, Narellan and Mt Annan. These will have a significant impact on future service delivery and an increase in or redistribution of existing service points is anticipated.

10L. Environment – built and natural

Many of the City's residents place a high value on the unique geographical position of Campbelltown and desire to preserve the "city in the country" atmosphere. Council's Planning and Environmental unit develops and implements planning strategies and policies that maintain, restore and enhance the natural and built environments as well as reflecting the values of a diverse community. The principles and practices of cultural planning align with those that underpin Council's Planning and Environmental management processes. Cultural planning can enhance and inform the social, historical and environmental considerations of broader planning and land use management issues. The need for cultural development and planning to be considered within Council's broader planning process is demonstrated by the response that was elucidated during the cultural planning community consultations.

Council has the opportunity to demonstrate leadership through the application of cultural development and planning as a strategy to address the community's desire to enhance, preserve and maintain the natural and built environment. The development of a Public Art Masterplan and implementation program together with urban design initiatives will enhance and revitalise streets, precincts, open space and promote community pride and engagement with cultural activity in the public domain. Through ensuring that the community has input into the development of conceptual content, artists can create meaningful public art and urban design work that has relevancy to a range of community issues including those that deal with the preservation of the environment.

11. Strategic Framework

| Outcome 1: The community will have access to cultural programs that develop community well being, local identity and sense of place | | | | | | |
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| | Strategy | Resource implications | Responsibility | Target Date | Priority | Key performance indicators |
| 1.1 | Implement a high quality multi-disciplinary program that ensures opportunities for creative expression and addresses Campbelltown's demographic profile. Prioritise Indigenous and Pacific Islander communities. | Budgeted External partnership development | Cultural Services | Ongoing | High | Visitation Media Number of Partnerships |
| 1.2 | Revitalise public space through provision of an innovative public art program that adds to the amenity of the City through the application of a Public Art Plan. | Cross Council budget including levies identified within Public Art Master plan | Cultural Services City Works Environment & Planning | Ongoing | Medium | Number of internal & external partnerships |
| 1.3 | Provide skills and professional development programs for local young and emerging artists across a range of disciplines. | Budgeted External partnership development | Cultural Services | Ongoing | Medium | Participation External partnerships Media |
| 1.4 | Continue to provide opportunities for local young people to have a creative voice through film, | Budgeted External partnership development | Cultural Services Youth Services | Ongoing | Medium | Participation External partnerships Media |

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| | video and performing arts projects. | | | | | |
| 1.5 | Ensure that local CALD, Indigenous and emerging communities are integrated in cultural programming. | Budgeted | Cultural Services | Ongoing | Medium | Participation External partnerships Media |
| 1.6 | Continue to develop the local and national profile of the Fisher's Ghost Art Award and associated programs. | Budgeted | Cultural Services Communications & Marketing | Ongoing | High | Visitation Media Partnerships |
| 1.7 | Continue to engage with national and international artists in the development of cultural programs throughout the City. | Budgeted External Partnership development | Cultural Services | Ongoing | Medium | Media Partnerships Profile of artists Range of disciplines |

| Outcome 2: The City's cultural, social, natural and historical assets will be identified, conserved and enhanced | | | | | | |
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| | Strategy | Resource implications | Responsibility | Target Date | Priority | Key performance indicators |
| 2.1 | Develop and implement programs to record the experiences of Campbelltown's Indigenous and migrant communities eg oral history, exhibitions, public art, publications and performances. | Budgeted External partnership development | Cultural Services Library Services Community Development | Ongoing | Medium | Participation External partnerships Media Ongoing development of CCD processes |
| 2.2 | Encourage research into local history through the development of local history programs. | Requires budget allocation External partnership development | Cultural Services Library Services | Ongoing | Medium | Participation External partnerships Media Ongoing development of CCD processes |
| 2.3 | Establish a process to identify, document and catalogue historical material owned by the City. | \$30,000 allocated in 2004/05 Requires additional budget allocation | Cultural Services | December 2005 | High | Material catalogued & documented |
| 2.4 | Coordinate, consolidate and support Museum Working Party to investigate the establishment of a social history museum. | 2004/05 \$30,000 allocated | Cultural Services | Ongoing | High | Number of meetings |

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| 2.5 | Promote the City's collections through the delivery of research and public programming that engages with the collections. | Budgeted | Cultural Services | Ongoing | Medium | Number of exhibitions Level of research |
| 2.6 | Develop systems to ensure that aspects of military history relevant to Campbelltown are identified and conserved. | Budget allocation required | Cultural Services | 2004-2006 | Medium | Systems in place |

| Outcome 3: Community needs will be addressed through developing existing and new cultural facilities and programs | | | | | | |
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| | Strategy | Resource implications | Responsibility | Target Date | Priority | Key performance indicators |
| 3.1 | Continue to develop cultural precinct capital works program. Identify and pursue opportunities to consolidate place management of facilities and integration of programs within the precinct. | Budgeted Requires budget allocation External partners | Cultural Services | Ongoing | High | Launch of Cultural Precinct Delivery of Cultural Precinct Business Plan |
| 3.2 | Develop and implement an audience development and marketing program for the cultural precinct targeting new audiences and on site production. | Budgeted Requires budget allocation | Cultural Services | Ongoing | High | Visitation Media Number of projects |
| 3.3 | Develop inclusive and accessible programs for target groups identified in the Social Plan. | Budgeted Requires further budget allocation | Cultural Services | Ongoing | High | Visitation Media Participation |
| 3.4 | Develop and implement a community engagement strategy for the cultural precinct that is underpinned by community cultural development practices and processes. | Budgeted External partnership development | Cultural Services | Ongoing | High | Visitation Media Participation Partnerships |
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| 3.5 | Explore feasibility of increasing the delivery of cultural programming suburbs across the LGA. | Requires budget allocation | Cultural Services | 2005/06 | Medium | Partnerships |
| 3.6 | Assess the need for an alternative venue and/or artist run space within the LGA. Investigate Council owned buildings as potential sites. | No budget allocation | Cultural Services | 2005/06 | Low | Partnerships |
| 3.7 | Establish a film program that encourages both skills & audience development. | Requires budget allocation | Cultural Services | 2005/07 | Medium/ High | External partnerships Participation |
| 3.8 | Examine strategies for the delivery of cultural services in library facilities within the LGA. | Budgeted Additional budget required | Cultural Services Library Services | Ongoing | Low | Number of projects Participation |
| 3.9 | Develop and implement name change and communications strategy for the future cultural precinct. | Budgeted | Cultural Services | 2004/05 | High | Re-launch Re-branding |

| Outcome 4: The economic, social and environmental benefits of developing a culturally engaged community will be demonstrated | | | | | | |
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| | Strategy | Resource implications | Responsibility | Target Date | Priority | Key performance indicators |
| 4.1 | Examine ways in which environmental issues can be integrated with cultural development programming. | Requires budget allocation External Partnership development | Cultural Services Environment & Planning | Ongoing | Medium | Partnerships |
| 4.2 | Develop and implement audience development programs to secure new interest and investment in cultural activities. | Requires budget allocation External partnership development | Cultural Services | Ongoing | Medium | Partnerships Participation Level of investment |
| 4.3 | Develop new and innovative initiatives that position the cultural precinct and Campbelltown as a regional leader in the arts and cultural development nationally. | Requires budget allocation External partnership development | Cultural Services | Ongoing | High | Number of initiatives Media External partnerships |
| 4.4 | Develop and implement cultural programs that facilitate an actively engaged population, thus making Campbelltown an attractive and vibrant place to live, work and invest. | Budgeted External partnership development | Cultural Services | Ongoing | Medium | New audiences Audience and participation evaluation |
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| 4.5 | Develop and implement programs that build upon the creative skills and talents of local young people and thus retain them as industry professionals who contribute to a local cultural identity and economy. | Budgeted | Cultural Services Youth services | Ongoing | High | Level of cultural industry development |
| 4.6 | Establish and maintain strategic partnerships and alliances with arts organisations, cultural institutions, human service agencies and business thus facilitating the sharing of resources, increased networks and future investment in cultural activities. | Budgeted | Cultural Services | Ongoing | High | External partnerships Level of investment |
| 4.7 | Develop and implement strategies with Environment and Planning unit to address issues associated with water reservoirs and water conservation. | Requires budget allocation State and Federal funding | Cultural Services Environment and Planning | Ongoing | Medium | Completion of strategies Partnerships |

| Outcome 5: Sustainable and resource efficient cultural programs will be developed and delivered | | | | | | |
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| | Strategy | Resource implications | Responsibility | Target Date | Priority | Key performance indicators |
| 5.1 | Continue to develop the City's partnership with the State and Federal Government in the resourcing and delivery of cultural programs. | Budgeted Requires budget allocation External partnership development | Cultural Services | Ongoing | High | External resource level |
| 5.2 | Develop systems and processes for the equitable allocation of resources within Council's funding programs. | Budgeted | Cultural Services | 2005/ 06 | High | Systems in place |
| 5.3 | Establish and maintain cultural networks and infrastructure to support the sustainable development of a creative community. | Budgeted Requires budget allocation | Cultural Services | Ongoing | Medium | |
| 5.4 | Secure corporate sponsorship and partnerships. | External partnership development | Cultural Services | Ongoing | High | Number of partnerships Level of investment |
| 5.5 | Develop a Foundation to support the City's cultural services. | External partnership development | Cultural Services | Ongoing | High | Level of investment |
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| 5.6 | Develop and implement a four-year Business & Operational Plan for the cultural precinct. | Budgeted | Cultural Services | September 2004 | High | Business Plan implemented |
| 5.7 | Form strategic alliances and partnerships with universities and TAFE. | External partnership development | Cultural Services | Ongoing | High | Number of partnerships |

| Outcome 6: Cultural development will be integrated into Council's management and strategic planning processes | | | | | | |
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| | Strategy | Resource implications | Responsibility | Target Date | Priority | Key performance indicators |
| 6.1 | City wide master Plan for Public Art to be developed, endorsed and resourced by Council and external partners. | \$20,000 allocated 2003/04 Additional budget allocation required | Cultural Services City Works Environment and Planning External partnership development | 2004 | High | Public Art Master plan adopted |
| 6.2 | Develop and implement an innovative public art program including applied methodologies such as community cultural development. Ensure that local artists have opportunities to participate in public art projects. | External partnership development Requires budget allocation Cross Council budget including levies identified in Public Art Master plan | Cultural Services | 2005 - Ongoing | High | Number of internal & external partnerships Number of projects Levels of innovation |
| 6.3 | Participate and inform place making initiatives and the revitalising of public space across the LGA. | No budget implication | Cultural Services | Ongoing | High | Number of internal & external partnerships |
| 6.4 | Participate and inform City wide programs including signage strategies, City entrance way programs and transport linkages. | No budget implications | Cultural Services | Ongoing | High | Number of internal & external partnerships |
| 6.5 | Ensure that the cultural Plan is integrated with overall strategic plans | No budget implication | Cultural Services | Ongoing | High | Integrated planning systems |

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| | including the Management Plan, Social Plan, Equity and Access Policy, Vision 2025 Plan, Youth Strategic Plan, Libraries Strategic Plan. | | | | | |
| 6.6 | Evaluate and review Cultural Plan. | No budget implication | Cultural Services | 2008 | High | Review complete |

| Outcome 7: Employment and professional development opportunities for local artists and cultural industry workers will be provided | | | | | | |
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| | Strategy | Resource implications | Responsibility | Target Date | Priority | Key performance indicators |
| 7.1 | Develop a national and international residency program that provides opportunities for local communities to engage with innovative contemporary arts practice. | Requires budget allocation External partnership development | Cultural Services | Minimum 2 per year | Medium | Number of residencies Level of external resources |
| 7.2 | Explore the development of film and multi-media pathways for young people through the development of State and Federal Government partnerships. | External partnership development | Cultural Services | Ongoing | Medium | Partnerships |
| 7.3 | Research and develop a literary arts program that encourages young and emerging local writers. | Requires budget allocation External partnership development | Cultural Services Library Services Youth Services | 2005 | Medium | Participation |
| 7.4 | Provide employment opportunities for local artists and cultural industry workers for the delivery of a broad range of cultural programs. | No budget implication | Cultural Services | Ongoing | High | Number of artists/ workers employed |
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| 7.5 | Provide skills and professional development programs for local and South-West Sydney artists that assists in the creation of employment pathways within cultural industries. | No budget implication | Cultural Services | Ongoing | High | Participation |
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