

Penrith City Council

Cultural Development Action Plan 2007 – 2011



PENRITH CITY CULTURAL DEVELOPMENT ACTION PLAN 2007 – 2011

MASTER PROGRAM – THE CITY IN ITS BROADER CONTEXT

Management Plan Reference	Outcome	Objective	Accountability	
ISSUE 1: Penrith Valley's Recognition				
Term Achievement 1.3: Penrith Valley is recognised locally and throughout Sydney as vibrant, innovative and attractive, distinguished from the rest of Sydney, with a range of services and experiences, complemented by those available in the Blue Mountains and Hawkesbury.				
UNEP Principle / Objective 6ii				
Critical Action	Task	Comment	Proposed New Action	Accountability
1.3A	1.3A1	To assist in building a positive identity and to strengthen Penrith's strategic competitive advantage, Penrith's Indigenous, European and natural heritage will be promoted. The marketing program is the tool by which Council can promote the City's cultural and natural heritage assets.	<i>Commence building a cultural and natural heritage perspective into the marketing program.</i> Timetable: This action is targeted be completed within the 08/09 Management Plan.	EDCMM

ISSUE 2: Penrith City's Metropolitan Role				
Term Achievement 2.1 Penrith City Centre provides a comprehensive range of economic and human lifestyle services to Outer Western Sydney and Central Western New South Wales.				
UNEP Principle / Objective 2i				
Critical Action	Task	Comment	Proposed New Action	Accountability
2.1C	2.1C2	Penrith has positioned itself as a regional cultural centre. The implementation of the agreed priorities emerging from the adopted Penrith City Centre Strategy is a priority.	<p><i>Facilitate implementation of key cultural strategies as recommended in the Penrith City Centre Strategy.</i></p> <p>Timetable: This action to commence within the 07/08 Management Plan.</p>	LPM Subject to resource availability
		The Penrith City Centre requires a distinctive identity, which will be achieved by involving artists in significant planning and design processes.	<p><i>Develop a signature project in the Penrith City Centre.</i></p> <p>Timetable: This action is targeted to commence within the 09/10 Management Plan.</p>	LPM Subject to resource availability

ISSUE 3: St Marys Regional Role				
Term Achievement 3.2: The Penrith Valley Cultural Precinct is completed and contributing to a vibrant urban village lifestyle in St Marys.				
UNEP Principle / Objective 2i				
Critical Action	Task	Comment	Proposed New Action	Accountability
3.2B	3.2B1	Penrith is recognised as a regional cultural centre. The design and management of the Penrith Valley Cultural Precinct will provide a venue to nurture new and emerging artists and act as an incubator for distinctive cultural projects and activities. The Penrith Valley Cultural Precinct will also provide accommodation for amateur arts organisations.	<p><i>Develop a vision, long-term management strategy, management structure and design brief for the Penrith Valley Cultural Precinct, which will support this outcome.</i></p> <p>Timetable: This action to commence within the 07/08 Management Plan.</p>	CCDM
3.2B	3.2B1	Council can support opportunities for residents, students and visitors to tell their own stories. The development of Metro TV in St Marys will support local stories to get a broader audience and support the development of the Penrith Valley Cultural precinct as a vibrant cultural hub.	<p><i>Council supports the new television station enterprise, inviting Metro TV to become part of the Penrith Valley Cultural Precinct whilst pursuing other partnership opportunities with well established and reputable cultural organizations to base activities in St Marys.</i></p> <p>Timetable: This action to commence within the 07/08 Management Plan.</p>	CCDM

Term Achievement 3.3: St Marys offers a range of district level retail and service businesses to its surrounding localities.				
UNEP Principle / Objective 2i				
Critical Action	Task	Comment	Proposed New Action	Accountability
3.3B	3.3B2	Libraries are recognised as important cultural resources and the St Marys Town Centre will be enhanced by the redevelopment of the library as a community and cultural hub. The library can act as exhibition space for local artists and arts groups as well as displaying archival material of local importance.	<p><i>The Library's Strategic Plan identifies the scope and potential partners for St Marys Library to become a community and cultural hub.</i></p> <p>Timetable: This action is targeted to commence within the 08/09 Management Plan.</p>	LSM (LPM)
3.3B	3.3B2	St Marys will be recognised as a vibrant cultural hub with its own distinct character. The St Marys economy is diversified and operates day and night. Council will investigate opportunities to work in partnership with UWS and local residents to develop an art house/ open air cinema in St Marys Town Centre	<p><i>Scope the feasibility of an indoor/outdoor art house cinema and identify potential partners.</i></p> <p>Timetable: This action to commence within the 07/08 Management Plan.</p>	LEPDM

MASTER PROGRAM – THE CITY AS A SOCIAL PLACE

Management Plan Reference	Objective	Proposed Action	Accountability	
ISSUE 7: Community Wellbeing And Social Justice				
Term Achievement 7.2: Strategies are in place to respond to the social and health needs of the community.				
Critical Action	Task			
UNEP Principle / Objective 2ii				
7.2B	7.2B1	<p>The use of appropriately skilled local artists will enhance community projects and activities. There is a need to facilitate access to professional development and training for local artists in community cultural development to ensure that local artists are appropriately skilled and able to respond to local employment opportunities. Council will work in partnership with key cultural organisations to facilitate local training opportunities.</p>	<p><i>Work in partnership with key cultural organizations to develop training in conjunction with a signature project in neighbourhood development and/or renewal (see Issues 13 and 15).</i></p> <p>Timetable: This action is targeted to commence within the 08/09 Management Plan.</p>	CCDM

ISSUE 8: Cultural Development				
Term Achievement 8.1: The City is widely recognised as a centre of cultural diversity, excellence and access.				
UNEP Principle / Objective 6i				
8.1A	8.1A1	The implementation of the Cultural Framework and Action Plan will support Penrith to be recognised as a regional cultural capital. The implementation of the cultural framework and action plan will require consideration of the resources required	<p><i>Prioritise and cost actions that are identified in the Cultural Action Plan, secure Council funds and identify and pursue funding opportunities.</i></p> <p>Timetable: This action has already commenced.</p>	CCDM
8.1A	8.1A1	Leadership in cultural development will require Council to continue to assert its leadership role. The Director of City Services continues to provide leadership, strategic direction and coordination to Council's cultural activities.	<p><i>Employ specialist cultural development staff with the status and skills to support Council's leadership role and to provide strategic direction and coordination to Council's diverse cultural activities.</i></p> <p>Timetable: This action has already commenced.</p>	DS
8.1A	8.1A1	Cultural development will be assisted by the appointment of specialist cultural development staff to lead the cultural development strategies both in the Penrith City and St Marys Town Centre and in established areas of the City.	<p><i>Establish and recruit Cultural Development Officer positions for the City Centres and other areas of Penrith.</i></p> <p>Timetable: This action has already commenced.</p>	CCDM

8.1A	8.1A1	To ensure the cultural vitality of the Penrith City Centre and the St Marys Town Centre can be established and maintained into the future, there is a need to ensure sufficient supply of affordable spaces for arts hubs is retained in the Penrith City Centre and St Marys Town Centre.	<i>Undertake further consultation with key cultural institutions and local/regional professional artists to scope needs and priorities.</i> Timetable: This action is targeted to commence within the 08/09 Management Plan.	CCDM
8.1B	8.1B1	Penrith's cultural resource base needs to be nurtured and expanded for the City to fulfill its role as a Metropolitan City. There is a need to engage the local cultural organisations and artists critical to the implementation of Council's Cultural Framework and Plan.	<i>Establish links and relationships with local arts organizations</i> Timetable: This action to commence within the 07/08 Management Plan.	CCDM
8.1B	8.1B1	Cultural development can be strengthened by developing partnerships with neighbouring Councils that facilitate complimentary cultural opportunities. This could be commenced through the development of a regional project.	<i>Develop one regional cultural initiative.</i> Timetable: This action is targeted to commence within the 08/09 Management Plan	CCDM
8.1C	8.1C2	To effectively nurtured and expand Penrith's cultural resource base there is a need to identify opportunities for adapting/converting existing neighbourhood centres and public halls for use as flexible, affordable and accessible multi purpose studio, rehearsal, exhibition, and performance and workshop spaces.	<i>Identify priority needs for spaces and priority opportunities for conversion.</i> Timetable: This action is targeted to commence within the 08/09 Management Plan.	PDCSM

8.1C	8.1C2	<p>The Penrith City Library Service needs to reposition as the focus for the community's participation in the knowledge economies and creative industries. To this end there is a need to develop a Directions Plan for Penrith City's Library Service.</p>	<p><i>Ensure that the Library Directions Plan recognises the Library's role in the development of creative industries, removes barriers to access to Library services and identifies strategies to improve access to library resources for people from culturally and linguistically diverse backgrounds .</i></p> <p>Timetable: This action to commence in 2007-08 Management Plan and progress in subsequent years based on the agreed Directions Plan.</p>	LSM
8.1C	8.1C2	<p>Libraries can act as cultural hubs for local communities, harnessing community input into community and cultural regeneration. Research will be undertaken of different models and consultation of users and potential users to identify the models that best suit local needs.</p>	<p><i>Identify models for libraries as community cultural hubs and include in Library Directions Plan.</i></p> <p>Timetable: This action is targeted to commence within the 09/10 Management Plan.</p>	LSM

Term Achievement 8.2: The cultural assets of the City have been integrated to establish its reputation as a creative place.				
UNEP Principle / Objective 6i				
8.2B	8.2B1	Council's investment in events and cultural facilities is best supported by strategies which nurture, train and develop local artists and cultural enterprises to feature in these events. Council can diversify Penrith's employment base by strengthening and retaining Penrith's creative industries.	<p><i>Ensure that the City-wide Events Strategy includes opportunities for the employment of local and regional artists and technicians.. Develop policies which require local and regional artists to be employed in Council sponsored events</i></p> <p>Timetable: This action is targeted to commence within the 08/09 Management Plan.</p>	EDCMM/CDM
8.2C	8.2C2	By coordinating efforts in cultural development Council will enhance the impact of activities and receive a better return on investment. Council will ensure better integration and coordination between Council's own cultural development initiatives including library services and Council's own Events function.	<p><i>Develop an initiative that draws on the expertise and resources and encourages collaboration between JSPAC, the Penrith Regional Gallery & The Lewers Bequest, Penrith Library Services and the City-wide Events Strategy.</i></p> <p>Timetable: This action is targeted to commence within the 09/10 Management Plan.</p>	DS/CCDM /LSM
8.2C	8.2C2	To ensure that Penrith is recognised as a regional cultural capital access to Penrith's key cultural resources will need to be broadened. Strategies for program and audience development in its key cultural institutions over several years will broaden access	<p><i>Identify current audience demographics and future key target audiences in partnership with key cultural institutions.</i></p> <p>Timetable: This action is targeted to commence within the 09/10 Management Plan.</p>	DS/CCDM

ISSUE 12: MAGNETIC PLACES				
Term Achievement 12.1: Penrith City Centre and St Marys Town Centre are appealing places to people seeking satisfying social and cultural experiences				
UNEP Principle / Objective 6ii				
12.1A	12.1A1	To enhance the cosmopolitan feel of the City, strengthen the City's nighttime economy and act as an anchor to attract other cultural industries into the CBD, Council will advocate, foster and support a cultural hub in the Penrith City Centre for new and emerging artists.	<i>Liaise with UWS to develop artist-run initiatives in the Penrith CBD</i> Timetable: This action is targeted to be completed within the 08/09 Management Plan.	CCDM
12.1A	12.1A1	Quality public domain in the City Centres will enhance the look of the City, increasing usage and enjoyment for residents and visitors. Council will develop the strategies and tools to support the implementation of the Public Art Strategy that promotes the contribution of artists and public art to creating a public domain of quality and distinctiveness.	<i>Develop a Public Domain and Public Art Strategy</i> Timetable: This action is targeted to be completed within the 08/09 Management Plan.	LPM

12.1B	12.1B1	Cultural development strategies will strengthen the City's night time economy and enhance the cosmopolitan feel of St Marys and Penrith CBD. Research will be undertaken to identify models used both nationally and internationally and the feasibility of these models in the local environment will be investigated.	<i>Identify successful models and consult locally to identify the most appropriate strategies for St Marys Town Centre and Penrith City Centre.</i> Timetable: This action is targeted to be commenced within the 08/09 Management Plan.	LEPDM
ISSUE 12: MAGNETIC PLACES				
Term Achievement 12.2: Penrith City Centre and St Marys Town Centre are appealing places to people seeking satisfying social and cultural experiences				
UNEP Principle / Objective 6ii				
12.2A	12.2A1	Local meeting places can be diverse and not always focused on a building or facility. A grant program will support local communities in identifying and activating local meeting places. These grants can assist in seeding activities, programs and events at a neighbourhood level and will be supported by Council Officers.	<i>Pilot a Community Cultural Seeding Program to support the development of Magnetic Places</i> Timetable: This action is targeted to commence in the 07/08 Management Plan	CCDM
12.2B	12.2B2	A regional cultural capital will draw residents and visitors to the City and public spaces. This will assist in diversifying Penrith City's economy with cultural and entertainment activities activating the City day and night. Council will develop a program of free cultural events in the CBD and St Marys Town Centre in partnership with key cultural institutions, appropriate peak business organisations, UWS, Panthers and the Penrith Plaza showcasing the Region's best artists.	<i>Develop a signature event in the Penrith CBD and St Marys Town Centre.</i> Timetable: This action is targeted to be commenced within the 09/10 Management Plan.	LEDPM

Issue 13: Established Neighbourhoods				
Term Achievement 13.1: A program of renewal for selected neighbourhoods that contributes to a sense of community identity and cohesiveness is being implemented.				
UNEP Principle / Objective 2i				
13.1B	13.1B1	To ensure established communities are distinctive and diverse and resonate with local heritage, reflect cultural diversity and illuminate contemporary significance and meaning, Council will build a sense of ownership and inclusion by local residents. Council will engage local communities in the program of renewal for established areas including landscaping, street furniture, public art and public buildings.	<p><i>Develop pilot community/ cultural development projects in two neighbourhood renewal areas to build community ownership</i></p> <p>Timetable: This action is targeted to commence in the 08/09 Management Plan.</p>	CCDM

ISSUE 14:Managing Redevelopment				
Term Achievement 14.2: Redevelopment of existing areas contributes to safe, sustainable, affordable and satisfying living environments and cohesive communities.				
UNEP Principle / Objective 2ii				
14.2B	14.2B2	Council will create distinctive environments which resonate with local heritage, reflect cultural diversity and illuminate contemporary significance and meaning. Community /Cultural development projects provide opportunities for local people to have a voice and enable them to express their sense of identity and connection to their area. Engaging artists in significant planning and design processes will enrich and enliven planning and consultation processes	<i>Develop pilot community/ cultural development projects in two neighbourhood renewal areas to build community ownership</i> Timetable: This action is targeted to commence in the 08/09 Management Plan.	CCDM
ISSUE 15: New Release Areas				
Term Achievement 15.1: Cohesive communities are formed based on sustainable, safe and satisfying living and working environments.				
UNEP Principle / Objective 2ii				
15.1A	15.1A1	New communities benefit from a sense of ownership and inclusion in planning processes for their neighbourhoods. Council will involve local communities in the planning and design of developing areas including landscaping, street furniture, public art and public buildings. This involvement will ensure distinctive, diverse communities which resonate with local heritage, reflect cultural diversity and illuminate contemporary significance and meaning.	<i>As part of the development of the Public Art Plan (see Issue 12) develop a prototype methodology for artist-led community planning and apply it to one new release area plan.</i> Timetable: This action is targeted to commence in the 09/10 Management Plan.	EPM (LPM)

MASTER PROGRAM – THE CITY IN ITS ENVIRONMENT

Management Plan Reference	Outcome	Objective	Accountability	
ISSUE 18: Built Environment				
Term Achievement 18.1: The City's heritage is being protected and conserved.				
UNEP Principle / Objective 6i				
Critical Action	Task			
18.1A	18.1A1	To conserve, enhance and promote access to the City's Indigenous, European and natural heritage there is a need to advocate for leadership from State and Federal Governments as well as other agencies in the management of local heritage assets. Council will work with local cultural organizations to develop an advocacy strategy.	<p><i>Develop an advocacy strategy.</i></p> <p>Timetable: This action is targeted to commence in the 09/10 Management Plan.</p>	EPM (LPM)
18.1B	18.1B1	To conserve, enhance and promote access to the City's Indigenous, European and natural heritage, Council will establish interpretative heritage programs, exhibitions and art works in partnership with local and State-wide heritage organisations.	<p><i>Develop a significant project which illuminates Penrith's status as a regional city.</i></p> <p>Timetable: This action is targeted to commence in the 09/10 Management Plan.</p>	LPM / CCDM <i>Subject to resources</i>

ISSUE 19: The Look Of The City				
Term Achievement 19.1: Council’s planning policies, land use, regulatory controls and asset management practices enhance the visual amenity of the City.				
UNEP Principle / Objective 6i				
19.1A	19.1A1	Quality public domain in the City Centres will enhance the look of the City, increasing usage and enjoyment for residents and visitors. A well researched Public Domain Strategy with implementation plan will ensure quality public domain.	<i>Develop a Public Domain Strategy and Plan</i> Timetable: This action is targeted to be completed in the 08/09 Management Plan.	LPM

MASTER PROGRAM – THE CITY AS AN ECONOMY

Management Plan Reference	Outcome	Objective	Accountability	
ISSUE 21: Partnering for Economic Growth				
Term Achievement 21.1: The City’s business community, learning institutions and training institutions are working in an integrated way to strengthen and develop the City’s local economic base.				
UNEP Principle / Objective 8i				
Critical Action	Task			
21.2A	21.2A1	A strategy to diversify Penrith’s employment base is to strengthening Penrith’s knowledge economies and creative industries as well as retaining people with these skills: Council’s Employment Strategy will include strategies for developing local cultural industries and creative industries	<p><i>Identify opportunities to support cultural industry networks and clusters.</i></p> <p><i>Support the development of ‘arts hubs’ in the Penrith City Centre and St Marys Town Centre/ Penrith Valley Cultural Precinct</i></p> <p>Timetable: This action is targeted to commence in the 08/09 Management Plan.</p>	LEDPM
21.1A	21.1A2	The Penrith Library Service is ideally positioned to provide a focus for the community’s participation in the knowledge economies and creative industries. Council will seek ongoing support from economic partners for employment development programs and initiatives in partnership with the library service.	<p><i>Continue to develop partnerships between Penrith Library Service and higher learning institutions for the purpose of developing local enterprise and training opportunities.</i></p> <p>Timetable: This action is targeted to commence in the 09/10 Management Plan.</p>	LEPDM

21.1A	21.1A2	To enliven the CBD and St Marys Town Centre, particularly after hours Council will develop partnerships with UWS and other higher education institutions to promote meaningful involvement of students and new graduates from their creative arts faculties in projects and activities.	<p><i>Engage UWS in the feasibility study for the St Marys art house cinema (see Issue 3 above).</i></p> <p>Timetable: This action is targeted to commence in the 09/10 Management Plan.</p>	LEPDM
21.1C	21.1C1	Creative businesses assist in strengthening and diversifying the local employment base. Council will develop, in partnership with UWS, a business plan for a creative business incubator.	<p><i>Work with local arts and cultural organisations and artists to identify their business development needs and how these may be supported by a creative incubator.</i></p> <p>Timetable: This action is targeted to commence in the 09/10 Management Plan.</p>	LEPDM
21.1C	21.1C1	Local creative industries require support in order to develop and create a local employment base. Council will initiate and support training, skills development and local employment which encourage and build on skills of local professional artists.	<p><i>Work with local arts and cultural organisations and artists to identify their business development needs and strategies to meet these needs.</i></p> <p>Timetable: This action is targeted to commence in the 09/10 Management Plan.</p>	LEPDM

MASTER PROGRAM – LEADERSHIP AND ORGANISATION

Management Plan Reference	Outcome	Objective	Accountability	
ISSUE 29: Leadership				
Term Achievement 29.1: A commonly shared long term vision for the City underpins strategic collaboration and community engagement				
UNEP Principle / Objective 7i				
Critical Action	Tasks			
29.1C	29.1C3	Council will assert leadership in cultural development. To this end there is a need to identify a champion of cultural development within Council’s senior management at Director level.	<p><i>Director City Services continues to champion cultural development to Council and community.</i></p> <p>Timetable: This action is targeted to commence in the 08/09 Management Plan.</p>	DS

