



Parramatta: Identity, Contemporary Culture & Prosperity

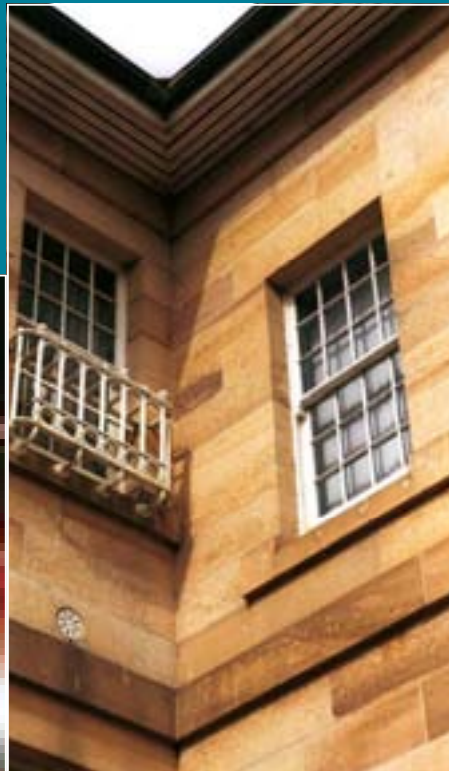
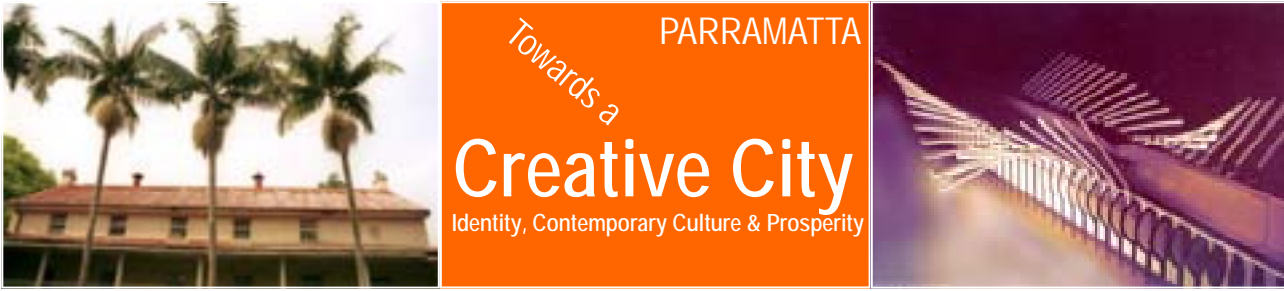




TABLE OF CONTENTS

	Page
1. Executive Summary	3
2. Framework Process	5
3. Framework Rationale	6
4. Framework Outcomes & Context	7
4.1 Planning Context	
4.2 Local Planning Context	
4.3 Regional Planning Context	
4.4 State Planning Context	
4.5 National Planning Context	
4.6 Snapshot of Changing Audiences & Participants	
4.7 Abbreviated History of the Development of Arts Facilities in Parramatta	
4.8 Key Facilities—What exists now	
5. Data—Analysis, Key Findings/Conclusions	16
6. Arts Facilities & Cultural Places Framework	17
6.1 Framework Goals	
6.2 Framework Principles	
6.3 Framework Objectives	
6.4 Framework Key Strategies	
6.4.1 Developing the City's diverse cultural heritage	
6.4.2 Building Cultural Capacity & Infrastructure for the City	
6.4.3 Promote Excellence, Creativity & Risk	
6.4.4 Building Audiences for Arts & Culture	
6.4.5 Increasing Community Participation	
6.4.6 Strengthening the City as an Urban Place	
6.4.7 Growing Cultural & Creative Industries	
7. Mapping—Analysis of the Urban Structure/Placement of Facilities	24
7.1 Cluster 1 Venue—Civic Place	
7.2 Cluster 2 Venue—Old Kings School	
7.3 Cluster 3 Venue—North Parramatta Mixed Use Site	
8. Framework Action Plan	28
8.1 Maintaining the Cultural Heritage	
8.2 Building Capacity—Infrastructure	
8.3 New Venues	
8.4 Excellence & Creativity	
8.5 Audience Development	
8.6 Community Participation	
8.7 City Centre Design & Public Space	
8.8 The Creative Industries	
9. Major Projects	39
9.1 Creative City Taskforce & Trust	
9.2 “Gunyah— A New Generation Centre”	
9.3 Artist Studios—Visual Arts & Dance	
9.4 Telling the “Parramatta Story”	
10. References & Acknowledgments	47



1. EXECUTIVE SUMMARY

This Executive Summary briefly outlines the purpose, objectives, and scope which have underpinned the development of the *Parramatta Arts Facilities & Cultural Places Framework (2005)*. The following Framework also incorporates a vision, guiding principles and identifies a range of strategies, actions, potential partners, and timing for the future delivery of arts facilities in Parramatta.

The *Parramatta Arts Facilities & Cultural Places Framework (2005)* has identified 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 will ensure a focussed approach is taken by Council and stakeholders in relation to the provision arts & cultural resources, and will importantly contribute to a more effective delivery of infrastructure and facilities to increase participation by residents and visitors alike.

Purpose and Objectives

The Framework's main purpose and objectives is as follows:

- To provide an overarching, prioritised framework for the future planning and development of arts facilities for the City that address the needs of the developing city as well as the cultural needs of the community.
- To develop an agreed way forward on the general location & direction of future facilities.
- To fulfill identified strategies & actions of a number of Council's formal planning documents including the REP that targets Parramatta's long term cultural and economic growth.
- To consolidate and build on partnerships with the State Government in the current investments in Parramatta by investing in new arts facilities to keep pace with the anticipated growth of Greater Metropolitan Sydney
- To increase the profile of the arts in Parramatta
- To enhance Council's relevance to community needs and interests through the creation of new arts facilities & related programs targeting community support & audience focussed development.
- To build on other Council investments in the arts.
- To position Parramatta as a place of significance for the arts

Scope and Boundaries

This Framework is restricted to the 'arts facilities' within the cultural context of Parramatta, Western Sydney and the Greater Sydney area. While the current arts and cultural facilities in the City have not been reviewed as a result of this hierarchy plan, they're role within the current, future and broader contexts were examined. For these reasons, the Library, the Riverside Theatres, the Heritage Centre and SWITCH were all considered in the development of this Framework.

Generally, "art" is defined as the act of creating objects or performances that comment and/or reflect on the society or environment. There are accepted major art forms that generally comprise discussions on the 'arts', these include *Performing Arts* (eg drama, dance, musical theatre, music), *New Media Arts* (eg film, digital arts, computer generations, radio), *Literary Arts* (eg poetry, prose, scriptwriting) and *Visual Arts* (eg painting, mixed media, sculpture, printmaking).



EXECUTIVE SUMMARY *(cont)*

Key Findings

The analysis of consultations gathered from existing plans (*see 4.1*), and the commissioning of new research over the development of this Framework all support anecdotal knowledge of the lack of arts infrastructure for most art forms in Parramatta, and illustrate that a broad cross section of the community have identified their support for arts facilities in the City.

A key finding was that Council needed to invest in the short, medium & long term in the development of the city's cultural infrastructure to cater for Parramatta's high anticipated growth and to fulfil its status as one of Sydney's key primary centres. A further finding was that Parramatta is in a unique position to develop a number of new & unique art facilities, particularly with a niche of presentation of contemporary new media, and the support for visual arts via a gallery and the establishment of artist studios.

Vision, Guiding Principles & Strategies

The Framework's vision is to promote & develop *Parramatta as a cultural city of high standing* by:

- Reinvigorating Parramatta's identity: reinterpreting Parramatta's histories & heritages & dreaming our futures – *from sandstone region to global city*
- Growing the Economy: creative industries – *from the bread basket to the new knowledge economy*
- Creating new cultural expressions: a synthesis of traditional and contemporary cultures - *from melting pot to fusion*

The guiding principles that underpin our decision-making are framed on *Innovation, Fusion, Respect (people & place), Inspiration, Risk taking, Inclusion, & Leadership*.

The Framework's seven major strategy areas have at its core *Identity, Contemporary Culture & Prosperity*, through:

- Developing the City's diverse cultural heritage: encouraging its wider use & broader interpretation
- Building Cultural Capacity and Infrastructure
- Promoting Excellence, Creativity & Risk
- Building Audiences for Arts & Culture
- Increasing Community Participation in Culture
- Strengthening the City as an Urban Place
- Growing Cultural & Creative Industries: Generating new wealth & new cultural expression.

Conclusion

The Parramatta Arts Facilities & Cultural Places Framework 2005 will assist Council in establishing a clear direction for the planning, the provision and resourcing of a broad range arts infrastructure & cultural places for the City over the next ten years.

The vitality of Parramatta comes down to establishing cultural assets with a point of difference, that are unique, reflect the community and complement rather than replicate the rest of Sydney's cultural resources. The City must also build its cultural identity 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.



2. FRAMEWORK PLANNING PROCESS

This project was identified as a part of Council's Management Plan 2004/05. The first phase across July—December 2004 involved the commissioning new research to provide an evidence-based foundation to assist with shaping the framework in a direction that will be of the most significance and relevance for the city.

The second phase involved the establishment of a working party with Councillors in February 2005 to participate with Council staff in a detailed study program that included a series of facilitated workshops with key stakeholders and specialist consultants with extensive experience in arts facility development and city planning with a view to acquisition of knowledge and discussion of issues.

Over the period of May—July 2005, four workshops were convened, informed by local, national and state initiated research and analysis to establish a guide to the type of arts facilities that are best for the community's cultural needs as well as the needs of the city and its relationship to the broader metropolitan area and arts industry.

The workshops also scoped the synthesis of arts facilities in city planning. This process was considered in detail to investigate areas of the city that could support and sustain enhanced or additional arts facilities. The investigation of cultural identity areas either through the development of precincts, clusters or targeted placement were also further explored.

This facilitated process importantly allowed for decision making and prioritisation that has formed the basis of this framework for Arts Facilities & Cultural Places. This process produced some very clear outcomes:

- Acknowledgment that to fulfil our important role in Metropolitan Sydney we must become a "Creative City"
- Validation that we have some excellent creative "building blocks" to work from
- An agreed "way forward"
- An Arts Facilities & Cultural Places Framework
- A prioritised Action Plan



Arts Facilities & Cultural Places Framework Working Party

Councillors

- Clr David Borger (Lord Mayor)
- Clr Maureen Walsh (Deputy Lord Mayor)
- Clr Anita Brown (Culture/Leisure Program)
- Clr Lorraine Wearne (Culture/Leisure Program)
- Clr Paul Barber (Community Care Program)

Staff

Project Manager

Andrew Overton (Project Officer—Outcomes & Place)

Project Sponsor

- Susan Gibbeson (Social Outcomes Manager)
- John Neish (General Manager)
- Andrew Woodley (Manager— Outcomes & Place)
- Robert Love (Director—Riverside Theatres)
- Keri Whiteley (Director—Heritage Centre)
- Alison Parr (Project Officer—Outcomes & Place)
- Nancy Alano (Project Support Officer)

Industry Specialists

- Deborah Mills (Workshop Facilitator & Cultural Planning Consultant)
- Dr John Montgomery (Director — Urban Cultures)
- Pauline Peel (Cultural Planning Consultant—Brisbane)
- Susan Conroy (Cultural Planning Consultant—Canberra)
- Ross Gibson (Research Professor, New Media & Digital Culture—UTS)

NSW Ministry for the Arts

- Jenny Bisset (Program Manager— Western Sydney)

Research/Market Analysis/Feasibility

- Kirsten Davies (Director— Kirsten Davies & Associates)
- Donald Pandich (Researcher— Kirsten Davies & Associates)



3. FRAMEWORK RATIONALE

The strategic planning and development of future arts facilities for the City has attracted wide debate and varying opinions over a considerable period of time.

Elected representatives have an active interest in the development of additional arts facilities. There are a number of resolutions of Council, over a period of years that demonstrate this interest. Council's Arts Advisory Committee has also passed a number of recommendations to Council encouraging and supporting the development of facilities.

There has been a long history of community lobbying for arts facilities. With the opening of the Riverside Theatres in 1988 this lobbying subsided for a period. However, over the past 8-10 years the need to further strengthen and develop arts facilities, particularly for the visual arts has built. Exhibition of artwork has been undertaken in a number of venues over a long period. This includes the foyer areas of the Riverside Theatres and various spaces in the Heritage Centre.

The Arts has become an emerging role for Parramatta in the region. Proximity to Sydney has resulted in opportunities such as the Sydney Festival and the Sydney Writers Festival being available in Parramatta and closer to the broader Western Sydney community. In this aspect, Parramatta's function is largely to act as a 'bridge' between east and west. The increasing demand for visual art opportunities is being largely driven by local and sub regional demand.

The city's maturity and increasing popularity for development and growth are drawing increasing numbers of people to work and live in the area. This, along with the resulting planning and urban design issues to accommodate this growth has led to a discussion regarding the geographical location of arts facilities that best support city development. The debate regarding the development of precincts, clusters or stand alone facilities has currency in this context.

Discussions are continuing with the State Government for the inclusion of significant arts/cultural facilities within the North Parramatta Precinct. Other medium to long term opportunities exist in the reuse or adaptation of Council owned premises close to public transport, in the inclusion of cultural facilities within major developments as a possible developer contribution, and the inclusion of a gallery in the development of Civic Place.

In addition to Council's planning there has been emerging demand across the arts sector, with the preparation of a number of proposals by various organisations for the city. These have been driven in part by the decrease in availability and affordability of space within the Sydney CBD and surrounds.

It is evident that multiple and major opportunities exist in the short, medium and long term investment in arts facilities for Parramatta. This project is an extension to the Wellbeing Strategies that are currently being developed and is being undertaken at this stage in response to the increasing demands from the community and councillors.

The continuing growth and development of Western Sydney and Sydney as a whole will place increasing pressure on Parramatta to extend the range and scope of services for the community at a local, regional and metropolitan context.



4. FRAMEWORK OUTCOMES

This framework has set out to provide an overarching plan that will give a common direction for possible arts facilities that support city development and address the cultural needs of the community. The role and function of various facilities, along with a guide for priority for implementation has formed part of the work.

This framework will enable the development of implementation plans for possible facilities to be commenced and effective negotiations for additional arts facilities with partners to be undertaken with a higher level of certainty.

This framework operates within the overall cultural and metropolitan context and fits into the wellbeing strategies currently being developed, but also importantly reference Council's overarching arts policy document, the Arts & Cultural Plan (2000).

The Arts & Cultural Plan identified a number of future directions for the development of the Arts in Parramatta. Major opportunities included the need to expand infrastructure, but also more focused strategies that explore the need for unique product to be developed within Parramatta possibly resulting in hybrid cutting edge and unique art forms of the future, and the creation of a diverse and robust arts and cultural life that has more texture than that in either the rest of Sydney or Western Sydney.

This framework has provided an opportunity to reaffirm and also further test these hypotheses.

4.1 PLANNING CONTEXT

The development of arts facilities in Parramatta has been identified in a number of planning instruments and documents at commonwealth, state, regional and local levels. The following key reports/documents are relevant:

1. Sydney Regional Environmental Plan No 28 - Parramatta (1999). – Action Plan
2. The Arts & Cultural Plan (Adopted in December 2000);
3. The Parramatta Social Plan (Adopted in June 2001);
4. Community surveys focussing on Youth Needs (H. Valley Research 1997-1999);
5. Arts Development in Western Sydney (Australia Council for the Arts, 1990);
6. Western Sydney Arts Strategy (NSW Ministry for the Arts, 1999);
7. Parramatta City Council's Management Plan 2001/2002 to 2004/5;
8. Arts Access Centre Feasibility Study (1999).
9. Museums & Galleries Foundation Submission to the Meyer Report (2001)
10. Meyer Report—Review of the Contemporary Visual Arts & Crafts in Australia (2002)
11. Sydney Metropolitan Strategy Discussion Paper (2004)
12. Authoring Contemporary Australia—Regional Cultural Strategy (WSROC, 2005)

The following summary provides a local, state & regional overview of the planning context for this framework, in particular the emphasis on the development of existing and future arts infrastructure.



PLANNING CONTEXT *(cont)*

4.2 LOCAL

The development of the Parramatta Regional Environmental Plan (1999) and the Parramatta Arts & Cultural Plan (2000) contextualised the rationale for arts development in line with the longer term city development needs.

The Arts & Cultural Plan built off the action plan of the REP and particularly focused on the delivery of integrated outcomes around the need to further develop arts facilities and the broader benefits that would be critical to achieving the following;

- interesting and desirable public places
- an identity for the people who live, work or visit the place
- a vital, active and animated city centre
- economic stability through the diversification of employment and economic opportunity
- a base or product on which a tourism industry may be developed
- opportunities for leisure activities
- opportunities for relationships between government, industry and individuals to be made and strengthened
- the demonstration of the identity and diverse cultures of the place

Essentially, Both the Regional Environmental Plan & the Arts & Cultural Plan recognised the need to increase the number of people interested in, participating in or attending arts activities if Parramatta is achieve the status of a genuine City or Primary Centre as identified by the State Government. The Arts & Cultural Plan identified a number of future directions for the development of the Arts in Parramatta. Major issues included:

- The need to expand limited arts infrastructure, particularly visual arts.
- More focused strategies that explore the need for unique product to be developed within Parramatta possibly resulting in hybrid cutting edge & unique art forms of the future
- The creation of a diverse and robust arts & cultural life that has more texture than that in either the rest of Sydney or Western Sydney.
- Continue to strengthen & define the roles of existing facilities such as the Heritage Centre & Riverside Theatres
- The cultural industries to be developed as a new industry sector. This to include sub-sectors such as cultural tourism, arts supplier & support industries.

Further work on arts infrastructure needs have resulted from a number of feasibility and pilot programs operated by Council over the past 5 years. These have included the operation of temporary art spaces, professional development workshops, & skills development programs. These projects have produced valuable data in arriving at the most important emerging needs for the sector.

During 2000/05, recent planning and consultation on the arts has resulted from the preparation the Triple Bottom Line strategies. These documents provide a guide in terms of general vision along with specific strategies that target arts and cultural development as well as city development.



PLANNING CONTEXT

4.3 REGIONAL

In 2005, the Western Sydney Region Organisation of Councils (WSROC) launched “Authoring Contemporary Australia” a strategy for the cultural development of Greater Western Sydney over the next 25 years. It was produced with the cooperation of the 14 local councils of Greater Western Sydney and MACROC, along with cultural institutions and organisations, artists and cultural consultants, State agencies and peak bodies.

The strategy positions the activities of these diverse bodies in a collaborative framework to achieve a common cultural vision with at its core a program of broadly-stated actions critical to addressing key cultural regional issues. These provide the basis both for obtaining regional concurrence and priority-setting and a reference point for agencies when developing their own programs. In particular, in reference to the development of infrastructure, the strategy states:

“By 2019, it is projected that Greater Western Sydney will be home to 44% of the metropolitan population, growing in real terms by another 510,000 people. Over this time, an expanded network of quality cultural institutions will be necessary, firstly to address historical imbalances and backlogs in cultural infrastructure and secondly to meet the new demands of growth and expansion of the metropolitan population”

The report calls to establish a complementary network of cultural institutions and facilities suitable to an identifiable city-region spatial structure:

1. Flagship cultural institutions within regional & major centres: ie. These flagship institutions should be recognised as quality, world-class facilities, drawing people from across the region, as well as nationally and internationally.
2. Specialised cultural facilities within sub-regional centres: ie. nurturing particular artforms & providing specialised advice. Investment in specialised facilities that emphasise local skills, rather than one size-fits-all spaces, will more effectively meet local needs, and establishes the foci for creative industry development.

Other relevant key actions relate to:

- Addressing the shortage in flexible, affordable, local and accessible multipurpose art spaces
- Future community cultural facilities must have a clearly defined purpose and focus, so that they can contribute to cultural development.
- Losing talented creative arts graduates, because of the region’s limited professional development and employment pathways and its dispersed regional artistic community
- The need to preserve and better document “moveable heritage” in Greater Western Sydney



PLANNING CONTEXT *(cont)*

4.4 STATE

A Strategy for the Arts in Western Sydney was launched in late 1999 in recognition of the key role the region plays in the cultural life of New South Wales.

A joint initiative of the Office of Western Sydney and the NSW Ministry for the Arts, the strategy set out priorities that built on existing extensive cultural activity in Western Sydney and Government support, to achieve a more equitable distribution of resources across the region, at the same time giving expression to local differences. Specifically, Government aims, through implementation of the strategy, were to:

- encourage arts and cultural activity that is locally determined & helps communities to grow
- assist artists in Western Sydney achieve their full potential
- increase participation in the arts by the people of Western Sydney
- support and nurture the arts industry in Western Sydney
- encourage regional cultural development.

After 4 years an evaluation to assess the impact & effectiveness of the Strategy is currently underway. Whilst the report is to be finalised, consultation discussion during part of the evaluation revealed:

- criticism from some quarters about the lack of specialisation in the infrastructure across the region
- a sense that the cultural facilities being built up are being established as 'a bit of everything', without them being supported to be centres of specialisation or excellence in some form.
- The need to develop the capacity for institutions to establish a 'niche' for themselves
- Potential exists for the development of a number of centres which will be less effective in raising their profile and acting as 'attractors' for broad audiences than they could be if they were seen as 'the' place to go for certain kinds of activity
- Western Sydney's emerging cultural identity would be significantly enhanced by the visible recognition of 'flagship' institutions that can act as potential cultural symbols of the region

More recently released broader planning documents such as the Metropolitan Strategy Discussion Paper (2004) proposes a range of different "centre types" as a way of describing a city or town and its relationship to neighbouring places, so as to better understand the different capacities for growth and the future service needs across the region. The strategy reinforces Parramatta (along with Newcastle, Sydney CBD and Wollongong) as providing an important strategic role in the growth and change of Greater Metropolitan Sydney.



PLANNING CONTEXT (cont)

4.5 NATIONAL

In 2002, the Federal Government initiated the "Myer Report: An Inquiry into Contemporary Visual Arts & Crafts in Australia". The Inquiry looked at identifying key infrastructure elements & relationships for the contemporary visual arts & crafts, and the reasons why they are important. The Inquiry also examined the current & emerging threats to and opportunities for arts infrastructure & the options that might be pursued by governments, the private & non profit sectors to develop & improve the sector's effectiveness. Primarily, the Inquiry concluded that:

"Strategic investments by governments in the infrastructure, including facilitating access to new technology, were critical if there was to be growth built on valuable foundations. While the infrastructure is not likely to cease operation without this investment, it will stagnate & some of it may fade from view to the detriment of Australia's visual culture"

These major findings were supported by a submission to the Inquiry compiled by Museums and Galleries Foundation of NSW, the key service agency for museums and galleries throughout NSW. For this submission the Museums and Galleries Foundation of NSW undertook extensive research to provide a comprehensive picture of infrastructure needs and to substantiate recommendations.

The submission highlighted that there are major gaps in the distribution of public galleries in NSW, particularly where there are emerging or culturally diverse communities. Large populations have limited or no access to contemporary visual arts and crafts infrastructure, creating inherent barriers to future engagement and support. Most relevant, the submission stated that:

"There are few publicly funded galleries in the metropolitan area, outside of the Sydney CBD..... Large cities such as Wollongong and Newcastle have well-established galleries..... Larger outer metropolitan centres such as the Blue Mountains (76,000), and Hawkesbury (60,000) will have galleries opening soon...whilst key and growing population centres such as Parramatta (145,000) does not yet have a public gallery"

Furthermore in relation to the future of contemporary visual arts, the submission also importantly noted;

"Appreciation of the value of contemporary work would be enhanced, not only by conveying the currency of its ideas, but by more audience-sensitive interpretation & also by linking visual arts and crafts expression to the popular use of new technology"

The conclusions drawn from this Inquiry clearly articulate that future infrastructure development should be considered on a more holistic basis and that as a priority, areas of large population particularly with emerging and culturally diverse communities, have an important obligation to establish contemporary visual arts and crafts infrastructure.



4.6 SNAPSHOT OF CHANGING AUDIENCES & PARTICIPANTS

The following facts have been drawn from a number of documents gathered over the last five years that begin to illustrate Parramatta & the region's changing audiences & participants.

People:

- The Parramatta population is characterised by its cultural diversity with the 2001 census showing of the total population, almost 1% (1,200) Indigenous population and a relatively high proportion (36.4%) of people born overseas compared with 24% of the population for the rest of NSW.
- Just over half the population speaks English only, with 38% speaking a language other than English at home.
- With a current population of 149,016 and increased projections estimated at 161,008 by the year 2019, Parramatta is the seventh largest and fastest growing LGA in NSW.
- The population has grown by 8.8% between 1991 and 2001. There are 28,914 people aged under 15 years;
- Within Greater Western Sydney at the 2001 Census there were 392,562 (23.3%) people under the age of 15 years. This represents nearly 10% of all young people in Australia and almost 30% of all young people in NSW in that age group.
- There are more young people living in Greater Western Sydney than in South Australia & Tasmania combined.

Attendances:

- In 1999, the ABS conducted a household survey on attendance at selected cultural venues and activities.
- It showed that attendance rates in Greater Western Sydney were lower than for the rest of Sydney for *all* cultural venues and activities surveyed, and that for art galleries, classical music performances and theatre performances, the attendance rates were about *half* that of the rest of Sydney.
- These figures can be attributed to a variety of reasons including limited access to cultural venues, limited exposure to these art forms and relevance of programming & audience development of existing institutions.

(the summary on the following page outlines a breakdown by artform of attendance rates in Western Sydney compared to that the rest of Sydney)



SNAPSHOT OF CHANGING AUDIENCES & PARTICIPANTS *(cont)*

CULTURAL ATTENDANCES IN WESTERN SYDNEY

About 43% of the population of Sydney live in the 14 local government areas comprising Western Sydney. In 2002, the ABS conducted a household survey on attendance at selected cultural venues and events.

It showed that attendance rates in Western Sydney were lower than for the rest of Sydney for all cultural venues and events surveyed, and that for art galleries, classical music performances and theatre performances, the attendance rates were about half that of the rest of Sydney. Even for the most popular venues and events, attendance rates were significantly lower (for cinema, 67% compared with 79%, and for libraries, 37% compared with 43%).

The following summary is a breakdown of attendances per artform:

Art galleries: 175,000 people from Western Sydney visited art galleries during the year. This is 20% of the total living in Sydney who attended (865,000 people).

Museums: 280,000 people from Western Sydney visited museums during the year. This is 32% of the total living in Sydney who attended (885,000 people).

Libraries: 490,000 people from Western Sydney visited libraries during the year. This is 38% of the total living in Sydney who attended (1.3 million people).

Popular music concerts: 290,000 people from Western Sydney attended popular music concerts during the year. This is 32% of the total living in Sydney who attended (920,000 people).

Classical music concerts: 105,000 people from Western Sydney attended classical music concerts. This is 27% of the total living in Sydney who attended (385,000 people).

Theatre performances: 140,000 people from Western Sydney attended theatre performances. This is 23% of the total living in Sydney who attended (610,000 people).

Dance performances: 140,000 people from Western Sydney attended dance performances. This is 38% of the total living in Sydney who attended (370,000 people).

Musicals and operas: 220,000 people from Western Sydney attended musicals and operas. This is 32% of the total living in Sydney who attended (685,000 people).

Cinema: 890,000 people from Western Sydney attended the cinema. This is 38% of the total living in Sydney who attended (2.4 million people).



4.7 ABBREVIATED HISTORY OF THE DEVELOPMENT OF ARTS FACILITIES IN PARRAMATTA

Active lobbying by Parramatta residents for an arts centre in the early 1980's had clearly demonstrated community needs regarding arts facilities in Parramatta.

With the opening of the Riverside Theatres in 1988 as the facility addressing the need for a theatre, this lobbying subsided for a period. However, over the past 8-10 years the need to further strengthen and develop arts facilities, particularly for the visual arts has continued to build.

The opening of the Heritage Centre in 1998 resulted in some exhibitions of artwork; however it is unlikely that the level of exhibitions possible by this facility can address all the needs identified for the arts community or to support the development of the city.

Exhibition of artwork has been undertaken in a number of venues over a long period. This includes the foyer areas of the Riverside Theatres and various spaces in the Heritage Centre. The Heritage Centre was used for various times as a temporary exhibition space for visual art prior to its fit out and establishment as the Parramatta Heritage Centre.

In 1998, a series Council resolutions resulted in Council jointly supporting the Museum of Contemporary Art in an application for Centenary of Federation funding for an Arts Centre. This application was unsuccessful.

In 1999, an Arts Access Centre Feasibility Study was complete. The study identified a number of potential models and sites to be further explored.

In 2001, as a part of the review of the Section 94 Plan, a collection plan for an "arts centre" in CBD was established.

During 2002/3 Council established the Temporary Arts Access Centre in Darcy Street. This was part of the implementation of the Arts & Cultural Plan. It was seen as an interim venue while medium and long-term permanent venues were developed and secured.

The Temporary Arts Centre's successes can be attributed to an increase the organisational capacity and critical mass for the Arts in Parramatta. It also clearly demonstrated the need for a variety of permanent exhibition and workshop spaces for Parramatta.

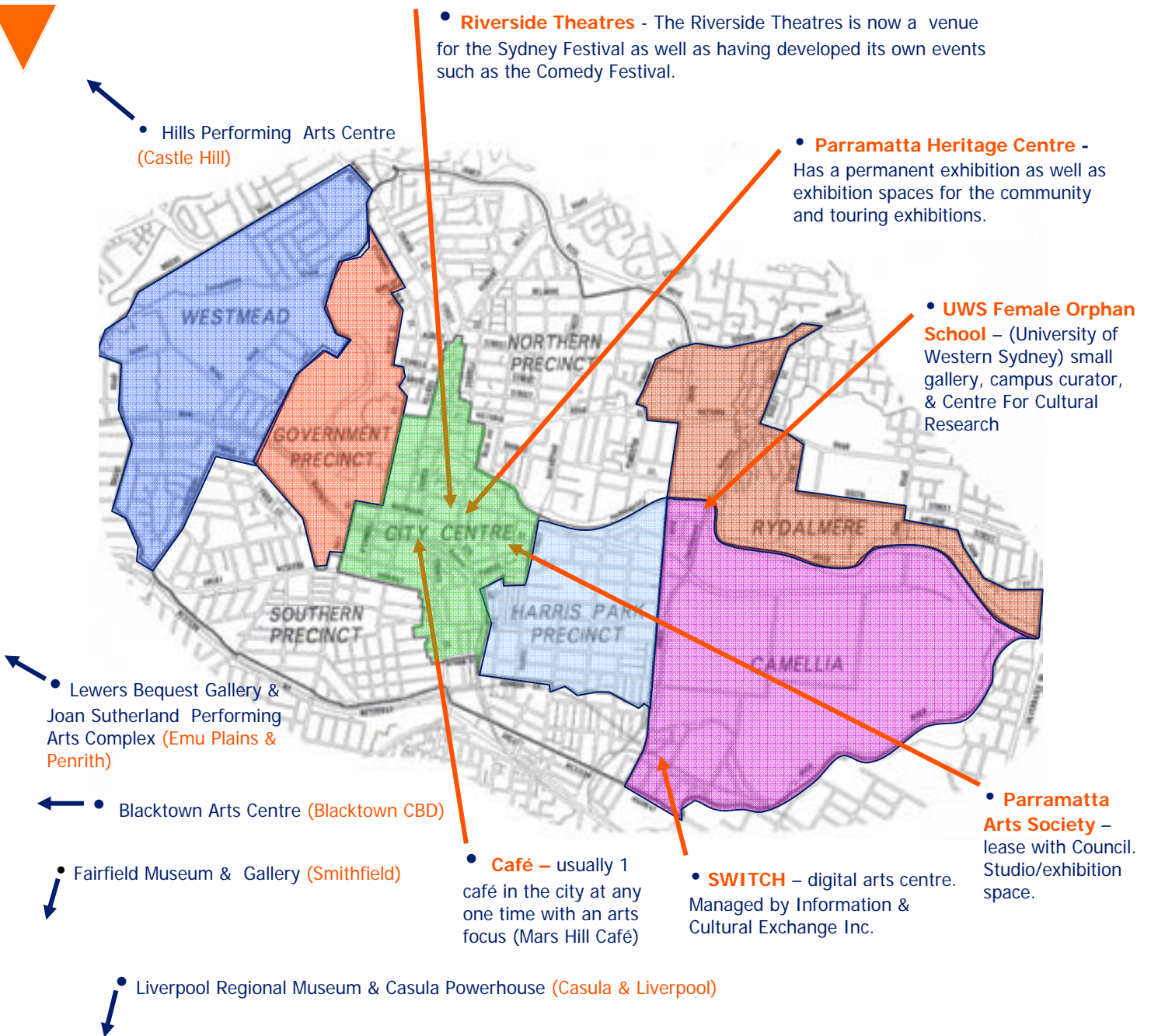
Also in 2003, a partnership was forged with a local community organisation, Information & Cultural Exchange to develop SWITCH, a new – media arts space. SWITCH has been operating in Granville since mid 2004, and is managed by ICE and is funded by the NSW Ministry for the Arts.

In 2004, as a part of the preparation work for Civic Place, a Community Facilities Review was undertaken. As a part of that process a brief for a Contemporary City Gallery was prepared. Further development is continuing.



4.8 KEY FACILITIES — WHAT EXISTS NOW

Mapping of Parramatta Primary Centre & Regional Context





5. ANALYSIS — KEY FINDINGS & CONCLUSIONS

Analysis of the current & future trends has resulted in the following key findings & conclusions:

- The local supply of varied & appropriate arts facilities is desperately needed, particularly in the visual arts
- Future art facilities must make easy the creation, production, & presentation of the arts.
- Council needs to invest in the short & long-term in the development of the City's arts infrastructure to cater for the high anticipated growth & to fulfil its status as Sydney's second CBD
- Parramatta is well placed to service a both a regional & sub-regional role as well as a broader metropolitan role through an appropriate range of facilities.
- A major opportunity exists for Parramatta to develop a number of unique art facilities, particularly with a niche of contemporary new media, & support for creative industries
- Future arts facilities must respond both to the cultural life of the city & foster & encourage new directions & achievements. It therefore can both facilitate existing activity & promote new activity.
- Parramatta is in a unique position to capitalise on opportunities to take visual art beyond the current boundaries of presentation i.e. crossover with public art & contemporary culture
- Parramatta is well placed to develop strong links with the region's arts education providers in UWS, TAFE & DET etc.

(The table below summarises the gap & opportunity analysis across a city/region/metropolitan context. It highlights several key opportunities to which Parramatta could establish a leadership role in the development of new art facilities.)

CONTEXT	Local	Sub Regional	Regional	Metropolitan	State/ National
Gallery	✓	✓	✓	✓	
Niche for Contemporary New Media Arts	✓	✓	✓	✓	✓
Artist Studios Spaces	✓	✓	✓	✓	
Support for Creative Industries	✓	✓	✓	✓	
New models of presenting work	✓	✓	✓	✓	
Support for Artist-run-Initiatives	✓	✓	✓		
Enhancement of Museum Sector	✓	✓	✓	✓	
Partnerships with Art Education providers	✓	✓	✓		



6. ARTS FACILITIES & CULTURAL PLACES FRAMEWORK

Parramatta:
Identity, Contemporary
Culture & Prosperity



Arts Facilities & Cultural Places Framework

PARRAMATTA
CITY COUNCIL



6.1 GOALS

The Framework's key goals seek to:

GOALS

IDENTITY, CONTEMPORARY CULTURE & PROSPERITY

To promote & develop Parramatta as a cultural city of high standing which will:

- ▶ **Reinvigorate Parramatta's Identity:**
reinterpreting Parramatta's histories & heritages
and dreaming our futures
- from sandstone region to global city
- ▶ **Grow the Economy:**
creative industries including new media
- from the bread basket to the new knowledge economy
- ▶ **Create New Cultural Expressions:**
a synthesis of traditional & contemporary cultures
- from melting pot to fusion

MAINTAINING PARRAMATTA AS A CITY OF FIRSTS



6.2 PRINCIPLES

The guiding principles that underpin our decision-making are framed on:

PRINCIPLES

- ▶ **Innovation**
- ▶ **Fusion**
- ▶ **Respect**
(place & people)
- ▶ **Inspiration**
- ▶ **Risk taking**
- ▶ **Inclusion**
- ▶ **Leadership**



6.3 OBJECTIVES

The Framework’s key objectives are aimed at:

OBJECTIVES

- ▶ **Developing the City’s Diverse Cultural Heritage:**
Encouraging its wider use & broader interpretation
- ▶ **Building Cultural Capacity & Infrastructure**
- ▶ **Promoting Excellence, Creativity & Risk**
- ▶ **Building Audiences for Arts & Culture**
- ▶ **Increasing Community Participation in Culture**
- ▶ **Strengthening the City as an Urban Place**
- ▶ **Growing Cultural & Creative Industries:**
Generating new wealth & new cultural expression



6.4 KEY STRATEGIES

Based on the development of the Framework's goals & objectives, the following seven key strategy areas will be implemented:

6.4.1 DEVELOPING THE CITY'S DIVERSE CULTURAL HERITAGE & ENCOURAGING ITS WIDER USE & BROADER INTERPRETATION

- 1.1 Interpretation and Programming
- 1.2 Signage – legibility and meaning of the city
- 1.3 Co-ordinated Approach to presentation, marketing & activities

6.4.2 BUILDING CULTURAL CAPACITY & INFRASTRUCTURE FOR THE CITY

- 2.1 Cultural clusters: artist studios & rehearsal spaces
- 2.2 Encouraging the arts incubators E.G. next step for ICE
- 2.3 Longer term funding of key organisations
- 2.4 Focus on youth & diverse cultural groups
- 2.5 Develop relationships with educational institutions
- 2.6 Re-visioning the Library as a learning and cultural centre – meeting and eating places, access, a convergence of heritage, technology, culture, learning and employment pathways
- 2.7 New venues for the visual arts, new media & dance
- 2.8 Target underdeveloped arts sectors
- 2.9 Optimise government assets as cultural facilities

6.4.3 PROMOTE EXCELLENCE, CREATIVITY & RISK

- 3.1 Bursaries
- 3.2 Commissions
- 3.3 Residencies
- 3.4 Competitions
- 3.5 Exchanges (National & International)
- 3.6 Programming – investment
- 3.7 Festivals – innovative/fusion/convergence



KEY STRATEGIES *(cont)*

6.4.4 BUILDING AUDIENCES FOR ARTS & CULTURE

- 4.1 Find out more about our audiences (actual & potential)
- 4.2 Converge different forms of promotion
- 4.3 Marketing & media attention
- 4.4 Innovative, targeted, popular programming
- 4.5 Talking up culture
- 4.6 Festivals
- 4.7 Tourism
- 4.8 Transport

6.4.5 INCREASING COMMUNITY PARTICIPATION

- 5.1 Programming
- 5.2 Workshops
- 5.3 Expand the Grants Program
- 5.4 Align Events Programming to Vision
- 5.5 Outreach & Inreach
- 5.6 Mentoring
- 5.7 Increasing City Animation & Festivals
- 5.8 Transport

6.4.6 STRENGTHENING THE CITY AS AN URBAN PLACE

- 6.1 Urban Design Strategy
- 6.2 People centred places strategy
- 6.3 Café Culture – encourage & support
- 6.4 Integrate the River with the city
- 6.5 Create connections between spaces, places, & history
- 6.6 Small Spaces Strategy – activity, design, stimulation
- 6.7 Public Art Plan
- 6.8 Cultural Plan for each new site – integrated
- 6.9 Stronger Relationship between SEP65 & Council's Public Art Policy
- 6.10 Clustering: pick 1 or 2 places to concentrate location of cultural places & activities
- 6.11 Use innovative architects and artists
- 6.12 Design competition
- 6.13 Build capacity of design professionals
- 6.14 Festivals
- 6.15 Transport – linked and cultural places
- 6.16 Tourism



KEY STRATEGIES (cont)

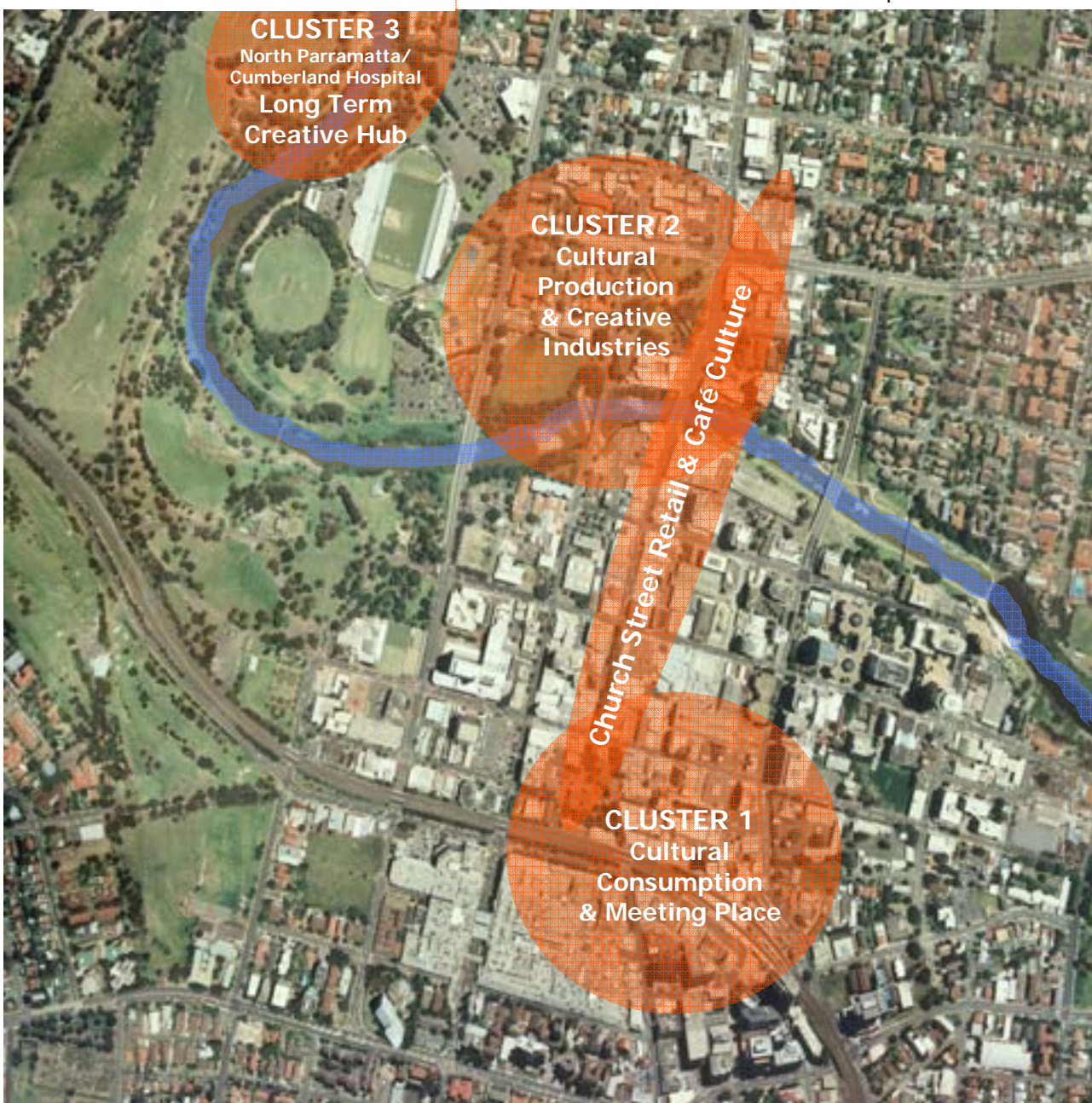
**6.4.7 GROWING CULTURAL & CREATIVE INDUSTRIES:
GENERATING NEW WEALTH & NEW CULTURAL EXPRESSION**

- 7.1 Creative Industry Clusters
- 7.2 Provide New Creative industries & support
- 7.3 Audit – what’s out there
- 7.4 More sustainable businesses
- 7.5 Start Up & Growth Funding
- 7.6 Expanding on existing strengths
- 7.7 Managed work spaces
- 7.8 Marketing consortia
- 7.9 Inward Fund
- 7.10 Innovation Fund
- 7.11 Establish links to enterprise development agencies
- 7.12 Trade fairs



7. ANALYSIS OF THE URBAN STRUCTURE & PLACEMENT OF FACILITIES IN THE CITY

Map of Parramatta CBD



During the workshop process considerable time was dedicated to the investigation and placement of new arts facilities within the current & future urban structure of the City. The above diagram illustrates the nexus for development of distinct clusters and their potential deliverables to fulfil both community need & city development objectives.

(The following pages outline a selected site analysis from each cluster as identified above).



7.1 CLUSTER 1 VENUE: CIVIC PLACE

Macquarie, Smith, Darcy & Church Streets, Parramatta CBD

This site is located in Cluster 1 as acknowledged in the Arts Facilities & Cultural Places Planning Process. This cluster is identified as fulfilling a role of as important area for cultural consumption & a meeting place.

The ambitious scale and aspirations of the Civic Place Project offer almost an unprecedented opportunity to develop a truly inspiring and challenging arts precinct that when complete will give a major focus of civic and public fulfilment for our city of Parramatta, Western Sydney and New South Wales. By its very nature, a comprehensive Arts & Cultural Plan for Civic Place will define and shape both what the site may look like and how the connectivity, animation and use the place will operate and be maintained. Additionally, Arts & Cultural facilities for Civic Place are considered as a critical component of the Masterplan. It will form an essential part of the creation and maintenance of the social sustainability of the site.

Civic Place is to be the 'new face' of Parramatta, complementing our national heritage assets. Civic Place is clean, fresh and cultural and integrates business, culture and residences. The site offers a stimulating and engaging opportunity to learn about the site and its history, but also to project Civic Place as a significant new arts destination that engages residents and visitors to be challenged about the future.

The social and cultural significance of the Civic Place site is multi-layered. The site has been recognised by the community as performing a number of important social and cultural functions from a civic/meeting/gathering/celebration/market place to a venue that provides strong links to Parramatta's past.

The challenge is to achieve a cohesive site resonance. Linkages to the past offer an opportunity for arts facilities and associated public artworks to begin to engage a site narrative and story, whilst capturing "now" and "looking forward" will present appeal, attraction to discover, be intrigued, to interact and to be stimulated.

The site presents a rare opportunity to explore the boundaries of a "new generation centre" - via the fusion of gallery, library, technology, & heritage. The prospect to fuse libraries, museums and art galleries into a single entity will have the capacity to transform cultural institutions at a local level and create an environment that has the capacity to tell whole stories for visitors to the complex.

It is envisaged that the focus of an art program for Civic Place will also embody experimental, progressive new media and digital arts technologies and creative applications. The cross over with a new media and public domain interface offers exciting explorations of fresh technologies particularly in regard to issues that shape and inform it such as time, weather, identity, surveillance, safety and the constructed and natural environment.



7.2 CLUSTER 2 VENUE: OLD KINGS SCHOOL, (MARSDEN CENTRE) Marist Place, Parramatta

This site is located in Cluster 2 as acknowledged in the Arts Facilities & Cultural Places Planning Process. This cluster is identified as fulfilling a role of supporting cultural production & creative industries.

The Old Kings School Site, also known as the Marsden Centre, is an appropriate venue for new arts facilities. Converting the Old Kings School to studios for visual and dance artists would be in keeping with its original function as one of Australia's earliest schools.

The site is centrally located the Parramatta CBD and accessible to current infrastructure such as transport. The site includes a large complex of buildings, with a combined floor space of approximately 5000 square metres, which would have the capacity to house a variety of production spaces such as dance and visual arts studios. The buildings are currently vacant, the property of the NSW Department of Health and currently managed by the Department of Commerce.

In addition to the vacant status and location near transport and the city, this site is adjacent to the current cultural precinct of Parramatta. This includes the Riverside Theatres, Parramatta Heritage Centre, St Patrick's Cathedral, Prince Alfred Park and the Parramatta River. The NSW Heritage Office is already located on the Old Kings School Site in an award-winning conversion of the property.

Placement of arts facilities on the Old Kings School site, along side the NSW Heritage Office is clearly a compatible use and would ensure that the heritage values of the site, its curtilage and ambience are respected, enhanced and promoted while strengthening the existing cultural precinct.

It is understood that there are a number of prospective buyers or users for this site, however, it is suggested that the arts are the best 'fit', supporting the heritage of the site as well as being complementary to the Heritage Office.

The location of the site next to the existing cultural precinct of Parramatta, along with the need for cultural capacity to be developed, translates into this site being appropriate for the development of production spaces for visual arts and dance studios.

It is suggested that should the government require this site to be sold, consideration be given to the placement of visual arts and dance studios on the site for a six year period while the implementation of the Masterplan for Cumberland Hospital/(North Parramatta Mixed Use Zone) which incorporates buildings for cultural uses, is negotiated.



7.3 CLUSTER 3 VENUE: CUMBERLAND HOSPITAL SITE (North Parramatta Mixed Use Zone)

This site is located in Cluster 3 as acknowledged in the Arts Facilities & Cultural Places Planning Process. This cluster is identified as fulfilling a role of a longer term creative hub for the City.

In order to assume its mantle as Sydney's second CBD, Council's strategic planning has identified that Parramatta requires a vibrant cultural hub. Ready made opportunities abound that marry Parramatta's pressing need for visual arts and production spaces for live performance, while at the same time providing appropriate adaptive reuse of State-owned properties that are currently not accessible to the wider community. Accordingly the CHS precinct provides a rare opportunity to demonstrate what can be done through a shared vision and collective action.

The combined Cumberland Hospital and Corrective Services site falls within the Parramatta CBD, and occupies 35 hectares of government land holdings. Bound by the Parramatta River, O'Connell and Fleet Streets, the site encompasses approximately 80 heritage items. Currently owned and occupied by various NSW Government Departments, including the Departments of Corrective Services, Community Services, and Health, this site has a current master plan, developed by the Department of Commerce. The masterplan proposes to revitalise the site by introducing compatible new residential, cultural and community uses, interpretation of the site's history and archaeology and opening of the riverfront and parklands to the community.

Of immense historic importance to Sydney, this government-owned site offers a unique & unprecedented opportunity to Parramatta and the region. The site's array of small, medium and large buildings allow for the provision of buildings for the arts. Combining the old and the new, valuing our past and creating a vision of the City's future challenges conventional thinking about economic development. The optimum value of this site is not in the individual value of each building but in the branding and unleashing of the concept in its totality, creating a special neighbourhood that adds immense value to the City.

This tangible vision for Sydney's second CBD can be shared across Sydney through its ability to reach across multiple spheres. However certainty must be created if the creative talents of Western Sydney are to be genuinely tapped and given opportunities to be seen and heard in the Western Sydney community, rather than lost to more innovative and exciting centres. This prime site, in association with the Old Kings School site, have the potential to generate an artistic & creative employment hub which complements and supports the mental health, health, recreational and residential precincts within the region. In doing so they would combine to form a headline project for the Metropolitan Strategy, consistent with the Government's long term vision for growth & change for Sydney.

Possible facilities for this site.

Location of studios for visual artists is possible on this site. In the short term, re-use of the area currently utilised as a storage and depot area for trades is suggested. Other opportunities for long term placement of facilities within the site can be identified. Location of studios for dance and training facilities for NAISDA is also appropriate. Identification of appropriate buildings would be necessary with the cooperation of the property owners. In the longer term, destination galleries and/or museums will also be appropriate.



8. FRAMEWORK ACTION PLAN: ACTION AREAS

The Framework Action Plan is guided by eight key strategy areas:

ACTIONS

- ▶ 8.1 Maintaining the Cultural Heritage
- ▶ 8.2 Building Capacity - Infrastructure
- ▶ 8.3 New Venues
- ▶ 8.4 Excellence & Creativity
- ▶ 8.5 Audience Development
- ▶ 8.6 Community Participation
- ▶ 8.7 City Centre Design & Public Space
- ▶ 8.8 The Creative Industries



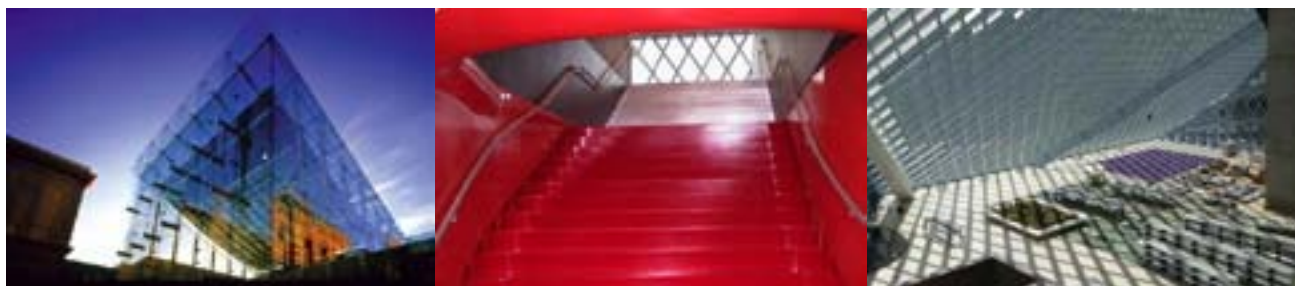
8.1 MAINTAINING THE CULTURAL HERITAGE

ACTION	DESCRIPTION	LEAD & PARTNERS	COSTS	TIMING
<p>1. Joining up the existing facilities & sites: "The Parramatta Story"</p> <ul style="list-style-type: none"> The delivery of Parramatta as a living museum 	<p>Strategic Interpretation of the Parramatta story:</p> <ul style="list-style-type: none"> Improving the physical linkages via river foreshore etc Emphasising Site specific interpretation Integration of Public art (including new media) Co-ordination between players (Heritage Office, Historic Houses Trust, National Trust etc..) Commissioning of Research and archaeology Promoting Cultural heritage (Aboriginal, Lebanese, Chinese etc) Promotion & Education 	<ul style="list-style-type: none"> PCC NSW Tourism NSW Heritage Office Historic Houses Trust National Trust Historical Societies Artists Designers 	<ul style="list-style-type: none"> Staff time Concept & feasibility study Costs associated with writing, research Costs associated with implementation. 	<p>Immediate</p>
<p>2. Interpretation & Programming</p>	<p>Design of a new program of displays; review of visitor facilities for each site</p>	<ul style="list-style-type: none"> PCC Museum Consultants Exhibition designers 	<ul style="list-style-type: none"> Staff time Costs associated with implementation. 	<p>Short</p>
<p>3. Signage & Legibility</p>	<p>Street signage & markers, connecting places of historical interest</p>	<ul style="list-style-type: none"> PCC Urban Designer Artist(s) 	<ul style="list-style-type: none"> Staff time 	<p>Short</p>
<p>4. Joint-ticketing & Promotion</p>	<p>Marketing campaign & joint-ticketing initiative</p>	<ul style="list-style-type: none"> PCC Arts Marketing Consultant 	<ul style="list-style-type: none"> Staff time 	<p>Short</p>



8.2 BUILDING CAPACITY – INFRASTRUCTURE

ACTION	DESCRIPTION	LEAD & PARTNERS	COSTS	TIMING
1. Artists Studios	Establish Artist Studios Complex— primarily Visual Arts	<ul style="list-style-type: none"> PCC NSW Ministry for the Arts NAVA 	<ul style="list-style-type: none"> Business Plan Building cost Fit out Recurrent Operational costs 	Immediate
2. Educational Institutions	Open dialogue on cultural framework involvement	<ul style="list-style-type: none"> PCC UWS Dept of Education 	<ul style="list-style-type: none"> Staff Time 	Immediate
3. Library & Cultural Centres as Convergence - “New Generation Centre”	Fuse library, museum and art gallery into a single entity	<ul style="list-style-type: none"> PCC State Library of NSW NSW Ministry for the Arts Museums & Galleries NSW 	<ul style="list-style-type: none"> Feasibility Study Business Plan Building cost Fit out Recurrent Operational costs 	Immediate
4. New Media Incubator	Further expand the Digital & New Media Centre (SWITCH) with our key partner ICE. Investigate expansion & CBD location or satellite	<ul style="list-style-type: none"> PCC ICE Commercial & Community Partners 	<ul style="list-style-type: none"> Business Planning Fit out Recurrent Operational costs 	Short
5. Stable Organisational Funding	Establish Three-year funding cycle	<ul style="list-style-type: none"> PCC NSW Ministry for the Arts 	<ul style="list-style-type: none"> Staff Time 	Short
6. Use of government surplus assets: Old Kings School	Feasibility Study	<ul style="list-style-type: none"> PCC Dept. of Commerce Dept. of Health DIPNR 	<ul style="list-style-type: none"> Feasibility Study 	Short to Medium
7. Use of government surplus assets: Cumberland Hospital	Develop Long term Masterplan	<ul style="list-style-type: none"> PCC Dept. of Commerce Dept. of Health DIPNR 	<ul style="list-style-type: none"> Masterplan 	Long
8. Performance Works	Theatre and Dance rehearsal studios/ workshops	<ul style="list-style-type: none"> PCC Riverside Theatres Western Sydney Dance Action AusDance NAISDA 	<ul style="list-style-type: none"> Feasibility Study Building cost Fit out Recurrent Operational costs 	Short



8.3 NEW VENUES

ACTION	DESCRIPTION	LEAD & PARTNERS	COSTS	TIMING
1. Contemporary Art Gallery (see also Action 8.2.3)	Design specification for 2 sites: a) with library; b) stand-alone	<ul style="list-style-type: none"> • PCC • NSW Ministry for the Arts • Museums & Galleries NSW • Private Partners 	<ul style="list-style-type: none"> • Business Plan • Building cost • Fit out • Recurrent Operational costs 	Immediate
2. Community Hubs	Concept study and appraisal of existing buildings	<ul style="list-style-type: none"> • PCC • Consultants • Community 	<ul style="list-style-type: none"> • Business Plan • Building cost • Fit out • Recurrent Operational costs 	Immediate
3. River Outdoor Performance Space	Site selection and concept design	<ul style="list-style-type: none"> • PCC • Architects • DIPNR 	<ul style="list-style-type: none"> • Business Plan • Building cost • Fit out • Recurrent Operational costs 	Immediate
4. Animation in Parks	Design Animation program	<ul style="list-style-type: none"> • PCC • Dept. Sport & Rec. • Animateur 	<ul style="list-style-type: none"> • Staff Time • Costs associated with implementation 	Short
5. Small & Medium Scale Venues (private sector)	Encourage via planning controls, small grant funding	<ul style="list-style-type: none"> • PCC • Chamber of Commerce • Property Council 	<ul style="list-style-type: none"> • Staff Time • Costs associated with implementation 	Short

More over.....



8.3 NEW VENUES (cont.)

ACTION	DESCRIPTION	LEAD & PARTNERS	COSTS	TIMING
6. Small Outdoor Venues in City Centre	Part of small spaces strategy	<ul style="list-style-type: none"> • PCC • Artist(s) • Designers • Private Partners 	<ul style="list-style-type: none"> • Building cost • Fit out • Recurrent Operational costs 	Immediate
7. Theatre Improvements & Workshop	Appraisal of improvements to external spaces & possible support activities	<ul style="list-style-type: none"> • PCC • Theatre Manager • Urban Designer 	<ul style="list-style-type: none"> • Appraisal cost • Building cost 	Immediate
8. Brief for Philip Street Car Park Site	Content to be advised pending decisions on other sites	<ul style="list-style-type: none"> • PCC • Architects 	<ul style="list-style-type: none"> • Staff time 	Short
9. Private Sector Partnerships: Major Events – Rosehill Racecourse, Eels	Investigate & undertake joint-programming opportunities	<ul style="list-style-type: none"> • PCC • Economic Development Board • Partners 	<ul style="list-style-type: none"> • Staff time 	Short—Medium term
10. Writers' Studio	Plan & develop a writers' studio for Parramatta	<ul style="list-style-type: none"> • PCC • NSW Ministry for the Arts • Community & Commercial Partners 	<ul style="list-style-type: none"> • Staff time • Feasibility study • Building cost • Fit out • Recurrent Operational costs 	Medium term



8.4 EXCELLENCE AND RISK

ACTION	DESCRIPTION	LEAD & PARTNERS	COSTS	TIMING
1. Fusion Festival	Major Festival unique to Parramatta	<ul style="list-style-type: none"> • PCC • NSW Ministry for the Arts • Dept Comm.& the Arts • Community & Commercial Partners 	<ul style="list-style-type: none"> • Feasibility • Programming • Marketing • Event Management 	Short to Medium
2. Bursaries	Awards for local people of excellence to study music, art, drama	<ul style="list-style-type: none"> • PCC • Existing local & national schemes • Commercial & Community Partners 	<ul style="list-style-type: none"> • Staff time 	Short
3. Commissions	Direct commissions of artworks, eg public art, music etc	<ul style="list-style-type: none"> • PCC • NSW Ministry for the Arts • Commercial & Community Partners 	<ul style="list-style-type: none"> • Staff Time 	Short
4. Competitions	Public art sites, film-making, music composition, dance, playwriting	<ul style="list-style-type: none"> • PCC • Commercial & Community Partners 	<ul style="list-style-type: none"> • Staff Time 	Short
5. Residences & Exchanges	Overseas artists in residence	<ul style="list-style-type: none"> • PCC • NSW Ministry for the Arts • Australia Council • British Council • High Commissions • Sister Cities 	<ul style="list-style-type: none"> • Staff Time 	Medium



8.5 AUDIENCE DEVELOPMENT

ACTION	DESCRIPTION	LEAD & PARTNERS	COSTS	TIMING
1. Market Research of Current Audiences	Data analysis	<ul style="list-style-type: none"> • PCC • Consultants 	<ul style="list-style-type: none"> • Commissioning of Research • Staff time • Analysis of Audiences 	Immediate
2. PR Campaign	Local & Metro press & media handling	<ul style="list-style-type: none"> • PCC • Media Liaison • Publicist 	<ul style="list-style-type: none"> • Staff time • Hire of Publicist • Production & Distribution of marketing material 	Immediate/ Short
3. Promotion Strategy	Marketing Program & budget	<ul style="list-style-type: none"> • PCC • Marketing Consultant 	<ul style="list-style-type: none"> • Staff time • Hire of Marketing Consultant • Production & Distribution of marketing material 	Short
4. Programming	Balancing the need to attract new audiences against new work	<ul style="list-style-type: none"> • PCC • Theatre Manager • Heritage Centre Manager • Partners 	<ul style="list-style-type: none"> • Staff time • Budget for audience development in line with programming 	Short
5. Festivals & Tourism	Link idea of "Fusion Festival" and other events to tourism development	<ul style="list-style-type: none"> • PCC • Animateur • Visitor Information Centre • Tourism NSW 	<ul style="list-style-type: none"> • Hire of Animateur • Tourism Development Officer 	Short



8.6 COMMUNITY PARTICIPATION

ACTION	DESCRIPTION	LEAD & PARTNERS	COSTS	TIMING
1. Festivals and Events	Link between festivals/ events programming & community cultural development processes. A mechanism to create and maintain & sustainable local product	<ul style="list-style-type: none"> • PCC • Commercial & Community Partners • Artists 	<ul style="list-style-type: none"> • Terms of Reference • Staff • Programming • Marketing • Event Management 	Immediate
2. Grants Program	Evaluate & tailor Grants Program to suit action plan.	<ul style="list-style-type: none"> • PCC • Grants Providers • Community Groups • Individuals 	<ul style="list-style-type: none"> • Staff time • Budget for grants program 	Short
3. Art and Transport	Eg. poems on the buses; art at the transport terminus/ interchange	<ul style="list-style-type: none"> • PCC • NSW Transport • RTA • State Rail 	<ul style="list-style-type: none"> • Staff time • Budget for commissions 	Short
4. Programming of Cultural Centres (outreach & inreach)	Range of workshops, plays, musicals, new media works etc	<ul style="list-style-type: none"> • PCC • Community Partners 	<ul style="list-style-type: none"> • Budget for programming • Staff time 	Short
5. Mentoring	Talent spotting & assistance to move thru a career path	<ul style="list-style-type: none"> • PCC • Individuals 	<ul style="list-style-type: none"> • Staff time • Professional Mentoring 	Short



8.7 CITY CENTRE DESIGN & THE PUBLIC REALM

ACTION	DESCRIPTION	LEAD & PARTNERS	COSTS	TIMING
1. Urban Design Strategy for City Centre (people, places, history, & contemporary)	Undertake Urban framework for City Centre Emphasis on the City to the River	<ul style="list-style-type: none"> • PCC • Consultants • Artists(s) • Designers 	<ul style="list-style-type: none"> • Use existing studies and develop further if required 	Immediate
2. Small Spaces Strategy	Pilot scheme for city makeovers	<ul style="list-style-type: none"> • PCC • Consultants • Artists(s) • Lighting Designers • Urban Designers 	<ul style="list-style-type: none"> • Staff time • Ongoing Budget for commissions 	Immediate
3. Clustering of cultural nodes	Strategic planning approach to have a mainly consumption - led arts cluster; and a mainly production led one	<ul style="list-style-type: none"> • PCC • Consultants 	<ul style="list-style-type: none"> • Staff time 	Immediate
4. Public Art	Continue program via new commissions, & development contributions	<ul style="list-style-type: none"> • PCC • Commercial Partners • Artists 	<ul style="list-style-type: none"> • Staff time • Ongoing Budget for Commissions in line with Capital Works Projects 	Immediate
5. Levering Cultural Gain from Property Development	Extracting cultural investment from development approvals	<ul style="list-style-type: none"> • PCC • Commercial Partners 	<ul style="list-style-type: none"> • Staff time 	Immediate

More over.....



8.7 CITY CENTRE DESIGN & THE PUBLIC REALM (cont.)

ACTION	DESCRIPTION	LEAD & PARTNERS	COSTS	TIMING
6. City to the River	Look at City to the River relationship	<ul style="list-style-type: none"> • PCC • Consultants • Design Professionals • Artists(s) 	<ul style="list-style-type: none"> • Use existing studies and develop further if required • Staff time 	Immediate
7. Transport Gateways	Commission for Arrival points as signifiers	<ul style="list-style-type: none"> • PCC • Consultants • Design Professionals • Artists(s) 	<ul style="list-style-type: none"> • Staff time • Brief Development • Design costs • Construction costs • Maintenance costs 	Immediate
8. Building Capacity of Design Professionals	Pilot scheme for city makeovers	<ul style="list-style-type: none"> • PCC • Consultants • Design Professionals • Artists(s) 	<ul style="list-style-type: none"> • Staff time • Cost for professional development seminars & workshops 	Ongoing
9. Café Culture	Continue to support; extend towards Town Hall, build into new developments	<ul style="list-style-type: none"> • PCC • Commercial Partners 	<ul style="list-style-type: none"> • Staff time 	Short



8.8 CREATIVE INDUSTRIES

ACTION	DESCRIPTION	LEAD & PARTNERS	COSTS	TIMING
1. Creative City Taskforce & Trust	Comprising LM, GM, Councillors and prominent citizens to demonstrate leadership in Arts development, promote Parramatta & future direction and secure an ongoing funding stream	<ul style="list-style-type: none"> PCC Invited Individuals Commercial & Community Partners 	<ul style="list-style-type: none"> Development of a terms of reference Costs in the creation & maintenance of a Foundation/ Taskforce & Trust 	Immediate
2. Creative Industry Clusters	Designation of the development of distinct clusters	<ul style="list-style-type: none"> PCC Consultants 	<ul style="list-style-type: none"> Staff time 	Immediate
3. Base-line Research & Strategy	Audit of existing levels of business activity; assessment of development prospects	<ul style="list-style-type: none"> PCC Consultants Chamber of Commerce 	<ul style="list-style-type: none"> Costs in commissioning research 	Immediate
4. Creative Industry Business Development	Set up a Creative Industries Economic Development Agency (or sub group)	<ul style="list-style-type: none"> PCC Consultants Commercial & Community Partners 	<ul style="list-style-type: none"> Staff time Set up costs 	Short
5. Managed Workspaces for Creative Industries	Establishment of managed workspaces to support a range of creative & cultural industries	<ul style="list-style-type: none"> PCC Consultants 	<ul style="list-style-type: none"> Feasibility Study Staff time 	Short to Medium
6. Inward Investment	Attract established Cultural Industry Businesses to relocate to Parramatta	<ul style="list-style-type: none"> PCC Consultants 	<ul style="list-style-type: none"> Staff time Set up costs 	Medium
7. Marketing Consortia	Businesses combine to market via brochures & websites	<ul style="list-style-type: none"> PCC Consultants Commercial & Community Partners 	<ul style="list-style-type: none"> Staff time Set up costs 	Short
8. Hosting Trade Fairs	"Fusion" trade fair or similar? Or simply support local businesses to attend national/ international trade shows	<ul style="list-style-type: none"> PCC Commercial & Community Partners 	<ul style="list-style-type: none"> Staff time 	Medium
9. Innovation Fund	Develop a fund to promote innovation in the creative industries	<ul style="list-style-type: none"> PCC Commercial & Community Partners 	<ul style="list-style-type: none"> Staff time 	Long



9. MAJOR PROJECTS 2005/07

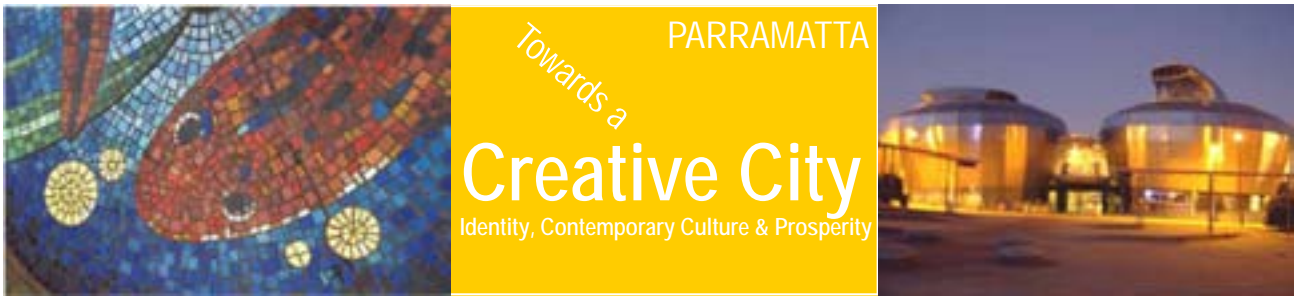
Further preparatory study and feasibility assessment will ensure the proposed higher prioritised facilities & programs achieve acceptance and capacity as important assets for the community.

The development of the following facilities & projects over 2005/07 will primarily involve:

- Business planning including detailed analysis costs, management and resource issues
- Financial analysis including the investigation of funding options and income generating activity
- Design resolution and further development of architectural briefs
- Engineering requirements
- Cost estimates

(Based from the Framework Action Plan the table below lists four projects that have been prioritised and listed as major priorities for 2005/07:)

ACTION	DESCRIPTION	LEAD & PARTNERS	COSTS	TIMING
1. Creative City Taskforce & Trust (Action 8.8.1)	Comprising LM, GM, Councilors and prominent citizens to demonstrate leadership in Arts development, promote Parramatta & future direction and secure an ongoing funding stream	<ul style="list-style-type: none"> • PCC • Invited individuals • Commercial & Community Partners 	<ul style="list-style-type: none"> • Development of a terms of reference • Costs in the creation & maintenance of a Foundation/Taskforce & Trust 	Immediate
2. "A New Generation Centre" (Action 8.2.3)	Fuse library, museum and art gallery into a single entity that will transform cultural institutions at a local level and create an environment that has the capacity to tell whole story	<ul style="list-style-type: none"> • PCC • Commercial & Community Partners eg ICE • Consultants • State Library of NSW • Museums/Galleries NSW 	<ul style="list-style-type: none"> • Business Plan • Building cost • Fit out • Recurrent Operational costs 	Immediate
3. Artist Studios (Action 8.2.1)	Establish Artist Studios Complex—primarily for the Visual Arts	<ul style="list-style-type: none"> • PCC • NSW Ministry for the Arts • Consultants • Artists • Commercial & Community Partners 	<ul style="list-style-type: none"> • Business Plan • Building cost • Fit out • Recurrent Operational costs 	Immediate
4. Joining up the existing facilities & sites: "The Parramatta Story" (Action 8.1.1) Strategic Interpretation & theming	<ul style="list-style-type: none"> • Improving the physical linkages via river foreshore etc • Emphasising Site specific interpretation • Integration of Public art (including new media) • Co-ordination between players (Heritage Office, Historic Houses Trust, National Trust etc..) 	<ul style="list-style-type: none"> • PCC • NSW Tourism • NSW Heritage Office • Historic Houses Trust • National Trust • Historical Societies • Artists • Designers 	<ul style="list-style-type: none"> • Staff time • Concept & feasibility study • Costs associated with writing, research • Costs associated with implementation. 	Immediate



9.1 CREATIVE CITY TASKFORCE & TRUST

The Opportunity

The concept of a Creative City Taskforce & Trust has resulted from the acknowledgment that the arts have an integral role in enriching the economic and cultural vitality of our community. Research & past practice has revealed that the development of the arts enhance the ability of local businesses to attract and retain qualified employees, and enrich the lives of residents and visitors alike. The arts are also a driving force for revitalisation, neighbourhood renewal & cultural tourism and education.

Community foundations have been long recognised as flexible and responsive mechanism to initiate key activities. The setting up of a Cultural Trust, via the delivery of a permanent & protected endowment will help fulfil the Arts Facilities & Cultural Places Framework's key goals of promoting and developing Parramatta as a cultural city of high standing. Convened by civic, business and cultural leaders the aim is also to preserve and strengthen the Framework's primary vision of creating a series of new signature arts facilities for the city over the next 10 years and beyond.

It is envisaged that the model of the Cultural Trust will also give the corporate community the opportunity to connect more genuinely with Parramatta's creative energy, to support, advocate for, and participate in the artistic life of our community. Importantly, it aims to make it easier for people to give during their lifetime, see the results of their donations and give the community an opportunity to plan for its own needs and aspirations.

The Proposal

The principle intentions of the proposed Creative City Taskforce & Trust are:

- To create a public & private permanent investment fund that could yield annual income for distribution to major arts projects
- Act as an incentive to increase philanthropy to the arts
- To create a stewardship of civic, business & cultural leaders to demonstrate leadership in the preservation, promotion & development of the arts in Parramatta.

Projected work during 2005/06 will involve investigating the appropriate model and whether the community can wholly sustain a stand alone foundation that will cover all aspects of Trust management including fund raising, investment and grant making or whether to potentially form the Trust under the umbrella of an established foundation.

Key people must also be recruited to a steering committee to guide the Trust through the formative stages. By the end of the first stage of development, the Trust will have become a legal entity with a board of directors or similar and a Public Gift Fund which has income tax exemption and Deductible Gift Recipient status. Beyond this further stages will involve developing a marketing plan, a fund development strategy.



9.2 'GUNYAH' - A NEW GENERATION CENTRE, CIVIC PLACE

Specialisation: New Media/Fusion - Library, Information, Gallery, Heritage, Technology

The Opportunity

The Civic Place Development provides the opportunity for designing and integrating purpose-built cultural spaces into the early planning stages of the development rather than as an after thought. Such a commitment would build on Council's award-winning Public Art Program and send a strong message to the broader community about the importance of the arts and culture in Parramatta's daily life and in the development of successful cities.

Civic Place is to be the 'new face' of Parramatta, complementing our national heritage assets. Civic Place is clean, fresh and cultural and integrates business, culture and residences. The fusion of gallery, library, technology, heritage as a new generation centre is a logical progression.

The development of a 'new generation' space that is cutting edge, innovative and unique to Parramatta would be a major asset for Sydney. No centre of this type currently exists in the region, or the broader Sydney metropolitan area, and such a facility would complement high profile institutions in the Sydney CBD while establishing a major point of difference for Parramatta.

Models that are setting the pace across the Tasman include the Wellington-based 'Te Papa' centre which demonstrates how history, contemporary societies, art forms and Maori culture can be incorporated into one institution. Also leading the way is 'Puke Ariki'—a ground breaking knowledge centre developed by New Plymouth District Council—where library, museum and visitor information are united to tell the stories of Taranaki, past, present and future.

The proposed 'new generation' centre would investigate collaborations with the local industry, science and technology and would build on Council's 2003 partnership with Information & Cultural Exchange (ICE) to develop SWITCH, a new-media arts space that ICE has been successfully operating in Granville since mid 2004, funded by the NSW Ministry for the Arts and Council.

SWITCH is helping to change the cultural landscape of the region by offering educational and training pathways for Western Sydney communities and artists, including pilot programs in film, TV, music recording, digital animation and web and graphic design.



PROJECT 9.2: BEST PRACTICE EXAMPLE



Puke Ariki — is a ground breaking knowledge centre developed by New Plymouth District Council, New Zealand. Library, museum and visitor information are united to tell the stories of Taranaki, past, present & future.



A NEW GENERATION CENTRE *(cont)*

The Proposal

The purpose-built spaces will serve as a highly integrated interface with the public domain, blurring the boundaries between 'art on the walls' and 'art as part of place'. The objective is to create a fresh, vibrant and innovative venue for contemporary expression, located in the heart of Parramatta and focusing on new generation media. Such a venue will:

- fuse libraries, museums and art galleries into a single entity that will transform cultural institutions at a local level and create an environment that has the capacity to tell whole stories for visitors to the complex
- provide an innovative platform where local government can communicate with its ethnically diverse community as together they strive towards environmental, social, cultural and economic sustainability
- strengthen Parramatta's identity as a major Australian City servicing the Western Sydney Region which houses almost one in ten Australians
- embrace the opportunities created by this new age of digital technology and its impact on communications, knowledge and creativity, positioning Parramatta as a global centre for information and a platform to provide economic growth for Parramatta through tourism and the centre's ongoing contribution to the vitality of the City
- represent Parramatta's Indigenous history (Civic Place is the site of the first acts of reconciliation in Australia), and culture and showcase the City's Colonial history and significant role in Australian history and heritage, as well as Contemporary stories
- promote creativity through artistic expression, such as exhibitions that range from traditional to contemporary and new media experimentation
- connect with local community projects and organisations and encourage community conversations, adventures, learning, pleasure and expression through programming and resources
- prioritise lifelong learning, forming linkages with educational institutions.

The proposed high profile centre would:

- enable artists to exhibit and perform in a high quality and purpose-built space
- accommodate national touring exhibitions that embody experimental, progressive digital arts technologies and creative applications; as its area of specialisation.
- for exchange of ideas
- generate touring exhibitions of new media
- accommodate touring exhibitions from all art forms.



9.3 ARTIST STUDIOS – VISUAL ARTS

The Opportunity

A demonstrable shortage of artist studio space across Sydney was identified in the *Myer Report (The Report of the Contemporary Visual Arts and Craft Enquiry (2002))* – commissioned by the Commonwealth Government of Australia.

During 2002/3 Council established the Temporary Arts Access Centre in Darcy Street as part of its *Arts & Cultural Plan*. The Con-Temporary Art Centre demonstrated the need for studio spaces within the City and saw the creation and exhibition of art and the development of a strong network of artists.

The NSW Ministry of Arts has acknowledged the shortage of studios for individual artists in Sydney and has expressed interest in developing a studio complex to address this need, as well as to implement and meet commitments as a result of the Meyer report.

The opportunity exists for the development of an artist studio complex in the Parramatta Local Government Area. Located in Parramatta, such studios would address the needs identified for development of the arts industry across Sydney while strengthening and securing artistic activity within Parramatta and Western Sydney. It will also enhance existing and future economic development strategies that increase economic growth in the City. It is an opportunity for the NSW Government to carve a new and distinct profile in Western Sydney.

A partnership between Parramatta City Council and NSW Ministry for the Arts would ensure that the project is sufficiently resourced and properly managed. It is an opportunity for the Ministry to make a commitment to the importance of artists in the growth and development of cities in Australia, one that is based on planning rather than historical location.

The Proposal

The objective is to establish at least 20 artist studios to meet the growing demand across metropolitan Sydney. The proposed facility would be low key and moderate in design, with a focus on artist involvement and support. Operating with programs and facilities to cater for artists at different stages of their careers, the artist studios would also serve as a hub for activity. Located in the centre of Sydney, the artist studios in Parramatta would be large enough to create a critical mass of artists and has the inherent capacity to attract and nurture a broad range of creative work.

In May 2005 Parramatta City Council researched three case studies of successful visual arts studio spaces to serve as models, with recommendations formed in relation to management, infrastructure and artists.

Council is keen to progress this proposal in partnership with the NSW Ministry for the Arts.



ARTIST STUDIOS – DANCE, TRAINING & STUDIO SPACES (cont)

The Opportunity

Parramatta's *Arts and Cultural Plan* identified dance as a key area of participation in the arts in Parramatta. Western Sydney Dance Action Inc has been assisted by Parramatta Council, through the Riverside Theatres since 2000. This organisation now has three year funding from the Ministry and has been established as a separate organisation servicing the region.

Western Sydney Dance Action Inc (WSDA) is a dance development organisation that encourages opportunities for artists and communities to engage with dance in order to enhance participation, presentation and production of the art form in Western Sydney and beyond. The development of dance in Western Sydney needs to be enhanced through regular access to affordable and appropriate dance studios. Studios will enable dancers to create and rehearse new dance works that demonstrate the convergence of cultures that underpins the Sydney region.

The need for dance facilities across Sydney is expected to be clearly articulated through the current audit of dance facilities carried out by Ausdance and funded by the Ministry for the Arts.

The National Aboriginal and Islander Skills Development Association (NAISDA), Australia's national Indigenous dance training institution, is believed to be seeking new premises. The NAISDA Dance College, funded as a 'National Training Organisation' through the Department of Communications, Information Technology and the Arts, is currently located in The Rocks, Sydney. NAISDA's relocation to the Western Sydney would sit well with Parramatta City Council's strong commitment to celebrating and promoting Indigenous heritage and culture while further strengthening the cultural facilities and capacity contained within Parramatta.

The Proposal

The development of an integrated 'campus' of studios for dance will allow organisations such as WSDA to support emerging artists by providing a consistent and regular on-going program of activities to address this sector's needs.

The co-location of NAISDA's training facilities with dance studios in Parramatta would create a hub for dance that does not currently exist.

On the correct site, the location of the proposed visual art studios with dance studios and NAISDA would create a strong arts hub at a time when Parramatta is emerging and developing as a key city in NSW.



9.4 TELLING THE “PARRAMATTA STORY” — LIVING MUSEUM

The Opportunity

Heritage is a cultural asset for Parramatta, part of the identity of this City, its regions and communities. Natural and cultural heritage is also linked with other aspects of culture such as literature, music, dance, art, food and other creative works and are part of the environment and community life.

The City contains significant Aboriginal & European heritage. Additionally there is also much evidence of the history and growth of Parramatta at a broader level. This includes an extensive collection of nineteenth and early twentieth century houses, early shops, factories, public institutions, bridges and other structures, as well as historical cemeteries, landscapes and parks.

These significant assets are all valued by the local community and individually and collectively make an important contribution to the identity of Parramatta and Australia today.

For a number of years there has been a strong desire to improve the legibility of the city in terms of our significant heritage and natural environment. For example Council's public art program has been committed to creating a distinctive urban environment that reflects and articulates the history of the area while also reflecting the culture of the contemporary community.

Whilst the public art program and other initiatives have begun to capture a slice of “The Parramatta Story”, what has been missing has been a more strategic and co-ordinated approach to the future development of heritage interpretation for the City. A intellectual and conceptual framework for communicating the significance of the City's heritage needs to be further developed. This project will assist in identifying key themes, storylines and audiences.

The Proposal

“Telling the Parramatta Story” sets out to deliver an integrated package on the following:

- The delivery of Parramatta as a living museum
- Improving the physical linkages via river foreshore etc
- Emphasising Site specific interpretation
- Integration of Public art (including new media)
- Co-ordination between players (Heritage Office, Historic Houses Trust, National Trust etc..)
- Commissioning of Research and Archaeology
- Promoting Cultural Heritage (Aboriginal, Lebanese, Chinese etc)
- Promotion & Education

Projected work during 2005/07 will involve research/development of themes & storylines to which a broader interpretation strategy will evolve.

Further work will result in the development of product that will take the form of a variety of interpretation media including activities and events, signs, publications, audio, video, artworks and trails that enhance understanding and enjoyment by appealing to different levels of experience and knowledge, as well as to different learning styles.



10. REFERENCES & ACKNOWLEDGMENTS

The following reports have been referenced in the preparation of this Framework:

- *Sydney Regional Environmental Plan No 28 - Parramatta – Action Plan* (1999);
- *The Parramatta Arts & Cultural Plan* (Adopted by Council in December 2000);
- *The Parramatta Social Plan* (Adopted by Council in June 2001);
- *Community surveys focussing on Youth Needs* (Hunter Valley Research 1997-1999);
- *Arts Development in Western Sydney* (Australia Council for the Arts, 1990);
- *Western Sydney Arts Strategy* (NSW Ministry for the Arts, 1999);
- *Parramatta City Council's Management Plan* (2001/2002 to 2004/5)
- *Arts Access Centre Feasibility Study* (Strategy Matters - Adopted by Council, 1999);
- *Museums & Galleries Foundation NSW—* Submission to the Myer Report (MGFNSW, 2001);
- *Myer Report —* Review of the Contemporary Visual Arts & Crafts in Australia (2002);
- *Sydney Metropolitan Strategy Discussion Paper* (DIPNR, 2004);
- *Authoring Contemporary Australia —* Regional Cultural Strategy (WSROC, 2005);
- *The National Centre for Culture & Recreation Statistics of the Australian Bureau of Statistics* (ABS) (NSW Ministry for the Arts, March 2004);
- *Cultural Planning Guidelines for Local Government* (DLG/NSW Ministry for the Arts, 2003);
- *Second Cultural Accord 2002 - 2005* (NSW Min for the Arts/Local Government Association of NSW, 2002);
- *Draft Wellbeing Strategies* (Parramatta City Council, 2005)

Additional research & material commissioned by Council in support of this Framework:

- *Research Study — Arts Infrastructure* (Kirsten Davies & Associates, December 2004);
- *"Gunyah" - A New Generation Centre—Working Paper* (Kirsten Davies & Associates, July 2005);
- *Report on Proposed Artists' Studio Spaces—*including case studies of non residential artists' studio spaces (Kirsten Davies & Associates, July 2005);
- *Workshop Outlines & Process —* Deborah Mills (Workshop Facilitator /Cultural Planning Consultant, 2005)
- *Workshop Presentations/Action Plan Framework —* John Montgomery (Urban Cultures Ltd, 2005);
- *Workshop Presentations —* Pauline Peel (Cultural Planning Consultant— Brisbane, 2005);
- *Workshop Presentations —* Susan Conroy (Cultural Planning Consultant— Canberra, 2005);
- *Workshop Presentations —* Ross Gibson (Research Professor, New Media & Digital Culture— UTS, 2005);

Acknowledgments:

Arts Facilities & Cultural Places Working Party:

Clr David Borger (Lord Mayor), Clr Maureen Walsh (Deputy Lord Mayor), Clr Anita Brown, Clr Lorraine Wearne, Clr Paul Barber, John Neish (General Manager), Andrew Woodley, Andrew Overton, Susan Gibbeson, Robert Love, Keri Whiteley, Alison Parr, Nancy Alano, Deborah Mills, John Montgomery, Pauline Peel, Susan Conroy, Ross Gibson, & Jenny Bisset.

Others contributors: Alan Piggot & Deborah Elly (NSW Ministry for the Arts), Kirsten Davies, Donald Pandich (Kirsten Davies & Associates), Illana Halliday (Group Manager), Barbara Cameron–Smith, Clancy Matthews, Richard Petkovic (Parramatta City Council), Lena Nahlous (Information & Cultural Exchange Inc.)

(Images have been sourced for research purposes & every effort has been made to acknowledge the source and artists. Puke Ariki website/Cd Rom (New Plymouth District NZ), Seattle Library Washington State USA, Milne & Stonehouse, Ruth Downes, Marian Abboud, Simeon Nelson, Susan Conroy, QUT, Regina Walter, Placebo Culture, Joe Hurst, Jamie Eastwood, Dlux media, Australia Council— guide to new media, Mackay City Council)

Arts Facilities & Cultural Places Framework (2005)



30 Darcy Street, Parramatta NSW 2150
PO Box 32, Parramatta NSW 2124
Telephone: 9806 5000
Fax: 9806 5917
Email: council@parracity.nsw.gov.au
Website: www.parracity.nsw.gov.au
Telephone Interpreter Service: 131 450