

BATHURST REGION

a CULTURAL VISION 2036

PREMIER INLAND CENTRE OF CULTURE AND CREATIVITY



Adopted by Bathurst Regional Council on 21 June 2017

Cover image

Illuminate Bathurst Winter Festival—Bathurst Court House 2016. Photo: © David Roma

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a CULTURAL VISION CONTEXT

Introduction



NOW IS THE TIME FOR
COUNCIL TO BUILD ON THIS
LEGACY , TO TURN OUR
ATTENTION TO REALISING
THE VISION OF BUILDING
THE CITY AS THE PREMIER
INLAND CENTRE OF CULTURE
AND CREATIVITY

– CR GRAEME HANGER OAM
MAYOR OF BATHURST

ONE: THE MAYOR'S MESSAGE

Bathurst Regional Council (BRC) has made a significant investment in recent years into productive infrastructure, sporting and leisure facilities. We have a long and proud association with developing and operating a range of cultural facilities including one of the leading regional art galleries in Australia, a vibrant performing arts centre and a range of significant museums which capture the history and spirit of this community and place.

Now is the time for Council to build on this legacy; to turn our attention to realising the vision of building the city as the premier inland centre of culture and creativity.

We aim to bring together the wealth of cultural stories, the diverse range of cultural facilities already in operation and to harness the skills of the talented and creative people who call our region home.

The views of the local Wiradjuri community were central to our discussions and were the first group of many that we consulted to build our vision.

We have an excellent foundation upon which to build and the Cultural Vision will guide our planning and investment in cultural pursuits into the future. It will help us move towards our goal of “next practice”, planning not just for “best practice” but to plan with greater flexibility, to be visionary and forward thinking.

Council is committed to planning now and into the future. The 20 Year Cultural Vision will guide this process, and through it we can bring together the creative people, creative places and creative programs that exist in our region, build on those and deliver outcomes for this community through this Cultural Vision.

GRAEME HANGER OAM, MAYOR
MARCH 2017





CREATING THE
CULTURAL VISION FOR
OUR REGION HAS BEEN
THE CULMINATION OF
EXTENSIVE COMMUNITY
CONSULTATION

– DAVID SHERLEY
GENERAL MANAGER OF
BATHURST REGIONAL
COUNCIL

TWO: THE GENERAL MANAGER'S INTRODUCTION

Bathurst Regional Council is steward of a growing city and custodian of many cultural facilities. It is vital that we plan for the future of the region, not just for economic growth but also the development of our cultural and creative pursuits. To help guide this planning process, Council engaged the services of cultural planning consultants Brecknock Consulting and Andrew Bleby & Associates, to work with the community and Council on the development of this Cultural Vision for the next 20 years.

Creating the Cultural Vision for our region has been the culmination of extensive community consultation and also brings together the long-term planning undertaken by Council in a range of other areas including our Bathurst 2036 Community Strategic Plan and others, including the Destination Management Plan and Economic Development Plan. Each of the Cultural Vision's Strategies recommended in Section 11 — Outcomes, Actions and Targets has been linked to the relevant section of the Bathurst 2036 Community Strategic Plan for ease of reference.

Council has also taken into consideration the planning directions of the state government in relation to arts and cultural policy and infrastructure development to ensure consistency with state policy directions in framing this document.

In the background to the development of the plan, Council enlisted the expertise of Arts OutWest to undertake a cultural mapping of Bathurst Region to provide a context to this report.

The Cultural Vision will sit alongside, and inform, each of Council's long-term plans which are being used to guide the future of Bathurst Region to ensure we are able to respond to and indeed pre-empt the needs of our community moving forward. The Cultural Vision will be delivered through Council's Community Strategic Plan and a four-year cultural delivery program, with progress on aims and objectives being reported back to the community through Council.

DAVID SHERLEY
MARCH 2017





IT IS VITAL WE PLAN
FOR THE FUTURE OF
THE REGION, NOT
JUST FOR ECONOMIC
GROWTH BUT ALSO
THE DEVELOPMENT OF
OUR CULTURAL AND
CREATIVE PURSUITS

THREE: EXECUTIVE SUMMARY

Bathurst Region: a Cultural Vision 2036 — premier inland centre of culture and creativity

Bathurst Regional Council's 20 Year Cultural Vision, the result of extensive community consultation, will build the Bathurst region's reputation as the premier inland centre of culture and creativity.

The Vision capitalises on the strength of Bathurst's cultural institutions, including its library, performing arts centre, art gallery and museums, develops new policies for public art as well as cultural festivals and events and proposes that cultural aspirations are central to the mixed-use development of the Town Square precinct and the old TAFE building.

The Vision will be delivered through three strategies: creative places, creative programs and creative people.

The Vision will develop to a high standard Bathurst's diverse range of cultural facilities, build on the wealth of the region's rich cultural stories and resource the talented and creative people needed to implement the Vision.

In implementing the Vision it is expected new and future technologies will play a critical role in enhancing the primary live experience. They will deliver the cultural experience as "next" practice, not "best" practice.

The 20 Year Cultural Vision will be reached through a series of milestone achievements which build upon our existing cultural infrastructure and capitalise on the projects and programs that define our current cultural experiences and take them to the "next" level.

The Vision sets out to achieve:

Within 12 months:

- Bathurst Regional Art Gallery (BRAG) will review its world famous Hill End Artists in Residency Program and look at opportunities as to how the program can be further developed and whether it can be replicated in other places and with other partners.
- Bathurst Memorial Entertainment Centre (BMEC) will develop a performing arts residency program that will create the potential for Bathurst to become a centre of national significance in the development of new work by a wide range of performing arts practitioners, directors, writers and producers from within Australia and internationally.
- BRC's Collections Management Policy will be completed bringing together best-practice approaches to preserving Bathurst's collections across all cultural facilities. The Policy will also include a business model identifying funding sources for the construction and staffing of a

Regional Collections Management and Storage Facility to service the Central West.

Within 2 years:

- BRC in conjunction with the Bathurst Wiradjuri and Aboriginal Community Elders and members of the Bathurst Aboriginal community will complete a Wiradjuri Cultural Map to ensure that Wiradjuri culture and its association to country is recorded and shared with the broader community including residents and visitors.
- BRC's Regional Collections Management and Storage Facility will be completed and opened.
- BRC's Bathurst Rail Museum will be completed and opened.
- BRC will investigate, implement and fund an organisational structure that resources Bathurst's cultural facilities and ensures the implementation of the Cultural Vision can be realised.
- BRC will develop and implement a Public Art Policy that provides a framework for the integration of artworks into Council planning processes and the development of partnerships with the private sector in commissioning public art.
- BRC will develop and implement a Cultural Festivals and Events Policy that develops a number of "signature" cultural events that will generate economic prosperity

and community engagement and integrate Council's cultural facilities into events that will act as drivers for tourism.

- BRC will finalise and implement a report into how Bathurst can be developed as a Regional Centre of Excellence in Cultural Education and develop a next-practice approach to engaging children and young people with Council cultural facilities.

Within 3 years:

- BRC will finalise a Chifley Dam Performing Arts Residency Space Strategy that will include a business model identifying funding sources for the construction and resourcing of a new facility.
- BRC will finalise a Wiradjuri Cultural Centre and Keeping Place Strategy that will include a business model identifying funding sources for the construction and resourcing of a new facility.

Within 5 years:

- BRC will finalise a number of strategies for next practice cultural facilities that will be completed by 2036. These strategies will include business models identifying funding sources for the construction and staffing of new:

- Performing Arts Facility/Facilities
- Library
- Art Gallery
- BRC's Chifley Dam Performing Arts Residency Space will be completed and opened.

Within 10 years:

- BRC's Town Square Precinct Redevelopment Plan will be finalised including mixed usage for the TAFE Building and the incorporation of an alternative performing arts/music/visual arts venue/s in the precinct.

By 2036:

- By 2036 the Vision's strategies will have delivered to the people of the Bathurst region a range of world class "next" practice cultural facilities including a Library, Performing Arts Facility/Facilities, Art Gallery, Regional Collections Management and Storage Facility, Wiradjuri Cultural Centre and Keeping Place and a revitalised Town Square Precinct in which cultural aspirations will be paramount and that will establish Bathurst as the premier inland centre of culture and creativity.

a CULTURAL VISION

Context



BATHURST REGION
WILL BE RECOGNISED
AS AUSTRALIA'S
PREMIER INLAND
CENTRE OF CULTURE
AND CREATIVITY

FOUR: OVERVIEW

The 20-year Cultural Vision for Bathurst Region has been developed through considerable community consultation and is premised on the notion that Bathurst Region will be recognised as Australia's premier inland centre of culture and creativity.

This will be achieved through the delivery of strategies grouped in three outcome areas: creative places; creative programs; and creative people. These three outcome areas are considered the essential ingredients required to generate the conditions that will support and foster the human and physical conditions in which a centre of culture and creativity will thrive.

Bathurst Region already has many of the essential preconditions of a centre of culture and creativity. It has a wealth of rich cultural stories, a high standard and diverse range of cultural facilities and a sound base of talented and creative people.

However, more can be done in all of these areas, therefore the plan seeks to capitalise on Bathurst Region's rich cultural profile through a range of goals and strategies which will address the following strategic objectives:

Telling Bathurst Region stories — to make more visible and tie together the many stories Bathurst Region has to tell.

Building a place of culture and creativity — to support and build the resources required to deliver vibrant and relevant cultural and arts programs and infrastructure for the people of Bathurst Region.

Developing a creative milieu — to encourage the development of a strong and sustainable cultural and creative industry sector and a vibrant public environment for residents, workers and visitors to the region.

The goals and strategies are designed to deliver on the strategic objectives and are grouped as follows:

BATHURST REGION ALREADY HAS MANY OF THE ESSENTIAL PRECONDITIONS OF A CENTRE OF CULTURE AND CREATIVITY

Creative places — goals include

- Resourcing of infrastructure to maximise the potential of existing cultural institutions
- Develop new cultural infrastructure to meet the changing needs of the community and cultural sector
- Develop a strategic approach to planning for the next generation of cultural infrastructure
- Develop a whole of city approach to alternative spaces/ places to support culture and creativity

Creative programs — goals include:

- Expand opportunities for diverse, high-quality cultural programming and educational outcomes through Council facilities
- Develop a strategic approach to the creative activation of Bathurst Region public spaces and places
- Support activities that enhance Bathurst Region cultural and creative environment

Creative people — goals include:

- Attract and retain highly skilled and committed cultural and creative industry professionals
- Develop and support an appropriate level of staff needed to implement the Cultural Vision and building volunteer capacity
- Encourage the evolution of a creative milieu that supports a vibrant cultural and creative community

Each of these goals has a number of related and achievable strategies and actions with specified timeframes. In Section 11 — Outcomes, Actions and Targets these strategies have been grouped into the following timeframes: short term (1-4 years), medium term (5-10 years) and long term (11-20 years).

For example, the long-term goal of building future cultural facilities will be staged across several timelines as it will require considerable early planning, detailed specification, design and securing of funding and then finally the building phase.

In developing the 20-year Cultural Vision, Council has been mindful of the region's heritage, existing cultural facilities and arts/cultural programs. However, Council is also aware that the plan is for the long-term 20-year timeframe, and that we are living through an extraordinary period of human history, a time of rapid technological change and the globalisation of commerce and ideas. While it is evident that many new technologies have brought new and positive changes to peoples' lives, through digitisation and mobile technologies, they have also brought considerable disruptive impacts. All of these factors have been explored in the extensive research undertaken during the process of developing this plan.

In addition to the research activity, Council staff and the consultant team have consulted with the community, key stakeholders and elected members to ensure the plan's strategic directions align with current community thinking.

The people of Bathurst Region are justifiably proud of their existing cultural facilities and the contribution they make

to the cultural life of the community and to the visitor experience. However, it is recognised that a number of the facilities are ageing and may struggle to keep pace with the demands of new technology. Therefore, the plan encourages the concept of 'next practice' not just 'best practice' when thinking about the provision of future cultural facilities. It is not enough to plan for what is known, we need to plan with greater flexibility and adaptability in mind, to be visionary and forward thinking. Indeed, what might a performing arts centre look and feel like in 20-years' time and how will technology be used to enhance the immersive experience of the performance?

Council is committed to planning for the present and the future and believes that this 20-year Cultural Vision will help to progress the development of a 'premier inland centre of culture and creativity'.

COMMUNITY CONSULTATION

19–21 August 2015

Meeting with Council staff and visits to Council's cultural facilities and a meeting with Mayor

13–15 October 2015

Workshop with Cultural Services and other Council staff and meetings with:

- Wiradjuri and Aboriginal Community Elders Group
- Arts OutWest
- Mitchell Conservatorium
- Charles Sturt University
- Bathurst Tourism Group
- Bathurst District Historical Society
- Public meeting

2 February 2016

Meeting and consultation with Bathurst Regional Councillors

13 April 2016

Councillors Working Party



Lingua Franca Company in Unsustainable Behaviour at BMEC 2015. Photo: © Phil Blatch

FIVE: THE BIG PICTURE

The world we live in is rapidly changing due to a number of global challenges, such as globalisation of financial markets and trade; the change in the nature of employment and its impact on people's life—work balance; people's constant desire for new and authentic experiences; the impacts of climate change and other environmental challenges; and the disruptive impact of new technologies on all aspects of our lives.

All of these factors have an influence on every facet of our lives, including our cultural experiences. As this is a 20-year Cultural Vision, and although the future is particularly difficult to predict, it is important to explore future thinking regarding a number of the key influences that will likely impact on the outcomes of this plan. Three key issues to be considered are: the rapid growth of urban living across the world, and especially in Australia; the changing demographic of our population, the changing patterns of employment and leisure time; and the exponential rate of technological change. All of these will have a huge impact upon the provision and consumption of cultural activities over the next 20 years.

While the primary focus in the future will still be on the real-life experience of engaging with cultural material, that is, the performance, the exhibition and the object, future technologies will enhance but not replace the primary live experience.



Australian Chamber Orchestra's ACO Virtual Exhibition at BRAG2014. Photo: © Jack Saltmiras

5.1 THINKING ABOUT CREATIVE SPACES AND CITIES

Cultural centres — The establishment of cultural facilities often signifies the creation of new images for a community, for example, the impact of the Guggenheim Museum Bilbao, Spain, designed by Frank Gehry. The result is the phenomena of what could be described as ‘super-museums’, which receive international attention and recognition for their innovation and creativity and are hailed as the new means of renewal of urban areas. Similarly, the trend in performing arts centres of the 1970s and 1980s towards building ‘iconic’ cultural palaces often said more about aspirational civic pride than community benefit.

CREATIVE AND INNOVATIVE INDUSTRIES ARE ATTRACTED TO CITIES WITH A VIBRANT CULTURAL LIFE

In developing the planning of future ‘cultural centres’ it is therefore critical to carefully consider the intent and desired outcomes for the city. For example, is it to meet the future cultural needs of the community; replace ageing infrastructure; provide a focal point for inbound cultural tourism; badge the city as culturally vibrant; or all of the above?

Cultural quarters — The notion of a ‘quarter’ differs from a cultural centre in that it seeks to consolidate a range of creative and cultural activities within a precinct of the city. This consolidation might bring together civic facilities for the visual, performing and literary arts, alongside private sector art galleries, artist studios, and creative industry businesses. By generating a concentration and diversity of creative activities within an area of the city, the benefits include urban vitality, the potential for creative collaborations, co-working spaces and economic benefits. In today’s world, creative services and products are a growing part of the global economy and are considered to be more resilient to economic shocks than other areas of the economy.

Creative cities — The concept of the ‘creative city’ takes a whole of city approach to creativity; it recognises that, as international evidence shows, creative and innovative industries and service sectors are attracted to locate in cities with a vibrant cultural life. It also includes creative thinking about the city and how politicians and bureaucrats apply creative solutions to the problems they face. The creative city is not just about Council having creative ideas and realising them, it’s about Council creating an environment that encourages people to be creative.

5.2 THINKING ABOUT PARTICIPATION AND CONSUMPTION

There are social and cultural shifts impacting on people's lives, especially in relation to how they use their leisure time. The trends show that increasingly people are looking for new 'experiences', be it associated with retail, entertainment or tourism. Therefore, future museums and other cultural institutions will need to keep abreast of the trends that are influencing what type of experiences people expect and be offering opportunities for meaningful interaction through active participation and volunteerism.

According to Tourism Research Australia, in 2012, 11.5 million Australian's took a cultural and heritage day trip. Visiting museums or art galleries was the most popular cultural activity for both domestic overnight visitors and day trippers with attendance of 46% and 38% respectively. Visits to historical/heritage buildings, sites or monuments attracted 29% of overnight visitors and 21% of day visitors.

Research has shown that tourists are motivated by an overall package of attractions, of which cultural activities may be one component along with many others. Within the cultural tourism sector, there is a significant trend for people to want to understand the lifestyle of others and how it has been influenced by environmental factors. Similarly, there is a world trend to seek to grow as an individual, to be healthier, to experience freedom and reconnect with family.



A young student using Oculus Rift. © Photo courtesy Mindscape VR team



Peter Solness' River of Light staged as part of the End Festival at Hill End 2016. Peter was Artist in Residence at Haeffligers Cottage as part of BRAG's Hill End Artists in Residence Program.

Photo: © Peter Solness

5.3 THINKING ABOUT THE IMPACT OF TECHNOLOGY

The arts and cultural sectors are constantly challenged by change and affected by the positive and negative consequences of technological innovation. In terms of the creation, distribution and consumption of creative content, for example, while advances in computing technology have allowed for exponential growth in cinematic special effects, it has also led to a plethora of new ways that we as consumers can view screen content. Already by 2009, 65% of viewers were watching feature films on DVDs, video or online, 26% were watching films on TV, and only 9% were actually going to the cinema. Technology has also provided independent filmmakers with the opportunity to create small-budget productions and market their output directly from their computer to the customer via online portals.

While technology is working to make the live music and theatrical performance an even more immersive and visceral experience for the audience, technology is impacting on the notion of a set piece experience in a theatre space at a specific time and date. The other reality is that an ageing audience demographic, escalating facility and production costs, and static or even declining funding streams are all forcing performing arts companies into a serious rethink of how to reach broader audiences beyond the four walls of the cultural centre.

Digitisation — The 19th century model of public art galleries and museums was to collect, preserve and catalogue their collections. The great progress in technological innovation means that today's institutions face a tension between providing greater access to the physical objects in their collection while also seeking new ways to maximise the perceived opportunities that could flow from the digitisation of their collections.

As technology for digitisation and digital distribution has developed rapidly in recent years, it has become an imperative for galleries, libraries and museums to digitise and make available a selection, if not all, of their collections, via their websites. These 'virtual collections' range from a simple online directory of the collection to highly sophisticated virtual self-guided tours. Across the world, many museums already make use of technologies such as tablets and social media in both the real and virtual visit.

New technologies — The challenge for the cultural sector is how to go beyond 'best practice' to 'next practice'. For example, technologies such as augmented and virtual reality are evolving rapidly and will present new opportunities for how and where we can have museum-like experiences. In addition, the advances in digital modelling, 3D printing and

rapid prototyping will provide museums and galleries with a wide range of innovative opportunities to maximise these technologies. For example, conservators will have the ability to build high-resolution reproductions of rare, damaged or previously unavailable objects for research, display or educational activities. Imagine having the option for visitors and school groups to take a piece of the collection home or create their own 3D-printed objects on-site.

THE CHALLENGE FOR THE CULTURAL SECTOR IS HOW TO GO BEYOND 'BEST PRACTICE' TO 'NEXT PRACTICE'

In the performing arts, the creators of new 'live' experiences want greater flexibility to use technology to engage audiences in new ways and in new configurations, at scales ranging from intimate venues to stadiums. With new lighting, sound, projection and digital technologies available, no longer is sitting in rows in a room watching performers behind a transparent 'fourth wall' the only way to enjoy a musical or theatrical experience. Next practice will facilitate this flexibility.

Information technology— As a society we have transitioned from a time when information was scarce and precious to today's world where information is vast and readily, indeed instantly, available — anytime, any place, and in most cases free. In the past, people visited libraries to find specific pieces of information but are now able to find that information online, on their computer or mobile device, at any time of day or night, at home, work, school or even while travelling. It is therefore no wonder that the vast majority of people with specific information needs no longer visit libraries. However, those who read for pleasure, seek a safe and welcoming environment, a place to experience the company of others, still regularly patronise their local library. Internationally the trend is for libraries to become 'electronic outposts' and librarians 'knowledge navigators'. Libraries are evolving into a place where people can find a balance between privacy and inclusion, efficiency and randomness, and purpose and spontaneity. There are places where coffee kiosks and food services, either operating as an in-house library service or as businesses annexed to the library, can complement the casual atmosphere.

Digital media artwork – In addition to the issues associated with the digitisation of existing collections including artworks, films and objects there are a number of challenges

for galleries and museums with the increasing use of computer generated artwork content. This has raised a number of issues in relation to both the presentation of digital artworks in terms of providing compatible computer hardware and software for exhibitions and the storage and future access to the digital files once new versions of hardware and software have become the norm.

NEW TECHNOLOGIES ARE EMERGING AT AN EXPONENTIAL RATE AND IT IS IMPOSSIBLE TO IMAGINE WHAT TECHNOLOGICAL TOOLS WILL BE AVAILABLE...

Likewise the technological revolution is bringing extraordinary challenges and opportunities to the performing arts, especially in terms of the capability to reimagine the very immersive theatrical experience that theatre has evolved over the centuries. New technologies are emerging at an exponential rate and it is impossible to imagine what technological tools will be available... to theatrical directors and designers in the years to come.

5.4 THE IMPLICATIONS FOR THE BATHURST REGION

In summary, in developing the 20 Year Cultural Vision for the Bathurst Region it is vital that the plan clearly identifies:

- The overall goal for cultural facilities in the broader context of the whole city
- Initiatives that will contribute to the quality of life and vitality of the city
- The needs and aspirations of the current and future community
- The potential for enhanced cultural tourism; to help to realise the economic potential of creativity and expedite future outcomes that contribute to positioning Bathurst Region as a regional centre of cultural and creative life

Enhancing the experiential — With people seeking out more meaningful and authentic experiences, a regional city such as Bathurst, with its built heritage, settlement significance and regional location, has a great base upon which to overlay a diverse and dynamic cultural experience. This can be greatly enhanced by embracing the new technologies and focusing on those that provide real benefits to the creation, presentation and preservation of contemporary and historic culture.

Meeting the desire for diversity and change — Bathurst has excellent existing cultural institutions, each of which provides a program of changing activities, therefore, it is ideally placed to cater for a wide range of community interests. However, it cannot rest on its laurels, to satisfy the growing trend for diversity and change it needs to take risks and develop new approaches to the ways that the arts



Wiradjuri Welcome to Country at BMEC's 2014 Catapult Youth Festival. Photo © Peter Gumpert

and cultural activities can be made available both inside and outside the traditional cultural institutions and present them as a coherent offering of the city's cultural life.

Buildings with flexibility — The impacts of technology on cultural institutions over the next 20 years will be profound. While it is unlikely that the current institutions will actually disappear due to new technologies, as the live experience is paramount, it is highly likely that those that take advantage of these new technologies will prosper and have the capacity to be flexible in how the institution operates and utilises new technologies. The sector needs to have flexibility in its buildings; buildings that can be reinvented, reconfigured and re-equipped on a regular basis in order to keep up with trends and present a feeling of freshness for regular users and visitors alike.

BATHURST HAS GREAT POTENTIAL TO CREATE A DIVERSE AND DYNAMIC CULTURAL EXPERIENCE

New ways of doing things — In addition to flexibility in institutions, it will be vital that the institutions are led and staffed at all levels by people with vision, imagination and creativity. To meet the changing demands for stimulation and new experiences, especially for the younger generations, we

need people who are abreast of trends, technologically aware and willing to take risks.

Indeed, this changing world requires that we can no longer rely on a “business as usual” approach to planning and problem solving. We need to start thinking of “next practice”, to be visionary and innovative in planning for the future, rather than relying on “best practice” which equates to delivering current thinking and practices. Next practice is especially important when considering the technological developments that need to be addressed when thinking about the design and functions of future cultural facilities and in being sensitive and responsive to changing community requirements and expectations.

Addressing technology evolution & associated costs — Whether we like it or not, technology is changing the world we live in and with it comes both significant challenges and vast opportunities. The opportunities provide expanded creative options for art practices, innovative approaches to presenting, consuming and participating in art content and limitless possibilities for the preservation of content for the enjoyment, education and scholarship of generations to come. However, it does bring challenges in terms of funding in a changing environment. This relates to the cost of keeping technology up to date, fit for purpose and a suitable platform to support creativity and innovation.

SIX: THE REGIONAL CONTEXT

6.1 BATHURST REGION DEMOGRAPHICS

At the Census in 2011, Bathurst had a resident population of 38,521. In 2014 the population had grown to 42,231 and is projected to increase to 52,851 by 2036.

At the 2011 ABS Census Aboriginal and Torres Strait Islander peoples accounted for 3.5% of the total population in Bathurst.

The Bathurst Region is unique among regional areas in that there will be significant increases in population numbers in two areas: seniors and young people. These increases provide challenges and opportunities for Council's cultural institutions.

The largest increase in population in the Bathurst Region is projected to be in the 70-74 year old age group, which will account for 4.8% of the total population and a 62% increase in the number of people of retirement age.

These statistics relating to seniors are significant for the cultural sector as it suggests a significant increase in potential cultural consumers with leisure time and disposable incomes, and an increased active pool of potential volunteers to support cultural institutions.

In 2011, the Bathurst region had, compared to other NSW regional areas, a higher proportion (25.3%) of under working age young people (0-17 years). Between 2011 and 2026 it is projected there will be a 12.75% increase in this population from 9,982 to 11,255.



Jake Silvestro performing at Gala Evening of BMEC's 2014 Catapult Youth Festival. Photo: © David Roma

The increase in the under working age population indicates important and potential opportunities in the development of cultural youth programs and activities to cater to the growing youth demographic.

This trend in both senior and youth populations will provide opportunities to engage with the community to build a lifetime of involvement in the cultural life of Bathurst.

This trend also provides opportunities to engage with the community to build a lifetime of involvement in the cultural life of Bathurst.

6.2 BATHURST REGION CULTURAL FACILITIES

The Bathurst Region community has access to a significant range of cultural facilities, offering opportunities to experience and engage with the visual arts, performing arts, literary arts, museum collections and local heritage.

Bathurst Regional Art Gallery (BRAG) — The gallery is located within the Keppel Street café precinct and co-located with the library. The precinct has a growing sense of vitality and buzz which is relevant to the arts, and the opening up of the gallery/library forecourt with its public artworks can further contribute to the arts experience.

The gallery has acquired a significant permanent collection of artworks and provides free access to residents and

visitors to its changing exhibition program. In addition, the gallery provides an educational program and online access to its digitised collection.

The gallery attracts touring shows from other galleries, stages its own curated exhibitions within the gallery, and develops exhibitions which tour to other art museums and galleries in Australia. Additionally, it operates the Jean Bellette Gallery in Hill End. Between 1999 and 2010 there was a 33% increase in visitor numbers for exhibitions held at BRAG, from 22,760 to 30,285.

Facility issues — The gallery has an impressive permanent collection in storage and would benefit greatly from additional gallery space in which to mount selected permanent exhibitions based on this collection. At present there is no room to do so when temporary exhibitions occupy the entire gallery space. Such an exhibition space would add value to the visitor experience.

While in 2015/2016 there was an upgrade to the air-conditioning and climate control systems and the installation of a new low-energy LED lighting system, there are still issues relating to the lining and insulation of walls in the galleries that remain outstanding.

Hill End Artists in Residence Program — Since 1994 over 300 Australian and overseas artists have taken the opportunity

to stay and work in one of the of the two studio cottages available through the Hill End Artists in Residence Program. BRAG has over the years acquired artworks from resident artists and has exhibited selected works at the gallery.

Facility issues— In addition to maintaining the existing Hill End studios, options for additional studio spaces should be explored. This may include spaces in empty buildings for short-term residencies or artist-initiated exhibitions/ installations.

Bathurst Library — The Bathurst Library is co-located with BRAG on the Keppel Street site. It services the region via the central library and mobile library services to schools and residents. The library has 1,720 square metres of space and provides a mix of book, DVD and music lending, access to computer services, a family history centre, relaxed reading spaces and activity spaces for community groups and young children. The library has a focus on providing equal access and a welcoming and inclusive environment for all members of the community.

While the pattern of attendance at libraries shows a gradual national decline, Bathurst Library's data show the reverse. Between 1999 and 2010 visitation rose from 102,026 to 181,403, an increase of 78%. In the same period loans rose by 16% to 350,913.



An example of the "next practice" library — winning design proposal for Green Square Library Sydney by Stewart Hollenstein Architects 2015. Photo: © Stewart Hollenstein Architects

LIBRARIES CAN BECOME THE 'TECH GO-TO PLACE' IN THE COMMUNITY

Facility issues — The Library has an opportunity to take the lead in Bathurst by helping the general public understand new technologies. Libraries can become the 'tech go-to place' in the community. To reflect these changes in service, the Library would benefit from a review of the internal configuration and fit out of the facility.

Bathurst Memorial Entertainment Centre (BMEC) — The entertainment centre is located in the centre of Bathurst, adjacent to the Bathurst Regional Council administration building. It is an ideal location from the perspective of centrality and prominence, however, there are significant site constraints in terms of redeveloping the existing facility in the future.

The facility consists of a 642-seat proscenium arch theatre, conference and civic event spaces. The facility is adequate, but limited in its performance spaces and back-of-house provision. The range of performing art activities includes theatrical performances, musicals, dance and physical theatre.

In addition to in-house productions, a number of important outdoor performances are staged in Bathurst, utilising the city and environs. Performance events include Illuminate Bathurst Winter Festival and Inland Sea of Sound, which is a multiple-stage outdoor music event. Theatre attendance has declined slightly between 2005 and 2010 both nationally and at BMEC, which had attendances of 49,966 in 2005 to 45,102 in 2010.

Facility issues — While the long-term option is to plan for a next practice performing art centre, in the short term BMEC would benefit from some remediation work to improve some of the dress circle sight line and access issues.

Additionally, the lack of a purpose-built intimate and flexible performance space at affordable hire rates and a recital hall for acoustic music within the centre has also been noted and is discussed elsewhere in this document.

Museums—Bathurst Regional Council is responsible for three existing museums and is proposing to develop a fourth. The museums represent a diverse range of subjects, from fossils to racing cars and Australia's political history.

Australian Fossil and Mineral Museum, incorporating the Somerville Collection — The Somerville Collection is the lifetime work of Warren Somerville AM and features some of the finest and rarest specimens of mineral crystals and fossils from around the world. The collection was gifted to the Australian Museum to be housed in the converted 1876 Bathurst Public School building. Bathurst Regional Council manages the day-to-day operations of the museum. An entry fee is required for the museum, with an average yearly attendance of approximately 30,000 individuals.

Facility issues — The museum has been well designed with highly professional displays, but tends to be rather static and could benefit from more changing exhibitions or digital content to keep it fresh and encourage repeat visitation. There is also a lack of adequate internal space for educational and group activities.



Australian Fossil and Mineral Museum 2014, © Katie Peters



National Motor Racing Museum 2014. Photo: © Katie Peters

National Motor Racing Museum (NMRM) — The NMRM, located at the base of Mount Panorama, celebrates the history, personalities and achievements of Australian motorsports. Objects associated with the Bathurst 1000 as well as the spectrum of Australian motor racing are on display. An entry fee is required for the museum with an average yearly attendance of around 30,000 individuals.

Facility issues — The current display and support materials fail to capture the excitement and dynamism of motor racing. There is therefore a need for engaging interpretive material and innovative use of technology to bring this facility up to current museum environmental standards and community expectations. The museum would also benefit from a more strategic approach to education to align it with the other facilities.

Chifley Home and Education Centre — The Chifley Home and Education Centre, located at 10 Busby Street, was the only married home of Prime Minister Ben Chifley and his wife, Elizabeth. The modest semi-detached terrace still contains the original collection of household furnishings and personal effects dating back to when the Chifleys first occupied the house in 1914. Council acquired the adjoining property to provide an information and education centre to enhance the visitor experience. An entry fee is required for the museum, with an average yearly attendance of around 2,000 individuals.

Facility issues — The home is operated by casual staff and has limited opening hours. A review of the operations of the facility including the use of new technologies and potential links and cross-promotion with Council's other museums would benefit this historic home museum.



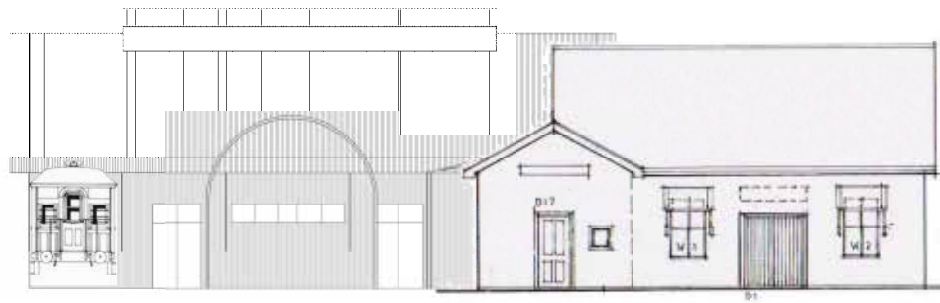
Chifley Home 2002. Photo: © Bathurst Regional Council

Bathurst Rail Museum — The Bathurst Rail Museum will be located in the historic Railway Institute Building, Havannah Street. The museum will tell the story of the importance of rail in the development of Bathurst and inland NSW. It will contain a range of objects and interpretation including a large rail layout depicting the historic train line from Lithgow to Bathurst, gifted through the Cultural Gifts Programs to Council. The museum will be strategically placed within the historic railway precinct and provide linkages to Chifley Engine and Chifley Home. It is anticipated that the Museum will be opened during 2018.

Facility issues — The design of the Bathurst Rail Museum will incorporate learnings from existing museums with the potential to create a flexible, best-practice model incorporating permanent and temporary exhibitions, children and function spaces as well as a range of public and educational programs. The use of new interactive technologies will be critical to the interpretation provided.

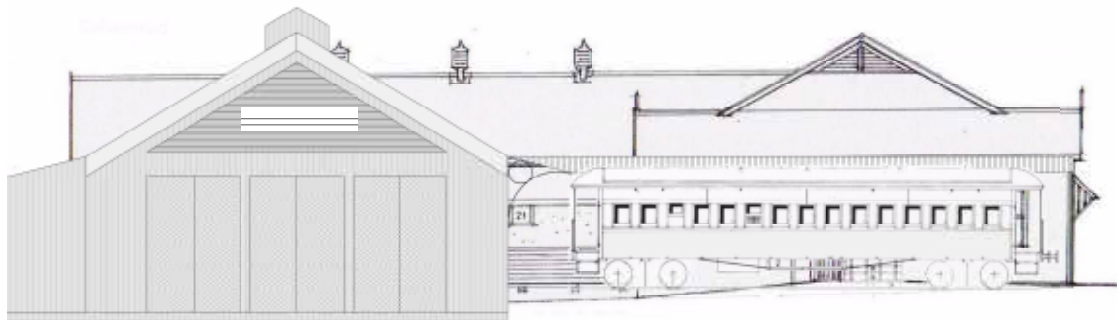
Bathurst Visitor Information Centre — The Bathurst Visitor Information Centre is strategically located adjacent to the Great Western Highway in order to capture the passing tourist flow. For many visitors the centre is the first port of call and provides the principal source of information about Bathurst Region and its cultural facilities.

Facility issues — The centre would benefit from a display redesign to bring a more dynamic feeling to the material on offer and to highlight Bathurst Region's cultural facilities. There are opportunities to make greater use of digital technologies and mobile applications.



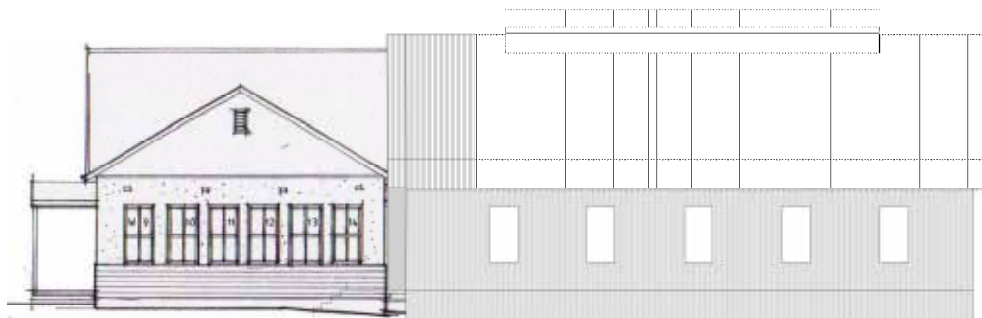
(from Havannah Street)

NORTH WEST ELEVATION



North East Elevation (from Railway Station carpark)

THE MUSEUM WILL
TELL THE STORY OF
THE IMPORTANCE
OF RAIL IN THE
DEVELOPMENT OF
BATHURST AND
INLAND NSW





Children's activity session at BRAG's LEGO Mount Panorama-Wahluu model 2016. Photo: © Emma Hill

SEVEN: THE POLICY ENVIRONMENT

Council policies, strategies and plans are never framed in total isolation — they have to consider the policy context of relevant local documents from various government levels. The following selection of plans provides an insight to the policy environment that influenced the development of the Cultural Vision.

7.1 2036 COMMUNITY STRATEGIC PLAN

The key community planning document for Bathurst is the 2036 Community Strategic Plan.

The plan's community vision states:

A vibrant regional centre that enjoys a rural lifestyle, the Bathurst Region achieves health and wellbeing through strengthening economic opportunities, planning for sustainable growth, protecting and enhancing our assets, and encouraging a supportive and inclusive community. A region full of community spirit and shared prosperity.

This document sets out the community's aspirations and represents:

the 'blue print' for the future by describing the focus of Council's activities. It also recognises that others in our community (individuals, businesses, governments and agencies) can also contribute to future outcomes and are key partners in the development and implementation of the plan.

The plan is built around four high-level themes:

- Economic prosperity
- Liveable communities
- Environmental sustainability
- Sound leadership

Each of these themes is relevant to some of the goals and strategies outlined in the Cultural Vision. For example, the Cultural Vision has a focus on building the creative industry sector as a contributor to the economy; activating public space and enhancing the city's liveability through creative cultural activities and events; addressing the changing environment in which the cultural sector exists; and building the capacity of management, staff and volunteers.

Of most relevance to the Cultural Vision are the 'liveable communities' objectives in the 2036 Community Strategic Plan; in particular:

Strategy 20: To provide a range of cultural facilities, programs, activities and events and to support and enhance cultural and social activities across the community.

Strategy 20.1: Continue to operate and resource a range of cultural and artistic facilities and programs across the region (for example, the BMEC, Library, BRAG, National Motor Racing Museum and Chifley Home and Education Centre).

Strategy 20.2: Continue to support the operation of a range of private cultural and artistic facilities and programs across the region, including partnerships such as the Australian Fossil and Mineral Museum, the Bathurst and District Historical Society, Catapult and Inland Sea of Sound.

Strategy 20.6: Support and develop professional artistic and cultural partnerships, including outreach opportunities to support a vibrant and cross-cultural approach to cultural and artistic programs, activities and events.

7.2 DESTINATION MANAGEMENT PLAN 2015

Developed in 2015, the Destination Management Plan established a five-year program of activities that seeks to support the following vision:

Located in Wiradjuri country, the Bathurst Region, Australia's first inland European settlement, is recognised as a premier regional tourism destination. Compelling visitor experiences that take strategic advantage of the world famous Mount Panorama-Wahluu and the region's unique history and beauty support a growing destination profile.

The plan dovetails well with the Cultural Vision as there is a shared focus on the growing cultural tourism segment. These types of visitors are seeking more authentic cultural experiences, and are higher yield visitors. According to Tourism Research Australia (December 2015), these visitors stay longer than the average visitor to NSW. The integration of economic, social and cultural development presents enormous opportunities for the region. Visitors are seeking more authentic cultural experiences.

Both the Destination Management Plan and the Cultural Vision acknowledge that Bathurst Region has a wealth of stories to be told, although there is much more to be done to fully communicate and optimise these stories for local residents and visitors alike. There is also a focus in the Destination Management Plan on events, and it recommends that Council:

Develop a city events strategy to support and facilitate developing events to become significant destination drawcards, and establish an event calendar for the region that includes all events throughout the year.

The Cultural Vision also recognises this lack of a strategic approach to cultural activities and events in Bathurst Region and proposes the development of a Cultural Festivals and Events Policy.

7.3 ECONOMIC DEVELOPMENT STRATEGY 2011—16

Council's 2011—16 Economic Development Strategy was established to provide a strategic framework for Bathurst Regional Council and community for a short to medium timeframe and designed to drive vigorous and sustainable growth. The strategy is strongly interlinked with Council's 2036 Community Strategic Plan, with 'economic prosperity' listed as one of four key themes. The Economic Development Strategy recognises the economic value of cultural identity in its vision:

To work in collaboration to create a progressive and innovative economic environment that supports, preserves and enhances the lifestyle, environmental and cultural characteristics of the region.

The strategy also identifies Council's role in the provision of sound cultural infrastructure in the continual development of the local economy, specifically stating that the quality of lifestyle may decline if cultural assets and activities do not keep pace with growth.



Town Centre, William Street Bathurst 2015. © Photo: Grant Paterson



The Black Sorrows with Vika and Linda Bull at BMCC's 2016 Inland Sea of Sound at Mount Panorama—Wahluu. Photo: © David Roma

The 2017–20 Economic Development Strategy is currently under development and will form around Council's priorities, in particular Council's vision to become the most economically, socially and culturally prosperous regional centre.

7.4 NSW ARTS AND CULTURAL POLICY FRAMEWORK

The Create in NSW policy document is a ten-year framework for contemporary arts practice in NSW. At the state government level, it addresses issues relevant to artists, cultural workers and arts organisations across the diverse communities of metropolitan Sydney and regional NSW and will inform the government's commitment to invest over \$300 million per year in direct support of arts and culture throughout the state.

Of particular relevance to regional communities and to the Cultural Vision are the following key actions:

- Collaborate with local governments in regional NSW, with a focus on opportunities for creative hubs and cultural precincts
- Enhance performing arts touring by developing a Regional Partnerships and Touring Framework for the state cultural institutions

- Support self-determined practice and create professional development pathways for artists and for arts and cultural workers
- Support the development of digital platforms to extend the reach of the state cultural institutions' collections, programs and events to schools, universities, family historians, researchers, artists and cultural practitioners across NSW
- Promote opportunities for cultural tourism through Destination Management Planning (DMP)—in consultation with the Regional Arts Network and Destination NSW.

Aspects of all the above key actions are addressed in the following goals and strategies of this vision.

7.5 NSW INFRASTRUCTURE PLAN — REBUILDING NSW

In June 2014 the government announced Rebuilding NSW, a plan to release \$20 billion in capital from leasing the state's electricity businesses for investment in new productive infrastructure.

When the plan was announced, the government made a commitment that rural and regional communities would receive their fair share of the benefits. In line with past practice, 30% of the money from Rebuilding NSW will be allocated to regional areas, recognising the opportunity to make a real difference to regional economies and communities.

Rebuilding NSW: State Infrastructure Strategy 2014 outlines \$6 billion in regional infrastructure, including:

- \$3.7 billion on regional roads
- \$1 billion on water security
- \$600 million for schools and hospitals
- \$400 million for rail freight
- \$300 million for a regional tourism and environment fund.

In addition to these dedicated regional allocations, broader funding programs were established which would also provide opportunities for investments in regional NSW, including the \$600 million Arts and Cultural Infrastructure Fund, the \$100 million Corridor Reservation Program and the \$100 million Health Care Co-location Program.

In February 2015 the government announced that as part of the \$600 million Arts and Cultural Infrastructure Fund, \$202 million would go to upgrade the Sydney Opera House and \$139 million would be set aside to develop the Walsh Bay Arts Precinct in Sydney.

The balance of the Arts and Cultural Infrastructure Fund has been set aside by government to be allocated to other priority investments outlined in the Rebuilding NSW infrastructure strategy.

a CULTURAL VISION

Planning



THE DEVELOPMENT
OF A CITY-WIDE
PUBLIC ART POLICY
THAT PROVIDES
A CONCEPTUAL
FRAMEWORK

Bathurst Regional Art Gallery forecourt with Philip Spelman *redjar redbottle* 2013. steel, automobile paint. Acquired from Sculpture by the Sea, Bondi 2013, made possible through Sculpture by the Sea, and the Regional NSW Acquisition Program supported by the NSW Government through Arts NSW and Bathurst Regional Council. 2016. Photo: © Emma Hill

EIGHT: KEY STRATEGIC OPPORTUNITIES

8.1 REGIONAL BACKGROUND

In addition to the opportunities identified in the preceding chapters, there are a number of other opportunities that should be considered.

Unify Bathurst's stories and attributes — To acknowledge that the diversity of cultural institutions in Bathurst is both a strength and a weakness: a strength due to the diversity and quality of each individual institution and a weakness as there is currently no story or activity that ties them together. Ideally, a linking mechanism should be developed to assist in visitor marketing and to encourage people to see the total package of cultural experiences on offer in Bathurst.

Such an approach would also enhance the region's cultural tourism potential and maximise the findings and recommendations from the Bathurst Region Destination Management Plan. The plan identified that cultural tourism is the second most important tourism identifier after 'motor racing'; indeed, the plan states: 'History and culture ranked well with respondents, noting that it ranked highly in the 56–65 demographic'.

Honour the Wiradjuri — To explore ways that the history of the Wiradjuri nation can be acknowledged, celebrated and integrated into the cultural life of contemporary Bathurst and therefore also enhancing the cultural tourism experience in the region. Storytelling opportunities exist in relation to pre-European settlement, conflicts during the 1820s and a celebration of the present-day culture of the Wiradjuri people of the region. It would also add to Australia's national settlement story as an important universal acknowledgement of the conflict and consequences of European colonisation for Aboriginal people throughout Australia.

Enliven the public realm — To undertake planning for public art through the development of a city-wide Public Art Policy that provides a conceptual framework to guide the curating of future artwork; a city plan that identifies key locations for public art; and a guide to assist in the identification of appropriate artwork forms for each of the key locations. Such a policy would provide the basis for identifying, prioritising and resourcing future commissions of public art.

Another opportunity to enliven the public realm is to further develop the streetscaping along the burgeoning Keppel Street retail precinct in order to transform this area, centred as it is around the library and gallery, into a lively creative/cultural hub for the city. Actions might include strategies to maximise car-parking opportunities and widening footpaths to encourage outdoor dining, locations for public art and street trees. Such actions would encourage a lively evening economy, create a community meeting place, bring increased patronage to the art gallery and library and attract artists and creative businesses to establish studios and offices in the precinct.

Additionally the potential to develop the town square precinct presents a 'once in a lifetime' opportunity for the city and should therefore be undertaken with great thought as to community benefits. Feedback from the community identified the town square as a vital area to create a dynamic and flexible public space and associated cultural and creative spaces.

...THE POTENTIAL FOR GROWTH AND THE BEST WAYS THAT BATHURST REGIONAL COUNCIL COULD ENCOURAGE, SUPPORT AND FOSTER A VIBRANT CREATIVE SECTOR

A vibrant creative industries sector — To investigate the potential to build a vibrant and economically important creative industry sector in Bathurst. Bathurst has many attributes that would support the development of a creative industry sector, in terms of a 'human-scale city' with a strong educational base and high quality of life. A review should be undertaken to ascertain existing creative industry businesses, the potential for growth and the best ways that Bathurst Regional Council could encourage, support and foster a vibrant creative sector.

Alternative spaces — To maximise Bathurst Region and its environs and find new settings for alternative performances and/or exhibition spaces. This might take pressure off existing cultural facilities and create opportunities to develop festivals, events, outdoor sculpture galleries or pop-up libraries that would provide a platform for greater exposure of the visual, performing and literary arts and contribute to the vitality of the public realm.

THE TOWN SQUARE
PRECINCT DEVELOPMENT
PRESENTS A ONCE IN A
LIFETIME OPPORTUNITY



Aerial image Kings Parade 2009. Photo: © Nick Day



OPPORTUNITIES
EXIST...TO DEVELOP
A COORDINATED
BEST-PRACTICE
APPROACH TO
THE PROVISION
OF CULTURAL
EDUCATION

8.2: KEY OPPORTUNITIES

OPPORTUNITY 1: THE CHIFLEY STORY

Build a holistic story around the Chifley era. BRAG, BMEC and the library could explore the culture of the era through visual, performing and literary arts; the NMRM could tell the story of racing in those times; the Rail Museum could illustrate Chifley's life on the Bathurst railways; and the AFMM could explore the technological and scientific advances of the war and post-war society. In this way, the various cultural offers could be brought together to tell a bigger story which could provide the Bathurst Visitor Information Centre with a stronger narrative when discussing Bathurst's cultural attractions and help to position the Chifley House in a broader context.

OPPORTUNITY 2: A WIRADJURI CULTURAL CENTRE AND KEEPING PLACE

It is proposed that Council work with the Bathurst Aboriginal Community to create a Wiradjuri Cultural Centre and Keeping Place in Bathurst Region. Such a centre would become a crucial feature of the district with a number of important roles. It would be a centre for education and visitor interest and provide a permanent location for the ongoing preservation, maintenance and development of Wiradjuri culture as well as an important keeping place of artefacts and records.

OPPORTUNITY 3: A VIBRANT CULTURAL HEART

To develop a 'town square' as an important gathering and event space supported by appropriate retail, cultural and hospitality options. The space could feature a program of outdoor performances in the evenings and weekends, small music festivals and a big screen to bring people together for major broadcasts, film festivals, experimental video and community events.

The inclusion of various arts and cultural industries and public activities into the town square redevelopment (including daytime and night-time use) along with cafés, restaurants and other attractions, offers one of the best chances for the town square to become a vibrant social and cultural hub for the city and support for local businesses.

OPPORTUNITY 4: A CREATIVE HUB FOR BUSINESSES, EDUCATION AND VISITORS

To convert the former TAFE College Building into a centrally located venue for the creative industries and arts in their many forms. The building is structured over multiple floors with the potential to house small creative enterprises, artist studios or tech start-up entrepreneurs. It might also be appropriate for educational providers associated with creative and cultural sectors such as Charles Sturt University.

The building contains a lecture hall of considerable significance; this space offers the potential for a first-rate recital hall seating several hundred people with excellent acoustics for live instrumental or vocal performance.

Examples of use could be the establishment of a digital media lab in the TAFE building that would be available to students and for hire by local creatives. The lab might provide facilities for sound production, digital media such as computer-generated effects and game art.

The future of the building will evolve over the coming years. The ultimate direction taken by Council will be determined through an ongoing conversation with the community, Bathurst's cultural and educational organisations and commercial operators, which will ultimately determine the mix of usage for the site.

OPPORTUNITY 5: A CULTURAL STOREHOUSE

A recurring theme during research and consultation was the need for improved storage of collections across most cultural institutions.

For example, BRAG has a growing collection of important artworks in a storeroom that is clearly inadequate. The relocation of the collection could allow for the current storeroom to be converted into gallery space. This would provide considerable benefits to the gallery such as encouraging greater visitation, making the collection available for the Bathurst Region community and providing improved access for research and scholarship.

There is an opportunity to make a big impact on this issue by implementing the 2009 Proposal for a Collection Facility for Bathurst, which proposed for an industrial-style building to be used as a storage facility that could be located in one of Bathurst Region's light industrial areas.

The 2009 proposal also recommended that the facility be available for the storage of all of Bathurst Regional Council's collections, Council archives and cultural heritage material from local organisations such as the Bathurst District Historical Society. Other fee-for-service options could be

developed with regional collections. A recent model for this kind of facility can be found in Albury, NSW.

OPPORTUNITY 6: A NATIONAL INCUBATOR FOR CIRCUS AND STREET PERFORMANCE

The Council-owned and operated Chifley Dam facility, some 20 kilometres south of Bathurst on the edge of the town's main water supply storage, offers an opportunity to add value and productivity to a significant Council asset while developing a nationally important facility and program in the performing arts at extremely low cost.

The proposal is to construct a simple but versatile purpose-built rehearsal and fabrication studio with on-site group catering facilities. This space, along with the existing cabin accommodation, can be made available for performing arts companies nationally for residential rehearsal and development periods to create and develop new performing arts projects, circus and street performances, etc. The residency program would be managed by BMEC.

Residencies could take place during the 'off' season (which currently attracts almost no holiday visitation), generating some income from the properties and offering Bathurst Region the potential for greater vibrancy as resident artists

naturally become involved with the city and potentially even try out their work before local audiences.

OPPORTUNITY 7: A NEW INTIMATE VENUE

To investigate the opportunity for an intimate, accessible and affordable performing space for small, local or cabaret-style performance incorporated into the town square precinct plan to add further vibrancy to the precinct. The use of commercial and non-commercial existing buildings in the precinct with excess space could possibly be examined with this purpose in mind.

OPPORTUNITY 8: REGIONAL CENTRE FOR EXCELLENCE IN CULTURAL EDUCATION

To strive for a Regional Centre of Excellence in Cultural Education. Bathurst is unique for its number of high-quality cultural facilities relative to its population. Each of these facilities already provides education and public programs targeting local and regional students/visitors. Opportunities exist to work in partnership with Charles Sturt University and other education providers to develop a coordinated best-practice approach to the provision of cultural education.



An example of the next practice recital hall — Cook Recital Hall Michigan State University USA 2013. Photo: © BORA Architectural Firm



BATHURST HAS A
RICH COLLECTION
OF HISTORIC AND
CONTEMPORARY
STORIES TO TELL

NINE: KEY STRATEGIES

In order to achieve the targets outlined in chapter eleven of the Cultural Vision, it is necessary to consider the key strategic objectives underpinning this 20-year Cultural Vision. During the process of developing the plan it has been clear that Bathurst Region has a strong cultural base.

- Bathurst has a rich collection of historic and contemporary stories to tell
- It has a diverse and valuable set of cultural infrastructure that has served the Bathurst community and visitors well (however, it is ageing and not necessarily keeping pace with people's expectations of 21st-century cultural venues and programs)
- It has the potential to position itself as a key centre for creativity in its many forms.

These strengths can be capitalised upon, forming three proposed strategic objectives which will lead Bathurst Region towards the vision of a renowned 'premier inland centre of culture and creativity'.

STRATEGY 1: CREATIVE PLACES: A PLACE OF CULTURE AND CREATIVITY

STRATEGY 2: CREATIVE PROGRAMS: TELLING BATHURST REGION STORIES

STRATEGY 3: CREATIVE PEOPLE: DEVELOPING A CREATIVE MILIEU

STRATEGY 1: CREATIVE PLACES: A PLACE OF CULTURE AND CREATIVITY

The Cultural Vision seeks to support and build the resources required to deliver vibrant and relevant cultural and arts programs for the people of Bathurst Region.

Opportunities might include, but not be limited to:

- a. Maintaining and supporting the development of the highest standard of existing cultural facilities to ensure they remain relevant and at the forefront of cultural service delivery;
- b. The building, maintenance and resourcing of new formal and informal cultural infrastructure, as required, to meet the needs of the growing community and changing patterns of cultural expression. Informal cultural infrastructure includes facilities in public spaces to facilitate occasional performances or events and temporary installations;

- c. Building on and maximising the available human resources within Council in order to develop programs, for example, a cultural education program for school groups and the general public, supported by suitably qualified staff, who could work across all of Council's facilities;
- d. Maximising the potential of volunteers interested in culture and the arts by reviewing current structures to improve co-ordination and development of a whole of Council approach to cultural volunteerism;
- e. Maximising the creative potential of new technologies for the delivery of cultural content as they become available to the cultural sector.

A 'CREATIVE MILIEU' WILL ATTRACT OTHER BUSINESS SECTORS TO BATHURST

STRATEGY 2: CREATIVE PROGRAMS: TELLING BATHURST REGION STORIES

The Cultural Vision seeks to capitalise on Bathurst Region's rich cultural profile that will make visible the many stories Bathurst Region has to tell.

Opportunities for storytelling include, but are not limited to:

- a. The Wiradjuri people's stories of pre-European settlement, post-European settlement conflict, and contemporary culture;
- b. Bathurst's built and natural heritage and significant history as the first European inland settlement on the mainland, and by extension a focal point in the national story of inland settlement;
- c. The life and legacy of Ben Chifley (1885–1951) and the insights his story provides of life in Bathurst, Australia and globally during this period;
- d. The richness and diversity of the city's vibrant cultural life, ranging from motor racing icons to quality contemporary arts;
- e. Bathurst's role in post-war reconstruction in Australia and multiculturalism. Over 88,000 displaced persons, refugees and immigrants passed through the Bathurst Migrant Camp from 1946 to 1952 heralding the emergence of modern regional Bathurst;
- f. The rich cultural history of the villages of Bathurst Region, including Rockley, Sofala, Trunkey Creek, Yetholme, Hill End;
- g. Goldmining, Hill End, the Chinese diaspora and the Hill End Artists in Residence Program;
- h. Agriculture, for example the Chinese in the 19th century and the Edgell Family in the 20th century;
- i. Transport (Cobb & Co, the advent of the railways and recent history, for example the Bathurst Bullet Train and proposed expressway over the Blue Mountains).

STRATEGY 3: CREATIVE PEOPLE: DEVELOPING A CREATIVE MILIEU

The Cultural Vision includes a range of goals and strategies that are designed to encourage the development of a strong and sustainable cultural and creative industry sector and a vibrant public environment for residents, workers and visitors to the city.

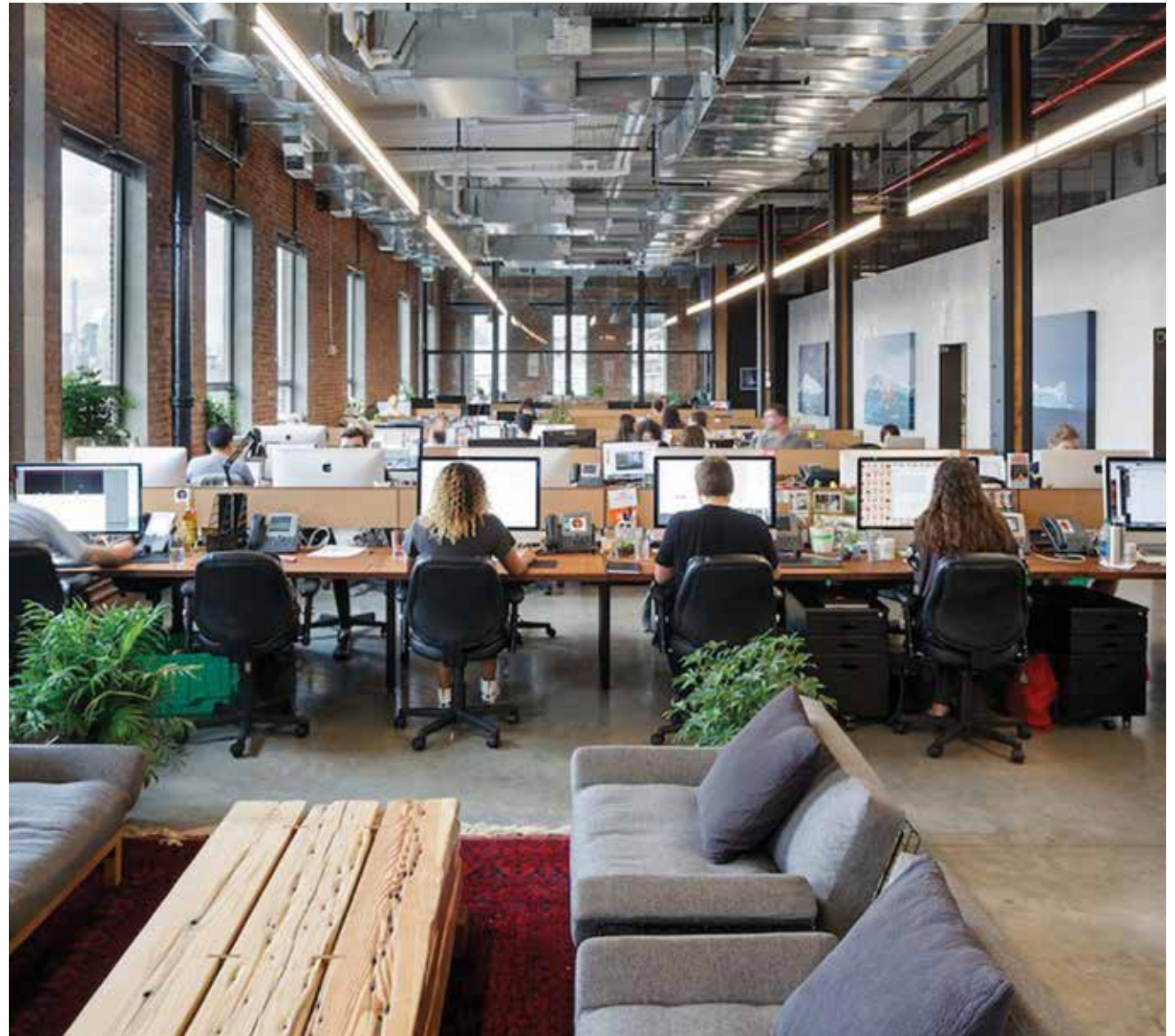
Opportunities might include, but not be limited to:

- a. Attracting, growing and retaining high quality and creative people across the creative sector in order to both build an economically viable creative sector and contribute to the development of a 'creative milieu' that will attract other business sectors to Bathurst for the quality of its cultural life;
- b. Developing creative hubs and co-working spaces for artists, designers and innovative entrepreneurs that provide opportunities to interact, collaborate and innovate;
- c. Encouraging the exploration and use of new technologies as cultural and creative industry tools to position Bathurst Region as a centre for cultural innovation;

- d. Drawing upon Bathurst's strengths as a regional centre, such as its geographic position and its cultural and environmental context, to act as a magnet to attract creative individuals and businesses to contribute to the city's creative mix and vitality.

DEVELOPING CREATIVE HUBS AND CO-WORKING SPACES FOR ARTISTS, DESIGNERS AND INNOVATIVE ENTREPRENEURS

BATHURST'S UNIQUE
GEOGRAPHIC POSITION...
ACTS AS A MAGNET
TO ATTRACT CREATIVE
INDIVIDUALS AND
BUSINESSES TO
CONTRIBUTE TO THE
CITY'S CREATIVE MIX
AND VITALITY



An example of the adaption of an existing building for use by creative industries — Vice Media Offices The Switzer Group USA. Photo: © Colin Miller

a CULTURAL VISION

Delivering



B200 Opening of the Peoplescape installation — Bathurst Court House 2015. Photo: © Grant Paterson

TEN: GOALS

To deliver the Cultural Vision that 'Bathurst Region will be recognised as Australia's premier inland centre of culture and creativity' will require a combination of creative people, creative places and creative programs. These are, therefore, the 'essential ingredients' that underpin the following goals and strategies.

The table below outlines the three essential ingredients and the associated goals necessary for delivering the Cultural Vision.

STRATEGY 1: CREATIVE PLACES: A PLACE OF CULTURE AND CREATIVITY

Goal 1.1 Resource infrastructure to maximise the potential of existing cultural institutions

Goal 1.2 Develop new cultural infrastructure to meet the changing needs of the community and cultural sector

Goal 1.3 Develop a strategic approach to planning for the next generation of cultural infrastructure

Goal 1.4 Develop a whole of city approach to alternative spaces/places to support culture and creativity

STRATEGY 2: CREATIVE PROGRAMS: TELLING BATHURST REGION STORIES

Goal 2.1 Expand opportunities for diverse, high-quality cultural programming and educational outcomes through Council facilities

Goal 2.2 Develop a strategic approach to the creative activation of Bathurst's public spaces and places

Goal 2.3 Support activities that enhance Bathurst Region's cultural and creative environment

STRATEGY 3: CREATIVE PEOPLE: DEVELOPING A CREATIVE MILIEU

Goal 3.1 Attract and retain highly skilled and committed cultural and creative industry professionals

Goal 3.2 Develop and support staff and building volunteer capacity

Goal 3.3 Encourage the evolution of a creative milieu that supports a vibrant cultural and creative community



BRAG200x200 exhibition at Bathurst Regional Art Gallery 2015. Photo: ©Clare Lewis

ELEVEN: OUTCOMES, ACTIONS AND TARGETS

STRATEGY 1: CREATIVE PLACES: A PLACE OF CULTURE AND CREATIVITY

Goal 1.1 Resource infrastructure to maximise the potential of existing cultural institutions.

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
1.1.1 Bathurst Memorial Entertainment Centre upgrade To undertake changes necessary to ensure the safety, comfort and viewing experience of all patrons This upgrade will: <ul style="list-style-type: none"> a. improve the stairs, aisle and seating configuration of the dress circle; b. improve sightlines in order to maximise the enjoyment of performing arts events; c. improve access and maximise the space available to sustain strong attendance d. keep the venue attractive to hirers, therefore bringing activity to the stage. 	Prepare a report to Council seeking approval and funding for improving the theatre's sightlines as well as the stairs, aisles and seating configuration of the dress circle	1 YEAR — short term	6.3 8.3 20.1 23.3 27.9 28.2	\$50,000 for capital works
1.1.2 Library Refurbishment upgrade To refit the 25 year-old Bathurst Library layout including furniture, fixtures and fittings to bring it up to a contemporary library standard This upgrade will: <ul style="list-style-type: none"> a. ensure that the library benefits from the upgrade and is a quality environment, a central repository and gateway to knowledge, stories and information technologies; b. ensure the library is a welcoming environment that has space and the physical capacity to meet community needs and actively contribute to the vibrancy of Bathurst. 	<ul style="list-style-type: none"> • Prepare a design brief seeking expressions of interest and costings for the Library Refurbishment Upgrade. • Seek additional funding from other sources to augment funding already confirmed. • Carry out upgrade to library. 	1 YEAR — short term	6.3 8.3 20.1 23.3 26.1 27.9 28.2	\$450,000 already confirmed from State Library and Council Additional funds need to be identified

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
1.1.3 Visitor Information Centre upgrade To develop greater promotion of Council's cultural assets through an increased use of new technologies This upgrade will: a. Enhance the welcoming 'first contact' experience for visitors and share with them the many Bathurst stories and facilities on offer; b. Provide an enhanced taste of Bathurst's intriguing, stimulating and diverse cultural life; c. Reflect the region's position as the premier inland centre of culture and creativity.	<ul style="list-style-type: none"> Engage an appropriate tourism consultant to investigate and report on the redesign of the Bathurst Visitor Information Centre to bring a more dynamic feeling to the material on offer, to take advantage of new digital technologies and mobile applications and to highlight Council's cultural facilities. Prepare a report to Council seeking approval and funding to implement recommendations of the consultant's report. 	2 YEARS — short term	3.2 4.1 4.3 4.7 6.3 8.3 28.2	\$15,000 for consultant
1.1.4 Australian Fossil and Mineral Museum upgrade To develop and implement a 'next stage' strategic plan for the facility This upgrade will: a. explore and extend on the visitor experience through the use of new technologies; b. reflect on the use of the spaces, in particular the Howick Street grassed courtyard, and explore the potential for adding to the overall experiences provided by the facility.	<ul style="list-style-type: none"> Engage an appropriate museum consultant to engage with key stakeholders to develop a 'next stage' strategic plan for the museum. Prepare a report to Council seeking approval and funding to implement recommendations from the strategic plan. 	2 YEARS — short plan	3.8 5.3 6.3 8.3 11.6 11.7 20.1 20.2 20.3 23.3 26.1 26.6 27.6 27.8 27.9 28.2	\$25,000 for consultant

Goal 1.2 Develop new cultural infrastructure to meet the changing needs of the community and the cultural sector.

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
1.2.1 Collection Management and Storage Facility To establish a climate-controlled centralised Collections Management and Storage Facility that would meet the storage needs of Council and other regional non-Council Collection organisations/businesses The development of this facility will: a. resolve Council's urgent collections' storage issues; b. release storage spaces in existing cultural facilities allowing them to be converted into public spaces such as a new gallery for the permanent collection at Bathurst Regional Art Gallery and space for community activities at the Australian Fossil and Mineral Museum; c. ensure best-practice conservation techniques are available to Council's collecting institutions; d. provide assurance to private collectors who gift or loan works on a long-term basis that the works will be stored professionally; e. provide storage facilities for non-Council users, such as, the Bathurst Historical Society; f. provide opportunities for other organisations to use space on a fee-for-service basis.	<ul style="list-style-type: none"> • Develop a business plan and operating model for a centralised Collections Management and Storage Facility. • Develop detailed physical and operational plans • Engage with other Councils and organisations who may wish to use the facility. • Seek funding sources. • Prepare a report to Council seeking approval and funding to implement the recommendations. • Undertake building construction and commence storage operations. 	2 YEARS — short term	6.3 11.9 20.1 20.2 20.4 26.1 28.8 33.1	\$40,000 already expended in 2016/17 management plan for development of business plan and operating model

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
1.2.2 Chifley Dam Performing Arts Residency Space strategy To develop the full potential of a Performing Arts Residency Program (see 3.3.3) by constructing a multi-purpose workshop space with on-site group catering facilities for residencies by local, national and international performing arts groups and individuals at the Chifley Dam This strategy will: a. develop an internationally recognised centre for the development of new arts content; b. maximise the potential of the existing residential cabin accommodation; c. provide affordable on-site accommodation during the residency period; d. provide a flexible rehearsal/performance space suited to a wide range of theatre, circus and festival styles; e. ensure the facility will have the potential for use by non-performing arts activities when not used for its primary function.	<ul style="list-style-type: none"> • Engage a consultant to prepare a business plan and operational model for the development of the Chifley Dam Performing Arts Residency Space Strategy • Seeking funding and program partners. • Prepare a report to Council seeking approval and funding to implement the recommendations. • Undertake construction of facility and commence residency program. 	3 YEARS — short term	5.1 5.3 6.3 8.3 20.1 20.3 20.6 26.1 27.9 28.2	\$20,000 for consultant
1.2.3 Bathurst Rail Museum To transform the Railway Institute Building into a regional Rail Museum The Bathurst Rail Museum will: a. add value to the broader visitor experience of the Bathurst Region by creating a sustainable high-quality rail museum that informs, engages and provokes; b. provide a museum that explores and describes the importance of rail to the development of Bathurst and regional NSW; c. contribute a further layer to the Chifley story by presenting insights into the working life of Ben Chifley and his fellow rail workers; d. provide a rail museum environment that will be a drawcard for rail and history enthusiasts, both local and visitors.	<ul style="list-style-type: none"> • Prepare a business plan and operational model for the development of the Rail Museum. • Seek capital and operational funding. • Undertake capital works. • Open museum with curated exhibitions and education and public programs. 	2 YEARS — short term	4.1 4.7 5.3 6.3 8.3 11.5 11.6 11.9 20.1 20.3 20.4 20.6 23.3 26.1 27.9 28.2	The estimated \$2.4 million cost of the project is being funded through a combination of Federal, State and Local Government funding

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
1.2.4 Wiradjuri Cultural Centre and Keeping Place strategy To work with the Bathurst Aboriginal community to scope the requirements of a purpose-built Wiradjuri Cultural Centre and Keeping Place This strategy will: a. establish the role and opportunities associated with a dedicated centre; b. develop the specifications of the centre; c. identify potential and appropriate locations for the centre; d. prepare cost estimates and source funding; e. see 2.2.3 Wiradjuri Cultural Map.	<ul style="list-style-type: none"> Engage an appropriate Indigenous museum consultant to work with the Bathurst Aboriginal community and Council to investigate, scope and report on the requirements of a purpose-built Wiradjuri Cultural Centre and Keeping Place. Investigate funding sources for the project. Prepare a report and implementation strategy to Council for approval 	3 YEARS — short term	4.1 4.7 5.3 6.3 8.3 11.5 11.6 11.9 20.2 20.3 20.4 20.6 23.3 26.2 27.9 28.2	\$40,000 for consultant

Goal 1.3 Develop a strategic approach to planning for the next generation of cultural infrastructure.

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
1.3.1 The next-practice Performing Arts Facility/Facilities	◦ Engage an appropriate consultant to investigate, scope the requirements including potential sites and report back to Council on the next-practice performing arts facility/facilities.	5 YEARS — medium term	1.3 3.8 4.1 6.3 8.3	\$50,000 for consultant
To undertake investigations and feasibility planning for a future state-of-the-art performing art facility or facilities				
This planning will:				
a. identify a suitable site/sites that provides accessibility and proximity to the city centre for indoor and outdoor performance facilities in order to provide a range of services and experiences for user groups;	◦ Prepare and submit to Council for approval a business plan and operational model for the development of the next-practice performing arts facility/facilities.		20.1 20.3 20.4	
b. ensure that future venue/s provide ease of access, transport, car parking and appropriate catering options	◦ Seek capital funding.		20.6 23.3	
c. provide a vibrant and welcoming atmosphere	◦ Undertake capital works.	15-20 YEARS — long term	26.1 26.2 27.9 28.2 28.5	
d. provide flexibility for touring and locally produced performing arts activities;				
e. support the highest technical and performance standards required by contemporary performing arts practice;				
f. investigate alternative spaces that could provide affordable performance spaces to meet local needs;				
g. provide implementation recommendations based on the strategy's findings.				
1.3.2 The next-practice Library	◦ Establish key performance indicators and monitor the performance of the newly refurbished library (see 1.1.2). This will measure the strengths, weaknesses, opportunities and threats of the current building service delivery approach.	5 YEARS — medium term	1.3 3.8 4.1 6.3 8.3	\$50,000 for consultant
To plan for the long-term development of future library facilities				
The outcome of this plan will:				
a. support the library service in addressing the impacts of digital readers, cost of collection digitisation and meeting the community’s social expectations;	◦ Engage an appropriate consultant to investigate, scope and report on the next-practice library facility/facilities		20.1 20.3	
b. assist the Bathurst Library to expand its focus and work to provide the Bathurst community with a ‘third space’, a space that is neither home nor work, but a space that is welcoming, safe and stimulating, a space where people feel they belong;	◦ Prepare and submit to Council for approval a business plan and operational model for the development of the next-practice library facility.		20.4 20.6 23.3 26.1 26.2	
c. investigate future building requirements and locational settings to maximise the contribution of next-practice libraries.	◦ Seek capital funding. ◦ Undertake capital works	15-20 YEARS — long term	27.9 28.2 28.5	

Goal 1.4 Develop a whole of city approach to alternative spaces/places to support culture and creativity

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
1.4.1 CBD cultural overlay To undertake a CBD cultural-mapping project The CBD cultural-mapping will: a. Develop a whole of CBD perspective on the provision and location of existing and potential Council facilities and outdoor spaces relevant to cultural activity; b. Identify non-Council existing and potential cultural facilities and alternate spaces including school and church properties and under-utilised commercial spaces that could be made accessible and affordable to local cultural groups.	<ul style="list-style-type: none"> • Conduct a review of the CBD and identify and map existing and potential facilities and outdoor spaces (public and private). • Identify any constraints on the use of those facilities and spaces and develop an improvement plan where required. • Identify opportunities to facilitate place management of business precincts that make greater use of cultural facilities and spaces, both public and private. • Develop a policy framework for use of Council owned facilities/spaces. 	3 YEARS — short term	3.8 20.1 20.2 20.5	\$40,000 for consultant
1.4.2 Town Square Precinct Redevelopment To create a major plaza area/s for public activities, outdoor dining, community celebrations, cultural performances, public art and informal gatherings The creation of this major plaza will: a. ensure the town square is a lively environment where people want to spend time, meet friends and join with others to enjoy Bathurst's lively cultural life; b. involve Council working with cultural and business communities to ensure the development of a vibrant precinct featuring quality cafés and restaurants, creative industries and other commercial businesses and visitor attractions such as the AFMM; c. consider the option of including the installation of a large digital outdoor screen for the broadcast of major events, sporting fixtures, screen-based art, outdoor cinema and other cultural activities to encourage and form a focus for community gatherings in the square; d. See 3.3.2 Creative Industry cluster strategy.	<ul style="list-style-type: none"> • Ensure that Cultural input is central to the ongoing development of the master plan of the Bathurst Town Square Precinct in identifying, improving and activating public spaces and buildings within the square. • Ensure that Cultural input is central to the continued detailed planning for the adaptive reuse of the former Bathurst TAFE site (see 1.4.3). • Identify opportunities to facilitate place management of the Town Square Precinct. • Develop and implement a Public Art Policy (see 2.2.1). 	10 YEARS — medium term	3.8 20.1 20.2 20.5	In-house

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
<p>1.4.3 The former TAFE Site</p> <p>To develop the former TAFE site into a mixed-use centre for Bathurst that includes creative industry practitioners, cultural organisations, individual artists, educational and tourism opportunities and associated commercial businesses</p> <p>Some opportunities for the TAFE site could include:</p> <ul style="list-style-type: none"> a. refurbishment of the top floor lecture hall to create an affordable and accessible, high standard recital hall as a performance/music venue, especially for acoustic performance; b. a 'cultural hub' that could provide information to residents and visitors concerning contemporary, heritage and Aboriginal culture. 	<ul style="list-style-type: none"> • See 1.4.2 Town Square Precinct Redevelopment • Pursue the appropriate adaptive reuse of the former Bathurst TAFE site. 	<p>10 YEARS — medium term</p>	<p>3.8 20.1 20.2 20.5</p>	<p>In-house</p>
<p>1.4.4 Alternative performing arts/music/visual arts venue</p> <p>To investigate the suitability of using under-utilised commercial and non-commercial spaces in or near the Town Square Precinct for use as alternative performing arts/music/art gallery venue/s</p> <p>Options for reuse might include:</p> <ul style="list-style-type: none"> a. Accessible and affordable spaces for local performing arts, music, experimental arts and visual arts groups to utilise for rehearsals, performances and exhibitions; b. Back-of-house spaces such as dressing rooms/green room, storage and offices; c. Front-of house spaces such as foyer/bar area; d. Community access gallery space/s. 	<ul style="list-style-type: none"> • See 1.4.1 CBD cultural overlay • See 1.4.2 Town Square Precinct Redevelopment 	<p>5 YEARS — medium term</p>	<p>3.8 20.1 20.2 20.5</p>	<p>In-house</p>

STRATEGY 2: CREATIVE PROGRAMS: TELLING BATHURST REGION STORIES

Goal 2.1 Expand opportunities for diverse, high-quality cultural programming and educational outcomes through Council facilities

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
2.1.1 Regional Centre of Excellence in Cultural Education strategy To establish Bathurst as a Regional Centre of Excellence in Cultural Education This strategy will involve: a. working with key educational stakeholders to develop a best-practice approach to engaging children and young people with Council's cultural facilities b. the provision of adequate resources to undertake these practices in a coordinated manner across all facilities; c. the development of a methodology to research and measure success over a sustained timeframe; d. the Development of a mechanism to share expertise and learning with others.	Engage a consultant to prepare a report that includes: • A review of the current educational programs provided by Council cultural facilities • A consultation with key external education providers investigating potential partnerships/programs • A desktop review of current best practice in cultural education • Recommendations as to strategies and resources required to establish Bathurst as the Centre for Excellence in Cultural Education. • Prepare a report to Council seeking approval and funding to implement the recommendations of the report.	3 YEARS — short term	4.1 5.1 5.3 11.5 11.6 20.1 20.3 20.6 23.3 26.1 26.2 26.3 26.4 26.6 26.7 27.8 27.9	\$30,000 for consultant
2.1.2 Chifley Heritage strategy To develop a holistic approach to the Chifley legacy and position Bathurst as the home of the Chifley legacy The aim of this strategy is to: a. highlight potential Chifley stories, including his home life, life as a railway worker and educator, and as a parliamentarian and prime minister; b. highlight relevant infrastructure, including Chifley Home and Education Centre, the Chifley Train and the Bathurst Rail Museum; c. develop and enhance walking and driving tours around the Chifley legacy.	• Engage a consultant to undertake a review of Chifley tourist information material, directional signage and interpretive signage to ensure consistent design and message to reinforce the integrated story line. • Investigate the opportunities available through the use of mobile technology to provide tourist information via the use of apps and/or other technologies.	ONGOING	4.1 4.3 6.3 11.5 11.6 11.7 11.9 20.1 20.3 20.6 23.3 26.1 27.9	\$20,000 for consultant

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
2.1.3 Curated National Motor Racing Museum program To develop a unique program of changing exhibitions focused on motor racing culture The program could assist the NMRM to deliver: a. storytelling of motor racing at Bathurst in creative ways that would allow for changing displays and help to increase re-visitation from locals and visitors alike; b. a program of visiting curators or artists in residency that results in exhibitions relating to motor racing experiences; c. the development of a range of interactive experiences for visitors exploring new technologies.	<ul style="list-style-type: none"> Engage a museum consultant to investigate the potential and identify the necessary resources required to undertake a changing program/exhibitions at the NMRM. Prepare a report to Council seeking approval and funding to implement the curated exhibition program. 	3 YEARS — short term	4.1 4.3 6.3 11.5 11.6 11.7 11.9 20.1 20.3 20.6 23.3 26.1 27.9	\$20,000 for consultant
2.1.4 Curated Australian Fossil and Mineral Museum collection program To develop a curated program that places the fossil and mineral collections into a social/cultural context The program could assist the AFMM to: a. Provide greater linkage of the mineral and fossil museum collection to other Bathurst Region stories; b. Expand the range of changing exhibitions; c. Heighten the visitor experience and encourage repeat visitation to the AFMM.	<ul style="list-style-type: none"> Engage a museum consultant/curator to explore the possibilities for expanding the interpretive and storytelling potential of the AFMM's collection by developing a unique program of changing exhibitions. Prepare a report to Council seeking approval and funding to implement recommendations from the review. 	3 YEARS — short term	4.1 4.3 6.3 11.5 11.6 11.7 11.9 20.1 20.3 20.6 23.3 26.1 27.9	\$15,000 for consultant

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
2.1.5 Collections Management Policy To develop a whole of Council approach to collection management policy The policy will: a. bring together best-practice management approaches across Council's cultural collecting institutions while recognising the specific cultural practices relevant to different disciplines; b. provide a guide to inform the management of the proposed Regional Collections Management and Storage Facility; c. identify the staff skills and financial resources required to ensure best-practice standards are established and maintained.	<ul style="list-style-type: none"> • Bathurst Regional Council's Collections Management Policy adopted by Council in 2016. • Museum Collections Management Policy and Procedures implemented across all Council's collections. • Initial consultation and feasibility study for a Regional Collections Management and Storage Facility developed in 2010. • Consultant engaged to scope and develop a financially sustainable business model for a Regional Collections Management and Storage Facility • Develop a staff resourcing plan to support regional cultural facilities and collection activities (as per strategic objective 3.1.1 Operational Requirements) • Prepare a report to Council seeking approval and funding for the construction and operation of a Regional Collections Management and Storage Facility. 	COMPLETED 2016 ONGOING COMPLETED 2010 COMPLETED 2017 1 YEAR—short term 1 YEAR—short term	5.1 5.3 8.3 11.6 11.9 20.1 20.2 20.4 23.5 26.1 28.2 32.1 4.1 4.3 4.7 6.3 11.5 11.6 20.1 20.3 20.5 20.6 23.3 23.7 27.9 28.5	In-house
2.1.6 Increased public programs To encourage and enable Council cultural facility staff to curate touring exhibitions, create festivals and initiate public programs outside of their institutional walls This strategy will: a) Support the ongoing management of new and existing events such as the BMEC-managed Inland Sea of Sound and Catapult Festival; b) Enable other institutions such as BRAG, the library and the museums to bring their services to a new public through temporary exhibitions in public spaces, public library events and touring exhibitions based on their collections. c) See 2.2.2 Cultural Festivals and Events Policy	<ul style="list-style-type: none"> • Seek resourcing and integration across all Council's cultural facilities and event programs to ensure there is cultural content embedded in all Council's Festivals, events and public programs. 	2 YEARS—short term	4.1 4.3 4.7 6.3 11.5 11.6 20.1 20.3 20.5 20.6 23.3 23.7 27.9 28.5	In-house

Goal 2.2 Develop a strategic approach to the creative activation of Bathurst's public spaces and places

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
2.2.1 Public Art Policy To commission the development of a Public Art Policy including implementation guidelines The policy and guidelines would: <ul style="list-style-type: none"> a. inform the commissioning of public art for Bathurst's public realm; b. provide a framework for the future integration of artworks in Council infrastructure; c. identify opportunities and strategies for temporary and ephemeral artwork; d. propose strategies to encourage the private sector to support the commissioning of public art; e. provide a structure for the ongoing maintenance and management of a public art collection. 	<ul style="list-style-type: none"> • Engage an appropriate consultant to investigate, scope and report on an appropriate Public Art Policy. • Prepare a report to Council for approval and implementation of the Public Art Policy. 	2 YEARS — short term	6.3 11.7 20.3 20.4 20.5 23.7	\$20,000 for consultant
2.2.2 Cultural Festivals and Events Policy Develop a Cultural Festivals and Events Policy that will provide a strategic approach to the development Council's festivals and events into the future The policy will: <ul style="list-style-type: none"> a. explore options for a 'signature' cultural event in the region that would help badge Bathurst as a cultural creative centre; b. provide a public focus for contemporary artistic activity in Bathurst along with artist-led community participation and develop cultural events as drivers of tourism; c. support the activation and energising of a revamped town centre precinct and provide a magnet for creative enterprises; d. see 2.1.6 Increased public programs. 	<ul style="list-style-type: none"> • Develop and implement a Cultural Festivals and Events Policy that will provide an overview for the development of Council events and celebrations and integrate opportunities for the integration of Council's cultural facilities and to contribute to the aims and objectives of Council's Destination Management Plan and Economic Development Strategy. • The policy will provide a framework for events that provide a return on investment and generate economic prosperity and community engagement. 	2 YEARS — short term	3.8 4.1 4.3 4.7 6.3 20.3 20.5 23.3 23.5 23.6 23.7 27.9	In-house

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
<p>2.2.3 Wiradjuri cultural map</p> <p>To work with the Bathurst Aboriginal community to develop a Wiradjuri cultural map and interpretive strategy for the region</p> <p>The cultural map will:</p> <ul style="list-style-type: none"> a. build on the 2016 Aboriginal Heritage Study and ensure Wiradjuri culture and association to country is recorded and shared with residents and visitors; b. provide an overlay of Aboriginal stories, historic and cultural sites and other knowledge about Bathurst Region; c. identify sites for visitor interest and on-site interpretive signage, etc.; d. see 1.2.4 Wiradjuri Cultural Centre and Keeping Place Strategy. 	<ul style="list-style-type: none"> • Engage an appropriate consultant to work with the Bathurst Aboriginal community and Council to develop an interpretive strategy and, in particular, develop and have ready for interpretation stories on a number of key cultural themes. 	2 YEARS — short term	<p>11.1</p> <p>11.5</p> <p>11.6</p> <p>11.10</p>	<p>Funded in 2016/2017</p> <p>Management Plan</p> <p>— draft plan being prepared</p>

STRATEGY 3: CREATIVE PEOPLE: DEVELOPING A CREATIVE ENVIRONMENT

Goal 3.1 Attract and retain highly skilled and committed cultural and creative industry professionals

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
3.1.1 Operational requirements strategy To provide the resources, including the development of a collegiate staffing structure of professional and knowledgeable leaders in their respective disciplines, needed to implement the recommendations of the Cultural Vision. This strategy will consolidate Council's diverse cultural facilities including performing arts, library, visual arts and museums under a unified and coherent management structure This strategy will require appropriate: a. staff resourcing for the management, curating and programming of cultural institutional programs with strong procurement procedures and standards; b. resources to maintain a high standard of cultural infrastructure operations and the required up-to-date technology; c. resources for the ongoing development and delivery of creative and innovative education/ public programs and events.	<ul style="list-style-type: none"> Engage a consultant to investigate and develop an appropriate organisational structure to implement the recommendations of the Cultural Vision. Prepare a report to Council seeking approval and funding for an organisational structure that resources an appropriate level of staffing for the proper management, curation and programming of Bathurst's cultural institutions as recommended in the Cultural Vision. 	2 YEARS — short term & ONGOING	32.1 32.2 32.3	\$20,000 for consultant
3.1.2 New technologies strategy To attract creative people with specialist skills in the application of technology as recommended in the Cultural Vision in gallery, museum, theatre and library practices This strategy will: a. provide opportunities to enhance library practice with new generation 'knowledge navigators' supported by cutting-edge technology and the ability to assist the community to navigate the evolving technological world; b. provide the museums and gallery with knowledge of emerging trends and curatorial opportunities to utilise digital technology in the presentation of collections; c. assist performing arts enterprises with the innovative application of new technologies in live performance; d. provide fee-for-service technology support to the creative industry sector in Bathurst.	<ul style="list-style-type: none"> Engage a consultant to investigate the staff and technology resources required to establish a next-practice approach to the application of new technologies in Bathurst's cultural institutions that will benefit the delivery of the Cultural Vision. Prepare a report to Council seeking approval and funding to implement the new technology strategy for Bathurst's cultural institutions. 	2 YEARS — short term & ONGOING	5.3 6.3 8.3 11.5 11.6 20.1 20.2 20.3 20.6 23.3 23.6 26.1 26.2 26.3 26.4 26.6 27.9	\$20,000 for consultant

Goal 3.2 Develop and support staff, build volunteer capacity and contribute to educational richness

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
3.2.1 Capacity building strategy To apply a Continuous Improvement Model across Council's cultural facilities and program areas This strategy will: a. implement the model of the 'Develop-Implement-Evaluate' cycle to ensure that staff involved in facilities and programs are continuously learning and developing Council's capacity to develop high-quality and innovative cultural activities; b. provide adequate resources for cultural managers to participate in high-quality professional development programs, industry conferences and research projects; c. ensure opportunities are available to all staff for ongoing professional development within their areas of expertise.	<ul style="list-style-type: none"> Using Council's Annual Performance Review Process ensure there is relevant and ongoing professional development and resources provided and included in the annual staff appraisal process. 	ONGOING	32.1 32.2 32.3 3.2.2	In-house
3.2.2 Educational potential strategy To maximise the potential of Bathurst's cultural richness by making available quality education and public programs and supporting materials for school and other groups This strategy will: a. require skilled educational input to develop cultural programs across all areas of cultural activity; b. provide the resources to develop a holistic approach to telling the story of the city's rich cultural heritage; c. develop high-quality education programs and materials associated with each of the cultural sites and facilities (see 2.1.1 Regional Centre of Excellence in Cultural Education).	<ul style="list-style-type: none"> Engage a consultant to review all education and public programming across Council's cultural facilities looking at the strengths, weakness, threats and opportunities, staffing levels, funding and levels of demand. The review will make recommendations as to how to proceed and prepare an appropriate implementation strategy. Prepare a report to Council seeking approval and funding to implement the review's findings and implement the strategy across all Council's cultural facilities. 	2 YEARS — short term	6.3 11.5 20.1 20.2 20.3 26.1 26.2 26.3 26.4 26.6 27.9	\$15,000 for consultant

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
3.2.3 Maximise volunteer contribution strategy To develop a holistic approach to the resourcing, training and management of volunteers across Council's cultural institutions This strategy will: <ul style="list-style-type: none"> a. require skilled coordination to oversee programs across all cultural institutions and program areas; b. ensure the city gains maximum benefit from the skills the volunteers bring to the institutions and programs; c. provide the opportunity for volunteers with specific skills to apply that knowledge across multiple institutions and programs where appropriate. 	<ul style="list-style-type: none"> • Engage a consultant to undertake a review of all volunteer programs across Council's cultural facilities looking at the strengths, weakness, threats and opportunities, staffing levels, funding and levels of demand. The review will make recommendations as to how to proceed and prepare an appropriate implementation strategy. • Prepare a report to Council seeking approval and funding to implement the review's findings and implement the strategy across all Council's cultural facilities. 	3 YEARS — short term	6.3 20.1 20.2 20.3 23.3 26.1 26.2	\$15,000 for consultant

Goal 3.3 Encourage the evolution of a creative environment that supports a vibrant cultural and creative community

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
3.3.1 Artists in Residency strategy To maintain the Hill End Artists in Residence Program and consider options to grow opportunities for artist residencies to occur This strategy will: a. continue to provide Bathurst Regional Art Gallery with the resources to ensure the proper delivery of the Hill End Artists in Residence Program; b. ensure the residency program's reputation as an internationally recognised creative program is maintained; c. continue to provide a source of local content for BRAG exhibitions and the permanent collection; d. seek other artist residency opportunities through partnerships with not-for-profit or business sectors, such as utilising empty buildings for short-term studio or creative industry work spaces.	<ul style="list-style-type: none"> • Conduct a review of all aspects of the Hill End Artists in Residence Program looking at its strengths, weaknesses, threats and opportunities that makes recommendations and identifies opportunities for the future development of artists in residence programs. • Prepare and submit a report to Council on the artists in residence program seeking endorsement and implementation. 	1 YEAR — short term	5.1 20.1 20.3 20.6 23.3 26.1	In-house
3.3.2 Creative industry cluster strategy To create conditions that will attract, support and retain creative industry professionals and businesses in Bathurst This strategy will: a. Benefit from the proposed adaptive re-use of the former TAFE site as a physical centre for a cluster of mixed-use creative industry practitioners and/or commercial businesses (see 1.4.3 The former TAFE Site); b. Encourage the development of a vibrant cluster of creative and innovative businesses that will bring economic benefits to Bathurst; c. Provide a supportive and collaborative environment in which to start-up and new media commercial entrepreneurs can flourish.	<ul style="list-style-type: none"> • Conduct a review of the existing creative industry sector and other commercial businesses in Bathurst to ascertain whether they would be supportive of participating in a creative industry cluster • This review would determine how Council and affiliated groups can assist the growth of new and existing businesses through existing programs such as Council's Business Management Workshops, the Business Enterprise Centre and the Small Biz Bus as well as identify other business development programs and opportunities. • Encourage entrepreneurs and start-up creative commercial businesses through participation in business incubators/start-up hubs. 	2 YEARS — short term	1.1 1.2 1.3 3.2 3.8 5.1 5.3 5.4	In-house

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
3.3.3 Development of a Performing Arts Residency Program To provide opportunities for individuals or groups to develop their creative talent through a performing arts residency program in Bathurst This program will: a. benefit from the Chifley Dam Performing Arts Residency Space strategy (see 1.2.2); b. provide an opportunity for Bathurst to benefit from the development of new work from a wide range of performing arts practitioners, directors and producers' c. build Bathurst's reputation as an inland centre of excellence in the performing arts by hosting a development program of national significance.	• Prepare a report and submit to Council for approval and funding a business plan, operational model and implementation strategy for a residency program for the performing arts.	1 YEAR — short term	5.1 20.1 20.3 20.6 23.3 26.1	In-house

TWELVE: REPORTING

ACHIEVING THE CULTURAL VISION THROUGH EFFICIENT AND EFFECTIVE IMPLEMENTATION AND REPORTING PRACTICES

OUTCOMES	ACTIONS	TIMELINES & TARGETS	STRATEGIC PLAN 2036 REFERENCE	BUDGET
<p>Integrated Planning and Reporting Guidelines</p> <p>In line with the Integrated Planning and Reporting Guidelines for local government in NSW, a four-year integrated management plan, or Delivery Program will be developed by each incoming Council that outlines the actions and funding to be delivered during the Council term.</p> <p>These delivery programs are a statement of commitment to the community from each newly elected council.</p> <p>In preparing the program, the Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.</p>	<p>Drawing on this 20-year Cultural Vision, Council will prepare a four-year Cultural Delivery Program which identifies the actions and funding required to deliver the strategies appropriate to that 4-year period.</p>	<p>UPDATED ANNUALLY</p>		
<p>Reporting Guidelines</p> <p>The NSW Integrated Planning and Reporting Guidelines also require the preparation of an annual Operational Plan.</p> <p>The Operational Plan will detail the specific projects and activities that will be undertaken in that year to achieve the commitments made in the Delivery Program.</p>	<p>An annual Cultural Operational Plan, outlining the progress in delivering the Cultural Vision, will be prepared and submitted to Council for endorsement by Councillors.</p>	<p>ANNUALLY</p>		

