



Hawkesbury City Council

**HAWKESBURY
CULTURAL PLAN
2006-2011**

ADOPTED 30 MAY 2006

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INTRODUCTION

Hawkesbury City Council commissioned the development of a Cultural Plan firstly in recognition of the role that culture plays in shaping the quality of life of the Hawkesbury and secondly to acknowledge that culture and cultural development are vital roles for local government. Council has traditionally provided support for the arts and for cultural activities but it now needs to ensure that that support is effective, that it integrates into the business of council and that it responds to community cultural needs.

In the Hawkesbury, culture is influenced by the arts but it is also influenced by the environment including the cultural landscape, by the area's rich Indigenous and post-settlement heritage, by tourism, by education and learning, by aspects of sport and by the influence of people who have settled in the Hawkesbury from other cultures. A definition of what culture means in the Hawkesbury has been developed as part of the Cultural Plan and is included later in this document.

METHODOLOGY

The Hawkesbury Cultural Plan Project was designed in three Stages. Stage 1 required the development of a cultural map including the development of a data base listing the cultural assets and resources of the area. In this process the scale of the City's cultural assets has been quantified and data made available to inform the development of the Plan in Stage 2. During Stage 1 of the Study a Reference Group was established with representation from each Council Directorate. The Reference Group had responsibilities to support and advise the Project Team and to provide direction at key milestones in the Project. The Terms of Reference and membership of the Reference Group are included in the Working Papers that accompany this Plan.

The Project Team was made up of the key staff of Council's Cultural Services Unit within the Council's Community Services Branch. The Team provided day-to-day support for the consultants and the Unit Manager had overall project management responsibilities.

Stage 1 also required an audit of Council's current roles and responsibilities in relation to cultural services. The audit included an analysis of policies and programs, a review of budgets, consideration of related projects and plans leading to an evaluation of the current cultural services program. In order to understand Council's current scale of operations in the cultural area, interviews were held with key stakeholders. A list of stakeholders interviewed during Stages 1 and 2 is provided in the Working Papers. Stage 1 of the Study resulted in the preparation of a Progress Report including preliminary recommendations for the future.

The establishment of a cultural precinct/ hub in Windsor and the opening of the new Library and Regional Gallery in June 2005 provided a focus for the Project. Stage 2 of the Project required consideration of the Progress Report and community consultations to inform the development of the Cultural Plan. It also included the very successful Cultural Futures Forum aimed at

promoting a better understanding of cultural issues across the Local Government Area (LGA). The draft Cultural Plan including a Cultural Vision, Planning Principles, Goals and Actions was developed in Stage 2 based on feedback during interviews, workshops and the Cultural Forum. Stage 3 incorporated a Councillor Briefing and two community workshops aimed at refining the Plan in preparation for presentation to Council. It is anticipated that the final draft Plan will be referred to Council in late 2005 and then placed on public exhibition before returning to Council for adoption in early 2006.

WHAT IS CULTURE?

'Culture' is one of the most contested terms in the English language. For some people it presents notions of the so-called high arts and is not relevant to them whilst for others it can signify the most important and valued aspects of their lives. Most Australians however recognise that culture is more than the arts and is relevant to their lives, that it provides a sense of belonging and has an impact on their quality of life.

Generally culture represents connections between people and between places and people. It can include the impact of history, geography and local character represented in the built environment, and by population patterns. Culture celebrates local distinctiveness and helps people understand significant aspects of their local communities - their traditions and memories. Culture includes creativity and creative products but also those places and buildings that provide a foundation for local artistic expression and participation.

Importantly culture also provides opportunities to develop and evaluate those values that provide a basis for living together, for what we believe and how we choose to act.¹ In the Hawkesbury, culture has been defined as having the arts and creativity at its core but it is also influenced by the local environment including the area's distinctive landscape and the central role played by the Hawkesbury River. Culture in the Hawkesbury recognises the role played by history and heritage, including Indigenous heritage, in influencing local identity and sense of place. Culture is also influenced by the Hawkesbury's rural lifestyle and traditions as represented by the area's role in agriculture and horticulture. In the Hawkesbury education and learning are part of culture as are aspects of sport, recreation and tourism.

¹ Cultural planning guidelines for local government, 2004. Sydney: NSW Ministry for the Arts and Department of Local Government.

UNDERSTANDING THE HAWKESBURY LGA

In developing a cultural plan for the Hawkesbury, a significant amount of planning information has been collected and assessed. This includes demographic data and, where available, population projections for the future. A cultural map of the Hawkesbury has also been developed to give a picture of the area's cultural infrastructure as well as gaps and possibilities. Full demographic data is provided in the Working Papers and summary population and cultural profiles follow.

Summary Demographic Data

The Hawkesbury Local Government Area covers 2,793 square kilometres and in 2001 had a population of 63,548.2 The LGA is made up of 56 officially named localities and historical places including the Richmond RAAF Base. Whilst almost 94% of the Hawkesbury's population live within the most south easterly portion of the LGA, the remaining 6% live in small and isolated hamlets on the rural periphery. No one township or locality contains more than 11% of the total population of the Hawkesbury.

In the decade between 1991 and 2001, the Hawkesbury's population grew by just over 20% and this growth pattern is above state and national averages. Between 1996 and 2001 the population grew at an annual rate of 1.5%. In that time the annual growth rate across NSW was 1.3%. The growth of population between 1996 and 2001 has not been evenly distributed, with 35% of the growth occurring due to urban consolidation in the older urban areas of North Richmond, Richmond and Windsor. Most of the population growth that occurred in the area between 1996 and 2001 took place in outlying townships and rural localities. This growth pattern has resulted in the development of a more scattered and dispersed population.

The latest population estimates prepared by the ABS indicate that by 2031 there will be 83,920 people residing in the Hawkesbury local government area. This represents a projected population increase of 25.2% over the next three decades.³

In line with trends across Australia, Hawkesbury's population is ageing. Over the last two decades the proportion of children and young people aged 0 to 24 has been declining and this trend will continue. However, the Hawkesbury still has a relatively young population compared with national trends. The Hawkesbury's lower than national average age reflects the area's sustained population growth - primarily as a result of natural population increases, i.e. the difference between births and deaths. The Hawkesbury's population growth is primarily as a result of natural increases (80%) with the remaining 20% arising from net migration gains or the difference between people moving into and out of the area.

² Hawkesbury... a social atlas, 2003. Windsor: HCC.

³ Management Plan 2005-2006. Windsor: Hawkesbury City Council, 2005.

Cultural Diversity

In 2001, there were 8,023 people who were born overseas living in the Hawkesbury and of this number 3,453 people were born in mainly non-English speaking countries. Although the numbers of overseas born residents has increased by 3,519 since 1976, the proportion of overseas born persons in the total population has fallen from 15.5% in 1976 to 13.1% in 2001. Nearly 80% of overseas born residents living in the Hawkesbury arrived in Australia prior to 1986. Between 1996 and 2001 the following non-English languages have experienced an increase in speakers in the Hawkesbury:

- Portuguese
- Japanese
- Arabic

Indigenous Australians

In 2001, 1.7% (1,023) of the area's population was Indigenous and this represents an increase of 30.3% since 1996. There are 10 localities in the Hawkesbury with a population of Indigenous Australians higher than the NSW average. The Indigenous population in the Hawkesbury is relatively young, with 45% aged less than 15 years and only 6% aged 55 years and over.

Social and Economic Indicators

In 2001 there were 20,782 occupied households in the Hawkesbury and these households represented a mix of living arrangements:

- Families with children
- One parent families
- Couples without children
- Lone person households
- Group households

Separate dwellings are the predominate housing type in all localities within the Hawkesbury. Over the last 20 years (1981 to 2001) however, the proportion of separate houses as a component of private dwellings fell from 90% to 85% with the percentage of medium density housing (flats, apartments, town houses) increasing from 6% in 1981 to 13% in 2001.

34 % of occupied private dwellings were fully owned in the Hawkesbury (compared with 48% in Baulkham Hills and 31% in Blacktown) and 35% were being purchased (compared with 34% in Baulkham Hills and 33% in Blacktown). 23% of occupied private dwellings in the LGA were rented in 2001 compared with 12% in Baulkham Hills and 29% in Blacktown.

3.8% of occupied dwellings in the Hawkesbury were made up of public housing compared with the NSW average of 4.9%. Although 33 of 41 localities in the Hawkesbury have no public housing,

in some localities (South Windsor) the proportion of public housing is much higher than the NSW average.

Income and Employment

There are substantial income differences across the Hawkesbury, with 20% of households receiving a weekly household income of less than \$500 (Sydney average was 23%) while 10% of households received a weekly income of more than \$2000 per week (Sydney average was 14%). A minimum of 2,387 households received weekly incomes below the poverty line, and 6,588 residents were reliant on Centrelink payments as their primary source of income.

In 2001 the Hawkesbury unemployment rate was 4.7% and in June 2002 the unemployment rate in the Hawkesbury stood at 3.3%. These levels are below State levels. However in 2001, 29% of the Hawkesbury labour workforce was engaged in part-time employment (18% in 1981) and in 2001 some areas of Richmond and Windsor recorded unemployment rates of more than 10%. 9.8% (560) of the workforce aged 15 to 24 years was unemployed in 2001.

Education

In 2001, 52% (23,537) of the Hawkesbury population did not hold a non-school qualification and this is slightly above the NSW average of 51%. 22,118 Hawkesbury residents held a non-school qualification in 2001 with 1057 holding a post-graduate degree or diploma, 3072 holding a bachelor degree, 2812 holding an undergraduate diploma and 9,838 persons holding a trade/craft certificate. The most common qualifications by field of study in 2001 were:

- Engineering and related technologies 22.1%
- Management and commerce 14.8%
- Architecture and building 7.9%
- Health 7.7%
- Education 6.9%

Transport

At December 2002 there were 54,452 registered vehicles in the Hawkesbury LGA — a 200% increase in registrations since 1981 and the highest number of vehicle registrations per resident in Western Sydney. . Passenger vehicles (including off-road passenger vehicles) accounted for 56% of all registered vehicles in the Hawkesbury. Heavy and light trucks (including 232 prime movers) made up 20% of all registered vehicles with the balance made up of trailers, motor cycles and buses.

5.1% (1,494) of employed persons in the Hawkesbury used public transport to get to work and an overwhelming majority of employed persons (71%) relied on a car to get to work.

CULTURAL MAP

This Project provided an opportunity to collect specific data related to the Hawkesbury's cultural assets and resources, including those skills, facilities, buildings, holdings, programs and activities, knowledge and works of art, which provide a foundation for the development of the area's culture and cultural life. This information has been sourced from the Internet, directories, word of mouth, telephone directories, site visits and specialised data analysis. A summary of data gathered is presented below to provide an assessment of both the cultural strengths of the Hawkesbury as well as gaps and opportunities for future development. Comprehensive data related to the Cultural Map has been developed into an electronic database which forms a key component of the documentation associated with this Study. The database will be lodged at the Regional Gallery.

Table 1 Summary Data

Cultural Resource Category	Number @ 24 10 05	Description/ comment/ source
1. Cultural workers including artists	63 individual artists. 1482 Hawkesbury residents employed in the cultural industries. 1,740 residents (7.9% of population) with post-school qualifications in architecture/building. 557 residents with post-school qualifications in the creative arts (2.5% of population).	Individual artists + ABS data. * See also Working Papers. 42 graphic designers 40 music teachers 29 instrumental musicians 26 Photographers 23 Librarians 20 Architectural associates *Note residents may not work in the LGA.
2. Cultural holdings/ collections	5	Eg. Libraries, archives, art collections, directories
3. Art galleries	18	Both commercial & public
4. Museums	2	
5. Cuisine	93	Cafes, restaurants etc.
6. Voluntary non-profit arts organisations	62	E.g. arts/ cultural organisations that are community based, theatre, choirs,
7. Voluntary non-profit civic organisations for broad cultural pursuits	23	E.g. migrant support, youth services, reconciliation, service groups
8. Cultural businesses	146	Antique shops 13 Cinemas 1 Dance schools 20 Bookshops etc 6 Video stores 21
9. Horticultural and gardening enterprises	102	
10. Film & video production businesses	13	E.g. film studios, editing, sound studios etc.

Cultural Resource Category	Number @ 24 10 05	Description/ comment/ source
11. Ethnic cultural organisations	1	E.g. multicultural groups
12. Education organisations	37	Includes schools through to tertiary.
13. Heritage items	Indigenous 193 known sites Indigenous sites 4000 potential sites European 509 local sites 55 State sites 139 on Register of the National Estate 1 listed place on Commonwealth heritage list. 1 World Heritage site	Source: Register of the National Estate; State Heritage Register, Hawkesbury LEP, State of the Environment Report. NPWS Register of Indigenous sites. Note: Most of the Blue Mountains World Heritage site is in the Hawkesbury LGA.
14. Fairs, festivals, events	16	E.g. weekly, monthly & annual.
15. Community centres	24	e.g. community managed and Council centres
16. Religious organisations	29	E.g. Churches, mosques etc Source: Community directory 2005.
17. Media organisations	4	e.g. press, radio and TV
18. Open air venues for arts	102 parks 34 sports grounds	e.g. Council's book able reserves, parks and ovals for performance, festivals, events .
19. Public art	7	Hospital Beds sculpture; St Albans Gallery totem poles, mural in North Richmond, artwork at Clarendon; Yarramundi Memorial, Macquarie Park, Windsor; Bronze figurative sculpture by Frederick Chapeaux in McQuade Park, Windsor; Analemmatic sundial, Hanna Park North Richmond.
20. Cultural policies	24	Source: HCC Policy Register includes Grants and donations policy, 2001, Hawkesbury Sister City Association, 1998. Library Policy, 2002. Banner policy, 2000.
21. Indigenous arts and culture organisations	9	e.g. arts organisations, community based
22. Performing arts venues	21	E.g. hireable performance spaces, pubs and clubs.
23. Cultural clusters	Richmond -144 cultural listings Windsor -135 Kurrajong - 69 Bilpin - 33 Wilberforce - 23 Freemans Reach - 20	Suburbs in the LGA with a cluster of cultural activities documented on the database.

DISTINCTIVENESS IN THE HAWKESBURY

The following is a Summary of workshop feedback. Detailed information on regional distinctiveness is documented in the Working Papers.

There was considerable consistency between workshop groups when asked to make suggestions in relation to the Hawkesbury's distinctiveness. The following were identified as key components of the area's identity and sense of place:

- i. Hawkesbury River and the cultural landscape
- ii. Heritage and history including Indigenous culture
- iii. Rural amenity and lifestyle and the friendliness of the people
- iv. Education facilities and support for learning
- v. Proximity to the City
- vi. Arts and cultural facilities (e.g. Regional Gallery and Regional Museum) and the strength and experience of the area's arts and cultural groups.

KEY CULTURAL PLANNING ISSUES

During research, interviews and workshops related to the Cultural Plan project, a number of strategic issues were identified with the potential to impact on the development of the Plan. A summary of these issues or major areas of interest are presented below since they have informed the development of the draft Plan.

Lifestyle Sustainability

Most people consulted during this project commented that it was the Hawkesbury's lifestyle that they liked about living and working in the area. They noted that it is a relaxed and close community with a strong commitment to community support and connection. The area's semi-rural and rural character is defined by the River's distinctive landscape and by the adjacent mountains, valleys and wilderness. This strong sense of identity influences people's way of life. The Hawkesbury local government area provides a transition point between the countryside and the town, and shares the best aspects of these worlds.⁴ Richmond and Windsor provide access to high levels of amenity and the outlying small villages and hamlets reflect a slower pace of rural life. However the Hawkesbury LGA is relatively highly urbanised, with 66% of the population living in urban centres (as defined by the Australian Bureau of Statistics). At the same time, the local lifestyle and especially its agricultural and farming sector is, on the one hand complemented by the area's relatively close proximity to the vibrancy of the City, and on the other, threatened by urban development.

The Council recognises the need to retain the area's natural and rural/ agricultural environment and heritage in order to preserve local quality of life, but also recognises that the area is rapidly changing, at least partially, from an agricultural model to an economy based on a diversity of services and products.⁵ The LGA is also on the fringe of Western Sydney, very close to rapidly growing urban centres such as Parramatta, Castle Hill and Blacktown. The Hawkesbury's built environment and distinctive character are vulnerable, due to the potential negative impacts of metropolitan expansion and subsequent and seemingly inevitable urban sprawl.

In this context, the natural, social, cultural and built environments are interdependent and need to be managed in an integrated way. In 2004, the Council's community survey noted that residents appear to "require reassurance that the economic and social benefits of development will not be outweighed by any undesirable social and environmental impacts."⁶ It is critical that the Cultural Plan contributes to the sustainability of Hawkesbury's unique quality of life.

History and Heritage

Residents in the Hawkesbury have a strong interest in conserving the Hawkesbury's cultural and built heritage. This includes the area's significant Indigenous heritage as represented by the

⁴ Windsor Town Centre Master Plan, 2004. Sydney: Prepared by the Government Architects Office for HCC.

⁵ Strategic Plan 2004-5. Windsor: HCC.

⁶ Hawkesburya community survey, 2004. Windsor: HCC.

Darug people, the traditional owners. The area also represents a direct link through history to Australia's colonial past. The area has a high concentration of families with links to the area's European settlement. This contributes to historic continuity and enhances the pride expressed by the community in the area's rich and unique heritage.

Many participants in the workshops noted the unique role that the Hawkesbury's natural setting plays in enhancing the area's cultural heritage. The cultural landscape of the Hawkesbury - the river, the flood plains, the topography, the backdrop of the mountains, the built reminders of patterns of settlement - all contribute to confirming that the Hawkesbury is a special place whose cultural heritage needs to be respected and valued. Development seems inevitable but planning decisions in relation to heritage need to be sympathetic to cultural values and controlled to ensure sustainability and the sensitive integration of old and new. The lack of an up-to-date Heritage Study for the area as well as the absence of a Development Control Plan for Heritage has led to the perception that the area's rich heritage is easily compromised and that development has a higher value for Council than heritage conservation.

Cultural Tourism

The World Tourism Organisation reports that the two fastest growing sectors of global trade are eco tourism and cultural/heritage tourism. This latter category includes agri-tourism and wine tourism.⁷

One of the key reasons for this growth is the greying of the population in OECD countries and the development of a market of seasoned travellers who are well educated and seeking authentic as well as ethical travel experiences. This market is expected to expand rapidly as the new and emerging middle class markets of China, India and South East Asia impact on the travel markets worldwide.

Some would say that all tourism is cultural but that is not very helpful in the cultural planning context. Tourism Australia defines a cultural visitor as one who "participated in one or more of the cultural activities listed below:

- Attend theatre, concerts or other performing arts
- Visit museum or art galleries
- Visit art/craft workshops/ studios
- Attend festivals/ fairs or cultural events
- Experience Aboriginal art/craft and cultural displays
- Visit and Aboriginal site/community
- Visit history/heritage buildings, sites and monuments.
- This activities-based definition of cultural tourist is not mutually exclusive. For example a cultural tourist can also be a wine tourist or a nature-based tourist."⁸

⁷ Staiff, Russell 26 July 2005 at Hawkesbury Cultural Futures Forum.

⁸ Cultural Tourism in regions of Australia, 2005. Tourism Research Australia for the SWG of the Cultural Ministers Council.

The Canadian National Committee on Cultural Tourism extends this definition by referring to cultural tourism as “educational leisure activities, which enhance the visitor’s awareness and appreciation of natural and/or human history of another region. Cultural tourism is the art of participating and relating to peoples and places that have a strong sense of their own identity. It is not just a spatial and time experience, but a mode of experience that encourages a more open, more universal way of thinking”.⁹

Based on these definitions cultural tourism is clearly relevant to the Hawkesbury with its rich history and heritage and its links to an authentic rural and wilderness experience. Cultural tourism planning in the Hawkesbury area should also incorporate agricultural and farming activities as represented by the energetic Hawkesbury Harvest community-based organisation and its high-profile Farmgate Trail.

For comparative purposes, successful cultural tourist destinations that could be used as a model for the Hawkesbury include Tuscany in Northern Italy and the Barossa Valley in South Australia. These places have strong regional identities, they provide unique landscapes, are accessible and relevant across all seasons, provide a diversity of amenities and have a focus on food and wine production. Tourism in these examples has emerged as a by-product of the regional economy and is not the primary driver.

The link between heritage, cultural values, tourism and economic development are strong and need to be managed with sensitivity and with a willingness for diverse groups to work together collaboratively if optimum benefit is to be realised for the LGA.

Cultural Industries and Economic Development

Creative entrepreneurs are highly sought after in 21st century cities. As economies shift from a manufacturing to a services orientation, it is the ideas and innovators that provide a critical edge. In the Hawkesbury the overwhelming numbers of businesses are small businesses employing less than 5 persons and it is likely that many of these businesses support or potentially support new ideas and innovation.¹⁰

Creative entrepreneurs are closely linked to what is emerging as “the cultural economy” taking in libraries; heritage; film and television production and distribution; design and architecture; festivals; literature and publishing; museums and galleries; music performance; recording and publishing; as well as individual creators such as artists and writers.¹¹ This broad grouping includes both large, commercially driven cultural industries and small-scale cultural enterprises representing the business/trading arm of individual artists or artists’ collectives.

⁹ Cultural heritage and tourism: presentation by Dr Russell Staiff, UWS on 26 July 2005 at Hawkesbury Cultural Forum.

¹⁰ Hawkesbury Social Atlas. Windsor: Hawkesbury City Council, 2003.

¹¹ Australian Bureau of Statistics. National Cultural and Leisure Statistical Framework.

During the development of the Hawkesbury Cultural Map, the Australian Bureau of Statistics Centre for Cultural and Recreation Statistics in Adelaide was commissioned to provide preliminary data relating to Hawkesbury resident employment in the cultural industries. This included an analysis of key employment categories such as the arts, cinema, libraries, architecture, hospitality, graphic design, museums and publishing.

An analysis of the cultural economy of the Hawkesbury indicates potential for growth in the sector. In 2001, 242 Australian Business Numbers or 3.1% of businesses in the Hawkesbury LGA were estimated to be in the cultural and recreation sector, 1.5% were in the communication sector and 1.2% were in education. 2.1% were in accommodation, cafes and restaurants. By contrast 8.8% were in the agriculture, forestry and fishing sector.

The 2001 Census also indicates that 6% of the residents of the Hawkesbury have post-secondary qualifications in society and culture, 4.8% have post-school qualifications in food, hospitality & personal, 2.5% have qualifications in the creative arts and 1.4% have qualifications in information technology. 7.9% have qualifications in architecture and building. Data therefore suggests that the Hawkesbury has a firm foundation on which to develop a creative industry base.

Documenting the Hawkesbury's Cultural Industries

Based on data gathered in the 2001 Census of Population and Housing 29,534 residents were in employment. At that time 1482 residents of the Hawkesbury were employed as cultural workers. This data is based on usual place of residence and not on place of remuneration.

Cultural Occupations

The Census data was also analysed to identify those cultural occupations with the largest number of persons living in the Hawkesbury. In descending order these are:

- General waiter 198
- Bar attendant 158
- Restaurant and catering manager 101
- Chef 87
- Cook 82
- Print machinist and small offset printer 49
- Printing machinist 43
- Graphic designer 42
- Music teacher (private) 40
- Printer's Assistant 34
- Instrumental musician 29
- Library Assistant 28
- Photographer 26
- Librarian 23

- Architectural Associate 20

Cultural Industry Sectors

The cultural industry data for the Hawkesbury also identified those cultural industries employing the largest number of persons. Those people reside in the Hawkesbury but may not work in the Hawkesbury LGA. In descending order these sectors are:

- Newspaper printing and publishing
- Libraries
- Commercial art and display services
- Architectural services
- Television services
- Film and video production
- Motion picture exhibition
- Music and theatre productions
- Advertising services
- Creative arts
- Photographic studios

Summary

Further analysis needs to be carried out through a comprehensive audit of the area's cultural industries. However the snapshot indicates that there are a number of residents in the Hawkesbury with specialist and highly competitive skills particularly relevant to the emerging content industries e.g. publishing, advertising services, television services, commercial art and display services, libraries and music/theatre/film and video production.

The data also suggests that there are quite high numbers of music teachers, graphic designers, musicians, sign writers and photographers living in the LGA. This data presents opportunities to link the arts and cultural sector to Hawkesbury's local economy. It particularly presents opportunities for Council to promote the LGA as a lifestyle market for creative entrepreneurs with qualifications and skills in the broad cultural industries.

The Tyranny of Distance

The Hawkesbury is a desirable place to live and work but it is also disadvantaged by the 'tyranny of distance'. Distance between places within the LGA presents challenges for locals as well as for visitors, and distance between the Hawkesbury and the rest of Sydney was identified as an issue for many workshop participants. Distance presents critical planning issues for the Council. It impacts on public transport and also on telecommunications.

Hawkesbury's lack of effective public transport was identified at every workshop. Lack of public transport impacts on people's day-to-day lives, on their capacity for independent living and on

their quality of life. It is also a key issue for residents in their capacity to access arts and cultural programs and events across the LGA. Lack of effective public transport was identified by townspeople as well as by those living in more remote and rural communities. It was identified as a critical issue by young people who, as well as noting that 'there was nothing to do' in the LGA for young people also commented that 'even if there was, how would we get there?'

Telecommunications infrastructure was also singled out for comment at every workshop. Many residents in small, remote communities are severely disadvantaged by their lack of mobile phone access. Some communities do not have access to even a land line. Broadband and wireless infrastructure is just a dream for many people at this stage.

From workshop and stakeholder feedback it is clear that the community regards telecommunications infrastructure as a key aspect of cultural life. They were aware of Council's advocacy for improvements in the area and acknowledged that it is a complex issue, compounded by the Hawkesbury's topography. But nevertheless workshop participants want and expect improvements to the telecommunications platform and support Council's strategic objective to utilize telecommunications to 'assist in connecting the community commercially, culturally and socially.'¹²

Resourcing Culture and Cultural Development

Local councils make decisions every day, which affect the culture of a place. They regularly deal with issues related to library and information services, parks, gardens, events, festivals, facilities, grants and awards, markets, urban landscape improvements, heritage preservation and technology infrastructure. Through these activities, councils play a crucial role in community cultural development and the enhancement of quality of life.

In acknowledging cultural development as a key responsibility of local government and by pursuing a systematic, planned and better resourced approach to the delivery of cultural services and programs, many councils have successfully integrated cultural development into their diverse programs. This often requires a considerable realignment of process, practice and resource allocation.

Integrated community cultural development as a key business role provides opportunities for economies of scale. Through connected strategies, many councils have achieved a broad range of well-resourced and effective, integrated cultural development initiatives such as improved events management, more effective grants programs, imaginative urban design outcomes and stronger partnerships with and between local community cultural organisations.

¹² Strategic Plan 2004/2005. Windsor: HCC.

The Hawkesbury City Council Context

Staffing

Since mid-2004, staffing levels within the Cultural Services Unit have been increased to meet the additional work demands and challenges associated with the operation of the new Regional Gallery and the development of a Regional Museum. The team currently includes a Gallery & Museum Manager, a Curator, an Arts & Events Co-ordinator and a part-time Administrator & Volunteer Coordinator. Operational responsibility for the Cultural Services Team rests with the Executive Manager, Community Partnerships in the Community Services Branch.

Prior to the establishment of the Regional Gallery, Council's cultural services role was limited largely to one of managing the public library services and facilitating community cultural development. Council employed an Arts and Events Co-ordinator who was responsible for cultural planning, community liaison and support, fundraising, promotion, project management, events management, community grants administration and general planning and development across the arts and cultural sectors.

With the opening of the new Regional Gallery in June 2005, there was a clear need to review and realign staffing arrangements within the Cultural Services Team to support the operations of the Regional Gallery. In view of the requirements associated with the operation of a Regional Gallery (on a seven day a week basis), the work of the Cultural Service Unit has focused on the management of the new gallery and its programs and collections, as well as building audiences, supporting the volunteers program, developing and managing marketing strategies and undertaking essential community liaison.

Despite the increase in staffing levels in 2004, Council currently supports a lean Cultural Services Unit, which does not have the resources to respond adequately to the cultural development needs of the community - either within Council or in liaison with the community. The realities of operating a complex and integrated cultural facility are also impacting on the effectiveness of Council's cultural team. This is an important area for analysis and more detail on organisational design along with findings for the future are presented in the Working Papers, which accompany this Study.

Insurance

During workshops and interviews conducted as part of this Study a number of comments were received in relation to insurance cover. Many community cultural groups reported that costs associated with public liability insurance had had a negative impact on their capacity to organise events and programs. High costs associated with public liability cover over the past 5 years have threatened long-standing and well supported community-based events such Fruits of the Hawkesbury and small-scale exhibitions and performances. Council through its small grants programs now provides funding for insurance costs.

However community groups are aware that in recent times a variety of public liability insurance models have been developed that respond to the needs of the community and cultural sectors.

In many places, local government has established systems that support council/ community partnerships in relation to public liability cover. Affordable premiums have been negotiated and a diverse calendar of community-based events has resulted. The affordability of mandatory insurance cover is a critical issue in the Hawkesbury that needs urgent and updated research.

Cultural Grants

In recent years, Hawkesbury City Council has provided two annual community cultural grant programs. These small but nevertheless effective programs have made a significant contribution to the strength of the LGA's grass roots cultural infrastructure and are valued by the community. The scope and scale of local volunteer activities is one of the Hawkesbury's strengths with a number of organisations proud of their survival over at least three decades. Council's investment has been crucial in ensuring their long-term viability.

The two community grant programs are:

- Community Cultural Grants Program
- Fruits of the Hawkesbury Festival Grants

The total amount available is \$30,000 made up of \$25,000 for the cultural grants and up to \$10,000 for the Fruits of the Hawkesbury Festival. (Note: this does not include additional 'in-kind assistance' provided by Council). The Cultural Plan provides an opportunity to evaluate the effectiveness of the grants program and to propose directions for the future.

The Hawkesbury Landscape Including the River as a Cultural Asset

The Hawkesbury River and its landscape are widely regarded as the symbolic heart of the Hawkesbury community. During consultations, the Hawkesbury River was identified as the area's most distinctive cultural asset playing a major role in the Hawkesbury's sense of identity and its sense of place. There is a strong community awareness of its fragile ecology, its influence on the environment, its role in history and its ongoing impact on economic and social development. The sustainable management of the River, its protection as well as its promotion is a key issue for the cultural life of the Hawkesbury community. Many people expressed concern that the River did not seem to be valued and many expressed concern that turning around the long-term degradation of the River was too big a challenge for the Council and for the local community. The Hawkesbury-Nepean catchment covers an area of 22,000 sq. kilometres and is impacted by diverse activities and policies - not all of them local to the Hawkesbury LGA.

Despite this, the community is keen to ensure that the Cultural Plan provides opportunities to increase environmental awareness of the sensitive ecology of the River landscape through cultural programming, to celebrate its history and heritage through imaginative public art projects and to foster its protection and conservation through robust and sustainable community cultural development policies e.g in relation to events and cultural partnerships with Parks and Wildlife, Greening Australia, Hawkesbury-Nepean Catchment Authority etc.

Redefining Infrastructure

Hawkesbury City Council maintains a significant portfolio of community buildings including halls, community centres, youth centres, an art gallery and public libraries. The majority of these facilities are managed by community committees, which have delegated care and control of these community buildings under Section 377 of the Local Government Act. These Committees are responsible for setting fees and charges for the use of these buildings and the income collected is used to offset the operating costs of running the facilities.

Council also has a number of properties that have been used for community activities and are now surplus to need. Over the past 18 months the Council has reviewed its property portfolio and has sold a number of its properties in order to provide capital funds for new and/or proposed community facilities including the Regional Gallery and proposed Regional Museum. Some of these properties were used by the local cultural community or for broad cultural activities e.g. Australiana Village.

During workshops many representatives of cultural groups identified specific accommodation needs including space for:

- Equipment storage
- Workshops and tutorials
- Markets and sale of artwork
- Performance/ rehearsal
- Lectures/ seminars
- Archive storage/ administration files
- Art work/ collection storage
- Storage for sets and staging/ costumes

Comments were also received about pricing policies since there are perceptions that differential rates have been applied across the LGA. Hire charges are perceived to be unreasonably high and designed to encourage exclusive access by one group or organisation.

Widespread comment in workshops associated with this Study indicates that finding a place to meet that is affordable, accessible by public transport and which can accommodate special facility and equipment needs is a key cultural issue across the area. A review and rationalisation of the use of community buildings and the better co-ordination and fine tuning of charging policies has been proposed to foster higher levels of community access for cultural organisations and to respond to community need.

Regional Cultural Planning

The Hawkesbury Local Government area is part of Greater Western Sydney region consisting of 14 local government areas and 1.7M residents. In a unique and pioneering initiative, a regional cultural development strategy has been produced that provides a framework for cultural

development over the next 25 years.¹³ The Strategy has been developed based on extensive research and consultation and provides an opportunity to align regional strategies with local cultural needs.

The Strategy provides a Cultural Vision for the region as well as key principles to guide the region's cultural development. These principles are:

- Sustainability
- Dynamism and diversity
- Inclusion and community relevance
- Openness and continuity
- Integration and connectivity
- Distinctiveness
- Creativity

The Regional Cultural Strategy provides an opportunity for Hawkesbury City Council and Hawkesbury's cultural community to extend their planning perspectives outwards and to identify collaborative opportunities with adjacent councils such as Blacktown, Baulkham Hills, Gosford and Hornsby. Cultural planning provides a framework for the development of flexible, imaginative and collaborative models of community cultural development with key stakeholders in the Western Sydney region. These stakeholders could be historical societies, libraries, regional galleries, State government departments as well as non-government agencies fostering Indigenous and multicultural programs.

¹³ Authoring contemporary Australia: a regional strategy for Greater Western Sydney., 2005. Blacktown: WSROC Ltd.

HAWKESBURY CULTURAL POLICY FRAMEWORK AND PLAN

Cultural Vision

In 2011 the Hawkesbury region is recognised for its distinctive natural and built environment, the richness of its cultural heritage including its Indigenous culture and heritage, the diversity and accessibility of its creative cultural activities and its support for education and learning. The Hawkesbury has an enviable quality of life which makes it a choice for residents, workers and visitors.

Principles of Good Cultural Governance

The following cultural planning principles have been identified to guide the Council in building a firm base for the development of policy. They will also contribute to the planning and management of cultural programs and activities. These policy principles provide a policy framework for the goals and strategies that make up the Cultural Plan. They provide a consistent base for decision making and will assist in implementation.

Access and Inclusion

Opportunities to participate in and appreciate the region's culture are integral to the wellbeing of all Hawkesbury residents, workers and visitors. Access takes into account physical access and affordability and encourages broad-based involvement in planning and decision making.

Sustainability and Viability

Investments in cultural programs and facilities should be based on sound planning decisions that take into account the needs of current as well as future generations. Realistic and ongoing income opportunities that offset recurrent expenditure will be identified and integrated when considering the economic viability of cultural facilities and programs.

Identity and Sense of Place

The Hawkesbury has a distinctive culture and identity that is influenced by its natural and built environment including its agricultural landscape as well as by the richness of its cultural heritage and the vitality of contemporary urban and rural lifestyles. The celebration and sharing of stories through a diversity of creative programs are crucial to the area's cultural development.

Innovation and Creativity

Culture in the Hawkesbury encourages freedom of expression including in the arts and supports new ways of thinking which challenge traditional perceptions and operations. By fostering the cultural industries and encouraging innovative connections between sectors, economic development in the Hawkesbury will be enhanced.

Consultation and Partnerships

Cultural life in the Hawkesbury is enhanced by the encouragement of and demonstrated commitment to active cooperation between individuals, organisations, institutions, businesses and governments. A shared approach to planning, program design and implementation will foster creative capacity and encourage mutual respect including respect for Indigenous heritage and culture.

HAWKESBURY CITY COUNCIL'S ROLE

The Council has an important role in maximising opportunities to achieve the vision and plan. Roles for Council in culture are:

- To foster a climate where Council's role in cultural services is respected and valued
- To harness cultural resources to advance the cultural life of the Hawkesbury
- To provide expertise in the development and management of cultural resources for the benefit of the entire community
- Provide support and resources for a balance between cultural service facilitation and provision.
- Demonstrate commitment to fostering cooperation and collaboration with the community including respect for Indigenous heritage and culture.

HAWKESBURY CULTURAL PLAN 2005 - 2011

Strategic Goals

The Hawkesbury Cultural Plan has an implementation timeframe from the beginning of 2006 to end 2011. The Plan is dedicated to the following five strategic goals which set the scene to achieve the vision:

- Goal 1 Embed cultural services into the business of Council
- Goal 2 Develop the cultural precinct as the hub of a network of cultural activities
- Goal 3 Encourage programs that value the Hawkesbury's rich history and heritage
- Goal 4 Integrate cultural industry development into local economic planning
- Goal 5 Foster cultural programs that celebrate the Hawkesbury's cultural landscape and its role in cultural identity

Each Goal is structured in the following way:

- Goal and one Key Strategy for immediate action.
- Other Actions in priority order
- Indicative timeframe, responsible organisation and/or position, performance measure and indicative resources.

As a deliberate strategy this Plan takes a cross-Council approach to implementation. It presents an opportunity to acknowledge current service realities and to build synergies across operational programs and resources. The Plan is a living document and resource allocations, timing and functional responsibilities for delivering on the actions will be visited annually as part of Council's business planning and budget process.

The following broad timeframes have been developed for the Plan:

- Short February 2006 to Dec 2006
- Medium January 2007 to June 2008
- Long July 2008 to December 2011

GOAL 1 EMBED CULTURAL SERVICES INTO THE BUSINESS OF COUNCIL

Cultural activities are a key aspect of local government business and Council has long been active in supporting and providing a range of programs and facilities that contribute to the quality of community life across the Hawkesbury. By integrating cultural services in a systematic and strategic way, Council will ensure more effective, efficient and imaginative outcomes.

Key Strategy

Review the roles and responsibilities within Council's Community Services Branch with a view to strengthening the Cultural Services Team to incorporate a Cultural Development Coordinator position. The new position will have a key responsibility to foster communication with the community as well as to develop cultural programs and projects.

Action	Time frame	Owner and Performance measures	indicative Resources
1.1. Adopt the Cultural Plan 2006 to 2011 and establish a Cultural Plan Working Party (drawn from the Reference Group) to assist with implementation of the Plan.	February 2006	Community Services Branch. Resolution of Council.	Within operational budget.
1.2. Mayor and GM to deliver the Cultural Plan to the Ministry for the Arts (MFA) to ensure that the cultural needs of the Hawkesbury are understood and supported.	March 2006	External Services Directorate. Meeting held with NSW Ministry for the Arts.	Within operational budget.
1.3. Ongoing and regular liaison with WSROC and other levels of government including adjacent councils to seek funding to develop collaborative pilot projects in the Hawkesbury that strengthen regional cultural planning and development practice.	From March 2006 and ongoing	Community Services Branch. Formal meetings at least annually.	Within operational budget.
1.4. Review the annual Cultural Grants program to focus on the strategic Goals of the Cultural Plan.	April 2006	Community Services Branch. Cultural Grants Review considered by Council.	Operational budget.
1.5. Develop an integrated Public Art Policy and Plan based on input from all Council Directorates and the community.	August 2006	Community Services Branch with City Planning and Commercial Response Unit. Policy and Plan developed and	MFA funds and 2006/07 budget.

Action	Time frame	Owner and Performance measures	indicative Resources
		adopted.	
1.6. Review the public liability insurance needs of local cultural groups and establish systems of support to ensure sustainable program and events development.	August 2006	Community Services Branch. Review undertaken and considered by Council.	Operational budget.
1.7. Support the establishment of a community-based Cultural Information Service in liaison with the Hawkesbury Library Service to collect and promote what's-on/events information, manage the cultural database and act as a regional cultural information centre and coordinate events planning.	August 2006	Community Services Branch. Community consultation held, feasibility prepared and considered by Council.	\$15,000- public library grant from State Library of NSW.
1.8. Schedule a twice yearly Hawkesbury Cultural Futures Forum to engage the community in key cultural issues and opportunities and to report back on achievements. Representatives of adjacent councils - Hornsby, Baulkham Hills, Gosford, Blacktown to be invited.	September and March annually.	Community Services Branch. Forums held.	Operational budget.
1.9. Encourage Council to continue its advocacy role of public transport and telecommunications infrastructure provision to increase access to cultural activities.	Ongoing	External Services and Commercial Response Unit. Cultural access issues documented in all transport advocacy material.	Operational budget.

GOAL 2 DEVELOP THE CULTURAL PRECINCT AS THE HUB OF A NETWORK OF CULTURAL ACTIVITIES

The Deerubbin Centre including the regional gallery and Windsor library is positioned at the heart of a network of distributed cultural programs, projects, facilities and events across the Hawkesbury local government area. Although located in Windsor, Council staff located in the cultural precinct act as City-wide cultural resources, making links and connections that impact on the City's cultural life and contribute to its on-going vitality and sustainability.

Key Strategy

Establish project-based partnerships with the community and corporate sectors to embed the Cultural Precinct in the life of the community and foster its growth and development via projects and events including a makers markets, imaginative street scapes, temporary site sculptures, workshops skills development, open days etc.

Action	Time frame	Owner & Performance measure	Indicative Resources \$
2.1. Develop and widely promote an integrated annual program of regular events such as concerts, lectures, book readings and a dynamic café culture that attracts a diverse audience to the Centre.	March 2006	Library and Regional Gallery management. Development and promotion of annual calendar.	Operational budgets.
2.2. Commission a comprehensive audit of Council's 23 community centres and facilities (including Australiana Village) in order to identify levels and nature of usage, community need, potential for adaptive reuse as part of a network of community cultural centres providing workshops, essential storage, meeting space, performance venues, studio facilities, rehearsal and recording (soundproofed, acoustics etc).	July 2006	Community Services Branch, Commercial Response Unit. Audit completed and reported to Council.	2006/7 budget - special project. \$25,000.
2.3. Work with Council, local businesses and the community to develop a plan that connects the proposed Museum and the Deerubbin Centre along the River and adjacent parks and gardens and also along George Street using public art, live site performance and interpretive design. See also Goal 3 and Goal 5	July 2006	Community Services Branch, Chamber of Commerce, Precinct Advisory Committee. Plan prepared and funding received.	Department of State and Regional Development grant.
2.4. Review fees and charges to ensure that access to community centres and cultural facilities is affordable for the community to foster increased community use.	Sept 2006	Community Services Branch and Community Centre Management Committees. Fees reviewed.	2006/7 operational budget

Action	Time frame	Owner & Performance measure	Indicative Resources \$
2.5. Review the programming at youth centres in order to accommodate youth arts needs e.g. music rehearsal and recording, movement, aerosol art, graphic design.	Sept 2006	Community Services Branch. Review of youth arts needs completed.	Grant funds - Australia Council, DOCS, Area Assistance Scheme (WSAAS)
2.6. Seek funding for a Youth Fest to take place across the LGA that showcases local talent, supports skills development workshops, and develops a confident youth culture. Skateboarding suggested as a central theme plus a focus on media arts.	Jan 2007	Community Services Branch. WSROC and GROW, TAFE. Festival funded and in place.	\$25,000 Grant funds - WSROC, GROW and WSAAS.
2.7. Develop a "Hawkesbury Opens Up to Culture" weekend where studios, historic homes, historic gardens, market gardens, galleries, farm gates, etc are open to the public.	Sept 2007	Community Services Branch, Commercial Response Unit with key community cultural groups.	Grant funds - Tourism NSW. \$15,000 for coordination and promotion.
2.8. Invite artists to submit designs for community notice boards in key localities that are managed by the community. See also Goal 1 Action 7.	February 2008	Community Services Branch and commercial response Unit. Design selected and locations identified.	2006/7 budget. Special project.
2.9. Seek funding for an annual emerging artists/ new talent showcase (all artforms) to take place across the Hawkesbury including in outlying and isolated areas.	Sept 2008	Community Services Branch. Funding received.	Department of State and Regional Development, Tourism NSW

GOAL 3 ENCOURAGE PROGRAMS THAT VALUE THE HAWKESBURY'S RICH HISTORY AND HERITAGE

The region's culture is important for its Indigenous heritage as for its post-settlement history. It contains many items of local, regional, State and national significance as well as a number of sites of Aboriginal heritage. Acknowledging and valuing the area's heritage provides for the protection of significant heritage components while also allowing for appropriate change.

Key Strategy

Council to urgently develop and adopt a Heritage Development Control Plan (DCP) including an archaeological zoning plan as a supplement to the Hawkesbury City Council Local Environment Plan 1989 aimed at conserving the heritage significance of the natural and built environment and ensuring that new development is sympathetic to the cultural and heritage values of the City.

Action	Time frame	Owner & Performance measure	indicative Resources \$
3.1. Advocate and seek funding to urgently establish a full time Heritage Planner position to provide on-going and readily available advice to Council.	July 2006	External Services Directorate. Matching funds received and position established and filled.	\$40,000 + NSW Heritage Office
3.2. Commission and develop a Business Plan for the proposed Regional Museum that ensures its sustainability and viability and makes program connections to Indigenous heritage, cultural tourism and the cultural industries.	July 2006	External Services, Cultural Precinct Advisory Committee + external consultant	\$20,000. Liaison with Australian Business Art Foundation (ABAF).
3.3. Encourage and coordinate an integrated program of regular exhibitions and events in venues across the LGA that celebrate the heritage of the Hawkesbury including those related to Indigenous and multicultural traditions.	Sept 2006 and ongoing	Community Partnerships, Historical Societies, National Trust. Calendar of events developed for 2007.	\$10,000. NSW Tourism and NSW National Parks and Department of Aboriginal Affairs.
3.4. Hawkesbury Library's Local Studies Section to host an annual meeting of local and regional historical societies to network information, identify collaborative projects and to promote activities.	Nov 2006 and annually	Community Partnerships with local historical societies.	Operational budget
3.5. Establish a collaborative team drawn from the Library Service's Local Studies section, the Museum and Planning to develop regular Heritage Forums with guest speakers throughout the year to raise awareness of the benefits of conserving the Hawkesbury's heritage and to promote the	February 2007 and ongoing	External Services. Forum calendar developed.	Operational budget.

Action	Time frame	Owner & Performance measure	indicative Resources \$
Heritage Grants scheme.			
3.6. Work with the local Indigenous community to develop and promote the Bush Tucker Garden as a local resource with tourism potential linked to the Farm Gate Trail.	March 2007	Community Services Branch, Commercial Response Unit and Environmental Services with community groups. Meeting held, Garden developed.	\$5,000 special project grant. DAA and NSW Tourism.
3.7. Review and promote the heritage and artists trails of the Hawkesbury to include Indigenous heritage stories.	May 2007	Community Services Branch, Commercial Response Unit, community tourist organisations. Trails reviewed and new brochures distributed.	\$50,000 special grant NSW Heritage Office, National Parks and NSW MFA.
3.8. Seek funds and commission an audit of traditional craft skills including the skills of the Hawkesbury's multicultural communities. Audit to result in exhibition and skills workshops.	Sept 2007	Community Services Branch. Department of Immigration and Multicultural Affairs (DIMIA). Grant funds received and audit finalised.	\$15,000. Grant funds.
3.9. Actively develop and promote high quality heritage programs that contribute to cultural tourism in the Hawkesbury including a heritage garden competition, review of Hawkesbury Show to re establish programs that relate to local heritage, "open Hawkesbury weekend", traditional/heritage crafts skills workshops.	April 2008	Community Services Branch, Commercial Response Unit, Environment and key community cultural/ tourism groups. Priority projects identified and funding received.	Project based grant funds.
3.10. Seek funding for a Project that documents the rich history of working life in the Hawkesbury leading to a book and exhibition.	April 2010	Community Services Branch. University of W Sydney and NSW Heritage Office. Exhibition held.	\$20,000 grant funds.

GOAL 4 INTEGRATE CULTURAL INDUSTRY DEVELOPMENT INTO LOCAL ECONOMIC PLANNING

The relationships between culture and economics have become hot topics for discussion in government as links between creative talent, business development and prosperity are recognised. The Hawkesbury, on the fringe of Sydney, is in transition from an agricultural base to one that is much more service oriented and the creative industries have the potential to ensure that this is a positive one for the local economy.

Key Strategy

Seek funds from the NSW Department of State and Regional Development or GROW to commission a comprehensive Cultural Industry Audit of the Hawkesbury that extends the data collected in the cultural map and provides information on current gaps and opportunities to strengthen the local economy via cultural initiatives.

Action	Time frame	Owner & Performance measure	indicative Resources \$
4.1. Seek funds to commission a Cultural Tourism Study to identify development potential and highlight opportunities and gaps.	July 2006	External Services and Community Services Branch and University of W Sydney. Funds received and Study finalised.	\$15,000. Tourism Australia.
4.2. Support and encourage the establishment of a local maker's cooperative that manages a twice yearly local Makers Markets in the grounds of the Deerubbin Centre as well as linking to the Farm Gate Trail and local produce markets.	Sept 2006 and ongoing	Community Services Branch, Commercial Response Unit and community groups. Cooperative established and first Hawkesbury Makers Market held.	Special grant. Department of State and Regional Development.
4.3. Council to actively continue to advocate the design and installation of directional signage and maps that supports easy access to the local cultural sector.	July 2006	External Services, Commercial Response Unit. RTA. Meetings held, locational plans developed.	Operational budget.
4.4. Encourage Council to continue to advocate for upgraded telecommunications access that supports small local businesses including cultural businesses.	July 2006 and ongoing	Commercial Response Unit. Meetings, submissions prepared.	Operational budget.
4.5. Foster the establishment of a Hawkesbury Artists and Cultural Business	March 2007 and ongoing	Community Services Branch,	Operational budget.

Action	Time frame	Owner & Performance measure	indicative Resources \$
Network to develop synergies across the cultural sector, to encourage communication and foster cooperative projects including with the Indigenous and multicultural community. Network to foster business skills, production, promotion and collaboration.		Commercial Response Unit and key cultural groups. Network established and regular meetings held.	

GOAL 5 FOSTER CULTURAL PROGRAMS THAT CELEBRATE THE HAWKESBURY'S CULTURAL LANDSCAPE AND ITS ROLE IN LOCAL IDENTITY

"This was a place out of a dream, a fierce landscape of chasms and glowering cliffs and a vast unpredictable sky. Everywhere was the same but everywhere was different."¹⁴

The Hawkesbury has a rich cultural landscape that reflects the interactions between people and their natural environment over time. The distinctive landscape with its wilderness and bush, rivers, mountains, towns, hamlets and farmlands plays a crucial role in influencing the community's strong sense of identity and place.

Key Strategy

Take the lead in coordinating the establishment of the Hawkesbury as a centre for the celebration of the links between Ecology and the Arts through educational workshops, seminars, and cultural partnership projects with University of Western Sydney, National Parks, Environment Australia and community groups; innovative research programs and events. As a first step, work with Hawkesbury Harvest and adjacent councils to seek project funds to promote and raise awareness through community cultural development of Ecological and Sustainable Development (ESD) models that promote a better understanding of rural lifestyles, ecology and landscape.

Action	Time frame	Owner & Performance measure	Indicative Resources \$
5.1. Program at least one selling exhibition from local artists annually in the City Gallery that promotes environmental issues in relation to river management.	June 2006	Community Services Branch. Exhibition held.	Operational budget plus NSW MFA, Environment Australia.
5.2. Develop a design schedule that encourages public art along an extended "river walk" including incorporation into infrastructure projects such as bridges, lighting, walkways, seating etc.	July 2006	Community Services Branch and Infrastructure Directorate. Schedule developed and one priority project begun.	\$20,000. Greening Australia.
5.3. Business plan and develop an annual multi-locational Sculpture by the River/ River Fest event with temporary installations, markets, performances and seminars that focus on the river, gardens and parks and includes all artforms plus Indigenous artists.	March 2007	Community Services Branch, Communications Branch, Commercial Response Unit. River Fest scheduled.	\$50,000. Festivals Australia.
5.4. Seek funds to undertake a feasibility study into establishing an Artists Studio	Sept 2008	Community Services Branch.	\$15,000 to carry out

¹⁴ Grenville, Kate, 2005. The Secret River. Melbourne: Text Publishing.

Action	Time frame	Owner & Performance measure	Indicative Resources \$
Retreat that provides a venue across all artforms for artists to focus on environmental issues associated with river and valley ecologies. See also Goal 2.		MFA and Environment Australia. Feasibility Study developed.	feasibility. Matching funds from MFA.
5.5. Develop a major interpretive program with National Parks to promote and improve access to the Hawkesbury's rich landscape including parks and wilderness areas.	Feb 2009	Infrastructure and National Parks. Meetings held. Interpretive and opening schedule developed.	Operational budget plus special project funds.