Below: Sydney Writers’ Festival, Walsh Bay, photo credit: Prudence Upton

Appendices
# Appendix A

## Implementation Plan

<table>
<thead>
<tr>
<th>Goal</th>
<th>Action</th>
<th>Lead</th>
<th>Partners</th>
<th>2018/19 to 2019/20</th>
<th>2020/21 to 2024/25</th>
<th>2025+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Priority 1: Cultural infrastructure supports strong communities and economies in New South Wales</td>
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</tbody>
</table>
| **Goal 1** | Integrate cultural infrastructure planning with land-use and precinct planning. | 1.1 Work with local councils to ensure that the importance of culture as a driver for creating vibrant places is reinforced through updated local planning instruments and strategic development. | • Urban Growth NSW  
• Property NSW  
• Department of Planning and Environment  
• Industry  
• Greater Sydney Commission  
• Local Councils  
• Transport for NSW  
• Infrastructure NSW | • Create NSW | Implement | Ongoing | Ongoing |
|  | 1.2 Embed cultural infrastructure planning and delivery within cross-government land-use planning, infrastructure planning, transport planning, innovation precincts, urban renewal projects and growth centres development. | • Local Councils | • Create NSW  
• DPE  
• GSC | Implement | Ongoing | Ongoing | Ongoing |
|  | 1.3 Identify policy opportunities to increase cultural infrastructure and precincts within the New South Wales planning framework. | • Create NSW  
• DPE  
• UrbanGrowth NSW | Implement | Ongoing | Ongoing | Ongoing |
|  | 1.4 Develop benchmarks and metrics on cultural infrastructure required to support strong cities and towns. | • DPE  
• Create NSW | • City of Sydney | Implement | Ongoing | Ongoing | Ongoing |
| **Goal 2** | Improving cultural infrastructure and precinct design to create cultural spaces. | 2.1 Develop a set of good design principles and criteria for New South Wales cultural infrastructure and promote their use with local councils, including:  
• environmental sustainability.  
• accessibility.  
• resilience (e.g. against natural disasters).  
• using culture as an anchor for urban renewal and activation. | • Government Architect NSW  
• Create NSW  
• DPE  
• GSC | Implement | Ongoing | Ongoing | Ongoing |
|  | 2.2 Planning significant cultural infrastructure and clusters will include ongoing engagement of the NSW Government Architect’s Office. | • Government Architect NSW  
• Create NSW  
• DPE | Implement | Ongoing | Ongoing | Ongoing |
|  | 2.3 Planning for all cultural infrastructure and clusters will consider and include impacts on the public domain. | • Create NSW  
• Government Architect NSW  
• DPE | Implement | Ongoing | Ongoing | Ongoing |
<p>|  | 2.4 Develop a New South Wales Public Art Strategy and guidelines for each step of the planning and implementation. | • Create NSW | Implement | Ongoing | Ongoing | Ongoing |</p>
<table>
<thead>
<tr>
<th>Goal</th>
<th>Action</th>
<th>Lead</th>
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<th>2018/19 to 2019/20</th>
<th>2020/21 to 2024/25</th>
<th>2025+</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 3</strong> Understand and maximise social and economic benefits of cultural infrastructure.</td>
<td>3.1 Research which cultural infrastructure investments will maximise economic and social benefits so that the NSW Government can maximise returns for the community from its investment while increasing its understanding of how community, culture and place are intertwined.</td>
<td>• Create NSW • DPE</td>
<td>• Australia Council for the Arts • City of Sydney</td>
<td>Implement</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>3.2 Develop additional guidance and support for cultural infrastructure economic appraisals and methods so as to value a broader range of benefits.</td>
<td>• Create NSW • DPE</td>
<td>• NSW Treasury • Infrastructure NSW</td>
<td>Implement</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Strategic Priority 2: Access to space for community participation in culture**

| Goal 4 | Increase access to cultural infrastructure for all people of New South Wales. | 4.1 Deliver cultural infrastructure investment that targets increased cultural participation from target communities, including: | • Create NSW | • DPE • Local Councils • Cultural Organisations • Accessible Arts NSW • Regional Arts Development Organisations • LALCs | Implement | Ongoing | Ongoing |
| | | • Young people • Aboriginal communities • Non-English-speaking background • People living with disability • Elderly people | | | | | |
| | 4.2 Support the continuing transition of libraries to community and cultural hubs, including the creation of spaces for children’s learning and development. | • State Library of NSW | • Create NSW • Local Councils • GSC | Implement | Ongoing | Ongoing |

| Goal 5 | Use digital technology to expand reach and meet community demands. | 5.1 Investigate and support digital capability to stay abreast of new trends in cultural production and presentation. | • Create NSW | | Implement | Ongoing | Ongoing |
| | 5.2 Develop and deliver a state-wide digitisation solution for significant objects, collections and intangible heritage, including Aboriginal cultural heritage. | • Create NSW | • State Cultural Institutions • SARA | Implement | Ongoing | Ongoing |

| Goal 6 | Cultural infrastructure supports the economic and social participation of Aboriginal people. | 6.1 Support spaces for Aboriginal heritage and contemporary culture. | • Create NSW | • Aboriginal Affairs • LALCs | Implement | Ongoing | Ongoing |
| | 6.2 Support opportunities for Aboriginal creative entrepreneurship. | • Department of Industry | • Create NSW • Aboriginal Affairs | Implement | Ongoing | Ongoing |
## Strategic Priority 3: Cultural infrastructure for a collaborative and thriving cultural sector

### Goal 7
Increase making space through adaptive re-use, expansion and maintenance of existing infrastructure.

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead</th>
<th>Partners</th>
<th>2018/19 to 2019/20</th>
<th>2020/21 to 2024/25</th>
<th>2025+</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1 Establish a centralised NSW Government entity to manage cultural properties.</td>
<td>• Create NSW</td>
<td>• Property NSW</td>
<td>Implement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2 Review the Create NSW Infrastructure Support Policy.</td>
<td>• Create NSW</td>
<td></td>
<td>Implement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.3 Work with local government and the cultural sector to identify and implement opportunities to repurpose suitable NSW Government property as affordable and accessible space for the community and cultural sector.</td>
<td>• Create NSW</td>
<td>• Property NSW</td>
<td>Implement</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>7.4 Identify policy opportunities within the New South Wales planning framework to increase space for the cultural sector through adaptive re-use.</td>
<td>• Department of Planning</td>
<td>• Create NSW</td>
<td>Implement</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>7.6 Continue to improve existing cultural assets via continuation and extension of the Creative Capital program to all metropolitan and regional areas.</td>
<td>• Create NSW</td>
<td></td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>7.7 Investigate and promote shared spaces and temporary uses in property scheduled for renewal.</td>
<td>• Create NSW</td>
<td>• UrbanGrowth NSW • Local Councils • Cultural Organisations</td>
<td>Implement</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>7.8 Retain space in industrial and employment areas for cultural production.</td>
<td>• Create NSW</td>
<td>• DPE • Local Councils • GSC</td>
<td>Implement</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>7.9 Support and advocate to continue cultural usage of existing infrastructure (e.g. heritage theatres).</td>
<td>• Create NSW</td>
<td>• Local Councils • Cultural Organisations</td>
<td>Implement</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

### Goal 8
Invest in new, fit-for-purpose infrastructure for the cultural sector.

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead</th>
<th>Partners</th>
<th>2018/19 to 2019/20</th>
<th>2020/21 to 2024/25</th>
<th>2025+</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1 Continue support for Create NSW’s Western Sydney Making Spaces Program.</td>
<td>• Create NSW</td>
<td>• Cultural Organisations</td>
<td>Implement</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>8.2 Work with regional galleries, libraries, archives and museums to pilot a co-location storage project for significant non-state-owned collections, including options for public access.</td>
<td>• Create NSW</td>
<td>• M&amp;G NSW • Local Government</td>
<td>Implement</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>8.3 Partner with other major NSW Government-led development and precincts to generate more affordable and accessible space for the cultural sector.</td>
<td>• Create NSW</td>
<td>• Cultural Organisations</td>
<td>Implement</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

### Goal 9
Support and invest in sustainable cultural infrastructure.

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead</th>
<th>Partners</th>
<th>2018/19 to 2019/20</th>
<th>2020/21 to 2024/25</th>
<th>2025+</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1 Review all cultural infrastructure capital investments with regard to community demand and ongoing operational sustainability.</td>
<td>• Create NSW</td>
<td>• Cultural Organisations</td>
<td>Implement</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Goal</td>
<td>Action</td>
<td>Lead</td>
<td>Partners</td>
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</tr>
<tr>
<td>Goal 10</td>
<td>Embed cultural infrastructure within other policy portfolios.</td>
<td>10.1 Work with UrbanGrowth NSW, Greater Sydney Commission and NSW Government Architect to create vibrant cultural precincts as part of cultural infrastructure delivery across Greater Sydney and New South Wales.</td>
<td>• Create NSW</td>
<td>• UrbanGrowth NSW  • Government Architect NSW  • GSC</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10.2 Partnering to identify opportunities for cultural infrastructure integration as part of new health infrastructure with the NSW Ministry of Health.</td>
<td>• Create NSW</td>
<td>• Ministry of Health</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10.3 Partnering to identify opportunities for cultural infrastructure integration in Transport for NSW infrastructure projects.</td>
<td>• Create NSW</td>
<td>• Transport for NSW</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10.4 Develop Create NSW as a ‘Centre of Excellence’ for cultural infrastructure, working collaboratively to build state-wide capacity for cultural infrastructure planning and delivery.</td>
<td>• Create NSW</td>
<td>• Local Councils  • Cultural Organisations</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>10.5 Enhance the current Arts and Culture Policy Working Group to champion the importance of cultural infrastructure across other portfolios and oversee implementation of The Plan.</td>
<td>• Create NSW</td>
<td>• Arts and Culture Policy Working Group</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10.6 Work with the Department of Planning and Environment to integrate public art into pilot projects to naturalise creeks and water channels.</td>
<td>• DPE</td>
<td>• Create NSW  • C3WEST MCA</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10.7 Develop business cases for pilot ‘joint use’ of new or upgraded school facilities for cultural purposes.</td>
<td>• Create NSW  • DPE</td>
<td>• Cultural Organisations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10.8 Establish space for practicing artists and facility sharing arrangements within New South Wales schools, correctional facilities, sporting facilities and hospitals.</td>
<td>• Create NSW</td>
<td>• Other NSW Government Agencies</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10.9 Advocate for the public and private sector to adapt effective and sustainable cultural infrastructure in line with the NSW Climate Change Policy Framework.</td>
<td>• OEH</td>
<td>• Create NSW</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10.10 Work with the Office of Strategic Lands to investigate short-term, long-term and interim property opportunities for the cultural sector.</td>
<td>• Office of Strategic Lands</td>
<td>• Create NSW</td>
<td></td>
</tr>
</tbody>
</table>

**Goal 11**
Build capacity for planning, funding and delivery of cultural infrastructure.

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead</th>
<th>Partners</th>
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</thead>
<tbody>
<tr>
<td>11.1 Investigate and pilot innovative models to build investment readiness and funding models for cultural infrastructure investment, including impact investment approaches, public-private partnerships and matched philanthropic funding.</td>
<td>• Create NSW</td>
<td></td>
</tr>
<tr>
<td>11.2 Develop tools and guides to support the planning and delivery of cultural infrastructure, including:  • Master planning  • Business case development  • Local planning control amendments  • Private sector delivery  • Identifying and accessing alternative funding streams</td>
<td>• Create NSW</td>
<td>• Local Councils  • Cultural Organisations</td>
</tr>
<tr>
<td>11.3 Prioritise NSW Government investment for projects with multiple funding streams, including earned income, investment from federal and/or local government, philanthropy and commercial partnerships.</td>
<td>• Create NSW</td>
<td>• Local Councils  • Cultural Organisations  • Private Sector</td>
</tr>
</tbody>
</table>
### Goal 12
Reduce barriers to private delivery and funding for cultural infrastructure.

<table>
<thead>
<tr>
<th>Action</th>
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<tbody>
<tr>
<td>12.1 Work with DPE to reduce barriers and incentivise local government use of development contributions for cultural infrastructure.</td>
</tr>
<tr>
<td>12.2 Investigate opportunities to fund cultural infrastructure facilities through existing infrastructure contributions secured as part of the planning process.</td>
</tr>
<tr>
<td>12.3 Ensure that NSW Government policy affecting the night-time economy includes balanced provisions that support the establishment and operation of cultural infrastructure, such as theatres and live music venues.</td>
</tr>
</tbody>
</table>

**Lead**
- DPE
- Create NSW

**Partners**
- Local Councils
- Create NSW

**2018/19 to 2019/20**
- **Implement**

**2020/21 to 2024/25**
- **Ongoing**

**2025+**
- **Implement**

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### Geographic Priority 1: Greater Sydney is recognised as a leading cultural capital of the Asia-Pacific

### Goal 13
World-class facilities showcasing our cultural identity and assets.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>13.1 Establish governance and investigate the best business models and funding opportunities for a contemporary First Nations Cultural Centre.</td>
</tr>
<tr>
<td>13.2 Investigate identified gaps in Greater Sydney’s cultural infrastructure, including a lyric theatre, large-scale exhibition space and outdoor events space, as well as flexible multi-purpose spaces.</td>
</tr>
</tbody>
</table>

**Lead**
- Create NSW

**Partners**
- Federal Government
- Local Councils
- Aboriginal Affairs
- First Nations Organisations
- City of Sydney
- Aboriginal Land Council
- Department of Industry
- Destination NSW
- Create NSW
- City of Sydney

**2018/19 to 2019/20**
- **Implement**

**2020/21 to 2024/25**
- **Ongoing**

**2025+**
- **Implement**

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### Goal 14
Support Greater Sydney’s transition to a three-city metropolis.

<table>
<thead>
<tr>
<th>Action</th>
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<tbody>
<tr>
<td>14.1 Cultural infrastructure investments to support development of the ‘Eastern Harbour City’, ‘Western Parkland City’ and ‘Central River City’ as part of Greater Sydney’s ‘three cities’ transformation.</td>
</tr>
<tr>
<td>14.2 Investigate cultural infrastructure opportunities as part of planning for the Aerotropolis.</td>
</tr>
</tbody>
</table>

**Lead**
- Create NSW

**Partners**
- Local Councils
- GSC
- GSC
- Local Councils

**2018/19 to 2019/20**
- **Implement**

**2020/21 to 2024/25**
- **Ongoing**

**2025+**
- **Implement**

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### Goal 15
Reinforce the benefits of our cultural institutions.

<table>
<thead>
<tr>
<th>Action</th>
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<tbody>
<tr>
<td>15.1 Deliver a best-practice holistic collection storage solutions for New South Wales Cultural Institutions and State Significant Organisations, including options for public access.</td>
</tr>
<tr>
<td>15.2 Maintain and renew our State Cultural Institutions.</td>
</tr>
</tbody>
</table>

**Lead**
- Create NSW

**Partners**
- State Cultural Institutions
- State Significant Organisations
- National Gallery of Australia
- State Cultural Institutions
- State Significant Organisations
- Philanthropy

**2018/19 to 2019/20**
- **Implement**

**2020/21 to 2024/25**
- **Ongoing**

**2025+**
- **Implement**
<table>
<thead>
<tr>
<th>Goal</th>
<th>Action</th>
<th>Lead</th>
<th>Partners</th>
<th>2018/19 to 2019/20</th>
<th>2020/21 to 2024/25</th>
<th>2025+</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Geographic Priority 2: Cultural infrastructure leverages the diversity and unique cultural identities across New South Wales</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Goal 16</strong></td>
<td>Support regional economic and social development.</td>
<td>16.1 Increase cultural infrastructure investment in regional New South Wales.</td>
<td>• Create NSW</td>
<td>• Local Government • Regional Cultural Organisations</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16.2 Implement a ‘hub and spoke’ approach to cultural infrastructure planning and investment in regional New South Wales.</td>
<td>• Create NSW</td>
<td>• Local Government • M&amp;G NSW</td>
<td>Implement</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Goal 17</strong></td>
<td>A coordinated approach to local and regional cultural infrastructure planning.</td>
<td>17.1 Provide investment, advice and capacity building that supports delivery of regionally significant cultural infrastructure and clusters in regional New South Wales.</td>
<td>• Create NSW</td>
<td>• Local Government • Cultural organisations</td>
<td>Implement</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>17.2 Work with local government through regional joint organisations of councils to identify regional cultural infrastructure priorities and connect projects with expertise and investment opportunities.</td>
<td>• Create NSW</td>
<td>• Office of Local Government • Regional Joint Organisations • M&amp;G NSW</td>
<td>Implement</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Infrastructure priorities</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Goal 18</strong></td>
<td>A strategic, coordinated approach to cultural infrastructure investment.</td>
<td>18.1 Adopt the Cultural Infrastructure Investment Framework as a framework for guiding future NSW Government investment in cultural infrastructure.</td>
<td>• Create NSW</td>
<td>• Cultural Institutions • State Significant Organisations • SARA • Local Councils • Cultural Organisations</td>
<td>Implement</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>18.2 Invest in and deliver significant metropolitan and regional cultural infrastructure and local cluster development projects.</td>
<td>• Create NSW</td>
<td>• Cultural Institutions • State Significant Organisations • SARA • Local Councils • Cultural Organisations</td>
<td>Implement</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Appendix B

Geographic snapshots of New South Wales

The twelve region snapshots included in this chapter are included to demonstrate the context in which implementation of The Plan will occur. By virtue of the diverse geographic and demographic characteristics of New South Wales, the snapshots do not attempt to be complete or authoritative statements of a region’s character. Instead, they highlight key contextual information, assets and themes identified through consultation.

**Region Definitions**

‘Greater Sydney’ refers to the five Sydney districts:
- Western City District
- Central City District
- Eastern Harbour City (incorporating North, Eastern City and South districts)

The remaining areas of the state are dissected as per the Department of Planning’s regional plans:
- Central Coast
- Central West & Orana
- Far West
- Hunter
- Illawarra-Shoalhaven
- New England-North West
- North Coast
- Riverina-Murray
- South East & Tablelands

Note: Newcastle and Wollongong local government areas are considered ‘Metropolitan’.

Note: ‘Western Sydney’ refers to the Western Parkland City and Central River City areas collectively.
Central Coast

WHAT WE HEARD
Source: consultation findings

Local government
Recognition of the integral role of Central Coast Council

Gosford Performing Arts Centre
Development of a Gosford Performing Arts Centre is an important development for the region

NAISDA Dance College
As a nationally recognised organisation, NAISDA Dance College is a significant local asset

Outdoor events
Outdoor event infrastructure is important for family and youth events

Grassroots
Increased affordable, accessible and fit-for-purpose spaces for the community and small-to-medium creative sector

Spaces for presentation
Access to galleries, small music venues and performance spaces for artists at all stages of their career

Screen
Screen production infrastructure is needed to support a growing local creative industry

REGION PLAN ALIGNMENT
Source: DPE

Direction 1
Grow Gosford City Centre as the region’s capital

Direction 3
Support priority economic sectors

Direction 6
Strengthen the economic self-determination of Aboriginal communities

Direction 7
Increase job containment in the region

Direction 17
Align land-use and infrastructure planning

Direction 18
Create places that are inclusive, well designed and offer attractive lifestyles

REGION SPECIFIC OPPORTUNITIES

Investigating opportunities to:
• Support and grow the regional screen sector
• Capitalise on the reputation of NAISDA and promote the region as a centre for Aboriginal and Torres Strait Islander performing arts
• Create a Gosford cultural cluster

DEMOGRAPHY
Source: DPE

2016 population
339,600

2016–2036 population percentage change
22% INCREASE

Aboriginal and Torres Strait Islander population
12,486

2016 Age group share of population

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-19</td>
<td>25%</td>
</tr>
<tr>
<td>20-34</td>
<td>17%</td>
</tr>
<tr>
<td>35-49</td>
<td>18%</td>
</tr>
<tr>
<td>50-64</td>
<td>19%</td>
</tr>
<tr>
<td>65+</td>
<td>20%</td>
</tr>
</tbody>
</table>

% change 2016 – 2036
LAND SIZE
125,474.9km²
Central West and Orana

WHAT WE HEARD
Source: consultation findings

Aboriginal culture
There is a desire for greater support of Aboriginal artists and cultural heritage including establishing dedicated spaces to perform, create and exhibit

Arts and health
Infrastructure supporting the health benefits of the arts sector to the local community

Participation
Increased opportunity for cultural participation especially among young people and the Aboriginal community

Grassroots
Increased affordable, accessible and fit-for-purpose spaces for the community and small-to-medium creative sector

Infrastructure maintenance
Better approaches to and support for maintenance of existing venues, not just the construction of new infrastructure

Collections storage
A strong regional focus on collections and the need to access the right collection storage solutions

Community venues
Increased access to NSW Government facilities and venues including education facilities

Regional galleries
Regional galleries were identified as important infrastructure with a role in promoting and developing local practitioners

Screen
Screen production infrastructure is needed to support a growing local creative industry

Regional strategy and coordination
Opportunities for strategy coordination and regional coordination

REGION PLAN ALIGNMENT
Source: DPE

Direction 4
Promote and diversify regional tourism markets

Direction 6
Expand education and training opportunities

Direction 7
Enhance the economic self-determination of Aboriginal communities

Direction 10
Promote business and industrial activities in employment lands

Direction 16
Respect and protect Aboriginal heritage assets

Direction 17
Conserve and adaptively re-use heritage assets

Direction 22
Manage growth and change in regional cities and strategic and local centres

Direction 23
Build the resilience of towns and villages

Direction 24
Collaborate and partner with Aboriginal communities

Direction 27
Deliver healthy built environments and better urban design

REGION SPECIFIC OPPORTUNITIES

Investigating opportunities to:

- Establish a regional approach to collections storage and management
- Support Aboriginal economic enterprise and cultural practice
- Support regional screen production
- Preserve and better utilise heritage infrastructure and clusters

DEMOGRAPHY
Source: DPE

2016 population

285,600

2016–2036 population percentage change
Source: DPE

8% INCREASE

Aboriginal and Torres Strait Islander population
Source: Australian Bureau of Statistics

12,973

2016 Age group share of population
Source: DPE

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<th>Age Group</th>
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% change 2016 – 2036
LAND SIZE
323,443.5km$^2$

KEY
- Regional Growth Boundary
- Road
- Airport
- Aboriginal Cultural Centre (8)
- Arts Centre (1)
- Cinema (1)
- Community Centre/Venue (1)
- Conservatorium (0)
- Gallery (14)
- Library (15)
- Licensed Venue (8)
- Museum (31)
- Outdoor Event Space (2)
- Radio (5)
- Studio (7)
- Theatre (1)
- Writers Centre (1)
Far West

WHAT WE HEARD
Source: consultation findings

Industry
Industry is a vital contributor to cultural infrastructure in the region, especially the resources sector

Extreme weather
Infrastructure is needed to help manage extreme heat, including air-conditioning and shaded outdoor event spaces

Transport
Access between regional hubs including Wilcannia, White Cliffs and Broken Hill is challenging

Heritage
Cultural heritage is a regional strength

Aboriginal culture
There is a desire for greater support of Aboriginal artists and cultural heritage, noting that the natural landscape is particularly important to Aboriginal communities

Flexibility
Small, affordable, multi-use spaces are needed for local creative workers

Infrastructure maintenance
Better approaches to and support for maintenance of existing venues, not just the construction of new infrastructure

Regulations
There are challenges with adapting existing buildings to meet planning and regulatory requirements including fire safety and disability access standards

Local government
Recognition of the integral role of local government: in particular Broken Hill

Tourism
Desire to make more of regional distinctiveness and assets through a coordinated approach to tourism

REGION PLAN ALIGNMENT
Source: DPE

Direction 5
Promote tourism opportunities

Direction 10
Enhance the economic self-determination of Aboriginal communities

Direction 18
Respect and protect Aboriginal cultural heritage assets

Direction 19
Conserve and adaptively re-use European heritage assets

Direction 24
Enhance access to education and training

Direction 30
Create healthy built environments

REGION SPECIFIC OPPORTUNITIES

Investigating opportunities to:

• Support regional cultural tourism
• Improve connectivity between creative communities and outside of the region
• Support Aboriginal economic enterprise and cultural practice
• Establish a Broken Hill cultural cluster

DEMOGRAPHY
Source: DPE

2016 population

47,600

2016–2036 population percentage change
Source: DPE

10% INCREASE

Aboriginal and Torres Strait Islander population
Source: Australian Bureau of Statistics

7,593

2016 Age group share of population
Source: DPE

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% change 2016 - 2036
WHAT WE HEARD
Source: consultation findings

Global
Newcastle needs infrastructure to support its growth into a global city
Newcastle Regional Art Gallery
Expansion of the gallery is a key regional project that will benefit Newcastle and the broader region with council, community and sector support
Development
Increased urban development of Newcastle identified as an important opportunity to embed culture in new development
Affordability
Housing affordability and gentrification a growing concern within the Newcastle inner city

REGION PLAN ALIGNMENT
Source: DPE

Direction 1
Grow Greater Newcastle as Australia’s next metropolitan city
Direction 3
Revitalise Newcastle city centre
Direction 6
Grow the economy of MidCoast and Port Stephens
Direction 8
Promote innovative small business and growth in the service sectors
Direction 9
Grow tourism in the region
Direction 17
Create healthy built environments through good design
Direction 19
Identify and protect the region’s heritage
Direction 20
Revitalise existing communities
Direction 26
Deliver infrastructure to support growth and communities
Direction 27
Strengthen the economic self-determination of Aboriginal communities

REGION SPECIFIC OPPORTUNITIES

Investigating opportunities to:
• Support Newcastle’s growth as a major metropolitan area, including redevelopment of the Newcastle Regional Art Gallery precinct
• Consolidate and grow regional creative industries
• Protect and grow the region’s live music and performance industry
WHAT WE HEARD

Source: consultation findings

Identity
Infrastructure should reflect and celebrate the region’s unique cultural identity and assist its growth as a regional cultural centre

University of Wollongong
There are opportunities to better integrate the university with the surrounding region

Outdoor events
Outdoor event infrastructure is important for family and youth events

Aboriginal culture
There is a desire for greater support of Aboriginal artists and cultural heritage, noting that the natural landscape is particularly important to Aboriginal communities

Education
Spaces are needed for community learning and arts education

Live music
Pubs, clubs, hotels and live music venues identified as important venues for cultural programming but in need of support across the region

Cluster development
Exploration of opportunities to cluster cultural infrastructure

Access
Increased disability access in existing venues was raised as a concern of the cultural sector

Digital infrastructure
High-speed internet is needed to facilitate connection with international partners and colleagues as well as providing access to international markets

REGION PLAN ALIGNMENT

Source: DPE

Direction 1.1
Grow the national competitiveness of Metro Wollongong to provide jobs and housing

Direction 1.3
Grow regional strategic assets to support economic growth across the region

Direction 1.5
Strengthen the economic self-determination of Aboriginal communities

Direction 3.1
Grow the opportunities for investment and activity in the region’s network of centres

Direction 3.3
Build socially inclusive, safe and healthy communities

Direction 3.4
Protect the region’s cultural heritage

REGION SPECIFIC OPPORTUNITIES

Investigating opportunities to:

• Support Wollongong’s growth as a major metropolitan area
• Consolidate and grow regional creative industries
• Develop plans to enhance the area surrounding Wollongong Town Hall and Performing Arts Centre
• Expand arts education opportunities across the region
• Investigate opportunities that benefit Shoalhaven communities across the performing arts, museums and gallery sectors
New England North West

WHAT WE HEARD
Source: consultation findings

Community infrastructure
Increased access to community facilities including community halls

Digital infrastructure
Digital infrastructure is needed to reduce the isolation of regional artists, increasing access to networks, ideas and markets

Young people
Increased access for participation of young people

Regional cities
Desire to see significant infrastructure and cluster investments in Tamworth and Armidale

Outdoor events
Outdoor event infrastructure is important for family and youth events

Infrastructure maintenance
Better approaches to and support for maintenance of existing venues, not just the construction of new infrastructure

Adaptive re-use
Desire to adaptively re-use heritage buildings as cultural infrastructure

Country music
Infrastructure that supports the regional identity as a hub for country music, focused on Tamworth

University of New England
Desire for more developed regional relationship with the university as a vital infrastructure hub

High streets
There are significant opportunities to better utilise high street retail spaces in the region

REGION PLAN ALIGNMENT
Source: DPE

Direction 7
Build strong economic centres

Direction 8
Expand tourism and visitor opportunities

Direction 9
Coordinate growth in the cities of Armidale and Tamworth

Direction 16
Coordinate infrastructure delivery

Direction 17
Strengthen community resilience

Direction 18
Provide great places to live

Direction 19
Support healthy, safe, socially engaged and well connected communities

Direction 22
Increase the economic self-determination of Aboriginal communities

Direction 23
Collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage

Direction 24
Protect the region’s historic heritage assets

REGION SPECIFIC OPPORTUNITIES
Investigating opportunities to:
• Increase suitability of community centres and venues for cultural activity
• Clarify opportunities for cultural infrastructure planning through the Tamworth and Armidale Regional City Activation Plans
• Establish a cultural cluster at Tamworth
• Identify key sites for adaptive re-use of heritage infrastructure and clusters, with a focus on Armidale

DEMOGRAPHY
Source: DPE

2016 population

188,250

2016–2036 population percentage change
Source: DPE

7% INCREASE

Aboriginal and Torres Strait Islander population
Source: Australian Bureau of Statistics

18,415

2016 Age group share of population
Source: DPE

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 WHAT WE HEARD
Source: consultation findings

Rehearsal space
A greater array of technically equipped rehearsal space is needed for local artists

Digital infrastructure
Digital infrastructure is needed to reduce the isolation of regional artists and increase access to networks, ideas and markets

Fit for purpose
Infrastructure that fosters collaboration, is of a high quality, flexible, functional and affordable, is more important than state-of-the-art design or technology

Infrastructure maintenance
Better approaches to and support for maintenance of existing venues, not just the construction of new infrastructure

Aboriginal culture
There is a desire for greater support of Aboriginal artists and cultural heritage

Outdoor events
Outdoor event infrastructure is important for family and youth events

Weather
Infrastructure, particularly for outdoor events, must consider high levels of rainfall within the region

Grassroots
Increased affordable, accessible and fit-for-purpose spaces for the community and small-to-medium creative sector

Creative industries
The creative sector has the potential to be a significant employer in the region, with Lismore, Byron and Bellingen identified as regional creative industry hubs, but this requires infrastructure to support new and innovative businesses

REGION PLAN ALIGNMENT
Source: DPE

Direction 6
Develop successful centres of employment
Direction 7
Coordinate the growth of regional cities
Direction 8
Promote the growth of tourism
Direction 14
Provide great places to live and work
Direction 15
Develop healthy, safe, socially engaged and well-connected communities
Direction 16
Collaborate and partner with Aboriginal communities

Direction 17
Increase the economic self-determination of Aboriginal communities
Direction 18
Respect and protect the North Coast’s Aboriginal heritage
Direction 19
Protect historic heritage
Direction 20
Maintain the region’s distinctive built character
Direction 21
Coordinate local infrastructure delivery

REGION SPECIFIC OPPORTUNITIES
Investigating opportunities to:
• Improve digital connectivity among the region’s artists and with major metropolitan areas
• Improve suitability of existing infrastructure
• Support consolidation and growth of regional creative industries
• Integrate cultural infrastructure planning within the North Coast Regional City Action Plans
• Support delivery of the Coffs Harbour Cultural and Civic Space development

DEMOGRAPHY
Source: DPE

2016 population
519,200

2016–2036 population percentage change
15% INCREASE

2016 Age group share of population
Source: DPE

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% change 2016 – 2036

Aboriginal and Torres Strait Islander population
Source: Australian Bureau of Statistics

25,034
**Riverina-Murray**

### WHAT WE HEARD

**Source:** consultation findings

**Leadership**
In Wagga Wagga, the Council has been supportive and proactive around cultural infrastructure, supported by an active and involved university.

**Increased investment**
A strong desire to see increased government investment in local cultural infrastructure.

**Community infrastructure**
Increased access to community facilities including community halls.

**Infrastructure maintenance**
Better approaches to and support for maintenance of existing venues and heritage buildings, not just the construction of new infrastructure.

**Regional touring infrastructure**
Infrastructure to support bigger performances than currently tour the region.

### REGION PLAN ALIGNMENT

**Source:** DPE

**Direction 6**
Promote the expansion of education and training opportunities.

**Direction 7**
Promote tourism opportunities.

**Direction 8**
Enhance the economic self-determination of Aboriginal communities.

**Direction 22**
Promote the growth of regional cities and local centres.

**Direction 23**
Build resilience in towns and villages.

**Direction 28**
Deliver healthy built environments and improved urban design.

**Direction 29**
Protect the region’s Aboriginal and historic heritage.

### REGION SPECIFIC OPPORTUNITIES

Investigating opportunities to:
- Increase usability of community centres and venues for cultural activity
- Establish regional touring circuits
- Incentivise local investment in regionally significant infrastructure

---

**DEMOGRAPHY**

Source: DPE

**2016 population**

273,200

**2016–2036 population percentage change**

4% INCREASE

**Aboriginal and Torres Strait Islander population**

Source: Australian Bureau of Statistics

11,792

**2016 Age group share of population**

Source: DPE

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% change 2016 – 2036

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Appendix B

Cultural Infrastructure Plan 2025+

Page 97
WHAT WE HEARD
Source: consultation findings

Regional cities
There are benefits and challenges associated with the lack of a major urban centre in the South-Eastern area of the region

Creative ageing
Infrastructure is required to support an ageing population

Existing facilities
Need to ensure existing facilities are being operated efficiently to benefit the local community

Transport
Limitations regarding travel and access between towns is a barrier to participation

Community infrastructure
Increased access to community facilities including community halls

Studio space
A strong creative community needs places where messy or noisy cultural production can occur

Infrastructure maintenance
Better approaches to and support for maintenance of existing venues, especially heritage buildings

Diversity
Infrastructure that supports and promotes the region’s strong multicultural community and history

Grassroots
Concern regarding a lack of long-term space for the small-to-medium sector and community

Extreme weather
Desire for more and better equipped outdoor event space, noting difficulties around outdoor events and the costs of heating cultural spaces during the colder months, especially in Snowy Monaro

Community Education
Need for community arts education opportunities and infrastructure

REGION PLAN ALIGNMENT
Source: DPE

Direction 2
Enhance tourism and export opportunities through the Port of Eden

Direction 3
Develop the Snowy Mountains into Australia’s premier year-round alpine destination

Direction 9
Grow tourism in the region

Direction 10
Strengthen the economic self-determination of Aboriginal communities

Direction 12
Promote business activities in urban centres

Direction 22
Build socially inclusive, safe and healthy communities

Direction 23
Protect the region’s heritage

REGION SPECIFIC OPPORTUNITIES

Investigating opportunities to:
• Align with planned regional tourism infrastructure, such as Port of Eden expansion
• Support community arts education
• Increasing connectivity within the region
• Celebrate the unique history and multiculturalism of the region

DEMOGRAPHY
Source: DPE

2016 population

275,700

2016–2036 population percentage change

16% INCREASE

Aboriginal and Torres Strait Islander population
Source: Australian Bureau of Statistics

8,825

2016 Age group share of population
Source: DPE

0-19 24% 5%
20-34 15% 2%
35-49 19% 10%
50-64 22% 3%
65+ 21% 62%
LAND SIZE

780.5km²
Central River City

DEMOGRAPHY
Source: DPE

2016 population
971,000

2016–2036 population percentage change
57%

Aboriginal and Torres Strait Islander population
13,431

2016 Age group share of population

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WHAT WE HEARD
Source: consultation findings

Aboriginal culture
There is a desire for greater support of Aboriginal artists and cultural heritage

Grassroots
Increased affordable, accessible and fit-for-purpose spaces for the community and small-to-medium creative sector, particularly affordable production space

Parramatta
The growth of the Parramatta CBD is a regional opportunity that needs to be supported with the right mix of infrastructure

Community
There was a clear desire for increased local facilities to foster community development and reduce the need to rely on facilities in the Eastern City

Digital infrastructure
The need for high-speed internet and in-built digital media in cultural facilities

Affordability
Affordability of space for living and working was highlighted as a challenge across the Sydney metropolitan area

REGION PLAN ALIGNMENT
Source: GSC

Objective 6
Services and infrastructure meet communities’ changing needs

Objective 7
Communities are healthy, resilient and socially connected

Objective 8
Greater Sydney’s communities are culturally rich with diverse neighbourhoods

Strategy 9.1
Facilitate opportunities for creative and artistic expression and participation, wherever feasible with a minimum regulatory burden, including:
• arts enterprises and facilities and creative industries
• interim and temporary uses
• appropriate development of the night-time economy

Objective 12
Great places that bring people together

Objective 13
Environmental heritage is identified, conserved and enhanced

Objective 9
Greater Sydney celebrates the arts and supports creative industries and innovation

Strategy 22.1
Provide access to jobs, goods and services in centres by diversifying the range of activities in all centres; creating vibrant, safe places and a quality public realm; providing for a diverse and vibrant night-time economy

Objective 23
Industrial and urban services land is planned, retained and managed

Objective 24
Economic sectors are targeted for success

Strategy 24.4
Provide a regulatory environment that enables economic opportunities created by changing technologies

REGION SPECIFIC OPPORTUNITIES
Investigating opportunities to:
• Increase making space for the community and the cultural sector
• Further build on the government’s investment in the cultural precinct in Parramatta, including development of a new museum and upgraded Riverside Theatre
• Parramatta North Urban Transformation project
• Long-term planning to establish a cultural hub at Sydney Olympic Park
• Support local government delivery of community-level cultural infrastructure
• Embed cultural infrastructure in key growth clusters
• Establishing formal and informal arts education infrastructure
• Invest in cultural infrastructure to support job creation and the creative industries
• Strategic co-location of cultural infrastructure with emerging centres of technology and innovation
Western Parkland City

DEMOGRAPHY
Source: DPE

2016 population

1,070,000

2016–2036 population percentage change
Source: DPE

43% INCREASE

Aboriginal and Torres Strait Islander population
Source: Australian Bureau of Statistics

25,893

2016 Age group share of population
Source: DPE

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WHAT WE HEARD
Source: consultation findings

Regional diversity
Western Sydney is too big and diverse to be treated as one entity and multicultural communities are a strength of the region

Grassroots
Increased affordable, accessible and fit-for-purpose spaces for the community and small-to-medium creative sector, particularly affordable production space

Ecosystem
A diverse range of spaces are needed across the region, possibly through a decentralised model that prioritises local needs rather than large iconic infrastructure

WHAT WE HEARD
Source: consultation findings

Regional diversity
Western Sydney is too big and diverse to be treated as one entity and multicultural communities are a strength of the region

Grassroots
Increased affordable, accessible and fit-for-purpose spaces for the community and small-to-medium creative sector, particularly affordable production space

Ecosystem
A diverse range of spaces are needed across the region, possibly through a decentralised model that prioritises local needs rather than large iconic infrastructure

REGION PLAN ALIGNMENT
Source: GSC

Objective 6
Services and infrastructure meet communities’ changing needs

Objective 7
Communities are healthy, resilient and socially connected

Objective 8
Greater Sydney’s communities are culturally rich with diverse neighbourhoods

Objective 9
Greater Sydney celebrates the arts and supports creative industries and innovation

Strategy 9.1
Facilitate opportunities for creative and artistic expression and participation, wherever feasible with a minimum regulatory burden, including:
• arts enterprises and facilities and creative industries
• interim and temporary uses
• appropriate development of the night-time economy

Objective 12
Great places that bring people together

Objective 13
Environmental heritage is identified, conserved and enhanced

Strategy 20.2
Develop and implement land-use and infrastructure plans for the Western Sydney Airport, the metropolitan cluster, the Western Sydney Employment Area and strategic centres in the Western Parkland City including: planning vibrant strategic centres and attracting health and education facilities, cultural, entertainment, arts and leisure activities

Strategy 22.1
Provide access to jobs, goods and services in Centres, including:
• attracting significant investment and business activity in strategic centres to provide jobs growth
• diversifying the range of activities in all centres
• creating vibrant, safe places and a quality public realm
• focusing on a human-scale public realm and locally accessible open space
• conserving and interpreting heritage significance
• providing for a diverse and vibrant night-time economy in a way that responds to potential negative impacts

Objective 23
Industrial and urban services land is planned, retained and managed

Objective 24
Economic sectors are targeted for success

Strategy 24.4
Provide a regulatory environment that enables economic opportunities created by changing technologies

REGION SPECIFIC OPPORTUNITIES
Investigating opportunities to:
• Support local government delivery of community-level cultural infrastructure
• Embed cultural infrastructure in key growth clusters and projects, including the proposed Western Sydney Aerotropolis and Western Sydney City Deal
• Establishing formal and informal arts education infrastructure
• Introducing cultural infrastructure in conjunction with delivery of the Greater Sydney Region Plan
• Support establishment of Aboriginal cultural infrastructure
LAND SIZE
1,776.7 km$^2$

KEY
- Regional Growth Boundary
- Road
- Airport
- Aboriginal Cultural Centre (14)
- Arts Centre (15)
- Cinema (39)
- Community Centre/Venue (92)
- Conservatorium (3)
- Gallery (285)
- Library (144)
- Licensed Venue (562)
- Museum (153)
- Outdoor Event Space (6)
- Radio (30)
- Studio (814)
- Theatre (67)
- Writers Centre (5)
Eastern Harbour City

DEMOGRAPHY
Source: DPE

2016 population

2,641,000

2016–2036 population percentage change
Source: DPE

27% INCREASE

Aboriginal and Torres Strait Islander population
Source: Australian Bureau of Statistics

16,771

2016 Age group share of population
Source: DPE

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% change 2016 - 2036

WHAT WE HEARD
Source: consultation findings

Planning and regulation
There are challenges associated with approval timeframes and operational uncertainty arising from planning and regulatory requirements.

Creative industries
There is a critical mass of creative industries due to the locational advantage offered by the CBD, but affordability of property limits the ability of small organisations to create a base for their activity.

Partnerships
Opportunities to partner with business and the corporate sector were identified as key strengths of the region.

WHAT WE HEARD
Source: consultation findings

Well resourced
Central Sydney has the densest provision of cultural infrastructure in the state and competes on the global stage as a cultural destination.

Affordability
Affordability of space for living and working was highlighted as a challenge across the Sydney metropolitan area. Increasing rents and overall gentrification driven by rapid development is a key challenge to the creative community in the Eastern City.

Grassroots
Increased affordable, accessible and fit-for-purpose spaces for the community and small-to-medium creative sector, particularly affordable production space.

REGION PLAN ALIGNMENT
Source: GSC

Objective 6
Services and infrastructure meet communities’ changing needs.

Objective 7
Communities are healthy, resilient and socially connected.

Objective 8
Greater Sydney’s communities are culturally rich with diverse neighbourhoods.

Objective 9
Greater Sydney celebrates the arts and supports creative industries and innovation.

Strategy 9.1
Facilitate opportunities for creative and artistic expression and participation, wherever feasible with a minimum regulatory burden, including:

- arts enterprises and facilities and creative industries
- interim and temporary uses
- appropriate development of the night-time economy.

Objective 12
Great places that bring people together.

Objective 13
Environmental heritage is identified, conserved and enhanced.

REGION SPECIFIC OPPORTUNITIES
Investigating opportunities to:

- Upgrade, renew and maintain infrastructure supporting major cultural institutions.
- Provide access to affordable space for the small-to-medium cultural sector, prioritising production space.
- Establish cultural clusters in key Eastern City sites, such as Macquarie Street heritage precinct, Ultimo creative industries precinct, Carriageworks precinct.
- Identify cluster opportunities in growth areas within the North and South City districts.
- Establish a National Aboriginal Cultural Centre.
- Invest in cultural infrastructure to support job creation and the creative industries.
- Strategic co-location of cultural infrastructure with emerging centres of technology and innovation.

STRATEGY 22.4
Provide access to jobs, goods and services in Centres, including:

- attracting significant investment and business activity in strategic centres to provide jobs growth.
- diversifying the range of activities in all centres.
- creating vibrant, safe places and a quality public realm.
- focusing on a human-scale public realm and locally accessible open space.
- conserving and interpreting heritage significance.
- providing for a diverse and vibrant night-time economy in a way that responds to potential negative impacts.

Objective 23
Industrial and urban services land is planned, retained and managed.

Objective 24
Economic sectors are targeted for success.

Strategy 24.4
Provide a regulatory environment that enables economic opportunities created by changing technologies.
## Strategic alignment

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<td>1. Cultural infrastructure supports strong communities and economies in NSW</td>
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<td>2. Access to space for community participation in culture</td>
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<td>3. Cultural infrastructure for a collaborative and thriving cultural sector</td>
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<td>4. Creating impact through partnerships and capacity building</td>
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<td>1. Cultural infrastructure leverages the diversity and unique cultural identities of New South Wales’s regions</td>
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<td>2. Greater Sydney is recognised as a leading cultural destination of the Asia-Pacific</td>
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Appendix D

Engagement

Across the state, there are opportunities for the dynamic and innovative use of space that can support art and cultural practice. We took the opportunity to engage with people across New South Wales to understand what is needed from the state’s cultural infrastructure investment so as to sustain and enrich our culturally vibrant communities.

It was important to have a robust and comprehensive discussion that reflected New South Wales’s diversity in experience and local identity. To ensure that we heard from a wide range of voices, extensive engagement took place across regional and metropolitan NSW. We met with community members, artists, the cultural sector, businesses, cultural institutions, State Significant Organisations, local and state government representatives. We engaged the communities and individual artists producing at a grassroots regional level, as well as larger organisations.

How we engaged:

1. **Sector workshops**: 16 workshops in 15 locations.
2. **Community feedback kiosks**: 15 pop-ups in 14 locations.
3. **Online surveys**: Targeted surveys for the community and cultural sector.
4. **Stakeholder meetings**: Including NSW Government agencies, State Cultural Institutions, Regional Arts Development Organisations, State Significant Organisations peak bodies and a range of other stakeholders.
5. **Attending and presenting at conferences and events**: For example, Artstate Lismore and the Create NSW’s Youth Arts roundtable.
6. **Engagement of all NSW local councils**: Invitation for submissions.
7. **Submissions**: Invited submissions and feedback from cultural organisations across New South Wales.

Through our 16 facilitated cultural sector workshops we sought feedback on our draft priorities and asked participants to share their region-specific requirements. A key theme that arose in workshops across the state was the need for flexible, multi-purpose spaces that can be used in a readily accessible and affordable way. The sessions, led by Left Bank Co., developed from the sector a key understanding of currently available resources, gaps and opportunities.

JOC Consulting engaged in a cross-state venture, holding 15 flexible community feedback kiosks concurrently in 14 key metropolitan and regional centres. Passers-by of all ages were interviewed, with some stopping to chat only for a moment, others participating in surveys and activities. The importance of culture in people’s lives was identified, with more than three-quarters identifying cultural activity as being ‘very important’ for wellbeing, community connection and family. Even those who admittedly didn’t engage often still responded positively when asked about the social impact and outcomes that cultural experiences provide.

To further develop our Plan priorities, we addressed stakeholders through community and sector surveys or via one-on-one meetings. The surveys alone brought 30,900 voices to the conversation. SGS Economics & Planning analysed our survey feedback. Additionally, we conducted one-on-one meetings with principal arts organisations and our colleagues in other NSW Government departments to find potential development projects and collaboration sources.

Not unsurprisingly, the surveys and our meetings highlighted what we’d heard on the road. The New South Wales cultural sector and communities value affordable, fit-for-purpose space to support cultural production, community identity and equitable participation.

Our far-reaching engagement process was invaluable in forming a comprehensive state-wide plan. The discussions were key to reflecting our current landscape and identifying what infrastructure will enable our richly diverse cultural communities to develop, practice, access and participate in their unique cultural spaces.

Participants in workshops, face-to-face meetings and submissions

- 4A Centre for Contemporary Asian Art
- Aboriginal Affairs NSW
- Accessible Arts
- Advocate for Children and Young People NSW
- Age of Fishes Museum
- Albury City Council
- Antenna Documentary Film Festival
- Anzac Memorial
- APY Art Centre Collective
- Armidale & Region Aboriginal Cultural Centre and Keeping Place Inc.
- Armidale Regional Council
- Art Gallery of NSW
- Art Pharmacy / Culture Scouts
- ArtMaker
- Arts Mid North Coast
- Arts North West
- Arts Northern Rivers
- Arts on Tour
- Artspace
- Ausdance NSW and Ausdance Victoria
- Australia Council for the Arts
- Australian Brandenburg Orchestra
- Australian Broadcasting Corporation
- Australian Centre for Photography
- Australian Chamber Orchestra
- Australian Decorative and Fine Arts Societies Newcastle Inc.
- Australian Design Centre
- Australian Film Television and Radio School
- Australian Museum
- Australian National Maritime Museum
- Australian Opal Centre
- Australian Theatre for Young People
- Ballina Shire Council including Northern Rivers Community Gallery
- Band Association of NSW
- Bangarra Dance Theatre Australia
- Bank Art Museum Moree (BAMM)
- Bankstown Arts Centre
- Bankstown Polish Club
- Bankstown Youth Development Service
- Base Arts Inc.
- Bathurst Memorial Entertainment Centre
- Bathurst Regional Council including Bathurst Regional Art Gallery
- Bayside Library Service
- Beat Knoblauch & Associates
- Bega Valley Shire Council including Bega Valley Regional Gallery and Bega Valley Shire Library
- Bell Shakespeare
- Bellingen Community Arts Council
- Bellingen Shire Council
- Belvoir St Theatre
- Berrigan Shire Council
- Biennale of Sydney
- Blackfella Films
- Black Arts Collective
- Blacktown City Council including Blacktown Arts Centre
- Blayney Council
- Blayney Shire Local & Family History Group Inc.
- Blue Mountains City Council
- Blue Mountains Economic Enterprise
- Boorangga Writers’ Centre
- Bowraville Arts Council including Bowraville Theatre Players
- Brand X Productions Inc.
- Bridge Art Project Inc.
- Brisbane Water Historical Society – Henry Kendall Cottage & Historical Museum
- Broken Hill Art Exchange Inc.
- Broken Hill City Council including Broken Hill Regional Art Gallery
- Broken Hill Historical Society Inc.
- Bundian Way
- Bunker Cartoon Gallery
- Burrinjuck Foundation
- BushPlay
- Byron School of Art Pty Ltd
- Byron Shire Council
- Cabonne Council
- Camden Council
- Campbell Page
- Campbelltown Arts Centre
- Canberra Region Joint Organisation
- Candelo Arts Society
- Carriageworks
- Casula Powerhouse Arts Centre
- Catapult Dance
- Cementa Inc.
- Central Coast Council
1. Includes $100 million towards the Regional Cultural Fund, $645 million towards the powerhouse Precinct at Parramatta, $228 million towards the Sydney Opera House Stage 2 Renewal and Safety, Accessibility and Venue Enhancement, $207 million towards the Walsh Bay Arts Precinct, $244 towards the Sydney Modern Project and $50.5 million towards the Australian Museum.


6. Ibid.


16. Ibid.


21. Ibid.


31. Ibid.


