FOREWORD
ACKNOWLEDGMENT OF COUNTRY
VISION
WHAT IS CULTURE?
COUNCIL'S ROLE
OUR REGION
COMMUNITY PROFILE
HERITAGE, ARTS & CULTURE IN OUR REGION
CULTURAL EVENTS & TOURISM
PARTICIPATION
EDUCATION
OUR CULTURAL AND CREATIVE WORKFORCE
DEVELOPING THIS PLAN
PLANNING AND POLICY LINKAGES
COMMUNITY ANALYSIS
ACHIEVING OUR VISION
STRATEGIC OBJECTIVES AND DESIRED OUTCOMES
STRATEGIES AND ACTIONS
Port Macquarie-Hastings Council is committed to ensuring arts, heritage and culture play a strong role in the development of the Port Macquarie-Hastings region’s future, its identity and sense of place.

Council currently plays a major part in delivering cultural services across the region, and is supported by the ever-growing number of community organisations, events and activities that contribute to ensuring that our community is diverse, resilient and connected.

Council also has a leadership role in assisting the growth and development of arts and cultural activity. A strong arts and cultural framework will contribute to the delivery of the four key objectives of the Towards 2030 Community Strategic Plan including:

- Leadership & Governance;
- Your Community Life;
- Your Business & Industry; and
- Your Natural & Built Environment.

This Cultural Plan identifies the underpinning strategies, frameworks and actions that will drive and support cultural development within the Port Macquarie-Hastings region for the period 2018-2021. The Plan outlines the resources required to ensure maintenance and development of the area’s cultural and heritage resources; help develop a thriving creative industry; and encourage, support and enable participation in artistic expression and cultural experimentation to inspire innovation and a sense of wonder.

The Plan is designed to be a “living” document that will evolve with changing times, priorities and trends. The implementation of the future actions identified in this Plan is dependent on their inclusion in Council’s four-year Delivery Program.

ACKNOWLEDGMENT OF COUNTRY

Port Macquarie-Hastings Council acknowledges the Birpai people as the traditional custodians of the lands within its local government boundaries. We would like to acknowledge Elders both past and present, and extend that respect to all Aboriginal and Torres Strait Islander people.
GREATER PORT MACQUARIE IS RECOGNISED INTERNATIONALLY AS AN INNOVATIVE LEADER OF CREATIVITY AND CULTURE.
WHAT IS CULTURE?

UNESCO defines culture as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, that encompasses, not only art and literature, but lifestyles, ways of living together, value systems, traditions and beliefs (UNESCO, 2001).

The New South Wales Government’s Cultural Planning Guidelines for Local Government defines culture as:

“Culture in its widest sense is about what matters to people and communities. It is about relationships, shared memories and experiences. It is about identity, history and a sense of place. It is about the different cultural and religious backgrounds found in most communities. It is about the things we consider valuable for passing on to future generations. It is our way of connecting the present with the past and the future.”

The cultural fabric of the Port Macquarie-Hastings is part of our daily lives, our rural lifestyle, our history and our celebrations as well as how we express ourselves through art, performance and other types of community events.

Cultural activity includes but is not limited to the visual arts, performing and literary art, social events and activities, heritage programs, museums and galleries, educational activities leading to the development of cultural skills and knowledge, festivals, celebrations, commemorative events, planning and design, public art, cultural planning, craft, digital new media, architecture, film, food, fashion, television and radio and the creative industries.

“Our region is quickly becoming a cultural destination of choice, with wonderful community pride and ownership in our unique heritage, people and places.

This plan is designed to help us build on this reputation by empowering and enriching our community through experiences that celebrate our diverse art and culture.”

Peta Pinson
Port Macquarie-Hastings Mayor
“I think the amazing beauty of this area could be enhanced with more street art and community art”
Council will take on a range of roles to champion and support arts and culture in the region, to successfully deliver on our Cultural Vision:

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HOST</strong></td>
<td>Providing spaces and opportunities for artistic, cultural and creative activity and enterprises to take place and prosper</td>
</tr>
<tr>
<td><strong>CUSTODIAN</strong></td>
<td>Conserving, enhancing and developing our cultural and heritage assets and infrastructure in conjunction with our community custodians</td>
</tr>
<tr>
<td><strong>FACILITATOR</strong></td>
<td>Creating networks, creative clusters, brokering partnerships and supporting communities to achieve desired cultural outcomes</td>
</tr>
<tr>
<td><strong>PARTNER</strong></td>
<td>Sharing and working with others to promote community participation in arts and culture to achieve great outcomes</td>
</tr>
<tr>
<td><strong>CAPACITY BUILDER</strong></td>
<td>Building a strong and creative community through arts education and sector development</td>
</tr>
<tr>
<td><strong>PRODUCER</strong></td>
<td>Producing events, seeding new works and creating showcasing opportunities for our growing creative community</td>
</tr>
<tr>
<td><strong>LEADER</strong></td>
<td>Listening to our communities and driving innovation in the development of a distinctive cultural brand for our region</td>
</tr>
<tr>
<td><strong>ADVOCATE</strong></td>
<td>Celebrating and championing the role that culture and arts play in building a strong and inclusive community</td>
</tr>
</tbody>
</table>

Left: Flathead Flood Marker  Middle: Shark Flood Marker  Right: Whiting Flood Marker  Public Art by Rick Reynolds in Camden Haven
The Port Macquarie-Hastings Local Government Area (LGA) is located midway between Sydney and Brisbane on the Mid North Coast of NSW. The region extends west from the areas surrounding the mouth of the Hastings and Camden Haven rivers, through verdant hinterland to the Great Dividing Range.

The main towns within the LGA include Port Macquarie, Wauchope, Bonny Hills, Lake Cathie, Comboyne, Rollands Plains and Telegraph Point and collectively the Camden Haven including Laurieton, North and West Haven, Dunbogan, Kendall and Kew.

The topography of the area is diverse and continues to fuel cultural and creative expression - sand dunes, coastal wetlands, flood plains, rolling farmland and rugged mountain ranges. Many of these are accessible by established walking tracks.
COMMUNITY PROFILE

PLACE

CONNECTION
Home to the Birpai people for over 40,000 years

LOCATION
Area 3,686km²
260km North of Newcastle
420km North of Sydney
510km South of Brisbane
84km of Coastline

CLIMATE
Best climate in Australia according to CSIRO

COMMUNITY FACILITIES
3 Libraries
17 Community Halls
Home to the Glasshouse Gallery and Performing Arts Centre
Community Museums
Astronomical Observatory

HERITAGE
Over 12 state significant heritage sites and 106 local heritage sites

BUSINESS
$8.9 Billion local Economy which is 32% of the Mid North Coast Economy
5,886 businesses
23,206 local employees
Largest region by population and economy on NSW Mid North Coast

OUR REGION AS
TOURISM
#1 tourist destination on the Mid North Coast
$462 Million to local economy
**ECONOMY**

**CREATIVE ECONOMY**

- **$13.6 Million** (2017)
  up from
- **$8.9 Million** (2015)

  - Regional Exports: $0.422 Million
  - Local Expenditure: $4.28 Million
  - Value Added: **$7.13 Million**

**PEOPLE**

**POPULATION**

- **80,000+** people live in the Port Macquarie-Hastings

  This is expected to increase to **103,000** by 2036

**VOLUNTEERS**

- **13,672**

**UNEMPLOYED**

- **6.8%** of the population

**ABORIGINAL**

- **4%**
  Aboriginal and Torres Strait Islanders

**DEMOGRAPHICS**

- **13.1%** are aged 12-24
- **3.89%** between the ages of 25-59
- **34.8%** are aged over 60

The median age is **48**

**VISITORS**

- **1,539,000** visitors
- 2,797,000 visitor nights
- 50% visitors from regional NSW
- 35% visitors from Sydney
- Families: 33%
- Couples without children: 32%

Information used has been sourced from
- 2016 Census Plan
- 2017 REMPLAN
- 2014 Greater Port Macquarie Destination Management Plan
HERITAGE, ARTS & CULTURE IN OUR REGION

HERITAGE

The Birpai people are the original occupants and inhabitants of the land in and around our region and have been for more than 40,000 years. They exercised traditional rights over the area including the lands and waterways of the Hastings.

Our Aboriginal history is captured through stories, song and dance of the Birpai people. Stories are shared through the Local Aboriginal Land Councils and venues such as the Glasshouse, Sea Acres National Park, Cowarra Dam sculptural installations and public art throughout the region.

Port Macquarie was one of Australia’s first European settlements outside of Sydney and it features a number of historic buildings and sites that date back to colonial and convict days.

The Port Macquarie Historical Society’s collection is significant in regional NSW and Australia. It interprets important themes in local, State and Australian political and social history, including Aboriginal culture, European settlement, the penal colony, free settlement, local trades, services and industries, farming, the timber industry, domestic life, recreation and travel.

A sign-posted heritage walking trail highlights 13 of Port Macquarie’s most fascinating historic and archaeological sites. Other places of historical significance within the Port Macquarie town centre include the Port Macquarie Museum showcasing the area’s history from its beginnings as a penal colony; original 1869 courthouse designed by Colonial architect James Barnet; and outside the town centre the Lake Innes House ruins, the remains of the house built using convict labour between 1831 and 1843; and the Douglas Vale homestead and vineyard which was built in 1862. There are also a number of sites of significant heritage value across the towns and villages of the LGA.
ARTS & CULTURE

There are over 100 arts and cultural groups in the region who showcase their artistic talents at local galleries, theatres, exhibitions and events.

Located in the heart of Port Macquarie, the Glasshouse is a regional creative hub. It is home to a theatre, regional gallery, performance studio, Visitor Information Centre, gift shop, conference facilities and heritage displays. The Gallery showcases over 20 diverse exhibitions each year and these are complemented by a range of activities and events for all ages, including art master classes, public talks, children’s activities and exhibition openings. The Glasshouse also presents a performing arts program, ranging from contemporary dance to Australian drama, performances for children and live stream festival events. The visual and performing arts programs are complemented by an education program for all aged students and their teachers.

The local government area features a large number of outdoor public art sculptures.
Over time, Port Macquarie-Hastings has become the home to a number of Cultural/Festival events are have organically grown over time and become significant assets on the region’s events calendar.

These events include:

- **ArtWalk** – a Council-led evening celebration of creativity which in its 3rd year (2018) attracted over 12,000 people;
- **Music Festivals** – FOTSUN, Big Band Blast, Wildwood and SummerSalt attract thousands of locals and visitors to Port Macquarie, Kendall National Violin Competition – an internationally-recognised event;
- **Food Festivals** – a Slice of Haven and Tastings on Hastings, both of which attract around 15,000 people annually.

Other local events such as the Port Macquarie Beatles Festival, Blues and BBQ Festival, Port Macquarie-Hastings Heritage Festival and LitFest2444 offer event formats which are creative and vibrant and contribute to the economic, social and cultural fabric of our region.

Our region has a strong and unique Aboriginal and European history and Port Macquarie played an integral role in the historic development of NSW and the early colony. Much of our convict-era history remains today in local buildings, collections and archaeology.

Tourism and attractions research indicates that culture and heritage are among the top ten unique tourism selling points of the LGA, with heritage, arts and culture among our top five experience themes on offer.

In Australia and globally, cultural tourism is growing at a faster rate than tourism overall. Both international and domestic tourists who engage in a cultural or heritage activity tend to make longer visits than other tourists. Across Australia, international cultural tourists spend 24% more and stay 24% longer than international tourists generally. And domestic tourists staying overnight at a destination spend 56% more and stay 37% longer when they incorporate cultural activities into their visit.

Accordingly, Council’s 2016 Destination Management Plan identified heritage, arts and culture as one of the key strategic strengths of the Port Macquarie-Hastings region and is one of the key opportunities to grow visitor expenditure.

The table to the right identifies the types of cultural and heritage activities that tourists undertake within NSW (percent share of total Heritage and Cultural visitors to NSW for each market).
### TYPES OF CULTURAL AND HERITAGE ACTIVITIES

<table>
<thead>
<tr>
<th>Activity</th>
<th>International visitors (%)</th>
<th>Domestic overnight visitors (%)</th>
<th>Domestic day trip visitors (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visit history / heritage buildings, sites or monuments</td>
<td>71.8</td>
<td>32.0</td>
<td>34.9</td>
</tr>
<tr>
<td>Visit museums or art galleries</td>
<td>55.7</td>
<td>38.4</td>
<td>29.9</td>
</tr>
<tr>
<td>Attend festivals / fairs or cultural events</td>
<td>22.9</td>
<td>24.2</td>
<td>23.1</td>
</tr>
<tr>
<td>Attend theatre, concerts or other performing arts</td>
<td>18.3</td>
<td>23.6</td>
<td>23.2</td>
</tr>
<tr>
<td>Experience aboriginal arts / craft and cultural displa</td>
<td>16.6</td>
<td>1.6</td>
<td>1.4</td>
</tr>
<tr>
<td>Visit art / craft workshops / studios</td>
<td>11.4</td>
<td>3.8</td>
<td>3.9</td>
</tr>
<tr>
<td>Visit an aboriginal site / community</td>
<td>9.5</td>
<td>1.0</td>
<td>1.6</td>
</tr>
<tr>
<td>Attend aboriginal performance</td>
<td>8.4</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

*Source: Cultural and Heritage Tourism to NSW, Destination NSW, December 2016 report.*

Tastings on Hastings Food and Wine Festival
PARTICIPATION

The following graphs, which use 2013/14 Australian Bureau of Statistics data, provide a snapshot of the attendance and participation of people from the Mid North Coast (from Great Lakes in the south to Nambucca in the north) across art, craft, theatre, dance, music, and literature.

Attendance at most venues/events in the region is comparable with the NSW average, attendance at classical music concerts, musicals and operas; museums and cinemas are well below the NSW average. In contrast to this, library visitation is significantly higher than the NSW average demonstrating the high value that our community places on the network of libraries across the LGA.

![Proportion of Australians (aged 15+) who attended arts, June 2013 - July 2014](chart1)

PROPORTION OF AUSTRALIANS (AGED 15+) WHO ATTENDED ARTS, JUNE 2013 - JULY 2014

<table>
<thead>
<tr>
<th>Activity</th>
<th>NSW - Mid North Coast</th>
<th>Total NSW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classical music concerts, musicals and operas</td>
<td>9%</td>
<td>20%</td>
</tr>
<tr>
<td>Popular music</td>
<td>28%</td>
<td>33%</td>
</tr>
<tr>
<td>Total pop music</td>
<td>31%</td>
<td>42%</td>
</tr>
<tr>
<td>Art galleries</td>
<td>27%</td>
<td>26%</td>
</tr>
<tr>
<td>Total art galleries</td>
<td>23%</td>
<td>21%</td>
</tr>
<tr>
<td>Perform arts</td>
<td>52%</td>
<td>58%</td>
</tr>
<tr>
<td>Total at least one arts venue or event</td>
<td>55%</td>
<td>62%</td>
</tr>
<tr>
<td>Cinemas</td>
<td>20%</td>
<td>27%</td>
</tr>
<tr>
<td>Libraries and archives</td>
<td>46%</td>
<td>39%</td>
</tr>
<tr>
<td>Museums</td>
<td>80%</td>
<td>82%</td>
</tr>
</tbody>
</table>

EDUCATION

At a post-secondary level, the Port Macquarie-Hastings region is served by TAFE with campuses in Port Macquarie and Wauchope offering courses across a wide range of creative industries including: Design; Fashion, clothing and textiles; Fine & visual arts; and Screen, media & web.

Charles Sturt University through the School of Communication and Creative Industries offers Diploma & Bachelor Degree programs in the Creative Industries in Design, Visual Art and much more. Students in CSU’s programs can elect pathways in Graphic Design, Photography, Screen Media and Illustration. Charles Sturt University will also offer visual arts and design as teaching areas from 2019 through its the Bachelor of Education programs.
OUR CULTURAL AND CREATIVE WORKFORCE

The creative industries can be defined as those industries which have their origin in individual creativity, skill and talent, and that have a potential for wealth and job creation through the generation and exploitation of intellectual property.

The NSW Creative Industries Economic Profile (2013) noted that “the Northern Rivers, Port Macquarie, Coffs Harbour, and a southeastern “creative belt” stretching from south of Sydney into the Yass Valley have higher concentrations of creative industries activity than the majority of regional NSW.”

While the number of people directly employed in the heritage, creative and performing arts in the Port Macquarie-Hastings LGA is relatively low, many more indicate qualifications or a professional background in arts, heritage or creative industries and many of our cultural and heritage community groups rely on volunteers to operate - over 13,700 people across the LGA people undertook volunteer work at some time during 2017.

Most of the region’s artists and creative practitioners are involved in unincorporated enterprises (i.e. sole proprietor or partnerships), and often have another job to support their creative pursuits.

The most recent Mid North Coast creative industries research project undertaken by Arts Mid North Coast identified the key challenges to the growth of the sector being:

- Industry recognition;
- Infrastructure;
- Collaboration;
- Lack of formal participation by key groups (indigenous and youth);
- Marketing; and
- Education.

There is a significant opportunity to build the capacity of our creative practitioners and the local creative economy by providing professional development opportunities; establishing more formalised networks, co-working facilities and cultural precincts (hubs) across the LGA; and providing greater opportunities for our creatives to showcase their work.
Youth Week ‘Octivate’

ArtWalk

Tastings on Hastings, Fire Water Harvest – community developed lanterns with artists Claude Teyssier and Margrit Rickenbach
Stephen Killick and Stephen King, "Harry" – Public Art Shelly Beach
Local government works effectively in our local community when in collaboration and partnership with individual people and community groups, professional associations and private operators and in conjunction with other local, regional and State Government programs and plans.

Recognising this, the Cultural Plan has drawn heavily on community participation throughout the development process.

Work commenced on the Cultural Plan in late 2014, led by the Council’s Heritage, Arts & Culture Priorities Advisory Group (HACPAG) comprised of members of professional organisations, local arts and heritage groups and the Port Macquarie-Hastings community.

Extensive community engagement took place with key arts, heritage and creative groups as well as the wider community. Through this process almost 1000 community members, participated in the development of the 2016-2019 Cultural Plan.

In 2017, Council initiated a new cultural forum, the Cultural Steering Group (CSG), again with members from professional organisations, local arts and heritage groups and community. The initial focus of this group has been a review of the 2016-2019 Cultural Plan and the subsequent development of this 2018-2021 Cultural Plan.

A number of CSG workshops have been hosted by staff and independent facilitators, to develop a vision for the future of Arts, Culture and Heritage in the region and the range of strategic objectives and actions that will help us achieve this vision.

“Our community have played an important role in the development of this plan, and will be instrumental in delivering our region’s cultural vision.

This partnership approach will see us continue to build a strong, inclusive and creative culture that provides opportunities and experiences for our entire community.”

Craig Swift-McNair
General Manager, Port Macquarie-Hastings Council
PLANNING AND POLICY LINKAGES

The Cultural Plan does not exist in isolation but within the context of other plans particularly at local, regional and state-wide levels. Understanding these linkages is key to ensuring that duplication of effort is avoided and partnerships are developed to maximise the outcomes from limited resources.

CREATE NSW

At a state level, Create NSW is the NSW Government’s arts and cultural driver, which is responsible for furthering the Government’s vision for NSW to be known for “its bold and exciting arts and culture that engages the community and reflects the state’s rich diversity.” Create NSW is committed to growing, empowering and strengthening the arts, screen and culture sectors in NSW, to embed arts in the everyday and deliver new, innovative and exciting arts and cultural services and experiences for the people of NSW.

Create in NSW: The NSW Arts and Cultural Policy Framework outlines the following key actions for regional NSW:

• collaborating with local governments in Regional NSW, with a focus on opportunities for creative hubs and cultural precincts;
• enhancing performing arts touring by developing a Regional Partnerships and Touring Framework for the State Cultural Institutions;
• supporting self-determined practice and creating professional development pathways for artists and for arts and cultural workers;
• supporting the development of digital platforms to extend the reach of the State Cultural Institutions’ collections, programs and events to schools, universities, family historians, researchers, artists and cultural practitioners across NSW;
• promoting opportunities for cultural tourism through Destination Management Planning (DMP) — in consultation with the Regional Arts Network and Destination NSW.

ARTS MID NORTH COAST

Arts Mid North Coast (AMNC) - part of a network of 14 Regional Arts Boards throughout regional New South Wales - is the peak regional arts and cultural development organisation for our region from the MidCoast LGA in the south to Coffs Harbour LGA in the north. Port Macquarie-Hastings Council is one of 6 permanent members of AMNC.

Its mission is to collaborate with individuals, communities, organisations and government and businesses to build capacity and create opportunities. Summarised into a few words, its purpose is to increase the capacity of the artists and creatives within our region and to showcase their work and value.

Of the goals of Arts MNC outlined in the Arts Mid North Coast Strategic Plan 2016-2018, the following three goals have been identified as having linkages to this Cultural Plan:

• To generate increased opportunities for access, participation, training and education (Participation);
• To generate increased awareness of creative and cultural activity and opportunities (Audience Development); and
• To develop and foster strategic partnerships, projects and networks that benefit communities and the region (Partnerships).
A number of Council’s strategic and planning documents are intrinsically linked to the development of culture and creativity in the region. The interaction of these documents is shown below.

**COMMUNITY STRATEGIC PLAN 10+ YEARS**

The purpose of this plan is to identify the community’s main priorities and aspirations for the future and to plan strategies for achieving these goals.

- **STATE AND REGIONAL PLANS**
- **COMMUNITY PLANS**
- **COMMUNITY INCLUSION PLAN**
- **DISABILITY INCLUSION PLANS**
- **PUBLIC ART POLICY**
- **LIBRARY STRATEGIC PLAN**
- **GLASSHOUSE STRATEGIC PLAN**
- **CULTURAL PLAN**
- **ECONOMIC DEVELOPMENT STRATEGY**
- **EVENTS PLAN**
- **HERITAGE PLAN**
- **DESTINATION MANAGEMENT PLAN**
- **OPERATIONAL PLAN ANNUAL**
- **DELIVERY PROGRAM 4+ YEARS**

Practical activities that Council will deliver to the community during the council term.

- **RESOURCING STRATEGY 10+ YEARS**

*Under development as at May 2018*
COMMUNITY ANALYSIS

STRENGTHS
- Great local talent
- World-class performing and visual arts centre – ‘The Glasshouse’
- Diverse heritage including significant cultural material collections
- Growing and economically sustainable regional community
- Council and community program of innovative & inclusive activities/events
- Promoting Port Macquarie as a destination for family and food
- Natural location and environmental assets
- Cultural momentum

WEAKNESSES
- Cultural Economy
- Unbalanced demographic profile
- Culture is undervalued
- Limited integration of cultural activities/assets
- Talent retention/attraction
- Limited public transport access
- Marketing
- Workspace
- Many community facilities across the LGA are no longer fit for purpose

OPPORTUNITIES
- Under-utilised and under-developed facilities and spaces
- Increasing Population
- Technology Disruption
- External Funding Available
- Night-time economy

THREATS
- Culture and Arts is an undervalued economic driver
- LGA’s competing for funding, resources and visitation
- Reduction in external funding
- Low disposable income from 2 growth segments: students and aged
“Our region is recognised internationally as an innovative leader of creativity and culture.”

This Cultural Plan sets the parameters for Arts and Cultural Development in the Port Macquarie-Hastings LGA for 2018-2021.

The 3-year Plan will be a cross-Council initiative and will be undertaken through partnerships and collaboration with State and Federal Governments, local industry, the education sector, community-based arts and cultural organisations, and creative individuals.

The following pages of this document outline the strategic objectives, strategies and actions that will assist in realising the cultural vision for our community and is shaped by the following framework:

**ACHIEVING OUR VISION**

Council will focus on the following four key strategic objectives:

1. Develop and empower our region’s art & cultural communities and assets;
2. Enrich our community through experiences that embrace and celebrate our diverse and unique art and culture;
3. Create community pride and ownership in our cultural brand which promotes our unique heritage, people and places;
4. Ensure the effective planning, funding, integration and measurement of Council’s arts and culture programs.

The strategies will detail a series of approaches developed to address the strategic objectives whilst optimising our collective strengths.

Each strategy is matched with a broad range of activities and undertakings. It is proposed that following formal adoption of the Plan by Council, the following steps will take place:

- Development of a detailed annual cultural action plan, confirming those actions which are to be progressed during the first year, and thereafter in subsequent years;
- Confirmation of the budget and staff resourcing required to implement the first-year actions;
- Allocation of responsibilities.

There are three levels of review for this Plan:

- Quarterly progress report;
- Annual Review;
- Major Review in 2021 prior to development of the 2022-2025 Cultural Plan.

Monitoring and evaluating the effectiveness of actions will be ongoing. A range of methods will be employed to track the impact and analyse the outcomes achieved. These methods may include surveys, focus groups, an analysis of community participation and attendance statistics, ABS data and case studies of our creative spaces and our local creative practitioners.
STRATEGIC OBJECTIVES AND DESIRED OUTCOMES

DEVELOP AND EMPOWER OUR REGION’S ART & CULTURAL COMMUNITIES AND ASSETS

Quality cultural facilities, precincts and spaces make essential contributions to the quality of our lifestyle across the towns and villages in our LGA. Over the period of this plan we will look at the activation of our community spaces and places, prioritise how our spaces are used and developed over time and work with our communities to develop, facilitate and support programs and opportunities for our local creatives to develop their skills and showcase their talent. By doing this we will create opportunities for everyone to access culture in their local community whilst creating a vibrant cultural economy.

DESIRED OUTCOMES

- More residents actively participating in arts and culture;
- More local, accessible places and spaces alive with a calendar of diverse cultural activities and events;
- Percentage growth in people employed in the creative industries;
- Percentage growth in the share of our economy from creative industries;
- A greater number of collaborative working environments that support the development of our local creatives; and
- Attraction and retention of artists and cultural enterprises in the region.

ENRICH OUR COMMUNITY THROUGH EXPERIENCES THAT EMBRACE AND CELEBRATE OUR DIVERSE AND UNIQUE ART AND CULTURE

We recognise the significant benefits of arts and cultural participation - the positive impact this has on health and well-being, connectivity and inclusiveness, and its role in building bridges between diverse sectors of our community. Over the period of this Plan we will work with our communities to acknowledge different community identities and work with our communities to develop, facilitate and support cultural experiences and programs that build an appreciation of that diversity.

DESIRED OUTCOMES

- Increased participation in cultural activities by a wider cross-section of our community;
- A co-ordinated approach to Public Art across the towns and villages in our LGA that is relevant to our communities and encourages people to explore and look at their communities in new and exciting ways;
- A richness of cultural experiences that acknowledge and celebrate our diversity; and
- Our towns and villages across the LGA recognised for their distinctive cultural characteristics.
CREATE COMMUNITY PRIDE AND OWNERSHIP IN OUR CULTURAL BRAND WHICH PROMOTES OUR UNIQUE HERITAGE, PEOPLE AND PLACES

The Port Macquarie-Hastings region has a rich and diverse landscape of cultural and heritage experiences, natural landscapes and local creative products and activities for residents and visitors to discover and explore. Over the period of this Plan we will work with key stakeholders to develop a co-ordinated approach to further enhancing, then marketing and communicating our cultural assets.

DESIRED OUTCOMES

- Percentage growth in cultural tourism;
- Increased awareness of the range of cultural activities available in the region;
- Greater recognition of our local creatives and their products/service;
- Signature cultural events and festivals that are sustainable; attract new audiences and bring people to our region;
- Increased collaborations, partnerships and networking across the arts and cultural sector;
- LGA-wide identification of our heritage and character places;
- Greater recognition of our Indigenous heritage and culture; and
- Residents and visitors accessing our heritage places to understand our history and local stories.

ENSURE THE EFFECTIVE PLANNING, FUNDING, INTEGRATION AND MEASUREMENT OF COUNCIL’S ARTS AND CULTURE PROGRAMS

Council policies, strategies and plans are never framed in total isolation – they must consider the policy context of relevant local documents including those from relevant funding authorities. We will work with key stakeholders both internal to Council and externally to drive the delivery of this Cultural Plan in a way that maximises the outcomes from the available resources and is consistent with community and Council aspirations detailed in other plans.

DESIRED OUTCOMES

- An increase in the level of funding received from external bodies to implement actions from this Plan;
- An increase in the level of funding available to community organisations to deliver community-led cultural projects;
- Cultural planning more closely reflects community aspirations; and
- An ability to demonstrate measurable outcomes from this Plan that can be benchmarked against comparable local government bodies.
DEVELOP AND EMPOWER OUR REGION’S ART & CULTURAL COMMUNITIES AND ASSETS
IDENTIFY & HARNESS THE POTENTIAL OF OUR CULTURAL ECONOMY

1.1 Cultural economy plan
Develop and deliver a cultural economy plan to grow and diversify our region’s economy through creative enterprises. The cultural economy plan will help to position our region as a hub for the creative industries, and identify opportunities to resource cultural development.

CREATE, DEVELOP AND MAINTAIN VIBRANT CULTURAL SPACES AND PLACES TO MAXIMISE OPPORTUNITIES FOR OUR COMMUNITY TO PARTICIPATE IN CULTURAL ACTIVITIES ACROSS THE REGION

1.2 Creative precincts and hubs
Investigate, plan and advocate for future creative precincts and cultural hubs designed to connect, build on the capabilities of, and showcase our significant cultural assets and the work of our local creative practitioners, with a key focus on developing a Port Macquarie CBD cultural precinct plan.

1.3 Venues and spaces
Identify community and Council venues and develop a plan for revitalising and strengthening existing cultural facilities across our towns and villages so everyone can access arts and culture locally. Identify opportunities for commercial, unused spaces to become vibrant creative spaces.

1.4 Showcase programs
Provide or facilitate opportunities to showcase locally-developed, high-quality arts programs within our community spaces.

1.5 Library strategic direction
Investigate ways to enhance the delivery of innovative Library services across the LGA.

RAISE THE SKILLS AND CAPACITY OF OUR LOCAL CREATIVES TO FOSTER A VIBRANT CULTURAL COMMUNITY

1.6 Cultural mapping
Undertake a cultural mapping process to identify information about all existing arts and cultural individuals, organisations, assets, activities and events to assist with building a cultural calendar; develop a comprehensive cultural database for networking & marketing purposes and as a resource for measurement information as the implementation of the Cultural Plan progresses.

1.7 Skills audit
Undertake a skills audit of our local creatives and cultural sector to identify current strengths and future opportunities for skills development and capacity building.

1.8 Professional development opportunities
Support our local creatives and creative enterprises to develop the skills, networks and profile to enable them to thrive, by developing a program of activity which may include workshops, master classes, networking events and mentoring programs.
ENRICH OUR COMMUNITY THROUGH EXPERIENCES THAT EMBRACE AND CELEBRATE OUR DIVERSE AND UNIQUE ART AND CULTURE
MAXIMISE ARTS & CULTURAL EXPERIENCES FOR ALL SECTORS OF
OUR COMMUNITY

2.1 Inclusive programs and events
Provide input into the development of Council’s Events, Disability Inclusion and
Community Inclusion Plans to ensure the facilitation, support and/or provision of a
wide range of cultural events, programs and activities for all sectors of the community
including our youth and seniors, Aboriginal and multicultural residents.

2.2 Bicentenary
Facilitate the development and delivery of Bicentenary events and activities for the
period 2018-2021 in a manner which is inclusive and recognises the multiple cultural
stories that make up the history and identity of our region.

IDENTIFY AND DEVELOP THE CULTURAL IDENTITY OF OUR PLACES
(TOWNS & VILLAGES)

2.3 Cultural vibrancy
Work with our communities to identify ways to enhance cultural vibrancy across our
towns and villages throughout the LGA as part of the community planning process.

2.4 Community-based and community-led programs
Support our communities across the region to develop and deliver innovative cultural
activities and programs which reflect local aspirations and identity and encourage
community participation.

IMPROVE SOCIAL AMENITY THROUGH PUBLIC ART

2.5 Public art audit
Undertake an audit of Council’s existing Public Art and develop a maintenance/
replacement schedule.

2.6 Public art policy
Develop and implement a Public Art Policy and Guidelines which provides a framework
for commissioning, developing and managing public art (including integration into our
major infrastructure projects) that reflects best-practice in public arts.

2.7 Public art master plan
Develop and implement as appropriate an LGA-wide Public Art Master Plan which
identifies suitable sites for public art and encourages residents and visitors to look at
our towns and villages in new and unexpected ways.
CREATE COMMUNITY PRIDE AND OWNERSHIP IN OUR CULTURAL BRAND WHICH PROMOTES OUR UNIQUE HERITAGE, PEOPLE AND PLACES
STRATEGIES & ACTIONS

FOSTER COLLABORATION

3.1 Collaborative partnerships
Partner and collaborate with businesses, arts sector organisations and all levels of government to drive and strengthen our cultural assets, programs and facilities.

IDENTIFY AND DEVELOP OPPORTUNITIES TO PROFILE AND PROMOTE CULTURE AT ALL LEVELS - LOCAL TO INTERNATIONAL

3.2 Cultural marketing & communications plan
Develop and implement a PMHC Cultural Marketing & Communications Plan.

3.3 Cultural tourism
In partnership with key stakeholders, develop and implement a cultural tourism plan that promotes our culture and builds our reputation as a destination offering diverse cultural experiences.

3.4 Cultural festival
Building on the success of Council’s ArtWalk event, undertake strategic planning to develop a sustainable cultural festival celebrating our local arts, heritage and culture that will promote Port Macquarie-Hastings region as a centre of cultural excellence.

WORK COLLABORATIVELY WITH THE CULTURAL COMMUNITY SECTOR TO DELIVER IDENTIFIED HERITAGE OUTCOMES

3.5 Heritage and management audit
Assess and map the visual character and cultural significance of our landscape and built environment, including undertaking an audit of heritage interpretive signage, Council and community-managed heritage assets and collections, leading to further policy and guidance for the future management and protection of these unique places and development of a heritage signage interpretation framework.

3.6 Our Aboriginal culture
Develop a long-term plan for Aboriginal heritage and culture in the region that includes a commitment to the development and promotion of our local Aboriginal artists.

PROMOTE OPPORTUNITIES FOR CULTURAL EXCHANGE

3.7 Handa sister city
Review the Handa Sister City relationship to identify further potential for cultural exchange.

3.8 Creative professional exchange program
Develop a professional exchange program to include arts partnerships, workshops and scholarships for creative practitioners.
ENSURE THE EFFECTIVE PLANNING, FUNDING, INTEGRATION AND MEASUREMENT OF COUNCIL’S ARTS AND CULTURE PROGRAMS
STRATEGIES & ACTIONS

IDENTIFY FUNDING OPPORTUNITIES TO SUPPORT CULTURAL OUTCOMES

4.1 Funding
Identify potential funding streams (including grants, corporate funding and partnerships) to support the ongoing implementation of actions from the Cultural Plan.

4.2 Grants program
Support the development of arts programs and projects across the LGA by establishing a Community Cultural Development Grants program.

INTEGRATE AND ALIGN THE CULTURAL PLAN WITH RELEVANT COUNCIL DOCUMENTS (PLANS, STRATEGIES AND POLICIES)

4.3 Glasshouse Strategic Plan
Provide input into the development of Council’s Glasshouse Strategic Plan to ensure the delivery of high-quality cultural, community and commercial activities which reflect the social and cultural aspects that are relevant to our community.

4.4 Heritage guidelines
Update Council’s local heritage guidelines/studies to better reflect current planning & development trends.

4.5 Community engagement
Undertake a comprehensive community engagement process for the development of the 2021-2024 Cultural Plan.

4.6 Economic Development Strategy
Provide input into the development of Council’s Economic Development Strategy to ensure alignment with the cultural economic outcomes identified within the Cultural Plan, in particular, the development of our creative industries and cultural tourism.

IDENTIFY, MEASURE AND RAISE AWARENESS OF THE ECONOMIC AND SOCIAL VALUE OF CULTURE TO OUR COMMUNITY

4.7 Cultural performance measure
Develop a relevant set of cultural performance measures based on recognised cultural indicators to allow benchmarking of cultural activity. Develop a process to allow for evaluation of actions against these measures.
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