CANTERBURY BANKSTOWN

SUPPORTING PLAN

Creative City Strategic Plan 2019–29

November 2019

7 destinations

Safe & Strong
A proud inclusive community that unites, celebrates and cares

Safe & Strong documents are guided by the Social Inclusion Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as being a child friendly City, children's services, community safety and crime prevention, inclusiveness, community services, universal access, reconciliation,ageing, community harmony and youth.

Clean & Green
A clean and sustainable city with healthy waterways and natural areas

Clean & Green documents are guided by the Environmental Sustainability Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as managing our catchments and waterways, natural resources, hazards and risks, emergency management, biodiversity and corporate sustainability.

Prosperous & Innovative
A smart and evolving city with exciting opportunities for investment and creativity

Prosperous & Innovative documents are guided by the Prosperity and Innovation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as revitalising our centres, employment, investment, being SMART and creative, and providing opportunities for cultural and economic growth.

Moving & Integrated
An accessible city with great local destinations and many options to get there

Moving & Integrated documents are guided by the Transport Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as accessibility, pedestrian and cycling networks, pedestrian and road safety, transport hubs, and asset management.

Healthy & Active
A motivated city that nurtures healthy minds and bodies

Healthy & Active documents are guided by the Health and Recreation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes lifelong learning, active and healthy lifestyles, and providing quality sport and recreation infrastructure.

Liveable & Distinctive
A well designed, attractive city which preserves the identity and character of local villages

Liveable & Distinctive documents are guided by the Liveable City Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as preserving the character and personality of centres, heritage, affordable housing, and well managed development.

Leading & Engaged
A well- governed city with brave and future focused leaders who listen

Leading & Engaged documents are guided by Council's Lead Resourcing Strategies. Supporting Plans, Action Plans and Policies cover such themes as open government, managing assets, improving services, long term funding, operational excellence, monitoring performance, being a good employer, civic leadership, and engaging, educating and communicating with our community.

Strategic Planning Framework Summary

The Strategic Planning Framework (SPF) maps out the role of all current and future Council strategies and plans that work to deliver the vision for the City. The framework works from the highest level of strategic direction in the Community Strategic Plan through to more detailed plans that will eventually drive works projects and programs on the ground. The framework is comprised of the following levels:

The **COMMUNITY STRATEGIC PLAN (CSP)** is our highest level plan and translates the community's desired outcomes for the city into key destinations. The CSP includes community suggested actions which can be tested in the development of all other plans.

1 **LEAD STRATEGIES** are Council's response to the CSP and provide high level strategic direction on key challenges facing the City. They are informed by a sound evidence base that considers key trends and an understanding of the implications of key issues and opportunities in the City.

2 **SUPPORTING PLANS** break down broad theme areas discussed in LEAD STRATEGIES into smaller themes providing high level actions. SUPPORTING PLANS identify broad works projects and programs required to deliver on these actions. Supporting plans include indicative costing and resourcing requirements and delivery timeframes.

3 **DETAILED ACTION PLANS** take actions from SUPPORTING PLANS and identify specific works projects and programs required to deliver on these actions. Supporting plans include detailed costing and resourcing requirements and delivery timeframes.

4 **GUIDELINES, POLICIES AND CODES** provide detailed information, rules for activities or guidance for specific works on Council or other lands.

Acknowledgement

The City of Canterbury Bankstown acknowledges the traditional country of the Darug (Darag, Dharug, Daruk, Dharuk) and the Eora People.

We recognise and respect their cultural heritage, beliefs and relationship with the land.

We acknowledge they are of continuing importance to Aboriginal and Torres Strait Islander people living today.

Pemulwuy Mural opening, photographed by Chris Woe, 2019

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Definitions

Creativity: The creation or invention of something based on imagination and ideas.

Culture: The ideas, customs, and social practices of people or society.

Cultural facility: Building or space that has been purpose built or repurposed to house cultural organisations or collections, to produce cultural expression or to present creative works.

Cultural hub: A cluster of cultural facilities with other attractions like food and retail.

Pop-up: Temporary use of spaces for impromptu events, temporary artworks or other uses.

01 Message from the City

The City of Canterbury Bankstown is home to high quality contemporary cultural practice as well as grassroots cultural development. With people from over 120 ancestry groups, it also consists of some of the most diverse communities in Australia. We want to build on the strengths of our people and connect them to our creative places and programs to make us a destination City. We believe that creativity is everywhere, and our vision is to harness creativity for a liveable CBCity.

Our Community Strategic Plan, *CBCity 2028*, guides us on our journey to be a thriving, dynamic city of people who are interested and interesting – unapologetically themselves.

We are proud to present the *Creative City Strategic Plan 2019-29*, our strategic plan for how to and enhance use and enhance our City's creative and cultural resources. It contributes to our vision of making Canterbury-Bankstown a place "*Where Interesting Happens*" by recognising the importance of the City's social fabric, natural landscapes and built environment.

Creative City supports our Community Strategic Plan by using the powers of creativity and creative people all around our City. We want Canterbury-Bankstown to be a cosmopolitan City and destination, where our vibrant and unique way of life is creatively expressed. To achieve this, we outline a set of creative principles that will guide our wide-ranging work, as well as a series of practical actions to support creativity not only through our arts facilities, but also through our open spaces, urban and environmental planning and community development.

Creative City highlights Canterbury-Bankstown's unique identity and supports creative practices as a way of cultivating distinctive places. Our plan promotes artistic and cultural opportunities for both professional practitioners and the general public. It will also help to shape city connections by encouraging urban design, public art and festivals. Recognising that our City is not only made up of the built environment, but also valuable natural landscapes, the plan also highlights the heritage and cultural value of our waterways and natural environment. This plan emphasises the need for a whole-of-Council approach to coordinating creativity in Canterbury-Bankstown and for Council to take a strategic leadership role in this field. We want to be proactive with opportunities for curation, deploying expertise where needed to connect people through collaborative projects and allowing synergies to develop.

Ultimately, we are seeking the best outcomes that can be achieved by tapping into our diverse wealth of creative talent. Creativity is beneficial to Canterbury-Bankstown now, and will be essential in the future. We are committed to supporting creativity both at a grassroots level and through a more structured approach within our organisation.

> **"Culture should be regarded as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs"**
>
> ***– UNESCO Universal Declaration on Cultural Diversity***

How can creativity and culture make us a destination City?

This strategic plan contributes to the seven destinations identified in *CBCity 2028*, an ambitious vision for Canterbury-Bankstown to 2028. The seven destinations are multidisciplinary, cutting across economic prosperity, urban planning, safety and inclusion and more. We are proposing to utilise creativity and culture to promote the outcomes envisioned in these seven destinations.

Safe and Strong:
Arts and culture provide creative opportunities to record, interpret and express who we are to each other and the world, which promotes shared understanding, harmony and inclusiveness.

Prosperous and Innovative:
Creativity brings our city to life. Festivals, community celebrations, public art, music, dance, pop-up artists' studios and more create vibrant and dynamic centres which attract people to live, work and study in the City.

Clean and Green:
Public art, interpretation, creative signage and cultural development projects are all creative ways to engage our imaginations and foster our appreciation and protection of our natural environments.

Leading and Engaged:
A whole-of-Council approach to creativity and culture will deliver a more resilient City. The strategic use of resources through shared facilities and engaging the community in decision-making are important.

Liveable and Distinctive:
Festivals, markets, cafés, public art and murals all add to the colour and liveliness of our streets. They express the unique identity of our centres, generating economic activity, encouraging social interaction and fostering community pride.

Moving and Integrated:
Enhancing streets with public art, murals, pop-up parks and cafés will encourage people to interact, walk and cycle, making it easy to get from one great local destination to the next.

Healthy and Active:
Community facilities and libraries are welcoming and inclusive spaces which encourage lifelong learning. Our parks and open spaces are enhanced by public art and creative place-making.

Jason Wing's mural with Georges Hall neighbours Georgia Elias and Kate Wilson

02 Overview of *Creative City*

Definitions Page 7

Creativity means many things to many people. Here are the keywords in the plan and what we mean by them.

Message from the City Page 8

The purpose and key aims of Creative City, which is Council's creative and cultural plan for the next 10 years.

Context Page 12

A review of benefits of creativity, where CBCity sits in the planning context, mapping of creative spaces and activities, as well as other facilities in the area. We also look at the key issues and opportunities – people, places, programs and perception.

What you told us Page 18

The key messages from the community following public engagement with both artists and the wider public. We note the things you love and the things you'd like to see in future.

What we will do Page 26

An outline of the principles of this plan, as well as the action plan that we commit to. The actions are wide-ranging, going across multiple disciplines.

03 Context

3.1 Benefits of creativity for the City

Creativity is often perceived to be the domain of artists and professionals – the people who work in studios, museums and art centres, but creative activities are open to the wider community. People who are interested in visual arts, craft, music, dance, cooking and more can express themselves and have space outside of work and home.

Creativity and culture in our City is positive for the well-being of residents, communities and local economies. They offer immediate benefits for individuals, contributing to their self-esteem, resilience and overall mental well-being, as well as a sense of peace and balance. They can also strengthen communities by bringing different people and different cultures together. In particular, creative practices foster young imaginations and facilitate children's success in school. They provide the critical thinking, communications and innovation skills essential for the 21st century.

Creativity also brings economic benefits, with research showing that cultural and creative activity contributes to $111.7 billion of Australia's economy in 2016-17. Within CBCity, there are 194 local businesses in the arts and recreation services, as well as over 1,600 people employed in the creative industries, from arts education, to film/screen arts, literature, museums, visual and performing arts, photography and design. Creativity creates jobs and produces tax revenue. The sector is an economic asset that stimulates business activity, attracts tourism revenue, retains a high quality work force and stabilises property values. Incorporating creativity has been shown to be a successful and sustainable strategy for revitalising areas, creating a welcoming sense of place and fostering a desirable quality of life.

Additionally, creativity can contribute to the small business sector. The creative industries are comprised of many talented workers who are self-employed, freelancers or employed by micro-enterprises. Non-profit organizations, too, are small businesses and play an important role in training creative workers and incubating artistic enterprises.

This strategic plan is an acknowledgment to the creatives, professionals and artists of Canterbury-Bankstown that we value their contribution and are committed to working with them to benefit our community.

3.2 Planning context

The original people of Canterbury-Bankstown are the Darug (Darag, Dharug, Dharuk) and Eora people, who occupied the areas within the current local government area boundaries for many thousands of years before European settlement and subsequent formation of the Council. The City of Canterbury Bankstown was formed in 2016, following the amalgamation of the former Bankstown and Canterbury Councils. There are more than 360,000 people living in the City, which covers a land area of 110 square kilometres. By 2036, the population of Canterbury-Bankstown is forecast to increase to 500,000-550,000 people.

Across different state planning documents, Canterbury-Bankstown has been designated as either South Sydney, Western Sydney or Eastern Sydney. This fluidity is both a result of Canterbury-Bankstown's size, as well as the changing character of Greater Sydney. For example, Create NSW, the NSW Government's arts policy and funding body, has included Canterbury-Bankstown in its 2018 report *Mapping Arts and Culture in Western Sydney*. The report found that Canterbury-Bankstown is one of the largest LGAs by population, containing 15 per cent of Western Sydney's population. As part of its Western Sydney roots, Canterbury-Bankstown can tap into connections with Liverpool, Penrith and Parramatta. This designation as Western Sydney is important because the priorities include getting recognition for the region's cultural output and diversity, and to support local government delivery of community-level cultural infrastructure.

Within metropolitan Sydney, the Greater Sydney Commission has identified Canterbury-Bankstown as part of the South District. The district plan emphasises the diversity of this part of Greater Sydney, adding that supporting social connections, as well as cultural and creative expression will build resilience through understanding, trust and neighbourliness.

The Greater Sydney Commission also identifies Canterbury-Bankstown as part of the Eastern Harbour City. Accordingly, Create NSW's *Cultural Infrastructure Plan 2025+* identifies opportunities in this region including establishing cultural clusters in key sites and to investing in cultural infrastructure to support job creation and the creative industries. This identification of Canterbury-Bankstown as part of Eastern Sydney speaks to the permeability between parts of our City and the inner west and Georges River areas of Greater Sydney. In Eastern Sydney, there is more established cultural infrastructure but also issues such as increasing rents and gentrification caused by rapid development.

With arts and culture produced in Canterbury-Bankstown already exhibited or exported to both Western and Eastern Sydney, our City is in a unique position to connect to regional centres across Greater Sydney and NSW. The Local Strategic Planning Statement, *Connective City 2036*, builds on this geographical advantage.

3.3 Snapshot: Creative spaces and activities in CBCity

Creativity is everywhere, from our indoor community facilities to our outdoor art trails. And there are shows and events all year long. Welcome to the creative spaces and activities in CBCity 2019.

1. Bankstown Arts Centre
A cultural facility where artists, tenant creative organisations and community groups collaborate to explore ideas and learn, create and experience contemporary community-based arts. Located on the site of the former Bankstown Pool.

2. Bryan Brown Theatre
Named after Bankstown-born actor Bryan Brown, this theatre hosts musical productions and movie screenings, and meeting spaces. Don't forget the award-winning library next door.

3. Orion Theatre
This heritage-listed function centre in Campsie boasts Art Deco grandeur. Enjoy musical concerts based on the famous Wurlitzer Organ here. The organ was purchased in 1927 and has been located at the theatre since 1988.

4. Georges River Art Trail
Known as the Crosscurrents, this trail from Shortland Brush to East Hills takes you to artworks along the river.

5. Public Art and Murals
Council's assets include 238 external artworks, consisting of permanent public artworks in town centres and temporary murals for annual events such as the 4ESydney HipHop Festival led by Vyva Entertainment (which also showcases music, dance, djs, interactive panels and more).

6. Chester Hill Community Centre
A Dreamtime dance group, and singing and dancing practices by both African and Korean groups.

7. Condell Park Community Centre
Cultural activities for women, and a group for Aboriginal men and women to practice arts, songs and culture.

8. Endeavour Hall
Three dimensional decoupage artwork, performing arts plus arts and craft activities take place in this Revesby hall.

9. Georges Hall Community Centre
Groups for dancing, singing, sewing and rehearsals.

10. Milperra Hall
Song and dance activities for Vietnamese senior citizens, and others.

11. Padstow Senior Citizens Centre
Groups making embroidering, studying philosophy and different languages.

12. Yagoona Community Centre
Brass band practice, multicultural gatherings and Aboriginal group.

13. Earlwood Hall
Line dancing and folk dancing.

14. Ashbury Hall
Korean dancing, singing groups, ancient Korean swordsmanship and multicultural gatherings.

15. Belmore Hall
Line dancing, language groups, historical society meetings and Chinese art and literature group.

16. Lakemba Hall
Arabic art and culture, Greek stage theatre, ballroom dancing practice and multicultural social groups.

17. Neighbourhood Centres – Riverwood, Canterbury City, Earlwood, Clemton Park, Punchbowl , Chester Hill, Greenacre, YMCA Bankstown City (Revesby) and Coolaburoo (Padstow)
Run by non-government organisations, these centres offer community services and classes, from art groups to lion dancing.

18. Arts and Craft Organisations
Join Bankstown Arts Society or Bankstown and District Lapidary Club, both based at Bankstown Arts Centre.

19. Men's Sheds
Get together to work on group or individual projects at Birrong, Campsie or Riverwood.

20. Beulah Vista
Learn about the historical significance of the Canterbury district in this 19th century house.

21. Theatre
From *The Sound of Music* to puppet shows for children, CBCity is home to theatre companies like Bankstown Theatre Company, Canterbury Theatre Guild and Horizon Theatre Company (which also travels internationally and runs arts and performance based workshops).

22. Urban Theatre Projects
From local programs to the Tokyo 2020 Olympics, Urban Theatre Projects based at Bankstown Arts Centre tackles 'local and global' issues through contemporary art collaborations. Look out for their live performances, documentaries and visual reality.

23. Bankstown Youth Development Service
Also a tenant at Bankstown Arts Centre, they run many local creative youth and arts projects, including the RESPECT program and live theatre shows.

24. Bankstown Poetry Slam
This monthly event, the largest slam in Australia, showcases spoken word performances by local youth, and audiences around Sydney and Australia.

25. Australia Day
A twilight event with performances, children's activities and fireworks.

26. Christmas Program
Christmas in CBCity includes Carols in the Park at Wiley Park Amphitheatre, and Padstow, as well as Christmas lights in Bankstown.

27. Lunar New Year
A major street festival in Bankstown held in coordination with the local Vietnamese and Chinese communities, along with an Aboriginal welcome to country. A lunchtime performance is held in Campsie too.

28. Ramadan Nights
Lakemba is the place to celebrate and experience Ramadan in Sydney, with food markets and activities after sunset until late for a month. This annual celebration started as a grassroots event. With Council's assistance, it has become a signature event for Canterbury-Bankstown and attracts more than 60,000 visitors each week.

29. Bankstown Bites
A food festival with guided tours to promote local businesses.

30. Libraries & Knowledge Centres
Our nine libraries and knowledge centres run creative activities. From knitting, book clubs and display spaces there is something for everyone.

31. Lebanese Film Festival
Since 2012, the film festival has held flagship events in Bankstown which also showcase Lebanese food, arts and music.

32. Sweatshop
Based at Western Sydney University, Sweatshop established the annual Youth Week Writing Competition in 2008 with the City of Canterbury Bankstown along with other partners.

33. New Signature Event
This event will be distinctly Canterbury-Bankstown. Watch this space!

Flip to the back cover for a map of CBCity's 2019 creative spaces & activities!

3.4 Council's role in supporting creativity

One of the many ways Canterbury-Bankstown currently supports creativity and culture is by providing funding or locations for creative spaces and activities, such as community centres, library programs or dedicated creative spaces **(see map on page 38)**. When creative spaces are provided on Council land, they are either managed directly by Council (such as Bankstown Arts Centre and Bryan Brown Theatre) or leased/licensed to professional arts organisations or community-based/semi- professional arts groups. Delivering programs and events is also a major part of Council's support for creativity and culture.

Community grants are also accessible for groups to support their programs and activities. In 2017-18, Council provided over $500,000 through the Community Grants and Events Sponsorship program. Arts and Cultural Grants form part of the program, and include grants for community-led initiatives. Eligible groups include incorporated, non-profit, non-government based organisations or those contributing to a registered charity.

Council's funding of creative activities can be categorised in terms of the provision of spaces, supporting community activities within these spaces, as well as running events throughout the year. Benchmarking of Council's spending on creativity and culture indicates the output of programs and facilities bring value for money. In reviewing Council's role in providing for this sector at both professional and community levels, it is clear that our largest contribution at the moment comes through the provision of assets. As our mapping indicates, our assets provide locations for cultural and community development, professional artistic practice and cultural specific events **(refer to *3.3 Snapshot: Creative spaces and activities in CBCity*)**. In some places, culturally specific practices overlap with community development, as in the case of our community halls which host almost 100 cultural groups practising different forms of creativity.

Through public art installations, Council highlights culture and creativity in the City's landscapes. Currently, Council's assets include 238 external artworks. Public art is included in plans for town centres (through the Liveable Cities Program) and natural environments. Key public art initiatives supported by Council in 2017-18 included the 4ESydney HipHop Festival led by Vyva Entertainment, as well as Jason Wing's new mural at Ewen Park in Hurlstone Park to commemorate the Aboriginal warrior Pemulwuy. While memorials and dedications are not specifically included in this strategic plan, Council continues to support the creation of public statues, monuments and art works which can commemorate a specific event or person.

3.5 Other facilities

The mapping of creative spaces and activities in this plan focuses mainly on those currently funded or supported by Canterbury-Bankstown. Further work will be conducted to investigate other activities or venues that are privately run or developed **(refer to *5.3 Action plan*)**. For example, with more than 1,200 member organisations in ClubsNSW, licensed clubs also contribute to the cultural scene of Canterbury-Bankstown.

Clubs have played a historical role in the cultural life of our residents, including providing the grants to support large-scale community infrastructure projects such as arts and culture infrastructure. Council collaborates through the ClubGRANTS Local Committee, which provides advice and identifies priorities for consideration by licensed clubs in their allocation of gaming revenue to local community projects. Additionally, clubs run live shows and cultural performances, provide venues for performance groups to hire and are potential buyers of the works of local artists.

Lunar New Year celebration

04 What you told us

4.1 Consultation process

As part of the development of this strategic plan, Council commissioned research (undertaken by Jetty Research and Shaped Outcomes) to find out what the community desires for creativity and culture in Canterbury-Bankstown in future.

Through workshops with the wider community and Council's reference groups, as well as in-depth interviews with artists and professionals, Council has heard what the community loves in Canterbury-Bankstown, and what should be prioritised for the future.

We conducted workshops with Council's reference groups, including the Arts and Culture Reference Group, and the Aboriginal and Torres Strait Islander Reference Group. In addition, we conducted four open workshops – two for the general public and two targeted at artists and arts organisations. At the end of these workshops, participants were given three votes to prioritise a list of opportunities which they had identified earlier.

Additionally, this plan builds on the qualitative data collected through conversations with stakeholders through Council's *Have Your Say* website, as well as previous in-depth workshops conducted in 2016 for the former Canterbury Council.

4.2 Issues and opportunities identified

4.2.1 People

Creativity and culture can bring different people together to create a strong and socially sustainable city. Connection is particularly important in this modern and global age, where technology can increase our sense of loneliness and isolation.

However, one issue is that as a large organisation, Council lacks a unified approach to the various creative activities that it leads and those which take place at grassroots level in community halls. Our audit identified that there are at least 100 groups which organise cultural events regularly in Council's community halls. Council has the opportunity to connect with the range of community-based cultural activities and increasing contact with local artists throughout community facilities.

Another challenge is that growth across *all* age groups is increasing, with Canterbury-Bankstown's population projected to increase from 360,000 in 2016 to 500,000-550,000 people in 2036. For youth, there is an underservicing for creativity and culture in the City. While Bankstown Poetry Slam is very popular, other youth events often have lower attendance rates. Yet, events attract many young volunteers, which suggests that Canterbury-Bankstown youth want to be of service to the community.

> "I like the idea of art spaces that are more relaxed so that young children can come to explore and play, and parents can relax, that way you can attract young kids to be interested."
>
> – Community member

Canterbury-Bankstown's community development team work closely with the youth, seniors, families and children sectors in the local government area. However, the community identified that more creative activities should cater to a broader range of ages, including adults.

> "Promote art and music that are subsidised – like learn to play ukulele, card making, sewing or mending workshops that are on weekends, after work hours for adults, not just for kids or seniors."
>
> – Community member

Artist Amani Haydar in studio, photographed by Lulu Hussein

4.2.2 Places

Creative place-making can help to generate jobs while also supporting the local economy through increasing the appeal and diversity of a location. This is important in encouraging tourism (whether local or international) and residential desirability.

> **"Culture shouldn't be something people have to travel to in order to experience. Culture should also be accessible where people live – in their streets and neighbourhoods."**
>
> **– Community member**

Canterbury-Bankstown artists who were consulted in the development of this plan discussed the importance of finding appropriate work places locally, and suggested activating unused places for a variety of different events.

> **"Lots of artists, makers and cultural practitioners live and work in the area, like myself and artists I know. There are lots of unused spaces which could be used for arts and cultural practice for diverse groups and audiences, like concerts, exhibitions, showcases, festivals, murals, street arts, food festivals, markets, kids' activities, arts workshops, night markets (like Ramadan at Lakemba, which is amazing!)."**
>
> **– Community member**

Clockwise from top left: Lonely Hearts Variety Hour performance. Knitting group in Chester Hill. 4ESydney Festival 2019 - photo by Zach Janus. Pemulwuy Mural by artist Jason Wing, Ewen Park. Orion Theatre in Campsie. Grow event outside Bankstown Arts Centre.

Locals also emphasised the importance of being able to access arts everywhere, particularly in public spaces and to support good urban design in high-density areas.

> "It would be so special to be walking down the street and see something beautiful."
>
> – Community member

> "We could have murals made or inspired by the local communities or groups... We could also have local artist submit sculptures for the area. This would be a great way to highlight the multicultural community."
>
> – Community member

For local arts organisations, one challenge is to find sufficient funding to produce more local work to reflect the community's issues and stories. Another challenge is for community buildings to have greater multipurpose functionality as cultural hubs to bring in more people as audiences or participants for creative and cultural activities.

Access and appropriately sized spaces are fundamental to the success of cultural hubs. Development of new facilities need not duplicate Bankstown Arts Centre, which has a role as a key cultural hub in the City. Rather, appropriate facilities in each centre should reflect their size, demographics and any specialised equipment required based on demonstrated need. Temporary creative spaces are also possible such as the Incubate Artists Studios which was set up in the former Women's Rest Centre in Bankstown in 2018. Further, a policy for long term tenancy of groups is required with principles such as limited tenure and a requirement for periodic reviews determining the best use of spaces. The reviews would ensure accessibility to all, best strategic fit and footprint required.

> "Currently there are a lot of young creatives working in projects happening organically. There is the opportunity to help generate more activity by providing support for young artists and spaces but by also promoting through social media the existing initiatives. Any space dedicated to young creatives needs to have a vision and be curated to ensure it stays focused."
>
> – Community member

Another challenge is to maximise local assets, such as Council's nine libraries. Campsie and Bankstown are the most active libraries and knowledge centres, with almost 520,000 visitors and 300,000 visitors respectively in the 2017-18 financial year. Yet, there is the opportunity for improved integration between Council's cultural services and activities throughout the libraries.

Performance, photographed by Chris Woe

4.2.3 Programs

For someone who takes part in creative activities, whether as a professional artist or attending their local art class after work, they can find an outlet for expression which offers a sense of balance and space away from day-to-day challenges. Research shows that this can be beneficial to the individual's self-esteem, resilience and sense of mental well-being.

Individuals often access creativity and culture either through events, or through programs at Council's facilities, yet the opening times or programming may mean that they remain inaccessible to certain groups of people.

> "I'd love to see a small one-week festival, where a selection of artworks, sculptures and interactive exhibits designed by local artists are on public display, showcasing ideas and technologies surrounding the sustainable future of our communities, and reflecting the diversity of voices and solutions Canterbury-Bankstown has to offer. I think the interactive exhibits would also be a great way to engage and inspire kids."
> – Community member

> "Open Bankstown Arts Centre on weekends, or children's workshops for school holidays."
> – Community member

4.2.4 Perception

The identity of the City of Canterbury Bankstown is constantly evolving. At times, it is identified as Western Sydney, and at other times, Eastern Sydney **(refer to *3.2 Planning context*)**. This identity is likely to change in time. In particular, the "inner west bleed" means that people are moving from the Eastern Harbour City to suburbs in Canterbury-Bankstown.

Census data from 2016 indicates that migration within Greater Sydney to Canterbury-Bankstown over the previous 5 years was driven primarily by residents from Inner West Council (14.9 per cent) in the east, Georges River Council (12.2 per cent) in the south, and Cumberland Council (12.2 per cent) in the north. With the changing mix of residents and labour market within Canterbury-Bankstown, we are committed to attracting and retaining creative talent and investment. Equally, it is imperative to focus on social inclusion in our planning, whether it is for the built form or delivering cultural programs and events **(refer to *5.3 Action plan*)**.

Launch of Incubate Artists Studios in Bankstown

05 What we will do

5.1 Principles

We are committed to the following principles of creativity and culture.

Principles for creative transformations

Creativity is everywhere

Creativity is at the heart of our ability to thrive, but while creativity and culture are everywhere, not everyone sees it. A whole-of-Council approach to creativity and culture will ensure opportunities and connections are not missed, and resources are better utilised. Rather than having single use facilities, arts and culture can connect people in community facilities and engender a stronger creative spirit. We also acknowledge that artworks have a limited lifespan, and there is a need to maintain or decommission public art over time.

Active approach

We will actively curate, coordinate and communicate creativity and culture. We will seize opportunities for creative cultural expression through developing projects that foster participation. We support the creation of artworks, performances and events that activate our spaces and speak of our way of life.

Respecting and reflecting our communities

We will reflect the dynamic and unique nature of our communities, including our Aboriginal and Torres Strait Islander communities. In undertaking creative programs, we will ensure that people will be recognised and valued for their diversity, and that everyone can participate through affordable price points.

Access to creativity and culture

We will enable people to access creativity and culture in both the natural and built environments by enhancing connectivity and ensuring the heritage is protected and valued. Heritage includes the built form, natural environments and social heritage.

Innovation and excellence

We will support activities that are creative, encourage innovation and are of the highest quality.

5.2 Priority actions

Actions in this strategic plan have been ranked as:

- **High** – impactful actions that build on existing efforts and that will be committed to first;
- **Medium** – essential actions; and
- **Ongoing** – required actions that are continuous.

High Priority Creative Transformations

- Investigate the scope of developing a major new cultural precinct at Campsie.
- Investigate opportunities for a showcase space in Bankstown to enhance creative visibility and access.
- Develop a public art strategy to identify opportunities in major development and to highlight Aboriginal and Torres Strait Islander/local artists or heritage.
- Deliver creative outcomes, such as public art, as part of any urban renewal, master planning process, or planning proposal.
- Prepare Works Schedule to inform the funding of public art and maker spaces through developer contributions.
- Lobby to attract funding for creative endeavours and cultural infrastructure.
- Investigate Aboriginal cultural heritage along with external partners.
- Launch our new Signature Event that will be distinctly Canterbury-Bankstown.
- Establish new creative trails to promote active transport, creativity and Aboriginal heritage in Canterbury-Bankstown.
- Strategically coordinate creativity and culture within Council and with external partners.

Live music at Bankstown Arts Centre, photographed by Chris Woe

5.3 Action plan

Creativity is everywhere

As part of a whole-of-Council approach, transformation actions include enhancing creative opportunities both in Campsie and Bankstown as well as developing a public art strategy.

	Action	Key destination	Priority
Creative spaces: More creative spaces will become accessible and activated for professional artists and the wider community			
1.01	Investigate the scope of developing a major new cultural precinct at Campsie for creative industries as well as new and emerging practices. This will determining the required size, integration into the existing City-wide network of creative activities and transport links and activities/facilities (e.g. adaptive reuse of the Orion Theatre and multi-purpose facilities with joint partners for Council interface, a new library, performance and creative maker spaces).	Leading & Engaged	High
1.02	Investigate opportunities to enhance major libraries and knowledge centres, and deliver more intergenerational creative opportunities there outside of school/work hours and during the weekends.	Prosperous & Innovative	Medium
1.03	Deliver creative outcomes as part of any urban renewal, master planning process or planning proposal (from Council or other agencies/developers). These may include spaces for community and creative activities, or public art installations, led by advice from Council's Arts & Culture Reference Group.	Liveable & Distinctive	High
1.04	Investigate opportunities for a showcase space in Bankstown to enhance the creative offerings in the area with external partners. This will increase the visibility and access to the creative output from Bankstown Arts Centre and the local area.	Prosperous & Innovative	High
1.05	Review Bankstown Arts Centre's purpose, mission and tenancies.	Prosperous & Innovative	Medium
1.06	Review explore opportunities for future development of Bankstown Arts Centre including a gallery and café.	Prosperous & Innovative	Medium
1.07	Support more creative activities in Bankstown Arts Centre and other community facilities - e.g. retro-fitting or providing equipment/resources.	Leading & Engaged	Medium

	Action	Key destination	Priority
Place-making: We will use creative place-making to make existing spaces in the city more interesting and vibrant			
1.08	Activate town centres with a range of creative activities/events.	Prosperous & Innovative	Medium
1.09	Support development of the night time economy with a program of creative activities and events in town centres and through the Night Time Economy Detailed Action Plan.	Prosperous & Innovative	Medium
1.10	Encourage night time movement through effective public lighting which incorporates public art.	Prosperous & Innovative	Medium
1.11	Enhance the experience of walking and cycling with public art, temporary art, pop-up parks and cafés.	Moving & Integrated	Medium
Public art: We will support the creation and maintenance of public art			
1.12	Develop a public art strategy to identify opportunities in major developments and to highlight Aboriginal and Torres Strait Islander/local artists or heritage. It will also include an audit of existing public artworks, defining types of public art and appropriate use of each type, priorities, commissioning processes, permanence, maintenance and moral rights, decommissioning and contract requirements.	Prosperous & Innovative	High
1.13	Include public art in significant public domain upgrades for open spaces, destination play spaces, youth recreation areas and town centres when designing for Liveable Centres.	Liveable & Distinctive	Medium

Active approach

To seize opportunities for cultural expressions, our transformation actions include making sure master plans and planning proposals deliver creative outcomes, a new plan to fund public art and maker spaces through developer contributions and to lobby for more funding as the largest LGA in NSW.

	Action	Key destination	Priority
Urban planning: We will review urban planning controls to produce better creative outcomes in the built environment			
2.01	Review planning controls to support the night time economy, taking into consideration noise control, street and park lighting, appropriate opening hours, and safe late-night travel options in mixed use centres.	Prosperous & Innovative	Medium
2.02	Identify opportunities for reuse of vacant properties and precincts to repurpose for creative activities, such as live music venues or making large artworks/props industrial art and design.	Prosperous & Innovative	Medium
Funding: We will maximise funding opportunities for creativity and culture			
2.03	Prepare Works Schedule to inform the funding of public art and maker spaces through developer contributions.	Prosperous & Innovative	High
2.04	Increase visibility of Canterbury-Bankstown as the largest municipality in NSW and lobby to attract funding for creative endeavours and cultural infrastructure.	Prosperous & Innovative	High
2.05	Review the Community Grants and Event Sponsorship Policy and associated guidelines, such as the Arts and Cultural and Events Sponsorship grant categories, to support creative activities.	Prosperous & Innovative	Medium
Partnerships: We will explore new partnerships to maximise outcomes for creative activities and facilities			
2.06	Lead partnerships with digital or other businesses engaged in the knowledge economy which can become potential collaborators for creative industry incubators and launch pads.	Prosperous & Innovative	Medium
2.07	Engage with partners in the private (e.g. licensed clubs) and public sector (e.g. health, education and tertiary) to investigate opportunities for joint cultural facilities and projects such as music, art and theatre spaces.	Leading & Engaged	Medium

Respecting and reflecting our communities

We will reflect the diversity and heritage of our community through transformation actions such as a new signature event and investigating Aboriginal cultural heritage as part of master plans and planning proposals.

	Action	Key destination	Priority
Aboriginal and Torres Strait Islander communities: We will actively champion Aboriginal and Torres Strait Islander heritage in Council's cultural and creative pursuits			
3.01	Investigate Aboriginal cultural heritage along with external partners as part of any urban renewal, master planning processes or planning proposal.	Safe & Strong	High
3.02	Use the Sydney Ochre Grid, as well as consultation with local Indigenous groups, to ensure that accurate Aboriginal stories are acknowledged, and sensitive sites are protected.	Safe & Strong	Medium
3.03	Incorporate Aboriginal and Torres Strait Islander cultural heritage and values into master planning and projects for the delivery of the Green Grid.	Safe & Strong	Medium
3.04	Promote creative projects with external partners to assist in the delivery of Canterbury-Bankstown's Innovate Reconciliation Action Plan.	Prosperous & Innovative	Medium
Delivering and promoting programs: We will reflect the unique identity of Canterbury-Bankstown in the programs we deliver, and take an active role in promoting creativity and culture taking place across the organisation and the community			
3.05	Implement Canterbury-Bankstown Events Program including the launch of a new signature event that expresses the unique and dynamic identity of Canterbury-Bankstown and reflects cross-Council involvement.	Prosperous & Innovative	High
3.06	Promote programs and activities that Canterbury-Bankstown produces or sponsors, to generate positive perceptions, ensuring they are easy to access on the City's website.	Safe & Strong	Ongoing
Community development: We will support community development through creative and cultural activities			
3.07	Council's website and social media channels provide support, where possible, to promote local creative activities sponsored by CBCity.	Prosperous & Innovative	Ongoing
3.08	Provide opportunities for collaboration on intergenerational creative activities and cultural exchange between professional artists and communities.	Prosperous & Innovative	Medium
3.09	Convene Youth Speaks, a youth-led forum/expo to communicate the challenges and benefits of intergenerational relationships and family cultural expectations, and to identify barriers to volunteering and increase participation in voluntary activities, such as those at creative and cultural events.	Safe & Strong	Medium

Access to creativity and culture

We will connect people to creativity and culture in the natural and built environments through the transformation action of establishing creative trails.

	Action	Key destination	Priority
Heritage: We will promote and support the heritage of our communities			
4.01	Highlight the unique local identity of places through the Liveable Centres Program and the Capital Works Program, including the dynamic combination of the natural and built environment, social and material heritage, and cultural diversity.	Liveable & Distinctive	Medium
4.02	Complete a heritage study for the City.	Liveable & Distinctive	Medium
Connectivity: We will enhance city connectivity so that people can access creativity in both the built and natural environments of Canterbury-Bankstown			
4.03	Establish new creative trails and enhance existing initiatives along regional recreation and transport corridors to promote active transport, creativity and Aboriginal heritage in Canterbury-Bankstown.	Prosperous & Innovative	High
4.04	Investigate and improve accessibility to cultural/creative events & facilities.	Moving & Integrated	Medium
Environmental education: We will undertake creative programs to educate the community about natural areas and environmental sustainability			
4.05	Undertake creative programs, including public art, creative interpretation and cultural development to promote greater appreciation of Canterbury-Bankstown's bushland corridors and other natural areas, and rivers and catchment areas.	Clean & Green	Medium
4.06	Use Smart Technology to link to public art and creative interpretation along the Georges and Cooks Rivers in Canterbury Bankstown.	Clean & Green	Medium
4.07	Create outdoor projects that inspire and educate communities about key environmental sustainability issues using traditional knowledge and contemporary arts processes.	Clean & Green	Medium

Innovation and excellence

We commit to transforming our approach to creativity and culture by strategically coordinating Council projects and connecting with external stakeholders.

	Action	Key destination	Priority
Professional development and support: We will provide support and professional development opportunities for creative professionals and enterprises			
5.01	Continue to provide support such as promotion for people/organisations involved in Council projects or creative activities at Council facilities.	Prosperous & Innovative	Medium
5.02	Compile a comprehensive, public online database (to be published on Bankstown Art Centre's website) of artists, creative organisations and other creative workers in Canterbury-Bankstown.	Leading & Engaged	Medium
5.03	Encourage artists and creative industry professionals to engage with Smart Technology and Smart Technology businesses to develop outcomes such as apps, games, installations by setting up events like launch pads, pitch-fests, and ideas fests.	Prosperous & Innovative	Medium
5.04	Run professional development courses at Bankstown Arts Centre for creative professionals in areas such as marketing, business development, finance, writing funding submissions, sponsorship proposals and tenders.	Prosperous & Innovative	Medium
Council coordination: We will take a coordinated and whole-organisation approach to creativity and culture			
5.05	Conduct an audit of and develop a collection management and storage plan for Canterbury-Bankstown's art collection.	Prosperous & Innovative	Medium
5.06	Strategically coordinate creativity and culture within Council, and connect with external stakeholders on creative projects.	Leading & Engaged	High

5.4 How we will deliver the action plan

The priority actions identified will take precedence because they deliver high impact infrastructure and programs. Where the actions are funded by Council or other local sources, the options for funding are outlined below.

- **Developer contributions** – these are known as S7.11 contributions (formerly known as S94), collected from new development in relevant areas.
- **Partnerships** – collaborations between Council and key partners such as schools or private developers can help to deliver a new facility for creative or cultural activities. Such collaboration can lead to more sustainable outcomes where facilities are not duplicated but instead, are utilised and shared more effectively.

Other options for funding come from external sources, including grant funding, philanthropy and lobbying state agencies for support.

Ramadan Nights in Lakemba, photographed by Kris Robinson, 2019

1. Bankstown Arts Centre
2. Bryan Brown Theatre
3. Orion Theatre
4. Georges River Art Trail
5. Public Art and Murals
(238 external artworks in total)
6. Chester Hill Community Centre
7. Condell Park Community Centre
8. Endeavour Hall
9. Georges Hall Community Centre
10. Milperra Hall
11. Padstow Senior Citizens Centre
12. Yagoona Community Centre
13. Earlwood Hall
14. Ashbury Hall
15. Belmore Hall
16. Lakemba Hall
17. Neighbourhood Centres
18. Arts and Craft Organisations
19. Men's Sheds
20. Beulah Vista
21. Theatre
22. Urban Theatre Projects
23. Bankstown Youth Development Service
24. Bankstown Poetry Slam
25. Australia Day
26. Christmas Program
27. Lunar New Year
28. Ramadan Nights
29. Bankstown Bites
30. Libraries and Knowledge Centres
31. Lebanese Film Festival
32. Sweatshop

Refer to **page 14** to find out more about this snapshot of CBCity's creative spaces and activities.

Cover artwork: Dale Parade, Bankstown artwork by Christina Huynh, 2018.

Creative City 2019

WHERE
INTERESTING
HAPPENS

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