



GILGANDRA
REGION



Gilgandra Cultural Precinct Strategic Plan 2018/19 - 2027/28

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OVERVIEW

VISION

A multi-purpose community and cultural precinct that enables a sense of place and identity about Gilgandra and regional NSW for our communities and visitors.

MISSION

To provide programs and services to empower our community, to express and engage with Gilgandra's local identity, history, culture and diversity and to offer a unique visitor and learning experience in regional NSW focussing on our military history, Aboriginal heritage, farming and natural landscape.

OUTCOMES

1. Local community ownership, use and pride of Gilgandra Cultural Precinct (GCP)
2. Recognition of Gilgandra and the GCP as tourist destinations in regional NSW
3. Support and encourage local and regional creative and artistic expression
4. Understanding and respect for local history and heritage
5. Increased visitation to benefit the regional and economic development of Gilgandra Shire

KEY GOALS

1. Fully staffed Coo-ee Heritage Centre (CHC) for seven days per week by 2019
2. Visitation to CHC increased by 10% pa to 32,000 by 2024/25
3. CHC gross income increased to \$305,000 by 2024/25
4. Integrated visitor experience about Gilgandra Shire
5. New visual signs on road leading to GCP
6. Increased web, social media and marketing presence
7. Technology led interpretation on farming, local landscape, sustainability and Aboriginal heritage
8. New education and family programs, including an annual flagship event
9. An effective cultural and creative grants program
10. Capital upgrades for conferencing, venue hire, co-located Council facilities, and free camping
11. A strengthened partnership with the Gilgandra Museum & Historical Society

INTRODUCTION

The Gilgandra Cultural Precinct (GCP or 'The Precinct') refers to the area surrounding the Coo-ee Heritage Centre, linking to the Gilgandra CBD and nestled between the Newell Highway and the Castlereagh River. Within this space are the key tourist destinations of The Coo-ee Heritage and Visitor Information Centre, the Rural Museum and the Windmill Walk.

WINDMILL WALK

In days gone by over 300 windmills silhouetted Gilgandra's skyline. Today, you can recall the picturesque past with a 1.5 kilometre (3km return from CHC) stroll down the Windmill Walk. Starting at the Rural Museum, the walk meanders along between the highway and the banks of the Castlereagh River. Featuring an avenue of trees and windmills, and complete with picnic facilities, the walk finishes at the Gilgandra CBD.

Where the Windmill Walk passes under the Castlereagh Highway, users are immersed into local Aboriginal culture through a large mural. The mural under the Jack Renshaw Bridge pays tribute to a number of our local Aboriginal characters, who would meet here for a yarn, as well as young Aboriginals who swim and fish in the river.

The mural was instigated by the local Gilgandra Aboriginal Men's Group. The group met with local artist Judy Shalhoub to come up with the concept for the mural. The three Aboriginal nations recognised in the Gilgandra Shire, the Wiradjuri, Kamilaroi and Wailwan tribes are all represented in this group.

The Walk is deteriorating currently with windmills in disrepair and fading, outdated signage.

RURAL MUSEUM

Built in 1996, The Rural Museum is owned and operated by the Gilgandra Museum and Historical Society.

The museum has an extensive and exciting range of agricultural plant and machinery, including the Howard Rotary Hoe, invented in Gilgandra in 1920. Within the grounds historic buildings such as the Tooraweenah Police Gaol, schoolhouses and the famous Berida Sheep Station bookkeeper's office can be found.

On the outside, it houses one of NSW largest Southern Cross windmills, an icon of the Australian Bush.

COO-EE HERITAGE AND VISITOR INFORMATION CENTRE

The Coo-ee Heritage Centre (CHC or 'The Centre'), Gilgandra, takes its name from the famous Coo-ee March of 1915. The Centre comprises 3 Museums, the Gilgandra Art Gallery and a Visitor Information Centre. Open for 364 days of the year, the Centre provides ample coach and caravan parking along with public toilets.

CHC Element	Details
Museum 1: The Allan Wise Gallery	Displays relate predominately to the Gilgandra area and World War II, with information on local servicemen and women. Displays are managed and curated by the Gilgandra Museum and Historical Society.
Museum 2: The Coo-ee March Gallery	Presents the story of the 1915 Coo-ee March in which 35 men from Gilgandra marched to Sydney. In doing so they attracted 263 recruits for service in World War I.
Museum 3: The Joy Trudgett Gallery	Displays a large and unique collection of shells, fossils and Aboriginal artefacts, known as the 'Australian Collection'.
Gallery 1: Gilgandra Art Gallery	Presents regularly changing art exhibitions featuring local, regional and travelling artists and groups.
Visitor Information Centre	The Centre provides information on events, accommodation and attractions in Gilgandra Shire, regional and state areas and sells local products and souvenirs.

CURRENT LAYOUT

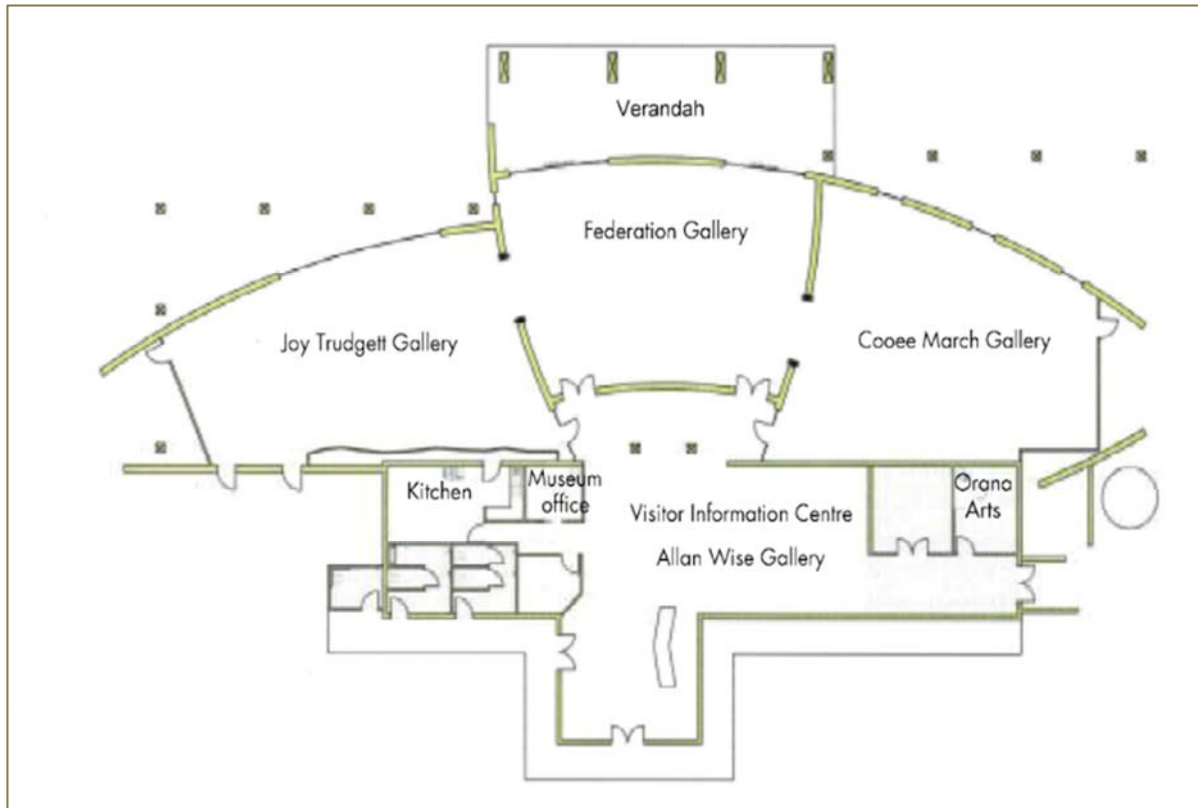


Figure 1: Coe-ee Heritage & Visitor Information Centre Layout

HISTORY

1987	Funding by the local Historical Society and by Bicentennial Funding built the then Tourist Information Centre and Local History Museum (current Allan Wise Gallery).
1989/90	Coo-ee Development Association raised funds to build the additional Coo-ee Room off the Allan Wise Gallery.
1996	Rural Museum established
Late 90's	Windmill Walk walking & cycling track constructed
1999	Gilgandra Shire Council (GSC) purchased the Australian Collection of minerals, fossils, shells and Aboriginal artefacts
2001	The Coo-ee Heritage Centre was constructed with renovations for the additional galleries and refurbishment of the existing galleries
2002	The Joy Trudgett Gallery opened with the Australian Collection of fossils and Aboriginal artefacts on display.
2003-2004	Windmill Walk upgrades and Management Plan developed with recreational spaces and heritage connections expanded, and linking economic development activity.
2006	CHC was named the Most Outstanding Visitor Centre at the Inland NSW Tourism Awards.
2009	GSC won the NSW 2009 ABC Regional Museums Award.
2011	GSC won the Aboriginal Cultural Development Award for Our Women, Our Stories Project at the Local Government Cultural Awards.
2015	Launch of 'Gilgandra's Coo-ees' new museum display at CHC
2018	CHC strategic planning

CURRENT OPERATIONS

The external elements of the GCP are open to the public 24 hours, with many users of the Windmill Walk accessing the Precinct outside typical business hours, in the early morning or late afternoon. It is estimated that at least 100 people use the Windmill Walk on a daily basis as a form of recreation or exercise, including walking, cycling or horse riding.

The CHC has had an average annual visitation of 20,000 people over the last 3 years. The Centre is managed by Gilgandra Shire Council who provide an 80% subsidy on the annual operating costs of \$250,000, with the Centre generating an annual revenue of \$50,000.

Museum and Galleries – CHC	Visitor Centre
<ul style="list-style-type: none"> Open: 7 days 9:00am to 5:00 pm 	<ul style="list-style-type: none"> Open: 7 days 9:00am to 5:00 pm
<ul style="list-style-type: none"> 1 part-time position of 14 Hours per week (Monday and Friday) 	<ul style="list-style-type: none"> 1 full-time position (Monday to Thursday)
<ul style="list-style-type: none"> Gilgandra Art Gallery is supported by 2 volunteers 	<ul style="list-style-type: none"> Volunteer program comprised of 42 local volunteers contribute 56 volunteer hours per week, or 2912 hours annually (equivalent to 1.6 FTE)
<ul style="list-style-type: none"> Coee March Gallery is co-curated with 2 volunteers from The Gilgandra Museum and Historical Society 	
<ul style="list-style-type: none"> Allan Wise Gallery is solely curated by 1 volunteer from the Gilgandra Museum and Historical Society 	
<ul style="list-style-type: none"> Casual volunteers assist with installing art exhibitions 	

Gilgandra Rural Museum	Windmill Walk
<ul style="list-style-type: none"> Open: 7 days 10:00am to 2:00 pm 	<ul style="list-style-type: none"> Open: 7 days
<ul style="list-style-type: none"> Volunteers 	<ul style="list-style-type: none"> Maintained by Council

GILGANDRA HISTORY AND PROFILE

HISTORY

Gilgandra, Aboriginal for long water hole, was proclaimed in 1888. Gilgandra is located 65 kilometres (approximately 40 minutes) north of Dubbo, one of the largest inland NSW cities.

Nestled on the banks of the Castlereagh River in Central NSW, at the junction of three major inland highways; the Newell, Oxley and Castlereagh, Gilgandra is half way between Brisbane and Melbourne.

In times gone by, Gilgandra was known as the 'Town of Windmills', as its skyline was dotted with windmills. By the 1950's there were over 300 windmills pumping water throughout the town. The Gilgandra Township then moved to a reticulated water system in 1966.

The famous 1915 Coo-ee March started from Gilgandra when "35 men set off from Gilgandra to march to Sydney to help in the WWI effort". In doing so, they recruited 263 servicemen.

HERITAGE AND PLACE

The Gilgandra Shire sits within the Darling Plains Heritage Region which signifies the shift from woodland to scrub and bushland. The Warrumbungle National Park, is the outstanding natural feature of the region. It encapsulates the major features of the former massive Warrumbungle volcano from around 17 million years ago.

The traditional custodians describe Gilgandra as being a meeting place between the Wiradjuri, Kamilaroi & Wailwan tribes. Archaeological evidence suggests that Aboriginal people have occupied the land to the east of Gilgandra for up to 25,000 years and the Warrumbungle Ranges for up to 17,000 years.

Many of the first European settlers in the region were assigned convicts who worked as shepherds and labourers for the squatters. A variety of ethnic groups have also occupied or passed through the Gilgandra assisting in trade, farming, pastoralism and agriculture.

COMMUNITY AND ECONOMIC PROFILE

The current population within the Shire is 4,309, with 2,600 living in the Gilgandra Township.	30% of residents came before 1980 and 57% came after 2000.	Nearly 87% of the residents were born in Australia. Of these 78% are non-indigenous and 14% are Aboriginal and/or Torres Strait islander.
Youth (0-15) constitutes 19.4% of the population and seniors (65+) constitute 23.8%.	The economy has traditionally been driven by agriculture, forestry and fishing. More recently, aged care and health care services have emerged as key employers.	The average interstate visitor spends 3 nights and \$413 per trip. 69% of the visitor expenditure is spent on accommodation and food services.

STRATEGIC CONTEXT

The GCP is a community and cultural destination in Regional NSW combining the experiences of museums, galleries, a visitor centre, and outdoor experiences. It is operating in a strategic context that is influenced by opportunities and priorities from different sectors.

These include, but are not limited to, the following:

- **Destination NSW** is the lead government agency for NSW tourism and major events sectors. The NSW Government has announced \$13 million in regional tourism funding, between 2016 and 2019, to support the regional tourism industry in NSW.

Gilgandra comes under the Country and Outback Destination Network. This network hosts a Destination Management Plan (DMP) for which the vision of this plan is to make Country & Outback New South Wales one of the world's most successful regional tourism and events destinations and double overnight visitor expenditure for the region by 2020.

Key strategic priorities include:

- Celebrating Culture of Country
- Wine Lovers & Foodie Finds
- Unlimited Horizons
- Exploring our Nature
- Revealing our Heritage
- Little Places, Big Stories
- Events & Conferences
- Supporting Experiences
- Flagship events and Aboriginal tourism

The aim is to create meaningful connection between the place, its communities and businesses with visitors to the region. The DMP encourages creating cross-regional, cross-boundary and cross-theme experiences that bring the stories, places and characters of Country and Outback NSW to life.

- According to the **NSW Business Chamber**, from a marketing perspective, the opportunity to grow overnight expenditure through domestic short breaks, special events, touring routes, international programs and business events is the key to unlocking regional tourism activity and dispersal of travel across NSW.
- **NSW Office of Environment and Heritage (OEH)** has recently initiated the Heritage Near Me program to share and celebrate local heritage. The program encourages communities to form connections with their local heritage and each other through story sharing. OEH also supports community heritage projects and promotion of Aboriginal heritage through its grants programs.

- **Create NSW** is the NSW Government's new arts and cultural agency. Regional NSW is a key priority for them. Create NSW aims to help invigorate cultural tourism in regional NSW by assisting small regional communities to enhance, profile and package their arts and cultural offering.
- **Orana Arts**, one of the smaller Regional Arts Boards, has a focus on Aboriginal arts programs across the Orana region. Consisting of four council areas; Warrumbungle, Gilgandra, Narromine and Dubbo, the Regional Arts Development Officer (RADO) and Regional Arts Project and Promotions Officer (RAPPO) are based in Gilgandra at the CHC.
- **Regional Arts NSW** is the peak body and support agency for arts and cultural development in regional NSW. Its key priorities and strategic goals include fostering and promoting the value of the arts and cultural sector in a local, regional and national context, and the development of a vibrant and sustainable regional Aboriginal arts and cultural sector.
- **Museums & Galleries of NSW (MGNSW)** helps small-medium museums, galleries and Aboriginal cultural centres create exciting experiences for visitors and, through this, thriving local NSW communities.

Museums and galleries developed by MGNSW have the following key principles:

- The museum is used, supported and valued by diverse communities as a worthwhile place where people can express, share and discover significant stories, ideas and objects
- The museum is committed to its current and potential audiences, and caters for their needs and interests through its communications, programs and services
- The museum's collection represents the significant stories and interests of its diverse and changing communities.

The first parliamentary report on the *2018 enquiry into Museums and galleries in New South Wales* has many recommendations supporting funding and capacity building for rural and regional museums, and promotion of Aboriginal arts, culture and history.

- According to **Local Government NSW (LGNSW)** there is an opportunity to increase councils' capacity to undertake destination management initiatives with councils interested in growing their economies by promoting local arts, culture and heritage. Research revealed a trend in councils' internal structures where arts, culture and heritage has moved out of the traditional community or social services areas with council to corporate services, economic development or tourism areas. These changes reflect a desire to drive a visitor economy and to make places more attractive and liveable for residents and newcomers.

COMMUNITY AND STAKEHOLDER EXPECTATIONS

Broad consultation was undertaken across 2018 on the future strategic planning of the GCP. This included a number of Councillor and stakeholder workshops on strategic planning and cultural planning in general. A community survey was also held, along with a further workshop for interested community members.

The community survey, open to both community members and visitors, was open from Tuesday, 24 July 2018 through to Monday, 13 August. The survey called for feedback on the following proposed elements of upgrade for the GCP:

- Upgrades to landscaping, carpark and installation of outdoor lighting
- Indoor refurbishments including flooring, painting, internal glass doors, offices and storage space
- Heating and cooling for the Centre
- Access toilets inside, ensuring all-ability access
- Develop function room and food preparation area to host small groups (up to 50)
- Windmill Walk refurbishments including upgrade of windmills, Coo-ee silhouettes and implement additional signage with reference to the Castlereagh River
- Indigenous sculpture to feature at entrance to CHC

Council had 105 respondents to the Survey with key results of:

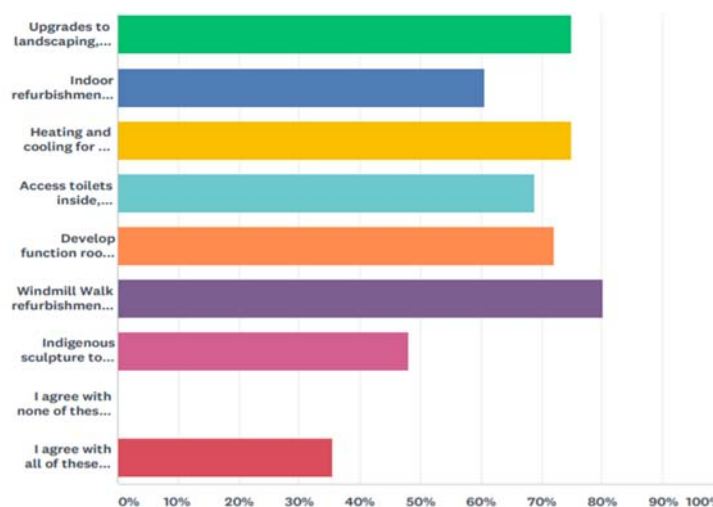
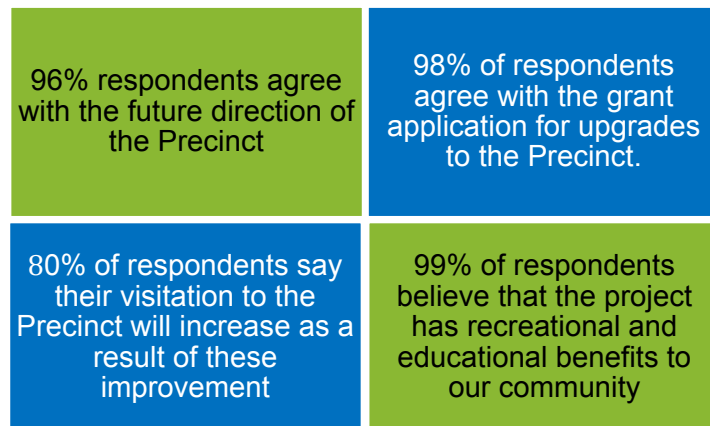


Figure 2: Support for each individual element proposed

Council also asked for feedback on the potential for a \$250,000 investment into interchangeable and digital interactive displays for the galleries to improve the visitor experience at the CHC. 68% of the respondents supported this investment.

In addition to the survey, an opportunity was offered to community members to attend a workshop at the CHC on the 9th of August 2018. This workshop was facilitated by Council's Community Engagement Officer and was well attended with representation from a good cross section of the local community. The workshop determined the top three priorities of the proposed elements and the top three non-infrastructure priorities.

Top Priorities (proposed elements)	Top Priorities (non-infrastructure)
Landscaping/entrance/ carpark area	Joy Trudgett gallery
Heating & cooling	Staffing 7 days
Windmill walk upgrade	Free camping

JOY TRUDGETT GALLERY

Both the community survey and workshop offered the opportunity for input/feedback on the relevance and local value of the Australian Collection (Aboriginal artefacts and shell collection) displayed in the Joy Trudgett Gallery. This included the possibility of Council reviewing the display with the intention of providing exhibits with increased local relevance.

Feedback in relation to the community's support of the removal and return of the Indigenous artefacts to their traditional owner groups, to be replaced by local Aboriginal content/stories in the Joy Trudgett Gallery, saw 58% of the respondents say yes.

However, when asked for their level of support for the removal and sale of the shell and mineral collections from the Joy Trudgett Gallery, to be replaced by local Aboriginal content/stories, only 51% responded yes.

GCP 2025 VISION

POSITIONING

GCP has the potential to not only offer experiences across the areas of arts, culture and heritage for local communities but also to capitalise on its history and local community heritage to offer unique experiences across farming, natural landscape and sustainability, Australian participation in war effort and local Aboriginal heritage for visitors. These priorities are in line with the strategic priorities of Office of Environment and Heritage, Create NSW, LGNSW and MGNSW for regional NSW.

Integrating this community and visitor offer with well-maintained venues and facilities for conferencing, meetings and camping to support the Destination Management Plan for Outback NSW is crucial for success. All this, combined with Gilgandra's proximity to Dubbo, which already has the key visitor destination of the Taronga Western Plains Zoo, can make the GCP a unique and much sought after visitor destination in Regional NSW and thus become a key driver of Gilgandra's economic development.

VISION

A multi-purpose community and cultural precinct that enables a sense of place and identity about Gilgandra and regional NSW for our communities and visitors.

MISSION

To provide programs and services to empower our community, to express and engage with Gilgandra's local identity, history, culture and diversity and to offer a unique visitor and learning experience in regional NSW focussing on our military history, Aboriginal heritage, farming and natural landscape.

OUTCOMES

1. Local community ownership, use and pride of Gilgandra Cultural Precinct (GCP)
2. Recognition of Gilgandra and the GCP as tourist destinations in regional NSW
3. Support and encourage local and regional creative and artistic expression
4. Understanding and respect for local history and heritage
5. Increased visitation to benefit the regional and economic development of Gilgandra Shire

KEY STRATEGIES

- 1. Local community ownership, use and pride for GCP**
 - a) Regularly hear the voice of our community and stakeholders in planning our future
 - b) Deliver quality programs and services which respond to community needs
 - c) Develop an accessible, multi-purpose community and cultural Precinct that is sustainable for future generations

 - 2. Recognition of Gilgandra and the GCP as tourist destinations in regional NSW**
 - a) GCP tells the story of landscape including the natural environment and agriculture in Gilgandra Shire
 - b) GCP is known as a destination for engaging with Gilgandra Shire's Aboriginal cultural, representing the Wiradjuri, Kamilaroi and Weilwan tribes.
 - c) GCP honours the military heritage of Gilgandra including the Coo-ee March
 - d) The Precinct is recognised for its family friendliness including children's and family programs
 - e) The Precinct offers items of national and local significance

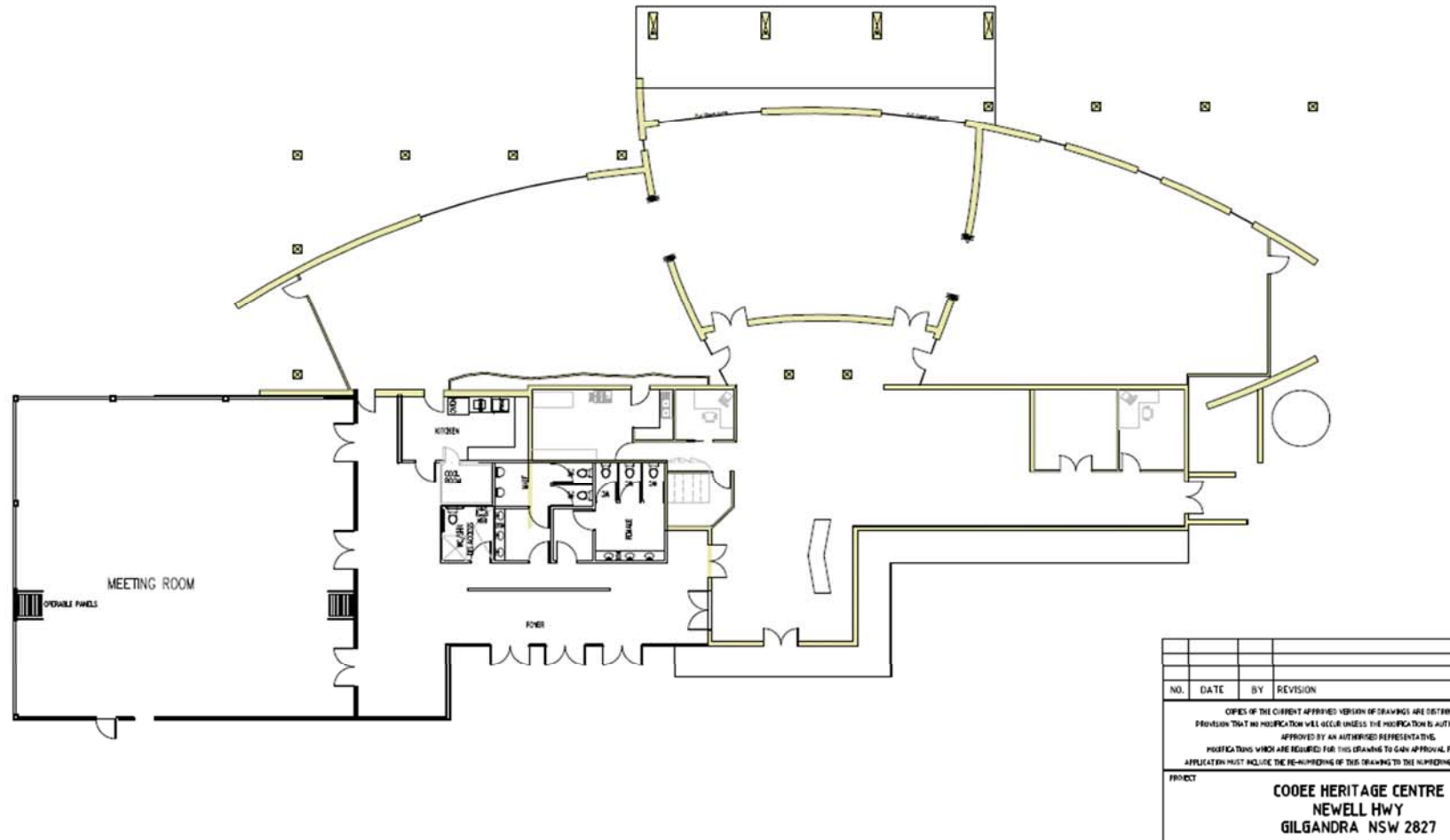
 - 3. Support and encourage local and regional creative and artistic expression**
 - a) We encourage the artistic and creative talents of our communities
 - b) We provide a well-managed space for showcasing local arts, culture and heritage
 - c) We showcase the artistic expression of our regional communities

 - 4. Understanding and respect for local history and heritage**
 - a) We proudly tell the story of Gilgandra's past and merging cultures
 - b) We involve our community in telling the stories of Gilgandra
 - c) We encourage visitors and volunteers to engage with Gilgandra's history

 - 5. Increased visitation to benefit regional and economic development of Gilgandra Shire**
 - a) We provide a holistic and integrated visitor experience and facilities
 - b) We encourage conferencing, camping and satellite programs
 - c) We develop clear pathways for local businesses to access CHC visitors
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FUTURE VISION

COO-EE HERITAGE AND VISITOR INFORMATION CENTRE



CULTURAL PRECINCT – EXTERNAL

Upgrades to the Cultural Precinct will enhance the visitor experience and increase the community's use and ownership of the area. This will be achieved through improving the facilities available, increasing the information available, enhancing the aesthetics, linking the CHC through history to the Rural Museum and the CBD, and promoting the services and businesses on offer.

The proposed external upgrades within the Cultural Precinct include:

- Windmill Walk pathway upgrade
- Maintenance and renewal of 8 windmills
- Additional signage along path to inform CBD, Castlereagh River, Rural Museum
- Viewing deck on Castlereagh River
- External art opportunity on walls on CHC
- Reconstruction of carpark and installation of external lighting
- Solar farm
- Outdoor exercise equipment



ACTIONS AND SUCCESS MEASURES

1. Local community ownership, use and pride of GCP

Key Strategies	Actions	Success Measures
a) Regularly hear the voice of our community and stakeholders in planning our future	<ul style="list-style-type: none"> Regular community/stakeholder consultation in line with Council's Community Engagement Strategy Activate a Cultural Precinct Advisory Committee 	<ul style="list-style-type: none"> High participation rate in consultation High satisfaction rate Active committee; measured by attendance rates at committee meetings
b) Deliver quality programs and services which respond to community needs	<ul style="list-style-type: none"> Engage with schools and promote the Centre's experiences to complement student's studies Develop & introduce education programs into curriculum of schools Launch Coo-ee March Gallery Education Program in October 2018 Undertake regular program evaluation Implement Community Cultural Grant program 	<ul style="list-style-type: none"> Entrants into Waste 2 Art competition & exhibition Number of school excursions Successful completion of Term 4 2018 Coo-ee March Gallery Education Program High satisfaction of Coo-ee March Gallery Education Program Commitment to Coo-ee March Gallery Education Program for 2019 Number of quality applications for Community Cultural Grant Achievement of outcomes identified by successful grant applicant(s)

<p>c) Develop an accessible, multi-purpose community and Cultural Precinct that is sustainable for future generations</p>	<ul style="list-style-type: none"> • Review the staffing of CHC to reflect outcomes of Strategic Plan • Increase and maintain diverse volunteer base through volunteer recruitment drives • Close monitoring of budget to ensure financial viability • Build multi-purpose function room • Upgrade all-abilities access and amenities at CHC • Renew and modernise CHC infrastructure • Renew windmills on Windmill Walk and install working windmill • Install observation deck and decibel reader over the Castlereagh River • Implement additional, renewed and consistent signage within the Precinct • Reconstruct carpark and upgrade entrance landscape and external lighting • Erect sculpture/s reflecting local Aboriginal stories • Extension of Windmill Walk throughout Gilgandra as a loop • Installation of artwork on silos on extended Windmill Walk track • Installation of outdoor gym equipment on the Windmill Walk 	<ul style="list-style-type: none"> • Increased use of Cultural Precinct by the community • Continued growth in self-generated revenue • Diverse volunteer base that reflects Aboriginal and multi-cultural community • Increase in number of volunteers • Percentage of volunteer shifts covered • Accessibility of CHC meets the AS1428 Disability Access Standards as outlined in Council's Disability Inclusion Action Plan and Pedestrian Action Mobility Plan (PAMP) • Successful grant application for Round 2 RCF and project completion by 2021 • Successful Stronger Country Communities Fund grant application with silo artwork completed and outdoor gym equipment installed • Windmill Walk loop through Gilgandra complete
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2. Recognition of Gilgandra and the GCP as a tourist destinations in regional NSW

Key Strategies	Activities	Success Measures
<p>a) GCP tells the story of landscape including the natural environment and agriculture in Gilgandra Shire</p>	<ul style="list-style-type: none"> • Promote Gilgandra Rural Museum through Windmill Walk & signage • Promote Warrumbungle National Park & Tourist Route Number 1 • Tell the story of the Castlereagh River and significance to the Gilgandra community, including decibel measure, night talks, hashtag competitions • Tell the story of the soldier settler blocks and associated agricultural history • Develop a farm related experience 	<ul style="list-style-type: none"> • Visitors have an improved understanding of Gilgandra Shire • Visitor statistics of those visiting the Warrumbungle National Park from our Centre • High satisfaction rate
<p>b) GCP is known as a destination for engaging with Gilgandra Shire's Aboriginal culture, representing the Wiradjrui, Kamilaroi and Weilwan tribes.</p>	<ul style="list-style-type: none"> • Plant edible bush tucker garden • Upgrade CHC entrance to create an experience using Aboriginal sculptures, stories and landscaping • Engage the local Aboriginal community with a view to incorporate local Aboriginal art, product, stories and history into the Cultural Precinct 	<ul style="list-style-type: none"> • Visitors have an improved understanding of Aboriginal culture • High satisfaction rate • High participation rate from Aboriginal community in engagement
<p>c) GCP honours the military heritage of Gilgandra including the Coo-ee March</p>	<ul style="list-style-type: none"> • Install hologram experience of Bill Hitchen in Coo-ee March Gallery • Create and offer podcast download of Coo-ee March history (letters) • Update screen in Coo-ee March Gallery to display relevant images/movies • Install background music in Coo-ee March Gallery 	<ul style="list-style-type: none"> • High satisfaction rate

d) The Precinct is recognised for its family friendliness including children's and family programs	<ul style="list-style-type: none"> • Introduce, install and implement children's experiences e.g. tea making in Coe-ee March Gallery • Outdoor and recreational activities 	<ul style="list-style-type: none"> • More families visit the Precinct to understand about Gilgandra Shire and its heritage • A greater number of children and young people in visitor demographics
e) The Precinct offers items of national, state and local significance	<ul style="list-style-type: none"> • Review/report community consultation regarding the Australian Collection. Consider options, costs, timing and requirements for repatriation of items of the Australian Collection. Consider alternate locations and displays for the Australian Collection within the Cultural Precinct • Preserve items of national and state significance through installation of passive and active climate control options • Catalogue collections in the CHC to clearly identify items of significance 	<ul style="list-style-type: none"> • Report completed regarding the Australian Collection and decision made regarding the location • High satisfaction rate for visitors to the Precinct • Climate control achieves preservation of items by regular inspection that achieve relevant MGNSW Standards • Number of significant items on display and stored safely • Catalogue completed with online access

3. Support and encourage local and regional creative and artistic expression

Key Strategies	Activities	Success Measures
a) We encourage the artistic and creative talents of our local community	<ul style="list-style-type: none"> • Run programs and exhibitions regularly with promotion including an annual calendar of events • Promote Community Cultural Grants program locally • Work with Orana Arts, Create NSW and other relevant support networks • Pursue grant opportunities that further develop cultural expression • Support local community groups, such as Gilgandra Alive! Inc. • Retail outlet for local arts and crafts 	<ul style="list-style-type: none"> • Artists feel supported and more people feel encouraged to engage in the arts • Full and varied exhibitions calendar • Number of programs run annually • Successful grant applications under relevant funding • Number of groups/activities accessing our Community Cultural Fund • Participation rates at events • Increasing number of exhibition sales • Sales of local arts and crafts

<p>b) We showcase the artistic expression of our region</p>	<ul style="list-style-type: none"> • Review regional arts and crafts sold • Support regional artists and groups 	<ul style="list-style-type: none"> • Sales of regional arts and crafts • Number of regional artists and groups engaging in the Precinct
<p>c) Provide a professional, high quality and well-managed Precinct showcasing local arts, culture and heritage</p>	<ul style="list-style-type: none"> • Install a sustainable alternate energy source/solar farm based on results of the energy and sustainability audit of the Centre • Establish climate control measures in relevant areas of the CHC to protect collections and items • Installation of heating and cooling system throughout the museum and galleries of the CHC where not currently existing • Ensure the flow of the Centre tells a story and allows access to artist information and products, ensure the retail space is current • In line with grant opportunities, pursue to upgrade the CHC to a modern facility with refurbishments including painting, flooring, additional offices, storage and all-abilities access • Seek grant opportunities to improve the entrance to the Centre including carpark, landscaping and featured sculpture/s • Pursue grant opportunities for improvements to the Windmill Walk including the Castlereagh River, Rural Museum and signage • Manage the assets of the Precinct through regular maintenance and renewal program 	<ul style="list-style-type: none"> • Reduction in energy usage and costs • Stakeholder satisfaction • Successful completion of renewal projects in line with grant application/s • Asset standards are maintained in line with Building Asset Management Plan

4. Understanding and respect for local history and heritage

Key Strategies	Activities	Success Measures
<p>a) We proudly tell the story of Gilgandra's past and merging cultures, in particular our rich Aboriginal heritage, our military heritage and our farming and natural environment</p>	<ul style="list-style-type: none"> • Participate in NAIDOC week celebrations • Seek additional local Aboriginal participation in the Precinct's activities • Develop Aboriginal focused programs and activities • Installation of Aboriginal sculptural artwork at entrance of CHC, showcasing our local Aboriginal heritage • Review Coo-ee March & Allan Wise museum spaces in conjunction with the Gilgandra Museum & Historical Society • Assess Allan Wise museum space to find what's relevant to our farming and natural environment heritage • Work with GMHS to coordinate the Rural Museum experience • Develop visitor experiences that showcase the importance of the Castlereagh River to our local heritage • Highlight the Warrumbungle National Park as a major tourist destination in our Shire • Include Tooraweenah as a gateway to the Warrumbungle National Park, and the 'Return to the Farm' soldier sculpture in our tourism marketing 	<ul style="list-style-type: none"> • Participation from local community and increased visitation to Precinct • Increased participation from local Aboriginal community • Tracked visitation of Rural Museum • High satisfaction rate • Increased visitation to Tooraweenah and people accessing Warrumbungle National Park from Gilgandra Shire sources

<p>b) We involve our community in telling the stories of Gilgandra Shire</p>	<ul style="list-style-type: none"> • Community organised events, festivals and celebrations • Support and participate in Council's branding project, ensuring the inclusion of the GCP in the brand story • Take a collaborative approach with local businesses and groups in promotion of our Shire 	<ul style="list-style-type: none"> • Increased community participation in delivering our programs • Increased number of events hosted in the Precinct • Number of participating businesses in promotional programs • Delivery of brand project that clearly identifies Gilgandra Shire's stories
<p>c) We encourage visitors to engage with Gilgandra Shire's history</p>	<ul style="list-style-type: none"> • Deliver training and familiarisation tours to our volunteers and staff on a regular basis 	<ul style="list-style-type: none"> • Well trained and knowledgeable staff and volunteers providing excellent customer service for visitors • High satisfaction rates

5. Increased visitation to benefit the regional and economic development of Gilgandra Shire

Key Strategies	Activities	Success Measures
<p>a) We provide a visitor information service of a high standard that caters for the needs of our local community and visitors</p>	<ul style="list-style-type: none"> • Professional visitor services promoting local cultural and tourism offerings • Input to the tourism marketing strategy and branding with industry and stakeholders • Explore opportunities to enhance visitor information and guides • Continued collaboration with relevant tourism groups • Review status of Level 1 Accredited VIC as renewal occurs • Regularly review content and sales in our retail space • Explore opportunities for bookable local and regional activities, experiences and attractions 	<ul style="list-style-type: none"> • Increased length of stay in Gilgandra Shire • Increased spend of visitors to the Gilgandra Shire • Increased spend of visitors in the Cultural Precinct • Outcome of Accreditation review process • Customer satisfaction with products • Number of functions and activities held at Centre • Function room meets anticipated financial targets

	<ul style="list-style-type: none"> • Promotion of Tooraweenah as the gateway to the Warrumbungle National Park through Tourist Route 1 • Promote and canvas opportunities for venue hire availability at the CHC and establish KPIs 	
b) We encourage and support programs in Gilgandra Shire and our region	<ul style="list-style-type: none"> • Support new and existing tourist destinations and attractions in Gilgandra Shire • Partner with neighbouring Council's in cultural programs and tourism campaigns • Partner with National Parks on strategies that increase visitation to/from Gilgandra Shire 	<ul style="list-style-type: none"> • Increased visitation within our Shire • Meeting objectives of joint programs and campaigns
c) We develop clear pathways for local businesses to access CHC visitors	<ul style="list-style-type: none"> • Continually review retail products and stocktake • Develop a business conversion strategy for visitors to customers • Promote local business through the Cultural Precinct • Build relationships with local businesses to ensure that up-to-date information is available 	<ul style="list-style-type: none"> • Increased visitor spend • Number of participating businesses in conversion strategy • Number of visitors engaging in the conversion strategy • Quality of information available on local businesses

PRIORITIES

Priorities 2018 – 20 (dependent on funding)	Indicative cost	Indicative Council funding	Indicative External funding
1. CHC Strategic planning	\$10,000	\$10,000	\$0
2. Increase paid professional staffing to cover a 7-day operation with 2 X FTE equivalent to cover museum/gallery and tourism operations.	\$100,000	\$100,000	\$0
3. Integrating the 3 museums, gallery and Visitor Centre into one combined visitor experience with a prominent arrival space	\$250,000	\$40,000	\$210,000
4. New visual signage outside the CHC and 10km before the CHVC showcasing what visitors and community can experience	\$20,000	\$10,000	\$10,000
5. Assessing the significance of “The Australian Collection” and its value in relation to CHC strategic priorities	\$5,000	\$5,000	\$0
6. Upgrade of Coo-ee March gallery to National Museum Standards	\$100,000	\$25,000	\$75,000
7. Increased web, social media and marketing presence for CHC	\$25,000	\$10,000	\$15,000
8. Develop education programs supported by professional staffing	\$100,000	\$25,000	\$75,000
9. Develop technology led interpretation	\$250,000	\$25,000	\$225,000
10. Develop a Council community and cultural grants program - a significant part of which will be to support program, exhibitions and events at CHC	\$50,000	\$50,000	\$0
11. CHC capital upgrades	\$500,000	\$100,000	\$400,000
Total	\$1,410,000	\$400,000	\$1,010,000

VISITATION, EXPENDITURE AND INCOME PROJECTIONS

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Expenditure	\$310,229	\$531,768	\$426,025	\$360,959	\$371,187	\$381,721	\$422,573	\$403,748	\$415,266	\$427,118	\$439,333
Salaries	\$125,636	\$131,015	\$134,945	\$138,994	\$143,163	\$147,459	\$151,883	\$156,439	\$161,132	\$165,966	\$170,945
Maintenance / Operations CHC	\$106,094	\$108,252	\$111,498	\$114,845	\$118,291	\$121,838	\$125,494	\$129,257	\$133,139	\$137,128	\$141,245
Maintenance / Operations - Outdoor Areas	\$16,959	\$17,468	\$17,992	\$18,532	\$19,088	\$19,660	\$20,250	\$20,857	\$21,483	\$22,128	\$22,791
Historical Society Commission	\$5,358	\$2,310	\$2,379	\$2,451	\$2,524	\$2,600	\$2,678	\$2,758	\$2,841	\$2,926	\$3,014
Souvenir/Local Product purchases	\$22,971	\$26,664	\$27,464	\$28,288	\$29,136	\$30,011	\$30,911	\$31,838	\$32,793	\$33,777	\$34,790
Exhibition Sales Payments	\$3,680	\$2,100	\$2,163	\$2,228	\$2,295	\$2,364	\$2,434	\$2,508	\$2,583	\$2,660	\$2,740
Programs	\$10,522	\$33,957	\$34,582	\$35,619	\$36,688	\$37,787	\$38,921	\$40,089	\$41,293	\$42,531	\$43,806
Capital costs	\$5,000	\$195,000	\$80,000	\$5,000	\$5,000	\$5,000	\$35,000	\$5,000	\$5,000	\$5,000	\$5,000
Depreciation	\$14,009	\$15,002	\$15,002	\$15,002	\$15,002	\$15,002	\$15,002	\$15,002	\$15,002	\$15,002	\$15,002

Income	\$53,197	\$136,800	\$48,205	\$49,650	\$51,140	\$52,675	\$54,254	\$55,882	\$57,558	\$59,284	\$61,063
Gallery Donation	\$8,704	\$7,000	\$7,210	\$7,426	\$7,649	\$7,879	\$8,115	\$8,358	\$8,609	\$8,867	\$9,133
Souvenir/Local Product sales	\$38,668	\$36,050	\$37,132	\$38,245	\$39,393	\$40,575	\$41,792	\$43,046	\$44,337	\$45,667	\$47,037
Exhibition sales	\$4,983	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800	\$3,914
Venue Hire	\$842	\$750	\$773	\$796	\$820	\$844	\$869	\$896	\$922	\$950	\$979
Grant funding	\$0	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Subsidy by Council Council	\$257,032	\$394,968	\$377,820	\$311,309	\$320,047	\$329,046	\$368,319	\$347,866	\$357,708	\$367,834	\$378,270
	83%	74%	89%	86%	86%	86%	87%	86%	86%	86%	86%

We plan to increase our visitation by 2000 visitors a year from 2020/21

Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Visitors	20,000	20,000	20,000	22000	24000	26000	28000	30000	32000	34000	36000

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Expenditure	\$310,228	\$440,828	\$2,120,130	\$450,589	\$467,306	\$484,879	\$503,383	\$522,883	\$543,463	\$565,196	\$588,190
Salaries	\$125,636	\$131,015	\$129,730	\$133,622	\$137,631	\$141,759	\$146,012	\$150,393	\$154,904	\$159,552	\$164,338
Maintenance/ Operations - CHC	\$73,077	\$80,942	\$82,976	\$85,464	\$88,029	\$90,668	\$93,390	\$96,190	\$99,080	\$102,048	\$105,111
Maintenance/Operations - Outdoor Areas	\$16,959	\$17,468	\$17,992	\$18,532	\$19,088	\$19,660	\$20,250	\$20,857	\$21,483	\$22,128	\$22,791
Electricity	\$7,773	\$17,911	\$12,537	\$7,429	\$7,652	\$7,881	\$8,118	\$8,361	\$8,612	\$8,870	\$9,136
Cleaning	\$29,904	\$35,246	\$36,303	\$50,461	\$51,975	\$53,534	\$55,140	\$56,794	\$58,498	\$60,253	\$62,061
Historical Society Commission	\$5,358	\$2,331	\$2,401	\$14,652	\$15,984	\$17,316	\$18,648	\$19,980	\$21,312	\$22,644	\$23,976
Souvenir/Local Product purchases	\$22,971	\$26,664	\$27,464	\$57,000	\$62,700	\$68,970	\$75,867	\$83,454	\$91,799	\$100,979	\$111,077
Exhibition Sales Payments	\$3,680	\$2,100	\$2,163	\$2,228	\$2,295	\$2,364	\$2,434	\$2,508	\$2,583	\$2,660	\$2,740
Programs	\$3,495	\$15,874	\$16,350	\$16,841	\$17,346	\$17,866	\$18,402	\$18,954	\$19,523	\$20,109	\$20,712
Advertising & promotions	\$2,367	\$6,275	\$7,967	\$8,206	\$8,452	\$8,706	\$8,967	\$9,237	\$9,513	\$9,798	\$10,092
Capital costs	\$5,000	\$90,000	\$1,769,245	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Depreciation	\$14,009	\$15,002	\$15,002	\$51,155	\$51,155	\$51,155	\$51,155	\$51,155	\$51,155	\$51,155	\$51,155

Income	\$53,197	\$136,800	\$1,600,004	\$167,799	\$182,451	\$197,146	\$211,888	\$226,682	\$241,531	\$256,440	\$271,414
Gallery Donation	\$8,704	\$7,000	\$7,210	\$44,000	\$48,000	\$52,000	\$56,000	\$60,000	\$64,000	\$68,000	\$72,000
Souvenir/Local Product sales	\$38,668	\$36,050	\$37,132	\$110,000	\$120,000	\$130,000	\$140,000	\$150,000	\$160,000	\$170,000	\$180,000
Exhibition sales	\$4,983	\$3,000	\$3,090	\$3,399	\$3,739	\$4,113	\$4,524	\$4,976	\$5,474	\$6,022	\$6,624
Venue Hire	\$842	\$750	\$773	\$10,400	\$10,712	\$11,033	\$11,364	\$11,705	\$12,056	\$12,418	\$12,791
Grant funding	\$0	\$90,000	\$1,551,799	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Subsidy by Council Council	\$257,031	\$304,028	\$520,126	\$282,790	\$284,855	\$287,733	\$291,495	\$296,201	\$301,933	\$308,756	\$316,775
	83%	69%	25%	63%	61%	59%	58%	57%	56%	55%	54%

We plan to make CHC deliver more programs and services in the next 5 years and self-generate 44% of its budget by 2025.

After the programs and services have stabilised by 2025 we plan to start increasing self-generated revenue between 2025 to 2030 to get to 75% self-generated revenue by 2030 and reducing the Council subsidy to 25% or \$125,000.