

TRANSCRIPT

ENVIRONMENT AND NATURAL RESOURCES COMMITTEE

Inquiry into heritage tourism and ecotourism in Victoria

Ballarat — 8 October 2013

Members

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Witness

Ms S. Fayad, coordinator heritage, City of Ballarat.

The CHAIR — I declare open this hearing of the Environment and Natural Resources Committee's inquiry into heritage tourism and ecotourism in Victoria. Our reference will be concluded on 31 May 2014 or thereabouts. There are five terms of reference that I bring to the attention of presenters. They are: examining the current scope of ecotourism and heritage tourism in Victoria, including the extent to which the current arrangements maximise the benefits to the local industry; examining best practice in ecotourism and heritage tourism; examining the potential for the development of ecotourism and heritage tourism in Victoria; determining the environmental and heritage issues associated with large-scale tourism; and lastly, determining whether the local industry is sufficiently advanced to manage increased tourism and any obstacles to this.

I welcome everyone who is joining us here today at the hearing. Importantly, I welcome those who will be speaking to their earlier submissions. I thank them for taking time out to join us today; we appreciate that. It is very important in the make-up of our report back to the Parliament to hear from those who have made a submission, and we thank them for doing so. Hansard will record the proceedings today, and we look forward to receiving the transcript. I also indicate that, if amendment is required by those who present today, they will have the opportunity to do so. What is recorded will be presented to them for their observation in the very near future.

It gives me great pleasure now to call our first presenter, Susan Fayad, who is the coordinator of heritage here at the City of Ballarat. We look forward to her contribution. All evidence taken at this hearing is protected by parliamentary privilege as provided by the Constitution Act 1975 and is further subject to the provisions of the Parliamentary Committees Act 2003. Any comments you make outside the hearing may not be afforded such privilege. All evidence given today is being recorded, and as mentioned earlier, all witnesses will be provided with a proof version of the transcript in the next couple of weeks. Would you now like to begin your presentation?

Ms FAYAD — Thank you, and thank you for the opportunity to present to you today. I am going to introduce you to the world of heritage at the City of Ballarat. I am going to talk about three extremely complex and holistic projects in 10 minutes. I need to acknowledge that while we are working very holistically and at a very high strategic level there are still things that happen on the ground. There are still issues with heritage protection, and we acknowledge that there are some things happening, but we are aiming to take this to another level and be able to protect this in a different way.

Overheads shown.

Ms FAYAD — The first one I am going to talk about is the Preserving Our Heritage strategy in Ballarat. In 2010 we developed this strategy aimed at improving the conservation of Ballarat's heritage. The strategy is quite different to the normal statutory controls we have in place because it focuses on why places are deteriorating and not necessarily on responding after it has happened. It is outcomes focused, it is integrated and holistic and it works through collaboration. We have tried to change the way we are doing work to work in a collaborative way. You will see with the three projects that I introduce you to that this goes through all of the projects. Basically we wanted to show that we are open for business; we are open for people to come and work with us. It is very much around positive communication and taking a proactive approach, so the key message of the strategy is 'Yes, you can' rather than 'No, you can't' with heritage, which is quite different. It is about coming up with win-win opportunities for people.

Some of the things we have achieved to date in this include the Ballarat Heritage Awards, so we acknowledge heritage achievements in Ballarat. This has been going on for the past four years now. We do it in partnership with the National Trust. It has also filtered across Victoria with a number of other heritage awards that are happening. It has been really great to see the positive work and be able to thank the community for what they are doing in a positive light for heritage.

We have implemented a grants program for property owners — commercial and residential property owners — which is a big gap in current grant funding that is available. We have also upped the capacity of our restoration loans scheme. This has resulted in a lot of benefits. For example, there are two pictures on the screen showing a former bakery that was basically falling down; it was in very bad condition. We have worked very closely with the owners and provided a small grant to them, and they have done this up as a family home. The other one that you see there is a veranda reinstatement. The verandas are really important to the Ballarat community. They have never let them go basically, so by providing grants and loans we have been able to help businesses. There are a number of new ones coming up in the next program as well.

We have made our heritage information a lot easier to access. We have implemented a Ballarat heritage database where property owners can find historical information in many of our heritage studies. We have also streamlined what the planners and internal people can find on our systems. It was the case that you had to go through masses of documents and paperwork to find anything, but now it is all incorporated in our internal systems.

One of the big things that has happened is we have worked to streamline and provide assistance with the planning process. Our heritage adviser, for example, conducts an average of 600 site visits with property owners in the area to work with them. He has a building and architectural background, and basically we work very closely with the community to provide a lot of support. The City of Ballarat has two full-time heritage officers, including me, and this has made a big difference to the capacity we have and what we can do in the community.

We are also looking at other heritage that has not been covered under planning laws. We have undertaken a gaps review and come up with a master plan across the whole municipality. Any recommendations or community concerns are getting logged, and this is something that we are working on implementing.

One of the other things is that the momentum is building, and with this open-for-business and collaborative approach you start to get other projects happening. It is about working with a number of people to tap into some wonderful partnership projects. One of the ones here on the slide, the Burke and Wills time capsule project, for example, just happened because someone had heard there was a time capsule in an old fountain. This project showed the interest in heritage. The story went national through the media. We had the ABC down there doing a live broadcast. We had people coming from all over the place, and there were thousands of people in the street who came just to watch and interact with heritage. We are trying to do live projects, and this was a really good one.

It has also ended up in a couple of other projects as well, again because of the momentum. One of the key ones that I am very proud of is the emergency management for heritage, which is now being incorporated in the Victorian fire risk register for urban areas, so we are looking at the risks to heritage as well.

I will try to explain the UNESCO recommendation on the historic urban landscape pilot project. It is quite complex and holistic, but a few weeks ago Ballarat became the first city in the world to sign a strategic cooperation agreement to operationalise UNESCO's recommendation on the historic urban landscape. Ballarat is the only city in the world that is currently operationalising this, and there are a lot of discussions happening around the work happening here.

The historic urban landscapes approach requires us, again, to work collaboratively across all areas. This is not just for owners and people who live in communities, but it is also for developers, tourism operators — everything. We have to work collaboratively together. It is about achieving win-win outcomes. It starts to look at historic cities through a landscapes approach in trying to understand all of the different layers in the landscape.

Cultural heritage is often seen as a bit of a blocker to development and tourism — and I mean 'blocker' in terms of having limitations on what you might be able to do. This comes up with a win-win way to work together. One of the key things this approach does is it looks at virtuous cycles, so where all areas benefit. It is not about tourism impacting on the heritage in a negative way; it is about how we can use tourism to build back into the heritage and how we can get heritage to build back into the economy of the community. It is about setting up a virtuous cycle: how can the community benefit from what is happening as well?

One of the biggest risks for Ballarat that we see from development, growth and even in some cases what tourism has done around the world is the possibility of causing a community disconnect from its place — so sometimes it can take it away from the community. One of the most important things we have found in Ballarat is that the community is extremely passionate, which is why there is so much heritage here; that is why people are still connected to their place here.

We have done a Ballarat strategy and a Ballarat Imagine community consultation. The key thing that came out from the community was that their heritage is the most important thing to them; it is the thing that they value most in Ballarat. We need to ensure that this connection remains, and it is about using the historic urban landscapes to do that.

One of the things on the slide here is from a presentation that Dr Ron van Oers from the world heritage institute, who came out recently, presented to us. One of the things that I see as quite important is assessing the vulnerability to stresses, such as socioeconomic stresses and also climate change. This also means the impact that development, tourism and other things could have on heritage. Again, it is about working together to plan for that in advance and how we can work together to get good outcomes for everyone.

The stage 1 study that we have done — I will just get into this briefly to help you understand what this project is about — helped us to look at the context of Ballarat with regard to the broader region. We are also working with other goldfield heritage officers across other councils to link our projects and share learnings. It is not just about looking only at Ballarat; it is about working with others as well. We recognise that there are links and opportunities that we need to acknowledge and that it is not just about Ballarat — that it is part of a broader region, so to speak.

Our combined strategy that we are working on as goldfields councils — and again, this is coming very much from the heritage officers in these councils — is to work as if we are a world heritage place, not that that is where we particularly want to go, but let us use world best practice and let us access that so that we can benefit our communities. Even if we are not at that level, we want to aim to be working at that level.

Also, drilling closer to home, the historic urban landscapes approach requires us to understand the layers in the landscapes, not only the built environments. We need to understand the cultural layers — who are our communities, what makes them different and what do they value? The historic layers involve really understanding all of the history of this place, not just the goldfields but looking further. It helps us to look at the visual and natural landscape. I think one of the problems we have when we do planning is that sometimes we get a bit narrow in our outlook and we do not realise there is a bigger landscape out there.

The map that you see on the right of the slide shows some of the very key visual areas that are quite important to Ballarat, such as Mount Warrenheip, Mount Buninyong and the forested ridge. Every street that you look down in the main city has views of Mount Warrenheip. These are things that we need to protect because they are part of the visual landscape of Ballarat.

I want to quickly head into the regional heritage centre feasibility study that we are working on at this moment. Earlier this year the City of Ballarat, the Public Record Office Victoria and Regional Development Victoria commissioned a needs analysis for a regional heritage centre to service the region, not just Ballarat. The reason we thought this was important is that Ballarat particularly has an authenticity and intactness with its heritage that you do not often find in other places.

There are over 10 000 properties in the heritage overlays in Ballarat. There are 70 state-listed buildings at this point in time, there is one national heritage site and there are a lot of collections, stories and history that go along with all of those places. The depth of the stories is quite amazing once you start stepping into Ballarat's history and the history of the goldfields. It is quite phenomenal. There is also, again, that passionate community that is requiring us to take this sort of approach, and again the regional centre thing has come up quite a bit. Ballarat's cultural organisations provide support and access not just for Ballarat but for the broader region. For example, the public record office in town and the art gallery have a service that goes quite beyond our boundaries.

The study so far — and these are its early findings — is showing that Ballarat's cultural institutions and local community groups are ready and willing to take heritage to the next step. They are aiming quite high. As with everything that we are having to do for Ballarat, they are aiming very high. The report so far clearly states that Ballarat needs to step up if it truly wants to be a world leader. It provides an outstanding tourism product. However, it does this in a very disconnected and undersupported way. Ballarat also has significant gaps in the way it tells its story. There is a distinct lack of community storytelling tools, including interpretation and an essential access point to the Ballarat storage and collection. It is very hard for people to navigate the collection and cultural organisations in Ballarat, so this project is looking at that.

What has come up very clearly from people in Ballarat is the need to have a central access point, whether that is virtual or otherwise — again, how do we start to find the rich world that is part of the goldfields? — and also community storytelling, getting that message and those stories out there and helping people to interact with Ballarat's heritage in a different way.

Something that has come up quite clearly is a large travelling exhibitions base and heritage and tourism leadership. They see the need for a peak body to lead the way we go, to work strategically and more cooperatively together. Again, the tourism product offering could be improved by accessing this information. There is also a need for volunteer training across a lot of the organisations, particularly the community groups that are charged with part of Ballarat's history and heritage, and a need for curatorial staff and back-of-house infrastructure. We have some storage needs for some of the collections and historical records in Ballarat.

What the needs analysis is recommending at this stage that we undertake is a feasibility study, so we will be moving into the feasibility study next. The first recommendation coming out of the report is for an absolute minimum requirement to be focused on ensuring that the key partners collections are securely stored. It does not really offer much more than that. The second one is to look at an innovative tourism product, heritage leadership and support model which could do more than simply provide storage — it could offer a heck of a lot more in terms of coordinating the cultural tourism offering in Ballarat — and that people be able to access the history and heritage, which I think is quite important. The study also recommends that we link with the Ballarat Regional Tourism's destination management strategy, which is being released in November.

Basically, in a nutshell — and I acknowledge that these projects are quite complex and there is a lot in them to explain quickly — what they could achieve is a supportive environment, which is really happening through the Preserving Our Heritage strategy, helping to empower community in order to conserve Ballarat's heritage places. It is a long-term strategy and it will take a long time to reach all the areas that we need to, but it is starting to change opinions and minds. The other one is that we have an amazing opportunity to access world best practice for the region, but particularly for Ballarat. This is quite an exciting project; it is also very new. It is quite difficult — we are developing a lot of the methodology as we go along — but it is, nonetheless, a great opportunity for Ballarat. The last one is the potential for a strategic and coordinated approach to cultural heritage tourism. If the feasibility study shows that the second option is the way to go, it will allow us to have a very creative way of being able to offer the product that is in Ballarat. Thank you.

The CHAIR — Thank you, Susan. Before I call for some questions, which I understand you are aware of and we look forward to asking, I indicate that it was remiss of me at the start of our hearing process to not acknowledge our executive officer, Dr Greg Gardiner, and our research officer, Dr Kelly Butler, who both make a large contribution to our reference and reporting process. On behalf of the committee I apologise for overlooking your presence. I now call for some questions. Thanks, Tim.

Mr BULL — Susan, yesterday we had a chat with the chief executive of Sovereign Hill, who is coming to present today. He was telling us that the patronage there is largely a domestic market from within Victoria, either a local or metropolitan suburban market. Has there been any focus on moving towards catering for what we are all hearing about — the burgeoning Chinese market? Is that something that the council has considered and is working on within its scope of projects?

Ms FAYAD — I think the regional heritage centre project particularly is one where we are trying to look at a broader attraction of the history and heritage in Ballarat. Just by merely being able to develop the — 'product' is probably not the right word — capacity for people to be able to interact with the history and heritage here in a better way would go a long way to being able to offer an experience for people when they come to Ballarat. It sounds like I am hanging my hat in that area only, but I think that is one of the things that is really quite clear. I am also hoping that through the UNESCO work we will be speaking with lots of other countries. In particular the pilot program includes Chinese cities, so we will be working closely with the Chinese in delivering that particular project, and also there are cities in — it is really focused around the Asia-Pacific at this stage — India and Pakistan. There is a city in Pakistan that will be signing up very soon. The opportunity through that to provide linkage is quite good.

The other thing the city of Ballarat has is that it is on the board of the League of Historical Cities. This is a worldwide group of historic cities which come together biannually for a conference. There is a strong Asian focus there; it is driven by Japan. I had the pleasure of going to one of those conferences, and there is relationship building that can happen and there is a very strong focus on trying to share the benefits of that network. It is not only about learning from other cities; it is also about tourism benefits and other things. The conference has been here before. I think it is a great resource.

Mr BULL — Is it local government membership on that league?

Ms FAYAD — It is local and regional — I mean, for the two-tiers of government. It is based on historic cities. It is quite broad. I think the city of Ballarat has been involved in that for quite a number of years. I think the conference was here in 2006.

Ms WREFORD — As a central destination in the goldfields, how does council engage with some of the smaller or less well-known areas in the region, and what role has council played in supporting the Victorian Goldfields Tourism Executive?

Ms FAYAD — I think some of this you will find out from George Sossi when he comes along, because he was within council. Ballarat Regional Tourism was within council. In terms of the region, I have explained from my point of view that we are working with particularly the goldfields regional councils. We have been involved in the national goldfields heritage tourism region report development that happened through, I think, RDA, Regional Development Australia — I think that is who it was through — and was led by the goldfields. I think a lot of discussion happens at the CEO and mayors forum level as well. Look at the strategic plans that have come through there; there is a strong emphasis on tourism and needing to work across the region.

From my point of view, again the regional heritage centre is something that is going to support a lot of regional groups. In the needs analysis there is a list of some of the smaller historical societies — there are 51 collecting organisations across the region, from the Avoca and District Historical Society through to other historical groups, archives and the Stawell Historical Society — that access the Ballarat archives centre product. They also come to Ballarat for training. We have a lot of training things. We have ‘researching your home’ training. The public record office has an archives centre in Ballarat, and it does a lot of outreach programs for these particular groups. There is an awareness that we need to build capacity, particularly in that area. The needs analysis is very much focusing on how that can happen.

One of the interesting things that came out of that study is that the public record office said that when it holds training in Ballarat it gets many more people turning up from across the region. I think that is no. 1 — the access, as compared to in Melbourne, may have something to do with it, but there is also a very strong connection with Ballarat as a place where you come to do this kind of work.

Mr PANDAZOPOULOS — Very interesting work. I want to talk a bit more in the general sense about, as a heritage expert, your personal sense of Australians. Do we properly value heritage, and if not, what do you think we can do about it, and why is that?

Ms FAYAD — It is really interesting actually. We come against this quite a lot. I think that heritage is very tied to our emotions. It is something we are not aware of all the time, and it is usually only when there is a threat to that heritage in whatever way, through disaster — look at the fires that happened out here recently. The focus was very much on a heritage place that burnt down. There was a lot about the people, but it was very focused. I think that it is only usually when it is under threat that we acknowledge what it means to us, so it is really difficult. People accept it as part of our every day — it is around us, it is part of who we are and it is part of our identity.

It is interesting. We hear this mantra quite a lot — and it is so wrong — that we are very young. No, actually, we are not very young. Apart from the Aboriginal story, which is just amazing — every time I speak to someone through the UNESCO program they want to know about our Aboriginal cultural heritage because there is this fascination with the 60 000 years of living culture in Australia — when we are looking at built heritage people say we are very young. I went to the League of Historical Cities conference. The world heritage site we went to in Hue (in Vietnam) was 1830s or something or other. We do not just have to say, ‘That’s it — we’re not important’. I think we have this undervaluing, but, again, when you tie it to the community it is very much there; it is just that we do not see it surface a lot until something is under threat.

I think there is a lot of opportunity through values-based understanding — so, understanding what people value and looking at it from that perspective — and also through bringing out the story and telling the story and helping people be aware that we are not this tiny little speck or blip with built heritage and that there is actually a much richer capacity there. I think that is part of what we need to do — we need to build that appreciation, and we need to help people understand it in a bigger sense. It has been fascinating watching people come to grips with working with UNESCO because it is like, ‘We’re not worthy’, you know? No, we are worthy, and

we can do some really great stuff here, and our heritage is really special as well, and our story is really special. I think that is part of what we have to do. So it is a good question — a very good question.

Mr PANDAZOPOULOS — If I can continue on, it leads to some of the core issues. What you are working on are individual pieces relevant to Ballarat to help build the Ballarat story. That helps, then, to try to personalise it a bit more and spread the meaningfulness of the heritage. Some people would argue that as a relatively new country there is a lot of focus on built heritage and not the personal heritage.

Ms FAYAD — Absolutely.

Mr PANDAZOPOULOS — We have a little bit in Australia that a lot of people are proud of their convict past. We have the centenary of Gallipoli coming up. Let us say 50 000 Australians went to Gallipoli. That makes about 1 million of 23 million Australians descendants of Gallipoli veterans. How many people are descendants of Ballarat goldminers? I am just thinking along those lines. My kids' ancestry from their mother's side has a goldfield history, but it is not what they talk about; it is sort of all lost. So do you think that, in the need as a new country for development to protect — rightly protect — built heritage environments, we have underdone the personal heritage and the family heritage that helps personalise our history?

Ms FAYAD — Absolutely. I have just spent the whole last week writing a masters essay on this very topic, so I am very happy to talk about this one.

Mr PANDAZOPOULOS — You can add it to your submission too if you wish.

Ms FAYAD — No, that is fine. It has to be marked; give it time. One of things that has happened around the world is that there has been a very Western approach to heritage and heritage management, and that is very much focused on monuments and sites and buildings. There is a move around the world — and the historic urban landscape is going to force us to do this whether we like it or not — to understand those intangible things. I think in Australia there is a lot of political complexity, which I will not get into here, around why we have probably undervalued the intangibles, but Australia also has documents like the Burra Charter, where we are starting to understand that social value is more much important. We are using that mantra very much here.

One of the things we have to do through the historic urban landscapes is not just map and understand the built environment; we have a pretty good grip on that. There are a huge amount of properties protected, particularly in this area, under statutory planning. We have some breathing space to work in other areas. One of the things we have to do is map those intangibles with the community. Who is this community? Who are the communities that are here? What is their story? What do they value in their areas? We have started working with our Indigenous groups — so, the Wadawurrung and the Dja Dja Wurrung — to work with them, to start to build relationships and to understand their connection to places and what is going on. We have been just putting our toe in the water with the HUL work around talking to communities. What is it? What is going on there? What are the connections to these places? What is their story?

The second stage of our project — we just had an expert session on this, two weeks ago — is to actually just go to the community now. Let us get into it. Let us get into those intangibles. It is really challenging because there is not a lot of work around the world that helps us understand how we start tapping into that. We have a lot of work to do, but it is very much on our radar. As I said, I have just spent a whole week doing this, and I would be happy to talk to you about it afterwards further. It is absolutely on our radar. I think, again, it is that richness of story and richness of connection, particularly with the regional heritage centre project, that we can actually bring out and share with people, but we need to be aware that there are particular things we could do planning wise that might interrupt or disrupt or be damaging to who the community is and their intangible heritage, basically.

Mr PANDAZOPOULOS — Just a final one, if I can, Chair: do you have any personal observations about the teaching of history? We have all these history wars, unfortunately, in Australia. For a new country to have all these history wars is quite amazing, but do you think that one of the reasons we undervalue is because we have not really done it properly in the education system, particularly the focus on Australian history?

Ms FAYAD — I am very aware that this is being recorded. I have done another essay on this. In any country there is a need to use heritage for national reasons, for trying to get particular messages across or for trying to get people together. I think this whole multicultural, community, unity-through-diversity kind of thing is really interesting, where we try to pick and choose what it is that we tell — pick and choose the history we use, to be

very diplomatic about it. I think that that is very obvious. I also know that Ballarat, particularly the University of Ballarat, is extremely passionate about its history and looking at the history curriculum and wanting to diversify that. We are working with PhD students through the University of Ballarat through the HUL work, as well as Deakin University and others, and we are going to be signing an MOU with them looking at history and history teaching.

I think that history and heritage are very much at odds. There has been a war between history and heritage because heritage is seen as what we value today, as opposed to the story of yesterday. In itself people are picking and choosing the story they want to pick too, and there have been a lot of papers written on that. I think more can be done, but maybe it is not necessarily just about history; it is about how you bring that heritage concept through that intangible teaching. I could probably talk for another year on understanding values and what that means, but I will not.

The CHAIR — Thank you, Susan.

Ms DUNCAN — Could you just summarise from your point of view what you think is the key thing that you as a council or we as a community — we as government — need to do to manage what we hope to be an expanding tourism sector?

Ms FAYAD — Yes. Again I think tapping into local communities is key. One of the things that we do not do is really understand the cultural section of tourism, particularly if you are looking at international tourism. We go overseas to experience something different, which is not just looking at pretty places or something that looks different. It is about experiencing a culture and experiencing people. If we can tap into communities and understand what makes them different — Ballarat has a very unique community; I have not been here for a long time, but I am understanding the passion and the drive that this particular community has: their stories, who they are — it could be a really good thing in expanding the tourism offering, and there is also just being able to connect and collaborate with those groups who are the people who are living here. That would be my advice.

The CHAIR — Just a quick question to close. Yesterday at the briefing we had at Sovereign Hill we were told about the cultural history of the Chinese and the goldfields and the endeavours of Sovereign Hill to lift its patronage from a historical base of Japanese tourists, whereas 10 to 15 years ago 6 per cent of their patronage was from Japan, 25 per cent is now from China. They have four marketing people in China. What sorts of resources is Ballarat city putting towards heritage tourism, cultural tourism and, more particularly in recent times, and I think Jo picked up on this, managing the ecotourism side of the industry to gain maximum patronage across your tourism region, of which you are one of many participants? Can you explain what contribution Ballarat as the lead in your region, along with Bendigo to a lesser degree, is making to assist the growth of that patronage?

Ms FAYAD — Ballarat regional tourism was part of the city council, so the transition of that becoming its own entity is quite a big thing. There was an acknowledgement that it was important, and moving it out of council to enable it to be more regionally focused has been a good, positive thing. In terms of what we are doing, unfortunately I am not really across a lot of what you are speaking about, but we do have economic development units that are aware of the need for tourism and are working quite hard. The regional heritage centre project is something that is looking much broader than just at Ballarat and is tackling tourism at its heart. It is very much part of what is driving it. Yes, we have storage capacity needs and all that sort of stuff, but it needs to be more than that.

The CHAIR — I am probably referring more to direct resourcing. It was indicated yesterday in our briefing at MADE that council was making a direct contribution to that float and getting that off the ground. Are there other ones? What part of the budget of the city council is employed in that area?

Ms FAYAD — I can only speak from my particular area on that, I am sorry, but I know that we have put considerable funds into the historic urban landscape work, which looks at virtuous cycles around tourism et cetera. We have also put considerable funds into the regional heritage centre project — staffing, staff time. There is a real commitment to looking more broadly, so we have our core business, which is quite different, but we also acknowledge that these things need to be done. I cannot speak across council, but I know that a lot of areas like arts and culture are working in this area as well, and the public art people are looking at it to attract and bring people in. We have events, such as the heritage weekend event, which I think is the only event of its

kind that is fully funded by council and not by just volunteer organisations and groups. Council is actually driving it to get a better product. That has been getting about 15 000 people on weekends and it happens every year. So across events, arts and culture, the heritage work that we are doing and the economic development, council does put considerable funds in, but I could not give you a definitive figure. I could find out for you though, if that is something that you need.

The CHAIR — Susan, on behalf of the committee, thank you very much for making your time available to make your presentation this morning. We appreciate that very much.

Ms FAYAD — Thank you.

Witness withdrew.