

**Art, Culture and Heritage
Strategic Reference Group
Directions Paper**

July 2017

NORTHERN BEACHES
COUNCIL

Executive Summary

Arts, Culture and Heritage contribute and impact on our lives every day. In recent times the Northern Beaches community has been vocalising a desire for greater access to a variety of arts and cultural activities and a stronger connection to the heritage of our area.

With the formation of one Northern Beaches local government area, it is important to reassess previous priorities and develop new strategic directions for a holistic approach to the development and management of Arts, Culture and Heritage on the Northern Beaches.

We are fortunate to have such a popular and attractive tourist destination of Manly in our community but there are many beautiful places in our area and great potential to increase cultural activities across the entire peninsula for locals and visitors to enjoy.

There is great opportunity to create and develop new possibilities for our community, to inspire and encourage the whole community to engage and participate in the Arts and Heritage of our local area.

Purpose of this paper

This document provides a summary of the Arts, Culture and Heritage Strategic Reference Group's workshop findings from 28 September 2016 to 29 June 2017.

Issues and opportunities are listed with a view to providing the incoming elected Councillors insight from this important stakeholder group.

SRG members participated in: mapping existing cultural and heritage assets; identifying issues/priority areas; and workshopping goals and strategic opportunities. These activities were underpinned by a desktop review of the former Manly, Warringah and Pittwater's art, culture and heritage policy documents.

Arts Culture and Heritage Strategic Reference Group - Northern Beaches Council

Following the formation of the new Northern Beaches Council in May 2016, eleven Strategic Reference Groups (SRGs) were formed across key areas of Council's operation. The role of the SRGs is to provide a valuable contribution to the directions of the new Council, including input into the development of the Community Strategic Plan (CSP). SRG members were recruited via EOI, represent a cross-section of the community, and bring expertise to their area of appointment. Each group also includes two-three former Councillors as Chair and Deputy Chair.

The Art, Culture and Heritage SRG consists of 17 members, listed in Appendix 1. The terms of reference of the SRG are to:

- Provide input to the Vision, Priorities and Objectives for the Northern Beaches Draft Community Strategic Plan
- Recommend a broad range of opportunities via galleries, museums, creative art spaces as well as community and third party activities.

- Explore educational opportunities e.g. Artists in residence
- Support historical societies and local studies services
- Advise Council on the heritage register to ensure identification of assets
- Ensure that we value multicultural assets

This paper has been prepared to capture the efforts and aspirations of this SRG over a 10 month period from 2016-17.

Background

Arts, Culture and Heritage in the region

Prior to formation of the Northern Beaches Council, the three former councils have valued arts, culture and heritage as an important inclusion to a healthy, vibrant and connected community. In recent years they actively engaged the communities across the Northern Beaches – the outcomes have then guided strategic directions and overarching goals in these documents:

- **Creative Warringah** strategy (adopted by Warringah council in 2014) was developed over a period of 12 months and was produced in response to the Community Strategic Plan outcomes. Created to motivate and enable opportunities for ‘creatives’ and contribute to the wellbeing of our communities through arts and culture.
- **Emerging issues paper: Arts**, Pittwater Social Plan 2012- 2016.
- **Emerging issues paper: Youth and Families**, Pittwater Council 2012- 2016
- **Community Strategic Plan 2025**, Manly Council (2015)
- **Manly Council – Cultural Plan; Arts and Culture Policy**

These documents were developed with significant community consultation. They reflect a commitment to support and nurture arts, culture and heritage for the Northern Beaches area.

Our community continues to have an interest in arts, culture and heritage across the Northern Beaches. Figure 1 shows the spread of places, activities and events which continue to grow in interest, attendance and ideas for enriching our community.

Community Strategic Plan – Northern Beaches Council

Extensive community engagement in 2016-17 has involved over one thousand community members, including the SRGs, in developing the first Community Strategic Plan (CSP) for the Northern Beaches. While the CSP is not yet finalised, key community feedback has been used to help prepare this SRG Directions Paper.

Below are some of the draft goals and underlying strategies for the draft CSP. These have arisen from the issues and considerations raised by community members during the first stage of CSP engagement, and are a basis for second stage engagement. They outline possible outcomes for supporting Arts, Culture and Heritage which are relevant to this SRG Directions Paper:

CSP – draft Social Goals

Northern Beaches culture is stimulated through the arts and a variety of cultural and creative events:

- a) Support local artists and creative groups to access facilities and networks and meet cultural and artistic needs of the community
- b) Expand cultural activities, events and creative opportunities, including safe nightlife opportunities across the area
- c) Provide more events and opportunities for young people to socialise in formal and informal ways

Our well-designed public spaces inspire social interaction and inclusion and support health and wellbeing:

- a) Develop urban design requirements that support the health, wellbeing, safety and inclusion
- b) Collaborate with the community to design public open spaces and neighbourhoods that cater for a wide range of uses and social interaction
- c) Encourage the community to be creatively involved in designing our public spaces and neighbourhoods

Our community is healthy, active and engaged with the Northern Beaches lifestyle and various recreational opportunities:

- a) Provide well maintained and safe public spaces that equitably support the active and passive recreational activities of the community
- b) Encourage and promote healthy, active living through collaborative partnerships with government agencies, community and sporting groups
- c) Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their life

CSP – draft Goals on Vibrant Local Economy

Our businesses are well-connected and thrive in an environment that supports innovation and economic growth:

Facilitate innovative environments where start-up businesses, entrepreneurs and innovators are supported and connected

Our local economy provides a range of employment and education opportunities to match the skills and needs of the population:

Facilitate new higher education and vocational training opportunities on the Northern Beaches

Our local businesses create a diverse range of opportunities for work, education, leisure, and social life:

- a) Enhance and extend opportunities for a sustainable tourist economy throughout the area
- b) Promote Northern Beaches as an attractive place to establish a business

CSP – draft Environment Protection Goals

Our bushland, coasts and waterway assets are protected and managed for their natural values for future generations, allowing for appropriate and safe use and enjoyment:

Protect the natural and cultural values of Council-managed lands while ensuring that access and use is sustainable

STRUCTURE

This Directions Paper outlines the SRG's Vision that will help shape the future for arts, culture and heritage on the Northern Beaches. SRG member feedback generated in workshops in February and April 2017 has been drawn into six themes, with attached strategic opportunities. The language of the draft Community Strategic Plan and strategy documents from the former Councils has informed the "strategic opportunities". Workshop processes are detailed in the appendices.

The six key goals for Arts, Culture and Heritage on the Northern Beaches provide a foundation for the strategic directions outlined in the following pages.

1. Celebration and activation

To create a sense of life and vibrancy in our communities through cultural events, celebrations and 'happenings'

2. Creative spaces

To foster the development of artistic practice across all art forms by enabling access to suitable spaces

3. Creative places

To create environments which are welcoming, surprising and that connect people

4. Public art and creative expressions

To integrate public art and creative expressions into our places, projects and programs

5. Valuing our history

To respect, protect and preserve our history and heritage of the Northern Beaches, in the built and natural environment, indigenous and non-indigenous

6. Collaboration and capacity building

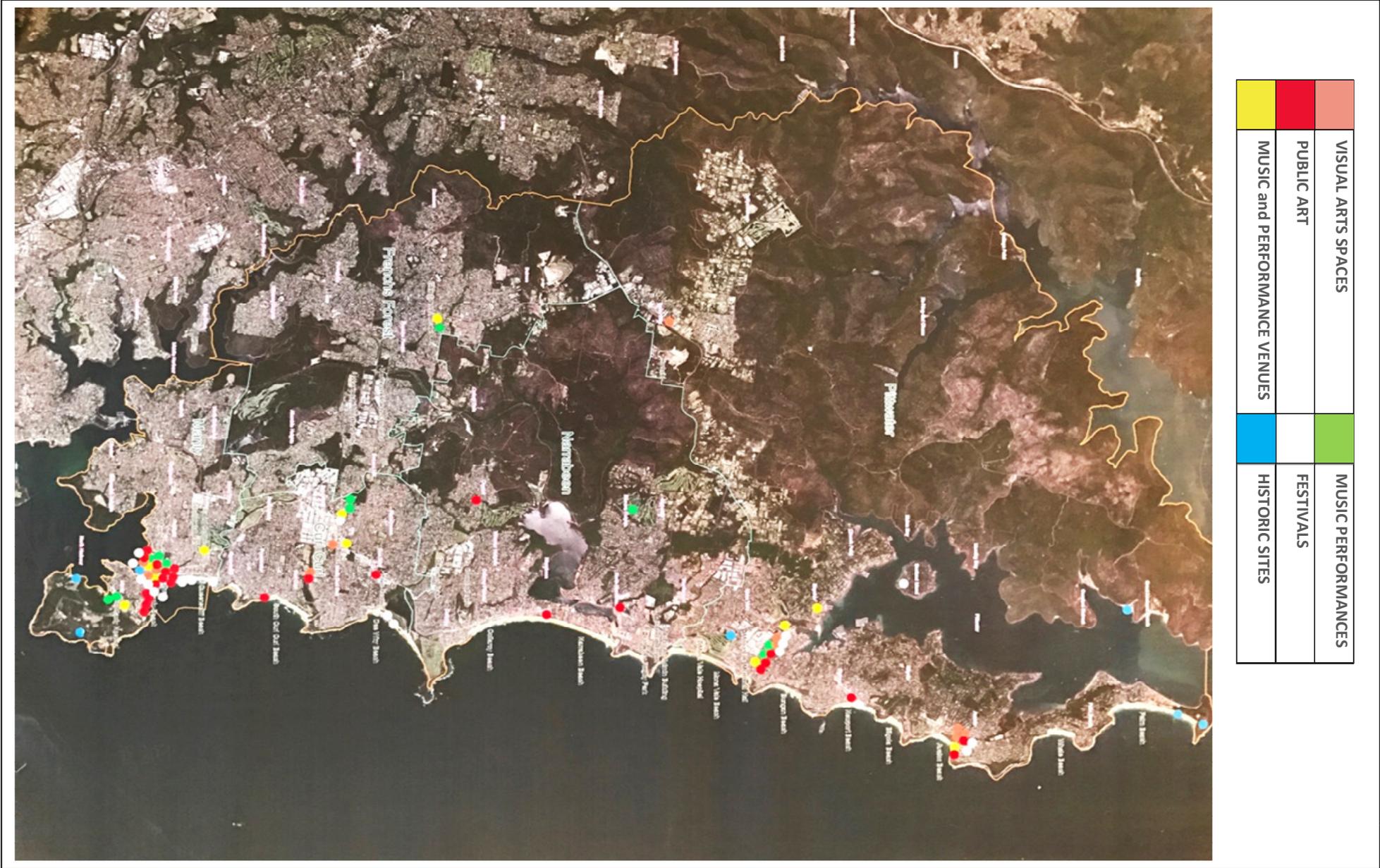
Promote cultural development by empowering our community to be adventurous and open to new ideas and perspectives
– whilst strengthening the skills and collaboration of creatives, historians, the local business community and other stakeholders.

In the Arts, Culture and Heritage meeting 28 June 2017, SRG members noted that the directions paper must include the following issues/opportunities:

- The Northern Beaches has the potential to be identified as Sydney's arts heartland, and that dedicated visioning and branding are essential to achieve this
- The Administrator's Minute adopted on 26 June 2017 identifies significant arts and cultural outcomes that will be funded through the merger savings fund. Council must ensure that it has the requisite staff and expertise to deliver these projects to their full potential.

Figure 1 Mapping of Arts Culture and Heritage

SRG members assisted with mapping the known activities, programs and spaces relating to arts, culture and heritage. See Appendix 2 for the full listing.



Goal 1: Celebration and activation

To create a sense of life and vibrancy in our communities through cultural events, celebrations and 'happenings'

Issues

- Risk of social isolation particularly affecting older people and people with a disability in the community. Isolation can also affect artists and other self-employed creative industry workers. Shared studio space and creative hubs can help encourage interaction between these individuals
- Developing a sense of community and social cohesion in new and growing communities
- Cultural events run are irregularly (outside of Manly CBD)- we need a more coordinated program of arts activities with greater variety across the northern beaches
- Limited access to arts and cultural activities across the northern beaches outside of the Manly CBD
- Desire for more festivals especially music festivals
- Need for music, dancing , theatre and events and activities that combine several types of creative expression

Strategic Opportunities

- 1) Facilitate a public space activation program that actively involves and engages the local community across the northern beaches, with particular attention to non- urban areas or areas outside of CBD areas.
- 2) Encourage and promote neighbourhood managed creative and social events
- 3) Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their life
- 4) Facilitate and promote lively community 'happenings' in our public places drawing on a combination of elements and activities
- 5) Encourage and promote music and performance art in public and private places
- 6) Work with the community to deliver creative and cultural services and events- with particular attention to multicultural celebrations
- 7) Extend the promotion of council and community run activities, infrastructure and services

Goal 2: Creative spaces

To foster the development of artistic practice across all art forms by enabling access to suitable spaces

Issues

- Limited availability of spaces including; exhibition and performance spaces, shared studio and rehearsal spaces
- Limited access to affordable studios for development of work
- Location – there are not enough arts activities available locally (especially in the North) transport limitations, time constraints and cost are also barriers

Strategic Opportunities

- 1) Develop hubs for creatives and artists to use as spaces for workshops, seminars or creative get-togethers
- 2) Collaborate with the local business community to activate unused spaces
- 3) Facilitate, promote, and support the creative industries, local galleries, exhibition spaces, music and performance spaces
- 4) Review the usage of existing Council and community assets with a view to expanding or diversifying their usage for creative/cultural outcomes

Goal 3: Creative places

To create environments which are welcoming, surprising and that connect people

Issues

- Location – there are not enough arts activities available locally (especially in the North) transport limitations, time constraints and cost are also barriers
- The need to include art on the agenda for planning, development and building processes
- Desire for a more colourful and ambient ‘village style’ communal areas
- More outdoor space for creative activities or events needed

Strategic Opportunities

- 1) Improve the quality of the built environment and enhance the relationship between the community and their landscapes through an increased sense of belonging and place distinctiveness
- 2) Identify, encourage and promote localised villages- local, welcoming places where people can socialise and connect building on existing character
- 3) Incorporate an element of surprise and humour into our built environment; promote the use of colour , light green design and music to enliven our buildings and public places
- 4) Facilitate and promote unusual use of our public domain.
- 5) Ensure that public places and community buildings cater for a diverse range of needs and purposes. That they are accessible, and appealing to people from different age groups and cultural backgrounds.
- 6) Encourage facilitate and support community members and local businesses to be actively involved in the design, development and care of our public spaces
- 7) Facilitate, promote, and support the creative industries, local galleries, exhibition spaces, music and performance spaces
- 8) Review the usage of exiting Council and community assets with a view to expanding or diversifying their usage for creative/cultural outcomes.

Goal 4: Public art and creative expressions

To integrate public art and creative expressions into our places, projects and programs

Issues

- Unsightly laneways in many urban areas
- Lack of art in many of our public spaces and places
- Desire for live music within the community where people of all ages can access
- Call for art to be more accessible in our urban landscapes as these are 'dominated by too much concrete'

Strategic Opportunities

- 1) Promote a broad understanding of public art that is inclusive, diverse and accessible
- 2) Encourage and support the development of a diverse range of permanent, temporary and ephemeral creative outcomes in public spaces
- 3) Support the integration of public art at planning phase of Council's capital works program to create high quality, innovative, distinctive and relevant public places
- 4) Improve access to funding opportunities for public art, including incorporation into capital works projects and encourage inclusion in private developments.
- 5) Embed creative design in council-led works programs to enhance the public domain
- 6) Establish a cultural hub to attract visitors and unite community

Goal 5: Valuing our history

To respect, protect and preserve our heritage and history of the Northern Beaches, in the built and natural environment, indigenous and non-indigenous

Issues

- Ensuring the protection of heritage assets - Indigenous and non- Indigenous, built and natural
- Need to preserve the local natural environment
- Need for sharing with the community the value of heritage as a celebration of the Northern Beaches' history and identity
- Lack of coordinated strategic approach to heritage across the Northern Beaches LGA.

Strategic Opportunities

- 1) Create an organisation wide heritage policy and procedure which prescribes how heritage issues are managed and communicated.
- 2) Develop a program for the identification, assessment, management and promotion of heritage places throughout the LGA.
- 3) Lead by example through the best practice management of Council owned heritage places.
- 4) Engage with the community on heritage issues and encourage a collaborative approach to heritage conservation.
- 5) Recognising, protecting and preserving Aboriginal heritage and history
- 6) Collaborate with the local Aboriginal community to celebrate the northern beaches' Aboriginal cultural heritage and contemporary art
- 7) Maintain and build access to Council's existing collection of 'moveable' heritage items

Goal 6: Collaboration and capacity building

With Council as a leader, promote cultural development by empowering our community to be adventurous and open to new ideas and perspectives – whilst strengthening the skills and collaboration of creatives, historians, the local business community and other stakeholders.

Issues

- Lack of local tertiary education options for fine arts with the closure of the arts department Northern Beaches Institute, TAFE.
- Lack of support for local artists
- Need for expansion of creative opportunities
- Limited options for artists and aspiring artists to explore and grow their skills
- Limited opportunities for young people to showcase their talents and skills and connect with their peers in the arts
- Growing interest on the northern beaches for locally based opportunities to participate in art making across all ages and backgrounds
- Limited opportunities to socialise and meet up with other creative people
- Need of support to local artists and creative groups to access facilities and networks, meeting cultural needs of the community
- Need to grow Council's staff to ensure that there is the expertise and resources to deliver desired projects/outcomes

Strategic Opportunities

- 1) Through visionary leadership, stimulate an organisational culture within Council that embraces change, innovation and collaboration
- 2) Encourage, facilitate and support community members to take leadership on creative initiatives, programs and projects
- 3) Facilitate and support community forums, workshops, partnerships and networks for cross collaboration and knowledge- sharing with Council, local businesses & community
- 4) Ensure that Council's policies and protocols are supportive to, and do not unduly hinder, creative processes and initiatives
- 5) Collaborate with community members on projects - from early in concept and design stages to implementation and evaluation
- 6) Facilitate the establishment of partnerships and networks between and within creatives and the creative industry
- 7) Support local artists, creatives, historians, and heritage groups - to access facilities and networks to meet the needs of the community
- 8) Leverage Council's varied cultural infrastructure to ensure that everyone has the opportunity to access arts and culture on the Northern Beaches (including through libraries, Glen St Theatre and Manly Art Gallery & Museum)

- 9) Link in with national or Sydney-wide events for satellite offerings on Northern Beaches
- 10) Investigate opportunities to grow Council's cultural resourcing, particularly staffing

Appendix 1 - Art, Culture and Heritage SRG members

Michael Regan (Chair)	- Implementation Advisory Group
Julie Hegarty	- Local Representation Committee – Environment
Hugh Burns	- Local Representation Committee – Environment
Jim Boyce	- Manly, Warringah and Pittwater Historical Society
Sharon Cartwright	- Resident – Frenchs Forest Ward
Julia Davernport	- Resident – Manly Ward
Neil Evers	- Budawa Aboriginal Signage Group
Laura Greaves	- Resident- Manly Ward
Caroline Glass-Pattison	- Resident – Curl Curl Ward
Martin Hardy	- Resident – Narrabeen Ward
Richard Magee	- Resident – Narrabeen Ward
Martin McCallum	- Resident – Pittwater Ward
Lorrie Morgan	- Resident – Pittwater Ward
John Pearson	- Resident – Pittwater Ward
Penny Philpott	- Resident – Frenchs Forest Ward
Stefanie Schoeninger	- Resident – Manly Ward
Stewart Wauchop	- Resident – Curl Curl Ward

Appendix 2

Vision and Values

Northern Beaches – a safe, inclusive and connected community that values its natural and built environment (Draft vision CSP)

Key values that are relevant to this Directions Paper have been drawn from the Creative Warringah Strategy, Pittwater Emerging Issues paper and some formative work on Heritage:

Collaborate with the community, creative industry and local businesses to inject places and projects with qualities such as imagination, creativity, humanity and heart

Value our history, heritage and the artistic and cultural life of our communities

Celebrate the diversity of creative and cultural expression across the Northern Beaches

Build on unique strengths, characteristic, heritage and traditions of our communities

Explore new and imaginative ways of doing things

Empower community members to drive creative, cultural and heritage projects, programs and ‘happenings’

Recognise the varying levels of knowledge, creative confidence and opportunity in the community and aim to ensure equality in access to programs and initiatives.

Integrate public art, creative expressions, cultural and heritage experiences into projects to create high quality, innovative, distinctive and welcoming places

Art, Culture and Heritage

Strategic Reference Group Ideas and Concepts

Contributions from SRG meeting – 23 February 2017

(* 'Other Ideas' have been sourced from previous Council documents that have undergone extensive community engagement e.g. Creative Warringah Strategy)

Goal 1: Celebration and activation

To create a sense of life and vibrancy in our communities through cultural events, celebrations and 'happenings'

Strategic directions	Facilitate a public space activation program that actively involves and engages the local community across the northern beaches	Encourage and promote neighbourhood managed creative and social events	Facilitate and promote unusual use of our public domain	Facilitate and promote lively community 'happenings' in our public places drawing on a combination of elements and activities	Encourage and promote music and performance art in public and private places	Work with the community to deliver creative and cultural services and events	Encourage a broad range of creative activities that enable social interaction, stimulate wellbeing and support people at each stage of their life	Extend the promotion of council and community run activities
SRG IDEAS								
Festival of voice (choirs / independent singers) open to local and external singers				●	●	●	●	
Writers' Festival			●	●		●	●	
\$50,000 to fund a Bi-Annual Garden Festival providing awards to residences, apartment blocks, schools & commercial institutions				●		●	●	
Creative Arts and Heritage awards- Recognise our people								
Annual Sculpture walk/ festival	●		●	●		●	●	
OTHER IDEAS*								

Strategic directions	Facilitate a public space activation program that actively involves and engages the local community across the northern beaches	Encourage and promote neighbourhood managed creative and social events	Facilitate and promote unusual use of our public domain	Facilitate and promote lively community 'happenings' in our public places drawing on a combination of elements and activities	Encourage and promote music and performance art in public and private places	Work with the community to deliver creative and cultural services and events	Encourage a broad range of creative activities that enable social interaction, stimulate wellbeing and support people at each stage of their life	Extend the promotion of council and community run activities
Unusual activities in public domain e.g. public reserves, street parties, chalk drawing, painting, street art, rollerblading, yoga, hula hooping, juggling etc.			●					
Lively 'happenings' e.g. day or night markets, festivals and fringe festivals, vintage clothing, food and music etc.				●				
Work with local businesses to promote local talent; encouraging busking					●			
Promote the community's use of council's online events calendar								●

Goal 2: Creative spaces and places

To create environments which are welcoming, surprising and good for people

Strategic directions	Improve the quality of the built environment and enhance the relationship between the community and their landscapes through an increased sense of belonging and place distinctiveness	Identify, encourage and promote localised villages – local, welcoming places where people can socialise and connect	Incorporate an element of surprise and humour into our built environment; promote the use of colour, light, green design and music to enliven our buildings and public places	Ensure that public places and community buildings cater for a diverse range of needs and purposes and are accessible and appealing to people from different age groups and cultural backgrounds	Develop hubs for creatives and artists to use as spaces for workshops, seminars or creative get-togethers	Collaborate with the local business community to activate unused spaces	Facilitate, promote, and support the creative industries, local galleries, exhibition spaces, music and performance spaces	Extend and promote the use of council facilities and spaces for community purposes	Encourage facilitate and support community members and local businesses to be actively involved in the design, development and care of our public spaces
SRG IDEAS									
Creative Industry Areas/ Precinct i.e. Manly Military Barracks sites		●		●	●		●		●
Two new permanent creative spaces (art designated)				●	●		●		●
Art Galleries x 2 - Art Facilities workshops & studios etc. - Sculpture Gardens x 3			●		●		●		●
Pop-up studios for writers / artists in vacant spaces	●	●	●		●	●		●	
Expansion strategy for Manly Art Gallery and Museum including storage spaces				●	●		●		
Masterplan for Development of Manly Art Gallery				●	●		●		
Art Precinct North Area designated for: Art - Theatre - Dance - Music - Art Class area.		●		●	●		●		

Strategic directions	Improve the quality of the built environment and enhance the relationship between the community and their landscapes through an increased sense of belonging and place distinctiveness	Identify, encourage and promote localised villages – local, welcoming places where people can socialise and connect	Incorporate an element of surprise and humour into our built environment; promote the use of colour, light, green design and music to enliven our buildings and public places	Ensure that public places and community buildings cater for a diverse range of needs and purposes and are accessible and appealing to people from different age groups and cultural backgrounds	Develop hubs for creatives and artists to use as spaces for workshops, seminars or creative get-togethers	Collaborate with the local business community to activate unused spaces	Facilitate, promote, and support the creative industries, local galleries, exhibition spaces, music and performance spaces	Extend and promote the use of council facilities and spaces for community purposes	Encourage facilitate and support community members and local businesses to be actively involved in the design, development and care of our public spaces
Able to address all ages; become a tourist destination; and run on a sound financial basis	●						●		
Before decisions re disposal of assets are made, assess suitability of repurposing for creative needs	●			●	●		●		
Multipurpose large rehearsal & performance space with storage for users	●			●	●		●		
A performing venue (indoor) that seats approx. 1000 people with smaller rehearsal spaces around the outside of venue. Venues stage needs to accommodate a large symphony orchestra.	●			●			●		
Flexible performance space in former Pittwater							●		
Permanent outdoor performance venue as part of an art precinct	●		●	●	●		●		
OTHER IDEAS*									

Strategic directions	Improve the quality of the built environment and enhance the relationship between the community and their landscapes through an increased sense of belonging and place distinctiveness	Identify, encourage and promote localised villages – local, welcoming places where people can socialise and connect	Incorporate an element of surprise and humour into our built environment; promote the use of colour, light, green design and music to enliven our buildings and public places	Ensure that public places and community buildings cater for a diverse range of needs and purposes and are accessible and appealing to people from different age groups and cultural backgrounds	Develop hubs for creatives and artists to use as spaces for workshops, seminars or creative get-togethers	Collaborate with the local business community to activate unused spaces	Facilitate, promote, and support the creative industries, local galleries, exhibition spaces, music and performance spaces	Extend and promote the use of council facilities and spaces for community purposes	Encourage facilitate and support community members and local businesses to be actively involved in the design, development and care of our public spaces
Use cultural mapping techniques, partnerships with the business community, social activation initiatives		●							
Street art in urban spaces; co-design and activate our laneways									●
Pop-up shops, temporary music, venues and exhibition spaces.						●			
Promote the use of libraries, Council Chambers etc. for community purposes							●		

Goal 3: Public art and creative expressions

To integrate public art and creative expressions into our places, projects and programs

Strategic directions	Promote a broad understanding of public art that is inclusive, diverse and accessible	Encourage and support the development of a diverse range of permanent, temporary and ephemeral artworks in public spaces	Support the integration of public art in Council's capital works program to create high quality, innovative, distinctive and relevant public places	Improve access to funding opportunities for public art, including incorporation into capital works projects and encourage inclusion in private developments.	Support the arts in all its forms in the public realm
SRG IDEAS					
Public art budget per year to be decided by a committee	●	●	●	●	●
Sculpture in Dee Why Town Centre	●	●	●	●	
OTHER IDEAS*					
Temporary and ephemeral artworks e.g. busking, short term installations, music and dancing		●			
Grants programs, establishment of networks; facilitation of workshops				●	
Artwork on hoardings to add visual appeal when construction etc. is occurring					●

Goal 4: Valuing our history

To respect, protect and preserve our heritage of the Northern Beaches, in the built and natural environment, indigenous and non-indigenous

Strategic directions	Creation of an organisation wide heritage policy and procedure which prescribes how heritage issues are managed and communicated	Develop a program for the identification, assessment, management and promotion of heritage places throughout the LGA	Lead by example through the best practice management of Council owned heritage places and items	Engage with the community on heritage issues and encourage a collaborative approach to heritage conservation.	Include heritage as a consideration in the development of programs and cultural activities	Collaborate with the local Aboriginal community to promote the northern beaches' Aboriginal cultural heritage and contemporary art	Recognise, protect and preserve Aboriginal heritage and history
SRG IDEAS							
Regional Museum accessible to tourists			●		●	●	●
\$50,000 to finance a consultant to undertake a report to the establishment of a Museum / Heritage Centre			●			●	●
Expansion strategy for space for Manly Local Studies Collection			●				
Consolidated heritage listing & approach plan across NB	●	●	●	●			
\$40,000 to fund the removal of moveable (sic) heritage items from the MAG&M assisting this facility to be dedicated Art Gallery							
\$50,000 to consolidate all moveable heritage presently held by the previous 3 Councils			●				

Strategic directions	Creation of an organisation wide heritage policy and procedure which prescribes how heritage issues are managed and communicated	Develop a program for the identification, assessment, management and promotion of heritage places throughout the LGA	Lead by example through the best practice management of Council owned heritage places and items	Engage with the community on heritage issues and encourage a collaborative approach to heritage conservation.	Include heritage as a consideration in the development of programs and cultural activities	Collaborate with the local Aboriginal community to promote the northern beaches' Aboriginal cultural heritage and contemporary art	Recognise, protect and preserve Aboriginal heritage and history
\$30,000 to fund the more detailed clarification of Heritage Item sites in the old Manly LGA			●				
Enforcement of compliance e.g. Steyne Hotel & DA's	●			●			
Aboriginal Cultural Heritage walks update information		●		●		●	●
Record keeping update - e.g., Manly	●	●	●				
Cultural definition clause 'Aboriginal' - Indigenous. A statement clarifying use of terminology up front						●	●
OTHER IDEAS*							
Arts and heritage projects e.g. exhibitions, activations etc.				●	●	●	

Goal 5: Collaboration and capacity building

Promote cultural development by empowering our community to be adventurous and open to new ideas and perspectives
 – whilst strengthening the skills and collaboration of creatives, historians, the local business community and other stakeholders

Strategic directions	Through visionary leadership, stimulate an organisational culture within Council that embraces change, innovation and collaboration	Encourage, facilitate and support community members to take leadership on creative initiatives, programs and projects	Promote and facilitate events and opportunities for community members, businesses and Council staff to learn new techniques and tools for creative thinking and collaboration	Facilitate and support community forums and get-togethers for exchange of wild ideas, creative skills, stories and knowledge	Ensure that Council's policies and protocols are supportive to, and do not unduly hinder, creative processes and initiatives	Collaborate with community members on projects- from early in concept and design stages to implementation and evaluation	Facilitate the establishment of partnerships and networks between and within creatives and creative industry	Support local artists, historians-creative and heritage groups - to access facilities and networks to meet the needs of the community
SRG IDEAS								
Trust fund for discretion of committee e.g. scholarship art		●					●	
Writer / artist-in-residence programs (potentially in heritage sites?)			●					
Connected Arts Program	●		●	●				
Workshops - Film - Screen writing - Storytelling		●						
Programs for all ages K-12. Young adults familiar by age group		●						
Partner with Community organisations to provide varied facilities		●					●	●
Cultural and Arts Directory							●	●

Strategic directions	Through visionary leadership, stimulate an organisational culture within Council that embraces change, innovation and collaboration	Encourage, facilitate and support community members to take leadership on creative initiatives, programs and projects	Promote and facilitate events and opportunities for community members, businesses and Council staff to learn new techniques and tools for creative thinking and collaboration	Facilitate and support community forums and get-togethers for exchange of wild ideas, creative skills, stories and knowledge	Ensure that Council's policies and protocols are supportive to, and do not unduly hinder, creative processes and initiatives	Collaborate with community members on projects- from early in concept and design stages to implementation and evaluation	Facilitate the establishment of partnerships and networks between and within creatives and creative industry	Support local artists, historians-creative and heritage groups - to access facilities and networks to meet the needs of the community
40,000 to fund a monthly or bi-monthly that focuses on The Arts this would be similar to the presently produced 'Cooee'. Such a publication would highlight the activities of practitioners and audiences on the Northern Beaches			●	●			●	
OTHER IDEAS*								
New techniques and tools for creative thinking and collaboration e.g. place-making, design thinking			●					
Cross council / community collaboration through project forums, working groups, think tanks						●		
Creative business hub for start-up businesses focusing on creative industries							●	

Appendix 4 - CULTURAL DEVELOPMENT AND HERITAGE SPACES AND GROUPS

Category	Former Manly	Former Warringah	Former Pittwater
VISUAL ARTS SPACES	<ul style="list-style-type: none"> • Manly Art Gallery & Museum • Painters Gallery • Several commercial galleries • Pop up spaces • Artists' markets 	<ul style="list-style-type: none"> • Eramboo Artists' Environment • Warringah Creative Space • Several commercial galleries • Pop up spaces • Artists' markets • B- Side Creative 	<ul style="list-style-type: none"> • Catalina Gallery - Avalon • Beachwood – Mona Vale • Art Glass Australia Studio & Gallery - North Narrabeen • Art Space – Mona Vale • Pop up spaces • Colour trap – Avalon • Avalon Art Gallery • Libby Watkins gallery and retail
PUBLIC ART	<ul style="list-style-type: none"> • <i>Federation busts</i> – Steve Glassborow • <i>Oceanides</i> – Helen Leete • <i>Manly Visions</i> – Warren Langley • <i>Bend the truth</i> – Michael Snape • <i>Market Lane mural</i> – Ruth Downes • <i>Crawl</i> – Loui Fraser • <i>Tide</i> – Marilyn Fairskye • <i>Shell</i> – Urban Art Projects • <i>Queenscliff Lagoon Park Sculpture Walk</i> – Ishi Buki and Renee Monique • <i>Cabbage Tree Bay Eco-Sculpture Walk</i> – Tim Johnman • <i>Sandstone sea themed boulder</i> – Ishi Buki • <i>Inspiration</i> – Francis William Sargent • <i>Governor Arthur Phillip Statue</i> – Rayner Hoff • <i>Wind and wave</i> – Lenton Parr • <i>Stone kangaroo</i> – Charles Percy Pickering • <i>Shell and wave</i> – Cliff Axelsen • <i>Sir Roden Cutler statue</i> – Alan Somerville 	<ul style="list-style-type: none"> • <i>Le Mano</i> – Penny Philpott, Warringah Creative Space • PCYC flooring project - Dee Why • <i>The Duke</i> – Harbord • Mosaic seats and walls, Narrabeen and Cromer 	<ul style="list-style-type: none"> • Mona Vale Skate Park • Newport playground (in development) • <i>Modus Operandi</i> mural, Kayapa Creative Studios • Emma Anna, <i>IMAG_NE</i>, Mona Vale • Peter and the Bullock, 1667 Pittwater Road, Mona Vale • War memorial, Village Park, Mona Vale • Street art in Avalon including Henry Curchod • Sandstone sculptures by Ishi Buki, including Billarong Reserve, North Narrabeen, Newport Community Centre sculpture garden • Beautify the bollards - community public art project Avalon • Coastal Environment Centre
MUSIC and PERFORMANCE VENUES	<ul style="list-style-type: none"> • Cerutti Chapel • The Boatshed • Stella Maris College • Manly Art Gallery & Museum 	<ul style="list-style-type: none"> • Glen Street Theatre - Belrose • Moonlight Recording & Rehearsal Studios – Brookvale • St Augustine's College – Brookvale • Pittwater House 	<ul style="list-style-type: none"> • Loquat Valley School, Bayview • Mvm Recording Studio - Mona Vale • Pittwater High School

Category	Former Manly	Former Warringah	Former Pittwater
MUSIC PERFORMANCES	<ul style="list-style-type: none"> Manly Musical Society Manly Music Club (Music @ Manly) Manly - Warringah Choir Sydney Chamber Music Festival Christmas Choral Concert Manly Arts Festival concerts 	<ul style="list-style-type: none"> Northern Beaches Youth Orchestra Northern Beaches Symphony Orchestra Warringah Eisteddfod Northern Beaches Children's Orchestra Warringah Brass Band Warringah Junior Brass Band Huming's song choirs x3 Young North side Big Band Manly Brass Band 	<ul style="list-style-type: none"> Pittwater Music Club Elanora Players Northern Beaches Symphonic Wind Ensemble Northern Beaches Concert Band Village Big Band
FESTIVALS	<ul style="list-style-type: none"> Manly Arts Festival Manly Jazz Festival Manly Food and Wine Festival Australian Open of Surfing Guringai Festival Sydney Chamber Music Festival Ocean Care Day New Year's Eve 	<ul style="list-style-type: none"> Australia Day The Brookie Show Eurofest and Multicultural Festival Pasifika Community Festival Guringai Festival 	<ul style="list-style-type: none"> Art in the Park, a component of the biennial Children's ArtFest Lego at the Mona Vale Library Newport Artisan Markets and sculpture trail Mona Vale Artisan Markets Guringai Festival Pittwater Artist Trail Scotland Island open studio day Latin American Festival – Avalon Northern Beaches Instrumental Festival
HISTORIC SITES	<ul style="list-style-type: none"> <i>Manly Anzac Memorial</i> – Burcham Clamp North Head Q Station Walkway of Olympians 		<ul style="list-style-type: none"> Barrenjoey Lighthouse, Palm Beach Governor Phillip Park, Palm Beach War memorial, Village Park, Mona Vale Currawong Former station, Palm Beach
NETWORKS	<ul style="list-style-type: none"> Arts Tree Arts Connect Artspot collective Art and Soul collective Numerous community groups listed in <i>Northern Beaches Community Centres' Course and Activity Brochure 2017</i> 		

References

SHAPE 2028 - A discussion paper to develop the first Community Strategic Plan for the Northern Beaches - Northern Beaches Council 2017

<http://yoursay.northernbeaches.nsw.gov.au/communitystrategicplan2>

Issues Paper - Community Strategic Plan - Northern Beaches Council 2016

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Creative Warringah Strategy - Warringah Council 2014

<https://www.warringah.nsw.gov.au/sites/default/files/documents/general-information/creative-warringah-strategy/2014-269206-adopted-creative-warringah-strategy26-august-2014.pdf>

Emerging issues paper: Arts - Pittwater Council 2012

<http://www.pittwater.nsw.gov.au/lifestyle/artandculture/artspaper>

Emerging Issues Paper- Youth and Families - Pittwater Council 2012

http://www.pittwater.nsw.gov.au/council/documents/social_plan

Manly Council – Cultural Plan; Arts and Culture Policy; Community Strategic Plan 2025

Cultural Development Network

<http://www.culturaldevelopment.net.au/>