

# Connected Through Creativity 2029

## Arts & Creativity Strategy

**Action Plan 2023 - 2026**  
Northern Beaches Council, Arts & Culture  
July 2022



northern  
beaches  
council

**Cover & back image:**  
**Detail from Helen Proctor, Narrabeen Lagoon, 2022**  
**at Tramshed Arts and Community Centre.**

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A woman with long blonde hair, wearing a dark jacket, is shown in profile, looking towards the left. She is holding a bundle of long, green, lanceolate leaves. In the foreground, a wooden log is being heated, with wisps of white smoke rising from it. The background is softly blurred, showing other people in a public setting.

## Acknowledgement of Country

We acknowledge the Traditional Custodians, the Gayamaygal and Garigal and their Country on which we gather today. By these words we show our respect to all Aboriginal people. We acknowledge Elders past, present and emerging and the spirits and ancestors of the Clans that lived in this area.

## Introduction

In 2019 we published our 10-year plan to achieve our vision – our community is enriched through the arts and connected through creativity.

The *Arts & Creativity Strategy: Connected Through Creativity 2029* sets out our commitment to supporting and growing a vibrant creative culture, authentic to the Northern Beaches.

The Strategy presents three key outcomes supported by nine strategies to cultivate creativity, identify opportunities for arts and cultural expression and connect our diverse communities. The Strategy ties into Council's other programs and strategies, including the Community Strategic Plan.

As the Strategy has an implementation period of 10-years, it is being delivered in three action plans:

- 2019-2022
- 2023-2026
- 2027-2029

This action plan covers the period 2023 – 2026 and includes priority actions informed by community feedback and our culture mapping project.

Some of the actions have an ongoing timeframe and will continue as actions through the 10-year implementation period of our Strategy. Others will be addressed in the 2027 – 2029 period and some are complete.

## Our local creative community

The Northern Beaches has been a place for cultural practice for tens of thousands of years, and creatives of all forms have long been attracted to this region due to its unique and varying natural landscapes, beach culture and like-minded community values.

The Northern Beaches has been a place for cultural practice for tens of thousands of years, and creatives of all forms have long been attracted to this region due to its unique and varying natural landscapes, beach culture and like-minded community values.

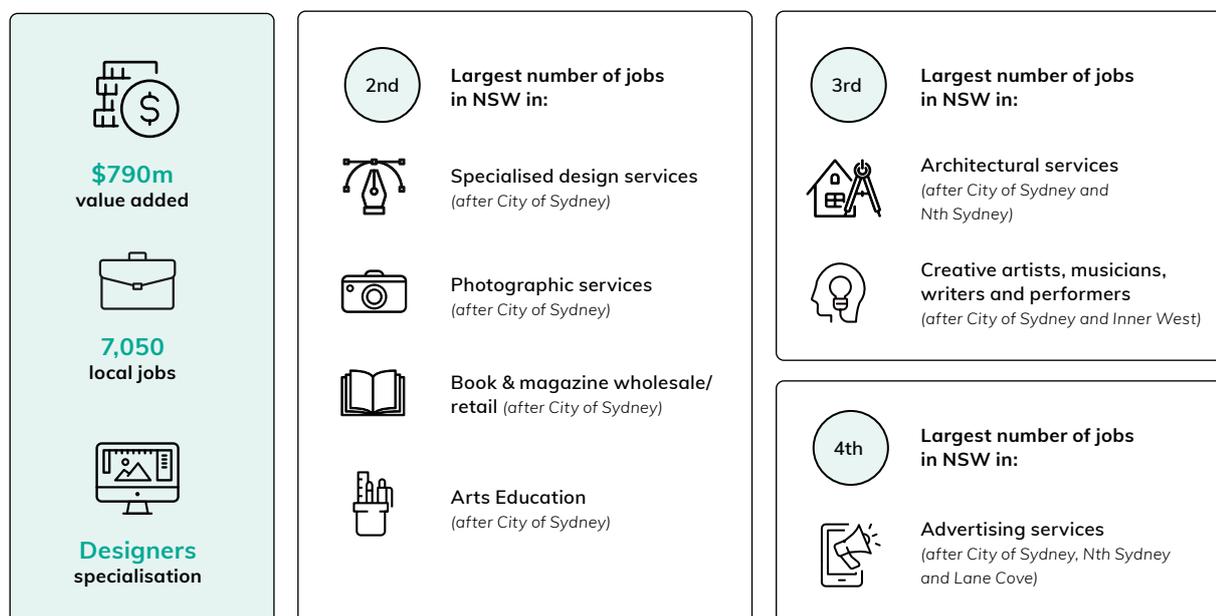
The Northern Beaches is home to a thriving creative and cultural sector that contributes significantly to the region's economic sustainability, generating \$1.6 billion in output and \$790 million in value-added in 2018/19, 6.5% of the total Northern Beaches economy. This represented 4.2% of Greater Sydney's total Cultural and Creative Sector value.

The cultural and creative sector is a key provider of employment for residents in the region with 13,207 people employed in 2018/19 (8.5% of all employed residents). The local sector also has the second largest number of jobs in NSW in specialised design service and arts education and the third largest number of jobs in NSW in architectural services, creative artists, musicians, writers, and performers. Nearly 50% of local sector workers are self-employed.

In 2016, 45% of local workers in the Northern Beaches Cultural and Creative Sector were aged 45 years or over, compared to Greater Sydney where 36% were aged 45 years or over. The biggest difference is in the 25-34 year age bracket, which was 18% of Northern Beaches workers in 2016, but 28% of Greater Sydney's. This aging and growing population has implications for cultural infrastructure, requiring it to be accessible and fit for purpose, and for attracting and supporting creative sector growth amongst younger people.

Data source: *Id Economic Insights*. (2021). Northern Beaches Cultural & Creative Sector, <https://www.ideconomicinsights.com/northern-beaches-cultural-creative>, accessed June 2021.

Fig 1. Snapshot – the Northern Beaches cultural and creative sector



## Arts & Creativity Strategy 2019 – 2022 Progress Report

Between 2019 and 2021, we have progressed many of the actions detailed in the Arts & Creativity Strategy.

This includes opening four new creative facilities, commissioning 14 artists to create new public artworks and launching the national Environmental Art & Design Prize. We also launched the Creative Open festival celebrating our unique creative sector, provided over \$200,000 in Arts & Creativity Grant funding, supported more than 30 creative practitioners with the Northern Beaches Studios program, and presented a broad range of exhibitions and programs at Manly Art Gallery & Museum MAG&M.

Further achievements relating to the three outcomes, between January 2019 – May 2022, are detailed in Table A. Arts & Creativity Strategy 2019 – 2022 Report Card.

### Report card 2019 – 2022 summary

- Culture Map Live launched
- 4 new creative facilities launched: The Mona Vale Creative Pop Up, Mona Vale Pop Up Gallery, Avalon Creative Space and The Creative Library at Manly Library
- 5 new creative studio spaces open for long-term affordable hire
- 44 diverse exhibitions delivered at MAG&M
- Over \$200,000 in Arts & Creativity Grants program funding
- 14 new public artworks commissioned
- Creative Open launched
- Over 1,470 entrants Australia-wide in the 2021 & 2022 Environmental Art & Design Prize
- Over 200 young artists hung at MAG&M in the annual Express Yourself exhibition
- Over 40 public programs delivered with Aboriginal artists and stakeholders
- Over 6,240 followers on @magamsw Instagram
- Over 3,800 Arts & Culture email subscribers
- Over 270 kids participating in Kids Art Adventures at MAG&M
- Over 17,500 young people participated in creative youth programs
- Collaborated with Gai-mariagal Festival to deliver over 30 Weaving Bridges workshops

Table A. Arts &amp; Creativity Strategy January 2019 – 2022 Report Card.

Outcome 1: Inspiring places and spaces	
Strategy	Achievements 2019 - 2022
<p><b>1 Infuse public places with creativity</b></p> <p><i>Outcome Indicators:</i></p> <p><i>Public art and other creative expressions are visible aspects of our landscape</i></p> <p><i>Quality design outcomes and creativity are evident in the urban environment</i></p> <p><i>Town centres are vibrant and socially inclusive and investment in place making is evident</i></p> <p><i>Mapping and data has been used to inform strategy and tactical plans</i></p>	<ul style="list-style-type: none"> <li>• Artists and creative experts engaged with the development of projects for parks and open spaces, including McKillop Park, St David Avenue Park, Narrabeen Lagoon, Long Reef Headland, Avalon Beach Promenade and Robert Dunne Reserve</li> <li>• Public Art Policy implemented</li> <li>• Commissioning framework developed and implemented</li> <li>• Public Art Selection Panel established</li> <li>• Public Art commissions for two major Coast Walk Public Art Projects implemented and underway: the Aboriginal Art &amp; Storytelling Project and McKillop Park</li> <li>• Public artworks commissioned for the new Surf Life Saving Club redevelopments at Mona Vale and Long Reef.</li> <li>• Play Manly 2022 delivered activations and live music</li> <li>• Seven Street Art projects in public spaces commissioned and realised across the Northern Beaches</li> <li>• Northern Beaches Cultural Collection Management and Gifts Policy implemented</li> <li>• Draft Manly Place Plan is in development</li> <li>• Draft Manly Night Time Economy report and Strategy developed, April 2022</li> <li>• Draft guidelines developed to encourage public art in private developments.</li> <li>• Draft Avalon Place Plan publicly exhibited in 2021</li> </ul>

## Outcome 1: Inspiring places and spaces

Strategy	Achievements 2019 - 2022
<p><b>2 Make room for creative expression</b></p> <p><i>Outcome Indicators:</i></p> <p><i>Cultural institutions, including galleries, studios, theatre and libraries, are actively engaged with the local creatives &amp; community organisations</i></p> <p><i>Artists and creatives have affordable spaces to create and present</i></p> <p><i>Grants programs reflect the needs of the community</i></p> <p><i>Use of community centres and libraries is consistent or increasing</i></p>	<ul style="list-style-type: none"> <li>• MAG&amp;M and Glen Street Theatre provided space for presentation, professional development and cultural enjoyment.</li> <li>• Launched and operationalised Mona Vale Creative Pop Up, Mona Vale Pop Up Gallery and Avalon Creative Space as new multi-purpose creative facilities.</li> <li>• Progressed plans for the repurposing of Mona Vale Civic Centre.</li> <li>• Provided affordable access to creative spaces through the Northern Beaches Studios program and other facilities including Curl Curl Creative Space, Mona Vale Creative Pop Up, Avalon Creative Space.</li> <li>• Partnered with Eramboo Artist Environment to deliver an annual Artist in Residence program through 2019 to 2022.</li> <li>• Launched The Creative Library at Manly Library as the first free drop-in creative space in NSW.</li> <li>• Completed refurbishments at Forestville Library and Manly Library, making new spaces for communities to come together.</li> <li>• Completed refurbishments and amphitheatre space at Glen Street Library, creating a new indoor/outdoor area for communities to come together, and the commissioning of new artwork.</li> </ul>
<p><b>3 Celebrate cultural heritage</b></p> <p><i>Outcome Indicators:</i></p> <p><i>Aboriginal heritage and contemporary culture is more evident in the public domain</i></p> <p><i>Creative diversity and cultural heritage are visible and supported through arts and cultural programs and grants</i></p> <p><i>Tourism and visitors are consistent or growing</i></p>	<ul style="list-style-type: none"> <li>• Partnered with local Aboriginal community members to deliver Weaving Bridges as part of the Gai-maraigal Festival in 2019, 2021 and 2022.</li> <li>• Celebrated the unique cultural heritage of the Northern Beaches through monthly highlights, new acquisitions and unique stories from the MAG&amp;M Collection on channels including @magamsw Instagram, website, email newsletter.</li> <li>• Integrated Aboriginal stories, language and heritage into our landscape through:             <ul style="list-style-type: none"> <li>» Commissioning new works by artist Frances Belle Parker for the Aboriginal Art &amp; Storytelling Coast Walk Public Art Project, currently underway.</li> <li>» The delivery of public programs and exhibitions at MAG&amp;M, Curl Curl Creative Space and Avalon Creative Space.</li> </ul> </li> <li>• Commemorated and celebrated community history in 2020 through programming for the 90th anniversary of MAG&amp;M.</li> <li>• Commenced implementation of the Destination Northern Beaches, the five-year strategic Destination Management Plan.</li> <li>• Published the full collection catalogue from the Antonio Dattilo-Rubbo collection, publicly accessible via the gallery's website.</li> <li>• Progressed the digitisation of the Libraries' Local Studies Archive.</li> </ul>



## Outcome 2: Innovative and creative industries

Strategy	Achievements 2019 - 2022
<p><b>1 Enable creative sector vitality</b></p> <p><i>Outcome Indicators:</i></p> <p><i>Forums exist for knowledge sharing and innovation</i></p> <p><i>Satisfaction with community events is consistent or improving</i></p> <p><i>Increased local opportunities for higher arts and creative education</i></p>	<ul style="list-style-type: none"> <li>• Launched Culture Map Live, conducted research, engagement and published the Culture Mapping Project Research Report, building a deeper understanding of the local creative sector.</li> <li>• Delivered 14 Creative Toolkits, programs designed to build the capacity of creatives, including programs specifically pitched to emerging writers and artists.</li> <li>• Launched the Environmental Art &amp; Design Prize in 2021 following a review of major Council produced arts events.</li> <li>• Delivering the Environmental Art &amp; Design Prize annually with an exhibition across MAG&amp;M, Mona Vale Creative Pop Up and Curl Curl Creative Space.</li> <li>• Supported 34 artists and creatives development through the Northern Beaches Studios Program.</li> <li>• Nurtured excellence in creativity by providing approximately \$200,000 in Arts &amp; Creativity Grants Program funding to 46 creatives as of May 2022.</li> <li>• Provided \$50,000 in Creative Community Support Grants to 51 Northern Beaches creatives in 2020.</li> <li>• Delivered cultural events including the Manly Jazz Festival, Taste of the Beaches 2021 and 2022, and World Food Markets.</li> </ul>
<p><b>2 Grow thriving arts hubs</b></p> <p><i>Outcome Indicators:</i></p> <p><i>Number of creative industries is stable or growing</i></p> <p><i>Council is more agile in responding to changing sector needs, making policy clearer and processes easier for people to engage with the organization</i></p>	<ul style="list-style-type: none"> <li>• Arts, culture and creativity integrated into key planning documents including the Local Strategic Planning Statement.</li> <li>• Assisted local groups to build creative communities through the Arts &amp; Culture grants program.</li> <li>• Produced and distributed Creative News, a monthly e newsletter to over 1,800 subscribers.</li> <li>• Produced and distributed MAG&amp;M news, a monthly e newsletter to over 3,000 subscribers.</li> <li>• Supported the development of creative facilities at Barrenjoey High School and Mona Vale Public School.</li> <li>• Launched The Creative Library in the Manly Library.</li> <li>• Community Centres with specific creative equipment available for hire were listed on Council's website, as Creative Spaces and Places to support creatives with creative space hire.</li> </ul>

## Outcome 2: Innovative and creative industries

Strategy	Achievements 2019 - 2022
<p><b>3 Collaborate to innovate</b></p> <p><i>Outcome Indicators:</i></p> <p><i>Creative community members report a greater sense of connection and network</i></p> <p><i>Talent, innovation and enterprise are showcased and supported through local business partnerships and funding</i></p> <p><i>Active partnerships with key stakeholders are balanced with direct service delivery</i></p>	<ul style="list-style-type: none"> <li>• Delivered 27 exhibitions at MAG&amp;M through cross-disciplinary collaborations and partnerships, with for example: Settlement Services International, Carriageworks, Orange Regional Gallery, the Aboriginal Heritage Office and UNSW Water Research Laboratory.</li> <li>• Launched Creative Open as a new annual arts event and cultural tourism driver.</li> <li>• Council collaborated with key stakeholders on projects, program development, opportunities and engagement, including for example: Culture Map Live; public art community engagement; County Road Reserve public art; and PLAY MANLY.</li> </ul>



Brayden Harry,  
The Crafting, production still. 2021

### Outcome 3: Engaged communities

Strategy	Achievements 2019 - 2022
<p><b>1 Share local stories</b></p> <p><i>Outcome Indicators:</i></p> <p><i>Our community reports an increased sense of connectedness</i></p> <p><i>Consistent participation and community satisfaction with arts and cultural programs and events</i></p>	<ul style="list-style-type: none"> <li>• Local history was shared through the display of a Dee Why Beach historical photograph panorama installed on Dee Why's main promenade.</li> <li>• Delivered a diverse program of 23 exhibitions at MAG&amp;M with work by local artists or themes exploring aspects of local life on the Northern Beaches.</li> <li>• MAG&amp;M maintained over 5000 cultural objects on behalf of the community.</li> <li>• Worked with Office of Environment and Heritage regarding public art opportunities for public space development.</li> <li>• Encouraged conversations about important issues impacting our community through the Environmental Art &amp; Design Prize in 2021 and 2022, and the Big Ideas forums in 2019, 2020 and 2022.</li> <li>• Completed a creative spaces review, informing Culture Mapping Project Research Report and providing evidence for future spatial reviews where required.</li> <li>• Council and the Aboriginal Heritage Office worked collaboratively with the Office of Environment and Heritage to ensure the protection of Aboriginal heritage sites.</li> </ul>
<p><b>2 Listen to and support our Aboriginal communities</b></p> <p><i>Outcome Indicators:</i></p> <p><i>Aboriginal communities report satisfaction with progress towards self-determination</i></p> <p><i>Opportunities to express and share Aboriginal cultures through arts and cultural programs and grants are evident</i></p>	<ul style="list-style-type: none"> <li>• Regular meetings and engagement with Aboriginal community on projects and opportunities, including: <ul style="list-style-type: none"> <li>» Inclusion of an Aboriginal-identified position in the current Public Art Selection Panel</li> <li>» Cultural Advisors included in selection panels.</li> <li>» Engagement for the Aboriginal Art &amp; Storytelling Project public art commission.</li> <li>» Engagement for the McKillop Park, public art commission.</li> </ul> </li> <li>• Celebrated contemporary Aboriginal creativity and culture through the Weaving Bridges program and Gai-mariagal Festival in 2019, 2020 and 2021.</li> <li>• Supported Northside Aboriginal Artists to deliver exhibitions in 2021 and 2022.</li> <li>• Collaborated with Aboriginal stakeholders and Aboriginal artists to deliver and facilitate over 40 program and nine exhibition opportunities across our creative facilities: MAG&amp;M, Curl Curl Creative Space, Avalon Creative Space and Mona Vale Creative Pop Up.</li> <li>• Engaged with Aboriginal artists, our community and Aboriginal representatives on the development of public art projects for the Northern Beaches that express Aboriginal heritage and meaning, including Coast Walk Public Art Projects: McKillop Park, Aboriginal Art &amp; Storytelling and Mona Vale Surf Life Saving Club redevelopment.</li> <li>• Council continued support of the Aboriginal Heritage Office in conjunction with partnership Councils.</li> </ul>

### Outcome 3: Engaged communities

Strategy	Achievements 2019 - 2022
<p>3 <b>Make creativity inclusive</b></p> <p>Outcome Indicators:</p> <p><i>Higher participation of children and young people in arts and creative expression</i></p> <p><i>Higher participation and visibility of people with disabilities</i></p> <p><i>Higher participation and visibility CALD communities</i></p> <p><i>Higher participation and visibility of LGBTIQA communities</i></p>	<ul style="list-style-type: none"> <li>• Actively shared information about creative opportunities, events and programs through our channels including: monthly Creative News and MAG&amp;M News e-newsletters, Council website, Council news, media, and social media on @magamsw Instagram.</li> <li>• Nurtured creativity in children through theatre programs at Glen Street Theatre and workshops at MAG&amp;M.</li> <li>• Provided opportunities for young people to engage in creativity and share their creative expressions through programs in the 2019-2022 period, including:             <ul style="list-style-type: none"> <li>» 23 MAG&amp;M Kids Art Adventure workshops with over 270 participants aged 5 – 15 years.</li> <li>» Over 200 young artists hung in the annual Express Yourself exhibition at MAG&amp;M between 2019 – 2022.</li> <li>» Over 17,500 young people attended programs including ARTDECKO, Northern Composure Band Comp, 24/7 Youth Film Festival and Discobility.</li> <li>» The annual Northern Beaches Young Writers program.</li> </ul> </li> <li>• Contributed to increasing access for people with a disability through programs and services, such as Discobility with over 380 attending nine events between 2019 – April 2022.</li> <li>• Delivered annual Seniors Festival events, such as exhibition tours at MAG&amp;M, encouraging engagement of older people in creative opportunities.</li> <li>• Engaged with young local resident and Braille writer to develop Braille text labels for the Seaweed Arborteam exhibition in 2021</li> <li>• Celebrated Harmony Week with programming in 2020, 2021 and 2022.</li> <li>• Artist Kentaro Yoshida collaborated with artist Sho Yoneya, senior St Augustine's College students and local Tibetan community representatives to create his street artwork <i>Waratah &amp; Rhododendron</i> at Brookvale Community Centre in 2021.</li> </ul>



Weaving Bridges 2019 workshop

## How this plan was developed

The plan was developed based on community feedback and data collected through a cultural mapping project.

The cultural mapping project 2020 – 2022 was one of the actions in our Arts & Creativity Strategy outcome 2, strategy 1: *We will build a deeper understanding of the creative sector through cultural mapping and needs analysis.*

Over the past three years, we conducted research, collected data, engaged with our local creative community, and developed a culture mapping framework to deliver **Culture Map Live**, as a resource for our community and Council. We analysed Culture Map Live data at 31 January 2022 to create a snapshot of our creative community to inform our actions over the next three years. More information about the project methodology, Map analysis and benchmarking is available in **Appendix A. Culture Mapping Project Research Report**.

We implemented a comprehensive engagement program around the culture mapping project to ensure the Northern Beaches creative community's voice was heard. A report outlining the engagement background, key findings, themes and feedback received is available in **Appendix B. Culture Mapping Project Community Engagement Report**.

The survey data and community consultations echoed key outcomes from the Council's Arts & Creativity Strategy, revealing the fundamental importance of the arts and creativity to the Northern Beaches' way of life and the community's wellbeing.

The Northern Beaches arts and cultural sector is a mobile and in-demand group that works across Sydney, nationally and internationally, as well as in the local area. Working from this solid foundation, Council's engagement revealed the need to harness, strengthen and support the arts and creativity sector; to lead an innovative, strategic and informed approach, specific for the Northern Beaches.

Our engagement and subsequent research highlighted the need for:

- **Creative spaces & places:** : There is a desire for purpose-designed, multi-faceted and affordable creative spaces. There is strong supply of local spaces and places for cultural and creative activity distributed throughout the LGA, but there is a need for more district level creative and cultural facilities.
- **Cultural vibrancy:** Our community strongly values supporting a vibrant cultural life unique to the Northern Beaches, shared with greater Sydney and beyond.
- **Creative opportunities:** There is strong local demand for increased awareness and access to creative opportunities, facilities, and resources
- **Connection:** Greater connection with like-minded creatives for networking and collaboration is essential to a sustainable creative and cultural sector.
- **Resilience:** Council has an essential role to play in supporting the resilience of the cultural and creative sector in response to social, cultural and economic impacts on creative practice.



Avalon Creative Space Studio with work by Katika Schultz, 2021.  
Photo by Kayapa Creative Studio

## Focus areas – Strategy implementation plan

Over the next three years (2023 – 2026), we will continue to implement the actions outlined in our Arts & Creativity Strategy.

Our recent Culture Mapping Project enabled us to identify our priority areas for the next three years based on key themes identified during community engagement. These core engagement themes identified are illustrated below:



The Culture Mapping Project revealed a need for more district level multi-purpose creative facilities, possibly in the Dee Why/Brookvale area in addition to the redevelopment of the Mona Vale Civic Centre as community creative space; and renewal of Manly Art Gallery & Museum (MAG&M) as our cultural gateway to the Northern Beaches. Our engagement reinforced the desire for a strong vibrant cultural life unique to the Northern Beaches, with clear awareness of, and access to creative opportunities as well as greater connection with like-minded creatives.

A priority for 2023 – 2026 will be exploring contemporary approaches to engagement and the development of refined and new programming opportunities. Another consistent theme in the community's feedback was a desire to support the development of a resilient cultural and creative sector. This is addressed in various actions,

including the ongoing delivery of the Arts & Creativity Grants program; the provision of affordable Council-owned spaces for creative practice; and the development of skills and knowledge through workshops and toolkits.

The following provides an overview of our Strategy implementation plan for the 10-year period, divided into three timed periods: 2019 – 2022; 2023 – 2026; and 2027 – 2029. Each action is assigned time-period/s, relevant community engagement theme/s, a comment on progression and listing of responsible Council stakeholders.

Noting this Action Plan is for the 2023 – 2026 period, Council will review, draft and share an additional report card and Action Plan for 2027 – 2029.

<b>Strategy 1. Infuse public places with creativity</b> Encouraging design excellence and creative expression in the public domain for distinctive communities							
Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible	
1.1.1 Engaging creative experts to collaborate in the development of project concepts in parks & open space	😊	😊	😊	Creative spaces & places  Creative opportunities	Ongoing	Community, Arts & Culture	
1.1.2 Implementing a new public art policy and commissioning framework for public art, including a Public Art Working Group and Selection Panel	😊			Creative spaces & places	Complete	Community, Arts & Culture	
1.1.3 Developing the Coast Walk Public Art Trail from Manly to Palm Beach	😊	😊		Creative spaces & places	In progress	Community, Arts & Culture  Parks & Recreation	
1.1.4 Piloting new town centre activation projects, such as Market Lane in Manly and Dee Why Plaza live music program	😊	😊	😊	Creative spaces & places  Cultural vibrancy	Ongoing	Community, Arts & Culture  Place & Economic Development  Community Engagement & Communications	
1.1.5 Developing the Avalon Place Plan, including opportunities for better design of the village centre	😊			Creative spaces & places	In progress	Community, Arts & Culture  Strategic & Place Planning  Place & Economic Development	
1.1.6 Embedding creative expression in the public domain through art in public places, such as street art and other projects	😊	😊	😊	Creative spaces & places  Cultural vibrancy	Ongoing	Community, Arts & Culture  Parks & Recreation  Strategic & Place Planning	

### Strategy 1. Infuse public places with creativity

Encouraging design excellence and creative expression in the public domain for distinctive communities

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
1.1.7 Implementing the new Collection Management and Gifts Policy across all cultural collections	😊			Creative spaces & places  Cultural vibrancy	Complete	Community, Arts & Culture
1.1.8 Broaden the scope of art in public places to include temporary works, sensory experiences, immersive events and artwork on hoardings for long-term developments		😊	😊	Creative spaces & places  Cultural vibrancy	In progress	Community, Arts & Culture  Strategic & Place Planning  Place & Economic Development
1.1.9 Develop a Manly Place Plan that facilitates creative spaces and cultural experiences in the public domain	😊	😊		Creative spaces & places  Cultural vibrancy	In progress for implementation	Community, Arts & Culture  Place & Economic Development  Strategic & Place Planning  Parks & Recreation
1.1.10 Increase understanding of the night-time economy and the role of arts and creativity to grow place vibrancy	😊	😊		Creative spaces & places  Cultural vibrancy	In progress as part of the Manly Place Plan study	Community, Arts & Culture  Place & Economic Development  Strategic & Place Planning  Parks & Recreation
1.1.11 Consider public art in the Local Environment Plan review to reduce barriers to art in public and private development and embed creativity in our built environment	😊	😊		Creative spaces & places  Cultural vibrancy  Creative opportunities	In progress	Community, Arts & Culture  Place & Economic Development  Strategic & Place Planning  Parks & Recreation

### Strategy 1. Infuse public places with creativity

Encouraging design excellence and creative expression in the public domain for distinctive communities

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
1.1.12 Review land-use planning processes, policies, and development controls to encourage markets, live music and other cultural activities in our public spaces	😊	😊		Creative spaces & places  Cultural vibrancy  Creative opportunities	In progress	Community, Arts & Culture  Place & Economic Development  Community Engagement & Communications
1.1.13 Develop policies for busking and street art, and a priority framework to improve artist access to space	😊	😊		Creative spaces & places	Complete	Community, Arts & Culture  Community Engagement & Communications
1.1.14 Develop a public art register to inform asset management	😊	😊		Creative spaces & places	In progress	Community, Arts & Culture  Parks & Recreation

## Strategy 2. Make room for creative expression

Enabling space for artists, makers, hobbyists and dreamers to realise their potential and connect with others.

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
1.2.1 Maintaining spaces for presentation, professional development and cultural enjoyment at Manly Art Gallery & Museum and Glen Street Theatre	😊	😊	😊	Creative spaces & places	Ongoing with focus on establishing public / private partnerships and funding opportunities for renewal of Manly Art Gallery & Museum	Community, Arts & Culture
				Cultural vibrancy		Property
				Creative opportunities		Finance
				Connection		Strategy & Performance
1.2.2 Providing affordable access to spaces, including the Northern Beaches Artists' Studios, Creative Space and community centres such as the Tramshed Arts & Community Centre and the Forestville Community Arts Centre	😊	😊	😊	Creative spaces & places	Ongoing	Community, Arts & Culture
				Cultural vibrancy		Property
				Creative opportunities		
				Connection		
1.2.3 Partnering with Eramboo Artist Environment and Kimbriki Resource Recovery Centre to provide Artist in Residence Programs	😊	😊	😊	Creative spaces & places	Ongoing artist in residency partnership with Eramboo Artist Environment	Community, Arts & Culture
				Cultural vibrancy		
				Creative opportunities		
				Connection		
1.2.4 Creating space for creative expression and music presentation for young people at Dee Why PCYC, our libraries and community centres	😊	😊	😊	Creative spaces & places	Ongoing	Community, Arts & Culture
				Cultural vibrancy		Library Services
				Creative opportunities		Community Engagement & Communications
				Connection		
1.2.5 Refurbishing our network of libraries to provide spaces for communities to come together	😊	😊	😊	Creative spaces & places	In progress	Library Services
				Connection		

## Strategy 2. Make room for creative expression

Enabling space for artists, makers, hobbyists and dreamers to realise their potential and connect with others.

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
1.2.6 Deliver and operationalise new spaces for creative work through the Creative Art Space North project, including repurposing part of Avalon Golf Clubhouse and Mona Vale Civic Centre	😊	😊	😊	Creative spaces & places Cultural vibrancy Creative opportunities Connection	Ongoing, with Avalon Creative Space operational and the Masterplan for Mona Vale Civic Centre in progress	Community, Arts & Culture Library Services Community Services Place & Economic Development Parks & Recreation Strategic & Place Planning
1.2.7 Build community awareness and use of the Manly Library creative space	😊			Creative spaces & places Creative opportunities	Complete	Library Services
1.2.8 Support the concept of new performing arts venues in the local area	😊	😊	😊	Creative spaces & places Cultural vibrancy Creative opportunities Connection	Ongoing, with focus on public and/or private opportunities for a regional or district level multi-purpose entertainment centre in the Brookvale/Dee Why area	Community, Arts & Culture Place & Economic Development Strategic & Place Planning
1.2.9 Investigate options for the hire of affordable rehearsal space at Glen Street Theatre		😊		Creative spaces & places Creative opportunities	Commencing 2023-2026	Community, Arts & Culture
1.2.10 Foster a diverse live music culture on the Northern Beaches, including small and large scale events, through a review of planning controls	😊	😊		Creative spaces & places Cultural vibrancy Creative opportunities	In progress	Community Engagement & Communications Community, Arts & Culture Place & Economic Development

### Strategy 3. Celebrate cultural heritage

Valuing and preserving our cultural places, inherited cultural objects, buildings and histories.

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
1.3.1 Partnering with local Aboriginal community members to deliver projects, such as Weaving Bridges as part of the Gai-maraigal Festival	😊	😊	😊	Creative spaces & places	Ongoing	Community, Arts & Culture
				Cultural vibrancy		Property
				Creative opportunities		Finance Strategy & Performance
1.3.2 Supporting Manly Art Gallery & Museum's role in sharing stories and celebrating cultural heritage, including the development of a beach culture collection	😊	😊	😊	Creative spaces & places	Ongoing	Community, Arts & Culture
				Cultural vibrancy		Property
				Creative opportunities		
				Connection		
1.3.3 Digitising the Libraries' Local Studies Archive to make it more accessible to the community	😊	😊	😊	Creative spaces & places	Ongoing	Community, Arts & Culture
				Cultural vibrancy		
				Creative opportunities		
1.3.4 Integrate Aboriginal stories, language and heritage into our landscape and programs to increase respect and shared understanding amongst residents and visitors to the Northern Beaches, including the Coast Walk Aboriginal signage project	😊	😊	😊	Creative spaces & places	Ongoing and progressing with the installation of the Aboriginal Art & Storytelling project public artworks and other Coast Walk Public Art projects in 2022	Community, Arts & Culture
				Cultural vibrancy		Library Services
				Creative opportunities		Community Engagement & Communications

### Strategy 3. Celebrate cultural heritage

Valuing and preserving our cultural places, inherited cultural objects, buildings and histories.

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
1.3.5 Commemorate and celebrate community history through programs and events, and the 90th anniversary of Manly Art Gallery & Museum's opening in 2020	☺			Creative spaces & places  Cultural vibrancy	Complete	Community, Arts & Culture
1.3.6 Implement the Destination Management Plan and, in particular, leverage and promote existing facilities through linking creativity hubs and art trails.	☺	☺	☺	Creative spaces & places  Cultural vibrancy  Creative opportunities  Connection	Ongoing with the Destination Management Plan implemented, with particular focus on cultural tourism the Coast Walk public art projects and Manly Art Gallery & Museum as cultural gateway of the Northern Beaches	Community, Arts & Culture  Library Services  Community Services  Place & Economic Development  Parks & Recreation  Strategic & Place Planning
1.3.7 Make the cultural collections accessible to the community through Council's website and digital technology, including self-guided art trails and an online Manly Art Gallery & Museum collection management system	☺	☺	☺	Creative spaces & places  Cultural vibrancy  Creative opportunities	Ongoing, with continued digitisation of the Manly Art Gallery & Museum's collection	Community, Arts & Culture  Library Services

## Outcome 2. Innovative & creative industries

<b>Strategy 1. Enable creative sector vitality</b>							
Supporting innovative ideas and building the capacity of the local creative sector							
Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible	
2.1.1 Building the capacity of artists and creative professionals through programs such as Creative Toolkit	😊	😊	😊	Creative opportunities Connection Resilience	Ongoing	Community, Arts & Culture	
2.1.2 Supporting artists and curators through programs such as the Northern Beaches Art Prize, Northern Beaches Artists' Studios, and the Manly Art Gallery & Museum	😊	😊	😊	Creative opportunities Connection Resilience	Ongoing	Community, Arts & Culture	
2.1.3 Nurturing excellence through the Community, Arts and Culture Grants Program	😊	😊	😊	Creative opportunities Connection Resilience	Ongoing	Community, Arts & Culture	
2.1.4 Delivering cultural events such as the Manly Jazz Festival, Taste of Manly and World Food Markets	😊	😊	😊	Creative opportunities Connection Cultural vibrancy	Ongoing	Community Engagement & Communications	
2.1.5 Build a deeper understanding of the creative sector through cultural mapping and needs analysis	😊			Connection Resilience	Complete, with the launch of Culture Map Live and publication of the Culture Mapping Project Research Report	Community, Arts & Culture	
2.1.6 Review major Council produced arts events to meet changing community needs, including the Northern Beaches Environmental Art and Design Prize and Manly Arts Festival	😊			Creative opportunities Connection Cultural vibrancy	Complete	Community, Arts & Culture	

<b>Strategy 1. Enable creative sector vitality</b>						
Supporting innovative ideas and building the capacity of the local creative sector						
Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
2.1.7	Develop a marketing strategy for cultural tourism and explore the option for local arts and culture initiatives	😊	😊	Creative opportunities Connection Cultural vibrancy	In progress	Community Engagement & Communications  Community, Arts & Culture
2.1.8	Review and expand the Creative Toolkit series to address specific needs in the music community		😊	😊	Creative opportunities Connection Cultural vibrancy	Commencing 2023 - 2026  Community, Arts & Culture
2.1.9	Develop partnerships and programs to support emerging artists and writers	😊	😊	😊	Creative opportunities Connection Cultural vibrancy Resilience	Ongoing  Community, Arts & Culture
2.1.10	Research opportunities for philanthropic support, sponsorship and grant opportunities		😊	😊	Creative opportunities Resilience	Commencing 2023 - 2026  Community Engagement & Communications
2.1.11	Review land use planning processes and controls to support a healthy creative sector	😊	😊	😊	Creative opportunities Cultural vibrancy Resilience	Ongoing  Community, Arts & Culture  Strategic & Place Planning
2.1.12	Capitalise on opportunities to adapt spaces to changing social and technological demands, and plan for new technologies to ensure information is being shared quickly and easily		😊	😊	Creative opportunities Cultural vibrancy	Commencing 2023 - 2026  Community, Arts & Culture  Property  Information & Digital Technology

## Strategy 2. Grow thriving arts hubs

Supporting emerging arts hubs to create sustainable communities of interest

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
2.2.1 Integrating arts, culture and creativity into key planning documents such as the Local Strategic Planning Statement	😊	😊	😊	Creative opportunities Cultural vibrancy Resilience	Ongoing	Community, Arts & Culture Strategic & Place Planning
2.2.2 Supporting emerging arts hubs in areas such as Brookvale, Narrabeen and Seaforth	😊	😊	😊	Creative opportunities Cultural vibrancy Connection	Ongoing	Community, Arts & Culture
2.2.3 Assisting local groups to build creative communities through the Community Arts and Culture Grants	😊	😊	😊	Creative opportunities Cultural vibrancy Resilience	Ongoing	Community, Arts & Culture
2.2.4 Delivering regular networking events for creatives to connect and share information, such as Monthly Mixers and Creatives Connect	😊	😊	😊	Creative opportunities Connection Resilience	Ongoing	Community, Arts & Culture
2.2.5 Producing Creative News monthly for over 2,000 subscribers	😊	😊	😊	Creative opportunities Connection	Ongoing	Community, Arts & Culture
2.2.6 Support the development of co-located cultural facilities such as the Glen Street Cultural Hub that includes Glen Street Theatre and Glen St Library, and the proposed co-location of a creative space with the Library at Mona Vale	😊	😊	😊	Creative opportunities Connection	In progress, with the launch and operationalisation of the Mona Vale Creative Pop Up and Mona Vale Pop Up Gallery in late 2021	Community, Arts & Culture Property Customer Services Library Services

## Strategy 2. Grow thriving arts hubs

Supporting emerging arts hubs to create sustainable communities of interest

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
2.2.7 Understand and develop the unique offering of each of our cultural facilities, including Manly Art Gallery & Museum, Creative Space and new arts spaces	😊	😊	😊	Creative spaces & places Cultural vibrancy Creative opportunities	In progress, with the publication of quarterly programs for our creative spaces and Manly Art Gallery & Museum (MAG&M); the publication of the 2021 – 2024 MAG&M Business Plan and intended preparation of the 2025 – 2029 MAG&M Business Plan	Community, Arts & Culture
2.2.8 Investigate opportunities for collaborative projects and shared use of government-owned properties such as schools and hospitals	😊	😊	😊	Creative spaces & places Cultural vibrancy Creative opportunities	In progress	Community, Arts & Culture
2.2.9 Connect professionals and emerging artists with the community to increase the sharing of art-making processes	😊	😊	😊	Creative spaces & places Creative opportunities Resilience	Ongoing	Community, Arts & Culture
2.2.10 Improve Council's processes and industry relationships to provide agile and adaptable support for arts hubs and creative industry clusters	😊	😊	😊	Creative spaces & places Creative opportunities Resilience	Ongoing	Community, Arts & Culture
2.2.11 Review Council's capital expenditure commitments and identify opportunities for creative and cultural uses of new and repurposed spaces	😊	😊	😊	Creative spaces & places Creative opportunities	Ongoing	Community, Arts & Culture Property

### Strategy 2. Grow thriving arts hubs

Supporting emerging arts hubs to create sustainable communities of interest

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
2.2.12 Develop strategies to effectively promote the role of community centres in delivering arts and cultural activities	😊	😊	😊	Creative spaces & places  Creative opportunities	Ongoing	Community, Arts & Culture
2.2.13 Establish forums for creatives to come together, consider sector issues and stimulate an ongoing dialogue		😊	😊	Creative opportunities  Cultural vibrancy  Resilience	Commencing 2023 - 2026	Community, Arts & Culture

### Strategy 3. Collaborate to innovate

Working in partnership across business, government, the arts and creative sector to enable ground-breaking initiatives and programs

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
2.3.1 Supporting new and innovative events through the annual Events Grants Program	😊	😊	😊	Resilience	Ongoing	Community Engagement & Communications
2.3.2 Delivering innovative exhibitions through cross-disciplinary collaborations and partnerships with diverse organisations	😊	😊	😊	Creative opportunities  Cultural vibrancy	Ongoing	Community, Arts & Culture
2.3.3 Building new partnerships with childcare centres and primary schools to engage children in creativity			😊	Creative opportunities	Future	Community, Arts & Culture  Children's Services
2.3.4 Expand the creative and cultural networking opportunities through new programs	😊	😊	😊	Creative opportunities  Cultural vibrancy	Ongoing	Community, Arts & Culture
2.3.5 Create partnerships with creatives, local chambers of commerce, business networks and government to explore new cultural tourism opportunities		😊	😊	Creative opportunities  Cultural vibrancy  Resilience  Connection	Commencing 2023-2026	Community, Arts & Culture  Place & Economic Development
2.3.6 Host regular arts and cultural summits for thought leaders to present on current issues, emerging trends and opportunities		😊	😊	Creative opportunities  Cultural vibrancy  Resilience  Connection	Commencing 2023-2026	Community, Arts & Culture  Place & Economic Development
2.3.7 Review Creative News to build an online platform for creatives to connect, collaborate, share information and skills	😊		😊	Creative opportunities  Connection	In progress	Community, Arts & Culture  Community Engagement & Communications
2.3.8 Embed collaborative work practices in Council and with stakeholders to increase innovative service delivery outcomes	😊	😊	😊	Connection  Resilience  Creative opportunities	Ongoing	Community, Arts & Culture

### Outcome 3. Engaged communities

<b>Strategy 1. Share local stories</b>							
Building belonging and community through storytelling of local histories, contemporary life and imagined future							
Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible	
3.1.1 Partnering with Office of Environment and Heritage to highlight local heritage site and stories	😊	😊	😊	Connection  Cultural vibrancy	Ongoing	Community, Arts & Culture	
3.1.2 Delivering the Human Library Project across the Local Government Area				Connection  Cultural vibrancy	On hold	Library Services	
3.1.3 Delivering a program of exhibitions at Manly Art Gallery & Museum that explore diverse aspects of local life on the Northern Beaches	😊	😊	😊	Connection  Cultural vibrancy	Ongoing	Community, Arts & Culture	
3.1.4 Maintaining a collection of local history through Manly Art Gallery & Museum and Library Local Studies collections	😊	😊	😊	Connection  Cultural vibrancy	Ongoing	Community, Arts & Culture  Library Services	
3.1.5 Encouraging conversations about important issues impacting our community, such as climate change, through programs such as the Big Ideas Forum and the Waste to Art Prize	😊	😊	😊	Creative opportunities  Cultural vibrancy  Connection	Ongoing with the annual delivery of the Big Ideas Forums and Environmental Art & Design Prize	Community, Arts & Culture	
3.1.6 Delivering creative workshops to primary and secondary students at the Coastal Environment Centre	😊	😊	😊	Creative opportunities	Ongoing	Greener communities	
3.1.7 Explore contemporary approaches to engage local communities in the expression of local stories through program review and development across arts, culture and events	😊	😊	😊	Creative opportunities  Cultural vibrancy  Connection	Ongoing	Community, Arts & Culture  Community Engagement & Communications	
3.1.8 Encourage conversations and public discourse through cultural forums and other opportunities to build our collective cultural knowledge		😊	😊	Creative opportunities  Cultural vibrancy  Connection  Resilience	Commencing 2023 - 2026	Community, Arts & Culture	

## Strategy 2. Listen to and support our Aboriginal communities

Building understanding and support for local Aboriginal communities in self-determination

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
3.2.1 Talking regularly with the local Aboriginal stakeholders about an agreed approach to reconciliation and respect for Aboriginal culture and heritage	😊	😊	😊	Cultural vibrancy	Ongoing	Community Engagement & Communications  Community, Arts & Culture
3.2.2 Celebrating contemporary Aboriginal creativity and culture through programs such as the Weaving Bridges, Weaving Baskets and the Gai-mariagal Festival	😊	😊	😊	Cultural vibrancy  Creative opportunities  Connection	Ongoing	Community, Arts & Culture
3.2.3 Supporting the Aboriginal Heritage Office and Keeping Place at Freshwater	😊	😊	😊	Cultural vibrancy	Ongoing	Strategic & Place Planning
3.2.4 Work with local Aboriginal communities to establish a reconciliation action plan or treaty for the Northern Beaches		😊	😊	Cultural vibrancy	Ongoing	All Council
3.2.5 Finalise and implement the Children's Services reconciliation action plan, including initiatives to share and increase knowledge of Aboriginal culture amongst local children	😊	😊	😊	Cultural vibrancy  Creative opportunities  Connection	Ongoing	Children's Services
3.2.6 Support Aboriginal-led creative workshops, education and exhibitions to build community understanding and share knowledge	😊	😊	😊	Cultural vibrancy  Creative opportunities  Connection	Ongoing	Community, Arts & Culture  Parks & Recreation
3.2.7 Work with local Aboriginal communities to implement art in significant locations that express Aboriginal heritage and meaning	😊	😊	😊	Cultural vibrancy  Creative opportunities  Connection	Ongoing	Community, Arts & Culture  Parks & Recreation

### Strategy 3. Make creativity inclusive

Enabling opportunities for everyone in our diverse community to participate in their chosen cultural life

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
3.3.1 Sharing information about creative opportunities and events through Creative News, social media and Council's website	😊	😊	😊	Connection  Creative opportunities	Ongoing	Community, Arts & Culture
3.3.2 Nurturing creativity in children through theatre programs at Glen Street Theatre, art workshops at Manly Art Gallery & Museum, and integrating arts content across our children's' centres and services	😊	😊	😊	Connection  Creative opportunities	Ongoing	Community, Arts & Culture  Children's Services
3.3.4 Providing opportunities for young people through programs such as the 24/7 Youth Film Festival, Northern Beaches Young Writers' Competition, Northern Composure Band Competition, Unplugged music event, Acoustic night, Zine Festival, ARTDECKO and the annual Express Yourself exhibition	😊	😊	😊	Connection  Creative opportunities	Ongoing	Community, Arts & Culture
3.3.5 Delivering programs to increase participation of older people, such as Music at the Glen, Grandparents Day and Seniors Festival creative program	😊	😊	😊	Connection  Creative opportunities	Ongoing	Community, Arts & Culture  Community Engagement & Communications
3.3.6 Increasing access for people with a disability through programs and services, such as Discobility and Club All In	😊	😊	😊	Connection  Creative opportunities	Ongoing	Community, Arts & Culture
3.3.7 Implement a communication strategy to increase awareness of local creative opportunities and events	😊	😊	😊	Connection  Creative opportunities	Ongoing	Community, Arts & Culture  Community Engagement & Communications

### Strategy 3. Make creativity inclusive

Enabling opportunities for everyone in our diverse community to participate in their chosen cultural life

Actions	2019 – 2022	2023 – 2026	2027 – 2029	Engagement themes	Comment	Responsible
3.3.8 Create opportunities for young people to gain easy access to music making and design programs		😊	😊	Connection  Creative opportunities	Commencing 2023 - 2026	Community, Arts & Culture
3.3.9 Explore opportunities to increase representation of community diversity in the public domain, including people with disabilities, and culturally and linguistically diverse and LGBTIQA communities	😊	😊	😊	Connection  Creative opportunities  Cultural vibrancy	Ongoing	Community, Arts & Culture
3.3.10 Develop new audiences and expand knowledge sharing to increase participation across arts programs and cultural events		😊	😊	Connection  Creative opportunities  Cultural vibrancy	Commencing 2023-2026	Community, Arts & Culture  Community En-gagement & Communications
3.3.11 Build capacity amongst community groups to produce events, including delivering workshops and toolkits	😊	😊	😊	Connection  Creative opportunities  Resilience	Ongoing	Community, Arts & Culture
3.3.12 Diversify mainstage program offering at Glen Street Theatre to increase engagement with younger audiences	😊	😊	😊	Connection  Creative opportunities	Ongoing	Community, Arts & Culture
3.3.13 Review the Community Arts and Culture Grants to better support emerging community needs	😊	😊	😊	Resilience  Connection	Ongoing	Community, Arts & Culture



Seaweed Arboretum installation at the Manly Art Gallery & Museum, 2021



## Implementation and evaluation

The commitments in this Action Plan will be prioritised and included in Council's annual Operational Plan and business plans over the period of the Arts & Creativity Strategy, *Connected Through Creativity 2029*.

Council will monitor and review our progress by keeping track of outcome indicators, outlined in our Strategy, through annual community reporting processes.

Noting this Action Plan is for the 2023 – 2026 period, Council will review, draft and share an additional report card and Action Plan for the remaining three years of this Strategy, 2027 – 2029. A final report card in 2030 will contain an evaluation of our performance against the Strategy outcome indicators.



