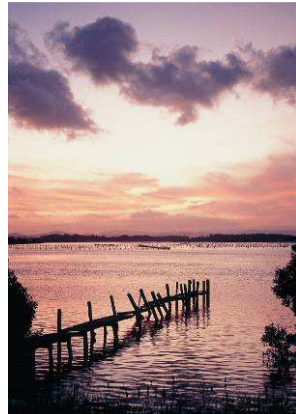


Great Lakes Cultural Plan 2010 to 2015



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Message from the Mayor

As the Mayor of Great Lakes, I am proud to present the Great Lakes Cultural Plan (2010 – 2015). Arts and culture and associated development are an extremely important component of a vibrant, creative and sustainable community.

Although galleries and performance spaces are important, culture can be seen everywhere. From the architecture of our urban and rural environments, to the graphics associated with health promotions; in environmental interpretation and education, in the films we go to see and the colour and performances associated with sporting events; from our museums and heritage to the creative engagement with children and young people, we display who we are, and, in the doing, express the unique character of the beautiful area in which we are so lucky to live.

I would like to stress that, although Council is the lead agency in the preparation and implementation of the plan, this Cultural Plan sets out a strategic framework for the *whole* of the community. As such, we are all responsible for ensuring that the plan is implemented. We *all* have a stake.

It is also important to note that there are many aspects of the plan that go beyond the affordability of this Council to implement. These aspects of the plan are dependent on accessing the larger dollars available through regional state and federal, Government and non-Government funding programs, of which there are many. Local sponsorship and philanthropy is also an important source of financial and in-kind support. Council is committed to assisting and supporting the community to make funding application wherever possible.

Great Lakes Council is also a partner in the operations of Arts Mid North Coast, a regional arts and cultural development agency that can provide individuals and community groups with the information and expertise to ensure that we have the greatest success with our submissions for funding support.

Finally, I encourage you to get involved in the plan's implementation, engage with relevant Council personnel, provide advice, support and constructive feedback, and sign up with the Great Lakes Arts Network and Arts MNC so you can receive the latest in arts and cultural related information and be informed!

Kind regards to all

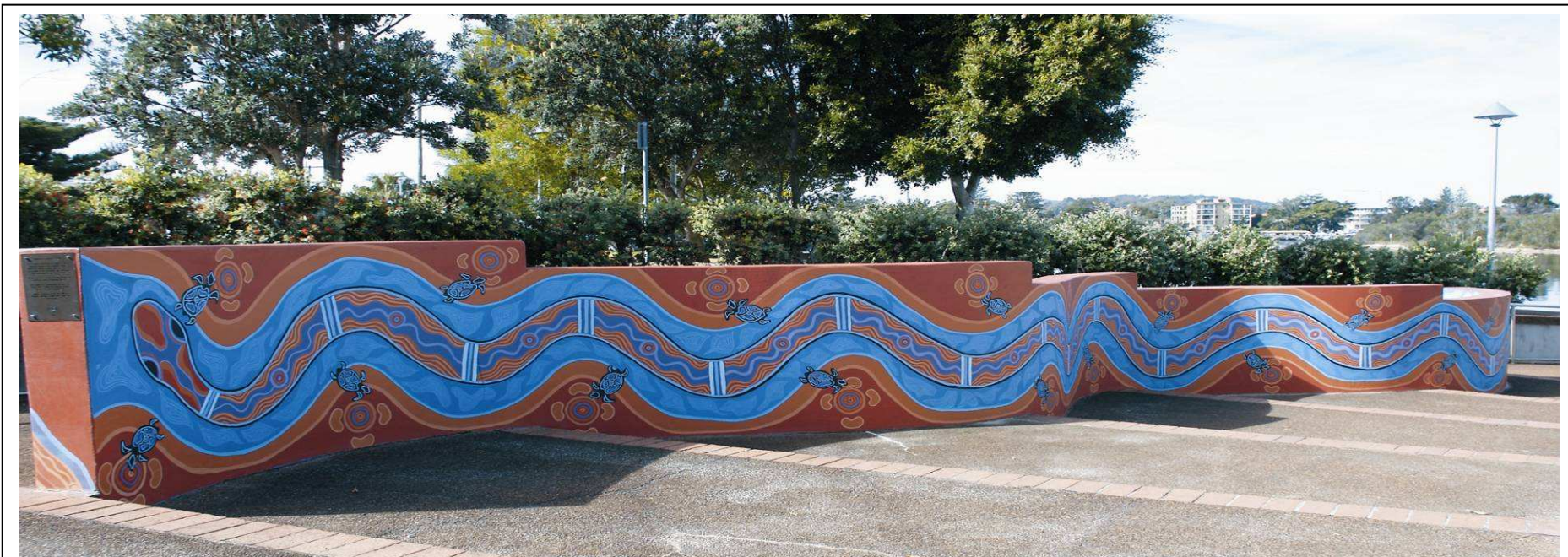
Clr Jan McWilliams
Mayor

Acknowledgements

This Cultural Plan has been prepared by the Community Services section at Great Lakes Council in consultation with the Great Lakes community. We wish to thank the Great Lakes Arts Network and the many community members and organisations who participated in the cultural planning process. Special thanks are extended to Arts Mid North Coast for the time and assistance provided in the development of this first Cultural Plan for the Great Lakes. We would also like to thank the individuals and organisations who supplied photos for inclusion in this Cultural Plan.

Traditional Custodians

It is recognised that the traditional custodians of the land on which Great Lakes Council is situated are the people of the Worimi nation, and on the edges of the local government area, the Biripi nation. Council wishes to acknowledge the traditional custodians of the land and elders past and present.



Rainbow Serpent, Memorial Drive, Forster
Concept and Design: M Davis
Artwork: M Davis, T Johnstone, C Johnstone; J Leon
Photo courtesy of GL Tourism

Culture – A Definition

The *Cultural Planning Guidelines for Local Government*, Arts NSW (a division of Arts, Sports and Recreation under the new NSW Department, Community NSW) and the NSW Department of Local Government, define culture as a 'way of life' and explain it as follows:

'Culture has three dimensions: our sense of place, our values and our identity; the material products of creative processes; and our engagement with and participation in creative processes'.

What is Cultural Planning?

Cultural Planning provides an opportunity to highlight the uniqueness of a community and the wealth of cultural activities it has to offer as well as encouraging local pride in the area. Cultural Plans provide a framework to develop cultural activities and are used as a tool to enhance funding opportunities for cultural development.

Developing a cultural plan recognises the important contribution that arts and culture make to the development of the Great Lakes. This cultural plan is intended to increase the understanding of cultural development, provide a framework for future planning and be achievable.

The Draft Great Lakes Cultural Plan 2010 – 2015 was placed on public exhibition for an extended period of time to enable further input from the community, organisations and individuals involved in cultural development and the arts during 2010. It should be noted that no attempt to categorically summarise the large number of artistic and

cultural activities, events, societies and organisations, was made. This is a task which is seen to be outside the scope of this Plan. Instead, the focus of the plan is to provide an overview of the current situation and to highlight opportunities for cultural development.

The NSW State Plan and Cultural Planning

The NSW State Plan priorities E8 *"more people using parks, sporting and recreational facilities and participating in the arts and cultural activity"* and R4 *"increased participation and integration in community activities"* highlight the important role the arts and cultural activity play in improving lifestyle and the environment in which we live (NSW Government, 2006). The arts and culture provide opportunities for participation in a wide range of activities which contribute to health, wellbeing, self-esteem, and social cohesion. The NSW State Government has an identified target of increasing visits to, and participation in, the arts and cultural activity by 10% by the year 2016. The Great Lakes Cultural Plan aims to provide a framework for implementing the NSW State Plan priorities at the local level.



Rainbow Serpent, Community Gardens, Forster Neighbourhood Centre

Council's Role in Cultural Planning

The Great Lakes Cultural Plan 2010 – 2015 aims to include cultural development in a wide range of Council services but also has implications beyond the responsibility and resources of Council. Council's capacity to address identified cultural issues is constrained by limited resources, including finances. It will be necessary to investigate alternative sources of funding and resources such as grants and subsidies. A strategic approach to identifying cultural needs will help Council to respond effectively to any funding opportunities that become available as well as allowing Council to assist community-based organisations to access funding.

Council recognises its role in cultural development and planning as follows:

- Undertaking planning and research in order to respond to community needs and approaches to cultural development.
- Supporting community education and community cultural development processes.
- Acting as a catalyst for cultural activity and inspiring creativity by example.
- Providing and managing cultural infrastructure where appropriate.



Great Lakes Profile

The Great Lakes Council area is located on the Mid North Coast of New South Wales, in the Hunter Region, about 320 kilometres north of Sydney and 168 kilometres north of Newcastle. The Great Lakes Council area is bounded by Gloucester Shire Council and Greater Taree City Council in the north, the Tasman Sea in the east, North Arm Cove and the Port Stephens Council area in the south and Dungog Shire Council in the west. The Great Lakes area embraces the major centres of Forster and Tuncurry to the north, Hawks Nest and Tea Gardens to the South, Stroud, Bulahdelah and Nahiabac to the west, Pacific Palms to the east, and surrounding towns and villages.

Great Lakes Council's residents enjoy a diverse lifestyle. The combination of 5 national parks, 16 nature reserves, 10 state forests, mountain ranges, rolling hills and valleys, a triple lake system, numerous rivers and 27 beaches has turned the Great Lakes into a major recreational area.

The Estimated Resident Population (ERP) provided by the Australian Bureau of Census and Statistics details the Current Population as at 30 June 2008 as being 34,853, a change from the previous year of +0.57%. During the peak tourist seasons the population has been known to swell to over 60,000 and up to 100,000 people.

The Great Lakes is a large area with dispersed population centres. In 2006, 18,714 people or 54% of the population were concentrated in

the twin towns of Forster and Tuncurry. The other main population centres were Hawks Nest/Tea Gardens (4,146 people – 12% of the population), Pacific Palms/Smiths Lake (2,986 people – 8.6%), Stroud (2,475 people – 7.1%), Nahiabac (2,441 people – 7%), and Bulahdelah (1,767 people – 5.1%).

In the 2006 census there were 11,867 people aged 60 years and over. This represented 36% of the Great Lakes population at the time the census was conducted, compared with 21.2% for the Hunter Statistical Division. 1,001 people, or 3.1% of the population identified as Aboriginal or Torres Strait Islander and only a small number of people were from non-English speaking backgrounds at 1.6% of the population. The number of people with disabilities was slightly higher than the Hunter Statistical Division at 6.7% of the population and unemployment in the Great Lakes was recorded at 9.3%, 2.4% higher than the Hunter Statistical Division.

The main industry sectors in the Great Lakes include retail trade, health and community services, tourism, fishing and construction. The area has been a favourite holiday destination for generations of Australians and overseas visitors. Due to relatively strong population growth, the area also offers a variety of business, investment and employment opportunities.

Cultural Planning Research Summary

Methodology

The development of the Cultural Plan commenced with a review of all existing documentation and plans that could contribute information to the Cultural Plan. This was then complemented by community and stakeholder consultations that were conducted in late 2007 and 2008. Information was gathered through 12 community workshops facilitated in partnership with Arts Mid North Coast in 2007 and a Community Survey conducted by Great Lakes Council in 2008. Over 300 people participated in the workshops and 1,400 residents participated in the community survey. Additional consultation was undertaken with the Great Lakes Arts Network and other stakeholders in 2009 to update information and to assist in identifying the objectives and strategies outlined in the action plan.

Community Consultations

In partnership with Arts Mid North Coast (AMNC), Council staff conducted 12 community consultation workshops across the Great Lakes Local Government Area during November 2007 (Appendix 1). According to the 300 workshop participants, the following themes were listed in order of priority:

Impacting on quality of life:

1. **Community facilities and infrastructure**
2. **Environment**
3. Health services
4. **Healthy lifestyle**
5. Transport and access
6. Crime prevention
7. Employment
8. **Arts and culture**

9. **Education and training**

10. Access to and provision of services

11. Recreation

12. **Public space**

13. **Community participation**

14. Housing

15. **Economic development**

16. Injury prevention and safety promotion

The themes highlighted above have significant relevance to community cultural development. It can be seen from community responses that **Community Facilities and Infrastructure** was regarded as a high priority across the six planning districts that make up the Great Lakes. All of the communities indicated the need for adequate and modern facilities to provide venues for a range of cultural activities and events.

In the Great Lakes **Public Space** is often the preferred location for outdoor cultural events such as concerts, music performances and theatre, as well as public art works. The design of Public Space itself is an area of cultural significance. The potential to enhance the cultural significance of public space within the Great Lakes can be incorporated into future planning to include a wider range of uses into public spaces, thereby increasing the cultural benefits to, and utilisation by the community.

The **Arts and Culture** have relevance and applications across a range of different areas, there being documented positive outcomes from programs that have engaged marginalised people or 'at risk' groups in artistic or cultural activities. Whilst such programs have been facilitated within the local area, this is an area of potential growth as the multiple applications of arts and culture are becoming more widely recognised.

Community Consultation revealed that the limited **Education and Training** opportunities in the Great Lakes are of concern to the community. Local tertiary education opportunities are only available through the Community College and TAFE. With no local university, many residents who wish to attend university are forced to leave the area in order to do so. This shortfall is particularly concentrated in specialist fields such as those which involve the arts and culture.

Community consultation also revealed that **Economic Development** and the **Environment** are of importance to the community. Whilst some of the strategies listed in the Action Plan at the end of this Cultural Plan relate to Tourism, Economic Development and the Environment, Council has plans which are specific to these areas. For this reason they are not individually addressed in this Cultural Plan.

Community Survey

Great Lakes Council conducted a Community Survey to determine expectations and priorities, and ways to improve the quality of life for the community (Appendix 2). The survey was conducted in 2008 with over 1,400 participating residents. The community survey enabled conclusions to be drawn regarding the level of importance placed on various Council activities by the survey participants. Support to arts and culture were deemed to be of moderate to high importance across all six planning districts within the Great Lakes. The other areas of relevance to community cultural development and deemed to be of moderate to high importance were:

- Public Halls/Community Buildings
- Town beautification/street scaping
- Support to community groups
- Parks and reserves
- Library services

Stakeholder Consultations

Consultation was undertaken with community organisations, service providers and Government agencies during 2008. A Stakeholder Survey was conducted in order to identify current and future needs, map referrals between services, identify current and potential participation in interagency networks and generate a register of all plans and strategies which cover the Great Lakes community. The information gathered through the stakeholder survey was then updated in 2009 when a number of representatives from community organisations involved in community cultural development and cultural activities were consulted. As identified through the community survey and community workshops, the common themes throughout the consultations with stakeholders were:

- The need for performance spaces, particularly in relation to housing larger audiences and performances from outside the region.
- The need for additional links to be developed in relation to the arts and culture with economic development and tourism initiatives.
- Greater support for the arts and culture
- Greater support for community groups



Bulahdelah Historical Courthouse Museum
Photo courtesy of GL Tourism

Links to Social Plan and Social Outcomes

A Social Plan describes the local community, summarises key issues and identifies the needs facing that community. Great Lakes Council's Social Plan recommends strategies which Council and other agencies could implement to address identified needs. Council has demonstrated a commitment over a long period of time to the provision of infrastructure to support the community's cultural activities. This may be through the direct provision of facilities or services to improve the lifestyle of residents, or may be support or advocacy for the establishment and provision of services to the community from third-party providers or other levels of government.

The Great Lakes Cultural Plan 2010 – 2015 expands upon the Cultural Services component of the Social Plan, seeking to recognise the current cultural status of the Great Lakes as well as identifying cultural development opportunities. In addition, it identifies a range of cultural development initiatives with social outcomes. The Cultural Plan also aims to provide a framework for the integration of cultural development into many aspects of community life and aims, as does the Social Plan, to improve the lifestyle of residents.



Local artist Donna Rankin leads a team of youth in a public mural at Main Beach, Forster



Mvall River Artwalk. Tea Gardens

The Role of the Great Lakes Arts Network

The Great Lakes Arts Network (GLAN), a section 355 Committee of Great Lakes Council, works to support and advocate on behalf of residents involved in arts and cultural activities within the Great Lakes. GLAN meets on a quarterly basis to share information, develop partnerships and ultimately to work towards the integration of arts and culture into everyday life. GLAN also provides advice to Council on matters relating to the arts and culture, and is one way in which public art proposals are assessed and enabled.

In addition to the above, the Great Lakes Arts Network convenes the Great Lakes Cultural Awards on a biannual basis. The Cultural Awards began in 2007 with the dual aim of: recognising the achievements of local artists and organisations in support of the arts in the Great Lakes; and raising the profile of the arts and culture. There are many talented individuals and groups within the Great Lakes Local Government Area. The Great Lakes Cultural Awards have given these individuals and groups an opportunity for greater recognition and the encouragement they deserve.

The Great Lakes Cultural Plan 2010 – 2015 includes a range of strategies to increase awareness of existing cultural activities and identify opportunities for cultural development within the Great Lakes. The Plan will provide the Great Lakes Arts Network with a focused strategy and a foundation from which to operate. Whilst the Great Lakes Cultural Plan 2010 – 2015 is owned by the whole community, the Great Lakes Arts Network will assist with the implementation of the many strategies listed in the Plan.

The Great Lakes Arts Network meets on a quarterly basis. Committee membership is made up of representatives from a range of community organisations involved in the arts and cultural development; representatives from various artistic and performance groups and societies; and individual artists and performers. Everybody with a passion for the arts, or a vision for arts and cultural development in the Great Lakes, is invited to attend and should contact Council for more information.



Creative Industries Development

It is important to note that this Cultural Plan does not include strategies associated with development of Creative Industries. Although Cultural Development and the development of Creative Industries are closely interrelated, this plan is more concerned with Community Cultural Development.

Creative Industries Development is addressed in Council's Economic Development and Tourism Plans. Whilst this Cultural Plan touches on issues relating to Creative Industries development, the *Strategic Plan for the Economic Development of the Great Lakes Area* and the *Great Lakes Tourism Strategic Plan* provide more detailed planning and development initiatives in relation to cultural and creative industries.

As Councils across the state move to a more integrated process of planning, additional resources will be made available from other sections of Council, State and Federal Governments to progress Creative Industries Development in the Great Lakes area. The NSW State Plan recognises that the cultural and artistic sectors provide the local community, interstate and international visitors with a wide range of entertainment and arts. Arts and culture contribute to more than 3% of GDP and represent one of the fastest-growing areas of employment with more than 110,000 people in NSW employed in cultural industries sectors (NSW Government, 2006). In the Mid North Coast the 2008 Regional Economic Profile recognised cultural and recreational services (of which creative industries are a sub-sector) as one of the top four growth industries within the region (Evolve Network Australia, 2009).

The Creative Industries provide employment for artists and arts workers and contribute increasing dollars into the economy of this region. Creative Industries include (but are not limited to):

- The Visual Arts and Crafts Industry
- The Film Industry
- Architecture

- Design
- The Music and Performance Industry
- Commercial Literature and Writing
- Creative Festivals and Events
- Cultural Tourism
- The Aboriginal Arts Industry
- Digital Media Industry



Structure of the Great Lakes Cultural Plan

The following outlines the structure of the Great Lakes Cultural Plan which has been divided into eight objective areas termed 'Key Performance Areas' (KPA's).

These KPAs have been developed with reference to the multiple themes arising from:

1. The research behind the plan
2. The extensive consultations in each planning area of the LGA
3. A review of 'best practice' examples of Cultural Plans from other areas.

It is important to note that all these key performance areas are interrelated, but have been separated on a conceptual basis for the purposes of understanding the components of the plan and for implementation and evaluation purposes.

Each of these Key Performance Areas has been described in summary and the key strategies to address each area listed. An overarching statement has been developed for each of the key performance areas based on community consultation. The purpose of this statement is to define the key performance area, draw the strategies together and identify an overall direction for each area.

A table detailing recommended strategies and related actions appears later that includes all of the above as well as the associated timeframes, measures of success and responsibility.

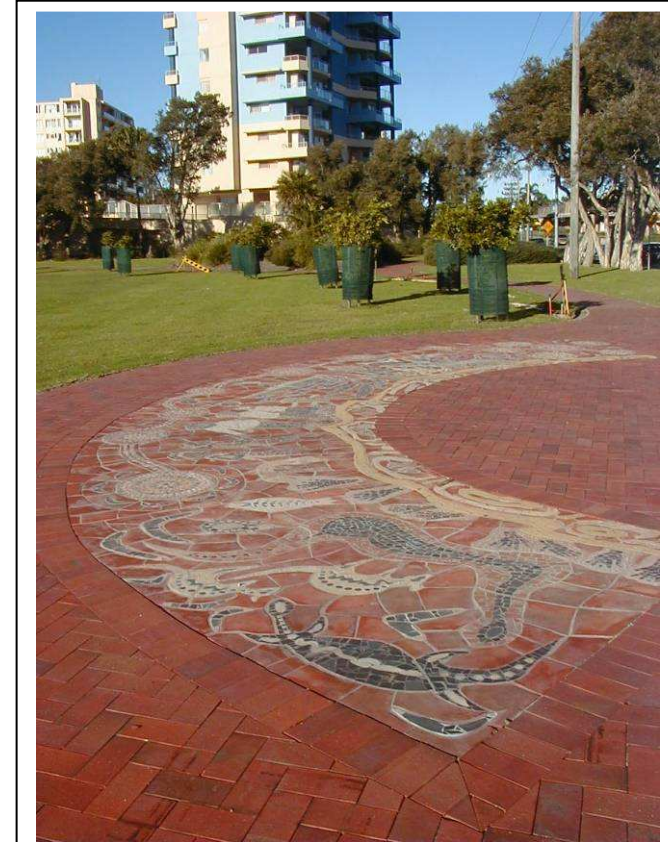


Photo courtesy of GL Tourism

Key Performance Areas

- Key Performance Area 1: Cultural Activities and Events
- Key Performance Area 2: Access and Inclusion
- Key Performance Area 3: Cultural Facilities and Infrastructure
- Key Performance Area 4: Cultural Heritage
- Key Performance Area 5: Public Art
- Key Performance Area 6: Training and Development
- Key Performance Area 7: Communications Marketing and Promotion
- Key Performance Area 8: Resource Attraction

1. Cultural Events and Activities

Highlighting the uniqueness of the Great Lakes community and the wealth of cultural activities it has to offer whilst encouraging growth and greater participation in cultural events and activities

Many examples of cultural activities and events can be found throughout the communities of the Great Lakes. Theatrical, music and artistic groups and societies, annual festivals, live music, museums and galleries, sporting events and farmers and community markets contribute to the unique cultural identity of the area. The greatest cultural asset of the Great Lakes local government area is the natural environment which is both the venue and inspiration for cultural and artistic activities, giving residents and visitors alike the opportunity to engage in the local culture.

Whilst the community hosts a wide range arts and cultural activities and events, further development in this area is integral to the continued development of the area's cultural identity. This can be achieved by supporting existing events and activities and assisting with the development of new events across the Great Lakes local government area.

Key Strategies

1. *Support existing events and develop new festivals and cultural events*
2. *Support and develop new activities from existing venues, eg The Loop, Library*
3. *Undertake feasibility of annual flagship cultural event*

4. *Investigate opportunities for showcasing the visual arts, eg retirement villages/business foyers, etc*
5. *Support the development of artists' markets*
6. *Investigate the potential of linking cultural components to existing sporting and other events*
7. *Develop annual arts ball to network, showcase, market, promote and celebrate arts and culture*
8. *Support Aboriginal cultural development initiatives, eg Tobwabba, NAIDOC week, Lands Council, etc*
9. *Continue to grow and develop annual Cultural Awards*



2. Access and Inclusion

Participation in cultural life in the Great Lakes is optimised through cultural activities that are affordable, available and accessible to all within the community.

The National Arts and Disability Strategy states "arts and culture enrich our lives by inspiring creativity, reflection and social debate. They strengthen our communities and encourage social inclusion and harmony" (Cultural Minister's Council, 2009). Arts and cultural activities provide an opportunity to communicate and celebrate individualism, eccentricity and diversity. The value of art in the community lies in its capacity to express community culture by developing and promoting community pride and a sense of place.

Through community art and cultural activities, marginalised groups such as people with disabilities, Aboriginal communities, local youth, culturally and linguistically diverse communities and geographically isolated communities are provided an opportunity for cultural expression and social inclusion. Broader representation of these marginalised groups on local committees such as the Great Lakes Arts Network and Myall Coast Arts Network would promote greater participation and inclusion of marginalised groups.

Whilst arts and cultural activities have been utilised to deliver social and community development outcomes for the Great Lakes community, this is an area whose full potential is largely unrealised. Community Cultural Development initiatives provide outcomes across a broad range of sectors and funding can be accessed from these other sectors in order to implement arts and cultural activities in the Great Lakes.

Key Strategies

1. *Promote the value of creative process in the social and community development sectors*
2. *Seek non-arts funding for Community Cultural Development through the Human Services sector*
3. *Actively recruit representatives from marginalised groups to the Great Lakes Arts Network*
4. *Work in partnership with the local Aboriginal Community*
5. *Promote acknowledgement of traditional custodians*
6. *Engage marginalised groups in cultural activities, eg youth, disabilities, geographically isolated communities, indigenous, Culturally and Linguistically Diverse (CALD) people*
7. *Engage with local transport providers to maximise access to cultural activity*



The Can-Do Performance Group presents 'Peregrine'

3. Cultural Facilities and Infrastructure

To develop cultural facilities to meet the present and future needs of the community

Councils play an important advocacy and leadership role in relation to Community Cultural Development. As the leading cultural asset owner in the region, Council is responsible for the management of existing venues and facilities, and access to community halls and other spaces for hire. Additionally, Council is responsible for the strategic planning and acquisition of spaces where necessary, to meet community need.

Current Council activity includes:

- Management of major cultural infrastructure, including city centres and parklands
- Management of some 41 community buildings utilised by the community for a variety of cultural activities
- Management of Memorials and Public Art
- Management of Council's Library Services
- Convenor and auspice for the Great Lakes Arts Network

Feedback from community consultations indicated that people from across the Great Lakes area placed a high level of importance on the need for adequate and modern facilities as venues for a range of cultural activities and events. It was generally acknowledged that whilst Council owned and operated a wide range of public buildings, these were in the main, older buildings that are not adequately equipped to function as venues for cultural activities such as performances, exhibitions and shows.

It is recognised that the high-growth areas of Forster-Tuncurry and Hawks Nest-Tea Gardens are in need of new multi-purpose community facilities to meet the needs of the 21st century. The Great Lakes has a large number of public hall facilities that have historically been the

centre for local community-based events in the rural parts of the area. Generally, the current types of use have changed significantly from the purposes that the buildings were originally constructed to meet, and the buildings are in need of upgrading to meet modern community needs. The outlying villages and towns are quite well serviced in terms of community facilities, with the potential for these to be repaired and upgraded to facilitate local needs for performing arts, local exhibitions and the like.

The Great Lakes Council Cultural Plan 2010 – 2015 also recognises that the Great Lakes area lacks a purpose-built performance venue that is of a sufficient standard to meet the requirements of touring performances or shows. The Department of Lands-owned Tuncurry Hall currently acts as the main non-commercial performance venue but is in need of major renovations and fit out to meet current needs.



Great Lakes Library

Council Facilities and Venues

Public Halls

Within the Great Lakes there are many Council-owned halls, buildings and facilities available for public use. There are 20 public halls available for public hire, under the care and management of Great Lakes Council. These halls are managed directly by Council staff or by a local S355 Committee of Council. The community uses these halls for a variety of cultural and social purposes.

Great Lakes Council has been working in partnership with local theatre groups over the past five years to upgrade the facilities at Stroud School of Arts Hall, Hawks Nest Community Centre and North Arm Cove Community Centre. Each of these buildings have required major upgrades to electrical systems to enable stage lighting and sound equipment to be installed. Stage modifications, lighting and installation of stage curtains to enable local stage shows have taken place. The works carried out at these three venues are indicative of the level of work required to make an older public hall serviceable as a performance venue. It is also acknowledged that each of these facilities remains at best a compromise performance venue, with poor acoustics and back-stage facilities for performers.

The Great Lakes Library Service

Aside from the traditional role of libraries as repositories of book stock and other literary collections, the Great Lakes Library Service features the following:

- Author talks, concerts, film nights, singing performances, a jazz concert and a youth rock concert annually and three film evenings per year as part of the Forster Short Film Festival.
- An Outreach Services Librarian on staff to nurture and grow cultural activities.
- An annual Great Books Festival.
- One event per month minimum.
- Three specially-commissioned Aboriginal Art works by local artists integrated as part of the interior decoration of the Forster Library.
- Display space available for local groups. In recent times this has been used by the Great Lakes Lapidary Society (gem stones) as well as visual and performing arts displays.
- FOGGLS – The Friends of the Great Lakes Library Service is a very active group, with more than 50 members, and is regarded by the Library Manager as the best Friends group in NSW. This group organises and supports events to promote the library service.
- Support to local book clubs, with 63 collections of books which are available to 22 local book clubs.
- Childrens activities and story time.

It is recognised that the Forster Library is too small, and funding is being set aside for the construction/purchase of a new site. It is desirable that a new Library would incorporate exhibition/display space into the design, along with public meeting areas and room for small to medium performance spaces.

Public Space

The Great Lakes Local Government Area boasts a large number of parks, gardens, beaches and other recreational and sporting features and facilities which are utilised for social/cultural and recreational purposes. Whilst parks and other recreational areas meet the current needs of the community, there are opportunities to incorporate a wider range of cultural activities into the existing infrastructure, and the potential to couple arts and cultural activities with existing sporting and recreational events.

Other facilities and venues

Council is the landowner or trustee of a number of buildings that support the delivery of cultural programs or services. These include the following:

- **The Great Lakes Art Society and Bridge Club** building in Lake Street Forster. This building provides a venue for art classes, workshop activities and displays and exhibitions. The Bridge Club part of the building has a large number of members and is also very well utilised.
- **The Great Lakes Community College** at Tuncurry organises a wide range of adult- and further-education courses, many of which are linked to the arts. The building has recently undergone renovations to provide additional classroom space.
- **The Myall Arts and Crafts** building at Tea Gardens incorporates craft rooms for quilting, needlecraft, painting, ceramics, woodwork and other activities. Council assisted the Myall Arts and Crafts through the original construction of the building. This facility is a very good example of a successful Council/community organisation partnership, and the Myall Arts and Crafts group is flourishing in every regard.
- The **Golden Ponds Retirement Village** at Forster serves as a venue for visiting musical performance artists, as it has a good quality piano and facilities for a medium-sized audience.
- The **Stroud Road Hall** is an important local venue for the Stroud Road community.
- The **Tea Gardens Scout Hall** has been vacant and disused for a number of years. The building is owned by Scouts NSW but there is no active Scout Troop in the area. The hall has been in use again since mid 2009 as a dance studio and has the potential to meet the needs of multiple groups that need this sized facility for cultural activities.
- The **Tuncurry Memorial Hall** is owned by the NSW Land and Property Management Authority and managed by a board of trustees. This building has been extensively renovated in the last ten years and converted from its previous use as a picture theatre, and now functions as a key venue for cultural events in the Forster-Tuncurry area. The hall is the preferred venue for the Great Lakes Amateur Dramatic Society shows and pantomime performances and is available for hire to the general community.
- The **Wards River Church Hall** is owned by the Anglican Church of Australia and operated by the Wards River Progress Association with financial assistance in the form of building maintenance works from Great Lakes Council. The hall is the venue for a number of local activities and events.

There are also a number of galleries and small-space exhibition areas throughout the Great Lakes area. It is recognised that there would be benefit in listing these in a directory or database so that both the general public and arts practitioners can be aware of their scope and location. It is also thought that there is scope for better cooperation in regard to travelling exhibitions and joint-promotional activities.

Key Strategies

1. *Undertake and document Venue Audit and establish priority of need for cultural venue development*
2. *Develop and upgrade public halls and other facilities for cultural activities (eg acoustics, lighting, sound, backstage facilities for performing arts and wet areas for visual arts, etc)*
3. *Support the development of Library Infrastructure*
4. *Support Cultural Infrastructure re Civic Precinct master plan*
5. *Develop and Upgrade Tuncurry Hall*
6. *Support Conservatorium Mid North Coast development*
7. *Seek funding for the maintenance of buildings with heritage significance*
8. *Continue to identify and document buildings of Heritage significance*
9. *Undertake feasibility study of Public Gallery and Multi-Purpose Performing Arts Venue*



Historic Courthouse, Stroud

4. Cultural Heritage

To acknowledge, honour and preserve the cultural heritage of the Great Lakes

The original inhabitants of the Great Lakes Council Local Government Area were the Worimi people and on the outskirts of the LGA, the Biripi people. It is understood that the people of the Worimi nation occupied the land between Barrington Tops and Forster in the north and Maitland and the Hunter River in the south.

In recognition of local Aboriginal heritage, Great Lakes Council acknowledges the traditional custodians of the Great Lakes Local Government Area at Council meetings and events and flies the Aboriginal flag in front of its Headquarters in Forster. An Aboriginal Liaison Committee, a section 355 Committee of Council has been established, with representation from Council, the Forster and Karuah Local Aboriginal Land Councils and members of the local community. The committee is consulted to improve services to, and establish greater links with, the Aboriginal Community. There are, however, opportunities for Council to work more closely with the local Aboriginal community in order to achieve greater recognition of significant sites and the local aboriginal culture overall.

European settlement dates from 1826 when the Australian Agricultural Company established its headquarters in Carrington with a sheep and farm outpost at Stroud. The Great Lakes area is home to heritage buildings and significant sites including Council-owned heritage buildings, heritage cemeteries and other significance sites, some which date back to European settlement of the area.

The *Great Lakes Heritage Study* was completed and adopted by Council in 2007. Great Lakes Council's Heritage Strategy 2008 – 2011 was developed from the Heritage Study and identifies a number of priorities such as identifying, listing and protecting heritage items within

the LGA; continuing the Heritage Advisory Committee and Heritage Advisor Service; encouraging best-practice heritage conservation; continuing educational and promotional programs; and maintaining a commitment to sustainable heritage management.

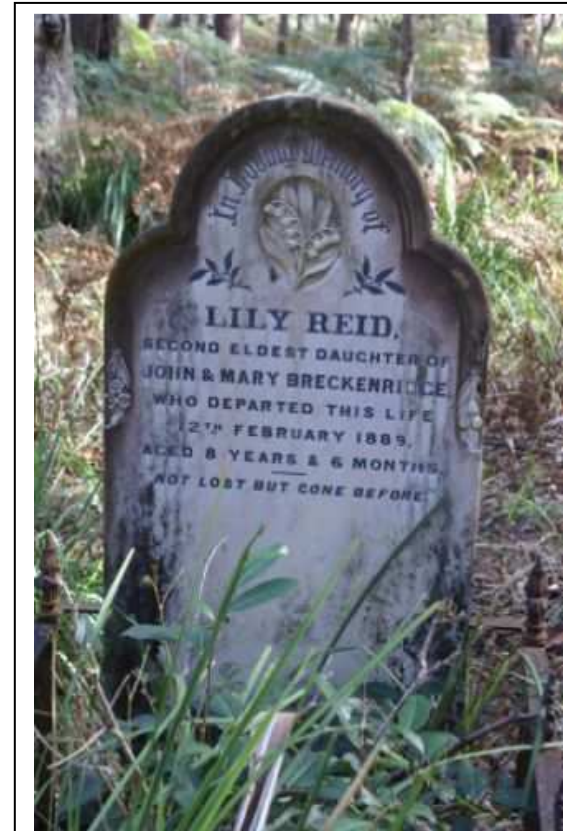
There are a number of museums and historical societies in operation throughout the Local Government Area whose collection and recording of historical and heritage artefacts and information provide a valuable cultural resource. The Great Lakes clearly differentiates itself from other areas by the history of its people. Community consultation indicates that residents are aware of and place significant value on the area's heritage.

'Goanna' sculpted
by local artist
Russel Saunders
in 2006



Key Strategies

1. *Provide support and seek funding for Museums /Historical Societies*
2. *Identify and document Aboriginal heritage sites (eg in writing, through film, etc) in collaboration with Elders and Aboriginal Land Councils*
3. *Seek funding for the maintenance of Historic Buildings.*
4. *Support the development of Heritage conservation management plans*
5. *Explore and Assess museums officer strategy (Museums and Galleries NSW – grant opportunities available)*
6. *Identify document, maintain and develop local Collections (aboriginal artefacts, private collections, library collections)*
7. *Provide training in collection management*
8. *Develop and interpret Cultural Heritage Tourist Trail*



Historic grave at Willow Point Cemetery

5. Public Art

To recognise the cultural development dimensions of Public Art: building social capital, expressing community values and building community pride

Public Art can be described as artistic works or activities that are located in a public space or facility. It can be permanent or temporary and can be located indoors or outdoors. In regard to Council's role in promoting and displaying Public Art, the opportunities for Public Art to be displayed indoors lie mainly with civic buildings such as the Council offices, Community Centre, Library buildings and other buildings used by the general public such as the Great Lakes Aquatic Centre or Tourist Information Centres. However, public art is most likely to be linked to Council outdoor facilities such as parks, playgrounds, open-space areas, boardwalks and streetscapes. There are opportunities to develop sites for Public Art in cemeteries and in association with the large number of public buildings owned and operated by Council.

Some benefits of linking public art to both indoor and outdoor facilities include, but are not limited to the following:

- Increased exposure and publicity for local artists and manufacturers.
- Provision of training or skills-development opportunities for young artists.
- Improved and more interesting aesthetic appeal to public buildings and public space.
- Increased job opportunities for local artists and manufacturers.
- Opportunity to promote and celebrate the specific physical, social and cultural features of localities within the Great Lakes area.
- To assist in the recognition that different localities within the Great Lakes area have unique history and characteristics.
- To develop artworks that engage and interest both visitors and local people.

- To develop integrated themes for different locations within the Great Lakes.
- Tourism promotion through the development of interesting and unique areas.
- Economic growth and job creation through increased visitation to areas of interest.
- The ability to create youth-friendly spaces that engage local youth in the design and creation of public art.

There is a multitude of public art throughout the Local Government Area. Main Beach in Forster is home to a number of murals which were completed in partnership arrangements between Council, the local TAFE and Homebase Youth Service. Several community-driven mural projects have also been successfully carried out in Tea Gardens Hawks Nest. The area is also home to the Myall River Art Walk, a range of cultural activities and events and other examples of public art.

Whilst completed public art projects have been very successful within the Great Lakes, the need for the development of public art plans for individual districts and the Great Lakes as a whole has been highlighted. The development of public art plans and themed or consolidated approaches to public art would increase opportunities for tourism and economic development in relation to the arts and culture. A focussed strategy would also develop a relationship between individual examples of public art throughout the community and would provide a medium through which the community can express its unique culture.

Key Strategies

1. *Develop a Great Lakes Council Public Art Policy and associated procedures*
2. *Develop a Great Lakes Council Public Art assessment-and-approval process that includes provision for the ownership, maintenance and disposal of Public Art*
3. *Develop Great Lakes Council Public Art Plans for individual districts*
4. *Develop new public art projects and seek State and Federal resources*
5. *Explore Section 94 'embellishment resources' for Public Art*
6. *Investigate the feasibility of a Percent-for-Art levy*
7. *Document and photograph existing Public Art in the Great Lakes*
8. *Develop a buskers' policy for street performance*



Totems at the Myall River Art Walk, Tea Gardens

6. Training and Development

To support local training and development opportunities in the arts

Opportunities for training and development in the arts are limited in the Great Lakes. There is a shortage of private tutors across a wide range of disciplines and local tertiary education opportunities in the arts are limited. The TAFE North Coast Institute has developed a strong visual-arts program from the Great Lakes campus. Additional training and development opportunities are available through local groups and organisations, particularly the Forster Neighbourhood Centre, U3A and the Community College. These education programs require promotion and support, and lobbying needs to take place to create ongoing growth in the creative training sector.

Arts Mid North Coast (AMNC) provides support and advocacy to the Great Lakes Arts Network and Great Lakes Council as well as others involved in the arts and cultural sectors on the Mid North Coast. AMNC is a regional arts and cultural development agency funded in partnership between the State Government via Arts NSW and the seven local government councils that constitute the Mid North Coast region. Amongst other activities, Arts Mid North Coast provides information and training opportunities, as well as advice and assistance with attracting funds and resources to the area.

Key Strategies

1. *Identification of training and development needs of the cultural sector*
2. *Support the provision of training in:*
 - *Submission writing*
 - *Strategic/ Business Planning*

- *Network Development*
- *Partnership development*
- *Marketing and promotion*
- *Audience development*

3. *Work collaboratively with TAFE, Community College, U3A and other educational providers.*
4. *Build the capacity and membership of GLAN (to support the arts)*
5. *Seek state/federal funds for cultural development position*
6. *Investigate State and Federal funding opportunities for LG Aboriginal Liaison Officer*
7. *Support the development of the Mid North Coast Conservatorium*



Pacific Palms Markets
Photo courtesy of GL Tourism

7. Communications, Marketing and Promotion

To connect the Great Lakes community with cultural activities and events

In order to connect with culture, community members need to be aware of the cultural activities and opportunities on offer to them. Effective communication, promotion and information dissemination is an essential part of connecting people with culture. Opportunities for partnerships and communication amongst individuals and organisations involved in cultural activities and events are currently provided in a variety of ways:

- The Great Lakes Arts Network (GLAN) and the Myall Coast Arts Network (MCAN) provide opportunities for networking, forming partnerships and promoting activities at the local level;
- Arts Mid North Coast (AMNC) provides opportunities for marketing and promotion of local arts and cultural events and activities across the mid-north coast;
- Great Lakes Tourism provides information via its website on local arts and cultural events including an Events Calendar;
- The Great Lakes Business website provides information and marketing and promotion opportunities for creative industries.

A range of strategies could be implemented to improve communication, marketing and promotional opportunities in order to aid cultural development in the Great Lakes. The Great Lakes Arts Network is developing a cultural map and database of artists, venues and organisations to increase the profile of arts and culture. It will enable budding artists and musicians to find tutors, will enable venues to find performers and vice versa, and will provide a means for communication and partnership building throughout the sector. Community and stakeholder consultation has identified the lack of a central point for arts information relating to the Great Lakes. The Great Lakes Arts Network website, which will incorporate the cultural map and database, will also include a variety of other options for marketing

and promotion of arts and cultural activities, and could be promoted as the central point for arts information relating to the Great Lakes.

Key Strategies

1. *Develop Cultural Map for the Great Lakes that provides information about venues, groups, etc*
2. *Create a database of artists or relevant organisations associated with cultural activities in the Great Lakes*
3. *Promote the GLAN website as the central point for arts information*
4. *Promote and provide local content for the Arts Mid North Coast (AMNC) website and fortnightly E-Bulletin and the Regional Arts NSW Website and Monthly Bulletin*
5. *Create Great Lakes Local Government Events Calendar*
6. *Identify and distribute funding opportunities*
7. *On send and promote access to AMNC fortnightly e-bulletin*
8. *Develop partnerships with Tourism for promotional purposes*

8. Resources

To provide support and advocacy for cultural development initiatives in the Great Lakes

Access to funding and resources are a critical part of the practicalities associated with implementing a Cultural Plan of this nature. With this in mind, Great Lakes Council recognises that:

- Although Great Lakes Council is the lead agency in the implementation of the Cultural Plan, the plan is 'owned' by the whole community
- Volunteer Human Resources are an essential and valued component to implementing the plan
- In-kind support, philanthropic donation and sponsorship are key resource inclusions
- Artists and Arts workers with specific cultural expertise are professionals and require professional payment wherever possible
- The ability to implement many components of the plan is dependent on attracting significant State and Federal Government and non-government resources.

The Great Lakes Cultural Plan will provide a framework for the arts and cultural sector to develop arts and cultural activities, events and infrastructure; increase the profile of, and participation in, existing arts and cultural activities; and attract additional funds to the area to implement the strategies outlined in the Plan.

The sprawling nature of Great Lakes Local Government Area has led to the rise of individual community centres, each with their individual

needs. With a Cultural Plan in place it is possible to draw together the priorities for each of these communities and work together towards common goals and outcomes in relation to arts and culture.

Key Strategies

1. *Undertake lobbying and advocacy activities which increase the success of funding applications*
2. *Build capacity and provide training in grant and funding applications*
3. *Build relationships with key funding bodies (Local, State, Federal Government and Non-Government)*
4. *Identify and distribute funding opportunities*
5. *Investigate sponsorship opportunities (private sector and local business etc)*
6. *Identify and document resources available for community use*
7. *Create and develop skills register and volunteer database*

Recommended Strategies

Strategy	Time frames	Performance Measures	Responsibility
Key Performance Area 1: Cultural and Events			
1.1 Support existing events and the development of new festivals and cultural activities/events	Ongoing	Activities and events organisers feeling supported and resourced	Council GLAN Arts MNC GL Tourism
1.2 Support and develop new activities from existing venues, eg The Loop, Library	Ongoing	4 x new activities p.a.	Community Community orgs
1.3 Undertake feasibility of annual flagship cultural event	Year 1	Decision made by end of Year 1	GLAN GL Tourism
1.4 Investigate opportunities for showcasing the visual arts, eg Retirement villages/ Business foyers etc	Year 1 and 2	3 x exhibitions p.a.	GLAN Visual artists Business community Community orgs
1.5 Support the development of artists markets	Year 1	1 x Artist Market successfully undertaken by end of Year 1	Foster Neighbourhood Ctr GLAN Visual & performing artists
1.6 Investigate the potential of linking cultural components to existing sporting and other events	Year 1	1 x pilot cultural component developed in partnership with a sporting event for 2011	GLAN Council Arts MNC GL Tourism Community orgs
1.7 Develop annual arts ball to network, showcase, market, promote and celebrate arts and culture	Year 2	Annual Arts Ball committee formed by end of Year 1 First Annual Arts Ball successfully implemented in Year 2	GLAN Community orgs Artists

1.8	Support Aboriginal cultural development initiatives, eg Tobwabba, NAIDOC week, Lands Council, etc	Ongoing	Aboriginal community engaged and feeling supported Funds attracted for Aboriginal cultural initiatives	GLAN Foster / Karuah LALC Tobwabba Elders Group
1.9	Continue to grow and develop annual Cultural Awards	Ongoing	Cultural Awards successfully implemented annually 15+ nominations received biannually 3 x associated PRs	Council GLAN Arts MNC
Key Performance Area 2: Access and Inclusion				
2.1	Promote the value of creative process in social and community development sector	Ongoing	3 x Community Cultural Development (CCD) projects developed	Community orgs Social Welfare Sector Community Worker
2.2	Seek non-arts funding for CCD through the Human Services sector	Ongoing	3 x applications lodged for funds for CCD Projects	Community orgs Social Welfare Sector Community Worker
2.3	Actively recruit GLAN members with reps from marginalised groups	Year 1	2 x Social Welfare reps on GLAN by end of Year 1	GLAN Community sector
2.4	Work in partnership with the local Aboriginal Community	Ongoing	2 x Partnership Projects p.a.	Foster / Karuah LALC Tobwabba Elders Group
2.5	Promote acknowledgement of traditional owners	From Year 1	Traditional Owners Acknowledged at all public functions Community Educated re appropriate acknowledgement	Council GLAN Arts MNC Community Workers
2.6	Engage marginalised groups in cultural activities, eg Youth, disabilities, geographically isolated communities, indigenous, CALD.	Year 1 then Ongoing	3 x CCD projects developed and successfully implemented 3 x successful related submissions	GLAN Arts MNC Community Workers Community sector

2.7	Engage with local transport providers to maximise access to cultural activity	Ongoing	Audience increases x 5% Geographically isolated communities represented in audiences Increase in transport ops	Community Worker Community Transport Private transport providers
Key Performance Area 3: Cultural Facilities and Infrastructure				
3.1	Undertake and document Venue Audit and establish priority of need for cultural venue development	Year 1	Audit undertaken by end of Year 1	Council 355 Committees
3.2	Develop and upgrade public halls and other facilities for cultural activities (eg acoustics, lighting, sound, backstage facilities etc)	Year 2 then Ongoing	1 x public facility upgrade/development p.a.	Council 355 Committees Local communities
3.3	Support the development of Library Infrastructure	3 – 5 Yrs	New main Library facility designed and approved by end of Year 5	Council FOGGLS Community
3.4	Support Cultural Infrastructure re Civic Precinct master plan	1 – 5 yrs	Civic Precinct Masterplan adopted by end of Year 1 Cultural facilities included in plan	Council Community
3.5	Develop and Upgrade Tuncurry Hall (Land and Property Management Authority owned)	2 – 5 yrs	Tuncurry Hall Trust engaged by Year 1 Plan for upgrade developed by end of Year 2 Funds attracted by end of Year 3 Facility upgraded by Year 5	Dept of Lands Tuncurry Hall Trust Council State & Federal Govt Arts MNC
3.6	Support Conservatorium Mid North Coast development	Ongoing	Funds attracted for initial Project Officer by end of Year 1 Teaching delivery Year 2 Recurrent funds by Year 4	Conservatorium MNC Board Great Lakes Chapter GLAN Council Arts MNC
3.7	Seek funding for the maintenance of buildings with heritage significance	Ongoing	1 x successful application p.a.	Council Arts MNC

3.8	Continue to identify and document buildings of Heritage significance		Heritage audit undertaken by end of Year 2	Council
3.9	Undertake feasibility of Public Gallery and Multi-Purpose Performing Arts Venue		Feasibility undertaken and completed by end of Year 3 Plans developed by end of Year 5	Council GLAN Arts MNC
Key Performance Area 4: Cultural Heritage				
4.1	Provide support and seek funding for Museums /Historical Societies	Ongoing	Number of Successful grant applications Positive feedback from Museum/Historical society committees	Council Arts MNC Associated committees
4.2	Identify and document Aboriginal heritage sites (eg in writing, through film, etc) in collaboration with Elders and Aboriginal Land Councils	From Year 1	Aboriginal community positively engaged List of sites and their status identified by end of Year 2 Documentation of sites by end of Year 3.	Forster/Karuah LALC Elders Aboriginal community Council Arts MNC
4.3	Seek funding for the maintenance of Historic Buildings.	Ongoing	Priorities for maintenance identified by end of Year 1 Number of Successful grant applications	GLAN Arts MNC Council
4.4	Support the development of Heritage conservation management plans	Year 3	Conservation management plans developed by the end of Year 3 Adopted by Council in Year 4	Council State Heritage Office
4.5	Explore and Assess museums officer strategy (Museums and Galleries NSW - grant opportunities available)	Year 2	Assessment of Museums Officer Program through MGNSW by end of Year 2	Council Arts MNC MGNSW
4.6	Identify document, maintain and develop local Collections (aboriginal artefacts, private collections, library collections)	Ongoing	All collections of significance identified by end of Year 1 Assessment of need completed by end of Year 3 Associated committees positively engaged	Museum committees Historical societies Aboriginal community Council

4.7	Provide training in collection management	Year 2	Training needs identified by end of Year 1 Training in collection management arranged by Year 2 All stakeholders represented at training day(s)	Museum committees Historical societies Aboriginal community MGNSW Arts MNC
4.8	Develop and interpret Cultural Heritage Tourist Trail	Year 2 – 3	Funding for project secured by end of Year 2 Relevant sites for trail identified and documented by Year 3 Heritage Tourist Trail promotional material developed and distributed by Year 4	Great Lakes Tourism Museum committees Historical societies Aboriginal community
Key Performance Area 5: Public Art (PA)				
5.1	Develop PA Policy and procedures	Year 1	Public Art Policy adopted by end of Year 1	Arts MNC GLAN Council
5.2	Develop PA assessment and approval process	Year 1 – 2	Assessment and approval processes developed by end of Year 1	Arts MNC GLAN Council
5.3	Develop Council PA plan via district	Year 3	District PA Plans developed and adopted by end of Year 3	Arts MNC GLAN Council Community
5.4	Develop new public art projects and seek state and federal resources	Ongoing	At least one project by end of Year 2 At least one project p.a.	Council GLAN Arts MNC Community
5.5	Explore section 94 'embellishment' resources for public art	Year 1	Assessment of Section 94 for PA completed by end of Year 1	Council
5.6	Investigate % for art	Year 1 – 2	Percentage for art draft policy and recommendation presented to Council by the end of Year 2	Council GLAN Arts MNC

5.7	Document existing PA	Year 2	All existing PA identified by end of Year 1 Image bank and documentation completed by end of Year 2	Community Council
5.8	Develop a Buskers Policy for Street Performance	Year 1 – 2	Policy adopted by end of Year 2	Council GLAN Arts MNC
Key Performance Area 6: Training and Development				
6.1	Identification of training and development needs of the cultural sector.	Year 1 Ongoing	Training needs assessment undertaken by end of Year 1	GLAN Arts MNC Council Community
6.2	Support the provision of training in: <ul style="list-style-type: none"> • Submission writing • Strategic/ Business Planning • Network Development • Partnership development • Marketing and promotion • Audience development • Arts master classes 	Ongoing	At least one training session held p.a. Positive feedback from at least 80% of attendees	Council GLAN Arts MNC TAFE Local training providers
6.3	Work in collaboration with TAFE, Community College U3A and other educational providers.	Ongoing	Training needs assessment distributed to training providers in Year 2	Council Local training providers
6.4	Build the capacity and membership GLAN (to support the arts)	Ongoing	GLAN membership increasing by 5% p.a. At least two press releases related to GLAN per year GLAN members represented in training provided At least one successful application for funds p.a.	Council GLAN Arts MNC
6.5	Seek state/federal funds for cultural development position	By Year 4	Funds attracted by end of Year 4 Position recruited in Year 5	Council Arts MNC
6.6	Investigate state and federal funding ops for LG Aboriginal Liaison Officer	By Year 4	Funds attracted by end of Year 4 Position recruited in Year 5	Council Aboriginal Community

Key Performance Area 7: Communications Marketing and Promotion				
7.1	Development of Cultural Map	Year 2	All significant individuals, groups and infrastructure identified and documented by the end of Year 1	GLAN Council
7.2	Create database of artists or relevant organisations	Year 1 Ongoing	Database formed by end of Year 1 5% growth in database p.a.	GLAN Arts MNC
7.3	Promote GLAN website as central point for arts information	Year 1 Ongoing	Number of hits on website 10% increase in hits p.a.	GLAN Arts MNC
7.4	Promote and provide local content for AMNC website	Ongoing	No of content entries provided 5% Increase in hits from the Great Lakes p.a.	Community GLAN Arts MNC
7.5	Create Local Government Area events calendar	Year 2 Ongoing	Events Calendar produced by end of Year 2 Events calendar utilised by all communities in Great Lakes by end of Year 3	GLAN Council
7.6	Identification and distribution of funding opportunities	Ongoing	Number of funding opportunities distributed No of successful funding applications	GLAN Arts MNC Council
7.7	On send and promote access to AMNC fortnightly e-bulletin	Ongoing	Number of people receiving the fortnightly e-bulletin 5% increase p.a.	GLAN Arts MNC Community
7.8	Develop partnerships with tourism for promotional purposes	Yr 1 Ongoing	Number of partnerships developed Amount of arts and cultural content in Tourism related marketing materials	GLAN Great Lakes Tourism Arts MNC

Key Performance Area 8: Resource Attraction				
8.1	Undertake lobbying and advocacy activities which increase the success of funding applications	Ongoing	Number of successful funding applications	Arts MNC GLAN Community groups
8.2	Building capacity and training in grant and funding applications	Ongoing	At least one Submission writing/funding training session held every two years	Arts MNC
8.3	Building relationships with key funding bodies (local, state federal, government and non-govt)	Ongoing	Number of successful funding applications	GLAN Community groups Arts MNC
8.4	Identifying and distributing funding opportunities	From Year 1 Ongoing	Number of funding opportunities distributed Number of successful funding applications	GLAN Arts MNC Council
8.5	Investigate sponsorship opportunities (Private sector local businesses etc)	From Year 1 Ongoing	Amount of sponsorship attracted Number of local/regional businesses supporting the arts	GLAN Community groups Council
8.6	Identify and document resources available for community use	Year 2	Number of opportunities identified and distributed	GLAN Arts MNC
8.7	Create and develop skills register and volunteer database	Year 1 – 2 Ongoing	Database operational by end of Year 2 Register increasing by 5% + p.a.	GLAN Council

Appendices

Appendix 1 - Great Lakes Community Consultation Workshops 2007, Outcomes and Analysis

Council staff conducted 12 community consultation workshops across the Great Lakes Local Government Area during November 2007. According to the 300 workshop participants, the following themes were listed in order of priority:

Impacting on quality of life:

1. **Community facilities and infrastructure**
2. Environment
3. Health services
4. Healthy lifestyle
5. Transport and access
6. **Crime prevention**
7. **Employment**
8. **Arts and culture**
9. Education and training
10. Access to and provision of services
11. Recreation
12. **Public Space**
13. **Community participation**
14. Housing
15. Economic development
16. Injury prevention and safety promotion

The topics highlighted above in **bold** type are considered relevant to the compilation of the Great Lakes Council Cultural Plan

According to the workshop participants, the top priorities for each district were as follows:

Hawks Nest - Tea Gardens and district

1. Environment
2. **Community facilities and infrastructure**
3. Health services
4. **Arts and culture**
4. Transport and access
4. **Crime prevention**

Bulahdelah and district

1. **Community facilities and infrastructure**
2. **Employment**
3. Environment
3. Access to and provision of services
3. Economic development

Stroud and district

1. **Community facilities and infrastructure**
1. Housing
1. Economic development
4. Environment
5. **Arts and culture**
6. Health services
6. Employment
6. Education and training

Nabiac - Failford and district

1. **Community facilities and infrastructure**
2. **Arts and culture**
3. Transport and access

3. Recreation
4. Environment
4. Health services

Pacific Palms - Smiths Lake and district

1. Environment
2. Health services
- 3. Community facilities and infrastructure**
4. Healthy lifestyle
5. Transport and access
- 5. Public Space**
5. Recreation
- 8. Crime prevention**
8. Access to and provision of services
- 9. Arts and culture**
- 9. Education and training**
- 10. Employment**
10. Injury prevention and safety promotion

Forster - Tuncurry and district

- 1. Community facilities and infrastructure**
2. Transport and access
3. Healthy lifestyle
4. Economic development
- 5. Crime prevention**
5. Education and training
5. Housing
- 6. Arts and culture**
- 6. Public Space**



Appendix 2 - Great Lakes Community Survey 2008, Analysis Release 1, Expectations of Council-Whole Great Lakes LGA, chart 31, p 26

Based on the gap analysis of the responses from the 1425 volunteer survey participants, the Community priorities are listed within their category in order of priority for action based on the difference between the community's importance rating and perception of Council's performance.

Chart 30: Matrix Classification of Council Services and Infrastructure based on all responses

	Low Importance (Score 1-1.99)	Moderate Importance (Score 2-2.99)	Quite Important (Score 3-3.99)	High Importance (Score 4-5)
High Performance (Score 4-5)				
Satisfactory Performance (Score 3-3.99)			<ul style="list-style-type: none"> • Public car parking • Health promotion / education • Animal control • Public halls / community buildings • Promotion of area for tourism • Town beautification / street-scaping • Street lighting • Kerb and guttering • Boat ramps / wharves • Playgrounds • Support to arts and culture • After School and school holiday programs • Swimming pools • Sports fields • Cemetery services 	<ul style="list-style-type: none"> • Protection of waterways • Protection of natural environment • The way Council employees interact with the public • Litter control • Litter bins in public places • Ageing and disability services • Bridge maintenance • Waste collection and disposal • Support to community groups • Parks and reserves • Library Services
Less Than Satisfactory Performance (Score 2-2.99)			<ul style="list-style-type: none"> • Road maintenance – unsealed • Footpaths and cycleways • Protection of heritage • Assisting local business operators 	<ul style="list-style-type: none"> • Town planning • Planning for the future of the community • Development assessment (planning) controls • Promoting safety and preventing crime • Road maintenance – sealed • Storm water drainage • Encouraging employment growth • Public toilets
Low Performance (Score 1-1.99)				

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