

appendix 5 – Government Policy Alignment

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1.0 Government Mission & Vision

The following section aims to provide a high level overview of the policies and strategies relevant to the needs and outcome sought at the local, state and federal level of government.

1.1 Cairns Regional Council

1.1.1 Cairns Corporate Plan

The Cairns Regional Council Corporate Plan 2009-2014 was adopted in June 2009. The Plan reflects Council's vision for a prosperous, vibrant and livable region which balances economic development, environmental management and social well-being.

This Corporate Plan translates identified community needs and expectations into actions, and sets the priorities for Council for the next five years. It also identifies Council's values and mission and will ensure the organization is focused on achieving clear objective. Council Vision for the region is as follows;

Cairns Regional Council has a vision for the future where the region is thriving and is inspirational in the way it balances economic development, environmental management and social well-being. The three specific areas the Council will focus on are defined in the plan as follows;

1. We will be Australia's greenest region:

We will lead in natural resource and environmental management and support individual, practical actions to live sustainably.

2. We will grow and embrace distinctive and vibrant communities:

We value the individuality and character of our rural and urban communities and seek to maintain our relaxed tropical lifestyle. We will work with our diverse community groups to flourish together and plan our communities, suburbs, neighbourhoods and town centres to be attractive places for us to live, work and for tourists to visit.

3. We will be creative:

We encourage and support creativity in all its forms. We undertake this by creating opportunities, new jobs and innovative ways of delivering services or by enriching our communities through art, music, sport, celebrations and festivals.

The overarching Council Vision statements recognise the need to strengthen the regions Cultural Vitality.

1.1.2 CRC Cultural Plan: Strengthening our Cultural Vitality 2009 – 2014

Cairns Regional Council has recently adopted its Cultural Plan, Strengthening Our Cultural Vitality (2009-2014). The Plan follows the vision of the Corporate Plan and includes a 16 year vision and 5-year strategies developed from extensive community consultation. The Cultural Plan provides a strong policy direction and meaningful document to facilitate dialogue with other tiers of Government, arts & cultural organisations, business and tourism bodies.

The overarching Cultural Statement expressed in the Plan is:

To be a more vibrant, progressive and collaborative community, working together to achieve greater local, national and international recognition for the unique and culturally diverse artistic excellence of our region and its distinctive, tropical lifestyle.

The consultation process for the Cultural Plan engaged with over 1000 local residents and other stakeholders through focus groups and survey responses. The Plan states;

‘the community can expect that this Cultural Plan will accurately reflect their thoughts and opinions for a vision and direction for cultural life in the far north’.

Feedback from community engagement provided several themes of consensus that became the guiding principles for the creation of the cultural plan. They are as follows:

- Environment & Lifestyle
- Respect Our Heritage / Tell Our Stories
- Support Cultural Growth
- Accessibility & Inclusiveness
- Cultural Investment
- Leadership & Collaboration

The Cultural Plan states that the community consultation process identified the following;

‘Resoundingly the community indicated that it was time to build the Performing Arts Centre & plan for a Museum, located together in a cultural precinct. The current lack of available spaces for cultural groups and artists to hire for their practices and storage, as well as the storage needs of historical societies, were issues raised’.

The results of the community engagement on specific project areas delivered to Council a very clear snapshot of community values and aspirations, and the issues currently restricting cultural life in the region. Strategic responses have been devised for each of these project areas applicable to Council’s activities as follows:

FESTIVALS & EVENTS – OUTCOME STRATEGY 1:	Commit to enhancing the quality of the festival program, including Festival Cairns and Port Douglas Carnival.
CULTURAL FACILITIES - OUTCOME STRATEGY 1	Plan and construct a Regional Performing Arts Centre and support the State Government in establishing a Regional Museum.
CULTURAL FACILITIES - OUTCOME STRATEGY 2	Implement best practice planning and management of Council's cultural venues & facilities.
CULTURAL FACILITIES - OUTCOME STRATEGY 3	Support arts practitioners in securing additional space for their activities.
CULTURAL TOURISM - OUTCOME STRATEGY 1	Seek increased strategic marketing and promotion of Tropical North Queensland as a cultural destination of national & international standing.
CULTURAL TOURISM - OUTCOME STRATEGY 2	Support the development of tourism product unique to the region.
COMMUNITY CULTURAL DEVELOPMENT - OUTCOME STRATEGY 1	Ensure adequate resources and arrangements are in place for the provision of Community Cultural Development products and services, in the region.
ARTS INDUSTRY DEVELOPMENT - OUTCOME STRATEGY	Support the growth and development of the region's arts industry.
URBAN VITALITY & SUBURBAN IMPROVEMENT - OUTCOME STRATEGY	Develop strong, vibrant centres that embrace our cultural diversity.

All of the key strategies and outcomes of the Cultural Plan align with the outcomes identified in this report with specific reference to the following item

1.2 State Government

There are a range of State Government policies and programs that set a vision for the cultural vitality outcomes in Far North Queensland:

- **Queensland Arts and Cultural Sector Plan 2010 - 2013** – is an industry development framework for arts and cultural development throughout the State.
- **The Aboriginal and Torres Strait Islander Arts Policy 2009-2013** reflects the shared commitment of the Arts Portfolio to developing genuine relationships with Queensland Aboriginal and Torres Strait Islander communities to promote strong Aboriginal and Torres Strait Islander arts and cultures.
- **Creative Queensland** – Creative Queensland – The Queensland Government Cultural Policy 2002 is the first whole-of-Government policy which sets the directions for the Queensland Government's future investment in arts and cultural development.
- **Visual Arts and Craft Strategy** – delivered jointly by the Australian Government and all state and territory governments, to increase the viability and vitality of Australia's contemporary visual arts sector.
- **arts, culture + me** – Queensland Government action plan for engaging children and young people with the arts.
- **Touring Strategy** – The Queensland Government is developing a touring strategy to improve access to the performing arts for all Queenslanders.
- **Contemporary Music Strategy** – Arts Queensland is developing a Contemporary Music Strategy to build a sustainable and entrepreneurial contemporary music sector.
- **Design Strategy 2020** - the Queensland Government is tapping into the potential of the state's designers to support business development and quality of life.
- **Regional Arts Strategy** - a policy and action plan for supporting arts and cultural development in Queensland's regional communities.

The following section of the report 2.7 outlines the above policies and strategies in detail and aligns the outcomes sought.

A high-level overview of the key policies, strategies and plans follows.

Queensland Arts and Cultural Sector Plan 2010 - 2013

The Queensland Arts and Cultural Sector Plan 2010–2013 (Sector Plan) is a four-year industry development plan developed by Arts Queensland in consultation with the arts and cultural sector.

The Sector Plan articulates the shared vision of the sector and government and builds on the previous Sector Plan released in February 2007 which signalled a more collaborative approach to securing the sector's future. It consolidates the strategies and actions of the previous four-part plan, defines the priority areas for the next four years, and gives a framework to guide future government investments.

The Sector Plan is one of a suite of policies and strategies outlining the Queensland Government's priorities for arts and cultural development. Creative Queensland provides the highest level policy framework and links to whole-of-government policies such as Toward Q2: Tomorrow's Queensland with its five themes – strong, green, smart, healthy and fair.

The Sector Plan has a strong industry development focus, while the Regional Arts and Culture Strategy and the Aboriginal and Torres Strait Islander Arts Strategy have a whole Arts Portfolio focus. Specific strategies have been developed for contemporary music, design, performing arts touring and children and young people.

The Aim of the Sector plan is stated as build a strong and sustainable arts and cultural sector in Queensland. The five goals that will drive the achievement of the aim and which form the basis of the Sector Plan encapsulate the shared aspirations of the sector and government, along with the key actions for achieving those goals. The Cultural Plan recognises that some actions will be sector led, others government-led, and many will come about through partnerships.

The goals of the Sector Plan are identified as;

- 1. Great Arts & Culture**
- 2. Engaged audiences and culturally active communities**
- 3. Strong & diverse creative economy**
- 4. Creative Spaces and places**
- 5. Commitment to ongoing learning**

The five priority areas listed below were identified by the sector during the consultation as the areas of greatest opportunity and significance over the life of the Sector Plan. The Sector Plan states that Arts Queensland will utilise available resources to facilitate industry development in these areas.

- 1. Grow & promote quality**
- 2. Capitalise on digital technology**
- 3. Partner with local government**
- 4. Partner with other sectors**
- 5. Strengthen independent artists and arts workers.**

As discussed earlier in this report the indicators of success of cultural policy cover a wide range of community outcomes. The Sector Plan outlines five 'vital signs' for healthy arts and cultural ecology.

1. Vitality	The sector's artistic strengths, creative capacity and appetite for experimentation. Measures might include examples of innovative practice, recognition for excellence through awards, or an increased level of critical debate within the sector.
2. Connectedness	The sector's ability to connect with its diverse communities, audiences and markets through effective use of resources, strong networks and partnerships. Measures might include expanded attendance and participation levels, increased touring activity or market penetration, or examples of successful partnerships.
3. Public value	The intrinsic cultural value of the sector, as well as its value to and impact on other sectors, government and the community. Measures might include the level of investment in arts and culture (private and public), acclaim through the media or public surveys, or evidence of arts-led processes contributing to solutions for social issues.
4. Viability	The sector's capacity to maintain artistic quality, demonstrate sound governance and management practices, add value to other industries and become more self-sustaining. Measures might include diversification of income, evidence of board development initiatives, or improvements in the creative and economic outcomes of Indigenous Arts Centres.
5. Resilience	The sector's capacity to acquire the skills, knowledge, strength and adaptability it needs to thrive in the 21st century. Measures might include the level of resources dedicated to professional development and training, case studies of innovative uses of digital technologies, or good examples of mentoring and succession planning.

Regional Arts & Culture Strategy

The artbeat: Regional Arts and Culture Strategy 2010–2014 is a five-year policy and action plan for supporting arts and cultural development in Queensland's regional communities. A number of agencies that make up the Queensland Government's Arts Portfolio are signatories to the strategy, including:

- Arts Queensland
- Pacific Film and Television Commission
- Queensland Art Gallery
- Queensland Museum
- Queensland Music Festival
- Queensland Performing Arts Centre
- Queensland Theatre Company
- State Library of Queensland

The strategy is shaped by significant community consultation held across Queensland in 2008 and 2009, including workshops and online surveys with local government, arts and cultural organisations, artists, arts and cultural workers, volunteers and community members. The goals and actions in the strategy align with the Queensland Arts Industry Sector Development Plan 2010-2012.

The table on the following page is an extract from the artbeat: Regional Arts and Culture Strategy 2010-2014 and outline the vision, principals and goals. These will be aligned against the outcomes sought of this report in section 2.7.

The Strategy document also states the criteria with which it intends to measure the results of the strategy. It is important to note that the outcomes and the strategy document intends to deliver in consideration of the key success measurement criteria the SASR outcomes sought is required to document and align with government policy.

The Regional Arts and Culture Strategy 2010–2014 states;

We will measure the impact of the strategy to evaluate what has been achieved and to inform future directions for supporting arts and cultural development in regional communities. The following outcomes will help us measure success:

- ***increased partnerships and communication with local government***
- ***increased opportunities for artists, arts and cultural workers and arts and cultural organisations in regional communities to create, present and tour their work***
- ***increased knowledge and skills of artists, arts and cultural workers, local government officers and volunteers in regional communities.***

Regional Arts and Culture Strategy 2010-2014 - Vision, Principals and Goals

Vision	Principals	Goals
<p>Arts and culture are at the heart of regional communities, growing creativity and building connection and a sense of identity and place</p>	<ul style="list-style-type: none"> • VALUE the arts and culture of regional communities • RESPECT the place of Aboriginal and Torres Strait Islander arts and cultures in regional communities • BUILD on the unique strengths, characteristics, heritage and traditions of regional communities • CELEBRATE the diversity of remote, rural and urban communities in regional Queensland and recognise the need for flexible responses • SUPPORT local decision making about arts and culture • RECOGNISE and value the role of professionals and volunteers in regional communities • COLLABORATE with other stakeholders and partners across all levels of government, the community and industry 	<ul style="list-style-type: none"> • Stronger communities: Use arts and culture to build stronger regional communities — socially, culturally, economically and environmentally • Participation: Provide opportunities for a diverse range of people in regional communities to participate in arts and culture in ways that are meaningful and enjoyable for them. • Arts and cultural practice: Support artists, arts and cultural workers, organisations and regional communities in the development, presentation, delivery and distribution of high quality arts and cultural products, processes and services • Skills, knowledge and networks: Develop skills, knowledge and networks in regional communities to support creative practice and the delivery of arts and cultural programs and activities • Creative spaces and places: Support the development of spaces and places that contribute to a vibrant arts and cultural life in regional communities

1.2.1 Federal Government

Federal Government's primary support for the arts is routed through the Australia Council for the Arts which is the Australian Government's arts funding and advisory body. It predominantly supports the costs of professional arts production which includes touring programs and occasional special projects, including audience development projects. Its priorities and programs are clearly articulated in a series of policy documents. Regional venues benefit occasionally through the subsidy which enables small and middle scale companies to tour.

The Australia Council for the Arts Vision is stated as

Our vision is to enrich our nation by supporting the practice and enjoyment of the arts through:

- ***funding and supporting Australian artists and arts organisations to create excellent art,***
- ***preserving, maintaining and developing the distinctive features of Australian culture,***
- ***ensuring that all Australians have the opportunity to engage with the arts and enjoy a rich cultural life,***
- ***shaping a future in which the arts play a meaningful and vital role in the everyday lives of Australians and their communities.***

The Australia Council achieves its vision through:

- Investing in artistic production and the development of artistic practice.
- Supporting the presentation of distinctive Australian cultural work, nationally and internationally
- Promoting understanding, enjoyment, participation and appreciation of the arts
- Developing the capacity of Australia's creative arts sector . providing policy development, research, promotional and
- Advisory services.

The Australia Council states that,

'It is committed to giving all Australians the opportunity to participate in and enjoy the arts. Across council, we support initiatives that are socially and culturally inclusive through a Cultural Engagement Framework (CEF) which recognises the unique qualities of:

- **Indigenous Australians.**
- **people with a disability**
- **multicultural Australia**

- **young people**
- **regional and marginalised communities.**

In April 2009, the Government confirmed that the arts were to become part of the educational National Curriculum. Over time this will increase the sense of centrality of the arts in Australian's lives. Increasingly it will filter through to State, Regional and local policymaking, with flow-on effects in terms of infrastructure requirements. In relation to facility planning it emphasises the importance of addressing linkages to and responding to the needs of the arts education sector.

1.2.2 Arts Nexus – Cultural Tourism Strategy

Tourism contributes 15.5% of the gross regional product (over twice the state average) and therefore plays a significant role in shaping policy and strategies in the region.

Arts Nexus, the peak development agency for the creative sectors and communities of Far North Queensland, promotes growth and awareness of Far North Queensland's arts and cultural development through strategic programs, research and advocacy. It has developed a strategy for the development of Cultural Tourism in the region which is supported by the Australian Government through the Regional Arts Fund and by the Queensland Department of Employment, Economic Development & Innovation. Through strategic programs, research and advocacy Arts Nexus promotes growth and awareness of Far North Queensland's arts and cultural development.

The Cultural Tourism Strategy clearly identifies 'gaps' in the provision of cultural facilities that meet the demands of the growing number (2million) of visitors to North Queensland each year. The preceding TNQ Cultural Tourism Strategy Development Briefing Paper (January 2009) argued that cultural tourism is already a solid part of tourism in the region at a variety of levels, but points to the need for tourism experiences to be of an international quality and differentiated. They need to be expressions of the heart and soul of Far North Queensland, i.e. what makes Far North Queensland different and interesting?

The subsequent Cultural Tourism Strategy endorses the concept of a Cultural Precinct housing a new performing arts centre, a museum and potentially a relocated regional gallery, amongst other elements.

The proposed 'cultural precinct' for Cairns would provide a cultural centre piece for Cairns City, likely to produce a range of benefits beyond a hub and spoke model for a regional museum. These would flow from the precinct attracting tourism visitors due to its iconic design, ambience and facilities, which would contribute to building awareness of and reputation for Tropical North Queensland as to its cultural assets and offerings. It should also provide critical mass to justify adequate parking, transport links and 'wet season friendly' facilities.

Other relevant issues raised in the strategy relate to support for Festivals development:

From a tourism industry perspective, the provision of a cohesive and appealing year-long festival and events program provides a cultural attraction to augment the promotions of a region, already so adept at marketing its natural attractions.

The Cultural Tourism Strategy supports the evolution of Cultural Tourism in the Region with a commitment to seeking increased strategic marketing and promotion of Far North Queensland as a cultural destination of national and international standing, and the development of tourism product unique to the region.

2.0 Alignment of Government Legislation, Statutes, Policies, Guidelines, Strategies and Plans

The following section will detail how the outcomes sought align with all levels of Government legislation, statutes, policies, guidelines and plans. To recap the overarching need and outcomes sought of this SASR report is identified as;

Promotion and enhancement of Cultural Vitality and the associated community benefits of, amongst others;

- Social cohesion.
- Social capital through engagement and participation of a community.
- Education opportunities through expression and participation.
- Employment and economic benefits.
- Health through active participation and cognitive stimulation.
- Sense of place and pride in the community.
- Promotion of community cultural diversity and tolerance.

2.1 Government Strategies and policies in alignment with outcomes sought

The following State Government plans, policies, guidelines, etc., are aligned with the outcomes sought detailed in this SASR.

Government Level / Department	Plan, Policy, Strategy
Federal Government	
Regional Development Australia	<ul style="list-style-type: none"> • Regional Road Map – Far North Queensland & Torres Strait.
State Government	
Arts Queensland	<ul style="list-style-type: none"> • Queensland Arts and Cultural Sector Plan 2010 - 2013 • The Aboriginal and Torres Strait Islander Arts Policy 2009-2013 • Creative Queensland • Visual Arts and Craft Strategy • Arts, culture + me • Touring Strategy

Government Level / Department	Plan, Policy, Strategy
State Government (ctd)	
	<ul style="list-style-type: none"> • Contemporary Music Strategy • Design Strategy 2020 • Regional Arts Strategy • Queensland Museum Strategic Plan 2009-13
Department of Infrastructure & Planning	<ul style="list-style-type: none"> • Far North Queensland Regional Plan 2009-2031
Department of Employment, Economic Development and Innovation	<ul style="list-style-type: none"> • Cairns' Economic Future: A plan for jobs and the economy 2009-2011
Queensland Government	<ul style="list-style-type: none"> • Toward 2 – Tomorrows Queensland
	<ul style="list-style-type: none"> • Smart State Strategy – Queensland's Smart Future 2008 - 2012
	<ul style="list-style-type: none"> • Queensland Tourism Strategy 2006-2016
Local Government	
Cairns Regional Council	<ul style="list-style-type: none"> • CRC Cultural Plan: Strengthening our Cultural Vitality 2009 – 2014.
	<ul style="list-style-type: none"> • Cairns Regional Council Corporate Plan 2009-2014
	<ul style="list-style-type: none"> • Cairns Regional Council draft community plan 2011-2031

2.2 Federal Government

2.2.1 Regional Development Australia

Regional Development Australia (RDA) is an Australian Government initiative that brings together all levels of government to enhance the growth and development of Australia's regions. A national network of RDA committees has been established to achieve this objective.

The principal role of RDA Far North Queensland and Torres Strait region [FNQ&TS] committee is to provide a conduit between all three levels of government and the community so that a better understanding of regional requirements is developed and key issues, goals and priorities are addressed for the benefit of the region. The focus is on developing a 'Regional Plan' which provides an overview of a particular region, including a description of the region, its attributes, industry, agricultural and employment base and key advantages, key issues, goals and priorities for action.

The RDA FNQ&TS Committee have developed the following long term vision for the region from the research and extensive community consultation.

Regional Vision: The world's leading sustainable tropical region

In the context of this vision, the region needs to achieve:

- **An economy that is resilient and prosperous:** Leading the world in creating a genuinely sustainable and vibrant economy within a stunning natural environment;
- **A lifestyle second to none on the planet:** Being a region defined by its cultural strength, diversity, tropical lifestyle and social inclusion. A great place to visit, live, work and play;
- **Australia's most asset-rich regional community:** Being the first Australian region to fully account for and manage the health of its built, service, human and environmental assets;
- **A strong indigenous domain:** Being a place where indigenous Australian's control their own destiny and have the same opportunities as the rest of Australia;
- **World leadership in tropical know-how:** Becoming a recognised world leader in generating and exporting integrated tropical knowledge;
- **Four unique but collaborative sub-regions:** Becoming a strong and effective alliance of four distinct but culturally unique sub-regions, including the Wet Tropics, Northern Gulf, Cape York Peninsula and Torres Strait.

- **Real regional self-determination:** Developing a unique model of regional governance, led by community and industry but in partnership with all three spheres of Government.

The role of the RDA FNQ&TS Committee is to specifically identify key goals, action priorities and implementation initiatives by critical regional analysis and engagement with the communities that they represent. The Committee has sought to achieve results that directly benefit the region as a whole and address the current issues the region is experiencing.

The purpose of the goals and action priorities are to bring forward the key issues for the region and create key priorities, which the RDA FNQ&TS Committee believes are important economically, environmentally and socially. The key regional priority themes identified through the Committee's community consultation and targeted research include:

1. Economic Vitality
2. World Class Sustainable Natural and Cultural Resource Management
3. Visionary and Enabling Built Infrastructure
4. Inclusive Planning and Delivery of Community Services
5. Empowered People Through Knowledge and Skills
6. Reconceptualised Regionalism

It is the role of RDA FNQ&TS to address these priority areas and provide a strategic framework around developing strategic actions that underpin all six of the priorities of the Regional Road Map. The RDA FNQ&TS committee is strongly committed to solid engagement with the key planning and delivery institutions within this region, long-term continuous review to enable improvement and refinement of these priorities and structured negotiation with all levels of Government as opportunities and challenges emerge.

The following tables outline how the CCP outcomes sought align with the strategies of the draft Regional Road Map Far North Queensland & Torres Strait – 24 December 2010.

Section 4 of the RDA FNQ&TS Strategic Framework, identifies a considerable number of strengths, constraints, opportunities and risks for the region and sets out actions to either promote and enhance the benefits of the positive contributors or to mitigate the negative aspects of the region. The following tables align several of the strategic actions identified in the report with the service need and outcomes identified in this SASR.

Road Map Far North Queensland & Torres Strait – Draft 24 December 2010			How the identified service requirement meets the governments priorities and outcomes
Section 4.2 Strengths of Our Region			
Social Strengths	The Strategic Implications	What is Needed	
A place people want to visit, to do business, relax or celebrate in.	Attractive tourism destination for more than leisure tourists: <ul style="list-style-type: none"> • Education tourism • Business tourism • Medical tourism • Sports tourism • Volunteer-tourism • Cultural tourism • Events tourism 	Continue to support tourism across diverse market opportunities and invest in the health of our natural assets.	The development of centralised cultural infrastructure such as a regional museum, performing arts facilities and a civic place in one centrally located hub will provide new tourism opportunities particularly in cultural tourism.
Cultural diversity.	Recognition that cultural awareness and respect in the community is an asset.	Education of multicultural values and norms through schools. Look at the potential scope for development of a multicultural skills and language hub. Empowerment of traditional owners to keep strengthening their culture.	Public space for performance, gathering exhibits and displays of cultural diversity help educate the community in tolerance and acceptance of cultural diversity and promotes pride in cultural identity.

Road Map Far North Queensland & Torres Strait – Draft 24 December 2010			How the identified service requirement meets the governments priorities and outcomes
Section 4.2 Strengths of Our Region			
Social Strengths	The Strategic Implications	What is Needed	
Population growth.	With critical mass comes economic benefits and investment, but service and infrastructure stresses may follow.	Long-term thinking and acting to build a community and natural resource base that can support the population growth.	A growing community needs to be provided with the cultural infrastructure commensurate with the current population and forecast population growth. The provision of a cultural precinct will help build the sense of integrated community required to maintain social cohesion.
Lifestyle and standard of living.	Ideal location to invest in for government's regionalisation strategy. Our laid back, tropical lifestyle is the perfect antidote to a busy and stressful work day.	When planning for rapid and long term growth, an investment is required now, in visionary infrastructure (eg. State of the art telecommunications and data hubs, innovative public transport and logistical networks, lifestyle infrastructure that enriches community culture and promotes capacity building. This type of infrastructure will enable effective decentralisation strategies by corporations and government departments.	The development of a cultural precinct offers the mechanisms by which a community's cultural vitality is increased through inclusion, participation, understanding and pride therefore enriching the community culture and social capital. As cultural vitality is a key measurement of lifestyle the outcomes sought will deliver the strategic requirement of enhancing lifestyle, standard of living and attractiveness to the workforce and investors.

<p>International standard infrastructure</p>	<p>Convention centre, university, tennis centre, mountain biking trails.</p>	<p>Ensure this infrastructure is maintained to world class standards, to continue to meet the needs and expectations of users and ensure we continue to win bids and attract events.</p>	<p>Cairns attracts 650,000 international visitors per year it therefore needs to meet the infrastructure service needs of international tourist in order to sustain and grow the tourism industry. The development of a cultural precinct that showcases Australian and FNQ's cultural heritage that works in partnership with the convention centre and university will ensure infrastructure is maintained to world class standards and meets the expectations of not only the growing international cultural tourist market but also the needs of the rapidly growing local community dependant on international tourism for employment and business revenue.</p>
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Section 4.3 Our Regions Constraints			
Social Constraints	The Strategic Implications	What is Needed	
Students leave the region to find work	The loss of young talent from the region for education and work is one of our greatest strategic constraints.	Building the vitality and diversity of the regional economy via skills and knowledge.	The educational aspects of the cultural precinct will help build communities and a sense of belonging helping to keep skilled young people in the region. The immediate and secondary employment benefits for students of the arts offered by a cultural precinct will also assist in mitigating the loss off skilled young people from the region as well as compliment the universities growing range of arts courses.

Road Map Far North Queensland & Torres Strait – Draft 24 December 2010			How the identified service requirement meets the governments priorities and outcomes
Section 4.5 Risk to our Region			
Economic Risks	The Strategic Implications	What is Needed	
The lack of investment in the construction industry will see it continue to stay flat for some time – concern of what will happen to small business after stimulus works end.	Perpetuation of high unemployment.	A focus on economic vitality and diversity. Investment now in critical infrastructure projects.	The development of a cultural precinct inclusive of a performing arts venue, regional museum and civic meeting space for festivals and the like will add significant investment into the regions construction industry providing direct and indirect employment opportunities for several years.

Alignment of RDA FNQ&TS Priorities and Strategic Actions

Road Map Far North Queensland & Torres Strait – Draft 24 December 2010	
Priorities and Strategic Actions	How the identified service requirement meets the governments priorities and outcomes
<p>7.1 PRIORITY - ECONOMIC VITALITY</p> <p><i>A diverse and prosperous economy that is resilient to boom and bust cycles and can lead the tropical world in creating a genuinely sustainable and vibrant community within a stunning natural environment.</i></p> <p>Strategic Actions</p> <ul style="list-style-type: none"> • Increase resilience by building major new components to the economy, including significant new public/ private and indigenous sector partnerships. • Secure and promote the region’s competitive advantage as the pre-eminent tropical living/ working environment to attract direct new investment and remote workforces. • Continue to improve the vitality, and viability and efficiency of existing traditional industries, particularly tourism, mining and agriculture, through investment and continuously improved practices and sustainability reporting. 	<ul style="list-style-type: none"> • A whole of community inclusive and centrally located cultural precinct will create a focal point for diverse sectors of the community to meet and exchange cultural values through festivals, performance, markets or other community events. This will in turn forge new partnerships between indigenous sector groups, business and the community in general. • Investment in a Cultural Precinct is an indicator of government support for the enhancement of cultural vitality which is seen as a main indicator of quality of life. The lifestyle advantages of the region aligned with significant improvements in the cultural infrastructure will serve to reinforce the attractiveness for a skilled work force to remain in the region and be a catalyst for business investment and new workforce immigration to the region. • The cultural precinct will provide further attractions for the tourist promoting longer stays to not only see the reef and rainforest but to experience a cultural activity. The economic impact of longer stays and greater tourist expenditure will have significant positive benefits for the FNQ regions economy. (refer to section)

Road Map Far North Queensland & Torres Strait – Draft 24 December 2010	
Priorities and Strategic Actions	How the identified service requirement meets the governments priorities and outcomes
<p>7.2 Priority - World Class Sustainable Natural and Cultural Resource Management.</p> <p><i>Valuing and managing the region’s key and internationally esteemed natural and cultural assets so that they are sustained and enhanced now and for future generations.</i></p>	<ul style="list-style-type: none"> The cultural precinct will provide a regional museum that will present the cultural diversity of the region to the community and visitors alike. The cultural infrastructure will provide a valuable and missing link in the education of the community to the world heritage significance of the region. By providing this educational facility the community will learn how to manage and care for the natural and cultural assets of the region with the benefits of promoting a sustainable long term outlook.
<p>7.3 Priority - Visionary and Enabling Built Infrastructure</p> <p><i>Planning and construction of built infrastructure that strengthens our culture and economy while minimising our ecological footprint.</i></p> <p>Strategic Actions</p> <ul style="list-style-type: none"> Secure an effective regional digital and telecommunications network to link communities and to drive commercial and service delivery reforms, particularly taking advantage of the emerging NBN opportunity. Secure the region’s liveability, cultural and sporting richness through a progressive package of community infrastructure priorities emerging from community plans and collaborative regionalism among local governments. 	<ul style="list-style-type: none"> The planning and construction of a cultural precinct strengths both the economy and culture of the region by providing economic stimulus and positive cultural vitality outcomes. The development of the cultural precinct will provide a demonstration of the vision for delivering built infrastructure that minimises an ecological footprint through, amongst other things, collocation and efficiency of community cultural services. Collocation of cultural venues into a singular cultural precinct helps minimise ancillary services and lowers impact on the environment.

Road Map Far North Queensland & Torres Strait – Draft 24 December 2010	
Priorities and Strategic Actions	How the identified service requirement meets the governments priorities and outcomes
<p>7.4 Priority: Inclusive Planning and Delivery of Community Services.</p> <p><i>Securing inclusive health, social and cultural services to meet community aspirations and improve equity between southern Australia and the Far North Queensland and Torres Strait region.</i></p> <p>Strategic Actions</p> <ul style="list-style-type: none"> • Support the National Prevention Agency/ policy and establish a strong regional delivery capacity in health, criminal justice and social areas. • Bring forward integrated social Infrastructure for FNQ&TS indigenous communities, youth and for our ageing population. • Establish a standing whole of region social and cultural services planning, effort alignment integration and advocacy capability within the region. 	<ul style="list-style-type: none"> • The cultural precinct will be a planned delivery of community cultural services and infrastructure that promotes equity, healthy living and good social policy through engagement and participation of the community in arts and cultural activities.

Priorities and Strategic Actions	How the identified service requirement meets the governments priorities and outcomes
<p>7.5 Priority: Empowered People Through Knowledge and Skills</p> <p><i>FNQ&TS develops the skills and knowledge base required to compete as a workforce location of choice and to service major economic development initiatives within our region and across northern Australia and the Asia-Pacific.</i></p> <p>Strategic Actions</p> <ul style="list-style-type: none"> Position the region's schools, vocational education, universities and research institutions to service the skills and knowledge needs for the region and the tropical world. 	<ul style="list-style-type: none"> The development of the cultural precinct will provide improved education facilities to schools and universities through providing exhibitions that stimulate and promote discussion and learning. The provision of modern cultural infrastructure will assist in the promoting 'workforce location of choice' through improving cultural vitality and therefore the lifestyle perception of the Far North Queensland region.
<p>7.6 Priority: Reconceptualised Regionalism.</p> <p><i>Creating regionally appropriate solutions and bringing decision making to home turf.</i></p> <p>Strategic Actions</p> <ul style="list-style-type: none"> Reward functional, innovative, entrepreneurial, accountable and collaborative communities and invest in more effective community development for communities facing difficulty. 	<ul style="list-style-type: none"> The community of FNQ have been facing difficulty with the devastation of natural disasters and the financial difficulties caused by the GFC. The Indigenous and Torres Strait Islander community of Far North Queensland will benefit through the performances, exhibitions and festivals held at the Cultural Precinct as participation by all community members will deliver social acceptance of culturally diverse sectors of the community. CRC will provide a centrally located focal point for community development particularly assisting the Indigenous and Torres Strait Islander community become socially integrated and accepted.

2.3 State Government Policy Alignment

2.3.1 Toward Q2 : Tomorrows Queensland

The Queensland Government has set five ambitions and ten long-term targets to achieve by 2020 that address current and future challenges for Queensland. The following table aligns the outcomes of the service need documented in this report with the overarching ambitions and targets as set out in the Q2 document.

Toward Q2 : Tomorrows Queensland – Qld State Government	
Ambitions / Target	How the identified service requirement meets the governments priorities and outcomes
<p>Ambition: <i>Strong – Creating a diverse economy powered by bright ideas.</i></p> <ul style="list-style-type: none"> • Target 1: <u>Queensland is Australia's strongest economy, with infrastructure that anticipates growth.</u> • Target 2: <u>50% increase in proportion of Queensland businesses that undertake research and development or innovation.</u> 	<ul style="list-style-type: none"> • Participation in cultural activities promotes innovation through stimulation of thought, ideas and expression. Developing a community focal point such as a Cultural Precinct in Cairns that consists of a regional museum, performing arts and a place to hold events will provide a catalyst for communities to innovate. • A major urban infrastructure investment such as the Cairns Cultural Precinct will stimulate innovation and business development during design and construction. Refer to economic impact assessment attached in appendix ?? • In the longer term; creative industry businesses in the performing and visual arts; design, digital media and film will be attracted to provide services to the facilities.

Toward Q2 : Tomorrows Queensland – Qld State Government	
Ambitions / Target	How the identified service requirement meets the governments priorities and outcomes
<p>Ambition - Green: We want to protect our lifestyle and environment.</p>	<ul style="list-style-type: none"> Cultural infrastructure is essential in providing Queenslanders with the lifestyle that the community aspires to. Cultural infrastructure such as the regional museum will educate the community as to the importance of protecting cultural assets of the region by providing fixed or temporary exhibits of the benefits of promoting a sustainable and 'green' long term outlook.
<p>Ambition - Smart We want to deliver world-class education and training.</p> <ul style="list-style-type: none"> Target 2: Three out of four Queenslanders will hold trade, training or tertiary qualifications. 	<ul style="list-style-type: none"> James Cook University currently offers undergraduate and post graduate study in New Media Arts, Creative Industries and Multimedia Journalism. Tropical North Queensland TAFE offers vocational training in visual arts, crafts and media. The Cairns Cultural Precinct will provide a focal point for students participation and work experience providing a better quality vocational learning experience.
<p>Ambition – Healthy: Making Queenslanders Australia’s healthiest people.</p>	<ul style="list-style-type: none"> Participation in cultural activities is known to have mental and physical health benefits. The Cultural Precinct will stimulate participation and contribute to a healthier community.
<p>Fair - Supporting safe and caring communities.</p> <ul style="list-style-type: none"> Target 2: Increase by 50 per cent the proportion of Queenslanders involved in their communities as volunteers. 	<ul style="list-style-type: none"> The Cultural Precinct will provide the community of FNQ with the opportunity to host and volunteer for more community events in a central civic place. The social cohesion that festivals and cultural experience is known to provide will present opportunities to meet the targets set in Q2.

2.3.2 Cairns' Economic Future: A plan for jobs and the economy 2009-2011

(lead agency: Department of Employment, Economic Development and Innovation)

The Cairns' Economic Future Plan responds to the impacts of the recent global financial crisis by taking immediate action to create new jobs in the region and relieve economic stress wherever possible. This Plan builds on the foundation of the Far North Queensland regional Strategy (FNQ 2009-2031). It seeks to strengthen Cairns as a destination and a gateway to the world through a coordinated approach that:

- Develops Cairns' new and traditional industries
- Builds Cairns' infrastructure
- Builds skills for Cairns' future jobs
- Implements new job creation programs

Cairns' Economic Future: A plan for jobs and the economy 2009-2011	
Initiatives / Key Actions	How the identified service requirement meets the governments priorities and outcomes
Position Cairns as a business gateway for opportunities in Papua New Guinea and the Pacific Rim	<ul style="list-style-type: none"> • The Cairns Cultural Precinct will recognise and reflect the unique cultural association with Papua New Guinea and the Pacific Rim through its design and cultural expression of content and programs. Potential business partnerships will respond to this recognition.
Support and strengthen the Cairns tourism industry <ul style="list-style-type: none"> • Build local and international markets. • Pursue new opportunities. • Build industry capability. 	<ul style="list-style-type: none"> • There is a perceived 'gap' in the cultural tourism offering within the Cairns tourism industry that attracts over 2 million visitors per year. Developing a cultural precinct that is attractive to the tourist will diversify the current offering and assist in capturing new domestic and international markets.

Initiatives / Key Actions	How the identified service requirement meets the governments priorities and outcomes
	<ul style="list-style-type: none"> • Strategies will be developed for annual cultural events, festivals or performances to be held at the cultural precinct that could promote Cairns outside of peak season or, conversely, could coincide with the peak season maximising the participation, revenue and community benefit. • A major new performing arts facility will broaden appeal for the Convention market and provide a significant venue for event staging.
<p>Target infrastructure that protects the unique environment of the region and creates jobs and opportunities for local business</p> <ul style="list-style-type: none"> • Improve regional liveability and community services. • Stimulate the Cairns construction Industry. 	<ul style="list-style-type: none"> • The cultural precinct will deliver a higher quality of life through improving cultural vitality. • The significant construction project will contribute significantly to local employment.
<p>Target infrastructure that strengthens Cairns as a destination and gateway to the world</p> <ul style="list-style-type: none"> • Build capability of local suppliers. • Improve access to markets. • Expand training and research capability. • Support world-class tourism infrastructure development. 	<ul style="list-style-type: none"> • The development of world class cultural facilities will help promote the region internationally as well as nationally and all local suppliers will improve access to new emerging tourist markets. • The cultural precinct will partner with JCU and other local educational institutions providing vocational training. • The construction project will provide apprentice construction tradesmen and women with interesting and challenging vocational training. • The Cairns cultural precinct will define and support all of the significant regional traits that makes Far North Queensland attractive to the 2 million tourists it receives each year.

Initiatives / Key Actions	How the identified service requirement meets the governments priorities and outcomes
<p>Growing jobs for Cairns</p> <ul style="list-style-type: none"> • Local businesses assisted to maintain employment and retain staff. • Improve capacity in the Tourism industry. • Improve employment opportunities for Aboriginal and Torres Strait Islander people. 	<ul style="list-style-type: none"> • The construction of the cultural precinct will support the creation of a significant number of new jobs in an area greatly affected by unemployment. • The significant number of construction workers who have been made redundant during the economic downturn will be provided with opportunities for employment. • The Indigenous populations of the Far North and Torres Strait region are uniquely placed to contribute their cultural capital to visual and performing arts development securing sustainable employment through active participation schemes for the Indigenous community. • Local service providers, transport, catering, cleaning, supplies etc will have new market outlets established. • The Cairns Cultural Precinct will provide a broad range of employment opportunities that includes highly specialized arts professionals, administrative staff, retail services and maintenance staff.

2.3.3 Far North Queensland Regional Plan 2009–2031 State Planning Regulatory Provisions 2009

The FNQ Regional Plan is the pre-eminent plan for the FNQ region and, therefore, takes precedence over all other planning instruments. The FNQ Regional Plan also guides state agencies on future infrastructure and service provision through Queensland Government agreed principles, policies and programs. It incorporates regional planning policies that directly and indirectly achieve economic, environmental and social outcomes to accomplish ecological sustainability for the FNQ region and, in doing so, meet the objective of section 1.2.1 of IPA.

The Queensland Government intends the FNQ Regional Plan to guide and manage the region's development over the next 20 years to realise its 2020 vision for Queensland (Department of Premier and Cabinet, 2008) and address key regional environmental, social, economic and urban objectives. The government expects this growth to continue over the next 20 years and beyond. The regional plan will help manage this growth in the most sustainable way to protect and enhance the quality of life in the region.

The plan sets out policy, strategies for, amongst others the following relevant issues;

- prepares for growth in a way that progresses the Queensland Government's Q2 objectives, and protects and enhances the region's natural environment, biodiversity and natural resources,
- promotes infrastructure delivery that is timely and cost-effective, and supports community and economic development,
- maintains and enhances the quality of life for existing and future communities,
- supports a viable and diverse economy with well-located employment opportunities and economic activity centres

Far North Queensland Regional Vision Alignment with the Outcome Sought.

The vision for the FNQ region set out in FNQ Regional Plan that builds on the elements set out in Toward Q2: Tomorrows Queensland and defines the community's long-term aspirations for the region. It is a conceptual image of the type of lifestyle the community wishes to have in 20 years and protect for future generations. The vision is written as though time has moved forward and describes the region as it will be in 20 years time.

The following section aims to align the vision with the Cultural Precinct proposal.

Far North Queensland Regional Plan 2009–2031	
Vision	How the identified service requirement meets the governments priorities and outcomes
<p><i>The regional vision for Far North Queensland is for a stronger, more liveable and sustainable community, where:</i></p> <ul style="list-style-type: none"> • The region’s outstanding biodiversity and stunning landscape features are valued and protected. • Residents of Far North Queensland have a strong sense of community and feel safe, happy, healthy and able to enjoy a relaxed tropical lifestyle in a range of settings from urban to rural. The region continues to grow in prosperity and attracts national and international residents and visitors who seek a variety of lifestyle, employment, investment and holiday choices. • The economy is vibrant, robust and diverse, firmly based on the principles of ecologically sustainable development. • Cairns forms the heart of an efficient and sustainable settlement pattern that protects natural, cultural and agricultural values, addresses the need to reduce greenhouse gas emissions and is supported by high level infrastructure, facilities and services. • The Traditional Owners of the region and their cultural values are acknowledged and respected. • People are well educated, well informed and resilient to the anticipated impacts of climate change and oil vulnerability. 	<ul style="list-style-type: none"> • Improving the cultural infrastructure of the regions improves cultural vitality which is a key indicator of a liveable sustainable community. • Improved cultural infrastructure provides for a strong sense of community consolidating the lifestyle of FNQ and providing an attractive destination for national, international visitors seeking employment, lifestyle change or holiday experiences. • The construction phase of the development will provide a significant economic contribution to the GRP. • The cultural precinct will protect the cultural heritage of Indigenous communities through the museum component collecting, displaying and educating the values to wider community. • Indigenous groups will be able to promote its culture through performance and festivals encouraging participation and acceptance of difference through the wider community. • The cultural precinct will contribute to the education of the community in respect to impacts of climate change and oil vulnerability as well as sustainable use and management of the significant natural heritage of the region through permanent and temporary displays and events to be held within the precinct.

Far North Queensland Regional Plan 2009–2031 – Regional Policies – 3 Strong Communities	
Policy, outcome, objective, strategies	How the identified service requirement meets the governments priorities and outcomes
<p>Desired regional outcome: <i>The region's communities are vibrant, safe and healthy and resilient to climate change, and diversity is welcomed and embraced.</i></p> <p>3.2 Social Infrastructure - <i>Social infrastructure refers to the community facilities, services and networks which help individuals, families, groups and communities meet their social needs, maximise their potential for development, and enhance community wellbeing. They include:</i></p> <ul style="list-style-type: none"> • <i>facilities and services such as education, training, health, open space, recreation and sport, safety and emergency services, religious, arts and cultural facilities and community meeting places,</i> • <i>lifecycle-targeted facilities and services, such as those for children, young people and older people,</i> • <i>targeted facilities and services for groups with special needs, such as families, people with a disability, Aboriginal and Torres Strait Islander peoples and people of culturally and linguistically diverse backgrounds.</i> <p>Objective</p> <ul style="list-style-type: none"> • <i>The current and future needs of the community are met through coordinated and sequential provision of appropriate social infrastructure.</i> <p>Land Use Policies</p> <ul style="list-style-type: none"> • (3.2.1) The coordination of community services and facilities is considered and incorporated in land use planning. • (3.2.2) Accessible social infrastructure that is resilient to the impacts of climate change is provided that is well located in relation to transport, residential areas and employment, in accordance with the regional activity centres network (see section 4.2). <p>Aligned Strategies</p> <ul style="list-style-type: none"> • (3.2.A) Planning and delivery of social infrastructure is improved by developing and linking with existing collaborative working relationships. • (3.2.B) Hubs of co-located multipurpose community facilities and services are provided, which can respond to changing and emerging community needs. 	<p>The Cairns cultural precinct will meet and exceed the desired regional outcome and social infrastructure policy for the provision of social infrastructure by-</p> <ul style="list-style-type: none"> • Providing open space for community meeting places • Providing arts and cultural facilities that meet the growing populations needs and that enhance wellbeing/ • Providing inclusive community participation in events that promote groups within the community with special needs and culturally diverse backgrounds. • The cultural precinct will collocate multipurpose flexible community venues for the performing arts, cultural heritage displays, festivals etc. • The cultural precinct will be centrally located providing equitable access to the community. • The cultural precinct will provide opportunities to partner and link existing and new working relationships. • The culture precinct will contribute to the health, cultural vitality and social cohesion of FNQ through inclusive participation and education.

Far North Queensland Regional Plan 2009–2031 – Regional Policies – 3 Strong Communities	
Policy, outcome, objective, strategies	How the identified service requirement meets the governments priorities and outcomes
<p>3.3 Healthy & Safe communities Maintaining healthy communities is a key theme of the Queensland Government’s Q2 vision for Queensland (Department of Premier and Cabinet, 2008). There are key links between urban planning practice and health determinants in a community. Research shows evidence of key links between the health of a community and a range of factors including:</p> <ul style="list-style-type: none"> • Social cohesion and a sense of community. • Physical activity and availability of public space and open space. • Civic participation. <p>Objective Communities are well designed, safe and healthy local environments that encourage active community participation and healthy lifestyles and prevent crime.</p>	<p>The Cairns cultural precinct will meet and exceed the desired regional outcome, healthy and safe community policy outcomes and objectives by;-</p> <ul style="list-style-type: none"> • Improving the cultural vitality that in turn drives social cohesion. • Providing increased opportunities for all of the community to participate in cultural activities promoting physical activity. • The civic place that the cultural precinct provides will be an open and public place available for public use and will have community ownership. • Civic participation is promoted through the provision of cultural infrastructure.
<p>3.4 Community Engagement and Capacity Building Regional planning is not just about land use planning. It is about building new communities, and integrating them with existing communities. The development of new communities involves not only the built environment, but also how people live and work together, the relationships that are formed in that community, how the community develops over time, and its capacity to deal with and respond to change.</p> <p>Objective Engage the community and build community capacity through the planning and development of future communities.</p>	<ul style="list-style-type: none"> • Community engagement through the feasibility, design and construction of the cultural precinct along with engagement in the program of activities and exhibitions will enhance the community’s capacity to work together for better outcomes for future generations. • The community will feel engaged in the outcomes of the cultural precinct developing a pride and ownership in the precinct which in turn provides social capital and cohesion.

Far North Queensland Regional Plan 2009–2031 – Regional Policies – 3 Strong Communities	
Policy, outcome, objective, strategies	How the identified service requirement meets the governments priorities and outcomes.
<p>3.5 Sense of community, place, and identity A sense of place and local identity can be found in the distinctive features of an area’s physical landscape, built environment, population characteristics, economy, arts and cultural heritage. It can also be based upon the relationships, networks and connections between the people who live and work in a community. This sense of place and local identity is important in the building of new communities, and sustaining existing communities</p> <p>Objective Manage urban and rural growth and development to create, maintain and enhance a sense of community, place and local identity throughout the region.</p>	<ul style="list-style-type: none"> • The Cultural Precinct will contribute to the objective of the policy through the provision of a civic place that will provide a sense of community and identity by promoting inclusive community ownership. • More centrally located festivals in a space designated a community place such as a cultural precinct will bring together a diverse community to celebrate the cultural heritage of the region sustaining current and future identity. • The sense of place will be a key outcome of the Cultural Precinct.

Far North Queensland Regional Plan 2009–2031 – Regional Policies – 3 Strong Communities	
Policy, outcome, objective, strategies	How the identified service requirement meets the governments priorities and outcomes.
<p>3.6 Arts and Cultural Development FNQ has a diverse range of cultures, involving the unique customs, beliefs, values, knowledge, heritage, traditions and way of life of this area. Cultural spaces, centres, and facilities play an important role in providing a place for community events, functions, meetings, and festivals, used by a range of different cultural groups. Maintaining and establishing regionally significant infrastructure for cultural events, entertainment, sport, and conventions will foster creative art, recreation and leisure industries that will stimulate wealth and job creation.</p> <p>Objective Support cultural development and the arts through the planning and provision of cultural infrastructure and spaces.</p> <p>Policies (3.6.1) Provision of public spaces for cultural activities, events and festivals, including cultural precincts where appropriate, is considered when planning communities, particularly in greenfield development. (3.6.2) New developments incorporate arts and cultural infrastructure and facilities at a scale that is consistent with the scale of the development.</p>	<p>The outcomes from the development of Cairns Cultural Precinct will clearly meet the objective and policies of Arts and Cultural Development through;</p> <ul style="list-style-type: none"> • The provision of a diverse range of cultural spaces collocated within a precinct that fosters community participation. • Wealth of knowledge will be created and the construction and operation of the cultural precinct will contribute to economic vitality directly and indirectly for many years.

Far North Queensland Regional Plan 2009–2031 – Regional Policies – 3 Strong Communities	
Policy, outcome, objective, strategies	How the identified service requirement meets the governments priorities and outcomes.
<p>3.7 Cultural Heritage Cultural heritage places and landscapes are places (either natural or built) which are important to the community because of their cultural heritage significance. The regional plan recognises the significance of different cultures and the importance of conserving Indigenous and non- Indigenous, natural and cultural heritage. Protecting knowledge and information associated with cultural heritage places is as important as the physical protection of a place.</p> <p>Objective Identify, protect and manage the region's unique cultural heritage, including historic places and landscapes of significance to the community.</p>	<ul style="list-style-type: none"> • The development of a cultural precinct in FNQ will include a regional museum that will identify, catalogue, protect and exhibit (were appropriate) the cultural heritage of Far North Queensland diverse community inclusive of the Indigenous and Torres Strait Islander community. • The regional development will serve the community as a place of learning were the diverse sectors of the community will learn of each others heritage which removes the unknown and promotes acceptance.

Far North Queensland Regional Plan 2009–2031 – Regional Policies – 3 Strong Communities	
Policy, outcome, objective, strategies	How the identified service requirement meets the governments priorities and outcomes.
<p>3.8 Strengthening Indigenous Communities</p> <p>It is critical that Aboriginal and Torres Strait Islander Queenslanders share the benefits of the Smart State to the same degree as other citizens. While Aboriginal and Torres Strait Islander peoples make up around one eleventh of the population in FNQ, collectively they are the most disadvantaged. The Queensland Government is looking at different ways of working with Aboriginal and Torres Strait Islander peoples to ensure they have the same rights and opportunities as other Queenslanders, and enjoy comparable standards of living.</p> <p>Objective Indigenous local government areas meet best practice land use planning and local administration frameworks, which provide equitable access to infrastructure and services for all community members.</p>	<ul style="list-style-type: none"> • The Cairns Cultural Precinct will be open and inclusive for all culturally diverse sections of the community. • Aboriginal and Torres Strait Islander Queenslanders will participate and exhibit their distinctive cultural heritage through the many performances, exhibits or festivals held at the cultural precinct. • The equitable access to cultural infrastructure to the indigenous community will be evident through whole of community engagement and participation. <p>It is envisaged that by creating a place for all of the community to celebrate its diverse cultures the Indigenous community in particular will strengthen through other community sections acceptance and respect i.e. restored community pride.</p>

2.3.4 Arts Queensland Policy and Strategy Alignment

2.3.4.1 Arts & Culture Sector Plan 2010-2013

In section 2.6 we outlined the vision and high level policies of Arts Queensland. The following tables align the outcomes sought of SASR report with the policies, strategies and initiatives of the Queensland Arts & Culture Sector Plan.

Queensland Arts & Culture Sector Plan 2010-2013	
Policy, outcome, objective, strategies	How the identified service requirement meets the governments priorities and outcomes.
<p>Goal 1 Great Arts and Culture Great arts and cultural experiences are entertaining, engaging and at times challenging, often prompting self-reflection and critical debate. They demonstrate quality, vibrancy and diversity of practice, and an appetite for risk taking and innovation. They have the power to embrace new influences and audiences and encourage a spirit of collegiality and commitment from their makers. They are founded on inspired leadership, expertise and knowledge, and above all, creativity.</p> <p>What it will deliver</p> <ul style="list-style-type: none"> • High quality performance and exhibition programs, festivals and showcase events, community-led projects and events • Best practice in processes, products and services • Fresh ways of thinking and working • Local, national and international recognition • Strong Aboriginal and Torres Strait Islander arts and cultures • Thriving independent sector • A sector valued by the community and whose products and services are in demand. <p>How it will happen</p> <ul style="list-style-type: none"> • Sustained dialogue about quality to develop the sector and inform future investment. 	<p>The cultural precinct will meet all of the delivery objectives and outcomes of Goal 1 Great Arts & Culture through the following.</p> <ul style="list-style-type: none"> • The Cultural Precinct will provide 21st century facilities that will function for performing arts and cultural interpretation with a strong presence by Indigenous and multi-cultural performance. • The Cultural Precinct offers the prospect of combining a wide range of art forms and linking them to other Australian and international venues via new technology. • Enabling higher quality performances and programs not feasible in the current facilities. • Providing facilities for exhibition of Indigenous and Torres Strait art and performance resulting in a stronger Indigenous and Torres Strait sector.

Queensland Arts & Culture Sector Plan 2010-2013	
Policy, outcome, objective, strategies	How the identified service requirement meets the governments priorities and outcomes.
<ul style="list-style-type: none"> • Industry discussion forums, peer reviews, visiting expert residencies, local practitioner residencies and exchanges. • Showcasing Queensland's best in local, national and international markets. • Joint initiatives with local government. • Arts and cultural retention and development programs for Indigenous artists and communities. • A mutual sharing of ideas, expertise and resources between independent artists and funded companies • Critical thinking and writing about the arts. 	<ul style="list-style-type: none"> • Showcasing Queensland's best in Arts & Culture to the two million visitors it receives each year resulting in higher national and international exposure and recognition of Queensland's arts & culture. • Provide the independent sector with flexible high quality venues. • High quality centrally located festivals will be a central focus of the Cultural Precinct.

Queensland Arts & Culture Sector Plan 2010-2013	
Policy, outcome, objective, strategies.	How the identified service requirement meets the governments priorities and outcomes.
<p>Goal 2 - Engaged audiences and culturally active communities</p> <p>What it will deliver</p> <ul style="list-style-type: none"> • High levels of participation and attendance. • New ways of involving audiences and communities. • People discovering, collecting and celebrating their cultural heritage. • Queenslanders creating and shaping their own arts and cultural experiences. • Arts and cultural practice and programming more reflective of diverse communities. • Arts-led projects contributing to social and economic outcomes, as well as arts and cultural outcomes. • Increased access to cultural infrastructure — built and digital. <p>How it will happen</p> <ul style="list-style-type: none"> • Participation in arts and culture by children and young people, culturally and linguistically diverse communities, people experiencing disability or disadvantage, and Aboriginal and Torres Strait Islander peoples. • Community and audience involvement in public programming and touring • Partnerships with local government and other industry sectors • Arts education and appreciation • Place-based approaches to regional arts development • Arts-led approaches to addressing community issues • Access to traditional and non-traditional public spaces and facilities • Use of digital technologies to engage communities and audiences 	<p>The cultural precinct will meet all of the delivery objectives and outcomes of Goal 2 Great Arts & Culture through the following.</p> <ul style="list-style-type: none"> • The new cultural precinct will promote higher levels of participation through providing more attractive facilities and presenting a more culturally diverse program. • The Cultural precinct will present multicultural festivals representative of the diverse FNQ community. • The Precinct provides a platform for Arts Queensland to progress a place-based approach to regional arts development • The Precinct can function as an arts based focal point for re-establishing community confidence in the Far North Region. • The Cultural Precinct will achieve recognition as a regional gathering place and will reinforce a sense of regional cohesion. • The cultural precinct will incorporate new media to engage remote, national and international communities. • Larger and more involved festivals made possible by the culture.

Queensland Arts & Culture Sector Plan 2010-2013	
Policy, outcome, objective, strategies.	How the identified service requirement meets the governments priorities and outcomes.
<p>Goal 3 - Strong and diverse creative economy.</p> <p>What it will deliver</p> <ul style="list-style-type: none"> • Successful arts and cultural organisations and creative businesses. • New jobs and markets. • Entrepreneurship and innovation. • Diversified funding support and revenue streams. • A viable Indigenous arts industry. • Digital platforms harnessed to improve creative and business outcomes. • Recognition of the sector’s contribution to national, state and local economies. • Stimulation of creative thinking skills and knowledge within the wider community and economy. <p>How it will happen</p> <ul style="list-style-type: none"> • Partnerships with other industries and enterprises to leverage new business opportunities. • New business models and diversification of income through mentoring, brokering and fundraising. • Market research and evaluation. • Stronger connections with national and international markets. • Targeted programs for Aboriginal and Torres Strait Islander artists and organisations. • Strategic positioning to realise the full potential of the state’s creative industries, key events and cultural tourism opportunities. • Promotion of Queensland artists, designers and arts and cultural organisations. • Strengthened relationships with trade and creative industries. • Increased Commonwealth government funding to Queensland. 	<ul style="list-style-type: none"> • The Cairns cultural precinct will deliver new jobs in the arts & culture related industries. • The cultural precinct will provide a catalyst for innovative thinking, entrepreneurship and business creativity capturing local and cultural tourist markets. • Indigenous art will be promoted at an international audience increasing economic outcomes for indigenous creative industry. • The design and construction of the cultural precinct will be a showcase for Queensland’s creative industries through contemporary sustainable design solutions. • The cultural precinct will be strategically located to maximise the advantages of collocation capitalising on the 2million visitors Cairns receives annually. • Partnerships between the cultural precinct and convention centre will strengthen relationships between with trade and the creative industries.

Queensland Arts & Culture Sector Plan 2010-2013	
Policy, outcome, objective, strategies.	How the identified service requirement meets the governments priorities and outcomes.
<p>Creative spaces and places</p> <p>What it will deliver</p> <ul style="list-style-type: none"> • Arts and cultural facilities designed for optimum use, accessibility and environmental sustainability • Facilities integrated with local cultural and infrastructure planning • Venues, spaces, precincts and festivals animated with high quality arts and cultural experiences. • Accessible, flexible and affordable spaces and venues for arts and cultural practitioners and organisations. • Cultural infrastructure designed with digital access. • Creative businesses recognised as catalysts for urban and regional renewal. • Queensland's design sector actively involved in the development of facilities, interiors and public spaces. <p>How it will happen</p> <ul style="list-style-type: none"> • Delivery of quality capital projects contributing to a sense of community, place and identity throughout Queensland. • Management of world-class facilities for quality arts and cultural experiences to inspire artists and captivate audiences. • Published principles and design guidelines for arts and cultural infrastructure. • Support for the integration of arts and cultural spaces and practice into non-traditional environments. • Promotion of an arts-friendly regulatory and planning environment. • Support for greater access to broadband and other digital infrastructure. • Increased access to state collections via digital platforms • Brokerage of temporary access by creative businesses and arts and cultural organisations to underutilised commercial spaces 	<ul style="list-style-type: none"> • The Cairns Cultural Precinct will be a significant quality capital project that has the outcome of presenting a civic place as a focal point for the community promoting a sense of place. • The collocation of the facilities promotes activation through concurrent multiple uses of venues. • Queensland designers will be employed in the design and development of all aspects of the Cultural Precinct. • The Cultural Precinct will have the outcomes of inspiring a community to be more creative through increased participation in cultural activities.

Queensland Arts & Culture Sector Plan 2010-2013	
Policy, outcome, objective, strategies.	How the identified service requirement meets the governments priorities and outcomes.
<p>Creative spaces and places</p> <p>What it will deliver</p> <ul style="list-style-type: none"> • A sustainable, skilled, well supported arts and cultural sector. • A culture of continuous improvement through learning, research and evaluation. • Viable industry networks founded on sharing skills and knowledge • Viable career paths. • A new generation of arts and cultural leaders. • Financial rewards and recognition. <p>How it will happen</p> <ul style="list-style-type: none"> • Learning through collaborations, coproduction's and commissions. • Support for emerging, established and senior artists to develop new work, new ways of working or new markets. • Benchmarks and evaluation frameworks for industry development • Workshops, online forums, case studies, research and industry trend data • Professional development programs focusing on artistic development, governance and management, creative entrepreneurship and producer skills. • Dialogue between the arts and education sectors about research, practice and careers. • Growing and mentoring cultural leaders, including volunteers. • Research on tax incentives and national endowment for arts. 	<ul style="list-style-type: none"> • The cultural precinct will promote a culture of learning, research and evaluation through presenting new and varied exhibits, interesting and diverse festivals and encouraging community participation and integration. • The cultural precinct will provide a range of viable career paths in the arts and creative industry industries. • The cultural precinct will partner with James Cook University and Queensland Museum in research and presentation of performance and exhibits. • The cultural precinct will grow a base of community volunteers.

Queensland Arts & Culture Sector Plan 2010-2013	
Policy, outcome, objective, strategies.	How the identified service requirement meets the governments priorities and outcomes.
<p>Sector Goals The Sector Plan 2010-2013 provides commentary and goals for focus areas for the following sectors.</p> <ul style="list-style-type: none"> • Classical music • Collections and heritage • Contemporary music • Creative communities • Dance • Design • Festivals • Major Performing Arts Organisations • New media • Public art • Theatre • Touring • Visual arts and craft • Writing • Youth arts 	<p>The outcomes of the Cultural Precinct meet the goals of all sectors of the Cultural Sector Plan 2010-2013.</p> <ul style="list-style-type: none"> • Classical music – New audiences and appreciation will be developed for classical music. • Collections and heritage – Cultural heritage will be preserved and presented through the regional museum. • Contemporary music – will be presented through the performing arts centre or in the precinct public space. • Creative communities – Inspiring arts & culture programs facilitated by the cultural infrastructure of the precinct will promote creativity in the community. • Dance – Diversification of dance performances will be made possible through the flexible space provided by the cultural precinct that suits a varied range of dance performances. • Design – The community will be engaged in the design process and the cultural precinct will be a showcase for quality Queensland tropical design. • Festivals – The cultural precinct will host whole of community festivals showcasing new local and international talent. • Major Performing Arts Organisations - Opera Queensland, the Queensland Ballet, the Queensland Symphony Orchestra and the Queensland Theatre Company will all be able to perform in Cairns without compromising the performance as the facilities provided will meet the scale and standard required. • New media – New media will be aligned with traditional performances.

Queensland Arts & Culture Sector Plan 2010-2013	
Policy, outcome, objective, strategies.	How the identified service requirement meets the governments priorities and outcomes.
<p>Sector Goals The Sector Plan 2010-2013 provides commentary and goals for focus areas for the following sectors.</p> <ul style="list-style-type: none"> • Classical music. • Collections and heritage. • Contemporary music. • Creative communities. • Dance. • Design. • Festivals. • Major Performing Arts Organisations. • New media. • Public art. • Theatre. • Touring. • Visual arts and craft. • Writing. • Youth arts. 	<p>The outcomes of the Cultural Precinct meet the goals of all sectors of the Cultural Sector Plan 2010-2013.</p> <ul style="list-style-type: none"> • Public art – The cultural precinct will provide a significant level of public art. • Theatre – audience and community engagement, appreciation, and education will be developed through creative marketing, programming and performance. • Touring – the cultural precinct will meet the needs of the Touring Strategy by engaging the community and developing programs for touring shows with the community. • Visual arts and craft – The cultural precinct will provide high quality exhibitions for the visual arts and craft. It will also provide a platform for a sustainable and strong indigenous arts and crafts industry. • Writing – The cultural precinct will promote creativity through thought provoking performance, exhibits or art. Through state and local government initiatives the creativity can be harnessed to inspire new generations of Queensland writers. • Youth arts – The Cultural Precinct will place a high importance on the creation of children and youth orientated performance, festivals and exhibitions. This will promote participation and creativity at a young age that develops life skills and career development.

2.3.4.2 Artbeat: Regional Arts & Culture Strategy 2010-2014

In section 2.6 we outlined the vision and high level policies of Arts Queensland. The following tables align the outcomes sought of SASR report with the vision, principals and goal of the Artbeat: Regional Arts& Culture Strategy 2010-2014.

Artbeat: Regional Arts& Culture Strategy 2010-2014	
Vision, principals and goals	How the identified service requirement meets the governments priorities and outcomes.
<p>Vision Statement</p> <p><i>Arts and culture are at the heart of regional communities, growing creativity and building connection and a sense of identity and place.</i></p>	<p>The Cultural Precinct will be a civic place that is designed to become the heart of the community developing a sense of place. It will be a place where a community identifies its cultural heritage and diversity through participation in the arts and through recognition of Far North Queensland's unique identity.</p>
<p>Goal 1</p> <p><i>Stronger communities</i></p> <p><i>Use arts and culture to build stronger regional communities — socially, culturally, economically and environmentally</i></p>	<ul style="list-style-type: none"> • The Cultural Precinct help the community of Cairns and Far North Queensland thrive and prosper. It will make an important contribution to the regions economy through cultural tourism, creation of job opportunities and development of creative businesses. The meaning, stimulation and enjoyment the community will derive from participating in arts and culture will help build community cohesion and make the region better places to live through improving cultural vitality. The Cultural Precinct will celebrate, preserve and engage with local heritage, stories and traditions that will develop a community's shared sense of identity and belonging. • At a time when the FNQ community is experiencing difficulties through an economic downturn the cultural precinct will provide arts and culture that will be a positive and creative way of addressing wide-ranging social, cultural, economic and environmental issues at the local level and promoting resilience and wellbeing.

Artbeat: Regional Arts& Culture Strategy 2010-2014	
Vision, principals and goals	How the identified service requirement meets the governments priorities and outcomes.
<p>Goal 2</p> <p>Participation.</p> <p><i>Provide opportunities for a diverse range of people in regional communities to participate in arts and culture in ways that are meaningful and enjoyable for them.</i></p>	<ul style="list-style-type: none"> • The Cultural Precinct will encourage people to choose to take part in a diverse range of arts and cultural experiences through engaging with the community to develop programs and events that stimulate interest and participation. • The Aboriginal and Torres Strait Islander community will be encouraged to promote their cultures through performance and exhibition that are sensitive to their respective cultural identity and foster participation from all sectors of the community. • The cultural precinct will be home to many festivals that are held in a place of civic importance and have community sense of place that promotes opportunities for participation and celebrates the heritage and diversity of Far North Queensland.
<p>Goal 3</p> <p>Arts and cultural practice</p> <p><i>Support artists, arts and cultural workers, organisations and regional communities in the development, presentation, delivery and distribution of high quality arts and cultural products, processes and services.</i></p>	<ul style="list-style-type: none"> • The Cairns Cultural Precinct will provide venues suitable for touring initiatives that will broaden the opportunities for career and skills development opportunities for young and emerging performers. • The cultural precinct will provide long-term viability sustaining and growing arts and culture in the FNQ community ensuring people living in the region have support to create work that has a profile locally and beyond.

Artbeat: Regional Arts& Culture Strategy 2010-2014	
Vision, principals and goals	How the identified service requirement meets the governments priorities and outcomes.
<p>Goal 4 Skills, knowledge and networks.</p> <p><i>Develop skills, knowledge and networks in regional communities to support creative practice and the delivery of arts and cultural programs and activities.</i></p>	<ul style="list-style-type: none"> • The Cultural Precinct will support and develop the James Cook University undergraduate and post graduate students in New Media Arts, Creative Industries and Multimedia Journalism. It will also support the Tropical North Queensland TAFE students through vocational training in visual arts, crafts and media. • The Cairns Cultural Precinct will provide a focal point for training and skill development in arts and will promote career development from an early age.
<p>Goal 5 Creative spaces and places</p> <p><i>Support the development of spaces and places that contribute to a vibrant arts and cultural life in regional communities.</i></p>	<ul style="list-style-type: none"> • The Cultural Precinct will provide physical spaces in that may include, public space, galleries, museums, performance venues, places to rehearse, libraries, etc., that will all contribute to the vibrancy of arts and cultural life in Far North Queensland. • In addition, the internet and other emerging digital platforms are will be encouraged in programs or exhibitions held at the cultural precinct as a way of creating and presenting work and delivering services.

2.3.4.3 Aboriginal and Torres Strait Islander Arts Policy 2009–2013

In section 2.6 we outlined the vision and high level policies of Arts Queensland. The following tables align the outcomes sought of SASR report with the vision, principals and goal of the Aboriginal and Torres Strait Islander Arts Policy 2009–2013.

Vision

The vision for this policy document is stated as follows:

This strategy supports opportunities for Aboriginal and Torres Strait Islander artists and communities to develop and enhance their skills, share their talents, develop their unique art forms and keep telling the stories. In our vision, traditional and evolving contemporary Aboriginal and Torres Strait Islander arts and cultures are acknowledged, valued, preserved, promoted, developed and celebrated.

Aboriginal people and Torres Strait Islanders are acknowledged as a central part of Australian arts and culture, keeping Indigenous arts and cultures alive and vibrant, and providing invaluable insights into Indigenous Australian culture. Aboriginal and Torres Strait Islander arts and cultures are embraced by Queenslanders as a rich and central part of our history and our contemporary cultural life, and as an expression of our uniqueness as a state and as a nation.

Aboriginal and Torres Strait Islander people and communities practise their arts and cultures with pride, and experience the spiritual, community, cultural and economic benefits that flow from strong connection with culture. The quality of work produced in Queensland is acknowledged and celebrated, and sustainable cultural enterprises generate strong financial returns to Aboriginal and Torres Strait Islander artists and their communities. Aboriginal and

Torres Strait Islander artists and cultural workers in all art forms are acclaimed locally, nationally and internationally.

We also share the Queensland Government's vision for Aboriginal and Torres Strait Islander Queenslanders to have their cultures affirmed, heritage sustained and the same prospects for health, prosperity and quality of life as other Queenslanders.

Key Action Areas to achieve this vision is as follows;

1. Raise cultural awareness and knowledge.
2. Support arts development and promotion.
3. Support Aboriginal people and Torres Strait Islanders to protect and strengthen culture.
4. Increase employment and training in the arts and cultural sector.

The following tables will align the outcomes sought of this SASR report with the identified Key Action Areas listed in the policy document.

Aboriginal and Torres Strait Islander Arts Policy 2009–2013	
Key Action Areas	How the identified service requirement meets the governments priorities and outcomes.
<p>1. Raise cultural awareness and knowledge.</p> <p><i>Aim: To recognise and celebrate the contribution of Aboriginal and Torres Strait Islander arts and cultures to Queensland.</i></p>	<p>The development of the Cairns Cultural Precinct with new civic space, performance and museum facilities will promote Aboriginal and Torres Strait exhibits of arts and culture fulfilling the following objectives of this key action.</p> <ul style="list-style-type: none"> • Increase recognition and value of Aboriginal and Torres Strait Islander arts and cultures. • Increase participation in and awareness of Aboriginal and Torres Strait Islander arts and cultures. • Promote understanding and appreciation of Aboriginal and Torres Strait Islander arts and cultures. • Support the work of Aboriginal people and Torres Strait Islanders in connecting young Indigenous people with their arts and culture. • Support all children and young people in Far North Queensland gain an appreciation and understanding of Aboriginal and Torres Strait Islander arts and cultures. <p>As the facilities will be collocated and developed with a sense of community place all non-indigenous sectors of the community will relate to the Aboriginal and Torres Strait community not as being from a different community, but as being part of one all encompassing and diverse community promoting reconciliation.</p>
<p>2. Support arts development and promotion</p> <p><i>Aim: To support a vibrant and sustainable Aboriginal and Torres Strait Islander arts industry.</i></p>	<p>The Cultural Precinct will develop a vibrant and sustainable Aboriginal and Torres Strait Islander arts industry through;</p> <ul style="list-style-type: none"> • Fostering engagement with the young indigenous community through learning, skill development and participatory programs. • Exhibiting and celebrating inspiring examples of indigenous arts and crafts that inspire future generations.

Aboriginal and Torres Strait Islander Arts Policy 2009–2013	
Key Action Areas	How the identified service requirement meets the governments priorities and outcomes.
<p>3. Support Aboriginal people and Torres Strait Islanders to protect and strengthen culture.</p> <p><i>Aim: To support Aboriginal and Torres Strait Islander wellbeing and social cohesion resulting from a strong connection with culture and heritage</i></p>	<p>The Cultural Precinct will support Aboriginal people and Torres Strait Islanders to protect and strengthen culture by;</p> <ul style="list-style-type: none"> • Providing opportunities for cultural retention through traditional and contemporary forms of expression. • Support Aboriginal and Torres Strait Islander arts and cultural programs and events. • Support Aboriginal and Torres Strait Islander communities in the revival, reclamation and maintenance of Indigenous languages through specialise festivals, performance or exhibits encouraging participation.
<p>4. Increase employment and training in the arts and cultural Sector.</p> <p><i>Aim: To support skills development and employment opportunities as a means of building the economic independence of Aboriginal and Torres Strait Islander people and communities</i></p>	<p>The Cultural Precinct will increase employment and training in the arts and cultural sector for the Aboriginal and Torres Strait Islander community by;</p> <ul style="list-style-type: none"> • Provide education and training opportunities for Aboriginal and Torres Strait Islander artists and arts and cultural workers. • Providing appropriate career pathways for Aboriginal and Torres Strait Islander artists and arts and cultural workers. • Assisting Aboriginal and Torres Strait Islander artists and arts and cultural workers to develop the skills necessary to build and maintain successful arts businesses. • Increasing employment opportunities for Aboriginal people and Torres Strait Islanders across the Arts Portfolio.

2.3.4.4 Coming to a Place Near You – Touring Strategy 2009–2014

The following tables align the outcomes sought of SASR report with the vision, principals and desires outcomes of the Touring Strategy 2009–2014.

Touring Strategy 2009–2014	
Key Action Areas	How the identified service requirement meets the governments priorities and outcomes.
<p>Vision</p> <p>By 2014, Queensland performing arts touring will be a demand driven culture which:</p> <ul style="list-style-type: none"> • Values ongoing consultation with Queensland audiences, communities, the arts sector and schools to inform touring programming considerations. • Delivers high quality, diverse arts and cultural experiences for Queensland audiences. • Simplifies touring systems and processes. • Develops new knowledge and ideas within the sector and the community about arts touring. <p>Principals</p> <ul style="list-style-type: none"> • Identify the best ways to support Queensland’s Indigenous artists and audiences through performing arts touring. • Recognise the diversity of Queensland’s population in the creation and selection of touring product. • Provide effective, efficient and responsive Queensland performing arts touring services. <p>Outcomes</p> <ul style="list-style-type: none"> • Increased participation by Queenslanders in arts touring selection and delivery. • Increased audiences for Queensland touring services, presenters and products. • Increased partnerships and development initiatives for arts touring. 	<p>The development of the Cairns Cultural Precinct will meet the vision, principals and desired outcomes of the Touring Strategy by;</p> <ul style="list-style-type: none"> • Developing new state of the art facilities and a sense of civic place that attracts audiences and increases participation in performing arts, festivals, cultural heritage appreciation and other community events. • Developing event and programming initiatives through community engagement that will include market based research to understand regional audience demands and preferences. • Increased audiences and participation will be made possible by providing seating capacities in line with touring performances commercial needs and community demand. • The development of the cultural precinct will enable CRC to further enhance existing and develop new partnerships with touring groups that previously could not perform in Cairns due to the condition of the performing arts facilities. • The cultural precinct will provide an Indigenous community focal point whereby Indigenous artists and performers can be encouraged, supported.

2.3.4.5 Queensland Museum Strategic Plan 2009–2013

The below table aligns outcomes sought of SASR report with the vision, mission, priorities and goals of the Queensland Museum Strategic Plan 2009-2013.

Queensland Museum Strategic Plan 2009-2013	
Vision / Mission / Priorities	How the identified service requirement meets the governments priorities and outcomes.
<p>Vision An accessible and valued museum of international standing exploring Queensland's unique scientific, cultural and natural landscape.</p> <p>Mission QM's mission is to enrich and enliven Queensland communities. The QM network is uniquely positioned to contribute to the development of communities in Queensland through the power of learning from objects, collections and museum visitor experiences. Rich, lively communities have a strong sense of identity and connection to their heritage, their environment and to each other. They take pride in their past, actively explore the present and strive to create a better future. They are continuously learning. They understand the global context in which they live and take pride in sharing their unique stories and natural landscape with other communities. In achieving its mission QM will strengthen social cohesion in Queensland communities and create economic benefit.</p> <p>Priorities</p> <ol style="list-style-type: none"> 1. Have QM recognised and resourced as a museum of international standing. 2. Deliver valued museum products and services to all Queensland communities derived from QM's research and collection strengths. 3. Enhance community identity, capability and cohesion and build QM capability. 4. Strategically manage QM's collection and knowledge management systems to improve access, targeted development, storage, conservation and documentation. 5. Secure funding for QM infrastructure priorities to ensure a stable network of museum operations across the State 	<ul style="list-style-type: none"> • The Cairns regional museum will reflect the rich cultural heritage of the community of Far North Queensland through flexible integrated space for collections, exhibits and interactive activity centres for knowledge generation and dissemination of ideas. • The Cairns regional museum will encourage participation and in the regions cultural heritage enriching lives through knowledge building. • A sense of community and place will be developed from the knowledge and experience the Cairns museum will provide the community. • The Cairns regional museum will offer QM an opportunity to position its research, collections and exhibits to a wider global audience due to the 650,000 international visitors that Cairns enjoys per year therefore enhancing QM's international standing. • The Cairns regional museum will offer a high level of valued museum products and services to the community of Far North Queensland. • The Cairns regional museum will provide opportunities for students and members of the public to volunteer and participate. It will also forge relationships with JCU, schools, TAFE, and business. • The Cairns regional museum will provide QM access to a wider range of research from a regional perspective to deliver a better understanding of key global issues from climate change to nature conservation, cultural awareness and community harmony.

2.3.4.6 Arts Culture & Me: Children and Young People in the Arts Action Plan 2008–2011

The following table align the outcomes sought of SASR report with the vision, principals and platforms of the arts, culture & me action plan.

Arts Culture & Me: Children and Young People in the Arts Action Plan 2008–2011	
Vision / Principals / Platforms	How the identified service requirement meets the governments priorities and outcomes.
<p>Vision To inspire a passion for the arts that will last a lifetime.</p> <p>Principals</p> <ul style="list-style-type: none"> • Respect the rights of children and young people to access and design arts and cultural experiences that enrich their lives. • Value the aspirations, interests and achievements of children and young people. • Engage children and young people in decisions that affect their experiences of arts and culture. • Recognise the important role of mentors, families and educators in the lives of children and young people. • Recognise the local context of communities in designing programs and strategies. • Respect the role and contribution of arts and cultural organisations and artists engaging with children and young people. <p>Platforms</p> <ul style="list-style-type: none"> • Creative Spaces • Creative producers and participants • Creative citizens • Creative pathways • Creative generators 	<ul style="list-style-type: none"> • The Cairns cultural precinct will enable children and young people to access safe and welcoming spaces to experience, create and present art in all its forms. • The Cairns cultural precinct will encourage and enable children and young people to experience the arts in active ways as creators and participants, and promote their creative achievements. • The Cairns cultural precinct will provide opportunities for children and young people to develop their creativity as an essential life skill by connecting the arts, training and education sectors. • The Cairns cultural precinct will support children and young people to develop their arts practice and build careers in the arts. • The Cairns cultural precinct will strengthen the network of professional arts and cultural organisations to support children and young people’s participation in arts and culture now and in the future. • All of the above will be made possible through collocated integrated civic space, performing arts facilities and museum and galleries delivered to the community of Far North Queensland in a safe, accessible and appealing location.

2.3.5 Queensland Tourism Strategy: A ten year vision for sustainable tourism – 2006-2016

Tourism contributes approximately 19% to the Far North Queensland Regional Product (GRP) and therefore consideration to Government tourism strategy and policy is important in the context of development in Cairns or the region. The following table aligns the outcomes sought of SASR report with the vision, principals and platforms of the Queensland Tourism Strategy 2006-2016.

Queensland Tourism Strategy 2006-2016	
Vision / Principals / Platforms	How the identified service requirement meets the governments priorities and outcomes.
<p>Vision - A flourishing Queensland tourism industry by 2016 that:</p> <ul style="list-style-type: none"> • Showcases Queensland as a leading, vibrant and innovative tourism destination. • Delights visitors with enriching, enjoyable and exciting visitor experiences that are distinctly 'Queensland'. • Generates business growth and profitability, creates jobs, and stimulates the growth of the Queensland economy. • Enriches the lifestyles of Queensland communities. • Celebrates and protects our Queensland culture, heritage and our magnificent natural environment. • Champions an industry-wide culture of partnership and mutual respect. <p>Goals</p> <ul style="list-style-type: none"> • Increase visitor expenditure in Queensland. • Increase visitor expenditure in all Queensland destinations. • Increase the value of tourism to Queensland. • Maximise sustainable tourism growth for the social and environmental benefit of all Queenslanders. <p>Themes</p> <ul style="list-style-type: none"> • Coordination, partnerships and community engagement. • Investment infrastructure and access. • Workforce development. <p style="text-align: right;"><i>cont'd o/page</i></p>	<ul style="list-style-type: none"> • The Cairns cultural precinct will create a new cultural perspective of Far North Queensland and become a new destination for the 2 million tourists that visit FNQ each year complimenting the natural environment elements of the region that showcase Queensland. • The cultural precinct will provide innovative opportunities to capture the cultural tourist market through use of civic space and other flexible spaces. • The tourist will be provided with a cultural experience that will enrich the experience of visiting the Far North Queensland region. • The cultural precinct will stimulate jobs, business growth and profitability through new public services and through direct and indirect suppliers. • The cultural vitality of the region will be improved enriching the lifestyle of the regional community. • The cultural precinct will encourage tourists to increase expenditure through staying longer to enjoy performances or to participate in festivals. • The cultural precincts outcomes will celebrate, protect and present the Queensland cultural heritage and natural environment through exhibits, performance and festivals.

<ul style="list-style-type: none">• Developing and marketing a Queensland style visitor experience.• Natural environment and culture.• Future insights and research.	<ul style="list-style-type: none">• The cultural precinct will partner with Tourism Queensland and regional and local tourism providers and business to ensure the tourist and local community maximise their respective enjoyment and benefit from the precinct promoting a mutual respect between levels of government, business, tourist and the community.
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2.4 Cairns Regional Council – Policy & Strategy Alignment

The following table align the outcomes sought of SASR report with the vision, policy and strategies of Cairns Regional Council.

Cairns Regional Council	
Vision / Goals	How the identified service requirement meets the governments priorities and outcomes.
<p>Cairns Corporate Plan – Vision statements. <u>We will grow and embrace distinctive and vibrant communities:</u></p> <ul style="list-style-type: none"> We value the individuality and character of our rural and urban communities and seek to maintain our relaxed tropical lifestyle. We will work with our diverse community groups to flourish together and plan our communities, suburbs, neighbourhoods and town centres to be attractive places for us to live, work and for tourists to visit. <p><u>We will be creative:</u></p> <ul style="list-style-type: none"> We encourage and support creativity in all its forms. We undertake this by creating opportunities, new jobs and innovative ways of delivering services or by enriching our communities through art, music, sport, celebrations and festivals. <p>CRC Cultural Plan – Vision Statement</p> <ul style="list-style-type: none"> To be a more vibrant, progressive and collaborative community, working together to achieve greater local, national and international recognition for the unique and culturally diverse artistic excellence of our region and its distinctive, tropical lifestyle. 	<ul style="list-style-type: none"> The outcomes of the cultural precinct will develop a more vibrant community through presenting opportunities to participate in the arts, cultural heritage and community festivals in a collocated civic place that provides the community with a sense of identity and altogether increases cultural vitality. The development of a cultural precinct offers the mechanisms through which a community’s cultural vitality is increased through inclusion, participation, understanding and pride therefore enriching the community culture and social capital. The educational aspects of the cultural precinct will help build communities and a sense of belonging helping to keep skilled young people in the region. The immediate and secondary employment benefits for students of the arts offered by a cultural precinct will also assist in mitigating the loss off skilled young people from the region as well as compliment the universities growing range of arts courses. The new cultural precinct will promote higher levels of participation through providing more attractive facilities and presenting a more culturally diverse program. The Cultural precinct will present multicultural festivals representative of the diverse FNQ community.

Cairns Regional Council	
CRC Cultural Plan – Outcome Strategy	How the identified service requirement meets the governments priorities and outcomes.
<p><u>Festivals & Events</u></p> <ul style="list-style-type: none"> Commit to enhancing the quality of the festival program, including Festival Cairns and Port Douglas Carnival. 	<ul style="list-style-type: none"> The cultural precinct will offer a centrally located civic space to host cohesive vibrant year long festival programs that provides a platform for varied experiences for a community to come together and celebrate its cultural identity.
<p><u>Cultural Facilities</u></p> <ul style="list-style-type: none"> Plan and construct a Regional Performing Arts Centre and support the State Government in establishing a Regional Museum. Implement best practice planning and management of Council's cultural venues & facilities. Support arts practitioners in securing additional space for their activities. 	<ul style="list-style-type: none"> The cultural precinct will include performing arts venues and a regional museum. The new facilities will enable CRC to implement modern operation and management strategies and practices through the provision of 21st century infrastructure.
<p><u>Cultural Tourism</u></p> <ul style="list-style-type: none"> Seek increased strategic marketing and promotion of Tropical North Queensland as a cultural destination of national & international standing. Support the development of tourism product unique to the region. 	<ul style="list-style-type: none"> The cultural precinct will provide a focus for the cultural tourist and will provide a new destination for strategic marketing that will compliment the natural heritage marketing campaigns for the region. The cultural precinct will showcase the unique cultural heritage of Far North Queensland through festivals, performance and exhibition.
<p><u>Cultural Development</u></p> <ul style="list-style-type: none"> Ensure adequate resources and arrangements are in place for the provision of Community Cultural Development products and services, in the region. 	<ul style="list-style-type: none"> The cultural precinct will provide greater opportunities for the community to participate in the arts that will build capacity through cultural and artistic engagement.
<p><u>Arts Industry Development</u></p> <ul style="list-style-type: none"> Support the growth and development of the region's arts industry. 	<ul style="list-style-type: none"> The cultural precinct will provide a platform for local and state wide creative industries with more opportunities to participate and grow. The development and retention of local skilled workforce will be enhanced through better standard facilities and more diverse arts programs.

Cairns Regional Council	
Outcome Strategy	How the identified service requirement meets the governments priorities and outcomes.
<p>Urban Vitality and Suburban Improvement</p> <ul style="list-style-type: none"> Develop strong, vibrant centres that embrace our cultural diversity 	<ul style="list-style-type: none"> The cultural precinct will be a centrally located civic space that provides the community a sense of place and identity. Collocation of facilities such as performing arts and a regional museum will maintain activation and vibrancy of the precinct. The precinct will present the unique cultural heritage of Far North Queensland that differentiates the region and celebrates its diversity.