

appendix 8 – SASR (Excluding Appendices)

Cairns Cultural Precinct

Strategic Assessment of Service Requirements

Prepared for Cairns Regional Council

May 2011

contents

Executive Summary.....	3
Background	7
1.0 Introduction.....	9
1.1 The Project Assurance Framework	9
1.2 Cairns in Context	10
2.0 The Identified Needs & Opportunities	13
2.1 Cultural Need	13
2.2 Existing Cultural Infrastructure in Cairns	15
2.3 Drivers of the Need for Change in Cultural Infrastructure	25
2.4 Stakeholder Engagement & Research	30
2.5 Defining the Outcome Sought	43
2.6 Benefits of the Outcomes Sought	45
2.7 Measuring the Outcomes	50
2.8 Alignment with Government Policies, Guidelines, Strategies & Plans	51
3.0 Scope Development and Assessment	53
4.0 Options Analysis.....	56
4.1 Outline Options	56
4.2 Assessment of the Options	58
4.3 Detailed Option Summary	63
5.0 The Next Stage – Preliminary Evaluation.....	64
6.0 Bibliography	66
7.0 Appendices.....	68

Executive Summary

The Cairns Regional Council is aware that the current infrastructure in Cairns, to support a culturally vibrant community, is inadequate. It wishes to invest, with the support of the State and Commonwealth governments, in works that rectify this shortcoming.

Options have been considered to achieve the desired outcomes, including new performing arts facilities and a museum, collocated in a Cultural Precinct. The delivery of these works is now being assessed in accordance with the State Government's Project Assurance Framework (PAF).

The Council has appointed Savills Project Management to research the inputs required for and to prepare the first three reports required under the PAF.

This report, the Strategic Assessment of Service Requirement, is the first report and it:

- identifies the need for new facilities and the opportunities that are available,
- scopes the outcome(s) sought,
- identifies the potential solutions to achieve the outcomes, and
- provides a detailed plan and budget for conducting a Preliminary Evaluation of the potential solutions.

The Need

A community requires "places" of cultural importance including:

- A meeting place where members of a community or visitors can gather for social or cultural activities.
- A place where the community can participate and enjoy the performing arts.
- A place where a community's cultural identity and heritage can be displayed.

In Cairns:

- There is no central meeting place for the community.
- The major performing arts centre. The Civic Theatre, does not meet the reasonable needs of a regional city and its surrounds;
 - It is too small in terms of both seating (669 vs 1,000 in most regional cities) and staging;
 - Does not meet current basic building design standards; and
 - Lacks the facilities and equipment to stage many productions that are normally staged in a regional city.

- There is no major museum, although the area has a rich and diverse history.

Even with its restricted seating and poor facilities the Cairns Civic Theatre is able to attract approximately 100,000 attendees a year, which compares very favourably with other regional cities with larger, far better equipped, facilities. This strong support of an inferior facility clearly shows that there is high demand for a performing arts centre in Cairns.

Cairns has other small performing arts venues, such as the Tanks Art Centre, the JUTE Theatre and the Rondo Theatre. These smaller facilities meet the needs of specific target audiences, but do not meet the broader needs of the community.

There are over 40 small museums in the region, generally run by volunteers that reflect the wealth of material that is available. These scattered facilities do not allow the full extent of the community's rich cultural heritage and identity to be displayed in an accessible location. There is a need for a major regional facility with integrated spaces, activity centres for knowledge generation and the dissemination of ideas, and spaces for social integration.

Key stakeholders have been interviewed through several studies, the latest this year, in relation to the performing arts complex. The key findings include:

- Most users of the Cairns Civic Theatre are not satisfied with the facilities, particularly the major touring users.
- There is a category of organisations that require a facility with approximately 1,000 seats.
- There is another category which prefers a smaller facility, with a seating capacity of up to 500.
- There are a range of configurations and equipment levels required to meet hirer needs in a performing arts complex.

Positive Solutions, which undertook studies in 2002, has done similar work in comparable communities in Australia and overseas. It has advised that in nearly all instances there is a similar result, namely for facilities to accommodate:

- up to approximately 500 seats for local groups, and
- 1,000 + seats for touring groups, larger local groups and schools.

A summary of its findings is in Appendix I.

Focus groups were also held to consider the need for a museum. There is strong support for a museum and in particular community participation in the appreciation of the region's history.

Based on the findings from this research, there is a compelling argument that the proposed facilities for a Cultural Precinct are required to meet the needs and expectations of the Cairns regional community.

There is also a strong argument that these facilities are needed to support the local tourism industry which underpins the Cairns economy. Tourism is a very competitive industry, particularly the international market which is critical to the Cairns economy. Cairns needs a wide range of tourism product to maximise its ability to attract and hold tourists in the region. The museum will be a strong driver of tourism activity to the area, reflecting the dynamic and complex community, particularly the indigenous communities, and their rich history.

Tourists, particularly international tourists, rarely travel to a destination for one reason. It is the cumulative pull of numerous attractions that finally results in the “travel to” decision. The museum will be one of the decision drivers for Cairns tourism.

Tourism Queensland has highlighted the need to develop tourism product that lengthens the stay and increases the “spend” of tourists who come to Queensland. Quality entertainment at the performing arts complex will achieve this objective.

As an example of the potential for cultural tourism, Arts Nexus in its Cultural Tourism Strategy for Tropical North Queensland (2009) has shown that there is potential for over 145,000 visitors per annum to attend performing arts activities in TNQ and 309,000 to visit museums and art galleries. Cairns, as the major tourism centre in TNQ, should, with the right facilities, attract the major share of this potential audience.

There is a strong need for these facilities to support Cairns tourism and the local economy.

Further, Cairns is the centre of the much wider Pacific Rim community that is generally poorly serviced in relation to cultural facilities. The Cairns Cultural Precinct has the potential to attract a much wider audience with Cairns becoming a cultural hub in this wider community.

In summary, there is a need in Cairns for new performing arts facilities and a museum to:

- meet the basic needs of the local community;
- support tourism; and
- establish Cairns as a cultural hub for the Pacific Rim.

Outcomes & Benefits

The broad outcomes sought from this project are:

- A significant improvement in the cultural vitality – community education, engagement and employment - of the Cairns region.
- Additional tourism revenue into the Cairns economy.
- The development of Cairns as a cultural hub for the Pacific Rim which in turn will further support the Cairns economy.

Government Policies

The proposed facilities and outcomes align with and support the objectives of at least 30 local, state and commonwealth government policies, in a range of areas including, cultural, economic, tourism, employment and planning.

Potential Solutions

Having established the desired outcomes for this project, three potential options have been identified, namely:

- Option A – Base Case (maintain the Status Quo).
- Option B - Upgrade the Civic Theatre.
- Option C - Develop a new performing arts complex and museum as a “cultural precinct”.

The assessment contained herein clearly shows that development of new facilities (Option C) is the only option that meets the required outcomes.

Potential Attendance

As noted above a major Performing Arts centre in Cairns should attract the major share of the potential tourism market of 145,000 per annum, say at least 72,500 (50%). An average of 49.6% of Queenslanders attend at least one performing arts event per annum (Australian Bureau of Statistics, *4114.0 Attendance At Selected Cultural Venues and Events 2009-10, Australia*), which if applied to the population of the Far North Statistical Division (281,000) means that there is a potential local audience of 140,500 i.e. a total potential audience of 213,000. Attendance projections will be reviewed in detail in the PE.

Site Selection

Several sites have been considered for the new Cultural Precinct and the Queensland Government has supported Council’s selection of the preferred site at Ports North.

Preliminary Evaluation

This Strategic Assessment of Service Requirements demonstrates a strong case for consideration of the Cairns Cultural Precinct to meet the arts and cultural needs of the Cairns community.

The next stage of the PAF is to undertake a Preliminary Evaluation (PE) of the potential solutions. From the work in this SASR it has been shown that additional facilities are required at the Ports North site. The PE will therefore cover the assessment of the most appropriate number of seats, size and specifications for the facilities that will best achieve the desired outcomes, and provide value for money for all levels of government.

Background

It has been recognised for over a decade that the current cultural facilities in Cairns do not meet the needs of the community. Several reports and studies have been prepared in relation to this including:

• Cairns Civic Theatre Extensions – A Development Plan	Peddle Thorp Cleland Pty Ltd.	1994
• Cityport Heritage Precinct Proposal	Cox Rayner.	1999
• A Regional Performing Arts Centre for Cairns	Positive Solutions.	2002
• CBD Revitalisation Project Cairns Regional Museum	KPMG in association with Australian Museum Business Services.	2003
• Cairns Regional Performing Arts Centre – Site Selection Study	Connell Wagner.	2003
• Cairns Regional Performing Arts Centre Regional Economic Impact Report	Cummings Economics.	2005
• The Cairns Cultural Hub – Phase 1 Report	Cox Rayner.	2006
• Cairns Cultural Precinct Planning Report	Department of Public Works Project Services, Architectus, Total Project Group, Positive Solutions & CRC.	2009
• Cairns Cultural Precinct Development – Economic Impact Study	AEC Group	2009
• Cairns Regional Council Cultural Plan Strengthening our Cultural Vitality 2009-2014	Cairns Regional Council	2009
• Cairns Community Plan 2011-2031	Cairns Regional Council	2011
• Stakeholder Group consultations	Cairns Regional Council	2011

Based on this work the State Government and Council determined that the most appropriate site for a performing arts complex, museum, and associated public spaces, (the Cultural Precinct) is a site adjacent to the cruise ship terminal, opposite the convention centre – the Ports North site.

The State Government supports Council in investigating the need for the facilities proposed for this precinct and the Premier has made public statements in support of this including:

“Great cities have great places, and great places are the results of great visions...If you just say you are going to do all of the bread and butter things as well as you can, I think you miss the opportunity to say “how do we take ourselves to the next level? How do we do something truly transformational for a city that has so many incredible opportunities likes Cairns does?”

...If you live in regional Queensland arts and culture has to be...just as important to liveability as schools and hospitals and roads. It doesn't matter where you live, you should be able to access arts and culture. It's important to who we are, and it shouldn't be that you only ever see great shows or aspire to seeing a great orchestra if you travel out to bigger centres or capital cities...

...Importantly [the Cultural Precinct] provides the opportunity to provide a whole new destination for visitors from other parts of Queensland, Australia and the world.”

Premier of Queensland: Anna Bligh (Cairns 2010)

In 2010 -11, the State Government allocated \$2.5m to progress detailed planning, including a business case, for the development of the cultural precinct.

The Council has agreed with the State Government that a structured framework is required to quantify the needs for these facilities, clearly present the outcomes sought, and consider the options for delivering the required facilities. This work is being done under the State Government's Project Assessment Framework (PAF). This report is the Strategic Assessment of the Required Services (SASR). It draws together the work previously undertaken to present a clear case to move to the next stage of the PAF – a Preliminary Evaluation (PE).

1.0 Introduction

1.1 The Project Assurance Framework

The Cairns Regional Council is applying to the State and Commonwealth Governments for funding of a proposed Performing Arts Centre, Museum and other facilities in the Cairns Cultural Precinct. For these applications to be considered by government it is required to substantiate the need for the facilities and that the proposed option(s) will meet the identified needs and offer value for money for government. This work is being undertaken in accordance with State Government guidelines, called the Project Assurance Framework (PAF).

The *Project Assurance Framework* (PAF) is the foundation framework for ensuring that project management is undertaken effectively across the Queensland Public Sector, and delivers value for money to the government from its significant investment in project activity.

PAF is a whole of government project assessment process that establishes a common approach to assessing projects at critical stages in their lifecycle. Its aim is to maximise the benefits returned to government from project investments.

The first stage of the PAF is the Strategic Assessment of Service Requirement (SASR). The key activities that are generally undertaken as part of the SASR are to:

- Define the need to be addressed and outcome sought, and identify its contribution to government priorities and outcomes.
- Scope the outcome sought.
- Identify potential solutions to achieve the outcome.
- Develop a detailed plan and budget for the Preliminary Evaluation of the potential solutions which is the next stage of the PAF.
- Seek approval to proceed.

This report documents the work undertaken specifically for the Cairns Cultural Precinct namely:

- Clearly demonstrating the need for the facilities by highlighting the need for a major performing arts centre which is not met by the Cairns Civic Centre.
- Outlining the ways that the proposed facilities will support Council, State and Commonwealth policies.
- Showing that the facilities will meet the needs of stakeholders.
- Considering the options to achieve the desired outcomes.
- Establishing success criteria and measurement.

1.2 Cairns in Context

The following section outlines the geographic, economic and population context for the location of the identified service requirement.

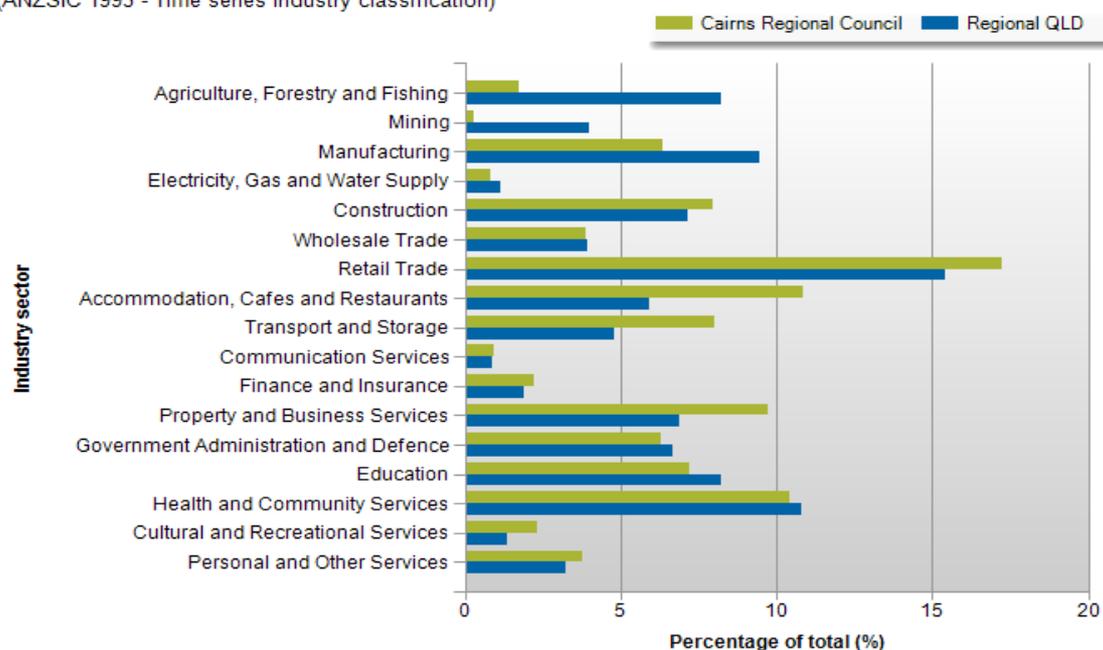
Geographic Context

The city of Cairns is the major Regional City servicing the needs of Far North Queensland (FNQ) . It is also ideally located as a centre to support the cultural needs of the wider Pacific Rim. FNQ includes two World Heritage-listed attractions – the Great Barrier Reef and Wet Tropics rainforests.

Economic Context

The Cairns economy is more heavily reliant on the tourism industry than most other regional cities in Queensland. This is highlighted when considering employment in Cairns compared to the typical employment pattern in regional cities in Queensland, in the table below. Employment in industries related to tourism (Retail; Accommodation; Cafes and Restaurants; Transport; and Cultural and Recreational) is higher than in other regional cities.

Employment by industry sector, Cairns Regional Council and Regional QLD 2006
(ANZSIC 1993 - Time series industry classification)



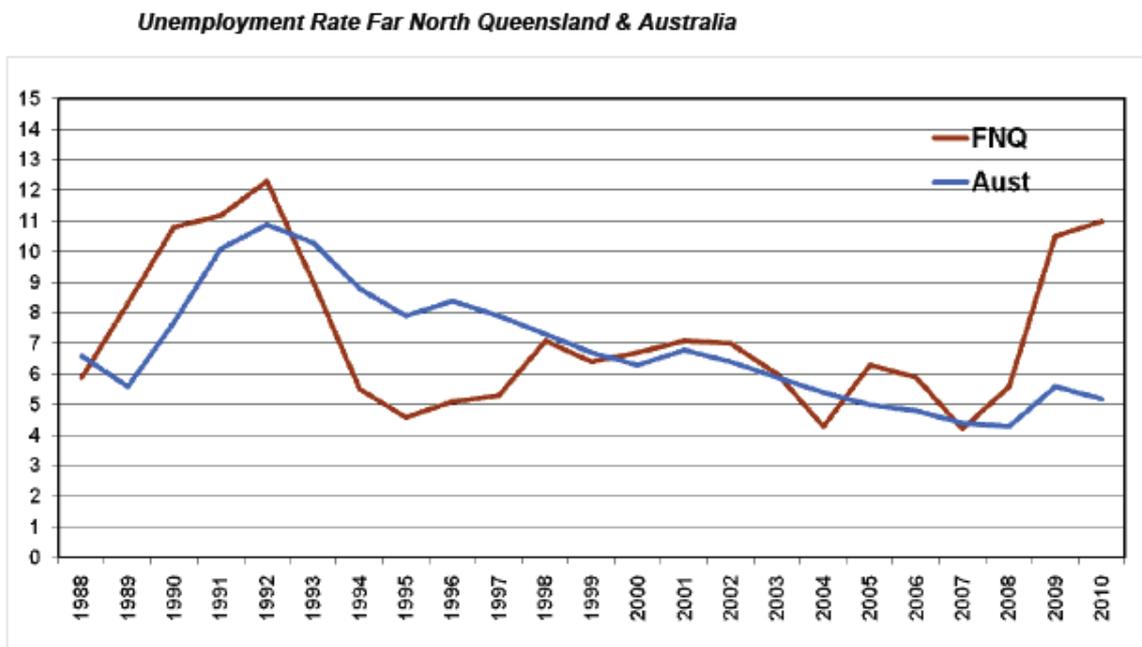
The significance of tourism, and particularly international tourism, means Cairns' economic prospects are heavily influenced by the factors that influence international trade, including the economic outlook, exchange rates and consumer confidence in source markets. As such, the Cairns economy has been adversely affected over the past several years by the global financial crisis, economic downturn and the strength of the Australian dollar.

Significantly weaker international demand has flowed directly through to local economic conditions in the form of job losses, and subsequently to household budgets where lower income and increased uncertainty have affected spending and consumer confidence. The subsequent flow through is to business profitability and confidence.

Current weakness in the Cairns economy is highlighted by the high unemployment in FNQ of 9.4% compared with the Queensland average of 5.5%. (Office of Economic and Statistical Research 20 May 2011)

Employment

Employment in the region, as would be expected with its dependence on the vagaries of the tourism industry, has fluctuated significantly over time. The graph below illustrates that unemployment rates can rise sharply in response to economic downturns and likewise fall below the national average when there is strong economic growth; particularly in the tourism industry. As noted above the unemployment has dropped from its 2010 peak of 11% to 9.4%.



Source: FNQ Regional Road Map

Tourism Economic Facts

As noted already the Cairns economy is heavily dependent upon tourism. Tourism Queensland has published the following Economic figures in a fact sheet dated November 2010 which reflect the significance of the contribution that the tourism industry provides to the local economy.

Tourism in FNQ	<ul style="list-style-type: none"> • Directly employs 18,700 Queenslanders. • Contributes \$1.3 billion to the Queensland economy. • Generates \$775 million annually as an export earner.
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Employment	<ul style="list-style-type: none"> In 2007-08 tourism directly accounted for 18,700 jobs, or 15.3% of direct tourism employment of 122,600 people in the state. Retail trade had the largest share of tourism employment (21.1%), followed by travel agency and tour operator services (19.5%) and accommodation (13.1%).
Gross Regional Product	<ul style="list-style-type: none"> In 2007-08 tourism gross regional product was \$1.3 billion, or 14.2% of the total Queensland tourism gross state product of \$9.2 billion. FNQ Gross Regional Product grew by 2.1% over the previous financial year.
Exports	<ul style="list-style-type: none"> For the year ended June 2010, tourism exports totalled \$775 million from the FNQ, making up 20.1% of total tourism exports of \$3.9 billion for the state.
Tax Revenue	<ul style="list-style-type: none"> In 2007-08, net taxes on tourism products arising from tourism consumption in FNQ raised \$215 million in federal, state and local government revenues, and were 12.4% of total taxes on tourism products of \$1.7 billion for Queensland.
Visitor Expenditure	<ul style="list-style-type: none"> For the year ending June 2010, domestic overnight visitors spent \$1.7 billion and international visitors spent \$775 million.

Population Context

FNQ is a fast growing region in the State with an increase over the last four years of 2.7% compared with the Queensland average of 2.5%. Cairns is growing even faster – 3.3%. (Source: Office of Economic and Statistical Research, *Queensland Government population projections to 2031 – 2011 edition*).

The current populations from the above source are estimated to be: FNQ - 281,000 and Cairns – 173,000

2.0 The Identified Needs & Opportunities

2.1 Cultural Need

Council's Cultural Vitality Responsibility

There is growing worldwide recognition of the important role that culture plays in our lives as it shapes our society and determines how it functions. Cities that are known for their strong sense of identity and heritage are rich in cultural expression and creativity and it is widely accepted that Government support and investment in culture produces numerous social and economic benefits.

Culture can be defined as the range of practices through which a society gives meaning to itself and ultimately expresses its collective cultural identity. A community is therefore defined by how it lives.

'The health of a society is not based on development or progress but based on the presence of cultural vitality'

Source: Fourth Pillar of Sustainability, John Hawkes, 2001.

John Hawkes, author of The Fourth Pillar of Sustainability, states that a society's values provide the basis on which all else is built. These values are expressed through culture defining what we do and what we want to be in the future. In consideration of the above, cultural planning provides a framework to recognise community values and to collaboratively work towards the communities aspirations.

Cairns Regional Council (CRC) recognises its obligations to engage with the community and understands its needs in respect to the provision of the policies, plans and infrastructure that are required to meet the community's cultural needs. CRC has developed the Cultural Plan: *Strengthening Our Cultural Vitality 2009-2014.*

Cairns Regional Council defines Cultural Vitality as:

'The value that Council and its community places on arts and culture, and its ability to respond to the community needs on these matters. This ability is measured by the number of cultural venues and facilities, programs and events that are available, plus the capacity to support arts industry workers, both amateur and professional, indigenous and multicultural groups, youth, and not-for-profit individuals and organisations.'

Another definition of Cultural Vitality has been developed by The Urban Institute of Arts and Culture Indicators Project (ACIP) which is adopted by Arts Queensland as an appropriate authority, and which defines Cultural Vitality as;

'Evidence of creating, disseminating, validating, and supporting arts and culture as a dimension of everyday life in communities.'

The CRC and ACIP definitions recognise arts and cultural participation as valuable and integral to everyday life, community dynamics, and community living conditions.

In other words it significantly contributes to and defines a community's quality of life. It recognises that arts and culture are also resources that come out of communities rather than merely resources that are brought to communities from the outside.

The ACIP definition allows the creation of a measurement framework which communities can use to track and measure cultural vitality. The four overarching measurement criteria which provide an indication of cultural vitality (specifically when benchmarked with other communities) are as follows:

- **Presence** – The existence of all cultural and creative expressions a given community defines and values as community assets.
- **Participation** – The many ways in which people participate in these cultural expressions (as creators, teachers, consumers, supporters, etc.).
- **Impacts** – The participation and contribution of the cultural expressions to the community building outcomes (community pride, stewardship of place, racial tolerance, improved public safety, etc.).
- **Systems of Support** – The resources (financial in-kind, organisational and human) required to bring opportunities for participation in these creative expressions to fruition.

It is the intention of this SASR report to provide government with assurance that the outcomes sought are clearly definable and measurable. As such, the above guidance criteria of measurement of cultural vitality will be an important reference in later sections of this report.

CRC understands that communities that participate in creative and cultural activities are generally healthier as participation increases skill development, social interaction, cultural cohesion and social capital. Benefits of cultural participation positively contribute to the following:

- Catalysing economic development.
- Improving the built environment.
- Promoting stewardship of place.
- Augmenting public safety.
- Preserving cultural heritage.
- Bridging cultural/ethnic/racial boundaries.
- Transmitting cultural values and history.
- Creating group memory and group identity.

2.2 Existing Cultural Infrastructure in Cairns

This section details the current provision of cultural infrastructure, its failings, and summarises the cultural infrastructure needs of the community.

2.2.1 Places of Cultural Importance to the Community

In order to understand the cultural infrastructure needs of the community it is valuable to first understand what ‘places’ of cultural importance should be provided to the community. These places have been identified by CRC as follows;

- **A meeting place where the members of a community or visitors can gather for social or cultural activities.**
- **A place whereby cultures can participate or enjoy the performing arts.**
- **A place whereby a community’s cultural identity and heritage can be displayed.**

The cultural places identified are generally planned and provided by Local Governments in a scale commensurate with existing population and forecast population growth. The following table provides a high level overview of the facilities that may meet cultural ‘place’ requirements.

Requirement	Place
A meeting place where the members of a community or visitors can gather for social or cultural activities.	<ul style="list-style-type: none"> • Civic Centre. • Town Square. • Community Hall.
A place where cultures can participate or enjoy the performing arts.	<ul style="list-style-type: none"> • Performing Arts Centre. • Community Hall.
A place where a community’s cultural identity and heritage can be displayed.	<ul style="list-style-type: none"> • Museum.

In order to assess if a ‘Gap’ exists in the provision of places to meet cultural need it is important to understand the existing situation and facilities / infrastructure currently accessible in the Cairns region.

2.2.2 A Community Meeting Place

Cairns currently does not benefit from an urban destination that can be described as a culturally representative community meeting place.

The following table lists the venues that are used for community festivals and major events along with the failings of each venue. Measures of the impacts on the community through the lack of an appropriate major meeting place are not available. However, it is clear from the table below that current possible meeting places have significant limitations.

Venue	Failings as a community meeting place
<p>Barlow Park</p> <p>The region's major sporting venue managed by Cairns Regional Council.</p>	<ul style="list-style-type: none"> • Not a publically open or accessible facility. • Primarily designed for sports. • Does not promote open and inclusive community ownership. • Not an urban place with linkages to commercial, retail and entertainment precincts.
<p>Fogarty Park</p> <p>Parkland area centrally located close to the Esplanade.</p>	<ul style="list-style-type: none"> • Parkland that serves as entertainment space. • Inadequate cover and amenities. • Not an urban place with linkages to commercial, retail and entertainment precincts.
<p>Munro Martin Park</p>	<ul style="list-style-type: none"> • Primarily a parkland. • Not an urban place with linkages to commercial, retail and entertainment precincts.
<p>City Place</p> <p>Small centrally located urban plaza that is planned to be dissected by the State Government initiative of developing a bus route through Lake Street.</p>	<ul style="list-style-type: none"> • To be dissected by the State Government initiative of developing a bus route through Lake Street. • Small and poorly participated as a community meeting place.

2.2.3 Existing Performing Arts and Entertainment Infrastructure

Prior to examining the existing Performing Arts and Entertainment Centres of Cairns it is important to consider the functions, characteristics and services that Performing Arts and Entertainment Centres or Cultural Facilities provide.

Performing Arts and Entertainment Centres should have the following characteristics;

- **Multi art-form:** they present and nurture activity across a range of art forms and media, often spanning both performing and visual arts.
- **Range of facilities and activities:** they include a range of spaces for preparation and presentation of work, often (but not always) incorporating performance space, exhibition areas, workshops, rehearsal and meeting rooms.
- **Mix of hires and proactive program:** they accommodate both professional touring work and locally-generated amateur or 'pro-am' activity.
- **Active participation:** they encourage attendance at events, but also direct engagement through volunteerism or special projects.

- **Community-wide engagement:** they frequently are required to fulfil a community-wide remit, rather than appealing only to those who are already arts-interested.
- **Partnerships:** they often develop their activities through a range of external partnerships, with cultural, other community, educational, and business organisation.

Within Cairns, existing cultural and entertainment infrastructure includes:

- Cairns Civic Theatre.
- Tanks Art Theatre.
- JUTE Theatre at the Centre for Contemporary Arts (CoCA).
- Cairns Little Theatre (the 'Rondo Theatre').

2.2.3.1 The Civic Theatre

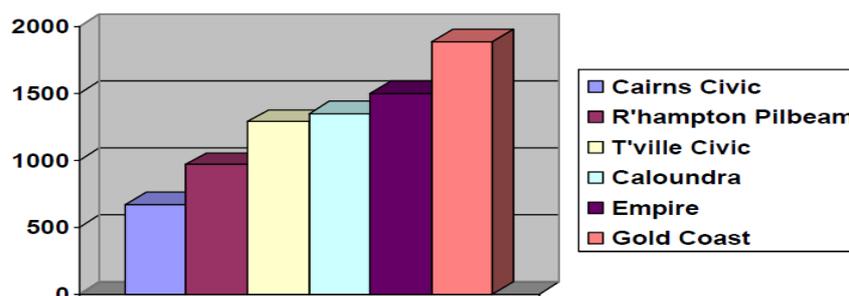
The Civic Theatre is a 669-seat performing arts venue purpose-built in 1974 and was the first regional community owned theatre in Queensland. It is operated by CRC and presents professional touring product, entrepreneur's productions, and is available for hire by a range of cultural, educational, entertainment and other users. It is an established and popular regional theatre venue, but is limited by outdated functionality, poor technical infrastructure, inadequate front-of-house and support services. Plans for replacement of the Civic Theatre or addressing its limitations have been evolving since the mid-1990's.

Functional failings of the Civic Theatre can be summarised as follows:

- The stage size is the smallest in regional Queensland and is half the size of what is required to host major performances. Many touring shows and performances cannot perform in such an outdated and small stage.
 - The stage can only accommodate an orchestra with 60-70 musicians, however a full symphony orchestra will typically include 100 musicians. Normally the Queensland Symphony Orchestra requires the side-stage curtains (legs) to be removed so that their touring orchestra can fit on the Civic Theatre stage.
 - In 2010, the Queensland Ballet toured their production of "Swan Lake" through regional Queensland. However Cairns was not included on the Queensland tour because the production would not fit on the stage of the Cairns Civic Theatre.
- The theatres 669 seat capacity has limited commercial appeal as revenue per show is significantly lower in comparison with larger venues in other comparable regional cities in Queensland. The low capacity of the Civic Theatre is a fundamental reason for performances and shows to not come to Cairns. This is evidenced through the stakeholder feedback in 2.5 By comparison with other regional facilities in Queensland the Civic Theatre has a significantly lower number of seats.

	Qld Regional Area					
	Cairns (Civic Theatre)	Townsville (Civic Theatre)	Mackay	Rockhampton (Pilbeam Theatre)	Maryborough	Caloundra (Events Centre)
Population (2010)	170,000	185,800	118,000	110,000	30,000	105,000
Performing Arts Capacity (seats in Auditorium / theatre space only)	669	1014	1090	967	900	900
Population/seats	254	183	108	113	33	117

Regional theatres seating comparison



Note: Seating capacity equals total of all seats within all performance spaces within theatre facility

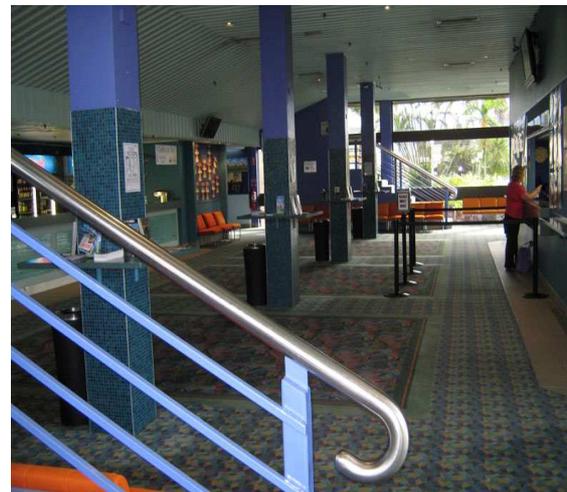
- Many promoters' shows that do come to Cairns are required to scale back their productions to fit either the capacity of the stage or the lower revenue because of the limited seating, therefore depriving the Cairns community of equitable performances with other regional areas of Queensland. The limitations of the Civic Centre are well known in the entertainment industry and promoters simply do not consider Cairns for many performances. The extent of this is not readily available, but will be further considered in the PE.
- Dressing and changing room facilities are inadequate. The venue has 2 dressing rooms of similar size, one nominally used for females and the other for males. Each dressing room can accommodate 12 performers, giving a combined total of 24 performers. However, the theatre often needs to accommodate 50-100 performers per show (orchestras, musicals, school productions, etc.) and a few times each year will have a cast of 200 performers.
- The public toilets are inadequate and there is only one DDA compliant toilet facility. The ladies public toilets located off the foyer includes only 8 cubicles. This is

inadequate to meet the needs of 300-400 ladies during a 20 minute interval. As a result, many ladies spend most of the interval queuing to use the toilets with the queue often extending into the foyer.

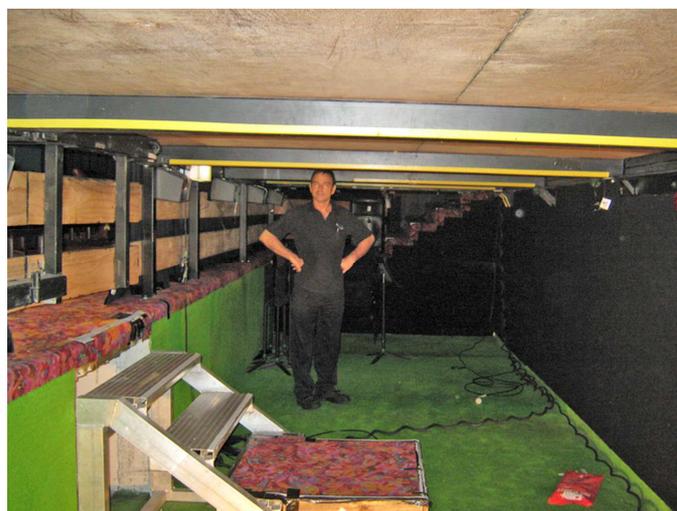


- There are no separate rehearsal facilities that are generally required for larger performances.
- The foyer of the Civic Theatre only accommodates 200 people however the auditorium has a maximum capacity of 669 seats. The size of the foyer is therefore inadequate as it only accommodates between 25-30% of the audience before a show and during intermissions. Two consequences of this are:
 - Repeated overcrowding for the majority of events.
 - The overflow of patrons to external areas, causing level of discomfort in the hot and/or wet tropical summer tropical conditions.

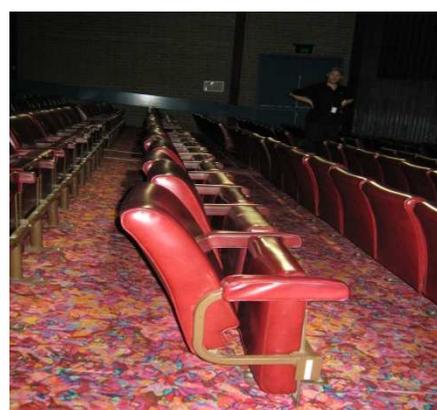
- There is no direct disability directly from the foyer to the auditorium. The building is not DDA compliant. The council needs to either upgrade the Civic Theatre, at considerable cost, to become DDA compliant or build a new facility. The only access for people with a disability to the auditorium is by exiting the foyer and travelling around the outside of the building regardless of the weather conditions, to enter via a ramp leading to a side entry door. Furthermore, there is no access to the stage for performers with a disability.



- Administration staff are accommodated in external demountable buildings.
- Storage for sound, lighting and stage equipment is provided by an external shed.
- The orchestra pit only accommodates 16 performers. There is only one entrance or exit into the pit and the ceiling height is a maximum of 1.85 metres although the clearance below several beams is only 1.65 metres. As an example of its functional failings a double-bass cannot be played in the normal semi-upright position, it must be reclined to fit in the available height. The space is limited further if a set of timpani or a drum kit are needed, and violinists need to be careful with bow action to ensure the safety of adjacent musicians. The following photographs highlight the functional failings.
- The height of the proscenium arch and fly tower are too low for major performances and only 21 fly lines that are manually operated, are provided.



- The auditorium seating is the original seating from 1974 and Civic Theatre. Management estimate that over 2 million people will have sat in them over the 37 years. The seats have been repaired repeatedly and consequently the angles of the seat backs that have been re-welded are no longer uniform. The most complaints that the theatre receives relate to the “uncomfortable” seats. While the future of the venue is uncertain Theatre management is reluctant to approve expenditure of about \$250,000 to replace the seats. The photographs below show the unaligned angles of the seat backs. Furthermore the clearance between rows is insufficient to reasonably allow people to move along to their seat, when row seats are occupied.



- The height of the loading dock door through which all sets must be moved, is only 2.2 metres high. Consequently some sets need to be dismantled so that they can fit through the loading-dock door. Loading docks for theatres are generally 5m to 6m high.

- Stage Cross Over - There is no suitable cross-over space between one side of the stage and the opposite side. However dancers and actors often need to cross from one side of stage to the other for their next entrance. The only space available is the 1 metre wide space behind the cyclorama at the rear of the stage. The cyclorama is a large expanse of fabric that billows in the slight breeze caused by someone walking at even a moderate pace behind.



Therefore the audience can see the effect of the cast or crew walking from one side of the stage to the other during the performances.

- Inadequate storage facilities has resulted in emergency exit corridors used as temporary storage space. Management ensure sufficient width is provided to safely exit in an emergency, however the situation is not ideal.

Other functional failings include;

- Inadequate green room facilities and size.
- Inadequate piano storage areas and not environmentally controlled.
- Inadequate wing space.
- Inadequate wardrobe facilities.
- Cramped space for the stage manager.
- Car parking of only 65 car park spaces.

The table below provides a comparison of functional elements of the Civic Theatre with other regional theatres.

	Cairns	Townsville	Mackay	Rockhampton	Toowoomba	Ipswich	Maryborough
Total stage width (including wings)	21.75m (including wings)	24m (including wings)	23.8 (including wings)	16m (including wings)	30.19m (including wings)	24.4m (including wings)	25.2m (including wings)
Stage depth (from house curtain to rear line)	7.31m	15m	9.95m	11m	17.250m	8.8m	10.68m
Stage apron (stage in front of house curtain)	1.25m	1.8m	2.4m	1.2m	1.915m	2.5m	3.1m
Fly lines	21	65	64	40	80	28	66
Dressing rooms	24 people	102 (additional area available)	78 people	76	65	60 (additional area available)	44
Orchestra pit capacity	16 people	40 people	30 people	25	30	20	35

Notwithstanding the functional failings, the Civic Theatre is now 36 years old and requires significant maintenance and capital expenditure. Further, its design does not have the flexibility to enable it to be upgraded to meet the needs that are identified in this report.

The population of FNQ has out grown its cultural infrastructure which is reflected in the capacity and amenity provided by the ageing Civic Theatre. When the Civic Theatre was built in 1974 with a capacity of 669 seats the population of the Cairns region was circa 65,000 to 70,000 people. It is now circa 170,000 persons (a 160% increase) with the population of all FNQ, which is a catchment for this facility, now numbering 281,000. This excludes seasonal workforce adjustment to the City and the significant tourist visitor numbers.

The population growth has led to a change in demographics with growth in the white collar workforce through the diversification of industry and retention of the skilled young professionals. This growth trend in conjunction with the growth of awareness of the arts through James Cook University arts courses has led to a rise in demand for the arts in the region that is not met by existing infrastructure.

Civic Theatre Attendance

The following information has been provided by the Civic Theatre and details the attendance over 2009 and 2010.

Year	No of performances	No of patrons	Average Attendance	Average attendance rate (% of capacity)	No of Sold out shows	No of shows in excess of average attendance.
2009	181	90,125	498	75%	40	84
2010	183	92,649	506	76%	30	69

Detailed attendance numbers are not available for other regional centres, however, advice from Arts Queensland is that annual attendances are generally less than 100,000.. Cairns achieves a similar annual attendance with a significantly small and far inferior facility. In other words there is a stronger demand in the Cairns Region for a performance centre than in other regional cities.

The average attendance rate, the total annual attendance, and number of sell out shows evidence the high demand within the community for the performing arts even though many shows can't be staged or are significantly scaled back, because of the restrictions of the facilities as outlined above.

The current Cairns Civic Theatre no longer adequately serves the community's needs. The community feedback outlined in Section 2.5 highlights that the condition of the existing Civic Theatre is negatively impacting on the participation in the arts and cultural activities in Cairns. It is not meeting the reasonable needs of the community.

2.2.3.2 Other Performing Arts Venues

Tanks Arts Centre

Tanks Arts Centre is operated by CRC and presents a range of small contemporary performing and visual arts activities in and around three tanks (world war two heritage listed facilities), and hosts corporate events and other functions. Each tank can seat up to around 200 to 300, or more if they are standing. It has focused on development of its music program in recent years. While it enjoys a distinctive ambience, its technical and environmental-control limitations are significant.

JUTE Theatre at the Centre for Contemporary Arts (CoCA)

This is a 240 seat studio theatre, opened in 2004. CoCA is housed in a State Government-owned building (the 'Main Roads' building), and is currently undergoing further development, including the addition of a dedicated rehearsal space. The management arrangements for CoCA are currently under review.

Cairns Little Theatre (the 'Rondo Theatre'),

A 200-seat home for amateur productions, which has been in continuous operation for over 50 years.

2.2.4 Existing Museums

The Arts Nexus Cultural Tourism Strategy for FNQ published in 2009 identified that there are reportedly over 40 small museums in the region of varying standards. Some are professionally presented and some have grown from personal collections. They are spread across FNQ, with most Local Government Areas containing at least one.

Due to the small local museums' reliance on volunteers and slim funding support, some of the smaller facilities tend to have short life spans. In addition to collections on public display, there are a number of important private collections, some with international significance, not available for public display. Key participation issues for the majority of residents and visitors are awareness and access for the venues.

The existing facilities have limited marketing budgets and so are often attractions that FIT (Free & Independent Tourist) visitors only stumble over, rather than visit with a prior knowledge of their existence. Access is limited by their location. They involve some investment in time and travel on the part of visitors. Those that are not open seven days per week cannot be packaged with other tourism product.

The Cultural Tourism Strategy document for FNQ states that visiting museums and galleries is the most popular activity identified by the Australian Bureau of Tourism Research (BTR) for 'cultural tourists'. Yet FNQ whose economy is heavily reliant on tourism has no iconic regional museum.

This is despite Cairns:

- being a major destination for international visitors to Australia (650,000 persons per year) – a front door opportunity to put Australian history and culture on display;
- being a major destination for domestic visitors (1.4 million persons per annum);
- having an important place in Australian history;
- having many Indigenous communities with unbroken cultural heritage;
- having Torres Strait Islander culture as part of the region – unique in Australia;
- having perhaps the most famous rock art in Australia – at Laura;
- having exported thousands of artefacts from the region to museums in other places, many of which are never put on display; and
- James Cook University teaching Indigenous Studies without access to significant indigenous works for reference.

2.3 Drivers of the Need for Change in Cultural Infrastructure

The following drivers of the need for change in Cultural Infrastructure have been identified.

- Population Growth.
- Tourism and forecast growth.
- Stakeholder needs (demand influencers) – refer section 2.5.3 for details.
- Culture and arts industry trends.

Population Growth

FNQ has grown over the four years to 2010 by 2.7% with Cairns growing at 3.3% compared to a Queensland average of 2.5%. (Source: Office of Economic and Statistical Research, *Queensland Government population projections to 2031. 2011 edition*).

The above source (median scenario), also projects the population of FNQ increasing from its current 281,000 to 373,000 in 2031 and Cairns from 173,000 to 241,000 over the same period.

It should also be noted that FNQ is the second largest Statistical Division outside SEQ as highlighted in the table below.

POPULATION 2011 – STATISTICAL DEVISIONS

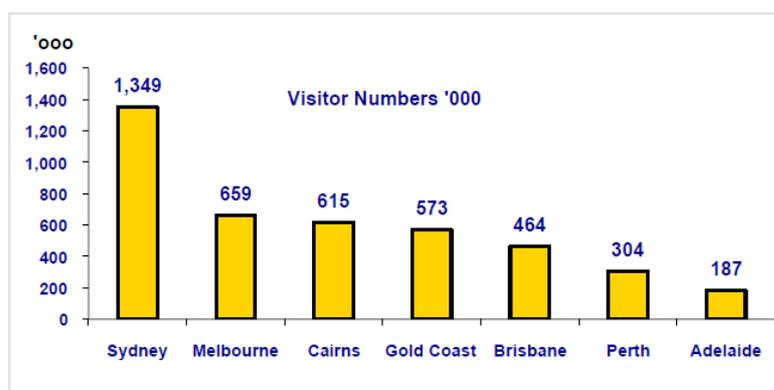
Wide Bay	298,000
Far North	281,000
Darling Downs	244,000
Northern	237,000
Fitzroy	229,000
Mackay	180,000
North West	35,000
Southwest	26,000
Central West	12,000

Source: Office of Economic and Statistical Research, *Queensland Government population projections to 2031. 2011 edition*

Tourism, Cultural Tourism & Forecast Growth

Tourism contributes approximately 15% to the Gross Regional Product (GRP) (source: AEC Group) of FNQ and is therefore a significant demand influencer for a variety of products in the region. The following chart demonstrates the significance of the region as a tourist destination as it shows that Cairns received the third highest visitation in Australia, from international holiday visitors in 2008.

International Holiday Visitor Numbers 2008



Source: Cummings Economics from International Visitor Survey Data

Furthermore Cairns receives 1.5 million domestic visitors per year, significantly more than any other region of northern Australia.

Tropical Australia Comparative Visitor Numbers 2009

	<u>Domestic</u>	<u>International</u>	<u>Total</u>
Cairns Region	1,503,000	650,000	2,153,000
Townsville Region	757,000	142,000	919,000
Mackay/Whitsundays	954,000	223,000 ⁽¹⁾	1,177,000
Fitzroy Region	1,078,000	104,000	1,182,000
Northern Territory	1,026,000	340,000	1,366,000
Pilbara & Kimberley Region	439,000	62,000	501,000

⁽¹⁾ Note: Whitsunday only.
Source: Cummings Economics from Tourism Research Australia data.

The Tourism Forecasting Committee in its 2010 *Forecasts*, forecasts international arrivals to Australia to grow by 3.9% annually to 2019. The forecast growth rate over the 2009-2019 period is almost double the annual growth rate in the previous 10 year period (2.3% growth between 1999 and 2009).

The TFC report for Queensland shows that tourism is expected to grow at the national average in international visitor nights in the long term. Key findings include:

- Inbound visitor nights in Queensland are expected to increase by 3.6% to 55.4 million nights in 2019, representing 22% of international visitor nights in Australia.
- Stronger growth in the holiday market is forecast for the regional Queensland area compared to the metropolitan Brisbane and Gold Coast area.

In consideration that FNQ region is a significant contributor to Australian inbound tourism, and is the third most important international holiday destination after Sydney and Melbourne, the forecast growth provides a positive and encouraging economic outlook for the region as tourism accounts for over 40% of the regions outside earnings, and contributes almost 15% of gross regional product.

Arts Nexus Cultural Tourism Strategy for TNQ notes that the size of the cultural tourism market globally to be some US\$214 billion and that demand for cultural tourism experiences has been growing. According to the World Tourism Organisation, cultural Tourism accounts for 37% of world travel and is growing at the rate of 15% per annum.

Arts Nexus has used national statistics from regular surveys of international and domestic visitors in relation to participation in cultural activities and applied these visitor numbers to TNQ in the year ended December 2002. Whilst this data is not current it provides an indication of the enormous market that is potentially available for cultural activities.

The table below is based on this work. It should be noted that these are based on national averages and are not specific to TNQ. They are therefore based on the facilities that are available generally around Australia and not those that are available in TNQ. Arts Nexus notes that “These numbers are based on broad assumptions and must be regarded as speculative, but at least provide some feel for the size of the opportunity for TNQ.”

These numbers are an indicator that, if the right product is available, then the potential attendance is, relative to current patronage, very significant. For instance the Civic Theatre currently has a patronage of around 100,000 per annum, yet the potential patronage to performing arts (across all TNQ) from tourism alone is more than 145,000 per annum. These broad assumptions will be tested in the PE as part of the estimated attendances for the proposed facilities.

It should also be noted that there is an indirect benefit to the Cairns community from this potential tourism cultural support. It will provide an underwriting (or at least a partial underwriting) of cultural programs in Cairns, which in turn means that more expensive programs/activities will be staged in Cairns, to the overall benefit of the community.

Estimated share of cultural and heritage visitors by interest in activity per annum - TNQ

Cultural and heritage tourism activity (%)	International visitors	Domestic overnight visitors	Totals
Attend theatre, concerts or other performing arts	104,765	40,704	145,469
Visit museums or art galleries	225,648	83,346	308,994
Visit art and craft workshops or studios	76,559	17,444	94,003
Attend festivals and fairs or cultural events	68,500	32,951	101,451
Experience Indigenous art / craft / cultural displays	100,735	11,629	112,364
Visit an Indigenous site or community	52,382	5,814	58,196
Visit historical or heritage building sites or monuments	245,795	60,087	305,882

Culture & Arts Industry Trends

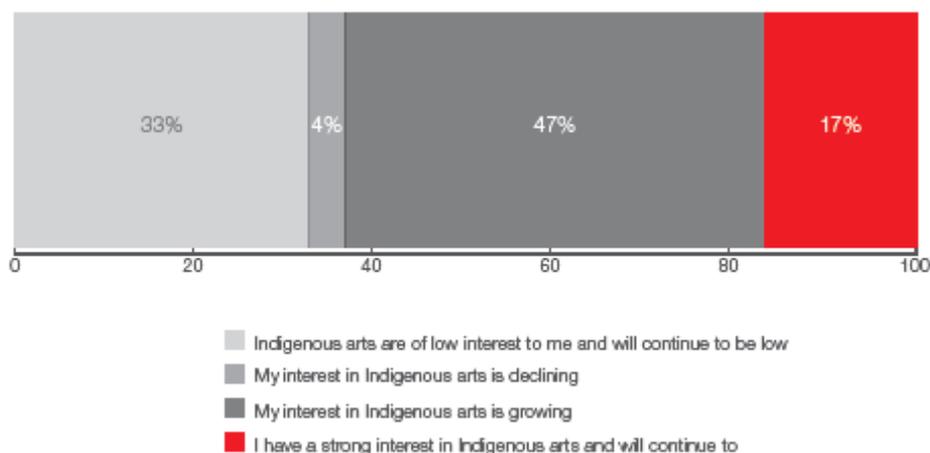
The Australia Council for the Arts has published a research report *More than bums on seats: Australian participation in the arts*. This research report summarises that attitudes towards the arts are becoming more positive. The report notes that in 2009 compared with 1999:

- More respondents claimed to like the arts and fewer were neutral or disliked the arts.
- More respondents agreed that:
 - the arts should be an important part of the education of every Australian;
 - the arts make for a richer and more meaningful life; and
 - there are plenty of opportunities to get involved in the arts.
- And fewer respondents agreed that:

- the arts are too expensive; and
- the arts tend to attract people who are somewhat elitist or pretentious.
- Other key attitudes of interest were:
 - Indigenous arts are an important part of Australia’s culture (89 per cent agreed);
 - the arts should receive public funding (85 per cent agreed); and
 - it’s exciting to see new styles and types of art (81 per cent agreed).

Of the three quarters of people who had attended visual arts and crafts, theatre, dance or music in the past 12 months, nearly a quarter (23%) had been to arts created or performed by Aboriginal or Torres Strait Islander artists. Attitudes to Indigenous arts are increasingly positive, indicating a great opportunity to grow the Indigenous art audience across Australia.

As is expected, there is a relationship between attitudes to Indigenous arts and attendance, with those who had attended an Indigenous arts activity having significantly stronger and more positive interest.



Source: Arts Council.

(Rounding has been applied to the numbers in this table.)

The attitudes and trends outlined in the Arts Council research report highlight growing interest in the arts and therefore increasing demand. The growth in interest in Indigenous arts is particularly relevant to FNQ where the Indigenous and Torres Strait Islander cultures are particularly strong and well represented amongst the community.

Summary

- Strong population growth over the past 35 years (98%) and forecast growth (27%) to 2031 is placing the cultural infrastructure of FNQ under pressure.
- Cultural tourism is a growing industry sector however Cairns is experiencing lost opportunities as there are clear ‘gaps’ in the provision of cultural infrastructure in the third most visited destination in Australia.

- There are trends reflecting growing interest in participating in the arts. Cultural infrastructure planning will need to consider this growing interest applied to population growth to ensure sufficient capacity to participate in the arts is provided to the community.

2.4 Stakeholder Engagement & Research

Several studies, as listed below, have been undertaken in relation to providing adequate cultural facilities for Cairns. As part of this work stakeholder consultation has been undertaken. The CRC has also undertaken consultation with key stakeholder in 2011 to update the findings from this previous work.

• Cairns Civic Theatre Extensions – A Development Plan	Peddle Thorp Cleland Pty Ltd.	1994
• Cityport Heritage Precinct Proposal	Cox Rayner.	1999
• A Regional Performing Arts Centre for Cairns	Positive Solutions.	2002
• CBD Revitalisation Project Cairns Regional Museum	KPMG in association with Australian Museum Business Services.	2003
• Cairns Regional Performing Arts Centre Regional Economic Impact Report	Cummings Economics.	2005
• The Cairns Cultural Hub – Phase 1 Report	Cox Rayner.	2006
• Cairns Cultural Precinct Planning Report	Department of Public Works Project Services, Architectus, Total Project Group, Positive Solutions & CRC.	2009
• Cairns Cultural Precinct Development – Economic Impact Study	AEC Group	2009
• Cairns Regional Council Cultural Plan Strengthening our Cultural Vitality 2009-2014	Cairns Regional Council	2009
• Cairns Community Plan 2011-2031	Cairns Regional Council	2011

The following stakeholder needs assessment summary is based on the information derived from this work.

2.4.1 Stakeholder Survey Participants

Stakeholders consulted through the various research reports include, amongst others, the following.

Organisations / Government Dept.	Organisations	Businesses	Schools
Queensland Theatre Company	Andrew Kay and Associates Pty Ltd	ABNAmroMorgans	Cairns SHS
Queensland Arts Council	Cairns and District Junior Eisteddfod Assn Inc.	Arup Pty Ltd	Cairns West SS
Kleinhardt Business Consultants	Cairns Brass Inc	bell potter securities	Candlenut Steiner School
Cairns Ports Acting Chief Exec Officer	Cairns Choral Society	Brilliant Technologies	Caravonica State School
Arts Queensland	Cairns Concert Orchestra	Cairns Private Hospital	Djarragun College
Arts Nexus	Centre Stage Dance Studios	Cairns Regional Gallery	Edge Hill State School
Advance Cairns	Dance Connection Studios	CBA	Freshwater State Primary
Department of Tourism, Regional Development and Industry	Dancescapes	CBC Staff Selection	Gordonvale SHS
Cairns Civic Centre	Encore Concerts	City Life Magazine	Redlynch State College
Umi Arts	End Credits Film Club	Ergon Energy	Smithfield SHS
Cairns Convention Centre	Julia Macalpine Dance Studio	KPMG	St Monica's College
Tanks Arts Centre	Kids Promotions	NAB Cairns Business Banking Centre	St. Augustine's Marist College
ABC	Opera Queensland	Prime Radio Cairns	Trinity Bay SHS
Youth Arts – The Young Company	Queensland Ballet	QantasLink	Trinity Beach State School
Kuranda Arts Co-operative	Regional Institute of Performing Arts	Seven Cairns	White Rock SS
Crate 59 Gallery	Shakinah Dance Crew - Living Waters	Suncorp Business Banking	Woree SS
Cairns Potters Club	The Australian Ballet	The 20/20 Group Australia Pty Ltd	
Cairns Art Society	The Idea of North (Vocal Jazz Quartet)	FNQ	
Atherton Art Society	The Queensland Orchestra	WHK	
James Cook University	The Wiggles Live Australia Pty Ltd	Ports users	
Headsup Arts	Turning Pointe Dance Studios	Business group - Advance Cairns, TTNQ, the Convention Centre, the Chamber of Commerce and the Cairns Post	
	Council community and cultural facilities staff		
	Aboriginal and Torres Strait Islander peoples		
	Multicultural users		

2.4.2 Positive Solutions Results

The following summarises several of the key findings from the survey prepared by Positive Solutions in 2009.

Positive Solutions, working with the Civic Theatre management, identified seventy two organisations that should use a performing arts centre of appropriate size with appropriate facilities in Cairns. These are listed in Appendix C and are classified by type of organisation. The survey achieved a 29% response rate with responses being received from all organisation types as highlighted in the table in Appendix C. The respondents were as follows:

<ul style="list-style-type: none"> Andrew Kay and Associates Pty Ltd 	Promoter of large touring performances based in Melbourne.
<ul style="list-style-type: none"> Opera Queensland 	Opera Queensland is the second largest opera company in Australia. Each year the company presents at least three major operatic productions in Brisbane and numerous smaller productions, concerts and tours of operatic and lighter musical material in other venues throughout Queensland.
<ul style="list-style-type: none"> Queensland Ballet 	The Company presents approximately 100 performances each year. In addition to performing in Brisbane, the Company tours each year to centres large and small in regional Queensland.
<ul style="list-style-type: none"> The Australian Ballet 	The Australian Ballet annually presents approximately 200 performances in cities and regional areas around Australia, in addition to regular international touring.
<ul style="list-style-type: none"> The Wiggles Live Australia Pty Ltd 	The world's foremost children's performance act that regularly tours all over the world selling out venues.
<ul style="list-style-type: none"> The Queensland Symphony Orchestra 	The largest performing arts company in Queensland employing 88 full-time musicians and the state's only professional symphony orchestra. Queensland Symphony Orchestra plays a vital role in Queensland's cultural community, giving over 100 live performances across 47 weeks each year to more than 100,000 people.
<ul style="list-style-type: none"> Cairns and District Junior Eisteddfod Assn Inc. 	Local Cairns organisation for junior performing arts festival.
<ul style="list-style-type: none"> Cairns Brass Inc 	Local brass band performers.
<ul style="list-style-type: none"> Cairns Choral Society 	Local choral society.
<ul style="list-style-type: none"> Cairns Concert Orchestra 	Local orchestra.
<ul style="list-style-type: none"> Centre Stage Dance Studios 	Local dance studio.
<ul style="list-style-type: none"> Kids Promotions 	Nationwide children's performing arts promoter.
<ul style="list-style-type: none"> Regional Institute of Performing Arts 	Local Cairns institute that teaches performing arts.
<ul style="list-style-type: none"> Shakinah Dance Crew - Living Waters 	Local charitable youth organisation that focuses on dance performance.

• The Idea of North (Vocal Jazz Quartet)	Quartet singing act local to North Qld.
• Turning Pointe Dance Studios	National dance academy.
• Dance Connection Studios	Youth and children dance education organisation.
• Dancescapes	Local Cairns dance organisation.
• Encore Concerts	International pianist concert promoter.
• End Credits Film Club	Local film club.
• Julia Macalpine Dance Studio	Local Cairns dance studio.

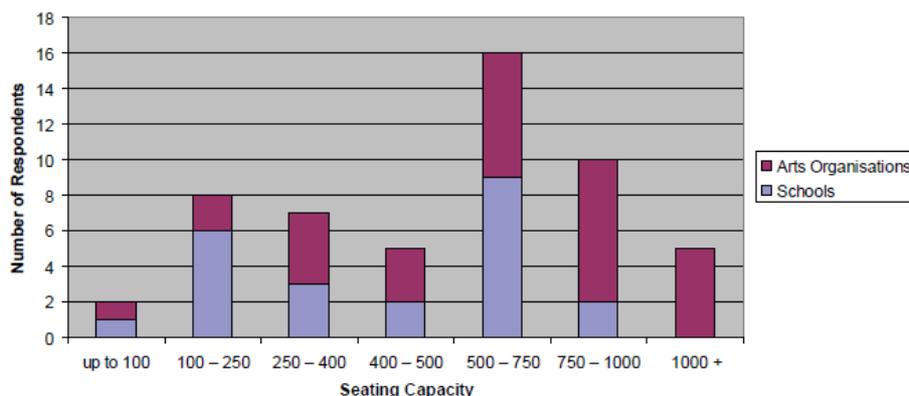
Preferred Seating Capacity of Arts Organisations & Schools

The preferred seating requirements for the respondents are in Appendix C and are summarised in the following tables.

Preferred Seating Capacity

Organisation	Up to 100	100-250	250-400	400-500	500-750	750-1000	1000+
Andrew Kay and Associates Pty Ltd							
Julia Macalpine Dance Studio							
Opera Queensland							
Turning Pointe Dance Studios							
The Wiggles Live Australia Pty Ltd							
Dance Connection Studios							
The Queensland Symphony Orchestra							
Cairns Brass Inc							
Cairns Choral Society							
Queensland Ballet							
Cairns and District Junior Eisteddfod Assn Inc.							
Dancescapes							
Kids Promotions							
The Australian Ballet							
End Credits Film Club							
Shakinah Dance Crew - Living Waters							
The Idea of North (Vocal Jazz Quartet)							
Cairns Concert Orchestra							
Centre Stage Dance Studios							
Encore Concerts							
Regional Institute of Performing Arts							

Preferred Seating Capacity of Arts Organisations and Schools



The results clearly demonstrate that the major state, national and commercial performing groups require a capacity of up to 1,000. This is consistent with the seating capacities in other regional performing arts venues.

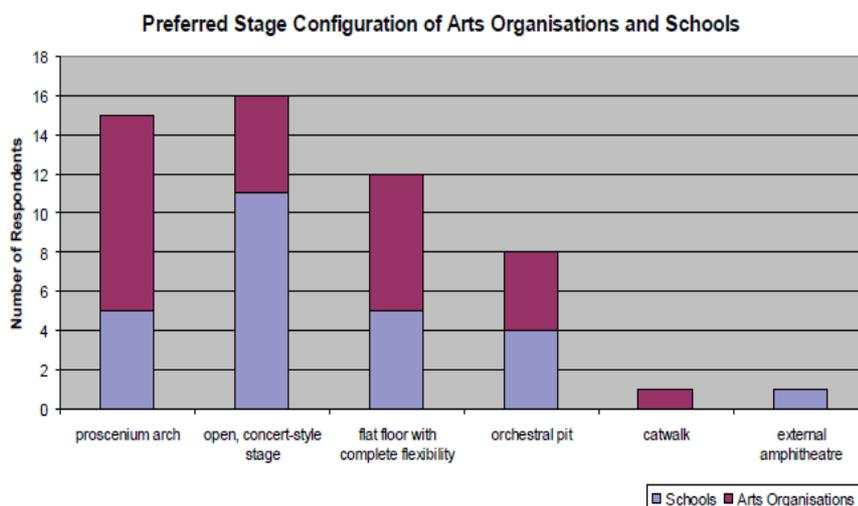
Furthermore the choice of seating capacity is related to the type of work being presented, the ambience, the economics of the event and the audience demographic catchment.

The results of the survey highlight a distinct requirement for two tiers of seating capacity for performing arts. It appears that in addition to the 1,000 seat need, a further smaller venue of approximately 500 seat capacity is required to meet the needs of the schools and arts organisations identified. This smaller venue should also be flexible in its configuration.

These are similar results to those obtained by Positive Solutions as outlined in Appendix I. Project Solutions also outlines why the inclusion of a smaller venue with the larger provides the best outcome. This will be further tested in the PE.

Preferred Stage Configuration of Arts Organisations & Schools

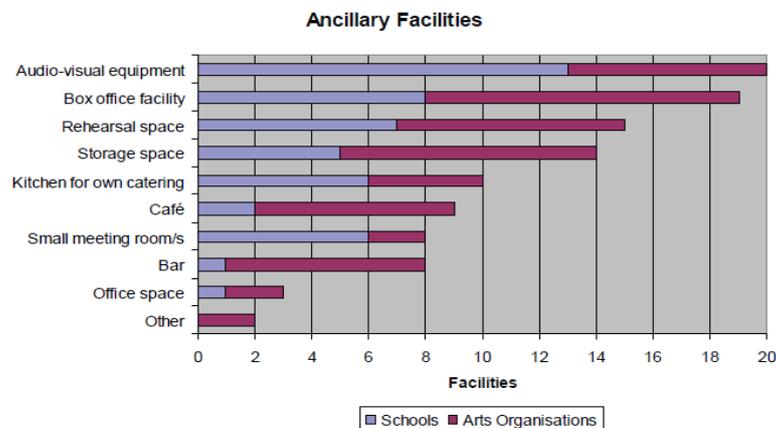
Survey results highlighted that there is almost equal demands for the three principal stage forms being proscenium arch, open stage, and flexible flat-floor facility. The graph below highlights the preferred stage configurations as nominated in the survey.



The Queensland Symphony Orchestra and Queensland Ballet are two organisations that have noted their performances have to be scaled back in order to perform on the small proscenium arch stage of the Civic Theatre with Queensland Ballet overlooking Cairns for various performances due to the stage being insufficient in size and flexibility. The survey results highlight a need for a stage with flexibility to host various performances.

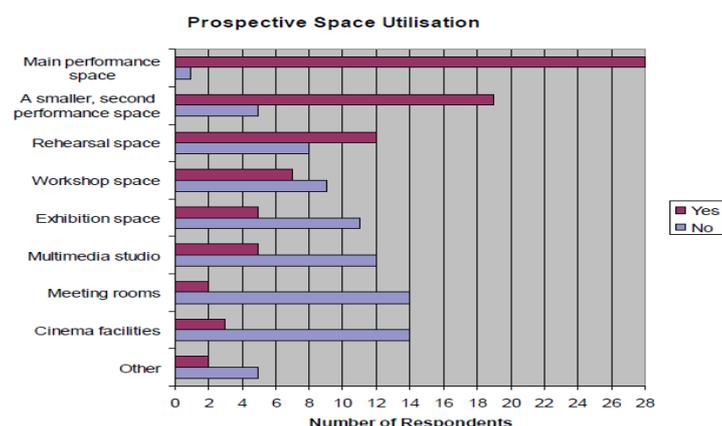
Ancillary Facilities

In addition to appropriate technical infrastructure and professional front of house services, a high proportion of the arts organisations and schools surveyed identified access to rehearsal space and storage as high priorities in any future Cultural Centre. The existing condition and services of the Civic Theatre do not meet the stakeholders' requirements for ancillary facilities.



Prospective Space Utilisation

Arts organisations and schools cited the affordability as a key factor influencing their potential use of the performing arts facilities in Cairns, with adequate stage and technical equipment, dressing rooms and parking as close runners-up. The impact of affordability on usage and the CRC's obligations to meet its community's needs for a performance centre, will be considered in the PE stage of the SASR process. Subject to these potential barriers being overcome, the hirers indicated that the main performance space would be the most in-demand element of the Cultural Centre by prospective hirers.



Current Feedback

The CRC in consultation with AQ recognised that much of the needs research and the associated consultation was not necessarily current. It therefore determined that additional consultation be undertaken in 2001 with the following stakeholders:

- Traditional owners
- Indigenous communities
- Council staff – Community and Cultural Facilities
- Multicultural Groups
- Port North stakeholders
- Business Groups

The results of this consultation is in Appendix D.

Museum Demand Research

KPMG, in conjunction with the Australian Museum Business Services (AMBS), conducted an independent demand and feasibility analysis for a regional museum in Cairns (October 2001).

The report provided the following recommendations and results for the museum demand evaluation.

- There is a strong, positive local support for a museum facility in Cairns representing the FNQ region.
- It was considered imperative that the museum be a world class standard, innovative and exciting.
- There is a desire to see the latest technology such as computer interactive multi-media structures utilised in displays, exhibits and the facilities.
- It was generally agreed that the museum programming focus should be primarily toward attracting the tourist and visitor market to ensure viability, however, this will also compliment the local experience.

The report concluded:

- There is a high demand for a regional museum representing the FNQ region.
- AMBS propose an overarching museum theme that highlights the people who make up the culturally diverse population of FNQ. The overall theme should be interlinked to three broad topics relevant to the region;
 - Environment.

- Representative of Indigenous and Torres Strait Islander culture.
- Social and industrial history.
- The museum may be complemented by other significant public infrastructure development proposed for Cairns that would have considerable synergy with the museum.

The research undertaken by Arts Nexus, in conjunction with BTR and Tourism Queensland, along with the KPMG and AMBS feasibility study, demonstrates that there is clearly a demand for a Museum to be developed in Cairns.

Queensland Museum has prepared a report which is attached as Appendix G to inform the Architectural Master Plan Design Brief. Whilst this report focuses on exhibition and public programs and concepts interpretation, it is based on a clear understanding by Queensland Museum that there is a very real need for a Museum in Cairns.

2.4.3 Stakeholder Summary of Need

Ref	Stakeholder	Needs & Expectations
1.00	The Community of FNQ	
1.01	The community of FNQ (general)	<ul style="list-style-type: none"> ● To be provided with the necessary infrastructure to grow cultural diversity and derive the associated benefits. ● To be able to attend performances of a scale commensurate with what is available in south east Queensland. ● To be able to attend affordable performances. ● To be able to attend performances provided in quality facilities. ● To be provided with cultural infrastructure that facilitates participation either through performing or as a member of the audience. ● To have an arts facility that nurtures local talent. ● To be able to view the cultural heritage of the community.
1.02	Schools	<ul style="list-style-type: none"> ● A venue that meets the needs of school performances. ● A venue where children can participate in the arts and develop intellectually through stimulus and participation. ● Affordable hiring costs. ● A regional museum is needed in order that school children can learn from the cultural heritage of the region through active participation.
1.03	University	<ul style="list-style-type: none"> ● The university needs a modern facility in order to effectively teach practical skills in a 'live' venue. The JCU arts students need to be competitive nationally and internationally therefore more vocational training in modern facilities is required.
1.04	Businesses	<ul style="list-style-type: none"> ● Businesses need to grow revenues from the tourism. ● New employment opportunities are required. ● Business owners want to know, 'what's in it for me'.

Ref	Stakeholder	Needs & Expectations
1.00	The Community of FNQ	
1.05	Indigenous Groups	<ul style="list-style-type: none"> Community inclusion in cultural activities. Venues to express the identity of the Indigenous community through performance and the arts. Social acceptance and education.
1.06	Multicultural Groups	<ul style="list-style-type: none"> Facilities designed to accommodate multicultural celebration, performance, teaching and family attendance. Facilities that recognise the importance of, and allow for the provision of food at multicultural celebrations and performances. The need for smaller more intimate facilities.
1.06	Disability Groups – performers and audience	<ul style="list-style-type: none"> DDA compliant access to all facilities including all performance areas. Suitable facilities for carers.
1.07	The Convention Centre	<ul style="list-style-type: none"> Appropriate break out facilities and meeting venues to supplement those in the Convention Centre. Connectivity to the Convention Centre.

2.4.4 Stakeholder Summary of Need

Ref	Stakeholder	Needs & Expectations
2.00	Government	
2.01	Local Council	<ul style="list-style-type: none"> Generation of cultural vitality from cultural infrastructure. Alignment with policy, strategies and plans.
2.02	State Government	<ul style="list-style-type: none"> Generation of cultural vitality from cultural infrastructure. Alignment with policy, strategies and plans.
2.03	Federal Government	<ul style="list-style-type: none"> Generation of cultural vitality from cultural infrastructure. Alignment with policy, strategies and plans.
3.00	Performing Arts Stakeholders	
3.01	Local organisations	<ul style="list-style-type: none"> Performing arts facilities that facilitate a wide range of performing arts including high quality modern acoustics and ancillary facilities. Performing arts facilities that nurture local talent. Performing arts facilities that meet the capacity requirements to ensure commercial outcomes.
3.02	Promoters	<ul style="list-style-type: none"> Performing arts facilities that meet the capacity requirements to ensure commercial outcomes. Performing arts facilities that have the technical compliance required for touring performances. Performing arts facilities that are attractive to the local community.

Ref	Stakeholder	Needs & Expectations
3.03	Performers	<ul style="list-style-type: none"> Rehearsal facilities need to be provided. Changing and green room facilities should be provided that meet the needs of a wide range of performances. Facilities accessible for performers with a disability.
3.04	Audience	<ul style="list-style-type: none"> Attractive and modern facilities that provide a level of comfort and promote participation. Breakout space from the theatre for pre-performance gathering intermissions and appropriate ablutions. Bar, kitchen and catering facilities suitable for diverse community groups. Affordable ticket prices. Accessible location. DDA compliant design.
4.00	Museum Stakeholders	
4.01	Queensland Museum	<ul style="list-style-type: none"> Enrich and enliven the FNQ community. Increase the power of learning from objects, collections and museum visitor experiences.
4.02	Patrons of the museum	<ul style="list-style-type: none"> Interesting exhibits of local, state and national cultural heritage. Access to programs and touring exhibitions that stimulate and educate.
4.03	Indigenous communities	<ul style="list-style-type: none"> Culturally sensitive exhibits of arts and craft. Demonstration of the cultural diversity of the Aboriginal and Torres Strait Islander communities that promotes acceptance and understanding. Support Aboriginal and Torres Strait Islander wellbeing and social cohesion resulting from a strong connection with culture and heritage.
4.04	James Cook University	<ul style="list-style-type: none"> The ability to link Museum programs with the University curricula.
5.00	Tourism	
5.01	Tourism Operators	<ul style="list-style-type: none"> Marketable attractions and performance programs that enable tourism multipliers that are derived from increased durations of stay in Cairns.
5.02	Tourist	<ul style="list-style-type: none"> Interesting performing arts, festivals and exhibits of local arts and culture held in interesting and accessible venues.

2.4.5 Summary of Failings of Existing Cultural Infrastructure

The following section aims to provide a high level summary of the failings of each of the cultural community 'places' identified in section 2.3.1. The measurement tools of cultural vitality have been used to help define findings and failings.

Civic Meeting Place

<i>A meeting place where the members of a community or visitors can gather for social or cultural activities.</i>	
Presence	<ul style="list-style-type: none"> • There is no community perception of a town square or civic centre. • Community meeting places appear adhoc and non specific. • No specifically urban planned and community accepted meeting place.
Participation	<ul style="list-style-type: none"> • Participation is limited by poor or inappropriate facilities. • Facilitation of festivals and cultural performances is limited by the lack of a designated multi purpose community place or space. • Community participation would be higher should the basic infrastructure and civic centre designation be given to a 'place'.
Impacts	<ul style="list-style-type: none"> • The benefits of cultural vitality are negatively affected by poor presence of the basic infrastructure required to provide the community a sense of place. • Impacts include: <ul style="list-style-type: none"> ○ Poor social cohesion that declines as populations grow and infrastructure remains stagnant. ○ Lack of a place a community identifies as its own. ○ Poor engagement between different races and cultures within the community which has social implications.
Systems of Support	<ul style="list-style-type: none"> • CRC's Cultural Plan and the Urban Vitality & Suburban Improvement Strategy provides a commitment to the need for a sense of place in the community. • Without the basic cultural infrastructure CRC will not be able to meet its cultural obligations to the community.

Performing Arts Centre

<i>A place where cultures can participate and enjoy the performing arts.</i>	
Presence	<ul style="list-style-type: none"> • The Civic Theatre no longer meets the need of a local population that has grown by 160% since 1974 when it was constructed. • The Civic Theatre seating capacity and support infrastructure are below required levels to host many school presentations, performances or touring groups. • The facilities are poor and substandard in respect to rehearsal area, changing facilities, stage, orchestra pit and acoustics. • Inequitable access to the stage, auditorium and facilities generally – there is limited evidence of DDA compliance.

Participation	<ul style="list-style-type: none"> • Participation in the performing arts is limited by the capacity of existing facilities. • Participation is limited by inadequate facilities alienating the potential audiences and performers. • Performers such as the Queensland Ballet do not perform selected shows in Cairns because of the poor facilities.
Impacts	<ul style="list-style-type: none"> • The benefits of cultural vitality are negatively affected by provision of poor infrastructure • Lost opportunities for education and participation that stimulate a community's enjoyment and social cohesion. • Lost economic impact through lower attendances.
Systems of Support	<ul style="list-style-type: none"> • CRC's Cultural Plan and the Urban Vitality & Suburban Improvement Strategy provide a commitment to the need to provide a sense of place to the community demonstrating local government support. • Without basic infrastructure CRC will not be able to meet cultural obligations to the community.

Museum

A place whereby communities' cultural identity and heritage can be displayed.	
Presence	<ul style="list-style-type: none"> • Existing museums or galleries are small, specialised, generally run by volunteers and are spread widely across the region. • No single museum or facility currently exists to present the cultural heritage of FNQ in the region.
Participation	<ul style="list-style-type: none"> • Participation in the appreciation of cultural heritage is limited due to inaccessible facilities, ad-hoc collections and inadequate programs • Touring displays or exhibitions do not have a place where they can display regional, national or international exhibits.
Impacts	<ul style="list-style-type: none"> • The educational outcomes of school children and the community generally, would be enhanced by the provision of a regional museum. • Tourism plays an important role in the Cairns economy and there are lost economic opportunities from failure to provide facilities for the cultural tourist in Australia's third most visited city. • The benefits of cultural vitality are negatively affected by provision of poor infrastructure required to facilitate the community's access to, and participation in, its cultural heritage.
Systems of Support	<ul style="list-style-type: none"> • As there is no regional museum the local system of support is not evident. • At a State level Queensland Museum may contribute to the management and facilitation of a regional museum.

- Local museums could partner with the regional museum to the mutual benefit of each.
- Council's Cultural Plan and the Urban Vitality & Suburban Improvement Strategy commit to meeting the need to provide a sense of place for the community.
- Without the basic infrastructure CRC will not be able to meet its cultural obligations to its community.

2.5 Defining the Outcome Sought

The preceding report sections highlight identified need. The following table aligns the outcome sought against the identified need.

Ref	Identified Service Need	Outcome Sought
	Overarching need and outcome.	
1.0	Improvement of Cultural Infrastructure to the city of Cairns and the region of FNQ that identifies and defines the community's cultural diversity.	Promotion and enhancement of Cultural Vitality and the associated community benefits of, amongst others: <ul style="list-style-type: none"> • 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.
	Detailed needs and outcomes	
2.0	A community meeting place.	<ul style="list-style-type: none"> • A focal point for the community – a meeting place which enjoys a high level of community ownership. • Creation of new cultural and shared community experiences. • Welcome and profile cultural expression from the Indigenous communities of the region, and from the surrounding communities. • Provide a place for multicultural celebration, events and performance.

Ref	Identified Service Need	Outcome Sought
3.0	<p>Performing arts facilities that meet the needs of:</p> <ul style="list-style-type: none"> • a growing population including provision for thirty to forty years growth, • members of the community with a disability, • touring performing groups that have a need for larger venues, • performances that require modern acoustics, • space for rehearsals, • flexible stage arrangements, • orchestras commensurate in size with larger performances, • industry standard ancillary facilities, and • whole of school performances or events. 	<ul style="list-style-type: none"> • Present music, dance and drama that meet the needs of a modern, diverse Queensland community both now and into the future • Present performances that are appealing to the tourist market and which increase the length of stay and/or experience of tourists visiting Cairns. • Present new and hybrid art-forms, including digital media work. • Present large commercial entertainment events that require significant box office revenues to be feasible. • Welcome and profile cultural expression from the Indigenous communities of the region. • Create a cultural hub for the whole region – encouraging artistic and cultural exchange and collaboration. • Creation of new cultural and shared community experiences. • Provide a focal point for the community – a meeting place which enjoys a high level of community ownership. • Increase the economic impact of performing arts to the regions GRP.
	Identified Service Need	Outcome Sought
4.0	<p>There is a need to present programs, and exhibits and collections, both permanent and temporary, which are representative of the cultural heritage and diversity of FNQ to the local community and visitors in one recognised and identifiable community 'owned' location.</p>	<ul style="list-style-type: none"> • Develop a greater awareness within the local community of the historical significance and value of FNQ. • Present exhibitions that are representative and inclusive of indigenous and the cultural diversity of FNQ. • Present the cultural tourist with the evidence of the multifaceted, unique cultural heritage that defines FNQ. • Present the many historically significant artefacts from FNQ that are in storage in other museums and never placed on display for the enjoyment and benefit of the FNQ community. • Build partnerships with FNQ's many volunteer museums and the state and national museums. • Attract young people and school groups to identify with and learn from the cultural heritage of the region. • Increased awareness, both locally and internationally, of the significance of the local world heritage listed reef and rainforest to the community and tourist.

2.6 Benefits of the Outcomes Sought

The outcomes sought are the benefits that will accrue from the provision of arts and cultural infrastructure for the diverse communities of Cairns and FNQ, commensurate with community needs and projected future population growth. There will also be significant economic benefits for the wider region, as Cairns realises its potential to become a cultural hub for the Pacific Rim.

Therefore the benefits of the outcomes sought are directly related to the perceived community benefits of arts and culture.

Australia Council for the Arts Research

The Australia Council for the Arts published a research report into the benefits of arts, ***More than bums on seats: Australian participation in the arts 2010***.

The following benefits of the arts were recognised by the respondents to the Arts Council Survey.

Community benefits:

- **Creative society** - helps people think and work creatively (90 per cent agree) and a way to help people express themselves. (92 per cent agree)
- **Social tolerance** - helps us understand others whose lives are different to ours. (86 per cent agree)
- **Communal meaning** – helps express and define what it means to be Australian. (71 per cent agree)
- **Sense of belonging** - helps me feel part of my local community. (53 per cent agree).

Individual benefits:

- **Human bonding** - going to the arts is a great way of spending time with friends (83 per cent agree).
- **Intellectual growth** - exposing us to new ideas and getting us to question things (89 per cent agree).
- **Inspiration** - being inspired by the skill of a great artists (87 per cent agree).
- **Health and well being** – helps deal with stress, anxiety or depression (67 per cent agree).

Benefits Specific to the Outcomes Sought

The development of new cultural infrastructure will bring a range of cultural, social and economic benefits to Cairns and the wider Region. Aside from the construction and operational economic benefits the cultural infrastructure outcomes sought will deliver to Cairns and the greater region, the project will also generate significant cultural benefits and social benefits.

Social Benefits

Social benefits delivered by a Performing Arts Centre

In addition to those benefits which affect the cultural life of Cairns, there is a range of potential social impacts:

- **Participation** – the opportunity to engage with other people through an involvement in the Centre’s activity -- working on projects, with children, as artists/performers, or in other ways. This is distinct from the more ‘passive’ involvement of being a visitor or audience member.
- **Social cohesion** – bringing together Cairns’ diverse communities in shared and neutral public domain; encouraging collaborative working through educational and other participative projects; increasing individuals’ sense of belonging to the locality and the Region.
- **New audiences** – the attraction of people to activities for the first time, providing them with new experiences, and increasing their sense of belonging to a local community (in a similar way to major civic or sporting events).
- **Urban enhancement** –through good urban planning enlivening the surrounding Ports area and the southern end of the CBD.
- **Training and employment opportunities** – there will be direct employment and training in the Precinct. New enterprises will be created to support the activities at the Precinct. In turn these will create new jobs and training opportunities.
- **The change effected by arts activity** – in the U.S., Europe and elsewhere participatory arts projects have demonstrably improved the self-esteem, communication and social skills of those involved, including those who have been unresponsive to traditional education methods.

Social benefits of a new Regional Museum

Community and capacity building is based on harnessing the strengths and assets within communities and building on these strengths to develop healthy, co-operative and sustainable communities. It also includes the development of competencies to strengthen communities and individual capabilities i.e. social capital is the glue that holds the community together and provides a mechanism for strengthening communities.

- **Participation** – the opportunity to engage with other people through an involvement in the museum’s activities i.e. working on projects, with children, as volunteer staff, or in other ways. This is distinct from the more ‘passive’ involvement of being a visitor.
- **Social cohesion** – bringing together the Region’s communities in shared and neutral public domain; encouraging collaborative working through educational and other

participative projects; increasing individuals' sense of belonging to the locality and the region.

- **New audiences** – the attraction of people to activities for the first time, providing them with new experiences, and increasing their sense of belonging to a local community.
- **Urban enhancement** – improving the local environment as a result of the Museum's and Precinct's development and as a result of its activities and programs.
- **Training and employment opportunities** – through working on Museum programs and projects, participants (including young people) may gain new skills and be placed in contact with potential future employers.

Cultural Benefits

Cultural & Educational Benefits delivered by a Performing Arts Centre

Opportunities for artists and other contributors resulting from the development of a new Performing Arts Centre include, amongst others, the following benefits:

- The commissioning and development of new work.
- Artistic exchanges, and the exploration of collaborations between visiting, local and national artists; between professional and voluntary artists.
- Exposure to experiences which have a long-term impact on their work.
- Access to enhanced technical support, and to a range of indoor and outdoor performance facilities of different scales and types.
- Profile with the press and potential promoters, which the artists might not enjoy in the absence of the Performance Arts Centre's marketing efforts.
- For both amateur and professional artists, opportunities to generate increased levels of income as audiences are built over time.
- Providing, through new digital and internet technologies, new cultural experiences to remote areas and the Pacific Rim.

Opportunities for audiences and residents resulting from the development of a new Performing Arts Centre include, amongst others, the following benefits:

- The enjoyment of unique experiences.
- Access to work of the highest quality that would otherwise not take place in Cairns; and access to commercial entertainment product which is not currently available in Cairns.
- The exploration of their own and other cultures, including Indigenous cultures of the Region.

- Exposure to international artists and ideas alongside local and national artists.
- Participation in new Festival activities developed in response to the opportunities provided by the new venues and the Precinct.
- Participation in other Centre programs.
- Learning about new subjects, and in new ways.
- Volunteerism and related social opportunities and skills development.

Contribution to Cultural Infrastructure

- Ongoing partnerships with other cultural and educational organisations.
- The level of interaction with local and national artists, technologists and others.
- The generation and/or strengthening of ongoing cultural activity and interest in Cairns.
- Involvement in Cairns' and Regional Council's cultural development initiatives.
- The opportunities for commercial enterprises which support cultural activities.

Contribution to Cairns' outlook, through:

- The reflection of local cultures in the Centre's programs.
- Encouragement of cross-cultural and international understanding.
- Encouragement of innovation and experiment.
- Partnerships with non-cultural organisations including business sponsors and community organisations.

Cultural & Educational Benefits from a new Regional Museum

Cultural and educational benefits resulting from the development of a new museum include, amongst others, the following benefits:

- Residents and visitors' exposure to unique knowledge and learning, and to distinctive experiences -- learning about new subjects, and in new ways.
- Access to interpretation and displays of high quality.
- Ongoing partnerships with other museums, cultural and educational organisations.
- Access to the history, the "stories" of the region.

Contribution to the Region's outlook, through:

- The reflection of local cultures in the Museum's programs.
- Encouragement of cross-cultural and international understanding.

- Encouragement of innovation and experimentation.
- Increased partnerships with non-cultural organisations including business sponsors and community organisations.

Economic Benefit

The improvement of cultural infrastructure will also deliver economic benefits. Economic impacts will include increased tourism visitation and “spend” with additional local employment. Longer term, the greater benefit will be in contributing to the positioning of Cairns as a desirable place to live, work and visit, encouraging the in-migration of new firms and the retention of its current economic base.

The increased participation will not only result in expenditure within the venue but also in local restaurants and other businesses, on transport and, in some cases, local accommodation.

Quantifying the flow-on impacts for local business is an uncertain science. However, there have been a number of studies which have evaluated the financial impacts of redeveloped performing arts and entertainment facilities on local business and on local property values; and the use of economic multipliers to assess the impact of a particular venue’s development has been widely adopted. Occasionally, the economic impact of cultural facilities has also been subject to assessment in additional areas:

- Property market impacts.
- Induced multiplier effects.
- The contribution the development will make to the tourism infrastructure of the City.
- An assessment of the displacement in other parts of the local economy.

It is possible for induced employment effects to be calculated. These would include:

- Local employment arising from successive rounds of spending from incomes generated from direct activity.
- Local employment arising from successive rounds of spending from incomes generated from indirect activity.

The economic benefits generated by the development of a Performing Arts Centre would include:

- Direct employment on the project – both temporary during development and construction phases, and permanent on completion.
- Indirect employment associated with additional visitor and performance expenditure, (e.g. employment amongst suppliers to the Centre, and in other local businesses patronised by Centre visitors).
- Local income generation.

Summary

In summary the overarching benefit from the outcomes sought is to engage the community in arts and cultural activities to the extent that the cultural vitality of Cairns and the region of FNQ is enhanced, thus, promoting the community and individual benefits of Cultural Vitality, such as:

- Creative society.
- Social tolerance.
- Communal meaning.
- Sense of belonging.
- Human bonding.
- Intellectual growth.
- Inspiration.
- Health and well-being.

2.7 Measuring the Outcomes

In order to select and assess potential solutions and detailed options it is important to first develop a framework to measure cultural vitality and its associated benefits. Arts Queensland has developed a draft framework to assist in measuring the contribution of arts and cultural infrastructure and includes three major outcome areas.

- **Arts and cultural development outcomes** – evidence of creation, sharing, valuing and supporting both local and imported artists, arts organisations, and arts and cultural work (both professional and amateur).
- **Community engagement outcomes** – supporting opportunities for brand based participation at a community level and the role of arts and culture in achieving social cohesion and social capital through arts and culture.
- **Economic outcomes** – contribution of arts and cultural vitality to local economy.

For the purposes of this SASR report the following cultural vitality indicators will be used as the basis of option assessment.

Arts and Cultural Measures	<ol style="list-style-type: none"> 1. Increase number of existing cultural venues and facilities. 2. Increase number of new works developed locally. 3. Increase number of new works presented locally. 4. Increase number of touring products presented locally.
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	<p>5. Increase number of attendances at ticketed/free or low cost events.</p> <p>6. Increase satisfaction of local artists hirers, arts organisations with the arts & cultural venues.</p>
Community Engagement	<p>7. Increase participation of arts and cultural volunteering (number of venue volunteers, frequency and hours).</p> <p>8. Increase participation of non-arts groups and organisations in arts and cultural events and activities (eg schools, seniors groups, social service / welfare / health organisations, sporting groups etc.)</p> <p>9. Increase opportunities for community story telling / community history and heritage.</p>
Economic Outcomes	<p>10. Increase in employment generated by existing cultural venues.</p> <p>11. Increase on the local expenditure on arts and culture.</p> <p>12. Increased tourist expenditure on arts and culture.</p> <p>13. Increase funds injected into local businesses through contracting with arts & cultural venues.</p>

The items above will be explored in more detail through the Preliminary Evaluation where the benefits of a prioritised weighted assessment will be examined.

2.8 Alignment with Government Policies, Guidelines, Strategies & Plans

The outcomes sought and detailed in this SASR report are closely aligned with, and give effect to, the following Commonwealth and State Government, policies, guidelines, strategies and plans. For detailed alignment refer to Appendix B.

Government Level / Department	Plan, Policy, Strategy
Federal Government	
Regional Development Australia	<ul style="list-style-type: none"> Regional Road Map – FNQ & Torres Strait.
Australia Council	<ul style="list-style-type: none"> Mission, vision and goals generally. Community Partnerships sector plan 2010-2012. Dance sector plan 2010-2012 Inter-arts sector plan 2010-2012 Literature sector plan 2010-2012 Music sector plan 2010-2012 Theatre sector plan 2010-2012 Visual Arts sector plan 2010-2012.

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 • 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"> • FNQ 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 • Smart State Strategy – Queensland's Smart Future 2008 - 2012 • Queensland Tourism Strategy 2006-2016
Government Level / Department	Plan, Policy, Strategy
Local Government	
Cairns Regional Council	<ul style="list-style-type: none"> • CRC Cultural Plan: Strengthening our Cultural Vitality 2009 – 2014. • Cairns Regional Council Corporate Plan 2009-2014 • Cairns Regional Council draft community plan 2011-2031 • Indigenous Employment Strategy • Draft Cairns City Centre Master Plan? • CairnsPlan Planning Scheme?
Ports North	<ul style="list-style-type: none"> • Ports North Master Plan

The Ports North City Port Master Plan can also be included as the cultural precinct is contemplated by this land use plan.

3.0 Scope Development and Assessment

This section of the report complies with section 2.2 of the SASR guidelines. It includes the development of broad scope statements that deliver the outcome sought, that are used as structure and boundaries to develop and assess detailed options in section 4.

This section also outlines the key success indicators required to measure the successful achievement of the outcomes sought.

The following tables detail the high level scope required to meet the outcomes sought and the needs identified.

Ref	Outcome Sought	Scope
Overarching need and outcome.		
1.0	Promotion and Enhancement of Cultural Vitality <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Provide the cultural infrastructure and support systems required to generate cultural vitality through increasing participation commensurate with the current and forecast population growth of Cairns and the FNQ catchment • Develop interesting, diverse and community inclusive festivals, performances and exhibitions that increases participation in the arts and are culturally representative of FNQ.
Detailed needs and outcomes		
2.0	A Community Meeting Place <ul style="list-style-type: none"> • A focal point for the community – a meeting place which enjoys a high level of community ownership. • Creation of new cultural and shared community experiences. • Welcome and profile cultural expression from the Indigenous communities of the region, and from the surrounding communities. 	<ul style="list-style-type: none"> • Identify an appropriate location and develop a civic place in a central location, accessible and identifiable to all of the community and visitors alike that is clearly the focal point of community gatherings and events. • Provide a community place that is clearly identifiable and representative of the cultural diversity of FNQ. • Provide interesting, diverse and community inclusive festivals, performances and exhibitions that increases participation in the arts and are culturally representative of FNQ

Ref	Outcome Sought	Scope
3.0	<p>Performing Arts Infrastructure</p> <ul style="list-style-type: none"> • Present music, dance and drama that meet the needs of a modern, diverse Queensland community both now and into the future. • Present performances that are appealing to the tourist market and which increase the length of stay and/or experience of tourists visiting Cairns. • Present new and hybrid art-forms, including digital media work. • Present large commercial entertainment events that require significant box office revenues to be feasible. • Welcome and profile cultural expression from the Indigenous communities of the region, and from the surrounding communities. • Create a cultural hub for the whole region – encouraging artistic and cultural exchange and collaboration. • Creation of new cultural and shared community experiences. • Provide a focal point for the community – a meeting place which enjoys a high level of community ownership. • Increase the economic impact of performing arts to the regions GRP. 	<ul style="list-style-type: none"> • Provide performing arts facilities in Cairns that promotes participation in the arts. • Provide performing arts venues that can accommodate a diverse range of performances. • Provide performing arts venues that include flexible stage configurations to attract a more diverse range of performances. • Provide facilities that meet the acoustic and technological needs of the performers, audience and promoters. • Provide ancillary services and amenity including rehearsal space, changing rooms, storage, catering etc. • Provide equitable access and amenities to all cultural facilities. • Provide a cultural precinct or ‘hub’ to create an activated public space. • Provide facilities that attract and cater for the needs of the Indigenous community and performers alike. • Provide outdoor performance space that captures the experience of the Cairns tropical environment. • Provide performance facilities that supplement the Convention Centres programs and activities. • Provide facilities that will meet the needs of the community and the potential tourist market for the next 30 years. • Provide performing arts facilities that are comparable to those provided in similar communities in Queensland, meeting the reasonable performing arts needs of these communities.

Ref	Outcome Sought	Scope
4.0	<p>Museum</p> <ul style="list-style-type: none"> • Develop a greater awareness within the local community of the historical significance and value of FNQ. • Present exhibitions that are representative and inclusive of indigenous and the cultural diversity of FNQ. • Present the cultural tourist with the evidence of the multifaceted, unique cultural heritage that defines FNQ. • Present the many historically significant artefacts from FNQ that are in storage in other museums and never placed on display for the enjoyment and benefit of the FNQ community. • Increase the economic impact of performing arts to the regions GRP. • Build partnerships with FNQ's many volunteer museums, and the state and national Museums. • Attract young people and school groups to identify with and learn from the cultural heritage and significance of the community. • Increased awareness, both locally and internationally, of the significance of the local world heritage listed reef and rainforest to the community and tourist. 	<ul style="list-style-type: none"> • Develop options for a regional museum that provides; <ul style="list-style-type: none"> ○ Exciting program of exhibitions, appealing to residents and visitors to the region, and focused on four key themes of the Museum being <ul style="list-style-type: none"> ▪ Life of the people of TNQ. ▪ Cultural Diversity of TNQ. ▪ Indigenous history & culture ▪ Natural history of World Heritage of TNQ. ○ Flexible community access space. ○ An ability to facilitate touring educational exhibitions. ○ A sustainable, well supported and cost effective regional museum facility. • Develop marketing strategies that attract a wide reaching cross section of the community through marketing, visitor development and education programs. • Develop integrated thematically sympathetic commercial and retail functions into the regional museum to maximise revenues. • Examine options of collocation with other cultural facilities to form a cultural place and city identity.

4.0 Options Analysis

4.1 Outline Options

It is a requirement of the SASR process to identify potential solutions to be assessed against the high level broad scope as defined in the previous section and the key success criteria. Three options have been proposed namely:

- **Option A – Base case (maintain the Status Quo)**
- **Option B – Redevelopment / refurbishment of Cairns Civic Theatre**
- **Option C – Development of a new co-located performing arts centre, regional museum and civic place**

Staging and delivery options will also be considered in the PE.

Option A – Base Case

This option involves leaving the Civic Theatre operating in its current state and no additional facilities provided.

Option B – Redevelopment / refurbishment of Cairns Civic Theatre

This option considers what can be done either using the existing Civic Centre or demolishing it and rebuilding on the site.

Option C - Development of a new collocated performing arts theatre, regional museum and civic place that will form a Cultural Precinct –

This option will include the following facilities whose delivery may be staged:

- A purpose built state of the art performing arts venue with a main theatre capacity of 1000 - 1200 seats.
- An adjoining smaller performing arts venue of 350-450 seats. (This point would benefit from more discussion.)
- A regional museum designed to accommodate a range of programs, arts and cultural exhibits.
- The new cultural infrastructure assets will be collocated within a civic place. The civic place will be commensurate in size to facilitate festivals, markets and the like and be in a centrally located accessible destination, meeting the need for the community “heart” or gathering place.

CRC has completed over the last decade, several site option studies that examined alternative locations for the development of a Cultural Precinct which included:

- The existing Cairns Civic Theatre site.
- Munro Martin Park.
- CRC administration Building site.
- Ports North Administration building site.
- Greenslopes Street (near Centenary Lakes).
- The Pier Carpark site.
- The Old Railway Marshalling Yard.
- The Harley Street site.
- The current Ports North site.



The preferred site is the Port North site and the Queensland State Government has facilitated a draft lease of this site by the CRC from Ports North enabling the strategic assessment and feasibility of the concept of the Cultural Precinct to be examined further. Subject to physical and financial feasibility, this site has a number of very positive distinguishing features. The site offers a high exposure to visiting cruise ships, is within easy walking distance to the retail heart and hotel accommodation and commands expansive views over Trinity Inlet to the wetlands and nearby mountains.

Its co-location with the existing Convention Centre and the working Port offers unique symbiotic opportunities to create a landmark destination.

The assessment of options for this report will be based on Option C being located within the Trinity Wharf site.

4.2 Assessment of the Options

High Level Scope Assessment

The options have first been assessed against the broad scope definitions identified to meet the outcomes sought.

The options have been assessed qualitatively as follows.

- 0 Does not meet the assessment criteria / scope requirement.
- 1 Partially meets the assessment criteria / scope requirement.
- 2 Meets the assessment criteria / scope requirement.

	Broad Level Scope	Options		
		A	B	C
1.00	A Community Meeting Place			
1.01	Identify an appropriate location and develop a civic place in a central location, accessible and identifiable to all of the community and visitors alike that is clearly the focal point of community gatherings and events.	0	0	2
1.02	Develop a community place that is clearly identifiable and representative of the cultural diversity of FNQ.	0	0	2
1.03	Develop interesting, diverse and community inclusive festivals, performances and exhibitions that increases participation in the arts and are culturally representative of FNQ.	0	1	2
2.00	Performing Arts Scope			
2.01	Provide performing arts facilities in Cairns that promotes participation in the arts.	1	1	2
2.02	Provide performing arts venues that can accommodate a diverse range of performances.	0	1	2
2.03	Provide performing arts venues that include flexible stage configurations to attract a more diverse range of performances.	0	1	2
2.04	Provide facilities that meet the acoustic and technological needs of the performers, audience and promoters.	0	1	2
2.05	Provide ancillary services and amenity including rehearsal space, changing rooms, storage, catering etc.	0	1	2
2.06	Provide equitable access and amenities to all cultural facilities.	0	1	2
2.07	Provide a cultural precinct or 'hub' to create an activated public space.	0	1	2
2.08	Provide facilities that attract and cater for the needs of the Indigenous community and performers alike.	1	1	2

	Broad Level Scope	Options		
		A	B	C
2.09	Provide an outdoor performance space that captures the experience of the Cairns Tropical Environment.	0	0	2
2.10	Provide performance facilities that supplement the Convention Centres programs and activities.	0	0	2
2.11	Provide facilities that will meet the needs of the community and the potential tourist market for the next 30 years.	0	1	2
2.12	Provide performing arts facilities that are comparable to those provided in similar communities in Queensland, meeting the reasonable performing arts needs of these communities	0	1	2
3.00	Regional Museum			
3.01	Develop options for a regional museum that provides: <ul style="list-style-type: none"> • Exciting program of exhibitions, appealing to residents and visitors to the region, and focused on four key themes of the Museum being: <ul style="list-style-type: none"> • Life of the people of TNQ. • Cultural Diversity of TNQ. • Indigenous history & culture • Natural history of World Heritage of TNQ. • Flexible community access space. • An ability to facilitate touring educational exhibitions. • A sustainable, well supported and cost effective regional museum facility. 	0	0	2
3.02	Develop marketing strategies that attract a wide reaching cross section of the community through marketing, visitor development and education programs.	0	0	2
3.03	Develop integrated thematically sympathetic commercial and retail functions into the regional museum to maximise revenues.	0	0	2
3.04	Examine options of collocation with other cultural; facilities to form a cultural place and city identity.	0	0	2

The following observations can be made from the table above:-

The **Base Case Option A** (Status Quo) is clearly inadequate in meeting the scope requirements. With failings and lost opportunities as outlined in section 2 including:

- Unable to provide all of the arts and cultural activities wanted by the community.
- Unable to provide for local and tourist audience potential, therefore not meeting the arts and cultural needs of the community.
- Limited capacity of 669.
- Undersized foyer.
- Inequitable access.
- Poor stage and technical facilities.
- Inadequate toilet facilities.
- Growing maintenance costs.
- Non DDA compliant in many areas.

Option B, the refurbishment of the existing Civic Theatre, will not meet the needs identified.

In the Connell Wagner site option study (2003) it was concluded that “ .. a functioning new facility could be designed and constructed only if the existing theatre was demolished prior to the start of construction.” The report shows that the required standards cannot be provided through refurbishment.

Then if the existing Civic Theatre is demolished the resultant site is still not adequate to meet the needs that have been identified in this report. A single theatre only can be provided on the existing site. (refer Connell Wagner report above)

This option is therefore demolish and rebuild which will involve removing a significant element of the cultural infrastructure of Cairns from community participation for a period of potentially 24 months during construction. Many existing performance groups that currently use the Civic Theatre would not be able to sustain such a loss.

This option therefore does not meet the identified needs and if implemented would have a significant negative impact on performing arts groups and the cultural vitality of Cairns.

Option C, the development of a collocated Cultural Precinct meets the scope identified to achieve the outcomes sought.

Options are now assessed against previously identified success criteria in the following table.

		OPTIONS		
Measurement Criteria		A	B	C
Arts and cultural measures				
1	Increase number of existing cultural venues and facilities.	0	1	2
2	Increase number of new works developed locally.	0	1	2
3	Increase number of new works presented locally.	0	1	2
4	Increase number of touring products presented locally.	0	1	2
5	Increase number of attendances at ticketed/free or low cost events	0	2	2
6	Increase satisfaction of local artists, hirers, arts organisations with the arts & cultural venues.	0	1	2
Community Engagement				
7	Increase participation of arts and cultural volunteering (number of venue volunteers, frequency and hours).	0	1	2
8	Increase participation of non-arts groups and organisations in arts and cultural events and activities (eg schools, seniors groups, social service/welfare/health organisations, sporting groups etc.)	0	1	2
9	Opportunities for community story telling / community history and heritage.	0	1	2
Economic Outcomes				
10	Increase in employment generated by existing cultural venues.	0	1	2
11	Increase on the local expenditure on arts and culture.	0	1	2
12	Increased tourist expenditure on arts and culture.	0	1	2
13	Increase funds injected into local businesses through contracting with arts & cultural venues.	0	1	2

The following observations can be made from the table above

- The **Base Case Option A** (Status Quo) is clearly inadequate in meeting the success criteria.

- **Option B**, the refurbishment of the existing Civic Theatre will always be highly compromised by the limitations of the current structure, lack of site area to expand, and the existing technology “backbone”. Current technology will allow a new facility to “take the arts” to the surrounding region and even further into the Pacific Rim and this can’t be achieved with this option. It also does not address the need for a regional museum or community meeting place. As previously noted, even if the building is demolished with the subsequent impact on local performing groups, the site is only large enough for a single theatre..
- **Option C**, the development of a co-located Cultural Precinct meets the required success criteria.

4.3 Detailed Option Summary

Option C is the only option that will provide an outcome that addresses the needs that have been identified. This is the only option that has been considered in detail.

A Preliminary Client Project Brief has been prepared with supporting planning briefs including:

- Theatre Design Outline Planning Brief by Marshall Day Entertech
- Acoustics Outline Planning Brief by Acoustic Studio
- Exhibitions and public programs and concept interpretation for the Museum by Queensland Museum. This outlines general concepts and possible directions for the Museum and these will be further refined as part of the PE.

These briefs are all included in Appendices E, F & G. Full Theatre and Acoustics design briefs will be developed following the selection of the preferred masterplan and design concept option.

They provide an overview of the facilities for possible inclusion in Option C.

These briefs will be the basis for two design concepts which will be examined in the PE. Options for the staging of the development will be considered. The financial analysis in the PE will consider the benefits (if any) of this staging and will provide the detailed justification for the inclusion of each of the proposed elements.

At least four delivery options will also be considered in the PE namely:

- Traditional Lump Sum
- Managing Contractor
- Design and Construct (or DD&C)
- Alliance

The option of delivery through a PPP will also be considered.

5.0 The Next Stage – Preliminary Evaluation

The next stage – Preliminary Evaluation

The following is the proposed plan for the preparation of the next stage of the PAF – the Preliminary Evaluation (PE).

The outcomes sought as outlined in 2.5 will be confirmed, taking note of feedback from the review of this SASR. As outlined in 4.0 there is only one option that will satisfactorily achieve these outcomes and the brief for this outcome is in Annexure D with supporting briefs in Annexures E, F and G.

A consultant team, as outlined below, has been appointed to prepare two options that meet the above briefs. These consultants have been competitively selected from shortlists of those that have the required skills and experience to undertake this work.

The estimated fees for all work up to the completion of the PE is also included in the table below. The CRC has allocated funding for this work.

Cairns Cultural Precinct Indicative Consultant Fees (Excl. GST.) to end of PE Phase

Discipline	Consultant	Total until end of July
Project Manager / Design management	Savills Project Management	100,000
PAF - preparation of SASR / PE	Savills Project Management	250,000
PM Appointment of consultants / Briefs etc	Savills Project Management	350,000
Architect (incl BIM) - Stages 1 - 3	CA Cox Rayner	965,250
Theatre	Marshall Day Entertech	120,000
Structural	Aurecon	81,000
Civil	Cardno	79,700
Mechanical/Electrical/Comms/Security	Steensen Varming/MGF	36,000
Lifts	Aecom	33,185
Quantity Surveyor	WT Partnership	44,000
Acoustic	Acoustic Studio	65,000
Building Code (BCA & PCA)	Certis	23,320
Planning Consultant	Savills Project Management	60,000
Heritage / Impact Statement	Converge Heritage & Consulting	31,575
Geotech	Golder & Associates	20,000
Environmental (ABGR)	Arup	85,000
Landscaping	TBA	40,000
Traffic Consultant	Arup	54,300
Land Surveyor	Brazier Motti	35,000
Maritime	GHD	62,000
Other (3D / Models / etc / etc)	TBA	50,000
TOTAL BUDGET		2,585,330

The two options developed by the consultant team will be analysed as part of the PE.

A program for this work has been prepared and is included in Appendix J.

A Project Management Plan has been prepared and is also included in Appendix J. This outlines how the project will be managed and the responsibilities of the team members.

A risk matrix has been prepared including classifying the risks on the basis of “likelihood” and “impact”. A workshop has been held with senior CRC’ managers to assess these risks and ways in which they can be mitigated. At the workshop delivery options were also considered and assessed on how each option best achieves the outcomes sought by the CRC and the risks that CRC considers acceptable. The outcomes from this workshop will be further analysed and be fully documented in the PE.

A Business Plan(s) will be prepared. A key input will be the likely revenue to be generated from, and the operating costs of, the options. This will require further stakeholder consultation to determine the likely usage of, and acceptable charges for, the proposed facilities. Similar facilities will be used to benchmark these estimates.

Preliminary assessments of the project have not identified any approval, environmental, planning, cultural or native title issues that will stop the project from proceeding. This assumption will be tested in the PE stage.

As outlined in this SASR, this project will have a very strong positive impact on employment and skills development. This will be verified in the PE and ways of maximising the positive benefits and minimise any negative impacts will be considered.

The impact of this project on the community has been assessed as part of this SASR to be very positive. This, and a generally positive public interest impact, will be confirmed as part of the PE.

The option of delivering the Project through a PPP will also be considered.

A draft framework for the PE has been prepared and is also included in Appendix J.

6.0 Bibliography

Title of Publication	Organisation/Author	Year of Publication
Feasibility Report, CBD revitalization Project, Cairns Regional Museum	KPMG	2001
A regional Performing Arts Centre for Cairns	Positive Solutions	2002
Creative Queensland - The Qld Gov Cultural Policy 2002	Qld Gov	2002
Cairns Regional Performing Arts Centre - Site selection study	Connell Wagner	2003
CRPAC - Economic Impact Report	Cummings Economics	2005
The Cairns Cultural Hub	Cox Rainer	2006
Cultural Vitality in communities - Interpretation and indicators	The Urban Institute	Nov-06
Qld Tourism Strategy - A ten year vision for sustainable tourism	Qld Gov	Nov-06
Arts Culture & me 2008-2011	Qld Gov	2008
Smart straight Strategy - Qld's smart future 2008-2011	Qld Gov	2008
Cairns Cultural Precinct Development Economic Impact Study	AEC Group	Feb-08
Toward Q2 - Tomorrows Qld	Qld Gov	Sep-08
Cultural Tourism Strategy - TNQ	Arts Nexus	2009
CRC Corporate Plan 2009-2014	CRC	2009
Far North Queensland Regional Plan 2009-2031	Qld Gov	2009
Coming to a place near you - touring strategy	Qld Gov	2009
Qld Museum Strategic Plan 2009 -2013	Qld Gov	2009
Aboriginal & Torres Strait Islander Arts Policy 2009-2013	Qld Gov	2009
Cairns Economic Future: A plan for Jobs and the economy 2009-2011	Qld Gov	2009-2011
CRC Cultural Plan - Strengthening Our Cultural Vitality	CRC	2009-2014
Cairns Cultural Precinct Concept Planning Report (incorporating revised Positive Solutions survey)	CRC / Architectus	Feb-09
TNQ Repositioning Strategy	Kleinhardt	Feb-09

Title of Publication	Organisation/Author	Year of Publication
What future population and demographic challenges are ahead for Cairns and the far north	Qld Gov	Aug-09
Open letter to Ports Stakeholders on CCP	Ports North	2010
More than Bums On Seats	Australia Council	2010
Qld Arts Council Sector Plan 2010 – 2013	Qld Gov	2010-2013
Artbeat: Regional Arts and Culture Strategy 2010-2014	Qld Gov	2010-2014
Report from the PCG – CRC	Linda Cardew	Nov-10
Regional Road Map - Far North Queensland Regional Plan	Federal Gov	Dec-10
Deed of Grant Funding	Qld Gov	2011
Museum Brief	Qld Museum	2011
CRC Draft Community Plan 2011-2031	CRC	2011
Queensland Regional Profiles – Far North Statistical Division	Qld Gov	2011
Queensland Regional Profiles – Cairns Regional Council	Qld Gov	2011
Office of Economic and Statistical Research – Queensland Treasury	Qld Gov	2011
Report from the PCG - CRC	Linda Cardew	Feb-11
Theatre Outline Planning Brief	Marshall Day	Mar-11
Acoustic Outline Planning Brief	Acoustic Studio	Mar-11
Cairns Cultural Precinct - Preliminary Project Brief.	CRC	Mar-11
Measurement of Cultural Vitality	Arts Queensland	Apr-11
CCP- Intergovernmental Detailed Review Findings	Project Services	Sep-11
Culture Counts in Communities - A framework for measurement	The Urban Institute	Undated

7.0 Appendices

APPENDIX A

Photographic Condition Report of Civic Theatre

APPENDIX B

Government Policy Alignment

APPENDIX C

List of Survey Participants by Category

APPENDIX D

Consultation with Key Stakeholders 2011

APPENDIX E

Preliminary Client Project Brief

APPENDIX F

Theatre Outline Planning Brief by Marshall Day Entertech

APPENDIX G

Acoustics Outline Planning Brief by Acoustic Studio

APPENDIX H

Exhibitions & Public Programs & Conceptual Interpretation for the Museum by Queensland Museum

APPENDIX I

Multi-Auditoria performance venues – Positive Solutions

APPENDIX J

Project Evaluation (PE)

- Project Management Plan incl. Programs
- Draft Framework