

# Addendum 1 - Delivering Outcomes

STRATEGY FOR CULTURE AND THE ARTS 2022 REPORT CARD

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# Strategy for Culture and the Arts - Delivering Outcomes

## What we wanted to see by 2022, and what was achieved

### Preface

The Strategy for Culture and the Arts 2022 established three key priorities.

Focusing effort on soft and hard infrastructure, celebrating and communicating Cairns' shared identity, and supporting economic sustainability enabled meaningful progress towards the desired goals.

This appendix to the Strategy for Culture and the Arts 2022 Report Card provides a comprehensive overview of the outcomes achieved, and how they align with the strategy's intended goals and measures for success.

## KEY PRIORITIES

### PRIORITY 1

Infrastructure, resources and skills that support and stimulate the cultural and creative life of our community.

### OUTCOMES WE WANT TO SEE BY 2022

World-class cultural facilities, including a master-planned arts precinct in the CBD.

Adequate space for cultural and creative sector operations, production and storage.

Platforms for collaboration, networking, resource-sharing, cross-promotion, knowledge-sharing and professional development.

Annual grant programs that enable and support creative practice, and seed funding for testing ideas and new collaborations.

Opportunities for cross-cultural, cross-art form, intercultural and intergenerational creative expression for people of all ages, ethnicities and abilities.

Increased focus on young people and programs that deliver pathways for further education and employment in the arts.

### PRIORITY 2

Culture, heritage and place are valued, shared, celebrated and promoted.

### OUTCOMES WE WANT TO SEE BY 2022

Preservation initiatives that protect and value the region's built and natural cultural heritage, as well as historic and contemporary collections.

Effective and collaborative procedures for programs concerning cultural knowledge and artistic expression of Aboriginal and Torres Strait Islander people.

Diverse place-making, public art and cultural tourism programs that add value to the city's growing portfolio.

Advocacy and promotion of local heritage assets and the diverse multicultural character of our community as a source of identity and belonging.

Network of regional organisations to drive cross-promotion, project development, shared resources and professional development.

Evidence-based research to support and guide future decision-making and investment in the preservation and promotion of our shared cultural heritage and regional identity.

### PRIORITY 3

A robust cultural economy fuelled by an international reputation as a tropical, cultural and creative hub.

### OUTCOMES WE WANT TO SEE BY 2022

National and International reputation as a vibrant hub for Aboriginal and Torres Strait Islander culture and creative expression.

Quality programs, events and activities that encourage visitation, maximise visitor experience and bring people to our region specifically for culture and the arts.

Strategic framework and audience development strategies to drive market exposure and income generation.

Creative and cultural industries network to drive coordinated and strategic industry development.

Focused investment in connecting and promoting our collective points of distinction and valuable cultural and creative offerings.

Evidence-based research to build a case for investment and maximise our global market opportunities.

## PRIORITY 1 Infrastructure, Resources and Skills

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| <p><b>What we wanted to see by 2022</b><br/>World-class cultural facilities, including a master-planned arts precinct in the CBD</p> <p><b>Measures for Success</b></p> <p><b>Intrinsic Measures:</b><br/>Community satisfaction and appreciation</p> <p><b>Instrumental Measures:</b><br/>Accessible and affordable facilities commensurate with the needs and expected growth of the Cairns community</p> <p><b>Institutional Measures:</b><br/>Increased investment and culture-driven vision in step with the infrastructure needs and aspirations of the Cairns</p>  | <b>Key Achievements</b>   |  |  |  |  |
|   | <p><b>Cairns Performing Arts Centre:</b> The \$71 million CPAC co-funded by the Federal Government’s National Stronger Regions Fund and Queensland Government’s Arts Qld, opened in December 2018. The venue offers a 941-seat main auditorium and 400-seat studio theatre equipped with high-quality technical equipment and support.</p>  | <b>AUDIENCE NUMBERS</b><br>(Dec 2018 - Jun 2023) | <b>PARTICIPANTS</b><br>(Dec 2018 - Jun 2023) | <b>EMPLOYMENT OPPORTUNITIES</b><br>(Dec 2018 - Jun 2023) |  |
|   |   | 316,290  | 2,099  | 1,680 short term<br>19 longer term                       |  |
|   | <p><b>Court House Gallery:</b> The \$8.28m refurbishment and adaptive re-use of the former Cairns Court House began in 2019 in step with the building’s significant heritage values along with broader CBD precinct development plans. Officially opened in February 2021, the Court House Gallery serves as a gathering place and a high-level art and cultural presentation space.</p>                                    | <b>AUDIENCE NUMBERS</b><br>(Feb 2021 - Jun 2023) | <b>PARTICIPANTS</b><br>(Feb 2021 - Jun 2023) | <b>EMPLOYMENT OPPORTUNITIES</b><br>(Feb 2021 - Jun 2023) |  |
|   |   | 91,105   | 2,715  | 148 short term<br>3 longer term                          |  |
|   | <p><b>Munro Martin Parklands:</b> Munro Martin Parklands has rapidly gained popularity among locals since its redevelopment and re-opening in 2016. The parkland’s green proscenium stage, the largest in Australia, has hosted various performances such as Queensland Opera’s Barber of Seville, Circa’s new circus, Grammy Award-winning Soweto Gospel Choir, and the contemporary music of Passenger and the Waifs.</p> | <b>AUDIENCE NUMBERS</b><br>(Dec 2017 - Jun 2023) | <b>PARTICIPANTS</b><br>(Feb 2021 - Jun 2023) | <b>EMPLOYMENT OPPORTUNITIES</b><br>(Feb 2021 - Jun 2023) |  |
| 66,708  |   | 1,244  | 674  |  |  |
| <p><b>Cairns Gallery Precinct:</b> Supported by a \$10m Federal Government grant, Council’s vision to transform three existing heritage-listed buildings within the Cairns city centre to create a dynamic and world class gallery precinct, is underway. In July 2022, expressions of interest were advertised in the search for innovative designs to master-plan a unique cultural destination.</p>  |   |  |  |  |  |
| <b>Sector Insights</b>  |   |  |  |  |  |
| <p>Stakeholder perspectives on hard infrastructure indicate a continued acknowledgement of the level of investment by CRC in the development of arts venues in the CBD (SoARTS Report 2020)</p> <p>The opening of the Court House Gallery in Abbott Street has been applauded by the sector and adds to the growth of infrastructure development that has transformed the city of Cairns into a hub of arts and creativity (SoARTS Report 2021)</p> <p>SoARTS stakeholders expressed that the provision of cultural infrastructure is creating landmarks and a cultural identity for Cairns, noting the massive transformation of Cairns over the past 10-15 years (SoARTS Report 2021)</p> |   |  |  |  |  |

## PRIORITY 1 Infrastructure, Resources and Skills

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| <p><b>What we wanted to see by 2022</b><br/>Adequate space for cultural and creative sector operations, production, and Storage</p> <p><b>Measures for Success</b></p> <p><b>Intrinsic Measures:</b><br/>Community satisfaction and appreciation</p> <p><b>Instrumental Measures:</b><br/>Increased sector sustainability, capacity and capability</p> <p><b>Institutional Measures:</b><br/>Improved capacity, usage, and promotion of Council-owned and community-run cultural facilities, venues and spaces</p>  | <p><b>Key Achievements</b></p>   |   |   |
|   | <p><b>Enhanced Public Awareness:</b> Two new promotional campaigns showcasing the diversity of facilities and spaces on offer were developed to boost visibility and drive greater utilisation of the city's public and privately owned amenities.</p> <ul style="list-style-type: none"> <li>The Cairns Arts and Culture Map: Launched in 2018, the Arts and Culture Map is a one-stop shop for information on the city's arts and cultural offerings. The map's Facilities and Spaces page continues to be the third most popular and viewed category.</li> <li>Vibrance magazine: Launched in 2021, the magazine has combined the full range of Creative Life programs and resources in one single publication. Vibrance targets the promotion of Council-owned facilities for hire, ranging from galleries and halls to meeting rooms, stages and arts centres.</li> </ul> |   |   |
|   | <p><b>Community Activity Spaces Strategy:</b> Endorsed by Council in 2022, the strategy provides a roadmap for decision making around the provision, design, and management of indoor community spaces. This forward-thinking strategy aims to encourage active and engaged communities across the Cairns region and meet the needs of community by ensuring equitable provision and effective utilisation of community spaces.</p>  |   |   |
| <p><b>Renew Cairns:</b> This milestone partnership between CRC, Renew Australia and local landlords was forged in 2021. Designed to activate and energise underutilised areas of the city, creative start-ups and projects can now access vacant CBD spaces to test and grow their business or idea in a commercial setting.</p>  | <p><b>RENEW CAIRNS SHOP VISITS (2022-2023)</b></p> <p>4,200</p>  | <p><b>RENEW CAIRNS TENANTS (2022-2023)</b></p> <p>(13 tenants + 42 other makers)<br/>54</p> | <p><b>RENEW CAIRNS TENANTS (2022-2023)</b></p> <p>Workshop Participants<br/>249</p> |
| <p><b>Sector Insights</b></p>   |  |   |   |
| <p>Awareness of the Cairns Regional Council's contribution to capital infrastructure is high amongst the stakeholder group (SoARTS Report 2020)</p> <p>Engagement with stakeholders suggested that the breadth and significance of arts, cultural and creative activity is in a sustained period of growth. Demand for development, production and presentation facilities remained high (SoARTS Report 2021)</p> <p>There is a need for smaller arts spaces that allow different parts of the ecology to grow, including experimental, underground arts programming. The Council-initiated Renew Cairns program has contributed to the remedy of this issue (SoARTS Report 2021)</p> |  |   |   |

## PRIORITY 1 Infrastructure, Resources and Skills

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| <p><b>What we wanted to see by 2022</b><br/>Platforms for collaboration, networking, resource-sharing, cross-promotion, knowledge-sharing and professional development</p> <p><b>Measures for Success</b><br/><b>Intrinsic Measures:</b><br/>Exposure to new knowledge, skills and experiences<br/><b>Instrumental Measures:</b><br/>Increased collaborations, partnerships and networking across the arts and cultural sector<br/><b>Institutional Measures:</b><br/>Effective frontline services that focus on community engagement and communication with the cultural sector</p>  | <b>Key Achievements</b>  |  |
|   | <p><b>Collaboration, Networking and Professional Development:</b> Initiatives designed to inspire professional development, collaboration and new networks have included an exceptional range of artist in residencies, mentorships, internship projects and forums. Examples include, but are by no means limited to:</p> |  |
|   | <p><b>Tanks Art Centre Multi-Artform Residency Program</b><br/>caters to a range of arts practitioners including visual arts, music, writing, performance, multi-media and community cultural development.</p>   | <p><b>TANKS ARTS CENTRE</b></p> <p>RESIDENCY PROGRAM<br/>(Jul 2018 - Jun 2023)<br/>31 Residencies</p>  |
|   | <p><b>Court House Gallery Curators Symposium and a Taste of Culture Series</b> offered workshops and opportunities for the arts community to come together, share ideas and discuss future projects.</p>   | <p><b>COURT HOUSE GALLERY</b></p> <p>CURATORS SYMPOSIUM<br/>(Mar 2023)<br/>27 people<br/>International / National / local<br/>A TASTE OF CULTURE<br/>(Mar - Jun 2022)<br/>145 people</p> |
|   | <p><b>The Understory Symposium</b> is a vital component of the Understory Film Festival designed to stimulate discussion, knowledge-sharing and cross-artform and cross-sector collaboration.</p>  | <p><b>UNDERSTORY SYMPOSIUMS &amp; FORUMS</b></p> <p>(Jul 2019 - Jun 2023)<br/>350 people</p>   |
|   | <p><b>The Creative Life Volunteer Program</b> is a valuable and growing network of people in the community who contribute to the success of Council's galleries, festivals, and events.</p>  | <p><b>CREATIVE LIFE VOLUNTEER PROGRAM</b></p> <p>(2019 - 2022)<br/>1,586 people</p>  |
| <b>Sector Insights</b>  |  |  |
| <p>There is evidence of low-level informal networks structured around specific disciplines and communities of practice. It is also evident, however, that high-level advocacy is critically needed to promote growth across the sector (SoARTS Report 2019)</p> <p>Partnerships and collaborations build capacity and allow programs and projects to flourish at a scale that could not be achieved by individual entities (SoARTS Report 2019)</p> <p>Stakeholder activity suggests strong and effective developmental support networks operate within sub-segments. However, peak strategic representation engaged in focused advocacy for the arts, cultural and creative industries as an aggregated sector is limited (SoARTS Report 2021)</p> |  |  |

## PRIORITY 1 Infrastructure, Resources and Skills

| What we wanted to see by 2022   | Key Achievements  |  |   |   |
|---|---|--|---|---|
| Annual grant programs that enable and support creative practice, and seed funding for testing ideas and new collaborations  | <b>Provision of Annual Grants:</b> The arts and cultural grants program has supported a multi-dimensional range of initiatives. Designed to build and sustain the viability and productivity of community-based organisations, and enhance the capacity and capability of local artists, cultural and creative practitioners, the full suite of grants have circulated around \$2.8m in funding across 340 projects |  |   |   |
| <b>Measures for Success</b><br><b>Intrinsic Measures:</b><br>Community satisfaction and appreciation<br><b>Instrumental Measures:</b><br>Increased sector sustainability, capacity and capability<br><b>Institutional Measures:</b><br>Effective frontline services that focus on community engagement and communication with the cultural sector   | RADF<br>July 2018 - June 2023<br><b>\$1,063,479</b>   | <b>Audience</b><br>(July 2018 - June 2023) | <b>Participation</b><br>(July 2018 - June 2023) | <b>Short Term Employment</b><br>(July 2018 - June 2023) |
|   | ARTS & CULTURAL INFRASTRUCTURE<br>July 2018 - June 2023<br><b>\$344,067</b>   | <b>663,294</b>                             | <b>10,650</b>                                   | <b>915</b>  |
|   | COMMUNITY PARTNERSHIPS EVENTS<br>(Producing Cultural & Creative Content)<br>July 2018 - June 2023<br><b>\$1,252,188</b>   |  |   |   |
|   | IN-KIND<br>July 2018 - June 2023<br><b>\$219,687</b>  |  |   |   |
| Sector Insights   |   |  |   |   |
| <p>Stakeholder sentiment that the tacit and intangible benefits associated with culture and the arts are at risk of becoming undermined by explicitly economic imperatives, and that this may further inhibit a holistic value of the industry (SoARTS Report 2019)</p> <p>The RADF program is acknowledged by stakeholders as a consistent enabler of activity across the disciplines of the sector and Council programs that provide in-kind access to facilities and soft infrastructure are critical to some (SoARTS Report 2020)</p> <p>Stakeholders lamented limited philanthropic support for arts and culture activities however there is a sentiment that Council actively supports business and project development opportunity through its funding programs (SoARTS Report 2020)</p> |   |  |   |   |

## PRIORITY 1 Infrastructure, Resources and Skills

| <p><b>What we wanted to see by 2022</b><br/>Opportunities for cross-cultural, cross-artform, intercultural and intergenerational creative expression for people of all ages, ethnicities and abilities</p> <p><b>Measures for Success</b></p> <p><b>Intrinsic Measures:</b><br/>Exposure to new knowledge, skills and experiences</p> <p><b>Instrumental Measures:</b><br/>Increased collaborations, partnerships and networking across the arts and cultural sector</p> <p><b>Institutional Measures:</b><br/>Effective frontline services that focus on community engagement and communication with the cultural sector</p> | <b>Key Achievements</b>  |                                     |                                   |                              |  |
|---|--|-------------------------------------|-----------------------------------|------------------------------|--|
|   |  | <b>Audience</b>                     | <b>Participation</b>              | <b>Short Term Employment</b> |  |
|   | <p><b>Cross-cultural and cross-artform expression:</b> A fusion of positive, cross-cultural, cross-artform collaborations and a wide assortment of opportunities have encouraged community engagement, participation and creative expression. Examples include, but</p>  |                                     |                                   |                              |  |
|   | <p><b>Beginnings – A Musical Story of Cairns, Commonwealth Games Festival 2018:</b> A large-scale locally devised and produced musical theatre piece. Telling the unique Indigenous and multicultural history of cairns, the program engaged over 300 performers from diverse cultures and with mixed abilities.</p> | (2018)<br><b>3,500</b>              | (2018)<br><b>343</b>              |                              |  |
| <p><b>Cairns Children’s Festival:</b> An annual celebration for children aged 12 years and under, showcasing a diverse, innovative and multi-arts program across two days and various arts precincts.</p>   | (2021, 2022, 2023)<br><b>22,603</b>  | (2021, 2022, 2023)<br><b>284</b>    | (2021, 2022, 2023)<br><b>215</b>  |                              |  |
| <p><b>Arts and Disability Strategy:</b> Consultation and collaboration with the disability sector to guide implementation of programs, projects and resources was facilitated by Queensland’s peak arts and disability advocate Access Arts.</p>  |  | (Feb 2019 - Jul 2023)<br><b>200</b> | (Feb 2019 - Jul 2023)<br><b>5</b> |                              |  |
| <b>Sector Insights</b>  |  |                                     |                                   |                              |  |
| <p>Inclusivity is a dominant theme that exists within the NFP arts and cultural sector/cities as highly desirable and beneficial to growth (SoARTS Report 2019)</p> <p>The build-up to the Brisbane 2032 Olympic Games in Queensland provides an opportunity for more cross- sector activity and partnerships (SoARTS Report 2021)</p> <p>Beginnings: A Musical Story of Cairns at the 2018 Cairns Festival was held up as an example of multicultural visions done well (SoARTS Report 2021)</p>   |  |                                     |                                   |                              |  |

## PRIORITY 1 Infrastructure, Resources and Skills

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| <p><b>What we wanted to see by 2022</b><br/>Increased focus on young people and programs that deliver pathways for further education and employment in the arts</p> <p><b>Measures for Success</b><br/><b>Intrinsic Measures:</b><br/>Community satisfaction and appreciation<br/><b>Instrumental Measures:</b><br/>Increased sector sustainability, capacity and capability<br/><b>Institutional Measures:</b><br/>Effective frontline services that focus on community engagement and communication with the cultural sector</p>  | <p><b>Key Achievements</b></p>  |   |
|   | <p><b>Strategy for Young Creatives:</b> Developed in partnership with Arts Queensland in 2018/19 and adopted by Council in 2020, the Strategy for Young Creatives steps out the trends, challenges and opportunities that influence young people’s engagement in the arts here in Cairns, and guides five specific focus areas: Partnership and Collaboration; Funding; Professional Development; Programming; and Strategic Development.</p> | <p>February - September 2019<br/>Participants<br/><b>450</b><br/>Short Term Employment<br/><b>2</b></p> |
| <p><b>Flame.Arts:</b> Targeted investment in RADF-funded Flame.Arts and its specific career development and access programs has delivered significant professional development and strategic development outcomes. The recruitment of an Indigenous Project Officer in 2019 continues to support and guide the delivery of the program.</p>   | <p>2021 - 2022<br/>Participants<br/><b>669</b><br/>Exhibition Attendance<br/><b>3,700</b></p>   |   |
| <p><b>Sector Insights</b></p>   |   |   |
| <p>The Council’s Strategy for Young Creatives provides exemplar youth-oriented programs that redress some of the decline in youth arts of previous decades (SoARTS Report 2021)</p> <p>Across the sector, there remains a sense of losing a young generation, with limited youth-oriented organisations, few young people on boards or committees and diminishing pathways at tertiary education institutions (SoARTS Report 2021)</p> <p>Stakeholders uniformly argued the need for good arts education from primary school to the tertiary level, otherwise it is difficult to get young people to continue with serious careers and for Cairns to have a young talent pool feeding its arts and culture scene (SoARTS Report 2021)</p> |   |   |



## PRIORITY 1 Infrastructure, Resources and Skills

| What we wanted to see by 2022  | Key Achievements  |   |
|--|---|---|
| <p><b>Evidence-based research to support and guide future decision making and investment in hard and soft cultural infrastructure and resources</b></p> <p><b>Measures for Success</b></p> <p><b>Intrinsic Measures:</b><br/>Sector confidence, resource-sharing, networking and connectivity</p> <p><b>Instrumental Measures:</b><br/>Increased collaborations, partnerships and networking across the arts and cultural sector</p> <p><b>Institutional Measures:</b><br/>Increased investment and culture-driven vision in step with the infrastructure needs and aspirations of the Cairns community</p>  | <p><b>Research and Evaluation:</b> Council has partnered in an outstanding range of research and evaluative projects that have provided crucial insights into Cairns' arts and cultural sector, economic output and future potential. This research includes:</p> |   |
|  | <p>SoARTS produced by JCU and CQU in 2019, 2020, 2021 &amp; 2023</p>  | <p>2019 - 2023<br/>Advisory Panel<br/><b>20</b><br/>Sector Participants<br/><b>27</b></p> |
|  | <p>Cultural and Creative Activity in the Cairns Region (2019) and Cultural and Creative Business Survey (2019) produced by Cummings Economics</p>   | <p>2019<br/>Business Participants<br/><b>112</b></p>                                      |
|  | <p>A Population Hotspot Analysis (2019) produced by QUT</p>   | <p>2019<br/>Sector Participants<br/><b>33</b></p>   |
|  | <p>A series of 14 Key Performance Indicators surveys (2018 – 2022) designed to gauge audience and participant levels of satisfaction and enrichment.</p>  | <p>2018 - 2022<br/>Survey Participants<br/><b>1,191</b></p>                               |
| <p><b>Sector Insights</b></p>  |   |   |
| <p>Council in-kind support to facilities and soft infrastructure is critical in allowing some viability for arts and culture activities. (SoARTS Report 2020)</p> <p>A successive reduction in operational and project funding levels provided by State and Federal governments has negatively impacted the range of services available to the sector. The local council takes up gaps in advocacy and facilitation of services. (SoARTS Report 2019)</p> <p>Stakeholder perspectives on hard infrastructure indicate a continued acknowledgement of the level of investment by CRC in the development of arts venues in the CBD. (SoARTS Report 2020)</p> |   |   |

## PRIORITY 2 Culture, Heritage and Place

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| <p><b>What we wanted to see by 2022</b><br/>Preservation initiatives that protect and value the region's built and natural cultural heritage, as well as historic and contemporary collections</p> <p><b>Measures for Success</b><br/><b>Intrinsic Measures:</b><br/>Visible, engaging, accessible and vibrant spaces and places<br/><b>Instrumental Measures:</b><br/>Increased protection, conservation and promotion of the region's significant heritage assets and historical and contemporary collections<br/><b>Institutional Measures:</b><br/>Effective and best-practice preventative maintenance across Council's significant heritage assets</p>  | <p><b>Key Achievements</b></p> <p><b>Court House and Mulgrave Shire Council Chambers Adaptive Re-use:</b> The conceptual redevelopment and repurpose of these significant buildings has been underpinned by the preparation of Conservation and Interpretive Management Plans commissioned in 2018. Collaboration with National Arts Leaders representatives from Melbourne Museum, QUAGOMA, and QPAC; as well as local representation from First Nations stakeholders, arts and cultural organisations, designers and architects have guided the project.</p> <p><b>Effective Preventative Maintenance:</b> Ongoing preventative maintenance across the region's shared and significant cultural heritage and historical assets has been undertaken in accordance with conservation management plans. This includes the following heritage-listed assets:</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around; text-align: center;"> <div style="width: 20%; background-color: #e85c3d; color: white; padding: 10px; border-radius: 10px;">COURT HOUSE GALLERY</div> <div style="width: 20%; background-color: #e85c3d; color: white; padding: 10px; border-radius: 10px;">CAIRNS ART GALLERY</div> <div style="width: 20%; background-color: #e85c3d; color: white; padding: 10px; border-radius: 10px;">TANKS ARTS CENTRE</div> <div style="width: 20%; background-color: #e85c3d; color: white; padding: 10px; border-radius: 10px;">TOBRUK POOL ANZAC CENTENARY SCUPTURE &amp; INTERPRETIVE SIGNAGE</div> <div style="width: 20%; background-color: #e85c3d; color: white; padding: 10px; border-radius: 10px;">SCHOOL OF ARTS (CAIRNS MUSEUM)</div> <div style="width: 20%; background-color: #e85c3d; color: white; padding: 10px; border-radius: 10px;">CAIRNS LIBRARY TRAIL</div> <div style="width: 20%; background-color: #e85c3d; color: white; padding: 10px; border-radius: 10px;">MCLEOD STREET PIONEER CEMETERY</div> <div style="width: 20%; background-color: #e85c3d; color: white; padding: 10px; border-radius: 10px;">MUNRO MARTIN PARKLANDS WORLD WAR II COMMAND CENTRE</div> </div> |
| <p><b>Sector Insights</b></p> <p>The idea of character precincts is important in terms of retaining a collection of vernacular architecture that represents different timeframes in the region's history. Council's purchase and restoration of the Court House is an exemplar project applauded by stakeholders (SoARTS Report 2021)</p> <p>Stakeholders recognize that the region's collections are important for telling stories through curatorial practice and other creative production methods (SoARTS Report 2021)</p> <p>The role of Cairns as a regional creative hub suggests that significant AAA grade storage facilities for both Indigenous and non-indigenous collections is an ongoing concern for the sector (SoARTS Report 2021)</p> |   |

## PRIORITY 2 Culture, Heritage and Place

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| <p><b>What we wanted to see by 2022</b><br/>Effective and collaborative procedures for programs concerning cultural knowledge and artistic expression of Aboriginal and Torres Strait Islander people</p> <p><b>Measures for Success</b><br/><b>Intrinsic Measures:</b><br/>Appreciation of the region's Indigenous cultural heritage and shared multicultural history<br/><b>Instrumental Measures:</b><br/>Increase cross-cultural and cross-artform exchange<br/><b>Institutional Measures:</b><br/>Improved collaboration and culture-led partnerships in place-making, urban planning, revitalisation, public art and interpretive projects</p>  | <p><b>Key Achievements</b></p> <p><b>Specific and purpose-built roles within the Creative Life Team:</b> The recruitment of an Indigenous Project Officer in 2019 continues to support and guide the delivery of the Flame.Arts program. The recent recruitment of a First Nations Curator in February 2023 now provides overall supervision, co-ordination and management of the Creative Life First Nations Visual Arts Program.</p> <p><b>Collaboration and Partnerships:</b> High-level partnerships, collaboration, resource sharing and co-production have seeded the development of an impressive range of projects. Examples include, but are by no means limited to the following:</p> <div style="display: grid; grid-template-columns: repeat(4, 1fr); gap: 10px;"> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> <p>CIAF FASHION STORY EXHIBITION<br/>COURT HOUSE GALLERY</p> </div> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> <p>A TASTE OF CULTURE WORKSHOP SERIES<br/>UMI ARTS COURT HOUSE GALLERY</p> </div> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> <p>MASTER PLANNING CAIRNS GALLERY PRECINCT &amp; COURT HOUSE GALLERY</p> </div> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> <p>MIXED BLOOD EXHIBITION<br/>TANKS ARTS CENTRE</p> </div> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> <p>JINA'S JOURNEY MIRIKI PERFORMING ARTS CPAC</p> </div> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> <p>PUBLIC ART INSTALLATIONS SHIELDS STREET HEART</p> </div> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> <p>WOVEN SOUNDS OF AUSTRANESIA CPAC</p> </div> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> <p>PASSING THE TORCH GIRRINGUN ABORIGINAL ART CENTRE</p> </div> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> <p>PAST, PRESENT, FUTURE EXHIBITION<br/>COURT HOUSE GALLERY</p> </div> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> <p>HOT BROWN HONEY CREATIVE DEVELOPMENT CPAC</p> </div> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> <p>BILLUM STORIES EXHIBITION<br/>COURT HOUSE GALLERY</p> </div> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> <p>COLOURFUL COUNTRY PORMPURA AW ART AND CULTURE CENTRE</p> </div> </div> |
| <p><b>Sector Insights</b></p> <p>Diversity is a highly valued aspect of the sector, with wide representation across age, gender, ethnic and cultural diversity as well as socio-economic status (with Aboriginal and Torres Strait Islanders arts practice as an important leitmotif) (SoARTS Report 2019)</p> <p>Indigenous arts and cultural organisations within the stakeholder group recognize a positive relationship with Council that is genuine and generally described as non-tokenistic. However, there is a need for more Indigenous people with decision-making clout and in positions of responsibility to effect capacity building and engagement within the sector (SoARTS Report 2021)</p> |  |

## PRIORITY 2 Culture, Heritage and Place

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| <p><b>What we wanted to see by 2022</b><br/>Diverse place-making, public art and cultural tourism programs that add value to the city's growing portfolio</p> <p><b>Measures for Success</b><br/><b>Intrinsic Measures:</b><br/>Visible, engaging, accessible and vibrant spaces and places<br/><b>Instrumental Measures:</b><br/>Re-invigorated culture-led revitalisation of urban spaces and places<br/><b>Institutional Measures:</b><br/>Improved collaboration and culture-led partnerships in place-making, urban planning, revitalisation, public art and interpretive projects</p>  | <p><b>Key Achievements</b></p> <p><b>Revitalisation, Urban Vitality and Public Art:</b> Cultural and creative-led revitalisation, cultural tourism and public art projects have been brought to life by strategic planning frameworks that aspire to drive visitation and create a vibrant, connected and liveable city:</p> <ul style="list-style-type: none"> <li>• <b>Cairns City Centre Master Plan</b> adopted by Council in 2019 as a design and planning framework to guide the evolution of this important public space.</li> <li>• <b>Streetscape Master Plan for Palm Cove</b> endorsed by Council in 2022 to guide renewal and development of the foreshore, including opportunities for creative placemaking and public art.</li> <li>• <b>Cairns &amp; Great Barrier Reef Event Strategy 2025</b> updated and endorsed by Council in 2022 to deliver strong collaboration between Council, Tourism Tropical North Queensland and Tourism and Events Queensland.</li> <li>• <b>Strategy for Public Art and Placemaking</b> adopted by Council in 2020 to promote the integration of public art and creative processes into Council's urban design and renewal projects</li> </ul> |  |   |
|  | <p><b>Public Art and Creative Placemaking Strategy</b></p>  |  |   |
|  | <p><b>New Works</b><br/>(2018 - 2023)</p> <p><b>10</b><br/>New Works Created</p> <p><b>39</b><br/>Employment Opportunities</p>  | <p><b>Public Programs</b><br/>(2018 - 2023)</p> <p><b>66</b><br/>Murals, Digital &amp; Ephemeral Artworks Created</p> <p><b>72</b><br/>Employment Opportunities</p> <p><b>43,104</b><br/>Audience</p> <p><b>386</b><br/>Participants</p> | <p><b>Collection Management</b><br/>(2018 - 2023)</p> <p><b>9</b><br/>Restoration &amp; Repairs</p> <p><b>16</b><br/>Employment Opportunities</p> |
| <p><b>Sector Insights</b></p> <p>Shields Street is mentioned as a precinct where the integration of public art and public amenity has created a destination attracting people-oriented activity, including two university campuses (SoARTS Report 2019)</p> <p>The development of the Cairns Esplanade, with Robinson's iconic Woven Fish, is also highlighted because of the proliferation of public art. Public Art is an under-appreciated art form that enhances a connection between the local community and visitors (SoARTS Report 2019)</p> <p>A public art walking trail could be combined with a masterclass developed in collaboration with James Cook University and key stakeholders as part of the process of progressing and promoting a trail (SoARTS Report 2020)</p> |   |  |   |

## PRIORITY 2 Culture, Heritage and Place

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| <p><b>What we wanted to see by 2022</b><br/>Advocacy and promotion of local heritage assets and the diverse multicultural character of our community as a source of identity and belonging</p> <p><b>Measures for Success</b></p> <p><b>Intrinsic Measures:</b><br/>Connection to place and strong cultural identity</p> <p><b>Instrumental Measures:</b><br/>Re-invigorated culture-led revitalisation of urban spaces and places</p> <p><b>Institutional Measures:</b><br/>Improved participatory process and decision-making for promotion and interpretation</p>  | <p><b>Key Achievements</b></p> <p><b>Presentation and Promotion:</b> Creative projects designed to promote and communicate the value of the city's rich heritage, character and diversity have included, but are by no means limited to the following:</p> <ul style="list-style-type: none"> <li>• <b>Flame.Design:</b> Designed to engage young people from across the region to identify iconic historical buildings in their towns and replicate them on a digital platform.</li> <li>• <b>Cairns Arts and Culture Map:</b> Presenting the collective appeal of the region's valuable assets via self-guided heritage walks and historic interpretive trails.</li> <li>• <b>Shadows of the Past:</b> Cairns District Family History Society's annual theatrical tours of the McLeod Street Pioneer Cemetery.</li> </ul> <p><b>Interpretive Media:</b> The development of interpretive media has been imbedded into a range of cultural infrastructure development and urban revitalisation projects. Examples include, but are by no means limited to the following:</p> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div data-bbox="595 703 1055 1050" style="background-color: #e85c3d; color: white; padding: 10px; border-radius: 10px; text-align: center;"> <p><b>EMBRACING OUR STORIES<br/>CAIRNS INDIGENOUS<br/>INTERPRETIVE SIGNAGE TRAIL</b></p> <p>Exploring the themes of traditional culture and extending a message of welcome to visitors.</p> </div> <div data-bbox="1099 703 1559 1050" style="background-color: #e85c3d; color: white; padding: 10px; border-radius: 10px; text-align: center;"> <p><b>TANKS ARTS CENTRE<br/>TANKS HISTORY PANELS</b></p> <p>Telling the story of Tanks Arts Centre and the significance of the concrete fuel tanks to naval operations in the Pacific during World War II, the Korean War and the Vietnam War.</p> </div> <div data-bbox="1603 703 2063 1050" style="background-color: #e85c3d; color: white; padding: 10px; border-radius: 10px; text-align: center;"> <p><b>COURT HOUSE GALLERY<br/>INTERPRETIVE MEDIA</b></p> <p>Providing the historical background of the building and the assortment of archaeological finds on display, along with First Peoples interaction with the building during its time as a Court House from 1920.</p> </div> </div> |
| <p><b>Sector Insights</b></p> <p>The council-supported promenade theatre production Shadows from the Past, presented in local cemeteries, is an innovative approach to historical storytelling. It provides a production model with high potential for popularity, outreach and engagement (SoARTS Report 2021)</p> <p>Through its collections, the Cairns Museum is a key repository, resource for research and dissemination point for contemporary and historical storytelling related to the social life of Cairns and the region. There are significant opportunities for the digitisation and deployment of the Cairns Museum's holdings (SoARTS Report 2021)</p> |  |

## PRIORITY 2 Culture, Heritage and Place

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| <p><b>What we wanted to see by 2022</b><br/>Network of regional organisations to drive cross-promotion, project development, shared resources and professional development</p> <p><b>Measures for Success</b><br/><b>Intrinsic Measures:</b><br/>Sector confidence, resource-sharing, networking and connectivity<br/><b>Instrumental Measures:</b><br/>Increase cross-cultural, and cross art form exchange<br/><b>Institutional Measures:</b><br/>Improved participatory process and decision-making for promotion and interpretation</p>   | <p><b>Key Achievements</b></p> <p><b>Building Capacity:</b> Sustained, outcome-focused and highly-beneficial partnerships have been forged to promote and celebrate shared identity and cultural heritage. Alliances include, but are by no means limited to:</p> <ul style="list-style-type: none"> <li>• <b>Cairns Art Gallery, Cairns Museum and Cairns Indigenous Art Fair</b> have supported a shared vision for the preservation and presentation of the region's cultural heritage and valuable historical and contemporary collections.</li> <li>• <b>Queensland Museum Regional Museum Development Program</b> has enabled and supported a strong and collaborative network across the region's museum and collecting groups. A key focus of the program has been best-practice collections management as well as building the capacity and capability of the sector.</li> </ul> | <p><b>Queensland Museum Regional Museum Development Program (2018 -2023)</b></p> <p style="text-align: center;">Audience<br/><b>176</b></p> <p style="text-align: center;">Engagement &amp; Participation<br/><b>2,367</b></p> <p style="text-align: center;">Site Visits Undertaken<br/><b>154</b></p> <p style="text-align: center;">Public Talks &amp; Training Sessions provided<br/><b>33</b></p> |
| <p><b>Sector Insights</b></p>   |   |  |
| <p>There is evidence of low-level informal networks structured around specific disciplines and communities of practice. It is also evident, however, that high-level advocacy is critically needed to promote growth across the sector (SoARTS Report 2019)</p> <p>The stakeholders in general feel isolated from national industry networks but form local partnerships, groups and consortiums. These groups share current developments and cost share opportunities that might allow more viability (SoARTS Report 2020)</p> <p>Stakeholder activity suggests strong and effective developmental support networks operate within sub-segments. However, peak strategic representation engaged in focused advocacy for the arts, cultural and creative industries as an aggregated sector is limited (SoARTS Report 2021)</p> |   |  |

## PRIORITY 2 Culture, Heritage and Place

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| <p><b>What we wanted to see by 2022</b><br/>Evidence-based research to support and guide future decision-making and investment in the preservation and promotion of our shared cultural heritage and regional identity</p> <p><b>Measures for Success</b><br/><b>Intrinsic Measures:</b><br/>Appreciation of the region's Indigenous cultural heritage and shared multicultural history<br/><b>Instrumental Measures:</b><br/>Increase cross-cultural and cross-artform exchange<br/><b>Institutional Measures:</b><br/>Improved collaboration and culture-led partnerships in place-making, urban planning, revitalisation, public art and interpretive projects</p>  | <p><b>Key Achievements</b></p> <p><b>Research and Evaluation:</b> Council has partnered in an outstanding range of research and evaluative projects that have provided crucial insights into Cairns' arts and cultural sector, economic output and future potential. This research includes:</p>                                 |   |
|  | <p>SoARTS produced by JCU and CQU in 2019, 2020, 2021 &amp; 2023</p>   | <p>SoARTS (2019-2023)<br/><b>Advisory Panel 20</b><br/><b>Sector Participants 27</b></p>  |
|  | <p>Cultural and Creative Activity in the Cairns Region (2019) and Cultural and Creative Business Survey (2019) produced by Cummings Economics</p>  | <p>Cultural and Creative Business Survey (2019)<br/><b>Business Participants 112</b></p>  |
|  | <p>A Population and Hotspot Analysis (2019) produced by QUT</p>  | <p>A Population and Hotspot Analysis (2019)<br/><b>Sector Participants 33</b></p>         |
|  | <p>A series of 14 Key Performance Indicators surveys (2018-2022) designed to gauge audience and participant levels of satisfaction and enrichment.</p>   | <p>Key Performance Indicators Survey (2018-2022)<br/><b>Survey Participants 1,191</b></p> |
|  | <p>Studies emphasise the distinct cultural identity of Cairns, shaped by the local Indigenous culture and the tropical environment. Studies also recognise the vital importance of the region's historical and contemporary collections in communicating stories through curatorial methods and diverse creative techniques.</p> |   |
| <p><b>Sector Insights</b></p> <p>Cairns lies at the heart of an active, creative region. It is a critical business and operational hub servicing the rich and diverse expressions of a uniquely tropical Australian culture with intrinsic regional cultural, artistic and creative values (SoARTS Report 2023)</p> <p>As a city with a strong tropical identity, there is potential to specialise in the cultural influences and practices that abound in the region. This includes Indigenous, Melanesian, Pacifica, migrant and settler heritages. Focusing on these unique values will attract national and international attention, augmenting the reef and rainforest spectacle for which the region is currently promoted through tourism channels (SoARTS Report 2023)</p> |  |   |

## PRIORITY 3 A Robust Cultural Economy

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| <p><b>What we wanted to see by 2022</b><br/>National and international reputation as a vibrant hub for Indigenous culture and creative expression</p> <p><b>Measures for Success</b><br/><b>Intrinsic Measures:</b><br/>Creative excellence, innovation and enrichment<br/><b>Instrumental Measures:</b><br/>Increased demand for creative product unique to Cairns<br/><b>Institutional Measures:</b><br/>Increased cross-departmental and cross-government, corporate and business sector partnerships and collaboration</p>   | <p><b>Key Achievements</b></p> <p><b>Nurturing the Profile and Reputation of Indigenous Creativity and Cultural Engagement:</b> Efforts to support and promote Cairns as a leading centre for Indigenous culture and creative expression on both the national and international stage has included the following initiatives:</p> <ul style="list-style-type: none"> <li>• <b>Purpose-built Gallery:</b> Stage 4 and 5 of the Cairns Gallery Precinct includes development of the master plan to connect Cairns Art Gallery, the Court House Gallery and the Mulgrave Gallery. Central to the design is the additional inclusion of a purpose-built gallery that will act as a destination point for First Peoples artists and Arts Centres throughout the Cape and to expose authentic Indigenous art to a national and international audience.</li> <li>• <b>Advocacy and Collaboration:</b> Council has played a solid support and advocacy role in the development of the State Government’s Bulmba-ja Arts Centre, and Creative Life has continued to support and collaborate with its resident companies.</li> <li>• <b>Outcome-focused Partnerships:</b> Supporting First Nations creative industries has been realised across Council’s flagship venues. The Court House Gallery, CPAC, MMP and the Tanks Art Centre have each seeded the development, presentation and promotion of a diverse range of exhibitions, public art, theatre, fashion, festivals, artist talks and workshops.</li> <li>• <b>Supporting Signature Aboriginal and Torres Strait Islander Festivals and Celebrations:</b> The ongoing provision of grants and resources has supported a vibrant calendar of First Nations festivals and celebrations that have added value to the city’s Indigenous arts and cultural experiences. These include but are by no means limited to:</li> </ul> <div style="display: flex; justify-content: space-around; text-align: center;"> <div data-bbox="544 791 833 1007">NAIDOC WEEK</div> <div data-bbox="864 791 1153 1007">CAIRNS INDIGENOUS ART FAIR</div> <div data-bbox="1184 791 1473 1007">BIG TALK ONE FIRE UMI ARTS</div> <div data-bbox="1505 791 1794 1007">MABO DAY CELEBRATIONS</div> <div data-bbox="1825 791 2114 1007">SHINE ON GIMUY SHINE ON PRODUCTIONS</div> </div> |
| <p><b>Sector Insights</b></p> <p>Despite there being no significant cultural and arts education pathways for Indigenous practitioners, there are exceptions - Indigenous production in the form of fashion, filmmaking, music and visual arts is associated with some of the success stories from the region (SoARTS Report 2020)</p> <p>Overall, the results indicate that Indigenous arts/cultural activities were more popular than other arts/cultural events. This may reflect the commercial nature of the Indigenous arts/cultural activities (SoARTS Report 2021)</p> <p>Prioritising certificates of authenticity and Indigenous-led suppliers is going to strengthen the local industry and provide a more conducive and satisfying experience for the tourism market (SoARTS Report 2021)</p> |  |



## PRIORITY 3 A Robust Cultural Economy

| What we wanted to see by 2022   | Key Achievements   |                                 |                                   |                               |
|---|--|---------------------------------|-----------------------------------|-------------------------------|
| <p>Quality programs, events and activities that encourage visitation, maximise visitor experience and bring people to our region specifically for culture and the arts</p> <p><b>Measures for Success</b></p> <p><b>Intrinsic Measures:</b><br/>Growing appetite and expectation for quality contemporary works, programs and products</p> <p><b>Instrumental Measures:</b><br/>Increased profile as a city of the arts, growth in audience numbers, and employment opportunities for local artists and cultural industry sector</p> <p><b>Institutional Measures:</b><br/>Programming that attracts new audiences and brings people to our region specifically for the arts and culture</p>  | <p><b>Enhanced Visitor Experience:</b> A rich variety of high-quality programs, events, and activities have been developed to increase engagement, participation and visitor experience. Examples include:</p>   |                                 |                                   |                               |
|   |  | <b>Participants</b>             | <b>Audience</b>                   | <b>Employment</b>             |
|   | <p><b>Commonwealth Games Festival 2018:</b> The State Government granted Council \$1,400,000 to design, manage, secure, market and deliver the Event City Festival in Cairns in accordance with a range of creative principles. The 12-day Arts and Cultural Festival was designed to create a positive, long-lasting legacy and build the region’s reputation as a hot spot for the arts.</p> | 600                             | 74,700                            | 100                           |
|   | <p><b>Cairns Festival:</b> Continued investment in Cairns Festival via innovative and contemporary programming, and development of partnerships that attract new work provided opportunities for creative exchange and fusion of local, national and international influences.</p>   | 2018, 2019, 2021, 2022<br>7,423 | 2018, 2019, 2021, 2022<br>337,050 | 2018, 2019, 2021, 2022<br>842 |
|   | <p><b>Understory Film Festival:</b> The annual film event for North Queensland filmmakers has grown from strength to strength and celebrated 10 years in 2023. Understory receives films created by emerging and established filmmakers of all ages, coming from as far south as Townsville and reaching north to the Torres Strait.</p>   | 2020, 2022, 2023<br>671         | 2020, 2022, 2023<br>3,331         | 2020, 2022, 2023<br>46        |
| <p><b>Cairns Summer Sounds:</b> Council’s partnership with Tourism Events Queensland and Tropical Tourism North Queensland was initiated in 2020 to stimulate visitation. The 2020 and 2023 series brought some of the biggest names of the Australian music scene to Cairns and promoted the city nationally and internationally as a destination for the arts and entertainment. Around 25 percent of ticket holders were visitors from outside the region.</p>   |  | 2020 & 2023<br>9,600            |                                   |                               |
| Sector Insights   |  |                                 |                                   |                               |
| <p>International tourists visit Cairns for its natural attractions but their relatively short visits limit opportunities for engagement in cultural experiences. Domestic tourists are often repeat tourists and while they too visit the reef and rainforest, their length of stay provides more opportunities for cultural experiences (SoARTS Report 2019)</p> <p>Claiming the title of the arts and culture capital of Northern Australia is the Cairns Regional Council’s call to action and signals the importance of the sector to establishing a unique regional identity (SoARTS Report 2019)</p> <p>The Cairns Indigenous Arts Fair stands out as an event that has the support of tourism organisations such as Events Queensland and Tourism Tropical North Queensland (SoARTS Report 2021)</p> |  |                                 |                                   |                               |

## PRIORITY 3 A Robust Cultural Economy

| What we wanted to see by 2022   | Key Achievements  |
|---|---|
| <p><b>Strategic framework and audience development strategies to drive market exposure and income generation</b></p> <p><b>Measures for Success</b></p> <p><b>Intrinsic Measures:</b><br/>Growing appetite and expectation for quality contemporary works, programs and products</p> <p><b>Instrumental Measures:</b><br/>Increased demand for creative product unique to Cairns</p> <p><b>Institutional Measures:</b><br/>Strategies and resources in place to guide economic development and diversification opportunities</p>  | <p><b>Strategic Frameworks in Place:</b> Championing and prioritising the growth of the region’s diverse arts, cultural and events sector is now central to Council’s broad corporate objectives.</p> <ul style="list-style-type: none"> <li>• <b>COVID-19 Cairns Local Recovery Plan 2020 V2:</b> The Cairns Local Recovery Plan was designed to meet short-medium term needs – both acute and developmental – while informing longer-term recovery and resilience. Actions to re-open facilities, restart events, and foster the development of new cultural product and infrastructure were central to the broader recovery objectives.</li> <li>• <b>Cairns Regional Council Corporate Plan 2021-2026:</b> Endorsed in July 2021 to guide Council’s decision-making, the five strategic goals of the Plan emphasise the region’s economic resilience and liveability. Optimising visitation and tourism opportunities and promoting Cairns as the arts and culture capital of Northern Australia is targeted as a key strategy to drive and nurture community wellbeing.</li> <li>• <b>Economic Development Strategy 2022-2026:</b> Endorsed in November 2021, key focus areas of the strategy include opportunities in Indigenous arts and culture, as well as in film and the performing arts. Major and economic events are also a key focus of the strategy, where Council aims to work with key stakeholders towards a diverse portfolio of events that will elevate the profile and economic sustainability of the Cairns and Great Barrier Reef region.</li> </ul> |
| Sector Insights   |   |
| <p>Much optimism is evident within the Cairns cultural, arts and creative Industries. This confidence is evidenced by a heightened awareness of the sector’s economic impact and indications of the sector’s growth (SoARTS Report 2019)</p> <p>Strong links outside the Cairns local government area indicate that the sector thinks globally and acts locally in what can be considered a hub and spoke network model or ecology (SoARTS Report 2019)</p> <p>Cairns is well placed to consider the economic impact of the culture, arts and creative industries and to promote the sector as an essential contributor to the region’s economic outputs (SoARTS Report 2019)</p> <p>The key to leveraging tourism support for the arts and cultural sector is suggested to be an investment in strategic planning that incorporates cultural tourism goals and indicators (SoARTS Report 2021)</p> |   |

## PRIORITY 3 A Robust Cultural Economy

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| <p><b>What we wanted to see by 2022</b><br/>Creative and cultural industries network to drive co-ordinated and strategic industry development</p> <p><b>Measures for Success</b><br/><b>Intrinsic Measures:</b><br/>Ability to project our arts and cultural brand nationally and internationally</p> <p><b>Instrumental Measures:</b><br/>Increased profile as a city of the arts, growth in audience numbers, and employment opportunities for local artists and cultural industry sector</p> <p><b>Institutional Measures:</b><br/>Increased cross-departmental and cross-government, corporate and business sector partnerships and collaboration</p>   | <b>Key Achievements</b>   |   |
|   | <b>Creative Networks:</b> Council's targeted investment and involvement in networks that facilitate and promote the sustainable growth of regional arts has included:   |   |
|   | <p><b>Regional Arts Network (RASN)</b> is a region-led network initiated by the Queensland Government through Arts Queensland in 2018. Cairns is part of Regional Arts Network Tropical North consortium of local authorities, which prioritises employment pathways that build the capacity and capabilities of creative practitioners in the region.</p>                                  | <p><b>Network Representation</b><br/><b>20</b><br/>Regions/LGA's</p>                                    |
|   | <p><b>SoARTS</b> is guided by an Advisory Group and a representative Stakeholder Group comprising around 26 representatives of Indigenous visual arts, dance, arts services, writing, recreational arts, contemporary arts, galleries, museums, art fairs, music, inclusive arts, arts education, Indigenous design, landscape design, architecture, publishing, theatre and education.</p> | <p><b>Advisory Group and Industry Stakeholders</b><br/><b>45</b></p>                                    |
|   | <p><b>Screen Queensland, Screenworks and local screen industry</b> have supported the development of a film-making hub in our region to grow our local industry and attract the attention of national and international industry professionals.</p>   | <p><b>Network Representation</b><br/><b>110</b><br/><b>Advisory Panel and Industry Stakeholders</b></p> |
| <b>Sector Insights</b>  |   |   |
| <p>A survey of cultural, arts and creative industry business in 2019 suggests they anticipate an average growth of 7% over the next five years (SoARTS Report 2019)</p> <p>A final geography of culture and the arts in Cairns is provided through our SoARTS interviews. The baseline data collected reveals that 25 of the 26 stakeholders divided their customers/clients between local, national and international markets (SoARTS Report 2019)</p> <p>Both Sector and Commercial Stakeholders suggested a co-ordinated approach to the 'image of Cairns' by sector leaders could elevate culture and the arts 'place' in the region (SoARTS Report 2020)</p> <p>An arts leaders group would strengthen the cohesiveness and confidence of the sector in terms of cross-sector and cross-industry outcomes (SoARTS Report 2021)</p> |   |   |

## PRIORITY 3 A Robust Cultural Economy

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| <p><b>What we wanted to see by 2022</b><br/>Focused investment in connecting and promoting our collective points of distinction and valuable cultural and creative offerings.</p> <p><b>Measures for Success</b><br/><b>Intrinsic Measures:</b><br/>Ability to project our arts and cultural brand nationally and internationally</p> <p><b>Instrumental Measures:</b><br/>Increased profile as a city of the arts, growth in audience numbers, and employment opportunities for local artists and cultural industry sector</p> <p><b>Institutional Measures:</b><br/>Strategies and resources in place to guide economic development and diversification opportunities</p>   | <p><b>Key Achievements</b></p>  |  |   |
|   | <p><b>Solid and Strategic Promotion:</b> To strengthen awareness of the region’s broad and diverse cultural and creative assets, two new promotional platforms have been initiated.</p>   |  |   |
|   | <p><b>The Cairns Arts and Culture Map:</b> Launched in 2018, the Arts and Culture Map is a one-stop shop for information on the city’s arts and cultural offerings. Launched in 2018, the Cairns Arts and Culture Map is as a one-stop-shop for information on the city’s arts and cultural offerings. Council-owned and privately-owned art and cultural facilities are listed, including venues for hire, historic sites, information about festivals and cultural organisations. Creative businesses and individual artists create their own entry and can use the site to promote their practice and find like-minded people to network and collaborate with.</p> | <p><b>Listings</b><br/>(March 2018 - June 2023)</p>        | <p><b>Page Views</b><br/>(March 2018 - June 2023)</p> |
|   | <p><b>Vibrance magazine:</b> Launched in 2021, the publication is a comprehensive resource that showcases the arts and cultural programs produced by Cairns Regional Council. Since its launch, this bi-monthly magazine has established itself as a go-to guide for all the exciting happenings at CPAC, Munro Martin Parklands, the Court House, and Tanks Arts Centre. Moreover, it provides valuable insights into grants, spaces for hire, creative developments, festivals, outcomes of artists-in-residence programs, and the latest public art installations.</p>   | <p><b>Distribution</b><br/>(February 2021 - June 2023)</p> | <p><b>Copies</b><br/>(February 2021 - June 2023)</p>  |
| <p><b>Sector Insights</b></p> <p>The unique cultural makeup of the region is considered to positively shape innovation. Some suggest the potential for innovation is more evident in cultural and the arts services than creative practice and presentation (SoARTS Report 2020)</p> <p>Commercial stakeholders have identified the potential of a ‘brand Cairns’ project. Reflecting the image of Cairns could be a motivating idea that interests stakeholders within the sector (SoARTS Report 2020)</p> <p>The stakeholders believe that culture and the arts can be engaged to build those experiences which will enhance the liveability of the city and region (SoARTS Report 2020)</p> <p>There is potential to strategically enhance the capacity of the sector leading into the rollout of the Gallery Precinct and towards cultural events associated with the Brisbane 2032 Olympics (SoARTS Report 2021)</p> |   |  |   |

## PRIORITY 3 A Robust Cultural Economy

| What we wanted to see by 2022   | Key Achievements  |  |
|---|---|--|
| <p><b>Evidence-based research to build a case for investment and maximise our global market opportunities</b></p> <p><b>Measures for Success</b></p> <p><b>Intrinsic Measures:</b><br/>Creative excellence, innovation and enrichment</p> <p><b>Instrumental Measures:</b><br/>Increased profile as a city of the arts, growth in audience numbers and employment opportunities</p> <p><b>Institutional Measures:</b><br/>Strategies and resources in place to guide economic development</p>   | <p><b>Research and Evaluation:</b> Council has partnered in an outstanding range of research and evaluative projects that have provided crucial insights into Cairns' arts and cultural sector, economic output and future potential. This research includes:</p> |  |
|   | <p>SoARTS produced by JCU and CQU in 2019, 2020, 2021 &amp; 2023</p>  | <p><b>SoARTS (2019-2023)</b><br/>Advisory Panel <b>20</b><br/>Sector Participants <b>27</b></p>  |
|   | <p>Cultural and Creative Activity in the Cairns Region (2019) and Cultural and Creative Business Survey (2019) produced by Cummings Economics</p>   | <p><b>Cultural and Creative Business Survey (2019)</b><br/>Business Participants <b>112</b></p>  |
|   | <p>A Population and Hotspot Analysis (2019) produced by QUT</p>   | <p><b>A Population and Hotspot Analysis (2019)</b><br/>Sector Participants <b>33</b></p>         |
|   | <p>A series of 14 Key Performance Indicators surveys (2018-2022) designed to gauge audience and participant levels of satisfaction and enrichment.</p>  | <p><b>Key Performance Indicators Survey (2018-2022)</b><br/>Survey Participants <b>1,191</b></p> |
| <p>Research emphasises Cairns as a prominent economic centre for the cultural and creative industry and is in a favourable position to capitalise on future economic opportunities.</p>   |   |  |
| Sector Insights   |   |  |
| <p>There is a sense that Cairns is an important hub for Northern Queensland and should aim to be part of a strong network across northern Australia with links to the Pacific and South East Asia (SoARTS Report 2021)</p> <p>Stakeholders engaged in the film industry suggest that there will be a significant impact on filmmakers, and the benefits will extend to many areas of the sector, particularly the acting and visual arts disciplines (SoARTS Report 2023)</p> <p>The interview responses show that the culture and arts activity field is diverse and thriving, with clear subsectors operating in determined priority and protocol settings (SoARTS Report 2023)</p> <p>The non-profit small to medium arts organisations have grown to new levels of success and exposure with renewed public investment (SoARTS Report 2023)</p> |   |  |